

McMaster University

SENATE MINUTES

VOL. LXXXVI

Wednesday, October 14, 2020 at 3:30 p.m.

Zoom

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**PRESENT:** Dr. David Farrar, Dr. Ameil Joseph, Dr. Anna Danielova, Dr. Carlos Filipe, Dr. Christina Baade, Dr. Dina Brooks, Dr. Doug Welch, Dr. Graham Scott, Dr. Ishwar Puri, Dr. Janie Astephen-Wilson, Dr. Jeff Weitz, Dr. Jeremiah Hurley, Dr. Judy Fudge, Dr. Juliet Daniel, Dr. Karen Mossman, Dr. Katherine Cuff, Dr. Kathryn Mattison, Dr. Kim Dej, Dr. Leonard Waverman, Dr. Lia Bronsard, Dr. Lorraine Carter, Dr. Maikel Rheinstadter, Dr. Martin Horn, Dr. Matthew Miller, Dr. Maureen MacDonald, Dr. Megan Brinkley, Dr. Melinda Gough, Dr. Nicola Nicolici, Dr. Pamela Baxter, Dr. Pamela Swett, Dr. Patrick Bennett, Dr. Peter Miu, Dr. Peter Graefe, Dr. Phil Zylla, Dr. Sherman Cheung, Dr. Susan Tighe, Dr. Todd Hoare, Mr. Gary Collins, Mr. Jim McCaughey, Mr. Muneeb Ahmed, Mr. Roger Couldrey, Ms Anita Acai, Ms Cassidy Bereskin, Ms Haleigh Wallace, Ms Leah Allan, Ms Beth Manganelli Staite, Ms Mary Williams, Ms Moira Taylor, Ms Andrea Thyret-Kidd (University Secretary), Ms Michelle Zheng (Associate University Secretary), Ms Alysha Sless (Governance Coordinator)

**OBSERVERS:** Ms Andrea Farquhar, Dr. Arig al Shaibah, Ms. Carolyn Brendon, Dr. Elkafi Hassini, Ms Esme Davies, Mr. Giancarlo Da-Ré, Ms Maanvi Dhillon, Ms Melissa Pool, Dr. Peter Mascher, Dr. Sandra Carroll, Mr. Sean Van Koughnett, Dr. Susan Denburg, Ms Vivian Lewis

**REGRETS RECEIVED:** Dr. Paul O’Byrne, Dr. Jean Wilson

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**A. OPEN SESSION**

**OPENING REMARKS**

Dr. Farrar welcomed members to the meeting.

Dr. Farrar mentioned the online announcement on the Daily News regarding the winter term being online. The decision was made in September in order to provide as much certainty and stability for students, faculty and staff as possible. The fall term has been almost entirely online with a few exceptions for courses that require access to labs and other specialized facilities.

A Virtual Learning Task Force has been established and is being led by the Deans of Engineering and Social Science. The Task Force is gathering feedback from students and instructors and evaluating what has been successful and what needs improvement in the remote teaching and learning environment. Dr. Susan Tighe will provide a more detailed update on this as part of the formal agenda.

Dr. Farrar advised that the #ShapetheFuture social media campaign is now underway. This forms part of the ongoing visioning process for the University and invites faculty, students, staff and alumni to provide their thoughts on five big questions intended to help shape the future of McMaster. The feedback received will help determine a new vision statement and long-term vision for the University and will be followed by a shorter-term strategic plan intended to chart the course for McMaster over the next 2-3 years.

## **1 APPROVAL OF AGENDA – OPEN SESSION**

Dr. Farrar confirmed that no requests had been received to move items from the Consent to the Regular agenda of the Open Session.

It was duly moved and seconded,

**that Senate approve the Open Session agenda for the meeting of October 14, 2020 and that item 2 be approved by Consent.**

The motion was **carried**.

## **CONSENT**

### **2 MINUTES of the Meeting of September 9, 2020 – Open Session**

Motion:

**that the minutes of the Open Session portion of the meeting held on September 9, 2020 be approved as circulated.**

**Approved** by Consent.

## **REGULAR**

### **3 BUSINESS ARISING**

There was no business arising.

