

Minutes of the 69th meeting of Faculty Council of Science, held Monday, April 12, 1993 at 2:30 p.m. in Room 207 Buller Building.

Present: H. Cohen (Chair)
Arnason, A.N.
Birchall, J.
Blunden, P.
Booth, T.
Butler, M.
Cerny, P.
Doob, M.
Ducas, A.
Duckworth, H.
Falk, W.
Finlayson, H.
Gerhard, A.
Gesser, H.D.
Halden, N.M.
Hann, B.
Hoskins, J.
Huebner, E.
Janzen, A.
Jovanovich, J.
Klassen, G.
Kucera, T.
Kunz, B.
Lebrun R.A.
Lin, D.
Loewen, P.
Loly, P.D.

Losey, N.E.
Macpherson, B.
Maeba, P.
McClure, J.P.
McKee, J.S.C.
Page, S.
Platt, C.
Punter, D.
Reid, J.
Robinson, G.G.C.
Roshko, R.M.
Schwarz, C.J.
Secco, T.
Sharma, K.S.
Sherriff, B.L.
Sparling, R.
Suzuki, I.
Svenne, J.P.
Syrotiuk, V.
Thomas, R.S.D.
van Oers, W.T.H.
van Rees, G.H.J.
Wong, R.
Woods, R.G.
Worobec, E.
Zetner, P.

P. Pachol, Secretary
Faculty Council of Science

Visitors: Chartier, L.
Goldie, E.

Regrets: Bigelow, C.C.
Chow, N.
Fabrykowski, J.
Graham, L.
Hawthorne, F.
Hunter, N.
King, P.

Last, W.
Samanta, M.
Stanton, R.
Stewart, J.
Sumner, M.
Teller, J.
Thavaneswaran, A.

1. Annual Giving Presentation

Dean Cohen opened the meeting by calling upon Associate Dean B.L. Sherriff who introduced Ms. Elaine Goldie of the Office of Private Funding. Ms. Goldie gave a presentation, with the use of overheads, showing the success of the previous Drive for Excellence campaign in Science. Private Funding has now changed to an Annual Giving format; staff will be canvassed starting next month. In addition undergraduate students hold a Referendum every three years to increase

their fees, with a portion going towards undergraduate equipment. The next Referendum vote will be in the Fall of 1993. Alumni are approached every year. The Faculty of Science Endowment Fund Committee meets once a year to recommend on disbursement of the endowment fund interest and the funds provided by students. Ms. Goldie reported that \$160K in equipment had been purchased so far.

In response to a question on who approaches graduate students and where would the money be spent, Ms. Goldie stated that there is a gap in their approach to graduate students; although monies collected from graduate students would be spent in whatever way the Faculty decides through the Endowment Fund Committee.

Dean Cohen asked Faculty Council permission to delete item 3(i) from the agenda. There were no objections.

2. The Minutes of the 68th meeting of Faculty Council of Science, December 1, 1992 were approved.

3. **Matters Arising**

Dean Cohen reported that the Promotion Policies Document, on the advice of the Science Administrative Council, will be sent back to the Faculty Executive for further discussion along with the recommendations that were put forward at the last Faculty Council meeting. It is expected that the document will be forwarded to Faculty Council again in the fall.

Dean Cohen gave a history of the document and outlined what had occurred at the last Council meeting. The motion to Table the document, while out of order, was not objected to and was carried. The motion to lift from the table must be handled, according to Robert's Rules, before the end of the meeting when it was tabled or at a subsequent meeting held within 3 months. The motion to approve the proposed promotion policy document is therefore considered dead.

Dean Cohen urged faculty members to write to him or Dean Burton with their thoughts on either the present document or the proposed document. Copies of either document are available in the Dean's Office.

Dean Cohen asked for comments. There were none.

4. **Dean's Report**

"Each year at this time, I have presented a brief report to the Faculty. This year, much of what I say will contain the same message as before, but some of it will be new and different.

At our Faculty Council meeting last fall, I indicated to you my belief that our budgetary problems were over. I felt that the University grant would at worst remain flat, and that most assuredly there would be no budget cuts this year. Indeed, as the Faculty of Science had now been identified as a "core" faculty, it, along with the Faculty of Arts and the Library, was earmarked for preferential budgetary treatment. I predicted good times ahead, times when I would no longer make budgetary matters the focus of my report to the Faculty, times in which we could begin

to repair the damage of the past years and with our Strategic Hiring and Bridge Funding Plan in place, it seemed that now at last, we could move toward the standard of excellence that I know all of you are committed to.

