

**THE UNIVERSITY OF BRITISH COLUMBIA | OKANAGAN**

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**Okanagan Senate****MINUTES OF NOVEMBER 24, 2006****Attendance**

**Present:** President Stephen Toope (Chair), Deputy Vice-Chancellor D. Owram, Mr. R. Adl, Mr. P. Arthur, Dean B. Bauer, Dean J. Bottorff, Dr. J. Castricano, Dr. J. Cioe, Dr. R. Currie, Ms. L. Driscoll, Dr. M. Duran-Cogan, Ms. K. Ficke, Ms. M. Ficke, Dr. J. Gustar, Ms. E. Johnston, Dr. D. Keyes, Dr. R. Klukas, Mr. M. Koovisk, Dean M. Krank, Dr. A. Labun, Dr. R. Lalonde, Dr. S. Reid, Dr. D. Senese, Ms. M. Ungureanu, Dr. M. Williams, Dr. P. Wylie, Dr. G. Zilm.

**By Invitation:** Mr. C. Eaton (Enrolment Services), Mr. A. Glynn (Financial Reporting), Ms. D. Merritt (Associate Vice-President, Finance), Ms. B. MacDonald (Okanagan Senate Secretariat), Mr. F. Vogt (Enrolment Services)

**Regrets:** Mr. B. Silzer (Secretary), Chancellor A. McEachern, Mr. G. August, Dr. J. Bassett-Smith, Dean R. Belton, Dr. W. Broughton, Ms. M. Burton, Dr. E. Butz, A/Dean R. Campbell, Mr. C. Carta, Mr. B. Ford, Mr. P. Garrick, Dean M. Isaacson, Dr. S. McCoubrey, Ms. N. Neumann, Ms. D. Polson, Dr. D. Salhani, Dr. C. Scarff.

**Recording Secretary:** Ms. L. M. Collins

**Call to Order****Change to the Agenda**

By consent of the meeting, an approval item regarding membership on the Provost Search Committee was added to the agenda under "Other Business."

**Senate Membership – Acting Secretary Fred Vogt**

Under Section 12 of the Rules and Procedures of the Okanagan Senate, the Secretary declared a vacancy for one student representative at-large to replace Mr. Chris Carta.

In response to a question from Dr. Cioe, Ms. Collins stated that, after the Secretariat made several attempts to contact Mr. Carta, he had been notified of the pending declaration of vacancy by registered letter.

### **Minutes of the Previous Meeting: Meeting of October 31, 2006**

In response to a request from Dr. Cioe, the meeting agreed to append the following sentence to the second paragraph on page 6: "Under ordinary circumstances, all material would go to a Committee of Senate prior to coming to Senate."

*The minutes of the meeting of October 31, 2006 were adopted by consent.*

### **Business Arising from the Minutes: Priorities for UBC Okanagan**

President Toope recalled that, at the October 31 meeting of the Senate, Dr. Williams had asked about the President's sense of priorities for UBC Okanagan. The President had indicated that he would respond more fully at a future meeting of the Senate.

President Toope stated that he had identified three fundamental priorities for the following year and beyond:

1. Focusing resources around the core academic mission, and relating the budgeting and planning processes such that budget allocation is driven by the academic plan.
2. Enhancing support for students in their learning and broader social environments, and improving student engagement. The learning environment included classrooms, campus facilities, and student services. This would remain a priority well beyond the upcoming year. Because of its small size, UBC Okanagan was positioned to test initiatives that could later be applied at the Vancouver campus.
3. Building stronger connections with local, provincial, national, and international communities. This included promoting community service learning for students, as well as expanding the concept of community service as it relates to promotion and tenure decisions for faculty. It was important to create incentives that acknowledge the importance of community engagement.

