OCAD UNIVERSITY REGULAR BUSINESS MEETING OF SENATE
MINUTES OF MARCH 26, 2018; 3:15PM – 6:15PM

Present: b.h. Yael (Chair); Gillian Siddall (Vice-Chair); Heather Coffey; Maya Desai; Sara Diamond; Judith Doyle; Beverly Dywan; Susan Ferguson; Deanne Fisher; Kate Hartman; Bruce Hinds; Richard Hunt; Claude Galipeau (via teleconference); Roderick Grant; Akash Inbakumar; Martha Ladly; Colette Laliberté; Caroline Langill; Francis LeBouthillier; Min Sook Lee; Bogdan Luca; Robert Luke; Ashok Mathur; Laura Millard; Michelle Miller; Eric Nay; Gayle Nicoll; Lewis Nicholson; Elisabeth Paradis; Jill Patrick; Charles Reeve; Ryan Rice; Robert Ridgway; Vladimir Spicanovic; Evan Tapper; Marie-Josée Therrien; Dori Tunstall; Natalie Waldburger; Sylvia Whittion

Regrets: Lilian Allen; Salah Bachir; Laurelle Jno Baptiste; Catherine Black; Annette Blum; Nicole Collins; Bonnie Devine; Nick Goso; Wrik Mead; James Olley; Maria Belén Ordóñez; Nick Puckett; Kate Sellen; Amy Swartz; Alia Weston; Ann Urban

Invited: Alan Simms, Vice-President, Finance and Administration (Item 5.1)

Minutes: Natalie Nanton, Interim Secretary to Senate

1. Welcome and Updates from the Chair
   The Chair opened the meeting with an Indigenous land acknowledgement and highlighted priority 1 of the Academic Plan in connection to the many conversations occurring around Indigenous learning and the new and ongoing Indigenous-related events at the institution.

   In addition to the regular Senate orientation that occurs each fall, Senators were invited to contact the Senate Secretary to request an information session in the near future to review senate governance processes, procedures and related definitions such as employment categories and university acronyms. The Chair also spoke about the upcoming general senate elections for non-sessional faculty to occur in early May with nominations for sessional faculty senators beginning in mid-August. The Chair emphasized the need to maintain active student participation at Senate and stated that the nominations would open early this year, starting in May and run into September. Lastly the Chair announced that the 2018-19 Senate and Senate Committee meetings dates would be circulated at the April meeting of Senate.

2. Senate Agenda for March 26, 2018
   The Chair reviewed the agenda and called for a motion for decision.
   **Motion to approve** the Senate agenda for March 26, 2018, moved by Sara Diamond, seconded by Heather Coffey.
   **Motion carried,** unanimously.
3. Minutes from the February 26, 2018 Meeting of Senate
   The Chair presented the minutes and called for a motion for decision.
   **Motion to approve** the minutes from the February 26, 2018 meeting of Senate, moved by Ryan Rice, seconded by Sylvia Whitton.
   **Motion carried**, with 28 in favour, 0 opposed and 9 abstentions.

4. Consent Agenda Information Items
   The Chair reviewed the consent agenda information items and called for a motion to accept the following: a) Report from the President and Vice-Chancellor; b) Report from the Vice-President, Academic and Provost; c) Report from the Vice-President, Research and Innovation; d) Report from the Board of Governors.
   **Motion to accept** the consent agenda information items, moved by Dori Tunstall, seconded by Elisabeth Paradis.
   **Motion carried**, unanimously.

5. Information Update from the President and Vice-Chancellor
   The Chair invited President Sara Diamond and Alan Simms, Vice-President, Finance and Administration (VPFA) to provide a report from the Joint Senate-Board of Governors Liaison Committee.

   5.1. Report from the Joint Senate-Board of Governors Liaison Committee
   President Diamond provided a summary of the proceedings of the meeting including an update on the ways the university is increasing support for a structure for Indigenous governance, separate from the Indigenous Visual Culture program and the Indigenous Visual Culture Student Centre. Furthermore, it was reported that support for the Aboriginal Education Council will be provided by the Provost's Office with a dotted line to the President's Office starting in the next fiscal year. Members were informed of discussions regarding the need for cultural competency training for the Senate and Board and supporting further reporting related to the OCAD Student Union Money Matters report. Much of the meeting was focused on looking at faculty planning over the next number of years within the context of the OCAD University's Strategic Directions implementation, the financial forecast, the Taskforce on Underrepresentation of Racialized and Indigenous Faculty and lastly the Academic Plan implementation, which included a detailed overview of each Faculty and Graduate Studies priorities and goals to be implemented over the next five years. The meeting concluded with a conversation on how the committee would best function with the idea to focus discussion by having questions circulated in advance.