Well, my belief and predictions were wrong. Dead wrong! This year again, we have undergone serious financial cutbacks--almost \$3/4M from our baseline budget for 93/94 and a government "clawback" of an additional \$165K from our 92/93 operating budget.

When I came to the Faculty of Science, as Dean, in 1989, I committed that I would put my "focus on excellence". I believe that I had a strong mandate, not only to maintain the existing excellence in the Faculty, but, to work towards ever higher standards in all our endeavors, be they in teaching, research and scholarship, or in service. My objectives were your objectives; my philosophy as Dean has always been to support and facilitate both individuals and groups to achieve their ultimate goals and ambitions. In the Dean's Office, despite our preoccupation with budgetary matters, we have undertaken new initiatives aimed at helping students and faculty towards higher achievements in all of their activities.

When I spoke to you last year at this time, I did signal the need for change--change prompted by the lessening supply of resources and the increasing demand for services. I wrote to you last spring to reaffirm my commitment to excellence, but I again indicated the growing need for change. Change and restructuring are going on everywhere, in business, in government and at other universities; we cannot escape from it. Cutting budgets without rethinking how we operate may allow us to emerge from today's crisis--but we are still left just as vulnerable to the next recession, to the next round of cuts, and to public criticism about the cost and quality of education. The form of change that would best allow us to meet the challenge ahead is as yet unknown, but it could range from restructuring departments and programs to finding entirely new methods of course delivery. Even strategies for research may require rethinking, for NSERC appears to be changing its policies on funding of research programs. Within the Faculty we have already begun a re-examination of our programs in the biological sciences; we need to initiate the same re-examination in the physical sciences and the mathematical and computational sciences.

One change that I personally have initiated is to ask the President for a reduction in my original term of office, from six years to the more normal five-year period. The President has agreed to this change--the search for the next Dean of Science will begin sometime this summer. Now is the time for the Faculty to re-examine and possibly to redefine itself; now is the time to identify the changes necessary to meet the expectations of the next century. The Dean of Science for the next term will have to put his or her "focus on change", but at all times with a commitment to excellence. You, faculty members, must begin now to formulate a strong mandate for that new focus and ongoing commitment.

You may ask: why should we change? One possible answer is: if we don't do it, then someone else might do it for us (or to us). You may say: why should the Faculty of Science change--let the rest of the University do it. One reason could be that there are rewards for change. By exhibiting leadership, by illustrating our creativity and innovation in our operations, we stand to be prioritized at the top of the heap in the eyes of the final decision-makers. We have an opportunity to bring the decision-makers on board with our plans for the future and thereby to

obtain a commitment which guarantees our future. We need to show the public--our students, business, government, that we have the answers to their criticisms. We must change our way of dealing with the public: we must stop whining for more funds, we need to counterattack our critics and show them that we know what we are doing, and why, and how it affects them. We need answers, not excuses!

Am I still optimistic? Of course I am, as always. I truly believe that we will meet the challenge, we will survive; but the quality of our survival will depend upon our own initiative.

The Faculty continues to be successful in its new initiatives and in gaining international recognition. Our new Environmental Sciences Coop Work/Study Program and our Institute of Industrial Mathematical Sciences are healthy and functioning well. The number of national and international journals that our faculty edits continues to grow--we now hold editorial or production offices for 10 journals. In the area of graduate studies and research, I am pleased to report that Dr. Janet Hoskins has taken the position of Associate Dean of Graduate Studies, a position of prime importance to our faculty; research funding to and research publications by faculty continue strong, but, as I indicated before, I do have some concerns on the funding side.

Another position of importance to the University and our Faculty has been taken up by Charlie Bigelow, Dean Emeritus in the Faculty of Science. Dr. Bigelow will be a Senior Administrative Fellow responsible for university wide environmental programs.

Our Faculty also has a new university hero, one that we should all be proud of: Dr. Norm Davison of the Department of Physics recently applied CPR to heroically save the life of a university staff member.

Some big honours have come to our Faculty: Dr. Rod Wong, Head, of Applied Mathematics, has been elected a Fellow of the Royal Society. Two of our geologists have received prestigious awards: Dr. Petr Cerny has received the Logan Medal, the highest honour bestowed by the Geological Society of Canada and Dr. Frank Hawthorne has been honoured with the Willet G. Millar Medal from the Royal Society of Canada.

