

University of Waterloo
SENATE
Minutes of the Monday 27 March 2023 Meeting
[in agenda order]

Present: John Abraham, Sheila Ager, Marc Aucoin, Lisa Aultman-Hall, Sandra Banks, Michael Beauchemin, Jeff Casello, Trevor Charles, Joan Coutu, Laura Deakin, Charmaine Dean, David DeVidi, Nenone Donaldson, Catherine Dong, Aiman Fatima, Wendy Fletcher, Cindy Forbes, Mark Giesbrecht, Vivek Goel (chair), Rob Gorbet, David Ha, Mary Hardy, Nadine Ibrahim, Narveen Jandu, Martin Karsten, Andrea Kelman (secretary), Achim Kempf, Jennifer Kieffer, Veronica Kitchen, Alysia Kolentsis, Christiane Lemieux, Robert Lemieux, Lili Liu, Brad Lushman, Jennifer Lynes Murray, Ellen MacEachen, Carol Ann MacGregor, Blake Madill, Peter Meehan, Kristiina Montero, Richard Myers, Graham Murphy, Beth Namachchivaya, Cathy Newell Kelly, Erin O'Connell, Daniel O'Connor, Troy Osborne, Nicholas Pfeifle, Luke Potwarka, Jacinda Reitsma, Cynthia Richard, James Rush, Marcus Shantz, Siva Sivoththaman, James Skidmore, Sharon Tucker, Graeme Turner, Diana Vangelisti, Paul Ward, Dan Weber, Stan Woo, Clarence Woudsma, Changbao Wu, Stephanie Ye-Mowe

Guests: Jean Becker, Melissa Benjamin, Aldo Caputo, Bernard Duncker, Donna Ellis, Anne Galang, Lori Gamble, Diana Goncalves, Jenny Flagler-George, Sarah Hadley, Michele Hollis, Ross Johnston, Manning, Ian Milligan, Bessma Momani, Anton Mosunov, Fayaz Noormohamed, Ian Rowlands, Daniela Seskar-Hencic, Brandon Sweet, Allan Starr, Tim Weber-Kraljevski, Sarah Willey-Thomas, Katy Wong-Francq

Absent: Dominic Barton*, Neil Craik, Kim Cuddington, Kristine Dalton, Jack DeGooyer*, Bruce Frayne*, Onurcan Gokkaya, Kelly Grindrod, Kevin Hare, Natalie Hutchings, Sonia Ismail, Scott Kline*, Xianguo Li, Ceileigh McAllister, Nasser Mohieddin Abukhdeir*, Chris Nielsen*, Oudy Noweir, Mary Robinson*, Naima Samuel*, Matthew Schwarze, Siv Sivaloganathan, Julian Surdi, Mary Wells*, Annie Yang*, En-Hui Yang*

*regrets

OPEN SESSION

CHAIR'S REMARKS

The chair observed that a Sunrise Ceremony, followed by the Eagle Staff Ceremony occurred earlier that day. The Eagle Staff, which reflects the wisdom, strength, and honour of those that carry it in representation of Nations across Turtle Island, was presented by Indigenous Knowledge Keeper, Elder Myeengun Henry. Through the introduction of the Eagle Staff, the University of Waterloo honours the responsibility to take on Indigenous perspectives, ensuring that they are reflected in the governance, structure, and intent of the University. Honouring and incorporating the Eagle Staff into our institution, including in governance proceedings and institutional ceremonies like convocation, reflects the intention underpinning the commitment made by the University on Indigeneity and supporting reconciliation made last September.

The chair thanked Senators on the committees and councils that participated in the review of committee terms of reference over the last cycle of meetings. The chair noted that in mid-April all Senators will receive an opportunity to participate in a Senate Effectiveness survey, designed to gather feedback on the strengths of Senate as well as identifying specific areas where improvement can be made. Committee effectiveness will not be surveyed this year as committees just went through the exercise of reviewing their terms of reference but will be included in future cycles. The chair also thanked Senators who attended the Strategic Plan Thematic Discussion the previous week jointly with the Board of Governors.

1. CONFLICT OF INTEREST

Senators were asked to declare any conflicts they may have in relation to the items on the agenda. No conflicts were declared.

2. APPROVAL OF THE AGENDA

A motion was heard to approve the agenda as distributed. Casello and Skidmore. Carried.

