



ACADEMIC COUNCIL

MINUTES of MEETING of TUESDAY, JUNE 23, 2020 VIDEOCONFERENCE, 2:30 p.m. – 4:30 p.m.

Present:

Murphy, Steven (Chair)
Barari, Ahmad
Bliemel, Michael
Crawford, Greg
Davidson, Catherine
Davis, Owen
Frazer, Mitch
Gaber, Hossam
Habibi, Sarah
Heydari, Shahram
Hogue, Jessica
Hossein Nejad, Mehdi
Jacobs, Les
Jones, Ferdinand
Kishawy, Hossam
LeSage, Ann
Liscano, Ramiro
Livingston, Lori
Lloyd, Meghann
Mahmoud, Qusay
Marques, Olga
McCabe, Janet
Mostaghim, Amir

Naumkin, Fedor
Nugent, Kimberly
Partosoedarso, Elita
Petrie, Olivia
Pierce, Tess
Rahnamayan,
Shahryar
Rinaldi, Jen
Scott, Hannah
Shon, Phillip
Stoett, Peter
Stokes, Joe
Tokuhiro, Akira
Williams, Alyssa
Woolridge, Lyndsay
Wu, Terry

Staff & Guests:

Allingham, Doug
(Board Chair)
Bauer, Chelsea
Babb, Shay
Dinwoodie,
Becky
Drinkwalter,
Andra
Eklund, Mike
Foy, Cheryl
Livingstone,
Clarissa
Maclsaac, Brad
McCartney,
Kimberley
McGovern, Sue
McLaughlin,
Christine
Molinaro, Nichole
O'Halloran, Niall
Pitcher, Cathy
Secord, Krista

Regrets:

Desaulniers, Jean-Paul
Kay, Robin
Khalid, Osama
Mohany, Atef
Murphy, Bernadette
Roy, Langis

1. Call to Order

The Chair called the meeting to order at 2:30 p.m.

2. Agenda

The Chair noted that a request was made to defer the Graduates Update under item 16 - For Information, as the report was not available in time for today's meeting.

Upon a motion duly made by H. Kishawy and seconded by G. Crawford, the Agenda was approved as amended.

3. Chair's Remarks

The Chair thanked everyone for participating in today's meeting. It demonstrates Academic Council's continued commitment to ensure the university's academic governance continues uninterrupted. The Chair noted that it was the time of year when he would normally thank everyone for their participation in this year's convocation ceremonies. While we couldn't celebrate in person this year, we made the best of it and provided our graduates with digital degrees and delivered graduation packages to their homes. The plan is to celebrate the Class of 2020 next year during a convocation ceremony held in advance of the Class of 2021 Convocation. The Chair thanked the members of Council for their hard work to ensure our students could complete the semester and graduate on time. He offered his congratulations to the Class of 2020.

The Chair noted that typically it would be the last Council meeting of the academic year. However, this is not a typical year and meetings have been scheduled over the summer. The meetings were initially scheduled to hold the times in case it was necessary for Council to meet during the summer months. It is likely that these meetings will be required and will allow for continued consultation with Academic Council on urgent academic matters arising from the pandemic situation.

The Chair thanked all of the Council members for their hard work this year, particularly over the past several months. The university and the community have faced and are facing unprecedented challenges, but if we continue to support each other and the community and focus on the university's strengths, we will come out on the other side of this crisis stronger than ever. He gave a special acknowledgement to those members of Academic Council whose terms end on June 30:

- Jean-Paul Desaulniers
- Sarah Habibi
- Osama Khalid
- Ann Lesage
- Ramiro Liscano
- Kimberly Nugent
- Jen Rinaldi

- Alyssa Williams
- Lyndsay Woolridge
- Terry Wu

Academic Council is an integral element of the university's governance and has benefitted greatly from their contributions. Academic Council's decision-making process is strengthened when there is a diversity of representation and perspectives and we must work towards ensuring continued diversity of membership.

The Chair reminded Council of the budget town hall scheduled for Friday, June 26. The budget is a fluid and pressing matter that is ongoing. The university is facing a structural deficit and is working with our various labour groups to try to find savings. The Chair noted that the cost of human resources is the budget's biggest line item and not the operating expenses. The budget will be discussed in greater detail later in the meeting.