I want to wish you all a healthy and productive summer."

Dr. Worobec asked whether there is a plan for the restructuring of the mathematics and computational sciences division. Dean Cohen responded that there was no plan yet, that it is up to the Faculty to come up with changes; although it is being thought about.

Dr. Reid stated that Central Administration should be asked to look at restructuring of courses across campus.

Dean Cohen stated that the Faculty of Science was first off the mark in initiating a Strategic Hiring and Bridge Funding Plan and a Performance and Needs process.

5. Course and Program Proposals

The course and program proposals were approved by the Faculty Executive Committee and forwarded to Faculty Council for information. Material was made available in Department offices for perusal by members. There were no questions raised from the floor.

6. **Proposed Baccalaureate Program in Medical Laboratory Sciences--Joint with Red River Community College**

Dean Burton reported that for the last three years he had been on a committee working with Red River Community College to put together a Joint Baccalaureate Program in Medical Laboratory Sciences. A draft proposal has been prepared. The next step is to prepare a statement of intent to go to the University Grants Commission for consideration. Once it has UGC approval, the final proposal will come back to the Faculty, through committee and then to Faculty Council. Dean Burton asked permission of Faculty to prepare the Statement of Intent for submission to the UGC. No objections were raised.

7. **Voluntary Withdrawal Policy**

Senate has recently approved a modified policy on voluntary withdrawal to take effect September 1, 1993. The Faculty is required to establish regulations on the number of VWs that Science students will be allowed and on an across-the-board limited access policy. The following policy statements were forwarded by the Faculty Committee on Student Standing to the Executive Committee of Faculty Council which, in turn, endorses them to Faculty Council. If approved, they will be forwarded for information to Senate.

a. **Voluntary Withdrawals**

"That the maximum number of voluntary withdrawals (exclusive of changes made during the registration, late registration and revisions periods) shall be five full-course equivalents in any first degree program in Science. This maximum includes all voluntary withdrawals in courses applicable to a Science program taken at the University of Manitoba before admission to Science. Students enrolled in second degree programs, who have to complete fewer courses than first degree students, will have a pro-rated VW allowance. Authorized withdrawals will not be included in these limits."

b. **Limited Access Policy**

"That any student who

- (i) voluntarily withdrew from a particular course after the revision period, or
- (ii) has had his/her registration cancelled for non-payment of fees, or
- (iii) already has a grade in the course, may not register in that course until after a date to be specified by the University or Faculty."

In response to a question by Dr. Jamieson, Dean Burton stated that the voluntary withdrawal clock would start again for everyone September 1, 1993.

Dean Burton moved on behalf of the Faculty Executive Committee: That item 7a. dealing with Voluntary Withdrawals be adopted. Vote was taken and motion, **carried**.

Dean Burton moved on behalf of the Faculty Executive Committee: That item 7b. dealing with Limited Access Policy be adopted. After discussion, vote was taken and motion, **carried**.

8. Elections

Dean Cohen reported the following:

(i) We have received two nominations for the two positions to be filled on Senate: Drs. J. Hoskins and J.C. Jamieson. Dean Cohen asked whether there were further nominations. There were none.

It was M/S/C:

"That nominations be closed and that Drs. J. Hoskins and J.C. Jamieson be elected by acclamation for three-year terms, June 1, 1993 to May 31, 1996."

(ii) We have received one nomination for the position to be filled from the biological sciences division on the Faculty Endowment Committee: Dr. M. Sumner. Dean Cohen asked whether there were further nominations. There were none.

It was M/S/C:

"That nominations be closed and that Dr. M. Sumner be elected by acclamation for a three-year term from June 1, 1993-May 31, 1996."

(iii) We have received two names for nomination to the Board of Graduate Studies: Drs. R. Roshko and K.S. Sharma. Dean Cohen asked whether there were any further nominations. There were none.

It was M/S/C:

"That nominations be closed and that Drs. R. Roshko and K.S. Sharma's names be submitted to The Faculty of Graduate Studies for nomination to the Board of Graduate Studies."

9. Other Business

Dr. Finlayson read a paragraph from Dean Svenne's memorandum to all Faculty Members which stated that a process of annual faculty assessment must be put in place by July 1, 1993.

Dr. Finlayson suggested that the developmental process should be discussed by Faculty Council.

