

# Minutes

## MEETING OF THE SENATE

A meeting of the Senate was held on Thursday, September 23, 2010 in Robert Sutherland Hall, Room 202 at 3:30 p.m.

**Present:** Principal Woolf/J. Stairs in the Chair **Senators:** Abdelmahmoud, Bakar, Bevan, Boag, Brien, Brouwer, Chaudhry, A. Chowdhury, S. Chowdhury, Christie, Colgan, Cordy, Culham, De Souza, Detomasi, Dimitrov, Egnatoff, Elliott, Eubank, Farewell, Flanagan, Goodspeed, Kwong, LaFleche, Liss, Lockhart, MacDougall, MacLean, McCormack, Morelli, Oosthuizen, Pardy, Pierce, Qureshy, Reeve, Remenda, Reznick, Salzmann, Saunders, Silverman, Stairs, Stewart, Tolmie, Wang, Whitehead, Witzke, Woodhouse, G. Moore (Secretary), C. Russell (Associate)

On the phone: Reid

**Also Present:** B. Bennett, D. Buchanan, M. Campbell, Y. Chan, A. Curran, C. Davis, R. Denniston-Stewart, N. Day, B. Grant, A. Head, B. Griffiths, F. Jahanbakhsh, B. King, R. Lemieux, G. Lessard, G. MacAllister, K. Nossal, K. O'Brien, S. Pinchin, S. Rigden, K. Rowe, J. Scott, H. Smith, J. Smol, C. Sumbler, S. Verbeek, M. Walker, P. Watkin

### I OPENING SESSION

Senate observed a moment of silence in memory of first-year student Cameron Bruce, who died September 13, 2010.

The Principal welcomed new and returning senators to the first regular meeting of the 2010 academic year, including:

- Senator Liss, Vice-Principal (Research), and Senator Reznick, Dean of the Faculty of Health Sciences, new to Queen's
- Senator Brouwer, Vice-Provost and Dean of Graduate Studies, Senator Whitehead, University Librarian, new to Senate
- Senator Pierce, Associate Vice-Principal and Dean of Student Affairs, new to Senate in this role.

He also welcomed:

- Senator Reid on the phone from Lagos, Nigeria, where he is on business.

The Principal explained that he would have to leave the meeting at 4 pm to attend a Fulbright National Dinner in Ottawa, which he viewed as an opportunity to further Queen's international agenda. Vice-Chair J. Stairs would take over the chair.

#### 1. Adoption of Agenda

**Moved by Senator LaFleche, seconded by Senator Oosthuizen, that the Agenda be adopted as circulated with the provision that the report of the Honorary Degrees Committee be received in Closed Session at the end of the meeting.**

Carried 10-51

#### 2. Adoption of the Minutes of the Meeting of 26 May 2010 (Appendix A, page 1)

**Moved by Senator Chaudhry, seconded by Senator Oosthuizen, that the Minutes of May 26, 2010 be adopted as circulated.**

Carried 10-52

### 3. Business Arising from the Minutes

None

### 4. Principal's Report

The Principal focused on the academic planning process and provided a brief update on external matters.

#### **The Academic Plan**

The Principal noted that it was an historic occasion, as Senate would be taking the lead on the development of the University's Academic Plan. He thanked the members of the Academic Writing Team, some of whom were present at the meeting, for their report developed over the summer. The document is posted online with an online forum for community review and comment. Over the summer, the Academic Writing Team found that the original schedule to develop the plan was overly ambitious and recommended more time for discussion. Senate is the logical place to develop the report into a plan because it is the forum for academic governance for the University. Senate has referred the document to the Senate Committee on Academic Development. Developing the plan will involve a lot of work but is also an exciting opportunity. Community-wide discussion began with two town halls earlier this month at the west and main campuses; more opportunities for consultation will take place in the fall.

The extension of the timeline into 2011 will:

- Allow the process to be as inclusive as possible
- Enable Senate to be involved in a more organic manner
- Ensure time for reflection and adequate cross-campus input.