### **Chair's Remarks**

In response to a call for general questions from the floor, Dean Bauer stated that he had recently appeared before the Senior Appointments Committee in Vancouver to participate in promotion and tenure discussions. One of the files before the committee reflected a greater emphasis on community outreach activities and technical reports compared to refereed journal articles. Dean Bauer had been pleased to note the importance that the Committee placed on factors other than publishing in journals. President Toope agreed

and added that, his recent experience with the Senior Appointments Committee reflected an emphasis on teaching quality. The President was heartened to find that teaching was of critical importance.

### **Deputy Vice-Chancellor's Remarks**

Responding to President Toope's above-mentioned articulation of priorities for UBC Okanagan, Dr. Owrarn noted that these priorities were also reflected in the UBC Okanagan Academic Plan. He was hopeful that UBC Vancouver would also benefit from exciting new initiatives developed at UBC Okanagan.

### **Candidates for Degrees**

Associate Registrar Mr. Vogt presented the list of candidates for degrees.

*Moved: Dr. Williams*

*Seconded: Mr. Koovisk*

*That the candidates for degrees, as recommended by the Faculties and Schools, be granted the degree for which they were recommended, effective November 2006; and*

*That the Chair of Senate, in consultation with the Registrar, be empowered to make any necessary adjustments.*

***Carried.***

### **Financial Statements 2005/2006**

The Chair invited two guest speakers to present for information the University's Consolidated Financial Statements for the 2005/2006 fiscal year: Ms. Dana Merritt, Associate Vice-President, Finance and Mr. Andrew Glynn, Manager, Research and Trust Accounting.

The Financial Statements had been approved by the Board of Governors on May 23, 2006, and had received an unqualified audit opinion from the Auditor General. Ms. Merritt stated that UBC Okanagan had been a very significant factor in all budget discussions over the 2005/2006 fiscal year. Fiscal highlights included:

- The University's total assets surpassed \$3 billion for the first time;
- Significant institutional construction;
- The opening of the UBC Okanagan campus;
- Donations of \$102 million;

- The upgrading of UBC's long-term debt rating by Moody's from Aa2 to Aa1;
- The market value of the Endowment Fund at \$829 million.

The total consolidated revenue for the University was \$1.57 billion, compared to \$1.25 billion in the previous year. Expenses were \$1.45 billion, compared to \$1.24 billion in the previous year. Total assets were \$3.1 billion, compared to \$2.5 billion in the previous year. Ms. Merritt stated that there was \$985 million in construction underway at the University. A significant portion of the construction was at UBC Okanagan.

Ms. Merritt reported that the University had been very successful in securing federal funding. Because the University had recently completed a financial review with provincial government, Ms. Merritt reported that UBC would be better able to predict the amount of its provincial government grant for future years.

### **Discussion**

In response to a question from Dr. Cioe about UBC Vancouver Ph.D. tuition fees, Ms. Merritt confirmed that both the tuition fees and the commensurate tuition fee award were reflected in the Financial Statements.

In response to a question from Dr. Williams about Okanagan University College assets transferred to UBC Okanagan, Ms. Merritt stated that the total value was \$63.8 million, which comprised \$58 million in property and equipment plus cash, endowments, and revenues.

In response to a question about a reported year-end surplus for UBC Okanagan, Ms. Merritt stated that UBC Okanagan had finished the 2005/2006 fiscal year in a balanced position. Although early calculations had predicted a surplus, tuition fee revenue was less than projected and several key initiatives, including faculty hires and student recruitment activities, had been funded close to fiscal year-end.

In response to a question, Ms. Merritt confirmed that the budgets and expenses for the University's two major campuses had been intentionally separated. Any shortfalls in funding or deficits would have to be resolved by UBC Okanagan independently. Dr. Owram added that there were costs associated with system-wide services, travel, and integrated systems. Dr. Currie asked which of the two campus-based budgets bore system-wide costs, and Ms. Merritt stated that the majority of those costs were covered by the Vancouver campus. She noted that many of the systems and services recently extended to the Okanagan were already in place in Vancouver, minimizing associated costs. Ms. Merritt added that, over the following several years, the University might further consider how to calculate and treat system-wide costs. Dr. Currie expressed the opinion that a significant portion of system-wide costs were covered by UBC Okanagan resources.