Dean Cohen responded that the annual assessment form, which has been in place for many years, has been revised and discussed at Science Administrative Council. Department Heads were to ask for input from department members and forward their suggestions on the revised form to the Dean's Office for further revision. The concensus of Department Heads was that the new form was an improvement over the previous one.

Other members expressed the view that this document should be discussed by Faculty Council. It was stated that one fear of a number of members is that some "number" will be attached to them and asked if there was an idea on how the assessment will describe them. After further discussion the following motion was M/S/C unanimously:

"That any document having to do with assessment of members be brought to Faculty Council for debate."

Attached to these minutes for information are the following: (i) Dr. J.S. Gardner's letter to Faculty Members dated February 2, 1993 (ii) Article from The Canadian Federation for the Humanities Bulletin entitled "The University for Tomorrow".

Dr. Macpherson requested that it would be helpful if reports provided to Faculty from Executive follow the format of Senate reporting with a preamble, observations, and Executive Committee summary.

As there was no further business, meeting adjourned at 4:25 p.m.



THE UNIVERSITY OF MANITOBA

OFFICE OF THE PRESIDENT

Winnipeg, Manitoba
Canada R3T 2N2

FAX: (204) 275-1160

February 2, 1993

Dear Faculty Member:

A number of people have expressed interest in a comment which appeared in January Senate documents with respect to "comprehensive faculty evaluation." Rightly attributed to me, the comment conveyed an expectation that comprehensive faculty evaluation would be in place by the end of 1993. Sufficient interest has been expressed in the form of questions that I thought it would be useful to convey a few ideas to faculty members. The Faculty Association indicated that it would consider a letter on the topic for inclusion in a Newsletter, in much the same way that the topic of tenure interviews was handled in the Fall of 1992.

A 1993 expectation may be a little rash. An expectation of systematic and comprehensive activity reporting and evaluation does not seem rash in my view. I will attempt to explain why by noting what takes place already, describing what we are presently required to do, discussing the rationales and purposes, and outlining some of the concerns about the use of such information.

Various forms of annual or periodic activity reporting by faculty members to Department Heads take place in many Faculties/Schools. In some Faculties/Schools there is a clear and well-defined system of reporting and evaluative feedback. Elsewhere, things are not so well defined. In my opinion, faculty members should be in a position to self-evaluate, have their work known to their Departments, know the expectations of the Department, Faculty/School, and University, and receive constructive and supportive feedback in a collegial context. Furthermore, this should happen in a way that is appropriate to the discipline and equitable across disciplines. Therein lies the purpose for the statement which appeared in Senate documents.

At present, by virtue of a Senate mandate, Faculties/Schools are required to have systems of teaching evaluations applied on a systematic basis. Also and by virtue of the by-law governing Deans of Faculties and Directors of Schools, an annual report is to be submitted to the President on the "work of the Faculty." This can be interpreted in several ways. In my opinion, to know the work of the Faculty, one must know and understand the work of faculty members. A systematic approach to activity reporting is necessary to create this knowledge and understanding.

The rationale for comprehensive activity reporting and evaluation is not complex. It resides in a concern for quality, quality improvement, and quality recognition. All professionals explicitly and implicitly value and judge on the basis of quality. Most professional groups self-regulate on this basis. Many professionals and groups of professionals are evaluated, judged, and regulated externally as well. In my opinion, University professors are professionals in the creation, dissemination, and application of knowledge. Like other professionals we judge and evaluate explicitly and implicitly. This happens in hiring, tenure, promotion, grant applications, etc. In this respect we may be evaluated in the extreme by comparison to other professions. However, these are "plateau" events and in the absence of an ongoing and regular expression of expectations, reporting of activities, and provision of constructive and supportive feedback, such "plateaux" may become truly mountainous and overly momentous. Systematic and comprehensive activity reporting and evaluation are designed to assist career development and thus lay the groundwork for attainment of career "plateaux". Systematic and comprehensive activity reporting and evaluation provide a structure for the setting and attainment of goals and objectives in a nested hierarchical structure. Therefore, they are integral to quality, quality improvement, and excellence at all levels from the individual to the institution. At a university, the academic quality of the institution rests squarely on the shoulders of the professionals who make up the faculty.

