University of Waterloo  
SENATE  
Minutes of the Monday, February 27, 2012 Meeting


Alan George, Tad Homer-Dixon, Alexis Hunt, Tim Jackson, Peggy Jarvie, Mary Jane Jennings, Ellsworth LeDrew, Ming Li, Janet Passmore, Chris Read, Ellen Réthóre, Leo Rothenberg, Bud Walker, David Welch


*regrets

OPEN SESSION

Consent Agenda
Senate heard an omnibus motion to approve or receive for information by consent items 1-5 below.

1. MINUTES OF THE JANUARY 16, 2012 MEETING
   The minutes of the meeting were approved as distributed.

2. REPORT FROM GRADUATE & RESEARCH COUNCIL
   Centre for Groundwater Research. Senate approved revisions to the constitution of the Centre for Groundwater Research as described in the report, on the condition that the centre’s governance provisions will be subject to Senate review within two years of the establishment of any new policies regarding governance of research centres and institutes at the University of Waterloo.

3. REPORT OF THE PRESIDENT
   Recognition and Commendation. Senate received this report for information.

4. REPORTS FROM THE FACULTIES
   Engineering Faculty Council Constitution – Membership Revision, Report of the Dean of Engineering. Senate approve the membership revision to the Engineering Faculty Council Constitution as detailed in the report.
The remaining items were received for information, having noted the following correction to the report of the dean of mathematics: Lori Case and Khuzaima Daudjee have “continuing lecturer appointments,” not “tenured appointments” as noted in the report.

5. OTHER BUSINESS

Undergraduate Council Reappointment. Senate approved the reappointment of Cindy Tsang (kinesiology) as applied health sciences undergraduate student representative, term to April 30, 2012.

Hamdullahpur and Porreca. Carried.

Regular Agenda

6. BUSINESS ARISING FROM THE MINUTES

There was no business arising.

7. REPORTS FROM COMMITTEES AND COUNCILS

Graduate & Research Council

- Balsillie School of International Affairs [provost’s memorandum at senators’ places and reproduced below]. Senate heard a motion to approve the Balsillie School of International Affairs (BSIA) governance document as provided in the report, subject to clarifying that:

  (1) Annex F, Section 1.3.1.1 is understood to imply that changes to areas of concentration in a BSIA Academic Program made via the usual university approval processes will be reflected in the BSIA Strategic Research Plan and are not subject to further BSIA approval. Annex F, Section 1.3.1.2 implies that BSIA Council can place a topic consistent with the BSIA mission on the area list of the BSIA Strategic Research Plan without further BSIA Board approval.

  (2) Annex A, Section 6.2 leaves unspecified how an impartial panel is to be chosen and how a fair decision is to be arrived at if the BSIA Board disagrees with the panel recommendation. BSIA is directed to modify Section 6.2 in a manner acceptable to UW Senate which addresses these concerns, at or before the February 2013 Senate meeting.

Dixon and Peers.

In discussion, senators heard that FAUW representatives would meet with the VPAP to discuss potential for clarifications re: review of the BSIA director and report back to Senate. Senators considered the mechanism for referring disputes to the presidents of the collaborating institutions (University of Waterloo, Wilfrid Laurier University and the Centre for International Governance Innovation) for final resolution and acknowledged that if a dispute could not be addressed at that level it would probably indicate fundamental problems with the collaboration. David Welch, BSIA director, stressed that the governance document explicitly reserves decision-making re: matters within the universities’ academic enterprises to the universities, while the BSIA focuses on activities that add value through collaboration. Freeman indicated that FAUW has engaged in extensive discussion with members of the administration and BSIA, and is cautiously supportive, noting that academic disputes will be handled through regular academic mechanisms. The president noted that BSIA adds significant quality to the institution and that bringing it to this stage is a major accomplishment.

The motion carried unanimously.
To: Members of the Senate  
From: Geoff McBoyle, Vice-President Academic & Provost  
Date: February 27, 2012  
Subject: Balsillie School of International Affairs (BSIA) Governance

At its meeting of January 9, 2012, Senate Graduate & Research Council recommended the BSIA governance document to Senate for approval (see item 7. Report of Graduate & Research Council).

