



619TH MEETING OF SENATE

FRIDAY, MAY 22, 2020

2:30 P.M.

MINUTES

Chair: Principal Michael Goldbloom

Present: Dr. Hafid Agourram, Ms. Reena Atanasiadis, Dr. Darren Bardati, Dr. Jim Benson, Dr. Gregory Brophy, Mr. Samy Cauvet, Mr. Georges-Philippe Gadoury-Sansfaçon, Mr. Mark Gandey, Mr. Éric Gendron, Dr. Claire Grogan, Ms. Catherine Lavallée-Welch, Mr. David Piperno, Dr. Elizabeth Prusak, Dr. Jessica Riddell, Mr. Hans Rouleau, Dr. Michael Teed, Dr. Miles Turnbull, Dr. Marianne Vigneault, Dr. David Webster, Dr. Brad Willms, Dr. Dawn Wiseman

Guest: Dr. Nicole Riley

Regrets: Mr. Yotam Baum, Dr. Corinne Haigh, Ms. Grace McArthur, Mr. Bill Robson, Ms. Hannah Sommerville, Ms. Emma Story

Secretary: Dr. Trygve Ugland

The Chair called the 619th meeting to order at 2:30 p.m.

ITEM 619/1 APPROVAL OF AGENDA

Approval of the agenda as presented was unanimous.

ITEM 619/2 APPROVAL OF MINUTES

Dr. David Webster proposed that the beginning of the third paragraph on page six be changed to "Dr. Jessica Riddell, a member of the group developing Scenario 3, ...". Approval of the amended minutes of 618th meeting of Senate was proposed.

Moved by: David Webster

Seconded by: Jim Benson

Motion carried.

ITEM 619/3 COMMUNICATION FROM THE CHAIR

Principal Goldbloom said that he had had the pleasure of speaking with Dr. Brian Jenkins to advise him that the University had decided to confer upon him the first ever Distinguished Professor Emeritus award.

Mr. Maxim Jacques, a fourth-year Williams School of Business student majoring in Global Management & Leadership has been awarded the prestigious 3M National Student Fellowship.

ITEM 619/4 BUSINESS ARISING

There was no business arising.

ITEM 619/5 COMMITTEE ITEMS

5.1 DEAN OF ARTS AND SCIENCE'S REPORT ON SPARC RECOMMENDATIONS (PHYSICS, HISTORY AND MODERN LANGUAGES)

Interim Dean of Arts and Science, Dr. Claire Grogan, presented updates for the Department of Modern Languages and the Department of History in response to SPARC recommendations made in 2018 and 2017 respectively. Dr. David Webster said that the digital course mentioned in the Department of History SPARC update had already been approved.

In January 2020, a SPARC review was carried out on the Department of Physics. One of the SPARC recommendations was to evaluate the potential of a PhD program. The Department of Physics is submitting a CRC application and would like Senate to formally support the possibility of adding a PhD program.

Motion

Senate acknowledges and supports the creation of an ad hoc committee by the Department of Physics to study the feasibility of developing a PhD program in Astrophysics.

Moved by: Miles Turnbull

Seconded by: Claire Grogan

Motion carried.

5.2 AD HOC SENATE COMMITTEE ON ENGLISH WRITING PROFICIENCY

The Chair of the Committee, Ms. Catherine Lavallée-Welch, presented an update of the Committee's progress. Students who enter the University in September 2020 no longer have to fulfil the English Writing Proficiency (EWP) requirement of passing the EWP exam or the course EWP099. The EWP exam and EWP099 will be offered only to those students who entered prior to September 2020 and have not yet satisfied the EWP requirement. Ms. Lavallée-Welch said that this does not preclude an exam or other requirement in the future.

The Committee is benchmarking the Writing Centre's structure and services against those offered by other universities of similar size and vocation. The Committee is also benchmarking the implementation requirements of 'Writing Intensive' courses including how these courses are managed and the effect on faculty workload.

Ms. Lavallée-Welch said that in late May 2020, the Committee would be sending the Deans information about 'Writing Intensive' courses. The Deans would be asked to share this information with their Chairs and faculty with the goal of creating an inventory of existing 'Writing Intensive' courses.

Registrar Hans Rouleau said he would consult with the Committee to ensure that all references to the EWP requirements in the 2020-21 Academic Calendar are updated.

