MINUTES OF OCAD UNIVERSITY’S SENATE SPECIAL SUMMER AUTHORITY MEETING
MONDAY, AUGUST 18, 2014, 3:00 – 6:00pm
ROOM 7301, 205 RICHMOND STREET

Present: Keith Rushton (Chair); Lillian Allen; Frederick Burbach; Christine Bovis-CNossen; Sara Diamond; Rosemary Donegan; Andrea Fatona; Michelle Forsyth (via teleconference); Richard Fung; Bruce Hinds; Richard Hunt; Sandy Kedey; Caroline Langill; Alexander Manu; Laura Millard; Lewis Nicholson; Gayle Nicoll; Elisabeth Paradis; Jill Patrick; Nick Puckett; Diane Pugen; Steve Quinlan; Charles Reeve; Helmut Reichenbächer; Lenore Richards; Vladimir Spicanovic; Evan Tapper; Natalie Waldburger; Michèle White; bh Yael

(non-voting) Carole Beaulieu; Ian Clarke; Deanne Fisher; Anda Kubis; Colette Laliberté; Claudette Lauzon; Jana Macalik; Colleen Reid

Regrets: JJ Davis; Catherine Delaney; Judith Doyle; Simon Glass; Archie Graham; Simone Jones; Tony Kerr; Alan Simms; Peter Sramek; Dot Tuer; Paul Epp; Ryan Rice

Absent: Tom Barker; Jim Drobnick; Kate Hartman; Michael Prokopow; Virginia Trieloff

Secretary: Natalie Nanton

1. **Welcome and Updates from the Chair**
   The Chair welcomed the new group of senators to the summer authority meeting of Senate and called for introductions.

2. **Approval of the Agenda**
   The Chair referred the Senate membership to the Senate Special Summer Authority Agenda and called for a motion for approval.

   **Motion to approve** moved by Helmut Reichenbächer, seconded by Sandy Kedey.

   It was suggested that the order of the agenda items be changed so that committee reports occur first, before the President’s Action Plan presentation. The Chair called for a new motion for approval.

   **Motion to approve the revised agenda**, moved by Michèle White, seconded by Rosemary Donegan.

   **Motion carried**, unanimously.

3. **Approval of the Consent Agenda and Minutes**
   The Chair referred the Senate membership to the consent agenda and minutes and called for a motion for approval.

   **Motion to approve**, moved by Michèle White, seconded by Rosemary Donegan.

   Michèle White referred to the discussion recorded in item 6 of the minutes regarding the hiring process for the Dean, Faculty of Liberal Arts and Sciences and School of Interdisciplinary Studies. Although it was not recorded in the minutes, she clarified a specific comment she made about the
composition of the search committee, explaining that it was not meant to be directed at the Senate Chair or Vice-Chair. She also acknowledged that it was made clear in the minutes that the Vice-President, Academic agreed to accept the proposed changes regarding the composition.

Motion carried, with 21 in favour, 0 opposed and 8 abstentions.

4. Senate Committee Reports

4.1. Senate Executive Committee (SEC) – Keith Rushton

4.1.1. Report for Information:

4.1.1.1. 2014/15 Academic Administration Appointments

The Committee Chair reported that a number of appointments were approved by the SEC. Members were reminded that each Faculty recommends the appointments and they are then passed onto Senate, or in this case to the SEC on behalf of Senate, for approval. The Chair invited comments.

Discussion ensued on the topic of whether a faculty member must hold a tenured status in order to be eligible for an Associate Dean appointment. The Vice-President, Academic confirmed that there is no policy preventing the appointment of a non-tenure-track faculty member to Associate Dean.

4.2. Senate Academic Policy & Planning Committee (SAPPC) – Christine Bovis-Cnossen

4.2.1. For Approval:

4.2.1.1. Nominating Committee’s Recommendations for the Senate Committee Slate for 2014/15

The Committee Chair introduced the proposed slate of committee memberships and thanked the Senate Annual Nominating Committee, chaired by Steve Quinlan, for their work. She explained that the list of vacancies was reviewed and in some cases senators nominated themselves, while in others the nominating committee put forward a proposed slate. The Committee Chair concluded that the slate was unanimously approved by the SAPPC. The Chair then called for a motion for approval.

Motion to approve the proposed slate of Senate committee memberships, moved by Christine Bovis-Cnossen, seconded by Lenore Richards.

Discussion:

It was pointed out that the faculty member category of the Senate Graduate Studies Committee (SGSC) membership was unbalanced since two of the three graduate faculty members are from the Faculty of Liberal Arts and Sciences and School of Interdisciplinary Studies. It was therefore proposed that a faculty member from the Faculty of Art replace one of the current members. It was also requested that the following individuals be added to the Research Committee to obtain balance and a more relevant committee composition: the Dean, Faculty of Art; the Canadian Research Chair or nominee; the DMRII lab leader; and the Director, DMRII Lab Operations.