The document represents a consensus between the University of Waterloo (UW), Wilfrid Laurier University (WLU) and the Centre for International Governance Innovation (CIGI). It has been approved by WLU’s Senate and Board of Governors, and by CIGI. Any changes must be approved by all three collaborating institutions.

I have since received a request for clarification of some UW internal procedures regarding BSIA. These are not included in the governance document because they relate solely to UW and are not subject to decision-making processes at WLU and CIGI.

1. UW faculty members participating in BSIA activities are considered to be conducting university business and remain subject to UW policies, procedures, guidelines and the Memorandum of Agreement between the Faculty Association of the University of Waterloo and the University of Waterloo, unless a faculty member voluntarily enters into a secondment or external consulting relationship with BSIA.

2. Research and service conducted by UW faculty members at BSIA will be considered to be research and service at UW, unless a faculty member voluntarily enters into a secondment or external consulting relationship with BSIA.

3. Requests for designation of academic programs as “BSIA Academic Programs” will be considered by Senate on the recommendation of Senate Graduate & Research Council (SGRC).

4. Proposed changes to the BSIA governance document will be considered by Senate on the recommendation of SGRC.

5. BSIA will be subject to Senate review through SGRC every five years, consistent with the Guidelines for the Review of Centres/Institutes (http://www.secretariat.uwaterloo.ca/Committees/senate/srqcentres.htm) and any future policies regarding governance of outside institutes in which UW is a partner. The SGRC review should include consideration of whether BSIA’s process for allocating research funds complies with UW’s conflict of interest guidelines.

6. After Senate approves the BSIA governance document, the proposal to incorporate BSIA will be taken to the Board of Governors. UW will obtain independent legal counsel to advise on the incorporation process and will take steps to mitigate any associated risks through careful drafting of the incorporation documents and bylaws, agreements with BSIA and the collaborating institutions, and internal procedures as required. This will include an agreement to prevent conflict between UW and BSIA fundraising activities.
• **Master of Digital Experience Innovation, Faculty of Arts.** Senate heard a motion to approve a part-time option for the Master of Digital Experience Innovation program as described in the report.

Dixon and Busch. Carried.

**University Appointments Review Committee.** Ellsworth LeDrew (committee chair) reported on appointments from September 2009 to August 2010, noting a substantial increase in both the number of cases and the number of female hires. He indicated that the committee has been working closely with the FAUW Status of Women and Equity Committee (SWEC) to improve communication re: gender balanced hiring, including developing a website with resources and adding information to the department chairs’ manual. He also spoke to outreach efforts to help improve understanding of the committee’s role and offered to meet with faculty councils upon request.

In discussion, members suggested additional statistical information of interest: gender breakdown of definite-term appointments (to be provided by UARC) and comparison by gender of the university’s hiring to the pipeline of graduates in various areas (the director of Institutional Analysis & Planning will share information with members of SWEC), and asked LeDrew to investigate two unusual offers for continuing lecturers in the Faculty of Arts.

8. **PRESENTATIONS**

**Research.** Speaking to his PowerPoint presentation, Professor Li described his research in bioinformatics and modern information theory. He focused in particular on software created by members of the Bioinformatics Research Group that enables significantly faster and more sensitive homology search (comparison of DNA and protein sequences) and applications of Kolmogorov complexity such as improving internet search results.

**Waterloo’s Performance in UAE**
[https://uwaterloo.ca/secretariat/sites/ca_secretariat/files/uploads/files/20120227uae.pdf](https://uwaterloo.ca/secretariat/sites/ca_secretariat/files/uploads/files/20120227uae.pdf). The associate vice-president, international, Leo Rothenberg, shared information about the campus, noting that students are admitted according to Waterloo’s regular standards and receive degrees from both Waterloo and the Higher Colleges of Technology in the UAE, which enables graduates to work for the UAE government. There are co-op and regular programs, all of which follow a 2+2 model. The first cohort recently arrived at the main campus. Senators heard that: enrolment of female students is steadily increasing, as are the number of applicants and their countries of origin (35 countries in 2011); current faculty complement of 13 is steady state for the programs being offered; 29 faculty and 21 co-op students have worked in the UAE so far; and there are 12 local campus staff, seven of whom are Waterloo alumni. Key challenges include reducing the student attrition rate (retention is significantly higher for students who live in residence) and developing more international co-op placements. Senators heard that the UAE campus is projected to break even in 2013/14 and will hopefully enable the university to meet its target of hiring 21 incremental faculty by 2017/18. Rothenberg also spoke briefly to a recent troubling human rights issue in the UAE involving five individuals, one of whom is an Emirati lecturer at Sorbonne Abu Dhabi University.