3. MINUTES OF THE 27 FEBRUARY 2023 MEETING

A motion was heard to approve the minutes as distributed. Kempf and Lynes Murray. Carried with one abstention.

4. BUSINESS ARISING FROM THE MINUTES

There was no business arising from the minutes.

5. SENATE WORKPLAN

This item was received for information.

6. REPORT OF THE PRESIDENT

a. President's Update

Goel provided his report:

- Waterloo has celebrated several significant events including Black History Month, Ramadan, International Women's Day, and SDG Week.
- March Open House occurred on March 15 and saw over 9000 visitors to campus. Goel thanked the volunteers who ensured it was a successful event.
- The University of Waterloo was awarded nearly \$10 million in federal funding on February 28 to support ground-breaking research by the Waterloo Institute for Sustainable Aeronautics (WISA).
- On March 23, 2023, the Government of Ontario tabled the proposed 2023 Budget. There was nothing announced of particular significance for the post-secondary education sector. The Federal Budget is scheduled to be released on March 28, 2023.
- The Vice-President, Research & International continues to engage with the research security file. A memo will be going out to the University community.
- The Ontario government is creating a Blue-Ribbon panel of experts to investigate the financial sustainability of the postsecondary sector and will include Board of Governors Chair, Cindy Forbes as a member.

7. REPORT FROM COMMITTEES AND COUNCILS

a. Senate Graduate and Research Council

- i. A motion was heard to approve a new course-based Master of Future Cities (MFC) offered by the Faculty of Environment, effective 1 September 2023, as presented. Casello and MacEachen. Carried.
- ii. A motion was heard to approve adding a direct entry Co-operative program/option to the MEng in Chemical Engineering, effective 1 May 2023, as presented. Casello and Sivoththaman. Carried with two abstentions.
- iii. A motion was heard to approve updating the MEng in Chemical Engineering degree requirements to include one new Graduate Specialization in Entrepreneurship, effective 1 May 2023, as presented. Casello and Aucoin. Carried with one opposed.
- iv. A motion was heard to approve updating the MKin degree requirements to include two new Graduate Specializations in Human Factors and Ergonomics (HFE) and Movement and Exercise Sciences (MES), effective 1 May 2023, as presented. Casello and Liu. Carried with one abstention.

b. Senate Long Range Planning Committee

- i. A motion was heard that Senate recommends to the University of Waterloo's Board of Governors endorse the draft vision document, Waterloo at 100, dated March 17, 2023, as presented herein.

Rush and Gorbet.

Rush introduced the item and Goel provided a presentation:

- Waterloo at 100 builds on the University's current strategic plan, past institutional assessments and reports, and consultations to provides a long-term vision for the institution by its 100th anniversary in 2057.
- The vision paper:
 - Outlines five global futures as the areas of impact the university aspires and their intersections is where Waterloo has the greatest opportunity;
 - Makes forecasts for culture, graduates, knowledge, and the campus;
 - Waterloo's differentiators of co-op and work integrated learning, connected fundamental and applied research, innovation and entrepreneurship, and community and campus connections will need to continue to evolve; and
 - Waterloo will face things that currently cannot be imagined so it is important to train our students to be the leaders of tomorrow and to create opportunities and conditions for innovation by all members of the community.
- Immediate next steps in advancing the vision are evolving our values, aligning our mission to the Global Futures, establishing a pillar for social and policy engagement, launching an incubator for ideas to advance Waterloo at 100, and enhancing our planning and performance in support of the vision.

Members discussed: the balance between fundamental and applied research; the inability to predict all future scenarios and the importance of being prepared to make decisions in real-time; differentiating Waterloo's vision document from the visions of other institutions; balancing entrepreneurship and commercialization with social and policy engagement; changing student culture and rethinking metrics for assessing students; creating mechanisms to move forward on big ideas and creating space for those big ideas to grow and succeed; the importance of long-term planning and continuing to engage all members of the university community as planning processes evolve; and working to construct a budget model that is in the spirit of supporting academic objectives. Members also recommended minor revisions to the vision document to ensure it is both internally and externally looking, and that the value of curiosity is included.

The motion carried with one opposed and one abstention.

ii. **Committee Discussion – Senate Governance Review.** Received for information.

c. **Senate Finance Committee**

- i. A motion was heard that Senate recommends that the Board of Governors approve the 2023-24 Operating Budget, as presented.