The Chair also discussed the planning for the return to work. He informed Council that work is being done to try to get people back on campus as quickly and safely as possible while ensuring we abide by public health guidelines.

4. Board Chair's Address

The Chair introduced D. Allingham, the Board Chair, to Council. D. Allingham thanked Academic Council for allowing him to say a few words. In light of the unprecedented global crisis precipitated by the pandemic, it has been an extremely challenging time for the university over the past several months. It continues to be challenging as the university plans for next year, especially in the context of a tight budget.

As the Board Chair, former executive vice-president of AECOM, and a member of other boards of major local organizations including the GTAA, he observed that business practices and how services are delivered to the public will be forever changed in our society. As the short-term and long-term effects of COVID-19 are continuing to evolve and difficult to predict, it is important to be prepared to continue to provide education online. We have seen that organizations and institutions that were unprepared to transition online quickly were at a greater disadvantage than those that were, and are continuing to struggle. As an institution founded with a tech focus and thanks to our TELE program, we were better positioned to transition online than many other institutions. We can continue to capitalize on our technological capabilities and spirit of innovation to differentiate the university from other institutions. We must also examine how to use technological initiatives to better support marginalized groups.

As the academic governing body for the university, Academic Council is an important partner to the Board. The Board relies on your advice and recommendations. The President, the Provost and F. Jones (the governor representative on Council), have been keeping the Board informed as to the countless ways Academic Council and the university community have stepped up during this time. D. Allingham expressed thanks to Academic Council on behalf of the Board for their extraordinary efforts this past year, particularly for ensuring the governance of the university continues during these times.

D. Allingham noted that Academic Council members have made time to attend multiple special meetings over the past few months and that is greatly appreciated. The university needs strong governance now more than ever. He shared that he had reviewed the Academic Council annual Board report and congratulated Council on everything accomplished this year. He highlighted a few of Council's accomplishments, including:

- recommending the establishment of the Digital Life Institute;
- recommending the establishment of the Centre for Small Modular Reactors;
- reviewing and recommending updated Terms of Reference for the Steering Committee (formerly Academic Council Executive Committee) & recommending the delegation of authority to the Steering Committee to ensure the continuity of governance in the event quorum cannot be reached; and
- approving to graduate our eligible nurses early so that they could join health care service agencies on the front lines to assist with the pandemic response.

D. Allingham also commented on the significant engagement in policy advice, particularly the Ethical Conduct Policy that was coming forward to the Board for approval that week. He advised that the comments of Academic Council were shared with the Audit & Finance Committee and are reflected in the recommended changes to the policy and procedures coming forward for approval.

On top of these accomplishments, everyone worked together to ensure our students completed the semester and that those eligible to do so, could graduate on time. This is no small feat and he thanked everyone for going above and beyond to support the university.

D. Allingham confirmed the Board's commitment to bicameral governance and highlighted several of the joint governance achievements over the past several years, including:

- completing the By-law Review in 2017, resulting in the approval and implementation of new university By-laws in September 2018;
- By-law No. 2 implemented an increased membership of Academic Council, including greater faculty & student representation & majority of voting membership is faculty;
- development and approval of Terms of Reference for Academic Council's Governance & Nominations Committee as a means of strengthening Academic Council's governance processes;
- first joint Board of Governors and Academic Council orientation session held in September 2018; and
- first joint Colleagues Exchange held in October 2019, focused on Micro-Credentialing and Digital Badging;

He also commended Academic Council for the EDI proposal being discussed later in the meeting. He emphasized the importance of the governance bodies of the institution to continue to demonstrate their commitment to equity, diversity and inclusivity. He informed

Council that the Board will be prioritizing the development of its own EDI statement in the upcoming Board year.

D. Allingham ended his remarks by sharing that the Board looks forward to continuing to work together with Council to strengthen bicameral governance at the university and to come out of this crisis stronger than ever. The Chair invited questions and there were none.

The President thanked D. Allingham for his service as Board Chair, as his term ends at the end of August.