In discussion, senators considered: the reliability of cost recovery projections (Rothenburg noted that admissions estimates are conservative to ensure availability of co-op placements); faculty-student ratio at steady state is significantly higher than at the main campus; concern re: human rights (Rothenburg observed that the presence of Western universities appears to be positively influencing the treatment of migrant workers); student performance (same admissions standards as the main campus, but less competitive; female students performing better as a group); community and residence supports at the UAE campus and their effects on success; and challenges with finding co-op
employers (excellent jobs available, but no culture of paying students; CECS is providing support and they are starting to get traction).

9. REPORT OF THE PRESIDENT

He focused his remarks on the following matters:

- **Midcycle Review Update.** A large amount of data has been accumulated from faculty, students, staff and alumni; the next phase, which is being coordinated by Institutional Analysis and Planning, involves identifying common themes. An advisory committee to the president will then establish focus groups to develop action plans for Senate and board approval.

- **New RIM CEO.** The new CEO has expressed continued commitment to the university re: co-op and graduate hiring, and research collaboration.

- **Lazaridis Gift.** A generous donation of $20M to the Faculty of Science and $1M to the Faculty of Mathematics has been announced in support of scholarships, a new building and research chairs. Naming provisions were previously approved by Senate.

- **New Round of Canada Excellence Research Chairs.** Waterloo’s application quota is two (of ten); the internal selection process is being finalized; successful proposals will require matching of up to $10M.

- **Leadership Appointments.** Pearl Sullivan (incoming dean of engineering) and Logan Atkinson (incoming secretary of the university) will start their appointments on July 1. Sallie Ann Keller (incoming vice-president academic and provost) may start earlier, depending on immigration. Searches are underway for a vice-president, advancement; vice-president, university relations; associate vice-president, international; and chief information officer (replacing the associate provost, information systems and technology).

- **New MTCU Tuition Framework.** The current minister is interested in overhauling the tuition system. Current discussion involves standardizing arts and science tuition fees across the province.

- **Drummond Report.** Universities do not know which, if any, of the recommendations will be reflected in the next budget. It is encouraging that the report identifies funding for post-secondary education as inadequate, but the suggestions re: greater attention to teaching should not come at the expense of research.

- **Jenkins Report.** This federal report recommends substantial changes to research and development funding, including discontinuing the tax credit system in favour of direct support and replacing the National Research Council with an Innovation Council.

- **Cuts to Federal Research Granting Councils.** The Tri-Councils will likely have their budgets cut by five to ten per cent; university presidents are urging smaller or fewer cuts to maintain nationwide research momentum.

- **International Activities.** Waterloo was well represented at the American Association for the Advancement of Science annual meeting in Vancouver: our main activities included a panel presentation by the Institute for Quantum Computing and launching the Equinox Blueprint: Energy 2030 from the Waterloo Global Science Initiative. Waterloo also recently signed a major agreement with Soochow University to establish a joint nanotechnology institute and other joint projects. In March, the president will be visiting Germany, Saudi Arabia and Brazil.

10. Q & A PERIOD WITH THE PRESIDENT

In discussion, the following issues were raised:

- **Differentiation.** The president suggested that what is meant by differentiation is still ambiguous. Initial discussion focused on differentiation of universities from each other (e.g., research intensive v. undergraduate teaching), while current talk is about program differentiation. Neither appears to be coordinated with the government’s direction re: tuition.
• **Tuition Standardization.** In response to a student question, the provost clarified that if arts and science tuition fees were to be standardized, students from other programs would still be charged their program’s tuition when taking arts and science courses.

• **Bologna Process.** The government has indicated that it will not make any decisions about moving in this direction without further dialogue.

• **Mike & Ophelia Lazaridis Quantum Nano Centre.** The vice-president, administration and finance indicated that the building is approximately 97% complete, but there is still substantial work to be done before it is opened.

