University of Waterloo  
SENATE  
Minutes of the Monday 25 March 2013 Meeting


Guests: Mario Coniglio, Erin Sargeant Greenwood, Peggy Jarvie, Cathy Newell Kelly, Ellsworth LeDrew, Ellen Réthoré, Daniela Seskar-Hencić, Bud Walker, Dave Wallace

Secretariat: Logan Atkinson, Tracy Dietrich


*regrets

Organization of Meeting: Feridun Hamdullahpur, chair of Senate, took the chair, and Logan Atkinson, secretary of Senate, acted as secretary. Atkinson advised that due notice of the meeting had been given, a quorum was present, and the meeting was properly constituted.

OPEN SESSION

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

1. MINUTES OF THE 25 FEBRUARY 2013 MEETING
   Senate approved the minutes of the meeting as distributed.

2. REPORT FROM GRADUATE & RESEARCH COUNCIL
   Senate received this report for information.

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

4. REPORTS FROM THE FACULTIES
   Senate received these reports for information.

5. OTHER BUSINESS
   Report from the COU Academic Colleague. Senate received this report for information.

Andrey and Porreca. Carried.
Regular Agenda

6. BUSINESS ARISING FROM THE MINUTES
   Centre for Extended Learning. Cathy Newell Kelly, director of the Centre for Extended Learning, reported on open online learning, advising that at the moment our courses are closed. Discussions are continuing with Coursera to possibly become more heavily involved in open online learning. She also reported on the possibility of the university leading an online learning consortium as encouraged by the provincial government.

7. REPORTS FROM COMMITTEES AND COUNCILS
   Amit & Meena Chakma Awards for Exceptional Teaching by a Students Committee [report at senators’ places]. Following an explanation of the criteria on which nominees are assessed, Sue Horton, chair of the committee, presented the names of this year’s recipients to Senate: Jonathan Eyolfson, electrical & computer engineering; Kyra Jones, biology; Alex Shum, applied mathematics; Shuntaro Yamagishi, pure mathematics. A round of applause followed.

   Distinguished Teacher Awards Committee [report at senators’ places]. Mario Coniglio, associate vice-president, academic, provided background and context to these awards and presented the names of this year’s recipients to Senate: Kelly Anthony, public health & health systems; Jeff Casello, planning/civil & environmental engineering; Duane Cronin, mechanical & mechatronics engineering; Richard Ennis, psychology. A round of applause followed.

   Graduate & Research Council
   - Master of Arts in Public Issues Anthropology, Department of Anthropology. Senate heard a motion to approve the establishment of a Master of Arts in Public Issues Anthropology as described in the report.


   - Collaborative Research Master and Doctoral Programs in Integrated Water Management, Departments of Applied Mathematics, Biology, Civil & Environmental Engineering, Earth & Environmental Sciences, Environment & Resources Studies, Geography & Environmental Management and the School of Environment, Enterprise & Development. Senate heard a motion to approve the establishment of collaborative research master and doctoral programs in Integrated Water Management as described in the report.

     Horton and Porreca. Carried.

University Appointments Review Committee. Ellsworth LeDrew, chair of the committee, referred senators to the committee’s report for 2011-12 and noted that during the reporting period the committee reviewed 87 files, 32 women and 55 men. He acknowledged the work of members of the committee and thanked them for their dedication.

Parry asked about the possible impact of a review of best practices for hiring, especially with respect to gender balance in hiring decisions, and LeDrew confirmed that advantages can be realized through exploring and possibly implementing some changes in this regard.

Porreca pointed out that, when arts hires are eliminated from the report, the gender ratio among new hires is adversely affected, and LeDrew commented that this phenomenon changes year over year.

There was some discussion on the reasons why candidates refuse offers, and it was observed that salary is generally not an issue. Rather, decisions appear to be made idiosyncratically.
8. **RESEARCH PRESENTATION**

Slides used in the presentation may be seen at https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/research_1.pdf

9. **REPORT OF THE PRESIDENT**
The president presented a broad report covering a number of items.