5. Minutes of the Meeting of May 26, 2020

The Chair reported that a correction to section 4 was shared in advance of the meeting – it should be Minutes of the **Meeting** of April 28 and not “Meetings”. Additional corrections were that A. Barari and A. Williams were present at the May meeting, and J. Desaulniers was listed under both Attendees and Regrets. His attendance would be confirmed and corrected in the Minutes.

Upon a motion duly made by L. Jacobs and seconded by J. McCabe, the Minutes were approved as amended.

6. Business Arising from the Minutes

There was none.

7. Inquiries and Communications

There were none.

8. Provost’s Remarks

The Provost noted that June is Indigenous History month, Pride month, and National Seniors’ month. The university is designated as an age-friendly university and an Age-Friendly Virtual Open House will be hosted on June 24 from 10 a.m. until 2 p.m. The open house will provide details about the services available to older adults at the university.

Task Forces

The Provost thanked all members of the task forces that are helping with the planning for the upcoming year. She informed Council that the Community Advisory Task Force (CAT) holds regular meetings every other Tuesday morning at 8 a.m. and every regular meeting is open to the public. A link to the CAT meeting video conference details is in the weekly report. She encouraged those members who are interested to attend. She reviewed the task forces that have been established:

- Community Advisory Task Force (CAT)
- E-Learning Task Force
- Engagement and Well-Being Task Force

- First-Year Student Transition Task Force
- International Task Force
- Reopening Workplace Group (Business Operations)
- Return to On-Campus Research Task Force
- University Operations Task Force

The Provost advised that they anticipate a slow return to campus and a new normal. She thanked the Communications and Marketing Team (C&M) for their tremendous work in transforming the COVID-19 information website to the “Ready for You” website.

The Provost responded to questions from Council. A question was asked about how the task forces fit into the university’s governance framework. The Provost clarified that the task forces are advisory in nature and do not have decision-making authority. The mandate of the task forces is to review and discuss issues and make recommendations by leveraging the collective knowledge of the university community. Each task force chair sends a report to the Provost at the end of the week and substantive matters are brought forward to the CAT. Accordingly, the task forces do not interfere with the normal governance process. The Provost advised that C&M are continuously updating content on the website. If any members of Council have suggestions with respect to the task force reporting process, she invited members to send them directly to her. It was suggested that it might be helpful to record the CAT meetings and make them available online.

There was also a question about what information is being provided during the Age-Friendly Virtual Open House. The Provost advised that the Registrar’s Office will be sharing information about what courses are available to older adults at the university.

(a) Senior Academic Administrator Search Updates

The Provost informed Council that the Faculty of Education Dean search is nearing completion with a recommendation coming forward to the Board for approval on Thursday. She had no further update on the FEAS Dean search at that time.

She officially welcomed Dr. Carol Rodgers as the new Dean of the Faculty of Health Sciences (FHSci), who begins her term on July 1. The Provost thanked Bernadette Murphy for her work as the Interim Dean of FHSci over that last year.

(b) Institutional Quality Assurance Process (IQAP) Policy and Procedures Quality Council Updates

The Provost reminded Council that they approved the migration of the IQAP document into the university’s Policy Framework in October 2019. Subsequently, as part of their regular review, the Quality Council (QC) recommended a number of changes to the IQAP documents. The Provost advised that many proposed changes are editorial in nature in order to align the IQAP with QC terminology. She highlighted several of the key changes, which were set out in the accompanying report.

The Provost responded to questions from Council. In response to a question about whether the change in mode of delivery for the fall needs to be approved by QC, the Provost advised that the QC recognized the extraordinary circumstances in which institutions are operating, including the transition online. The QC issued a statement that institutions are not required to go through the major modification process for the fall and should return to the regular quality assurance processes upon the end of the pandemic.

A question was also asked about whether the proposed amendments change any of the university's current processes. It was confirmed that the key process change would be the clarification that collaborative programs must go through the quality assurance process at each of the collaborating institutions. There would also be the addition of technological tracking.

Upon a motion duly made by L. Livingston and seconded by A. Mostaghim, Academic Council unanimously approved the revised IQAP Policy and Procedures, as presented.