For the Senate Academic Policy & Planning Committee, it was recommended that there be two student senators, one graduate and one undergraduate. In addition, it was recommended that at least one member from each of the three Faculty areas on the SAPPC be a graduate faculty member. For the Senate Undergraduate Studies Committee, it was suggested that the non-voting graduate student seat be removed.
The Vice-President, Academic pointed out that many of the recommendations suggested with regard to adding or removing membership seats would require a change in the Senate bylaws and could therefore be taken forward to the Senate Efficiency and Bylaw Working Group.

Discussion returned to the topic of achieving a balance of faculty members on the SGSC with the suggestion that Senator Jim Drobnick be replaced as he has previously served several terms on the SGSC.\(^1\) The Chair announced that committee nominations as per Senate bylaw article 3.2.3 could be made on the floor of Senate. Anda Kubis then nominated herself to join the SGSC membership. The Chair called for a motion for approval.

**Motion to approve** the nomination of Anda Kubis to the SGSC membership, moved by Anda Kubis, seconded by Helmut Reichenbächer.\(^2\)

The Senate Secretary was requested to contact the two SGSC faculty representatives from the Faculty of Liberal Arts and Sciences and School of Interdisciplinary Studies to confirm interest in sitting on the committee.

**NEW MOTION**

It was decided that with the exception of the SGSC, the slate of committee memberships be approved. The Chair called for a motion for approval.

**Motion to approve**, moved by Charles Reeve, seconded by Sara Diamond. **Motion carried**, with 28 in favour, 0 opposed and 1 abstention.

The Chief Officer, Continuing Studies seat on the Senate Continuing Studies Committee was questioned. The Senate Secretary clarified that this title had not been updated in the Senate Bylaws and is currently populated by the Manager, Writing and Learning Centre due to an old reporting structure between the Centre for Innovation in Art and Design Education and the Office of Continuing Studies. The Board of Governors representative vacancy on the Research Committee was also questioned. Sara Diamond and Carole Beaulieu, the Secretary to the Board of Governors, confirmed that the Board is working through their membership and an appointment is forthcoming.

With respect to the Research Committee, Helmut Reichenbächer proposed to invite the Dean, Faculty of Art and the Canada Research Chair as informal members. Dean Vladimir Spicanovic respectfully accepted the invitation.

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\(^1\) At the Senate Executive Committee meeting of September 22, 2014, a factual error in the minutes was found. It was clarified that Professor Jim Drobnick had not served as an elected member on the Senate Graduate Studies Committee. He was a member on the committee by virtue of his position as a Graduate Program Director and had not been a member for the past two years.

\(^2\) It was later recognized that Anda Kubis is a newly appointed Associate Dean in the Faculty of Art and therefore cannot fill a vacancy in the graduate faculty member category of the Senate Graduate Studies Committee.
Discussion then focused on the three vacancies on the full Senate membership: two vacancies in the Liberal Arts and Sciences and School of Interdisciplinary Studies category and one vacancy in the Senator At-Large category. Michèle White recommended that Nicole Collins from the Faculty of Art be nominated for the Senator At-Large category. The Chair called for a motion for approval.

**Motion to approve** the nomination of Nicole Collins to the Senate membership, moved by Michèle White, seconded by Lenore Richards.

**Motion carried**, unanimously.

The Chair noted that the Senate Secretary would contact Nicole Collins for confirmation and requested that further nominations be sent to the Senate Secretary.

5. **President’s Action Plan Presentation**

President Diamond thanked Senators for the privilege of presenting to them. In her presentation, she focused on feedback from the community, both near term and longer action plans and her top two priorities. Feedback with guided questions was requested at the end of the presentation and she indicated that if there was time remaining she could begin a dialogue with senators regarding OCAD University in a larger context with respect to future opportunities and challenges.

**Discussion:**

It was argued that the bicameral system had been tested and that more is needed beyond simply clarifying and reviewing the governance relationship. Financial issues regarding the academic health of the institution were raised, as was the need for a proper bicameral system for the institution. President Diamond voiced her advocacy for Senate and acknowledged that the bicameral system had been tested this past year. She highlighted a positive outcome as a result of the challenges with a closer reading of the OCAD University Act and the subsequent correction to the number of faculty on Senate as recorded in the bylaws. President Diamond also spoke of the need for strategic conversations to occur at Senate and for the Senate Executive Committee to play a role in shaping Senate to better articulate its voice in planning. Senators further expressed their frustration with the Board of Governors resulting from a previous unsuccessful dialogue with the Board Chair and his view of the Senate.

The Board of Governors’ membership was discussed with regard to a lack of practicing artists and designers. President Diamond agreed that the makeup of the membership could be reviewed to obtain a demographic that represents deeper roots into OCAD University’s own practices. She also spoke further to facilitate communication between the Board and Senate and suggested the return of social events. In addition, President Diamond spoke about the need to achieve a shared understanding around decision-making rights of the Board and the Senate, which she suggested a priority for both bodies. Joint training sessions were also recommended to bring the Board of Governors and Senate together and equally aid in interactions between the members while building trust.