   The VPFA provided a presentation on a revised multi-year financial forecast, as presented to the Joint Senate-Board of Governors Liaison Committee. Senators were given a review of the total undergraduate enrolment over the last five years; revenues by major category; expenditures by major category; multi-year expenditure and revenues forecasts for the next five years; a key summary of observations from the forecast. They were also presented with a proposed refined alternative scenario for the multi-year forecast (MYF), which the VPFA explained would build a strong budget in contrast to past scenarios in terms of increased investment in the Academic Plan, Furniture, Fixtures and Equipment (FF&E), financial contingency allocations and
achievable remedial action plans. He reviewed in further detail how these investments would be made in each area and the next steps of developing the 2018/19 operating budget to be completed in April/May.

Discussion: A request was made to obtain schedule 2 of expenditures referenced within the MYF scenarios in order to see a further breakdown of the assumptions. Senators discussed the significant enrolment increase projected for international students and the associated revenue generated. It was suggested that robust scholarships be developed for international students so strong students that normally would not have the financial means are able to come to the institution. President Diamond responded that there is significant support set aside for international students including bursary and scholarship opportunities. It was also recommended that faculty support be increased to assist with the rise in international students, such as increased support for English Language Learners (ELL). Susan Ferguson, Director, Writing and Learning Centre confirmed that there will be an emphasis on curricular and faculty support in this area and that it is already occurring, particularly within the Faculty of Design.

A student senator expressed frustration in the institution’s management of investments for student and faculty and cautioned against trying to do too much at once and providing quick fixes. He emphasized the need to pay attention to student needs and asked what changes will be made to positively contribute to domestic and international student experience as tuition increases. In response, investment in the Academic Plan was cited with regard to student experience, as well as investment in the Creative City Campus (CCC). It was clarified that not all investments are occurring at once and that student experience is a priority. In addition, recent funding received by the institution to support student experience in the next few years was highlighted as was the tenure-track hiring plan in terms of investing in faculty.

The Vice-President, Finance and Administration also responded to questions regarding how investments were obtained to fund the waterfront project, allowing the institution to have no additional debt. Furthermore, in relation to risk mitigation of the executive education programming at the waterfront, the legal entity in the form of a business trust was explained in detail. It was noted that the Board of Governors will provide oversight in these developments. Discussion ensued regarding changing demographics affecting domestic enrolment in the short and long term as well as the significant projected growth in international students and supports in place to aid in the retention of full-time enrolment. In response to a suggestion to focus on a diversity of enrolment and retention within Canada, the shrinking population growth in this demographic was elaborated upon to explain why we need to also build international recruitment. Recruitment initiatives for the Indigenous population however were highlighted since it is growing. It was stated that strategies are underway to target this specific demographic.

It was expressed that the solution for improving student retention is to have better facilities and smaller classes and therefore the institution should not be looking at growth models. In addition, financial support was stressed to support international students including student residences and other support structures such as ELL
specialists. An international student then spoke of her experience at the institution in comparison to other institutions. As a student who does not require ELL support, she spoke of the need to receive improvements to student experience in return for the tuition required. It was explained that the increase in tuition goes directly into student services, scholarships and investments for all students. Student focused priorities in the Academic Plan and learning spaces planned through the CCC were also referenced. The Vice-Provost, Students and International offered to discuss further new developments and events targeted specifically for international students.

Clarity on the deficit was requested as to whether the refinement of the remedial action plan is the right strategy as was the optimistic projections in revenue growth compared to past trends. In response, the VPFA spoke about government grants received, greater international enrolment, and controls put in place with regard to expenditures at the executive level. The flexibility was highlighted in the plan as a measure to preserve both faculty and student satisfaction. The federal government support to bring international students into Canadian universities was raised and expressed as problematic and politicized, potentially resulting in being used as a pathway for immigration and permanent residency.