(c) Academic Programs Update

The Provost reviewed the academic programs update, which was included in the meeting material. A member commented that he was disappointed to see that continuous learning was included in the document. In reference to the formation of the Continuous Learning department, a suggestion was made that announcements of this nature should be communicated in a different way than in the Weekly Report since not everyone reads the Weekly Report.

9. Steering Committee Delegation of Authority Review

C. Foy reviewed the report that was included in the meeting material, which set out the background and context to the renewal of delegation of authority.

Upon a motion duly made by H. Scott and seconded by E. Partosoedarso, Academic Council unanimously renewed the delegation of authority to the Steering Committee on the same basis as it was approved on April 3.

10. EDI Proposal

The Chair introduced the EDI Proposal. He informed Council that the proposal came out of a good discussion during the last Steering Committee meeting, which was initiated by A. Mostaghim. A. Mostaghim provided additional context for the proposal. He reported that the proposal came out of a discussion regarding developing an institutional approach to eliminate racial disparities in a way that addresses both the university community and the broader community. There was a discussion about whether external community members could be included as members of an advisory group of Academic Council. C. Foy advised that Academic Council and the university have a mandate to support the broader community in addition to the university academic community. The inclusion of community members as part of the advisory group reflects the desire to learn about what community members are experiencing and what their needs are. While it is not a common

practice to include community members, the group will be advisory in nature to Academic Council and the group would benefit from a diversity of thought.

A member expressed strong support for the motion and the opportunity it represents. Concerns about systemic racism are not limited to the police, but extend to the broader public sector. This is an historical moment and this gives Academic Council an opportunity to demonstrate its commitment to diversity and inclusion. Another member commented that approving this motion would demonstrate our commitment to the community we serve, especially since we may not be able to truly understand the community's experience or needs in a meaningful way. The inclusion of community members is essential to ongoing change related to diversity and equity.

There was a question about how the proposed advisory group would interact with the President's Equity Task Force. C. Foy informed Council that the Board of Governors would also be focusing on EDI initiatives in the upcoming year. She clarified that the proposed advisory group would be focusing on the areas for which Academic Council has specific jurisdiction and authority. Accordingly, all of the initiatives would be complementary to each other.

Upon a motion duly made by A. Mostaghim and seconded by L. Jacobs, as a demonstration of Academic Council's commitment to combatting racism and to support ongoing efforts to achieve systemic change to systems that continue to marginalize communities, Academic Council unanimously directed the Governance and Nominations Committee to:

- *develop Terms of Reference for a working group to examine and make recommendations regarding:*
 - *how Academic Council can engage with the community to better support and remove barriers for our marginalized students;*
 - *how Academic Council, as a governance body, can further demonstrate a commitment to equity, diversity and inclusivity;*
 - *specific actions to be incorporated into Academic Council's 2020-2021 work plan;*
- *present draft Terms of Reference for the working group to Academic Council for approval by November 2020; and*
- *ensure the working group has a diverse membership, including members of Academic Council, students, members of the broader university and Durham Region communities.*

11. Budget Update

L. Livingston and A. Gallagher delivered the budget presentation, included in the meeting material, to Academic Council. L. Livingston noted that even before the arrival of COVID-19, the university was facing budgetary challenges due to flat revenues, grants, SMA3 and increasing expenses. The budget was developed using a principled approach and a commitment to extensive communication. The university remains focused on the

strategic priorities (e.g. hiring of two new faculty development officers). A. Gallagher discussed the budget reductions to-date. He reported that nearly all non-unionized and management staff will be affected by temporary layoffs, reduced workload or pay reductions. L. Livingston reviewed the risks and associated mitigation strategies. She also discussed the short-term and long-term strategic responses.

L. Livingston and A. Gallagher responded to questions from Council members. The administrative staff member of Council noted the significant disparity in the number of staff adversely affected by the budget cuts relative to the number of faculty impacted. She added that while she understands that cuts had to be made and that decisions negatively affecting staff were made as a last resort, she is at a loss as to what to say to staff who ask about this disparity. She also expressed concern about rebuilding staff morale going forward, as the staff are feeling undervalued at the moment.