### **4 ENQUIRIES**

There were no enquiries.

### **5 COMMUNICATIONS**

#### **a. COU Update**

A COU Update and an overview of COU was provided in the reading materials.

Dr. Maureen MacDonald, Dean of Science explained to members that the most recent meeting of COU occurred last evening and this morning. The meetings followed on the same themes as in the report. Dr. MacDonald noted that the new COU Executive Director attended the meeting and discussed how he plans on embracing all aspects of the COU.

**b. Virtual Learning Task Force**

Dr. Susan Tighe, Provost and Vice-President, Academic provided an update.

Dr. Tighe explained that the main importance of the task force is to identify a coherent process for collecting feedback. The task force will collect information on all undergraduate and graduate programs, as well as course-based programs and will provide a summary on their findings. Dr. Tighe noted that the committee composition is quite broad and includes individuals from Faculties, UTS, the MacPherson Institute, Human Resources, Graduate Studies, Equity and Inclusion, the Library and those engaged in learning. The task force will identify concerns, address problems, and identify lessons learned. The report is to be provided to the Provost December 1, 2020. Dr. Tighe thanked everyone for agreeing to participate.

**c. Enrollment Planning**

Dr. Susan Tighe, Provost and Vice-President, Academic provided an update.

Dr. Tighe explained that the presentation was prepared in partnership with Mr. Van Koughnett and Ms Coslovi. Enrollment planning is a process that happens every year and begins in the Fall. It involves a lot of consultation, modeling and negotiations. Pre-COVID it was a robust system that looked at all factors that impacted whether someone comes to McMaster or not. Factors include funding, tuition, and access to housing. Domestic enrollment is governed, and funding is only received for up to a certain number of students. When McMaster over enrolls, funding from the government is not received for the additional students. A decision was made to look at increasing the cohort of international students and to gradually move from a 10 percent ratio to 25 percent. International enrollment creates a more global community and increases richness of programs. When looking at enrollment planning, it is important to think about programs and how they are attracting our students and the demand.

Dr. Tighe advised that some of the challenges include classroom, lab, and testing space capacity constraints. There are also recruitment and international mobility limitations. Recommendations are made on intake targets for the various programs. Once the targets are approved, they are handed off to the Recruiting and Admissions Office and the Enrollment Management Team. The Enrollment Management Team (EMT) assess and aids in developing strategies employed in recruiting domestic and international students. EMT includes Associate and Assistant Deans, Program

Managers, and staff from IRA, Registrars Office, Residence Admissions, International Affairs, and AVPS.

The 2020 admissions year was challenging. There were over 58,252 application to level 1 Undergrad, 31,696 offers were made and there were 7,037 acceptances. Yield rates are determined by academic program based on applicant's admission averages and choice. Normally when students apply, they apply for where they want to be and then a couple of guaranteed places. There were many questions in response to COVID-19; would the decision to move online affect acceptances, would more students defer until 2021, the role of international travel restrictions and economic circumstances. Due to these factors, and through discussions, there was an expectation that there would be a 10-20% drop in acceptances. In May, many Universities made additional offers to reach targets. Four Ontario schools over enrolled by 10+% over last year. These schools were McMaster, Waterloo, Queens and Western. Moving forward to the 21/22 academic year, it is anticipated that it will not look like previous years. Dr. Tighe noted that it is challenging to assess the enrollment projections and that they are cognisant of the ramifications of current year enrollments.

A member thanked Dr. Tighe for the information and asked what the estimated timeline is of hitting 25% international enrollment. Mr. Van Koughnett explained that the plan is to hit the 25% target in 2023.