Dr. Hafid Agourram asked about the basis for the removal of the EWP requirement. Ms. Lavallée-Welch said that on May 23, 2019, Senate moved to eliminate the EWP requirement for students entering in Fall 2020. At the same meeting, Senate also created the Ad Hoc Senate Committee on English Writing Proficiency.

ITEM 619/6 OTHER BUSINESS

6.1 ACADEMIC REPORT

Vice-Principal Academic & Research Miles Turnbull thanked Senators for their work and dedication over the past six weeks, particularly for their efficient and timely responses regarding the electronic votes.

Overall, the Fall application numbers are down as compared to last year at the same time. The Admissions Office will continue to monitor the situation and provide regular updates. Dr. Turnbull said he was encouraging flexibility with respect to deadlines for Fall 2020 applications and the confirmation of offers.

The Recruitment Office has created Virtual tours of campus in three languages (English, French and Spanish).

Dr. Turnbull spoke of the returning and newly created Research Groups. Some of the groups were working remotely and other groups were working on campus while respecting the health and safety guidelines.

Motion

In light of the COVID-19 situation in 2020, be it moved that Senate continue to allow electronic voting on urgent and critical matters until further notice. Be it further moved that the Senate Planning Committee continue to consider new innovative courses specially designed for the COVID-19 situation and that the Academic Standing and Admissions Committee continue to consider changes to academic regulations on a continuous basis until further notice.

Moved by: Miles Turnbull

Seconded by: Georges-Philippe Gadoury-Sansfaçon

Motion carried.

6.2 APPROVAL OF DEGREES, DIPLOMAS AND CERTIFICATES TO BE AWARDED FOR CONVOCATION 2020

Registrar Hans Rouleau presented the lists of students who had applied for graduation at Convocation 2020 and who had fulfilled all the requirements. Mr. Rouleau said that the 654 graduates for Convocation 2020 make this the second largest graduating class of the University's history.

Motion

It is moved by Prof. Reena Atanasiadis, Dean of the Williams School of Business, that the University Senate receive the list of candidates for the following undergraduate degrees: Bachelor of Arts, Bachelor of Business Administration, Bachelor of Science and Bachelor of Education, as presented by the Registrar, and that these candidates be awarded their degree(s) at the 192nd Bishop's Convocation.

Moved by: Reena Atanasiadis

Seconded by: Dawn Wiseman

Motion carried.

Motion

It is moved by Dr. Claire Grogan, Interim Dean of Arts and Science, that the University Senate receive the list of candidates for the following graduate degrees: Master of Arts, Master of Education and Master of Science, as presented by the Registrar, and that these candidates be awarded their degree(s) at the 192nd Bishop's Convocation.

Moved by: Claire Grogan

Seconded by: Elizabeth Prusak

Motion carried.

Motion

It is moved by Dr. Miles Turnbull, Vice-Principal Academic and Research, that the University Senate receive the list of candidates for Certificates, Graduate Certificates, and Micro-programs as presented by the Registrar, and that these candidates be awarded their certificate(s) at the 192nd Bishop's Convocation.

Moved by: Miles Turnbull

Seconded by: Michael Teed

Motion carried.

Motion

It is moved that the Vice-Principal Academic and Research, the Academic Deans and the Registrar be authorized by the University Senate to add the names of students to the graduating list, subject to satisfactory completion of the program requirements, or to delete candidates who do not meet their program requirements by the date of Convocation (August 29, 2020).

Moved by: Jim Benson

Seconded by: Hafid Agourram

Motion carried.

ITEM 619/7 INFORMATION ITEMS

There were no information items.

ITEM 619/8 RECOMMENDATIONS

The Chair of the Senate Planning Committee, Dr. Miles Turnbull, said that the Committee reviewed and supported the recommendations that were being brought to Senate for approval.

8.1 Williams School of Business – no recommendations

8.2 Arts and Science

8.2.1 Division of Humanities

8.2.1.1 - Department of Music

Interim Dean of Arts and Science Claire Grogan presented program and course deletions, modifications and additions to the Department of Music.

Interim Dean of Arts and Science Claire Grogan, on the recommendation of the Department of Music, moved the approval of 8.2.1.1.1 to 8.2.1.1.35.