11. **REPORT OF THE VICE-PRESIDENT, ACADEMIC & PROVOST**

   **Exceptional Candidates, Spousal Hires and Continuing Lecturers.** Between September 2009 and August 2010 there were three exceptional candidates, two spousal hires (one associate professor and one professor) and three continuing lecturers, for which the gender breakdown was 50% male and 50% female.

2011-12 Operating Budget Update

[https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/20120227budget.pdf](https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/20120227budget.pdf); handout at senators’ places. The VPAP reviewed the performance against the 2011-12 operating budget, noting a current surplus of $3M, most of which we expect to spend before the year end. On the revenue side, he highlighted: a shortfall of $3.5M from missed domestic graduate growth targets; increases in undergraduate and graduate tuition revenue; and increased transfer payments to the FUAC based on teaching provided for the Faculty of Arts. On the expenditure side, he highlighted: an additional $5.6M redistributed to salary and wages from other budget areas and money set aside for new hires before year-end; increased student support in some areas; income sharing with the faculties; and a one-time change in the graduate program holdback.

The VPAP indicated that because of uncertainty re: the tuition framework, he will not be bringing the 2012/13 operating budget forward to Senate and the Board of Governors until May and June, respectively. He provided an overview of assumptions being used for planning purposes and indicated that he expects to offset increased expenses through increased domestic undergraduate enrolment, additional course-based master’s students, increased international enrolment, efficiencies, and possible expenditure reduction from the faculties.

**Undergraduate Admissions**

[https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/20120227ua.pdf](https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/20120227ua.pdf). Speaking to his PowerPoint presentation, the registrar summarized revised first year admission targets (taking budget pressures into account) and provided updates re: applications, early admissions and early entrance scholarships. He noted that: application trends from the last Senate meeting have held; offers of admission are being made on a rolling basis; and entrance scholarship candidates have increased to 87% (from 83% in 2011).

In response to a question about limiting access to online courses until fees are arranged, the registrar indicated that his office is trying to improve communication to students, particularly where OSAP is involved, but the practise will continue.

12. **REPORT OF THE VICE-PRESIDENT, EXTERNAL RELATIONS**

[https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/20120227odaa.pdf](https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/20120227odaa.pdf). The VPER provided highlights re: reorganization on development side of external relations portfolio with the goal of becoming a high performing, best practice advancement organization. Senators heard that task forces working over past three months have consulted and made recommendations re: administration, service standards, and planning and strategy; development staff will be reorganized to enable individuals with similar functions to work together in peer groups with greater mentorship
opportunities; and there will be no job losses and minimal new resources (a training officer to help the unit make better use of its current technologies and one-time funding to accelerate implementation of an add-on to the development database).

13. REPORT OF THE VICE-PRESIDENT, UNIVERSITY RESEARCH
In his report, the VPUR indicated that grant applications have been filed with the Tri-Councils and shared results from the latest rounds, noting that CIHR is looking to restructure its funding process to encompass both projects and programs. He also noted that NSERC found some year-end money and announced that it will be used to increase funding to new researchers for the remainder of their first discovery grant. Senators heard that Michel Gringras of the Department of Physics & Astronomy has been awarded a prestigious Killam fellowship and Michael Worswick of the Department of Mechanical and Mechatronics Engineering received a significant CFI award tied to a successful Automotive Partnerships Canada proposal.

14. OTHER BUSINESS
Co-op Education & Career Services Name Change. Senate heard a motion to approve the following name change: “Co-operative Education & Career Services” to “Co-operative Education & Career Action.”

Mitchell and Bunn. Carried.

Senate convened in confidential session.

March 22, 2012
Erin Windibank
Associate University Secretary
CONFIDENTIAL SESSION

It was understood that senators are to keep confidential any discussion and decisions reached in this section of the meeting.

15. MINUTES OF THE JANUARY 16, 2012 MEETING
Senate heard a motion to approve the minutes of the meeting as distributed.

Hamdullahpur and Porreca. Carried.

16. REPORT FROM THE NOMINATING COMMITTEE FOR HONORARY DEGREES
Pool of Candidates for Honorary Degrees. Senate heard a motion to approve the inclusion of Zvi Galil (DMath) in the pool of candidates for honorary degrees.

Hamdullahpur and Goulden. Carried.

The meeting adjourned at 6:00 p.m.

March 22, 2012
Erin Windibank
Associate University Secretary