



SENATE MINUTES

Hybrid Meeting

Thursday, October 27, 2022, 2:30 – 5:30 p.m.

Present: D. MacLatchy (Chair), A. Acharya, N. Amanullah, D. Antonowicz, A. Beek, M. Brolley, R. Buehler, M.L. Byrne, E. Cameron, S. Cameron, M. Cantalini-Williams, J. Casey, L. Chu, A. Clarke, J. Coolman, A. Diebold, A. Domurath, T. Dowling, M. Elayyan, P. Elliott, A. Essaji, E. Fox Tree, A. Herman, P. Ironstone, C. Johnston Turner, A. Jorgeson, I. Joseph, M. Khan, L. King, V. Kitaev, S. Lachapelle, D. Law, J. Leung, L. Luccisano, K. Lund, E. Maier, R. Makarov, S. McGill, R. McGowan, B. McKay, P. McLaren, K. Menon, J. Mueller, J. Newman, A. Ngo, A. Noriega, L. Noronha, H. Northwood, A. Parker, J. Popham, S. Ramsay, J. Reid, K. Schnarr, K. Shankardass, C. Smith, D. Smith, T. Snoddon, D. Thomas, D. Treleaven, C. VanEvery-Albert, B. Walker, M. Walton-Roberts, K. Werbin, D. Wheatley, B. Wolfe, D. Yerichuk, J. Zhan, K. Zhu.

Regrets: G. Ashoughian, P. Bryden, S. Chamberlain, M. Coulter, N. Elmasri, K. Hogarth, E. Mercier, J. Schwieter, M. Wilson

Absent: M. Abu-Rshaid, C. Dermott, C. Hoang, G. Yun

A. Introduction

1. **Call to Order & Approval of the Consent Agenda**, D. MacLatchy
Item C.1.c. 2.5 Policy on Academic Disruption was moved to the main agenda for discussion.

**MOTION (M.L. Byrne/S. Ramsay) that Senate approve the Consent items listed for approval under item C.1 as amended.
Carried.**

2. **Leadership Update**

- a. Report of the President, D. MacLatchy
It was noted that October was Islamic Heritage month in Ontario. A thank you went out to staff and faculty who organized events.

A budget townhall for faculty and staff was held earlier in the month and the President's Townhall was held on the Brantford Campus.

The University hosted MCU Minister Jill Dunlop and Brantford-Brant MPP Will Bouma on the Brantford campus to meet with students enrolled in the new Bachelor of Education program and toured the One Market given the recent improvements. The University also took this opportunity to speak with the minister and discuss ongoing advocacy priorities.

On a provincial level, conversations surrounding a blue-ribbon panel were coming forward, which could be asked to make recommendation on the sector's funding framework and overall system design. The University continued to wait on the Auditor General report on Laurentian University and three other University audits done over the year.

The University's Government Relations team met virtually with Indigenous Services Canada, Infrastructure Canada, and the Canadian Northern Economic Development Agency to discuss areas of collaboration in the research space.

Dr. MacLatchy attended Universities Canada meetings in Ottawa which included conversations on the role of universities as partners in problem-solving including solutions to talent needs, climate change, healthcare, truth and reconciliation misinformation and threats to democracy.

Following the municipal election on October 24th the University congratulated the successful candidates noted that they looked forward to working with them on the University's community-focused mission.

Administration continued to listen and recognize concerns about the University's financial situation, Milton planning, and student supports.

Senator discussed: what obligations the University had to develop in Milton and current progress on this; if the University would lose corridor funding after a certain period of time and when this could happen.

b. Report of the Interim Provost & VP Academic,
H. Northwood

The University appointed Julie Hummel as Executive Director, International. This additional support would allow for the development of the Internationalization strategic plan and continuous movements on key priorities. In addition to recruitment efforts the University continued to recognize the importance of having supports for current international student to ensure they meet graduation requirements.

It was noted that the Milton campus was a huge opportunity for the University and Faculty of Science and that its location within the GTA was very promising. Moving on this would provide an additional revenue stream and additional corridor funding. The awarded corridor funding could only be utilized for the Milton campus, as such, starting programming on the campus in 2024 was essential for securing this funding. Risk mitigation continued which included exploring in demand programs and options to allow students to pick up additional credits. It was noted that it was a generative time and administration wanted to hear ideas.

