THE UNIVERSITY OF BRITISH COLUMBIA | OKANAGAN

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SPECIAL MEETING
of
THE OKANAGAN SENATE

To Consider the Administrative Organization of the Graduate Studies at UBC Okanagan

Minutes of Wednesday 9 September 2009 – DRAFT

Attendance

Present: Dr. D. Owram (Deputy Vice-Chancellor & Vice-Chair), Mr. J. Ridge (Associate Vice-President, Enrolment Services and Registrar), Dr. A. S. Abd-El-Aziz (Provost), Dr. P. Arthur, Ms. S. Bertrand, Mr. N. Cadger, Dean R. Campbell, Dr. J. Castricano, Dr. J. Cheng, Dr. J. Cioe, Ms. C. Cody, Dr. F. de Scally, Dr. C. Hodge, Ms. C. Hopkins, Mr. A. Hu, Dr. J. Johnson, Mr. S. Joseph, Mr. J. Kent, Dr. D. Keyes, Dean M. Krank, Ms. C. Kuhn, Ms. R. L'Orsa, Dr. R. Lalonde, Acting Dean C. Mathieson, Dr. S. McCoubrey, Acting Dean D. Muzyka, Dr. B. Nilson, Dr. B. O'Connor, Dr. G. Pandher, Ms. L. Patterson, Dr. M. Rheault, Dr. C. Robinson, Ms. W. Rotzien, Acting Dean K. Rush, Dr. C. Scarff, Dr. B. Schulz-Cruz, Mr. D. Vineberg, Ms. J. Walker, Dr. S. Yannacopoulos, Ms. G. Zilm

By Video-conference

Professor S. J. Toope (President and Vice-Chancellor)

Guests

Dr. B. Bauer, Ms. L. Collins, Mr. C. Eaton, Ms. M. Kruiswyk, Ms. L. Lipovsky, Mr. F. Vogt

Regrets
Ms. S. Morgan-Silvester (Chancellor), Dean T. Aboulnasr, Mr. G. August, Dean R. Belton, Ms. M. Burton, Ms. L. Driscoll, Dr. M. Duran-Cogan, Dr. A. Joy, Dr. G. Lovegrove, Dr. H. Najjaran

Recording Secretary
Ms. N. Limbos-Bomberg

Call to Order

Dr. Owram called the meeting to order.

Dr. Owram opened the meeting noting the importance of this discussion. He described the two stage format for the meeting: the first part was a public forum in which non-members of Senate were invited to express their views on graduate studies at UBC Okanagan and the recommendations as set out in the joint report of the Academic Policy Committee and the Nominating Committee; the second part was a formal Senate meeting. Non-members of Senate were welcome to remain present during Senate deliberations, but were reminded that only Senators may participate in debate and vote.

Dr. Owram welcomed Mr. James Ridge, Associate Vice-President, Enrolment Services and Registrar, and Dr. Daniel Muzyka, Acting Dean of the Faculty of Management and Dean of the Sauder School of Business in Vancouver.

THE ADMINISTRATIVE ORGANIZATION OF GRADUATE STUDIES AT UBC OKANAGAN

Remarks from the Deputy-Vice-Chancellor

Dr. Owram offered his comments on the recommendations before Senate. Firstly, he noted that certain ambiguities such as the location of faculty authority require thoughtful consideration, specifically, whether a disciplinary Faculty or the graduate studies unit should dominate in decision making. Secondly, he recalled for Senators that while Graduate Studies was set up as a college in 2005, its powers and authorities were less than clear at that time. Thirdly, he summarized that since 2005 graduate studies in the Okanagan has seen rapid growth in the program and in its students, calling attention to the fact that students increased 38%; he observed that graduate student enrolment targets are expected to be met before undergraduate targets. Dr. Owram concluded that the program's rapid change makes it wholly appropriate to revisit its structure at this time.

Dr. Owram summarized his remarks with several final thoughts: that equity and fairness around students be paramount, that the institution's credibility be carefully considered, and finally, that simplicity guides the design of any model to manage graduate programs.