L. Livingston agreed that it is a tough time and advised that none of the senior leaders like to make these types of decisions. Their hearts and minds are with all employees negatively affected at this time. L. Livingston confirmed that all bargaining units were approached in good faith and asked to participate in finding solutions. L. Livingston expressed thanks to the OPSEU employees and non-unionized staff for stepping to the plate and contributing to the solution. S. Murphy expressed his appreciation for the comment and the focus on culture. All groups must come together and have open and transparent discourse to get through this challenging time. He compared the university to a family, where differences and disparities will arise and can hurt. He reiterated his appreciation for the question and acknowledged the emotion behind the comment. He noted that the budget efforts have been herculean and he understands the pain inflicted on our community.

Other questions and comments included:

- If the university terminates the lease for St. Gregory's, they will be getting rid of research space and child care space.
- How many students are anticipated to exercise the option to withdraw under the Student Experience Guarantee? Concern that this will place additional stress on faculty to perform.
- Concern that the majority of administrative staff are being adversely affected by the budget cuts – particularly concerned with EDI implications, as the majority are women – individuals affected are those earning lower wages – thanked OPSEU for stepping to the plate & non-unionized employees.
- What has the highest paid faculty and senior leadership done to contribute to the budget cuts?
 - Every member of SLT and many deans have taken pay cuts – overwhelming number of senior managers agreed to pay cuts.
- Any assessment of why application numbers were dropping before COVID?

- Some larger institutions have experienced an increase in applications – in anticipation of pandemic’s impact, some institutions dropped admissions average & some over accepted – largely G5 universities that engaged in this strategy, which has negatively affected other institutions’ enrolment.
- Queen’s & Western accepted 1000 more students than usual – we are doing the best we can to continue to recruit students with the limited resources available.
- Clarification as to what OTT initiative is - Ontario Tech Talent initiative is a for-profit, revenue generating initiative designed to get students job ready and fill the skills gap for potential employers.
- Does senior leadership’s 5% salary decrease apply to the academic year or fiscal year?
 - Fiscal year.
- Possible negative perception relating to capital expenditures on CRWC and new building in light of budget cuts.
 - 95% of contracts for the new building project were signed off on and completed before COVID-19 – would be problematic and cost more to pull out of the project than go forward.
- Can we carry a deficit budget?
 - will be facing financial effects of COVID-19 for many years, not just one year – important to reduce deficit as soon as possible.
- What impact would access to CARIE funds have on the proposed budget?
 - If the CARIE funds were released, would go towards the new building project.
- Who will be responsible for fulfilling duties of staff laid off?
 - As agreed with the union, work cannot be displaced.
- Confirmation that staff laid off will be eligible for CERB or Employment Insurance benefits.
- New building will have positive effects for research and teaching activities.

Committee Reports

12. Graduate Studies Committee (GSC) and Undergraduate Studies Committee

(a) Academic Policy Updates - Examination and Grading Procedures and Directives

- i. Procedures for Consideration of Missed In-Term Course Work and Examinations**
- ii. Procedures for Final Examination Administration**
- iii. Final Examination Chief Proctor Directives**
- iv. Final Examination Emergency and Disruption Directives**

J. Stokes provided an overview of the proposed amendments. A comment was made that some of the updated procedures do not apply well to online exams. It was confirmed that these will be reviewed in the context of online exams.

Upon a motion duly made by G. Crawford and seconded by O. Marques, pursuant to the recommendation of GSC and USC, Academic Council unanimously approved the following procedures and directives, as presented:

- i. Procedures for Consideration of Missed In-Term Course Work and Examinations*
- ii. Procedures for Final Examination Administration*
- iii. Final Examination Chief Proctor Directives*
- iv. Final Examination Emergency and Disruption Directives*

(c) Examination and Grading Policy – Editorial Changes

In response to a question, L. Livingston confirmed that many policy changes will be required as a result of the transition online. The E-learning Task Force recommended reviewing and updating the relevant policies and the recommended changes will proceed through the proper consultation and approval processes.

13. Governance & Nominations Committee (GNC)

L. Livingston presented the GNC report. She advised that since Council ran out of time during last month's meeting, and given today's equally full agenda, the consultation on the updated Honorary Degrees Committee Terms of Reference would be deferred until the fall.