Moved by: Claire Grogan

Seconded by: Dawn Wiseman

Motion carried.

8.2.1.2 - Musical Theatre Concentration

On behalf of the departments of Music and Drama, Dr. Grogan proposed a 30-credit combined concentration in Musical Theatre as a supplement to the Major in Music or Drama currently

offered. This is a program unique among Quebec universities and would boost enrollment and ensure the sustainability of both departments.

Interim Dean of Arts and Science Claire Grogan, on the recommendation of the Department of Music, moved the approval of 8.2.1.2.1 to 8.2.1.2.19.

Moved by: Claire Grogan

Seconded by: Reena Atanasiadis

Motion carried.

8.2.2 Division of Natural Sciences and Mathematics – no recommendations

8.2.3 Division of Social Sciences – no recommendations

8.3 School of Education

Dr. Dawn Wiseman, standing in for Dr. Corinne Haigh and on behalf of the School of Education, presented undergraduate program and course modifications required by the *Comité d'agrément des programmes de formation à l'enseignement (CAPFE)*, the regulatory body that oversees teacher education programs in the province of Quebec.

Dr. Dawn Wiseman, on the recommendation of the School of Education, moved the approval of 8.3.1 to 8.3.15.

Moved by: Dawn Wiseman

Seconded by: Miles Turnbull

Motion carried.

Dr. Dawn Wiseman, standing in for Dr. Corinne Haigh and on behalf of the School of Education, presented changes to the School of Education graduate programs and courses.

Dr. Dawn Wiseman, on the recommendation of the School of Education, moved the approval of 8.3.16.

Moved by: Dawn Wiseman

Seconded by: Elizabeth Prusak

Motion carried.

Dr. Wiseman presented three new graduate certificates and new courses required for each: Inclusive Education; Culturally and Linguistically Responsive Teaching; and Teaching and Learning in an Uncertain World.

Dr. Dawn Wiseman, on the recommendation of the School of Education, moved the approval of 8.3.17 to 8.3.35.

Moved by: Dawn Wiseman

Seconded by: Hafid Agourram

Motion carried.

Dr. Wiseman presented a modification to the course calendar to correct an error in the description of GSE 582.

Dr. Dawn Wiseman, on the recommendation of the School of Education, moved the approval of 8.3.36.

Moved by: Dawn Wiseman

Seconded by: Miles Turnbull

Motion carried.

8.4 Continuing Education – no recommendations

ITEM 619/9 COVID-19 UPDATE

Principal Goldbloom presented his Town Hall on the COVID-19 Pandemic and the 2020-2021 Academic Year. He began with a quote made by Sir Winston Churchill in 1942:

It's not the end.

It's not even the beginning of the end.

But it is, perhaps, the end of the beginning.

From the onset of the COVID-19 pandemic, the University has had two priorities:

- To protect the health of our community;
- To allow our students to complete the winter academic semester on time

In early March 2020 the University implemented its pandemic response plan. Dean of Student Affairs Dr. Stine Linden-Andersen was nominated to chair the COVID-19 Task Force and coordinate the University's response. The Task Force had met twice before the Quebec Government announced the closure of in-person activities at all Quebec universities on March 14, 2020. For a time, the Task Force met daily in order to respond to the myriad of complex issues presented by the closure of most on-campus operations partway through the Winter 2020 semester.

The Winter 2020 semester was completed on time due to the combined efforts of students, faculty, staff, and Senate. The Principal said that as of May 22, 2020, no student, faculty, librarian or staff had contracted the virus on campus. Most employees were working from home, with only a small number of employees on campus.

The University reported an approximate loss of \$800,000 due to COVID-19 for the 2019-20 financial year which ended on April 30, 2020. These losses were primarily incurred for refunds of residence fees or meal plans. Over the summer 2020, the University will lose an estimated \$1.3M due to the cancellation of all conferences. The University is keeping track of all expenses due to COVID-19 and will submit them to the Quebec Government for compensation.

Spring and Summer courses were being exclusively offered online and registrations are up 30% over 2019.

At the beginning of May, Buildings and Grounds began a gradual return to work on campus. On May 11th construction resumed on the Student Centre, Hamilton and the Sports Centre locker room. On May 18th, the University's Information Technology Services commenced upgrading and maintaining classroom technology and on May 25th, research labs in health and natural sciences began to reopen gradually. The University was expecting day camps to open as planned on June 22nd.