The Principal encouraged people to comment on the plan using the on-line forum at [www.queensu.ca/academicplanforum](http://www.queensu.ca/academicplanforum).

#### **Government and Institutional Matters**

The Principal updated Senate on pension relief and compensation restraint discussions between the provincial government and several public sector groups.

The University is making progress on Queen's Charter changes that would permit the Board of Trustees to reduce its size from 44 to 25 members and to allow the University Council to determine its own size and composition. Senate governance matters are not governed by the Charter and therefore are not included in this petition.

Topics on the Agenda for the Council of Ontario Universities executive heads are:

- Differentiation in the university sector
- The role of colleges
- Access and enrolment
- Modernizing delivery and innovation.

*[Principal Woolf left the meeting after his report and Vice-Chair J. Stairs moved into the Chair.]*

### 5. Provost's Report

Senator Silverman, Provost and VP (Academic), delivered the first Provost's operations update to Senate. It will now be a standing item on the Senate Agenda.

#### **Transition to Provost Model**

Senator Silverman noted that the transition to the Provost model and also the transition to the Provost Office are both proceeding apace. In addition to being the chief academic officer, the Provost is also the chief budget and operating officer of the University. Adding these two roles changes the nature and purpose of the office.

### **Appointments, Reappointments and Searches**

The Provost noted the following appointments since Senate last met on May 26:

- Dr. S. Cole, Deputy Provost for a five-year term
- Dr. J. Dixon, Vice-Provost (International) for a two-year term.

Searches are under way for:

- Executive Director of the Bader International Study Centre
- Associate VP and Dean of Student Affairs to replace J. Pierce who is in the position for one year.

A committee will be struck to examine the reappointment of Senator MacLean as Dean of Arts and Science. He is willing to stand for reappointment for an additional two years after his appointment ends June 30, 2011.

### **Budget Planning**

The University budget process has been moved up by several months, with completion in December instead of February. Provost B. Silverman and VP (Finance and Administration) C. Davis will deliver regular financial updates to be posted on the Queen's website. The Provost also plans to update Senate monthly as required.

### **Queen's University Planning Committee**

The Provost chairs the new Board-Senate Queen's University Planning Committee (QUPC), whose membership is being finalized and which will meet for the first time in October. The body will review, comment and make recommendations on new and proposed plans including the Academic Plan and the budget development process. Annual planning reports from various areas will be brought before this committee. Its terms of reference are on the web at

<http://www.queensu.ca/secretariat/trustees/committees/planning.html>

### **Enrolment Planning**

The Principal has charged the Provost with the creation of the University Enrolment Task Force. It has met twice and is responsible for short and long-term enrolment planning.

### **Capital Projects**

Queen's and other Ontario Universities were asked by the province to provide five key capital projects that would further excellence in teaching and research. In order of priority, Queen's submitted:

- Teaching building
- Engineering building
- Renovation and repurposing of existing teaching space following the construction of at teaching complex and engineering building
- Animal care and life sciences facility.

Senator Silverman clarified that the province is developing a long-term plan for capital projects and universities do not expect any funding in the system for at least a year.

### **City Relations**

The Provost's Office is working with City of Kingston staff to develop a joint strategic plan focused on four key areas:

- Quality of life
- Community planning
- Economic development
- Student engagement.

The Office will keep the community informed as this develops.

### **Quality Assurance**

Deputy Provost S. Cole is steering a Queen's-specific implementation of the province-wide Institutional Quality Assurance Processes, which will take the place of the Internal Academic Review process. The policy document is expected to come to Senate for information on October 20 and the implementation date is set for September, 2011.

### **Labour Relations**

In August, the Ontario government convened talks to establish a provincial framework to achieve its policy directive of 'net zero' salary increases in the sector. While this framework was not achieved at these talks, the government confirmed that the policy directive applies to the university sector and it is the expectation that the policy directive must be achieved.

The University held an initial meeting with PSAC Local 901 representing Teaching Assistants and Teaching Fellows. Negotiations for a first collective agreement will begin in the fall.