The Joint Report of the Academic Policy Committee and the Nominating Committee

Dr. Jan Cioe, Chair of the Academic Policy Committee, offered a summary of the joint committee report via Power Point presentation.

Background and Introduction

Bringing the assembly's attention to the summary in the opening pages of the report, Dr. Cioe highlighted several key points. In 2005 UBC Okanagan established a College of Graduate Studies and so began offering graduate programs. He cited as primary reasons issues surrounding the Vancouver campus's graduate studies faculty status as it related to the *University Act* and a lack of clarity around the powers of faculties. Several prior reports relay this history. Late in 2007 an external review by two deans of faculties of graduate studies identified certain tensions and problems and subsequently recommended that the term 'college' as a name, as well as a lack of central authority, worked against the successful operation of graduate studies at UBC Okanagan. In October of 2008 a UBC Okanagan task force examined the external report and the majority came to the recommendation to create of a Faculty of Graduate Studies. Senate referred that recommendation to the Senate Academic Policy Committee for its consideration. The Academic Policy Committee decided not to focus on the name of the graduate studies unit, but instead looked closely at the processes around the administration of graduate programs and developed a series of areas of responsibilities that led to the Academic Policy Committee's eventual findings and recommendations.

A Shared Responsibility Model

Dr. Cioe stated that in this model, two entities would emerge: graduate studies and faculties (note: in this context the term "oversight" is used to mean the assurance that standards are met as set by Senate). While both the faculty and graduate studies would work together to maintain high standards, this shared responsibility model would differs from others in that the faculty would be assigned primary responsibility for program quality.

Some contextual examples were provided. Within the area of Student Recruitment and Admissions, front-line help would be offered by graduate studies, but further and more detailed knowledge and expertise would be offered by the faculties. Faculties would build relationships with students and would thereby be embedded in the student's education. Within the area of Student Financial Assistance, while Graduate Studies would have the final responsibility for organizing and managing financial details, the management of graduate teaching assistants, graduate research assistants, and other funding sources would lie with faculties. Within another aspect, Student Progress within Programs, graduate studies and the faculties would work in parallel (of special note under this function: faculties recommend students to the Senate for graduation and as such, the faculty dean signs parchments on behalf of the faculty). The function of Program Development would be more heavily-weighted towards the faculties based simply on the practical consideration of faculty resources. Finally, within Program Administration, Graduate Studies would make recommendations to Senate at arm's length.

The first recommendation before Senate was read:

> That the Senate approves and recommends to the faculties that they approve the assignment of areas of responsibility for graduate students and graduate programs as listed above;
>
> That upon approval of the faculties, the deans and Provost redistribute responsibilities for graduate students and graduate programs accordingly; and
>
> That the Provost provide a status report to the Senate not later than the January 2010 Senate meeting on the implementation of this report.

College of Graduate Studies, Interdisciplinary Graduate Studies

Dr. Cioe noted the recommendation of the Academic Policy Committee that the unit classification remain as College of Graduate Studies headed by a Dean. In addition, as in the recommendations of the external review, the Academic Policy Committee recommended the creation of an Office of Interdisciplinary Graduate Studies (IGS) led by a Director and reporting directly to the Office of the Provost. In cases of dispute not easily resolved by the Provost between the Deans and the IGS director, issues would be brought to Senate.

The second recommendation before Senate was read:

> That the Senate direct the Provost to establish an Office of Interdisciplinary Graduate Studies within the Office of the Provost as described above; and

> That each faculty planning to offer a degree or degrees in Interdisciplinary Studies move to have such degrees created within their faculty.