In response to a question from Ms. Ficke about student tuition fees, President Toope stated that tuition rates were the same at each campus. Ms. Merritt clarified that UBC

Vancouver tuition fees made up a smaller percentage of total revenue at UBC Vancouver due to UBC Vancouver's much larger revenue base.

President Toope thanked Ms. Merritt for her presentation.

### **UBC Okanagan Budget Update**

Deputy Vice-Chancellor Ooram gave a presentation for information on the UBC Okanagan budget process for the 2007/2008 fiscal year, focusing on General Purpose Operating (GPO) funds. Dr. Ooram reiterated that the UBC Okanagan budget was separate from that of UBC Vancouver, and noted that UBC Vancouver had predicted a \$28-million budget shortfall for 2007/2008.

Dr. Ooram gave an overview of the original aggressive growth plan for UBC Okanagan, which entailed enrolling 900 new students per year over a five-year period. The operating budget was to increase from \$43.5m to \$90.9m over that same period.

### **Budget Changes and Challenges**

A 2005/2006 enrolment shortfall of 578 full time equivalent (FTE) students resulted in a recurring tuition fee revenue shortfall of at least \$2.5 million through 2011. The faculty hiring model had not been adjusted in response to lower student enrolment: 257 faculty had been hired, compared to the 227 called for in the revised plan.

Although funding for the transition to UBC Okanagan had ended, transition activities continued well beyond the opening of the campus in September 2005. Faculty recruitment costs and portable buildings and lab rentals continued. UBC Okanagan was projecting a deficit in the amount of \$1.5 million for 2006/2007.

Although the budget was to increase by approximately \$8.2 million under the academic growth model, there would be a number of calls on those funds, including covering any past deficits, converting from one-time to ongoing funding for key activities such as library collections and facilities management, and setting aside a contingency fund to offset any enrolment shortfall. Dr. Ooram indicated that growth in the Associate Vice-Presidents' portfolios would be restricted to the most urgent priorities.

Dr. Ooram was hopeful that the longer-term budget would be more positive and would provide for additional faculty and staff positions.

Dr. Ooram articulated the following principles for budgeting:

1. Recurring costs should be covered with recurring (as opposed to one-time) funding.
2. Hiring should be strategic and in the areas of greatest student demand.
3. Deans and Directors are encouraged to consider multiple-year hiring plans to build the required faculty and staff complement.

4. Securing additional transitional funding would relieve debts, e.g. transitional legal costs, and assist in stabilizing the short-term budget.
5. Meeting student needs and hiring strong faculty remained the highest priorities.

Dr. Owram indicated that, although Deans may not be pleased with their budgets for the following fiscal year, he was committed to ensuring clarity about the amounts of available funding. He reiterated that each Dean was responsible for managing within his or her allocated budget, as only emergency contingency funds were available. Dr. Owram expected that Deans would receive their draft budgets by December 12, 2006, with Board of Governors approval expected in January 2007.

### **Discussion**

In response to a question about the reasons for the enrolment shortfall, Dr. Owram stated that the target of 900 additional students per year was very ambitious, considering UBC Okanagan's current small size. Several colleges in the Province had also fallen short of their enrolment targets. Given the relatively prosperous economy, more prospective students had opted to work rather than pursue post-secondary education. Limitations on residence spaces at UBC Okanagan may also have been a factor.

In response to a question about whether it made sense to continue hiring faculty while already exceeding the planned number, Dr. Owram noted an imbalance between Faculties and stated that it was not possible to move faculty members from one area to another. He added that, if the Faculties with the additional faculty members reduced their hiring over the following two years, the distribution would become more balanced.