The relationship between executive education at the waterfront and the university itself was also briefly discussed in terms of the strategy for this venture. Discussion continued regarding the majority of investment in the Academic Plan to occur in the final years of the MYF, the relationship to risk mitigation in how the institution manages its deficit, and projected timing of increased revenue, including the capital asset of the waterfront property.

6. **Report from the Provost’s Taskforce on Indigenous Learning**

   The Provost provided a summary of the March 2, 2018 meeting. She noted that taskforce members were informed of the restructuring of the Provost’s Office to support the Aboriginal Education Council. Members also provided feedback on the draft Sustainability policy and discussed proposed terms of reference and decision-making processes for the taskforce itself. Time was spent discussing incidents of backlash received from statements made by the institution on the Colten Boushie case and the need to ensure the safety of Indigenous students on campus. The taskforce also further discussed the process for finding an Elder and the need to create a working group of the taskforce to focus on recruitment of Indigenous students, particularly to the Indigenous Visual Culture program.

7. **Senate Committee Reports**

   7.1. **Senate Executive Committee**

   **IN CAMERA SESSION**

   **Commenced at 4:52 p.m.**

   **Motion to move to an in camera session of Senate**, moved by Dori Tunstall, seconded by Colette Laliberté.

   **Motion carried**, unanimously.
The following business was discussed in camera:

7.1.1. Recommendation(s) from the Honorary Degree Committee on the 2018 Honorary Degree Recipients

7.2. Senate Academic Policy and Planning Committee (SAPPC)
7.2.1. Information Report from SAPPC
The Chair referred members to the information report, which provided an overview of feedback from the committee’s review of the Strategic Research Plan as well as information updates that were presented from the Chairs of the Senate Undergraduate Studies Committee and the Continuing Studies Committee. Lastly it was reported that the committee had a brief preliminary discussion on the establishment of an Indigenous Senate Committee. No questions were raised.

7.3. Senate Academic Standards Committee (SASC)
7.3.1. Information Report from SASC
The Chair referred members to the information report, which noted the committee’s continued review of the policy 1021: Grading as well as detailed discussions on the parameters surrounding course withdrawals. No questions were raised.

7.4. Senate Undergraduate Studies Committee (SUSC)
7.4.1. Information Report from SUSC
The Chair referred members to the information report, which noted the committee’s review of the Technology-Enabled Learning Strategy, preliminary discussion around more sustainable curriculum approval deadlines and continued discussion and actions related to Priority 1 of the Academic Plan. No questions were raised.

7.5. Senate Quality Assurance Committee (SQAC)
7.5.1. Information Report from SQAC
The Chair referred members to the information report, which stated the committee’s review of feedback provided by the Quality Council on the IQAP Final Assessment Report and Implementation Plans submitted and updates provided on the IQAP cyclical program reviews and new program developments. It was also reported that a new template for new program proposal briefs was presented for information. No questions were raised.

8. Special Discussion Topic: Integration of Different Kinds of Knowledge
Caroline Langill and Bruce Hinds introduced the special topic as an initiative to have larger discussions on the conversations that have been occurring within senate committees and connect to the Academic Plan, decolonization and STEM curriculum. The session was emphasized as a way to capture ideas from the ground up. A second session of this special topic was suggested to possibly be organized so the conversation can continue. Members
were divided into four breakout groups to discuss the following topics: 1) Indigenous epistemologies; 2) Difficult knowledge and STEM; 3) Humanities and Social Sciences; 4) Decolonization. Within these groups senators were asked to address the following questions: i) What is already happening in these areas at the institution?; ii) What would you like to see expanded or strengthened?; and iii) What do we need to do effectively to create and expand new knowledge at the university?. Note-takers were assigned to each group and each group briefly reported back to Senate on the ideas they brainstormed and discussed. Senators provided positive feedback on the organization of the special topic discussion in terms of the process of reflection and engagement of the entire membership. Members spoke of ways to sustain the conversation and act upon some of the ideas of transformation for the university, ideas of which are also emerging within unit plans of the Academic Plan. Furthermore, the Provost suggested that the Deans report on the implementation of the Academic Plan thus far at Senate and for the conversations that occurred at this meeting to continue in the May curriculum innovation meetings.

9. Other Business
   No other business was raised.

10. Adjournment
   Motion to adjourn, moved by Gillian Siddall, seconded by Richard Hunt. 
   Meeting adjourned at 6:15 p.m.