Academic Oversight of Graduate Studies – Senate Establishment of a Graduate Council

Dr. Cioe noted the recommendation of the Academic Policy Committee to create a Graduate Council as a standing committee of Senate. This would offer an additional layer in the Senate structure and build on the knowledge base and expertise in university-wide issues through existing committees such as the Curriculum Committee, and the Admissions and Awards Committee (it was the consensus of the Academic Policy Committee that it would be beneficial to maintain together all things curriculum, rather than maintain together all things graduate studies). On behalf of the Academic Policy Committee, Dr. Cioe acknowledged that this structure may be perhaps less efficient; however, the Committee felt the benefits would outweigh the drawbacks.

The proposed composition is as follows:

Elected Members:
7 members of Senate, one of whom must be a graduate student

Ex officio Members:
Provost (voting), who shall be Chair
Academic Vice-president (voting)
Dean of Graduate Studies (voting)
Dean or designate from each Faculty at UBC Okanagan (voting)
Director, Office of Interdisciplinary Graduate Studies (IGS) (voting)
Chancellor (voting)
President (voting)
Registrar or designate (non-voting)

The proposed terms of reference are as follows:

To consider proposals from the Faculties and College of Graduate Studies and make recommendations to Senate or committees thereof on:

- Academic Policy matters and academic regulations solely affecting graduate students or programs;
- Admission & transfer policies for graduate students;
- Program Enrolment targets for new and continuing graduate students;
- Graduate awards policy and approval;

- Graduate curriculum matters, including the creation of new, changes to, or discontinuance of graduate degrees, programs, or courses, and any associated policies; and
- Any other matters relating to graduate education at UBC Okanagan.

The third recommendation before Senate was read:

> That the Senate establish a Graduate Council with the composition and terms of reference recommended in this report; and that the body by that same name currently established in the College of Graduate Studies be discharged.

Dr. Owram thanked Dr. Cioe for his presentation of behalf of the Academic Policy Committee and the Nominating Committee.

He introduced Dr. Krank, Dean of the College of Graduate Studies, to speak to his discussion paper circulated to all Senators and the wider campus community earlier this afternoon.

Discussion Paper on the Future of Graduate Studies at UBC Okanagan

Dean Krank thanked Dr. Cioe for his presentation, and noted his own passion and experience in graduate studies administration.

Dean Krank offered further context on formation of graduate studies as a college at UBC Okanagan in 2005. At that time there was considerable discussion at the Vancouver campus on its structure as a faculty; to this day, it remains the Faculty of Graduate Studies and the issues that existed in 2005 have been largely resolved. Other points to consider were offered. Today the Okanagan boasts 493 students in a complex, dual-campus environment. Dean Krank asked that the assembly not confuse the issues of 2005 with those issues facing graduate studies today, or with what is best for graduate students.

Dean Krank noted that the external report cited a lack of clarity as a result of creating a college rather than a faculty. He suggested that one way of addressing this lack of clarity was to examine well-functioning models in similar institutions. He claimed that while the Academic Policy Committee drew from the practice of Simon Fraser University, there were three important differences between that practice, other standard models of graduate governance, and what had been presented today:

1. delegation and the lack of clarity of authorities and responsibilities;
2. decentralization of core graduate studies processes;

3. absence of a collegial governance model (unprecedented governance model).

Dr. Krank concluded his remarks.

Public Forum

Dr. Owram reminded participants that the Public Forum segment of the meeting was set aside for non-members of Senate to express their views on Graduate Studies at UBC Okanagan and the recommendations as set out in the joint report of the Academic Policy Committee and the Nominating Committee.

Dean Campbell, Dean of the Faculty of Education and Senator

Dean Campbell noted his faculty's satisfaction with the service received by Graduate Studies – with 114 current graduate students the Faculty of Education represents the largest constituent. On the subject of the external review, Dean Campbell noted that he was consulted and supported their report and recommendations; in comparison, he expressed his feeling that the report from the Academic Policy and Nominating Committees lacked proper consultation. In summary Dean Campbell expressed his concern over possible duplication of services, and advocated for a simpler and more standard model.