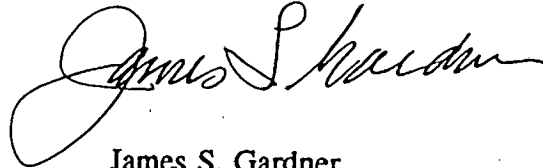
The fundamental purpose of systematic and comprehensive activity reporting and evaluation therefore has to be quality and quality improvement. Another purpose relates to how we express and convey what we do, why we do it, and how well we do it--in other words, accountability. Uses may include: providing information for faculty members to assess past activities and plan future activities; and providing information to Department Heads for reporting on the work of the Department and providing constructive feedback to faculty members. The information and feedback, over time, provide a useful basis for fair promotion and tenure decisions. The use of such information for salary decisions is, of course, a matter for collective bargaining and thus is not the focus of this initiative.

Systematic and comprehensive activity reporting and evaluation are best done within the basic academic unit--the Department and its individual faculty members in most cases. Thus when I speak of comprehensive faculty evaluation, it is my expectation that it be developed and done in the context of Departments, within the wider context of a Faculty. When I speak of "constructive and supportive feedback" I have the expectation that success and achievement will be recognized and that problems will be addressed early and in a way which will lead to rectification or resolution.

In the past twelve months a number of initiatives have been taken to address the issue of faculty development in a constructive manner. Visits by Drs. Light, Areola, and Aleamoni were meant to provide some ideas and experience from outside this institution. The ongoing development and offerings of new faculty orientations and workshops for Department Heads and other administrators are other examples. Finally, the continuing work and development of the University Teaching Services, including the publication of the new Newsletter, are seen to be constructive in the improvement of teaching and learning.

Finally, it may be worth noting that a system of annual activity reporting and evaluation has been established for academic administrators such as Deans and Directors and those of us in central administration.

Yours sincerely,

A handwritten signature in cursive script, appearing to read "James S. Gardner". The signature is written in dark ink and is positioned above the printed name.

James S. Gardner
Vice-President (Academic)
and Provost

JSG/mj

THE UNIVERSITY OF MANITOBA
Faculty of Science
250 Machray Hall
Office of the Dean
Inter-Departmental Correspondence

April 2, 1993.

TO: All Members of the Faculty Council of Science

FROM: P. Pachol, Secretary

P. Pachol

The 69th meeting of the Faculty Council of Science is scheduled for Monday, April 12, 1993 at 2:30 p.m. in Room 207 Buller Building.

Agenda

1. Annual Giving Presentation -- E. Goldie (Private Funding)
2. Approval of the Minutes of the 68th meeting of Faculty Council, December 1, 1992 (previously distributed)
3. Matters Arising
 - (i) Department Council of Botany Motion

The following motion was passed unanimously by the Department of Botany Council meeting November 2, 1992:

"We ask that the use of university funds for the proposed voice-mail telephone charges be placed on the agenda of the next Science Council meeting to protest this matter to the Central Administration."

- (ii) Other Business
4. Dean's Report
5. Course and Program Proposals. These have been approved by the Executive Committee and are forwarded to Faculty Council for information. Material has been made available to Department offices for perusal by members. Questions may be raised from the floor.

6. Proposed Baccalaureate Program in Medical Laboratory Sciences--Joint with Red River Community College
7. Voluntary Withdrawal Policy

Senate has recently approved a modified policy on voluntary withdrawal to take effect September 1, 1993. The Faculty is required to establish regulations on the number of VWs that Science students will be allowed and on an across-the-board limited access policy. The following policy statements were forwarded by the Faculty Committee on Student Standing to the Executive Committee of Faculty Council which, in turn, endorses them to Faculty Council. If approved, they will be forwarded for information to Senate.

- a. Voluntary Withdrawals

"That the maximum number of voluntary withdrawals (exclusive of changes made during the registration, late registration and revisions periods) shall be five full-course equivalents in any first degree program in Science. This maximum includes all voluntary withdrawals in courses applicable to a Science program taken at the University of Manitoba before admission to Science. Students enrolled in second degree programs, who have to complete fewer courses than first degree students, will have a pro-rated VW allowance. Authorized withdrawals will not be included in these limits."

- b. Limited Access Policy

"That any student who

- (i) voluntarily withdrew from a particular course after the revision period, or
- (ii) has had his/her registration cancelled for non-payment of fees, or
- (iii) already has a grade in the course, may not register in that course until after a date to be specified by the University or Faculty."

8. Faculty Elections (attached)
9. Other Business

Encl.

\pap