The result of the vote conducted in the spring that would determine if general support staff are to be represented by the United Steelworkers is still not decided. Outstanding is the issue of whether some of the voters should be included in the bargaining unit. Until this is determined all votes cannot be counted. The University and the Union will be meeting this fall.

Negotiations are upcoming with other union groups.

### **Sustainability and Diversity**

The University has made much progress on both fronts in recent months. The Provost will continue to update Senate on sustainability and diversity initiatives, the latter being led by A. Husain, Director of Educational Equity and Diversity Projects.

## **6. Other Reports**

**a) Research Report** (Appendix B, page 10)

There were no questions or comments.

**b) Senate Committee Agenda Topics** (Appendix C, page 24)

There were no questions or comments. Senator Stairs noted that Chairs of Senate committees would have an opportunity to meet with the Principal to discuss the year ahead on October 5.

**c) Preliminary Report on Admissions and Enrolment – Oral Report by S. Pinchin, Associate University Registrar (Undergraduate Admission)**

S. Pinchin reported that undergraduate program enrolment is very close to projection. First-year intake slightly exceeds projections in Arts and Science and is slightly below for the Bader International Study Centre (BISC), Engineering and Applied Science and Commerce. Returning undergraduate students are also close to projections; BSc (Honours) student (Arts and Science) numbers are slightly above projection and Engineering and Applied Science upper-year student numbers are slightly below target. September 24 is the last day for students to drop courses or withdraw without financial penalty and the last date to register without permission of the Faculty.

BISC enrolment is below target in first and upper year at 120 and 34 students respectively for a total of 154, relative to a plan for 180 students; winter-term upper-year enrolment is expected to be higher.

Graduate Studies enrolment is very preliminary; students who complete their degrees by September 30 may withdraw with complete fee refund; some are expected to complete and de-register and some Masters students may complete and register in a PhD program. Currently, Masters enrolment is on target and PhD enrolment is below plan for domestic and international students.

**Total full-time enrolment:**

Undergraduate and professional: 15,147 (up from about 14,500 last year, an increase of 4.5 per cent)

Graduate: School of Graduate Studies at 2,972 (2,848 in 2009, an increase of 4.4 per cent); School of Business at 715 (684 in 2009, an increase of 4.5 per cent)

Part-time enrolment (undergraduate and graduate) slightly down from last year; undergraduate at 1,533 (1,751 in 2009); graduate at 306 (346 in 2009)

Total enrolment (full- and part-time, post-graduate, Medicine, School of Religion): 22,774 (22,349 in 2009, an increase of 1.9 per cent)

**International students** (including exchange students at 283, up from 254 in 2009)

Undergraduates: first year at 112 (133 in 2009)

Total international undergraduate: 784 (780 in 2009)

Graduates: first year at 272 (330 in 2009)

Total international full-time graduate at 628 (610 in 2009)

Total international: 1,417 (1,396 in 2009)

The final enrolment report will be presented at the November 25 Senate meeting.

**d) Honorary Degrees Fall 2010** (Appendix D, page 28)

There were no questions or comments.

**e) Bader International Study Centre Tuition Fees** (Appendix E, page 29)

Senator Boag noted that the BISC was not meeting its enrolment targets and questioned whether 10- to 17-per-cent tuition increases would help. Senator Silverman noted that a 5-per-cent increase in tuition which is applied to most of the programs offered at the Centre would not have much of an effect and barely reflects inflation.

## II QUESTION PERIOD

None Received.

## III REPORTS OF COMMITTEES

**1. Academic Development** (Appendix F, page 30)

**a) 2009-2010 Omnibus Report**

There were no questions or comments.

**2. Advisory Research** (Appendix G, page 32)

**a) Revised Procedures Governing the Establishment of Research Centres and Institutes**

**Moved by Senator Liss, seconded by Senator Woodhouse, that Senate approve the revised Senate Policy Procedures governing the Establishment of Research Centres and Institutes, effective immediately.**

**Carried 10-53**

Senator Liss noted that the revisions to the document recognize the University's new Provost model and clarify procedures and processes regarding the establishment of Centres and Institutes, as well as provisional status.