The president spoke to the unfortunate interruption of the Stephen Woodworth presentation and the infringement on freedom of expression that the interruption represented.

The uncertainty respecting the tuition framework was discussed in the context of the university’s budget process and the challenges that poses for coming fiscal years. The university is modeling the budget based on a freeze, on an increase tied to inflation, and on a 3% increase. The implications of these changes to the tuition framework are significant and will challenge the university in meeting its strategic objectives and continuing to deliver its high standard of education. The president noted that these changes are in addition to the expected changes in the provincial grant, and the international student levy.

The federal budget did reinstate some funding for the tri-councils. At the request of the president, Dixon summarized some additional aspects of the federal budget having an impact on post-secondary education, including in particular some new funding for Genome Canada and some encouragement for incubators and start-ups, particularly relevant for this university.

On the strategic planning process, the president advised that, under the leadership of McBoyle, a working group has been established to integrate the ideas generated in the mid-cycle review process of the Sixth Decade Plan. He summarized the major headings that will form the framework for a restated strategic plan for the university, although things remain as a work-in-progress. Final consultations will take place throughout the spring, with a view to approval by Senate and the Board of Governors before the end of June.

Slides used in the presentation may be seen at https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/president_2.pdf

10. **Q&A PERIOD WITH THE PRESIDENT**
The president answered questions on the strategic planning process.

He elaborated on the consultation process to be undertaken throughout the spring on the emerging strategic plan, and discussed the relationship between the planning process and anticipated funding cuts, in particular through the possibility of funding opportunities outside the conventional grant from government and tuition.

On the multi-year budget plan, and in response to a question to the president, McBoyle advised that a steering committee has been established to move this matter forward. Discussion will focus first on the principles that will lie behind the budget plan, prior to discussing particular impacts of budget process changes. The process is anticipated to take about a year, and it will ultimately be integrated with results from the strategic enrolment management initiative.

The president advised on discussions that take place routinely among university presidents on the challenges faced by the sector in promoting its social value, and on the support provided by the
Association of Universities and Colleges of Canada, and the Council of Ontario Universities. He assured Senate that our Board of Governors is very supportive of the mission of the university. In response to a question to the president, McBoyle advised that a 3% tuition cap will necessitate some cuts across the university, although the precise details have not yet been settled.

The daycare facility construction is underway, and legal agreements to consolidate the daycares are currently under consideration.

Some discussion was held on the relationship among philanthropy, the age of the institution, partnerships with industry, and the challenges anticipated in meeting the university’s budget requirements.

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


Porreca introduced the chair of the working group, David DeVidi. DeVidi thanked the members of the working group and the units providing staff support. There is concern that the length of and detail in the report will delay its implementation, but the working group made this report as thorough as they could. Three criteria were central: affordability, practicality, importance. The report focuses on faculty issues, although the working group recognizes that staff and students have challenges on work life balance as well. High level achievement in teaching and research depends centrally on faculty, and to be a superior institution we require faculty to work very hard. Work life balance issues, then, must be addressed to ensure that faculty remain motivated to do their very best work. These questions are relevant to recruitment strategies, young faculty, and more senior faculty. Further, the quality of management makes a tremendous difference in the way faculty views their work, meaning the typical career path for administrative service must be carefully considered. The question of how administrative service is valued and rewarded must be reviewed, for example, and its connection to issues of gender equity must be considered.

McBoyle advised that some recommendations had been referred to the deans, and that some others will be considered in the context of wider policy change and possible budgetary adjustments. Other recommendations will be considered at Faculty Relations Committee to assign priorities and consider implementation strategies.

University Professor Designation. The provost provided background to the designation and announced that Douglas Stinson, computer science, has been awarded the honour this year.