The Senate discussed: if there had been consultation with potential Milton students and how to get their input on forming the campus; what commitments the University has made on Milton and what ability there is to back out of them/the cost of walking away; concerns surrounding the level of investment to Milton, while the long term benefits looked good, there was concern on being able to attract students to a commuter campus; apprehension given recent budget issues and continued budget cuts and if the University could absorb the costs.

- c. Question Period: Written or Verbal
None.

3. **Business Arising from Previous Minutes**, D. MacLatchy

Follow-up was provided to two questions pertaining to the residence waiting list and inclusive excellence hires that could not be fully answered at the September Senate meeting.

B. Discussion

1. **Equity, Diversity & Inclusion Strategic Plan**, B. Walker

Recognition and thanks were extended to those involved in the development of the Equity Diversity and Inclusion (EDI) strategic plan, including the EDI Strategic Plan Steering Committee, despite challenges faced. This plan was drafted utilizing numerous consultations filled with candid conversations, story sharing and visions for the future. Gratitude was expressed to those who participated in consultations and for their willingness to participate and share their experiences. As the University continues to build itself as a comprehensive institution, equity, diversity and inclusion must be priority. This plan is a tool, but the University must continue to utilize various methods to prioritize this.

The Senate discussed: the focus on decolonialization within curriculum and how Senators could extend their support; making an amendment to define equity deserving groups as those protected under the Human Rights Code; if comments could be accessed regarding the use of academic freedom to dehumanize equity deserving groups and individuals in the classrooms and the possibility of tabling section 1.6 after conducting a risk analysis with the Board or Governors; concerns surrounding costs implications given the University's current budgetary restraints; students feeling at the point of exasperation to move forward with this plan; the extensive consultation across the University and its committees; the University's high prioritization of implementation of the plan as well as funding components; recognition to Dr. Walker for the tremendous amount of work that went into formulating the Strategic Plan.

MOTION (B. Walker/C. Johnston Turner) that Senate approve the Equity, Diversity & Inclusion Strategic Plan as presented. Carried.

2. Reports and Recommendations from Standing Committees

a. Senate Executive and Finance Committee, D. MacLatchy

i. 2023/2024 Budget Development Process Update, L. Noronha / H. Northwood

The University began its budget development process giving special consideration to financial sustainability. The post-secondary sector has seen a difficult past few years due to the tuition rollback and ongoing freeze as well as the pandemic and inflationary pressures. Many Universities depended on internationalization and Laurier has not grown on pace with the sector. Current issues exist with international student competition, visa processing, housing costs and ongoing health concerns. The University brought forward three scenarios forecasting different levels on international student recruitment. Aggressive recruitment would bring the University to a surplus position by 2026/27 with the Milton campus online. The University would be aiming between aggressive and standard recruitment projections.

The University would continue to strive for a surplus budget. In order to do so, the University would need to look to utilize revenue generation and budget reductions. Milton will be tracked separately while ensuring it does not drag on the Waterloo and Brantford campuses. RCM will be resumed, and the University would continue to work towards its implementation.

In terms of revenue generation, initiatives in the Strategic Academic Plan would lead to growth. Both undergraduate and graduate international student growth would continue to be a key priority for the University. The Brantford campus presented another growth opportunity, the University would continue to review its program mix to attract more students. Student retention was noted as another priority, while it would not necessarily achieve revenue growth, it would hold budget assumptions and ensure students are graduating and being positioned for success. The University would be more accurate in projecting summer enrollment numbers noting that this was a major issue over the past year. Micro-credentials offered other opportunities for growth.

The University would continue to advocate for changes to externally controlled factors including tuition flexibility and government funding. The University wanted to avoid cost containment however noted that it could be necessary, as such department had been asked to model out cuts.

The final budget draft would be brought to the Senate in April for recommendation to the Board of Governors.

Senators discussed: how the University will cost out the different phases of the Milton campus and how development and donor money plays into this; what budget forecasting looked like if the University maintained status quo; how enhanced student retention would play into the budget assumptions; concerns surrounding the scrutiny on strategies to recruit international students across the sector; if the University has any indication if there will be changes to government funding and the tuition framework.

b. **Senate Academic Planning Committee**

i. EMBARGOED - Discussion of Strategic Academic Plan Consultation Draft, T. McLaren

The presented plan was developed through four retreats over the summer. At that point it had been brought to the Executive Leadership Team, WLUFA and the Senate Academic Planning Committee. This was a consultation draft with the intent of bringing the final draft to Senate in March.

Feedback was being sought on the clarity, relevance, achievability, and any missing components of the plan.

A key component of the plan included working to finalize the University's position as a comprehensive University and ensure the University is there by the end of the five year life of the plan.