(a) Academic Council Nominations

The 2020-2021 Academic Council Election took place from February 10 – February 24 in accordance with the Election Timeline that was approved by the GNC in November 2019. There were 7 vacant faculty positions on Academic Council and we received nominations for only 3 of those positions. Given the number of remaining vacancies, the committee directed the Office of the University Secretary and General Counsel to post the vacant positions on the website and to continue to accept nominations until the end of the academic year. We received nominations for the remaining Faculty of Health Sciences, Faculty of Science and FSSH positions on Council and are presenting them for approval.

Upon a motion duly made by L. Livingston and seconded by F. Jones, pursuant to the recommendation of the Governance & Nominations Committee, Academic Council unanimously approved the following appointments to Academic Council:

- *Faculty of Health Sciences position – Meghann Lloyd, July 1, 2020 – June 30, 2023*
- *Faculty of Science position – Jeremy Bradbury, July 1, 2020 – June 30, 2023*
- *Faculty of Social Science and Humanities position – Shanti Fernando, July 1, 2020 – June 30, 2023*

M. Lloyd abstained.

(b) Upcoming Committee Vacancies

The Office of the University Secretary & General Counsel will be issuing calls for expressions of interest for upcoming committee vacancies during the summer months. The call for expressions was delayed until all appointments to Academic Council for 2020-2021 had been made to ensure all members of Council have an opportunity to participate.

14. Research Board

L. Jacobs delivered the report from the Research Board. He provided an update on the access to research facilities on campus for essential and COVID related research. He informed Council that there is a significant amount of research activity happening on campus. He reported that the Research Task Force has moved on to providing recommendations on restarting research for Phase 2.

L. Jacobs was pleased to report on the significant increase in research income over the last year. It increased from \$11.1m to over \$18m in one year and the amount appears to be relatively sustainable. He advised that an institution's research ranking is almost exclusively tied to research dollars and this increase will represent a significant increase in the university's research rankings.

15. COVID19 Motion

The Chair noted that the COVID-19 motion was initially proposed during the April Academic Council meeting. The motion language was separated into two distinct motions and the first motion was passed at the May meeting. Given the time constraints during the May meeting, the second motion was deferred until this meeting. The Steering Committee received a request to amend the second motion and approved its inclusion on today's agenda.

H. Scott provided background to the motion. Council discussed the objective of the motion. It was clarified that the motion is intended to reaffirm that the university will follow the standard quality assurance processes when it comes to implementing permanent changes. Concern was expressed that the motion language does not reflect the reality of transitioning mid-term - if the university starts the term online, it should continue online for the remainder of the term. A member commented that the motion language does not seem to reflect the needs of our students, rather it reflects the desire of faculty to return to campus. It was noted that if the established university quality assurance processes are followed, it takes time and this delay needs to be acknowledged to protect members.

C. Foy clarified that this is a hortative motion and reflects what AC wants to see; it is a way for Academic Council to express its desire to the administration that the university should return to approved quality assurance processes when possible.

A concern was shared that the wording "when reasonably safe to do so" is too vague and should be removed. Another member commented that safety and social reality may conflict (e.g. school boards running augmented schedules and increased/unexpected

caregiving obligations). Another comment was made that it is easier to close down than to return.

Upon a motion duly made by H. Scott and seconded by S. Heydari, Academic Council resolved that delivery of mode of teaching will be re-evaluated and in class teaching options will be provided when it is reasonably safe to do so and any changes to the modes of delivery of courses and programs will follow established University Quality Assurance processes.

Two members opposed the motion.

16. For Information:

- (a) Undergraduate Studies Committee - Minor Program Adjustments -Faculty of Business and Information Technology – Business Minor for IT**
- (b) Undergraduate Studies Committee - Minor Program Adjustments -Faculty of Business and Information Technology – Management Programs**
- (c) Scholarships & Major Award Recipients**
- (d) Graduates Update - deferred**

17. Other Business

18. Termination

There being no other business, upon a motion duly made by H Kishawy and seconded by F. Jones, the meeting terminated at 4:32 p.m.

Becky Dinwoodie, Secretary