**Moved by Senator Liss, seconded by Senator Silverman, that Senate approve amendments to the terms of reference of the Senate Advisory Research Committee (SARC), effective immediately, as outlined in Appendix Ga, page 32.**

**Carried 10-54**

The changes to the terms of reference will allow the committee to suspend Centre/Institute operations and activities based on concerns raised during review of the Annual Reports, or in the event of failure to produce a suitable annual report.

**b) Proposed Amendment to Senate Policy on Integrity in Research**

**Moved by Senator Liss, seconded by Senator Woodhouse, that Senate approve amendments to the Senate Policy on Integrity in Research as outlined in Appendix Gb, pages 68 to 77, effective immediately.**

**Carried 10-55**

The amendments relate to changes in how the University will inform a complainant of the outcome of a review, in order to comply with the Freedom of Information and Protection of Privacy Act (FIPPA).

**3. Internal Academic Review (Appendix H, page 78)**

**a) Internal Academic Review Reports**

Senator Silverman reported that the committee met eight times over the previous academic year and reviewed seven units. A lack of resources is having a negative impact on units' capacity to maintain and create new programs. The government-mandated graduate enrolment increases and the introduction of new graduate programs often produce a negative impact on undergraduate teaching. Senator Silverman thanked IARC members for their diligence.

**Moved by Senator Silverman, seconded by Senator Reid, that Senate approve the following seven Internal Academic Review Committee Reports in an omnibus motion:**

- i. Department of Chemistry**
- ii. Chemical Engineering**
- iii. Department of Economics**
- iv. Department of Mathematics and Statistics**
- v. Robert M. Buchan Department of Mining**
- vi. School of Music**
- vii. School of Nursing.**

**Carried 10-56**

Senator Morelli expressed concern that tuition continues to increase while programs are being cut in all units. Senator Silverman observed that, given the fiscal reality of the University, some faculty positions cannot be replaced. The Ontario government sets limits on how much universities can increase tuition, and the 5-per-cent maximum does not cover the actual operating costs of running the University.

Senator MacLean noted in response that many departments are responding to this situation by revamping their curriculum in order to operate within the sustainable resources of their departments.

In response to a question about the School of Music being monitored more frequently than it would be during the regular Internal Academic Review Process, Senator Silverman clarified that this would be done at the Faculty level, and that an Associate Dean would be assigned to the department.

Senator MacLean, Dean of the Faculty of Arts and Science, assured Senate that the Faculty would be in close contact with the School of Music and would be working closely to deal with the issues at hand.

**4. Nominating** (Appendix I, page 99)

**a) Elections**

**Moved by Senator Oosthuizen, seconded by Senator Crowell, that Senate approve the elections of persons to the committees indicated in Appendix I, page 99, effective immediately.**

**Carried 10-57**

**5. Non-Academic Discipline** (Appendix J, page 100)

**a) Proposed Revision to Senate Policy on Student Appeals, Rights and Discipline**

**Moved by Senator S. Chowdhury, seconded by Senator Witzke, that the changes to the Policy on Student Appeals, Rights and Discipline, set out in Appendix J, page 101, be approved by the Senate and that the Policy be updated on the Senate website for information.**

**Carried 10-58**

**6. Operations Review** (Appendix K, page 102)

**a) Interim Report on the Composition of the Senate**

**Moved by Senator LaFleche, seconded by Senator Remenda, that Senate move into informal session, chaired by Senator Oosthuizen, to discuss the Interim Report on the Composition of the Senate.**

**Carried 10-59**

Senator Stairs, Chair of SORC, introduced the informal session. She noted that SORC decided to step back from the detailed questions it raised in the April 22 Senate agenda and to first consider the following:

- a) What is the primary purpose of Senate?
- b) What are the vital functions of Senate that should be preserved?
- c) What should the Senate stop doing?
- d) What should the Senate consider doing to move forward?