Ms. Jill Mitchell, Faculty of Social Work and current graduate student:

Ms. Mitchell echoed Dean Campbell's comment on the duplication of resources, and added that from her own experiences as a graduate student, she appreciates the current support from Graduate Studies.

Dr. Carole Robinson, Associate Dean of the Faculty of Health and Social Development and Senator

Dr. Robinson sought clarification on the allocation of responsibilities. She noted that much of what is being recommended in the report is already in practice, and functioning well in her opinion.

Dr. Carl Hodge, Barber School of Arts and Sciences and Senator

With over 400 students and growing, Dr. Hodge saw nothing in today's presentation that called for radical change; he preferred rather to make incremental changes based on strengths and weaknesses versus what some people believe graduate studies ought to be.

Professor Stephen J. Toope, President, UBC

The President expressed his wish that the voice of graduate students be brought to bear in all things, and that the route for student concerns be clearly established. In response Dr. Cioe noted that the proposal before Senate included an ombudsperson role within graduate studies. Other mechanisms included the assurance that students would be placed in the same faculty as their primary supervisor, and that the proposed Graduate Council membership would include a student representative.

Dr. Carol Scarff, Chair, Senate Nominating Committee and Graduate Coordinator, Faculty of Education

Dr. Scarff sought clarification on the differences between a college and a faculty model. Dr. Cioe described that in a centralized model, graduate studies maintains all power; often this structure does not sit well with the some faculties. He furthered an argument around historical practices, that faculties of graduate studies at established universities are often reluctant to change practices, but that there is an opportunity at a newer institution to avoid issues and problems by instituting a college structure immediately.

UBC Okanagan Graduate Students: Ms. Natasha Neumann (PhD candidate in Environmental Science) and Mr. Davin Carter (Chemistry)

Ms. Neumann spoke about her experience as a member of the internal task force that reviewed the external committee's recommendations. She expressed her appreciation for the areas of responsibility table as it presented a clear and logical framework, but she also inquired how it differed from current practice.

In response to her question around a 'collegial model', Dean Krank explained that the formation of a faculty creates a sense of membership; an elected graduate council too assures collegiality, to both reign in the Dean when required, and to advise Senate on matters of importance.

Mr. Carter offered both positive and negative anecdotal feedback on the current functioning of Graduate Studies.

Note: Public Forum ended, Okanagan Senate meeting began.

Senate Consideration of Recommendations

Dr. Owram reminded the assembly that non-members of Senate were welcome to remain present during Senate deliberations, but only Senators were permitted to participate in debate and vote.

Recommendation #1

Motion: *Dr. Jan Cioe*
Seconded: *Dr. Spiro Yannacopoulos*

That the Senate approves and recommends to the faculties that they approve the assignment of areas of responsibility for graduate students and graduate programs as listed above;

That upon approval of the faculties, the deans and Provost redistribute responsibilities for graduate students and graduate programs accordingly; and

That the Provost provide a status report to the Senate not later than the January 2010 Senate meeting on the implementation of this report.

Discussion

'College' versus 'Faculty'

Dr. Cioe clarified that the decision to retain the current unit classification (or name 'College of Graduate Studies') is implicit in the series of motions before Senate.

Dr. de Scally asked whether it was possible to craft a similar table dividing areas of responsibility but under a faculty model. Dr. Cioe agreed that it was entirely possible, yet would involve significant changes and would carry consequences under the collective agreement and for faculty appointments. He again illustrated the inquiring method used by the Academic Policy Committee in developing these recommendations. They began with a division of responsibilities and from that allocation flowed their recommendation to maintain the current unit classification.

Dr. Yannacopoulos, as the Director of the School of Engineering, stated that many in the Faculty of Applied Science are dissatisfied with the College's current administration and noted that UBC Okanagan does not operate as many other research-intensive universities; specifically, he argued that the current administration impedes the development of the engineering program. Dr. Yannacopoulos argued that graduate supervisors and not the current Graduate Studies structure should be credited with attracting over 400 graduate students to UBC Okanagan. Speaking as a member of the internal task force, he voiced his opinion that the external reviewers were biased as they themselves held deanships of faculties, and not colleges. Further, Dr. Yannacopoulos stressed that the Academic Policy Committee worked hard to define responsibilities where faculties are in the position to make rules for their own disciplines, and

where student interest is paramount rather than any exercise of power. He expressed his support for the current motion before Senate.