Ye-Mowe and Casello.

Rush provided a presentation highlighting:

- The operating budget's overall considerations;
- Challenges for 2023/2024 including increased salary costs, constrained tuition revenue, likely in-year upward pressure on salary, and government and geopolitical uncertainty, resulting in the increase in projected expenses exceeding the increase in projected income;
- Approaches for mitigating budget challenges including budget reductions, continued expense management, position management, advocacy work on domestic tuition framework, the use of a one-time strategic reserves budget available from past underspending of budgets, and enrolment and tuition rate planning;

- An update of 2022/23 income and expenses in the 2023/24 opening budget; and
- An overview of the strategic investments for 2023/24 including supports for interdisciplinarity, people and community, and student support.

Members discussed: student concerns with the out-of-province tuition fee increase; the mandate and membership of the provincial Blue Ribbon panel; the effects of increases in housing costs and an upcoming campus housing proposal; budget forecasting and exploring new and traditional sources of funding; and the use of money allocated for risk mitigation and its use in the event the full amount is not spent.

The motion carried with three opposed and four abstentions.

8. AMENDMENT TO POLICY 3

Rush and Hardy spoke to this item. A motion was heard that Senate approve the amendments to Policy 3 – Sabbatical and Other Leaves for Faculty Members, as presented, and that Senate recommends the amendments to the Board of Governors for approval. Rush and Hardy. Carried with one abstention.

9. PROPOSAL TO AMEND SENATE MEETING SCHEDULE, AND FORMATS ON SENATE MEETING

Goel spoke to this item and a motion was heard that Senate gives first reading to the amendments to Senate Bylaw 1, and endorse the guidelines for the annual schedule of meetings, and approve the changes to the annual work plan, all as presented. Casello and DeVidi.

Members discussed: meeting timing; and ensuring Senate is still able to conduct all required business with less meetings.

The motion carried with one opposed one abstention.

10. PROPOSAL TO AMEND EX-OFFICIO MEMBERSHIP OF SENATE FOR CONSIDERATIONS OF EQUITY, DIVERSITY, AND INCLUSION IN SENATE MEMBERSHIP

Goel spoke to this item and a motion was heard that Senate gives first reading to the amendments to Senate Bylaw 4 as presented, with said amendments to effect:

- a. Removal of five (5) named ex-officio members, items (a)-(e) in the bylaw
- b. Addition of five ex-officio members drawn from the university administration, as designated by the president

And that Senate endorse the “Note to Reader on Presidential ExOfficio Appointments”, to be included as a statement separate from Senate Bylaw 4.

Casello and Beauchemin.

Members discussed: the importance of the PART recommendation and supporting considerations for equity, diversity, and inclusion in the membership of Senate; concerns with university administration being too broad a term for the amendment; concerns with delegating authority to the President to designate the five ex-officio members; and the importance of Senate approving these ex-officio members.

In light of the deliberations, it was recognized that further consideration of the proposal would be beneficial, and the motion was withdrawn.

11. CALL FOR NOMINATIONS FOR HONRARY DEGREES

Received for information. Goel noted that the call will be circulated to the university community later in the week and encouraged members to submit nominations.

12. OTHER BUSINESS

There was no other business.

CONSENT AGENDA

A motion was heard to approve or receive for information the items on the consent agenda, listed as items 13-16 of the Senate agenda. DeVidi and Casello. Carried with one abstention.

13. REPORTS FROM COMMITTEES AND COUNCILS

- a. **Senate Graduate & Research Council.** Received for information.
- b. **Senate Undergraduate Council.** One item approved; remaining item received for information.
 - i. That Senate approve the proposed academic regulation revision of the invalid combination of the Diploma of Sustainability with the Environment, Resources and Sustainability Honours and Joint degrees for the Faculty of Environment, effective 1 September 2024, as presented.

14. REPORT OF THE VICE-PRESIDENT, RESEARCH & INTERNATIONAL.

Received for information.

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

Received for information.

16. REPORTS FROM THE FACULTIES.

Received for information.

With no further business in open session, Senate convened in confidential session.

28 March 2023
AK/twk/dg

Andrea Kelman
University Secretary (Acting)
Secretary to Senate

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