Comments had been received surrounding the name and vision of the plan. There had also been questions and comments surrounding the role of Indigenization, Equity Diversity and Inclusion, and internationalization within the plan.

The Senate discussed: concerns surrounding the articulation of *Goal 3: Advancing Academic Excellence* as it felt finance-focused rather than on the university's mission and excellence and if this belongs in this plan; if five years was a long enough term length for this plan and if the University should look towards ten years instead; how to integrate all of the University's strategic plans, to keep track and understand overlap.

ii. Faculty of Human and Social Sciences, B. McKay
Omnibus by program

Motions a-d were presented as an omnibus motion.

- a. Major Modification, Game Design and Development
A proposal was brought forward to convert the Bachelor of Game Design and Development from a Bachelor of Fine and Applied Arts to a Bachelor of Arts as a Bachelor of Arts was more widely recognized. Motions b through d were brought forward to provide options and minors and ability to combine with another degree to accommodate for these changes.

MOTION (B. McKay/J. Newman) that on the recommendation of the Senate Academic Planning Committee, Senate approve the degree designation change for the Bachelor of Fine and Applied Arts (BFAA) in Game Design and Development to a Bachelor of Arts (BA) in Game Design and Development. Carried.

- b. Major Modification, Game Design and Development
MOTION (B. McKay/J. Newman) that on the recommendation of the Senate Academic Planning Committee, Senate approve the creation of an Honours BA Game Design and Development in Combination with another Honours BA Program. Carried.

- c. Major Modification, Game Design and Development
MOTION (B. McKay/J. Newman) that on the recommendation of the Senate Academic Planning Committee, Senate approve a Game Design and Development minor for the Faculty of Human and Social Sciences. Carried.

- d. Major Modification, Game Design and Development
MOTION (B. McKay/J. Newman) that on the recommendation of the Senate Academic Planning Committee, Senate approve a Game Design and Development option for the Faculty of Human and Social Sciences. Carried.

- e. Major Modification, Community Health – Minor
Items e-g were brought as an omnibus motion.
This proposal was brought forward to convert the Community Health Program name back to Health Studies to better communicate the value of the program and increase enrollment.

This proposal also included the expansion of the Community Health minor, to make it available to students on the Waterloo campus via online course delivery.

Additionally, changes were made to the high school math requirements to better align with the math requirements for this program.

MOTION (B. McKay/J. Newman) that on the recommendation of the Senate Academic Planning Committee, Senate approve the changes to the Community Health minor to make it available to Waterloo and Online Learning students. Carried.

f. Major Modification, Community Health

MOTION (B. McKay/J. Newman) that on the recommendation of the Senate Academic Planning Committee, Senate approve a department name change and program name changes for the Department of Community Health. Carried.

g. Substantive Minor, Community Health

MOTION (B. McKay/J. Newman) that on the recommendation of the Senate Academic Planning Committee, Senate approve changes to the admission requirements for the Community Health Honours Bachelor of Arts and Science program. Carried.

iii. Faculty of Science, A. Clarke

a. Substantive Minor, Psychology

Items a-d were presented as an omnibus motion.

This proposal included the expansion of 400-level courses eligible for students to meet degree requirements to include PS472 as a mandatory class which would replace PS374. Motions a-d accommodated for the name change across all specializations.

MOTION (S. Ramsay/M.L. Byrne) that on the recommendation of the Senate Academic Planning Committee, Senate approve changes in the degree requirements for the Applied Developmental Psychology Specialization and Applied Developmental Psychology Minor. Carried.

b. Substantive Minor, Psychology

MOTION (S. Ramsay/M.L. Byrne) that on the recommendation of the Senate Academic Planning Committee Senate, approve changes in the degree

requirements for the Honours BA Psychology: Forensic Specialization, and Honours BA Psychology: Forensic Specialization in Combination with another Honours BA Program. Carried.

c. Substantive Minor, Psychology

MOTION (S. Ramsay/M.L. Byrne) that on the recommendation of the Senate Academic Planning Committee, Senate approve changes in the degree requirements for the Honours BA Psychology and Honours BA Psychology Combined with another Honours BA Program. Carried.

d. Substantive Minor, Psychology

MOTION (S. Ramsay/M.L. Byrne) that on the recommendation of the Senate Academic Planning Committee, Senate approve changes in the degree requirements for the Community Psychology Specialization and Community Psychology and Social Change Minor. Carried.

e. Substantive Minor, Chemistry

This proposal included a change to CH452 to add BI341 or CH341 to the course's prerequisite list.