Convocation 2020 had initially been rescheduled for August 29th 2020. However, with the ongoing uncertainty for travel and limits on gatherings, the University announced that Convocation 2020 will be in two parts. The first part will be a virtual graduation ceremony on August 29th and the second part will be an in-person celebration in June 2021.

The Principal said that the University was planning for 2020-21 with the following assumptions:

- that a vaccine would not be available for Fall 2020;
- that physical distancing measures would continue in the fall;
- that not all students and staff would be able to return to campus.

Prior to the pandemic, the University had prepared a break-even budget for 2020-21. However, with all the uncertainty surrounding the pandemic and the measures imposed to control its transmission, the University is anticipating a decrease in revenue. The revenue generated by the University's ancillary enterprises, such as the residences, conferences, food services and parking would be greatly affected by a decrease in physical attendance on campus.

Another revenue at risk would be the tuition collected from international students, which is not safeguarded in the same way as tuition collected from Quebec or students from the rest of Canada, France and Belgium. With international travel at a standstill, and foreign and local governments reluctant to process travel documents, it is likely that fewer international students will enroll this fall.

The University's funding model puts it at a higher risk than most other Quebec universities due to the high percentage of students living in residence (25%) and the high percentage of international students paying deregulated tuition fees (17% of total FTE).

Principal Goldbloom spoke of the work carried out by the Contingency Working Groups which

were tasked with developing options for delivering classes in Fall 2020. He said that the three reports and the student survey presentation were posted on myBU.

On May 6th 2020, a survey was sent to over 4000 current and prospective students. Almost 2,000 students responded to the survey and on May 18, 2020, the results were tabulated:

- Students favour in person classes – 78% indicated they would register if courses were offered exclusively in person;
- Students favour the hybrid option over the exclusively online option (75% versus 57%).
- Students indicated that the University's decision on Fall 2020 course delivery will impact their decision on studying at Bishop's (63%)

Due to the timing of the survey relative to the developing pandemic control measures, some students may not have considered travel restrictions (including inter-provincial), potential restrictions on campus life, or the quality of online course delivery when they made their choices.

The Principal spoke to the advantages and disadvantages of each of the three models. He also presented financial projections based on the best-case and worst-case scenarios for each model. The financial projections were based on the Bishop's student survey results as well as estimates produced by the University's Strategic Enrolment Management Group (SEM) using external surveys. In calculating the best-case scenario, all undecided respondents were assumed to register if the proposed model was adopted. In calculating the worst-case scenario it was assumed that undecided respondents would not register at the University.

The projected loss in headcount and resulting financial impact for Online course delivery varied from 12% and \$5.7M (best-case using SEM estimates) to 42% and \$18.5M (worst-case using student survey). The estimated loss in headcount and resulting financial impact for Hybrid course delivery varied from 5% and \$2.2M (best-case using SEM estimates) to 42% and \$18.5M (worst-case using SEM estimates). The range of estimated loss in headcount and financial impact for Hybrid delivery was lowest when calculated using the student survey: best-case 8% headcount loss and \$3.5M and worst-case 22% headcount loss and \$7.6M. Based on the financial projections, the Hybrid model appeared to offer a lower headcount loss than the Online model.

The Principal briefly explained the concept of using a Block Design to schedule courses, whereby each semester would be divided into blocks with courses offered per block rather than per semester. This could allow students and faculty to concentrate on fewer courses at one time.

Regardless of the choice of course delivery model, the University is actively planning to offer technical and pedagogical support for remote course delivery and to provide support for faculty.

The Principal said that some North American universities had already announced they would only provide online courses. No universities have announced that they will provide exclusive in person classes and many universities, including the Maple League Universities, have announced some form of Hybrid option.

Principal Goldbloom listed several reasons to contemplate in person classes at Bishop's, including:

- the lower virus transmission risk as compared to metropolitan areas;
- limited reliance of Bishop's students on public transport (many of them live in walking distance to campus);
- low rate of community transmission;
- the campus is not reliant on the use of elevators (flagged as high risk for virus propagation);
- the size of the campus; the number of residence rooms with semi-private bathrooms; the ability to reserve a residence for a student who might need to be isolated;
- and finally, in person course delivery was the preferred option of the majority of Bishop's students (based on the survey results).