Senator Oosthuizen invited observers and guests to join senators to number off into four groups. The groups considered the four questions for 15 minutes. A printout of Senate functions [www.queensu.ca/secretariat/senate/function.html](http://www.queensu.ca/secretariat/senate/function.html) was circulated to the groups. (Senate functions are also appended to the minutes, Appendix A, page 10). A note-taker/reporter from each group delivered a brief report.

**Group 1**

- Senate should foster more debate and discussion at Senate meetings
- How to alter committee “referral-to” model to allow occasional discussion of key elements/issues
- Problems of atmosphere
- Formation of Senate pre-meetings to discuss issues? Faculty and staff do not do the pre-discussion that both undergrads and Deans do – poor preparation leads to less discussion – more interactions between senators
- Concern of Academic Plan moving to SCAD and disappearing
- Management of Agenda to focus more tightly on academic issues/streamlining
- More Senate preparation
- Principal and Provost reports should be available in writing pre-meeting
- Transparent and discussable approach to Academic Plan responses
- Forum for Senators to discuss issues with Committees during process.

## **Group 2**

- Some discussion of separation of purpose from function; the group considered Function #1 as overarching purpose, with all other functions under it
- Functions – What should be retained/reviewed/eliminated?
  1. Unquestioningly should be preserved
  2. Retain
  3. Important to keep; review to include removal, reclassification, merger, etc. (restructuring)
  4. Blends with function 1
  5. Review, possibly remove; currently not done
  6. Review, possibly remove
  7. Retain
  8. Retain
  9. Now the Queen's University Planning Committee; must retain and review function
  10. Should be ongoing process for setting capital requirements
  11. Problematic, needs review; note that University Appeals Board is a more recent creation

(Functions 12-15 were not discussed)

- Consider what committee work is not well-represented in this function list
- Suggestions that the questions we are considering be opened to broader University input.

## **Group 3:**

### **Purpose of Senate:**

- Should guide academic and internal affairs throughout university
- Should shape policy for the university
- Should be:
  - Equitable
  - Fair
  - Forward-looking
  - Reflect the values of Queen's
- Senate should ensure accountability of decision processes
- Student senators: report back to respective societies
- Central question with respect to Senate being reactive vs. proactive:
  - Should issues go to committees or come to Senate by default?
  - Is it feasible for more material to first come to Senate?

### **Functions of Senate:**

- Discussed mainly with respect to processes of academic review
- Senate functions as a committee-driven body – this imposes certain limitations on Senate meetings/functions as a whole
- Is Senate a rubber-stamping body?
- Does regular review maintain the accountability of decision makers responsible for working with the recommendations of reports that come to Senate?
- Issue of Senate reports being prohibitively lengthy. This discourages deep engagement on issues
- Sense of inertia in Senate system – how to rectify
- Should internal reviews come to Senate? (Since Deans are primarily responsible for acting on them); this, however, forces Deans to be accountable to Senate
  - How could these reports be treated differently?
- Should senators focus on broader academic issues? (Instead of responding/devoting time to IAR reports)
- Issues must pass through IAR before ever being seen by Senate – is this appropriate, especially if Senate hopes to be more proactive?



- Should Senate take a more proactive role in driving projects forward, as opposed to waiting for progress reports? How this should be done?

**Group 4**

- Senate should be smaller, since its size is currently prohibitive for full discussion on issues
- Senate needs to be relevant to the broader community and assume a more vital role in governance, given the plan to decrease the size of the Board of Trustees (from 44 to 25)
- Senate should reassert its role. It is very important to reclaim a leadership role in the academic function of the University
- Senate committees should be assessed with regard to value, function and contribution to the work of Senate; if a committee is suspended or eliminated, it must be made clear where the work conducted by the committee will go
- Senate should consider how to attract and retain Senators who are engaged and committed to doing the work of Senate
- Senate's functions should be reviewed in the context of the tricameral (Board, Senate, University Council) system and in the context of the various constituencies of the University (faculty, staff and students)
- Senate should ensure that the functions of Senate receive a thorough and thoughtful review
- Senate may wish to consider to further engage the whole University community with an opportunity to have input into the recommendations to SORC on the function of Senate.