MOTION (J. Newman/M.L. Byrne) that the recommendation of the Senate Academic Planning Committee, Senate approve revisions to the list of required and elective courses for the program Medicinal Chemistry Minor. Carried.

c. **Senate Governance Committee, S. Ramsay**

i. Senate Engagement Survey Results and Recommendations, A. Kornobis

The Senate Engagement Survey results were brought forward and were utilized to form governance recommendations for Senate's review. A consistent theme of the survey was that Senators felt presentations needed to make more effective use of time to allow time for discussion. Senators also indicated that material packages were large and difficult to digest within a week. Results and recommendations were first brought to the Senate Governance Committee meeting.

Some key recommendations included: finalizing the creation of an agenda management framework for Senior Executives to implement standardized time allotments for presentations to allow time for discussion; adding Substantive Minor Modifications that pass unanimously at SAPC to the consent

agenda; sending materials from the Senate Academic Planning Committee out two weeks early to allow more time for review; extending the timing of Senate meetings to three hours when a full agenda comes forward (noting the January meeting would be included).

Senators were reminded that feedback throughout the year is welcomed and could be brought to the Secretariat Office.

Senators discussed: the circulation of materials as they become available.

ii. Delegation of Authority to Approve Senate Committee Nominations

The proposed delegation was brought forward to allow the Senate Governance Committee to approve mid-year Committee vacancies. A report is brought to Senate prior to year end to approve Committee placements for the year which is where the bulk of appointments happen. This would allow vacancies not filled at this time or any that arise throughout the year to be filled more quickly. Due process would continue to be followed to fill vacancies including calls for nominations to the Senate.

MOTION (S. Ramsay/D. Smith) that on the recommendation of the Senate Governance Committee, Senate delegate authority to the Senate Governance Committee to appoint individuals to committees any time following Senate's annual approval of the Senate Committee roster. Carried.

iii. By-Law Updates, S. Ramsay

The proposed By-Law revision was made to section 4.4 *Place of Meetings* to include verbiage to indicate that in addition to take place on campus, meetings could also take place online given the shift to hybrid and online Senate meetings.

MOTION (S. Ramsay/M.L. Byrne) that on the recommendation of the Senate Governance Committee, Senate approve the Senate By-Laws as revised. Carried.

3. **Matters from the Consent Section of the agenda**

a. **2.5 Policy on Academic Disruption**

The changes to 2.5 Policy on Academic Disruption were made based off of the last few years. A clause was added by which

the Provost & Vice-President Academic could make the call to temporarily transition to virtual learning and not declare an academic disruption. This was presented to WLUFAs and a Letter of Understanding would be drafted to support the process. This would allow for academic continuity without meeting other disruption pieces.

The Senate discussed: how to trigger a movement to online instruction and what role governance would play in this and if the policy could be tightened up to clarify this; concerns surrounding the removal of collegial governance to make significant changes and if the policy was the right place to convey this; the need to better communicate and distinguish between academic disruption and continuity; the timing to pivot online and the need to take different delivery modes into account; if there is some way to better streamline the process while including shared governance.

The Senate decided to defer the following motion by consensus.

MOTION that on the recommendation of the Senate Executive and Finance Committee, Senate approve the proposed revisions to 2.5 Policy on Academic Disruption.

4. **Other Business**

5. **Adjournment**

C. Consent Items

The following items are provided for approval or information. The items noted for approval will be approved by consent unless otherwise highlighted during item A.1.

1. **Items for Approval**

- a. Agenda
- b. Draft Minutes of the September 27, 2022 Senate Meeting
- c. 2.5 Policy on Academic Disruption
MOTION that on the recommendation of the Senate Executive and Finance Committee, Senate approve the proposed revisions to 2.5 Policy on Academic Disruption.
- d. 2023-2024 Academic Calendar Dates
MOTION that Senate approve the 2023-2024 academic calendar dates as presented.

- e. Senate Governance Nominating Report
MOTION (*pending Senate Governance Committee recommendation*) that Senate approve the Nominating Report as proposed.

- 2. **Items for Information**
 - a. Report of the Senior Executives
 - b. Nominations Report: Ontario Secondary School Representative
 - c. Record of E-Vote: Senate Nomination Report, Due October 21, 2022

Note: If you need assistance or have a question about the meeting minutes or the Senate, please contact the University Secretariat office, by email to skelly@wlu.ca or 519-884-0710 x 2981.