Questions arose around the community’s level of involvement in capital planning and also how fundraised money would be spent. President Diamond spoke of the Deans’ involvement in fundraising by setting priorities relating to pressing needs. Faculty members were encouraged to connect with their Deans for details on these priorities.
Discussion arose regarding the perceived view of the OCAD Faculty Association (OCADFA) and their relationship with management when resolving planning issues regarding faculty engagement and opportunities. Members were reminded that OCADFA is proactive and charged by its membership to ensure quality of employment. Protection of membership rights with regard to intellectual property was also raised.

With reference to the three feedback questions that President Diamond outlined in her presentation, it was suggested that more time be given for Senators to respond and that deeper answers be provided beyond what was presented. Furthermore, it was proposed that a group be formed to focus on the questions to present feedback and a response to the action plan.

Discussion continued regarding the need for a transparent budget process. Concern was also expressed over the stated priorities of smart and strategic growth. Members voiced the need for sustainability and concern with saturating the market with qualified graduates. The topic of growth was stated to be very complex and it was pointed out that growth allowed the university to expand its program areas and achieve a gravitas within the Ontario system as an institution that deserved to be properly resourced. It was then suggested that outreach occur into more diverse and non-traditional communities to extend OCAD University’s influence and obtain money and resources while creating deeper, transformative and mutually beneficial connections.

Debate continued on the topic of the composition of the university’s Cabinet. President Diamond explained that the number of Vice-Presidents and Associate Vice-Presidents paralleled most art and design schools and was needed to manage complex government relationship and review both planning and support for students. She also informed members that Deans now join Cabinet meetings on a bimonthly basis, acknowledging that voices need to be represented from the ground up. The involvement of faculty and the Senate specifically in strategic enrolment management was debated as was the idea to have Senate play a role in deciding on the appropriate balance between faculty and the number of required administrative roles supporting students.

Academic planning was further examined in relation to program costing. The Vice-President, Academic spoke of creating an organic Academic Plan that originates from the faculties so that the plan is understood and achievable. She added that costing would be attached to all initiatives presented in the plan, recognizing the need to ensure affordability for the institution. She further discussed the plans for program costing, highlighting that results would be produced in the next six to eight months. Lastly, the Vice-President, Academic spoke of the goal of having decentralized budgets for the Deans and Faculty offices so that they are completely open and transparent.

The Chair spoke about next steps for the action plan referencing Simone Jones’ suggestion of having Senate respond to the President’s action plan. The Chair recommended striking a small *ad hoc* committee to move forward with a response. He called for discussion.

It was suggested that comments made during the current Senate meeting be included in the response. The Vice-President, Academic added that fuller notes would be provided to that particular *ad hoc* committee on the discussion that took place and further comments could also be submitted. Senators continued to discuss the submission of ideas to the committee as well as inviting individuals to the committee who wish to discuss specific items. President Diamond expressed interest in sitting on the committee in order to work on this process. She commented that she saw this as a constructive way to move forward rather than having separate dialogues.
The Senate bylaws were referenced with regard to the forming of an Ad Hoc Committee and Senators were reminded that terms of reference were needed as well as report dates. The Chair then called for a motion for approval.

**Motion to approve** the striking of a Senate Ad Hoc Committee whose terms of reference are to respond to the President’s Action Plan and whose composition is comprised of the Chair of Senate; 1 Dean; 1 Chair or Graduate Program Director; 3 faculty members, one from each faculty; and the President with a report to Senate by the October 27, 2014 meeting, moved by Rosemary Donegan, seconded by Lenore Richards.

In response to questions regarding the President’s membership on the *ad hoc* committee, it was explained that the President, the Chair of Senate, as well as the Vice-President, Academic are ex-officio voting members to all Senate committees. The Vice-President, Academic noted, however, that she would be absenting herself from this committee. The importance of having the President as a part of the committee was also expressed as it would allow her to clarify any misinformation, be constructive and overall be beneficial to the university. It was further clarified that beyond a response, the activities of the *ad hoc* committee would be more process and work plan oriented to both respond to and allow for ongoing dialogue around the action plan.

The Chair called for a motion to extend the meeting, in the event that the meeting continued beyond 6pm.  
**Motion to extend the Senate meeting**, moved by Rosemary Donegan, seconded by Lenore Richards.  
**Motion carried**, unanimously.

President Diamond agreed that the dialogue should continue rather than Senate produce a counterplan. She also agreed that the committee should represent different perspectives from Senate and have productive dialogue that supports the institution’s future goals. It was reiterated that the response is contingent on more information and that answers to questions need to be supplied between the *ad hoc* meetings.

The Chair reviewed the motion to strike an *ad hoc* committee and called the question.  
**Motion carried**, with 24 in favour, 2 opposed and 3 abstentions.

6. **Question and Answer Period**  
No other business was raised.

7. **Adjournment**  
**Motion to adjourn**, moved by Vladimir Spicanovic, seconded by Lillian Allen.  
**Motion carried**, unanimously at 5:58pm.