A member asked what the plan is for enrollment and for growth. The member noted that they have been at McMaster for 30 years and it has tripled in size. The teaching size is huge, and it is difficult to know students. The member noted their concern about the growth. Dr. Tighe advised that they are definitely growing and that it does not make a lot of sense to grow domestic students because McMaster is over the funding corridor. The mix of students has been able to offset the costs associate with growth. Dr. Tighe noted that with the help of stakeholders across campus, we want to be thoughtful and ensure we have the capacity. Dr. MacDonald added that for Science, they did not involve growth except where new programs were already submitted. In Science, there were some meetings with the Provost about what the forward-facing targets should be to fix the over enrollment. The plan is to go back to targets that were established.

A member asked if there are other opportunities to focus on to put McMaster on the leading edge. Dr. Tighe advised that PVP has started discussing hybrid learning, blended learning, and ensuring that there is personal contact with learners. McMaster is taking a leadership role in COVID research and students are interested in entrepreneurial activities. There is an opportunity to leverage interdisciplinary opportunities and to focus on what we are good at. Dr. Tighe noted that one of the points raised was that McMaster has invested \$15 million in the online learning enterprise, and that other institutions have not done this. The biggest challenge is ensuring McMaster delivers high quality teaching, has faculty supports in place, and

that students have supports in place. Dr. Farrar is embarking on the visioning process which will provide clarity about who we are.

A member noted that their program is not going well and asked if there is any discussion about the option of students not having to take five courses next term. The member noted that students are having a difficult time. Dr. Tighe explained that she has not heard of those discussions but has had good feedback from part-time students. Dr. MacDonald advised that there have been general conversations about the overall load and that the load is tied to funding. Faculty members have been engaging in discussions and there are discussions of professors dropping one of their assignments. Dr. Dej added that they are engaged in a teaching and learning strategy. They are reflecting on what McMaster has a history of doing well and looking at problem based learning and community engaged learning. Dr. Dej advised that looking at the entire school year, there is an opportunity to use learning spaces in a more spaced out environment and to offer more core programs in the summer.

## **6 REPORT FROM GRADUATE COUNCIL**

These items were for information.

- a. Terms of Award**
- b. Curriculum Updates**

## **7 REPORT FROM UNDERGRADUATE COUNCIL**

These items were for information.

- a. Undergraduate Council Committee Assignments**
- b. Terms of Award**
- c. Revisions to Certificate of Completion Programs**

## **8 REPORT FORM THE COMMITTEE ON APPOINTMENTS**

Dr. Katherine Cuff, Chair of the Committee on Appointments, presented the report from the Committee on Appointments.

At its meeting on September 14, 2020, the Committee on Appointments approved the following recommendations and now recommends them to Senate:

- 1. SPS B7 – Policy for Referees – Tenure-Stream Faculty & SPS B11 – Curriculum Vitae Requirements Revisions**

It was duly moved and seconded,

**that Senate approve the revisions to SPS – B7 Policy for Referees – Tenure-Stream Faculty and SPS B11 – Curriculum Vitae Requirements, as circulated.**

The motion was **carried**.

## **2. Procedure for Making Acting Academic Administrative Appointments Revisions**

It was duly moved and seconded,

**that Senate approve the revised Procedure for Making Acting Academic Administrative Appointments, as circulated.**

The motion was **carried**.

## **9 REPORT FROM THE PROVOST**

Dr. Farrar explained that amendments to the Senate By-Laws require two meetings of the Senate, one to provide notice of the motion and to forward the amendment to the By-Laws Committee for review, and a second meeting for final approval.

Dr. Susan Tighe, Provost and Vice-President, Academic presented the report.

Dr. Tighe explained that the position of Associate Vice President, Institutional Research and Analysis no longer exists. It is proposed that the Associate Vice President, Finance and Planning (Academic) replace the Associate Vice President, Institutional Research and Analysis as an ex-officio Senate observer.

It was duly moved and seconded,

**that the Senate approve in principle the proposed amendment to Schedule A of the By-Laws of the Senate of McMaster University to have the Associate Vice President, Finance and Planning (Academic) replace the Associate Vice President, Institutional Research and Analysis as an Observer of the Senate, and refer the amendment to the By-Laws Committee for review.**

The motion was **carried**.

## **10 OTHER BUSINESS**

There was no other business.