Funding

Dr. Johnson spoke in favour of the motion, basing his support on the simple premise that faculties should only concern themselves with academic matters. He asked how under the proposed model equitable access to funding would be assured. Dr. Cioe reminded Senate that matters of resources lie with the Board of Governors alone, and Senate's role is strictly consultative. It is an appropriate role for Senate however to advise the administration on Senate's budgetary priorities.

Authority of Senate over Faculties

Dr. Robinson picked up on President Toope's earlier comments and inquired how an ombudsperson, placed within the College, would navigate the proposed lines of authority between graduate studies, the faculties, and Senate. Dr. Cioe offered several scenarios in which a student, in need of conflict resolution, would approach an independent ombudsperson who in turn would seek resolution from any combination of the faculty, proposed new Graduate Council, and even the Provost. Dr. Owram included the Senate as the terminal decision-maker in cases where all other avenues were unsuccessful in resolving the conflict.

Dean Krank challenged the notion that faculties are not subject to the authority of Senate and cited the first phrase of the second paragraph of the motion before Senate: "That upon the approval of the faculties…". He cited numerous examples in which Senate, and not the Dean of Graduate Studies, sets policy with regards to graduate student administration.

The Provost, Dr. Abd-El-Aziz, inquired as to the process followed if approval proved not possible between the faculties and the Provost.

Dr. Cioe noted for the assembly that both the Deputy Vice-Chancellor and the Provost have remained at arm's length throughout this process; the Academic Policy Committee has worked at length with the Senate Secretariat in the development of these recommendations. He explained that it is the role of Senate to consider material brought to it by the faculties, but it does not dictate to the faculties. The Senate recognized Ms. Collins, Associate Registrar, Senate and Curriculum Services and Associate Secretary to Senate. Ms. Collins noted that the Okanagan Senate operates much like the Vancouver Senate. It considers recommendations from the faculties whose powers are defined under the *University Act*. There is no suggestion by either the *University Act*, or the Secretariat, that the powers of Senate were somehow subordinate to those of the

faculties. In the typical order of things, a proposal about how faculties manage their academic affairs originates within faculties and comes to the Senate for approval.

Best Model for Scale

Acting Dean Dr. Mathieson described any current challenges within the College Graduate Studies as 'growing pains'. She wondered how the proposed structure would serve both large faculties such as the Irving K. Barber School of Arts & Sciences with extensive resources, as well as smaller faculties like Creative & Critical Studies with limited resources.

Dr. Castricano agreed, stating that Creative & Critical Studies has been growing in tandem with Graduate Studies, finding its own solutions to emerging challenges, and developing their own particular model through self-governance over academic functions. Dr. Castricano felt a more important issue was to clarify the administration of Interdisciplinary Graduate Studies (IGS) and described the current proposal as 'orphaning' IGS within the Provost's office.

Final Issues

Dean Krank summarized his strong feeling that there lacked clarity around many important issues and that alternative models had not been considered. He requested that a thoughtful faculty model be explored, one that would take into account such implementation details as corresponding Calendar language and standards of fairness.

Dr. Cioe again stressed the Academic Policy Committee's process in bringing forward these recommendations. Rather than focusing on name or status, they concerned themselves primarily with process and concluded that the model presented to Senate today was the best model. He welcomed Senate's vote.

Dr. Owram put the motion to a vote, reminding Senators that the Provost's Office had until January 2010 to implement the recommendations including Calendar language.

The motion was defeated: eleven (11) in favour, twenty-one (21) against.

Dr. Cioe withdrew the second and third motions.

There being no further business, the meeting was adjourned at 6:00pm.