12. REPORT OF THE VICE-PRESIDENT, UNIVERSITY RESEARCH

Dixon reported on compliance with the tri-agency requirements of university supervision of financial management, in response to an audit on this subject from 2009. A follow up review has indicated strong improvement and a rating of “satisfactory” in the university’s performance in this respect.

Some of the research funding the university holds from select American funding agencies will be cut in the coming year based on developments in the funding model in the United States.

Notice of NSERC Discovery Grant results has been distributed and letters will be sent soon to acknowledge successful applications. The university’s success rate in this respect continues to be steady, although the size of the funding in aggregate has increased.
Dixon reported as well on new international funding coming to the university from six different sources, and on successful awards to be made to university faculty under the CFI-New Initiatives Fund and the CFI-Leading Edge Fund.

13. REPORT OF THE DEAN OF MATHEMATICS
   Changes to the Constitution of the Mathematics Faculty Council. Senate heard a motion to approve the recommended changes to the Constitution of the Mathematics Faculty Council.
   Goulden and Hunt. Carried.

14. REPORT OF THE UNIVERSITY LIBRARIAN
   Haslett spoke briefly to certain initiatives in the university library relating to electronic and related holdings including e-books and e-data, and aspects of the evolving, 21st century library, among others. He summarized the four strategic directions of the library, and discussed next steps in the implementation of the library’s strategic plan.
   In response to a question, Haslett summarized plans with respect to space demands for the library.
   Slides used in the university librarian’s presentation can be seen here: https://uwaterloo.ca/secretariat/sites/ca.secretariat/files/uploads/files/librarian_1.pdf

15. OTHER BUSINESS
   There was no other business.

Senate convened in Confidential Session.

Logan Atkinson
Secretary of the University

26 March 2013
CONFIDENTIAL SESSION

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

16. MINUTES OF THE 25 FEBRUARY 2013 MEETING
Senate heard a motion to approve the minutes of the meeting as distributed.

Freeman and Porreca. Carried.

17. BUSINESS ARISING FROM THE MINUTES
There was no business arising from the minutes.

18. REPORT FROM THE NOMINATING COMMITTEE FOR HONORARY DEGREES
Pool of Candidates for Honorary Degrees. Senate heard a motion to approve the inclusion of Jacob Apkarian, John Frank, Hans Gerber, Xu Lin, Ron Rivest and Leslie Valiant in the Pool of Candidates for Honorary Degrees.

Andrey and Lavigne.

In response to a question on the inclusion of Xu Lin and the role of the Confucius Institutes, the president advised that the committee considered this very carefully and that any controversy over the Confucius Institutes did not apply to this university nor to Renison University College. Cartwright advised that the candidate is an exceptional candidate and that there were no opposing votes (although there were abstentions) at the committee. DeVidi cautioned Senate that there could be a negative message perceived by some if an honorary degree is awarded to this candidate. Busch pointed out that the candidate’s biographical detail did not distinguish her except as in service to the Chinese government.

Senate heard a motion to amend the original motion by removing Xu Lin from the list to be approved for inclusion in the Pool of Candidates for Honorary Degrees.

DeVidi and Freeman.

It was confirmed by Andrey and Lavigne that this amendment ought to be treated as a friendly amendment.

The question was called on the original motion, as amended, and it was carried.

Senate heard a motion to approve the inclusion of Xu Lin in the Pool of Candidates for Honorary Degrees.

Peressini and Cartwright.

Senate heard a motion to defer the motion to the next meeting of Senate.

Hunt and Henderson.

The motion to defer to the next meeting of Senate the motion to approve the inclusion of Xu Lin in the Pool of Candidates for Honorary Degrees, carried.
Candidates for Distinguished Professor Emeritus/a. Senate heard a motion to approve Jane Buyers and David John for the title “Distinguished Professor Emeritus/a.”

Porreca and Busch. Carried.

The meeting adjourned at 6:05 p.m.

Logan Atkinson
26 March 2013
Secretary of the University