Senator Oosthuizen thanked everyone for participating.

**Moved by Senator LaFleche, seconded by Senator Egnatoff, that the informal session now rise.**

**Carried 10-60**

*Senate resumed its regular business.*

**IV REPORTS OF FACULTIES AND AFFILIATED COLLEGES**

None received

**V MOTIONS**

None received

**VI COMMUNICATIONS**

None received

**VII MATTERS REFERRED TO STANDING COMMITTEES**

(Appendix L, page 103)

1. **Faculty Senators Representing the School of Graduate Studies** [Referred to the Senate Operations Review Committee (SORC)]
2. **University Student Appeal Board Ruling** [Referred to the Senate Educational Equity Committee (SEEC)]
3. **Imagining the Future: Towards an Academic Plan for Queen's University** [Referred to the Senate Committee on Academic Development (SCAD)]

**VIII OTHER BUSINESS**

None

There being no Other Business, Senate moved into Closed Session.

**FUNCTIONS OF THE SENATE**  
(as amended November 1982, edited July 2010)

1. To determine all matters of an academic character which affect the University as a whole, and to be concerned with all matters which affect the welfare of the University.
2. To participate in planning the development of the University.
3. To establish, subject to the ratification of the Board of Trustees, any faculty, school, institute, department, or chair.
4. To approve, on the recommendation of the respective Faculty Boards and Schools, all programs of study leading to a degree, diploma, or certificate, together with the conditions of admission thereto and the qualifications and standards required.
5. On the recommendation of the respective Faculty Boards and Schools, to publish the University calendars.
6. On the recommendation of the respective Faculty Boards and Schools, to conduct examinations, and to decide finally all matters relating thereto.
7. To establish the terms of all fellowships, scholarships, medals, and prizes; and to award all fellowships, scholarships, medals and prizes which are offered in open competition throughout the University.
8. To grant all honorary degrees, and to grant on the recommendation of the respective Faculty Boards and Schools, all earned degrees, diplomas, and certificates awarded by the University.
9. To review the main elements of the approved operating budget of the University so as to advise the Principal on its consistency with the general needs and interests of the University and on any considerations for future budgeting.
10. To advise the Board of Trustees through the Principal as to what buildings and other capital facilities are required to meet the needs of the University and in what order of priority.
11. To have responsibility for the well-being of students and to have final responsibility for their discipline including the power to dismiss students for cause. The Alma Mater Society of Queen's University and the Society of Graduate and Professional Students share responsibility for, and have the right to promote, the well-being of their members. In the discharge of its disciplinary power, the Senate shall have regard to the initial responsibility of the Alma Mater Society of Queen's University and the Society of Graduate and Professional Students for the discipline of students in non-academic matters; the Senate may review the decisions of the Alma Mater Society of Queen's University and the Society of Graduate and Professional Students with respect to the discipline of students, and may take such action as it deems appropriate.
12. To establish the procedures to be followed in the appointment of members of the academic staff, vice-principals, deans, and heads of departments, and to establish policies and procedures concerning the conditions under which, in the case of academic staff, promotions shall be given, tenure granted, appointments terminated and sabbatical or other leave granted.<sup>1</sup>
13. To establish university policy governing the central academic services of the University such as the library system and the computer system.
14. To share with the Board of Trustees the responsibility for the selection of the Principal through a committee composed equally of members of the Senate and the Board and instructed to recommend to the Board a virtually unanimous choice.
15. To appoint such committees as it may deem desirable and to specify, consistently with the functions enumerated above, the terms of reference of any such committees.

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<sup>1</sup> The Collective Agreement between Queen's University and Queen's University Faculty Association supercedes the provisions of Function 12 that apply to members of the academic staff and heads of departments covered by the Agreement. Function 12 applies to clinical faculty.