Dr. Duran-Cogan stated that many UBC Okanagan faculty felt overwhelmed and unable to keep up with demands. Dr. Owram responded that he understood the problem and that it would be critical to take into account areas with instructor shortages when approving hiring requests.

Dr. Williams complimented the Deputy Vice-Chancellor on his presentation. He stated that the previous year's budget process had been incomprehensible, and was glad to hear that improvements were imminent. Dr. Williams suggested that the broader UBC Okanagan community would benefit from Dr. Owram's presentation, and Dr. Owram agreed.

Dr. Castricano asked whether housing allowances could be made available when recruiting new Okanagan faculty, particularly considering that this option was available for their Vancouver colleagues. She noted that Kelowna was second only to Vancouver with respect to housing costs in Canada. Dr. Owram expressed his support for a housing allowance, particularly if its absence was having a negative impact on faculty recruitment.

Dean Bauer thanked the Deputy Vice-Chancellor for bringing clarity to issues surrounding the budget. He encouraged realistic thinking about priorities, noting that many faculty in

Arts & Sciences were carrying excessive teaching loads while also attempting to contribute to the evolution of UBC Okanagan as an institution.

Dean Krank pointed out it would be important to invest at all levels in order to achieve desired growth targets. He stated that support staff and teaching assistant numbers were much lower at UBC Okanagan as compared to Vancouver.

In response to a question about plans to address a possible 2007/2008 enrolment shortfall, Dr. Owrap stated that he had recently approved the hiring of a new student recruiter to focus exclusively on UBC Okanagan.

President Toope thanked the Deputy Vice-Chancellor for his presentation.

### **Policies and Procedures Committee: Speaking Rights at Meetings of Senate**

On behalf of the Committee, Dr. Cioe presented a proposal to amend the Rules and Procedures of the Okanagan Senate to allow unlimited debate on questions before the assembly. He stated that the change was proposed in the spirit of an earlier Senate discussion about the desire to encourage full and open debate at meetings of the Senate.

*Moved: Dr. Cioe*

*Seconded: Dr. Williams*

*That the Senate approve the addition of the following new paragraph to the Rules and Procedures of the Okanagan Senate.*

*[Section 20 f, under "Conduct of Meetings"]*

*Debate on questions under consideration by the Senate shall be unlimited until debate is exhausted or the previous question is put to the Senate.*

### **Discussion**

Dr. Cioe noted that it was not the Committee's intent to support filibustering, as a successful motion for the previous question would result in an immediate vote on the main motion.

In response to a question from Dr. Labun, President Toope confirmed that a request for a point of order could interrupt debate in progress.

*The motion was put and carried by the required two-thirds majority.*

## Curriculum Committee

Committee Chair Dr. Gustar presented for approval curriculum proposals from the Faculty of Arts & Sciences, the Faculty of Creative & Critical Studies, and the Faculty of Health and Social Development.

*Moved:* Dr. Gustar

*Seconded:* Dr. Castricano

*That the new and changed courses and programs be approved.*

### Discussion

There was discussion about the credential name for the Bachelor of Arts in Health Studies. Dean Bottorff stated that, in selecting the degree name, the Faculty had considered both provincial government standards for credential names and the current Canadian practice for similar programs. The intent had been to create a strong arts-based program. Following Board of Governors approval, the new degree would be subject to provincial government approval.

The following amendment was made on page 13 of the report (addition in bold):

(Please note that once the student has entered the UBC Okanagan ~~B.A.~~ **Bachelor of Arts in Health Studies** program, this requirement can no longer be satisfied with senior secondary courses.)

There was discussion about the optimal language to convey that certain Spanish courses were not suitable for non-native speakers, although an amendment to the report was deemed unnecessary.

*The motion was put and carried.*

## Joint Report from the Admissions & Awards Committee and the Curriculum Committee: Master of Arts and Doctor of Philosophy in Psychology

Curriculum Committee Chair Dr. Gustar presented for approval the proposal for a Master of Arts and a Doctor of Philosophy in psychology, along with related courses.