The University's Guiding Principles in planning for 2020-21 are:

- Protecting the health and safety of the Bishop's community;
- Focusing on the best student educational experience;
- Preserving full-time employment;
- Ensuring Bishop's sustainability.

The Principal discussed the guiding principles above with respect to the models. There are mental health issues to consider regardless of the scenario. Students could feel isolated if they are exclusively studying online or they could feel stress on returning to campus. Furthermore, any amount of in person teaching/learning, would require the University to put in place several steps to diminish the transmission for people on campus.

At the heart of Bishop's mission is the close interaction between professors and students. The Hybrid model offers the opportunity for students to participate online and offers the option for some students to interact with fellow students and professors on campus.

The Hybrid model which projected the smallest decrease in headcount appeared to best meet the principle of preserving full-time employment. Other possible savings included not replacing, or delaying replacement hires, for staff who retire. The Principal said the Association of Professors of Bishop's University (APBU) would be consulted for many of the proposals.

The Principal asked everyone to consider the sustainability of the University as a whole, instead of the impact on oneself or one's department, by maximizing enrolment and controlling costs. He reminded Senate that the University had faced two major financial crises over the past twelve years and had successfully navigated through those situations.

The Principal said that the recommendations of the Working Group were:

- to be prepared to offer all courses online;
- to prepare to welcome as many students as is safely possible;
- to keep new and returning students apprised of the decisions the University is making with respect to course delivery;

The Principal asked if there were any questions.

Dr. Brad Willms noted that the 'Flex group' was missing contract faculty member, Ms. Patricia Elias.

Dr. David Webster asked if full professors would consider salary reductions in order to protect other full-time employees. The Principal said that staff at the lower end of the compensation scale are the most vulnerable in situations such as these. He said that salary reductions would need to be evaluated to quantify the potential impact.

The SRC Vice-President Academic, Mr. Georges-Philippe Gadoury-Sansfaçon, asked if there would be additional fees for students based on the model of course delivery. The Principal said that it would be very unlikely that the fees would change based on the model of delivery.

Dr. Marianne Vigneault asked if a residence would be allocated for international students to be able to quarantine. The Principal said that this had been discussed and that the University is discussing best practices with the University of Sherbrooke.

Dr. Gregory Brophy asked if all courses would be expected to offer some portion 'Hybridity'. Dr. Miles Turnbull said that the Working Group had considered the question, but that it had not yet reached a decision. He said that he had a personal preference for offering first year students an in person component to their courses.

Ms. Catherine Lavallée-Welch said she that had recently observed several city busses arriving and departing from the University filled to standing room capacity. She wondered if there might be a greater number of students taking public transportation than assumed. Dr. Turnbull said that it might be useful to request from the *Société de transport de Sherbrooke* (STS) a breakdown of

how many Bishop's students purchase bus passes as compared to Champlain College students. Dr. Claire Grogan said that there are also staff and faculty who also take public transit.

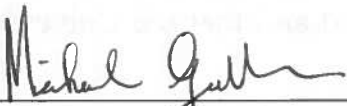
Dr. Jim Benson asked if Champlain College had publicly stated how its courses would be delivered in the fall. Dr. Miles Turnbull, who is a member of the Board of Directors of the Champlain College, said that the CEGEPs are waiting for the Quebec Government's directives.

Dr. Benson asked when the University would be announcing its final decision concerning course delivery for Fall 2020. The Principal said that the consultations had not yet been completed, but that he anticipated a formal announcement to be made mid-June. Dr. Grogan reminded Senators that the Working Group recommended to professors that they prepare for online delivery regardless of the final option chosen.

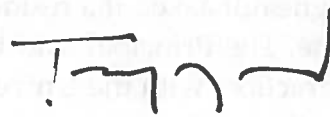
The Principal encouraged everyone to look at what other universities were doing, the choices they were making and the innovations that they were adopting.

The Principal asked the SRC Senators if they had an opinion of what students think about the Hybrid option. Mr. Gadoury-Sansfaçon said that the students he had spoken with all preferred the Hybrid model.

There being no additional business, the meeting was adjourned at 5:32 p.m.



Michael Goldbloom, Chair



Trygve Ugland, Secretary General