*Moved:* Dr. Gustar

*Seconded:* Dr. Cioe

*That the Senate approve the proposed new Master of Arts and Doctor of Philosophy in psychology and the proposed new courses.*

**Discussion**

In response to a question from Dr. Williams, Dr. Cioe confirmed that the intended credential names were “Master of Arts” and “Doctor of Philosophy,” with the subject area of psychology not forming part of the credential names.

Dr. Duran-Cogan asked whether it would be better to add to offerings under interdisciplinary studies, rather than creating specific new programs in psychology. Dr. Gustar stated that there were already similar programs in place at UBC Vancouver, and that specific programs could be developed where there were faculty and a will to do so. Dean Krank added that resource issues for new programs would need to be addressed.

*The motion was put and carried.*

**Admissions & Awards Committee**

On behalf of the Committee, Dr. Labun presented for approval five proposed admissions changes.

*Moved: Dr. Labun*

*Seconded: Dr. Cioe*

*That the Senate approve the admissions proposals as listed.*

**Discussion**

There was discussion about the proposal to delete minimum scores for the SAT and ACT plus Writing Tests for applicants following the American secondary school curriculum. Some Senators expressed concerns about maintaining high standards, and about the need to communicate those standards to applicants. President Toope explained that the intent was to remove the minimum score temporarily while collecting data correlating admission averages, test scores, and performance at UBC.

*The motion was put and carried.*

**Report from the Associate Vice-President, Enrolment Services & Registrar:  
2006/2007 Enrolment**

Associate Registrar Mr. Vogt presented for information a report showing 2006/2007 undergraduate and graduate FTE and headcount enrolment by Faculty and program.

Senators asked the following questions and made the following suggestions:

- A separate report for Okanagan graduate programs was preferred;

- Is it possible to separate Bachelor of Arts programs delivered by the Faculty of Creative & Critical Studies from those in the Faculty of Arts & Sciences?

In response to a question from Dr. Cioe, Dr. Owsram stated that UBC Okanagan had an approximate 70 percent retention rate. The retention rate at Okanagan University College had been significantly lower, while the rate at UBC Vancouver was somewhat higher.

There was a discussion about the difference between full time equivalent (FTE) and headcounts, and how a program could have a higher number of FTEs than students. Ms. Collins explained that FTEs were calculated on the basis of 30 credits per year, so programs with higher per-year credit loads would show higher FTE counts. Dean Bottorff requested clarification about the calculation of FTE and headcount enrolment for the Bachelor of Science in Nursing, and Mr. Vogt agreed to look into the matter.

## **Other Business**

### **Report from the Associate Vice-President, Enrolment Services & Registrar: UBC Okanagan Representation on the UBC Vancouver Provost Search Committee**

Assistant Registrar Ms. Collins presented a proposal to delegate authority to the Nominating Committee for the purposes of appointing Okanagan representatives to the UBC Vancouver Provost Search Committee. She explained that the delegation was necessary so that the Search Committee could begin its work as quickly as possible.

*Moved: Dr. Currie*  
*Seconded: Mr. Koovisk*

*That Senate delegate its authority as provided under Section 37(1)(b) of the University Act to the Okanagan Senate's Nominating Committee for the purposes of appointing a senator to serve on the UBC Vancouver Provost Search Committee should such a position on the Committee be created;*

*That the Nominating Committee report back to Senate at the December 2006 meeting informing Senate of the appointment if so made;*

*That the power delegated above shall expire at the convening of the next meeting of Senate.*

***Carried by the required two-thirds majority.***

Nominating Committee Chair Dr. Lalonde encouraged interested Senators to self-nominate.

## **Adjournment**

There being no further business, the meeting was adjourned. The following regular meeting of the Senate was scheduled to be held on Wednesday, December 20, 2006.