

# MINUTES OF ACADEMIC COUNCIL

October 2, 1995

## MEMBERS PRESENT:

C. Lajeunesse  
K. Alnwick  
E. Aspevig  
A. Bonifacio  
I. Bryan  
M. Booth  
L. Braverman  
J. Campbell  
C. Cassidy  
P. Cheevers  
M. Creery  
W. Cukier  
A. DeLuca  
I. Devine  
M. Dewson  
J. Easton  
K. Goheen  
L. Grayson  
B. Hartley  
P. Jensen  
S. Karim  
L. Kelly  
S. Kelman  
M. Kosny  
L. Lewis  
I. Levine  
R. Malinski

D. Mock  
M. Morel  
M. Morriss  
M. Novick  
W. Owen  
A. Peart  
A. Pokas  
S. Port  
C. Sam Foh  
R. Salvias for W. White  
J. Sandys  
D. Shaw  
J. Swain  
G. Thomas for P. Flynn  
C. Webb  
P. Craig Wong

## MEMBERS ABSENT:

M. Bornstein (regrets)  
E. Deutsch (regrets)  
N. Dzeletovich  
P. Gharghouri (regrets)  
A. Heisey

M. Maskow

D. Mason

M. Mayo

J. Meslin

M. Miller

J. Hicks (regrets)

D. McKay

J. Monro (regrets)

N. Potts

C. Ravindran (regrets)

J. Turtle (regrets)

W. Vine (regrets)

Prior to the commencement of the meeting, Ryerson's President, Claude Lajeunesse, presented the *Brian Segal Award* to Michael Morel of the Hospitality and Tourism Management program and to Tina Hahn of the Film and Photography program.

The meeting began at 6:45 p.m. with C. Lajeunesse in the Chair.

1. **Election of the Vice Chair of Council**

Carla Cassidy was acclaimed as Vice Chair of Academic Council for 1995-96.

2. **President's Report**

The President began his report by expressing his appreciation for the opportunity to be at Ryerson. He looks forward to working with all members of the Ryerson community in carrying out his responsibilities and assured members of Council that they are free to bring matters of concern directly to his attention.

The President introduced Dr. Kevin Goheen, Associate Vice President, Academic, Dr. Ira Levine, Dean of Applied Arts, and Dr. Irene Devine, Acting Dean of Business.

Through K. Alnwick he thanked the Admissions/Liaison staff for their excellent work in bringing Ryerson's overall admissions in on-target, at a time when enrollments in many universities are falling. He also thanked, through K. Alnwick, the members of the Registrariat who were responsible for such a smooth fall registration.

He noted that over the summer a number of significant renovations have taken place, particularly with respect to classrooms and the Library.

Last week he and a number of others in the executive group had an opportunity to meet J. Stephan Dupré the new, acting head of OCUA. He reported that our discussion with Dr.

Dupré was a good one. It appears that Dr. Dupré has a very good understanding of Ryerson and the tone of our meeting with him was entirely constructive.

He reported that the Parliamentary Secretary to the Minister of Education and Training will be on campus towards the end of October. A full day of activity is being planned for him.

The Honourable D. Collenette, Minister of National Defence, also is coming to the campus, likely some time in November.

Ryerson's data has now been submitted to *Macleans* magazine. It appears that every university in Ontario will be submitting data to *Macleans* this year. Outside of Ontario the Quebec universities, Memorial university, and the University of Manitoba appear to be the only universities which are not submitting data to *Macleans* this year.

It is unlikely that the report on Ryerson for this year will show much change from the one that *Macleans* published last year. He expressed confidence, however, that in five years time, *Macleans* will be reporting much more favourably on Ryerson.

He then turned to the financial picture. He began by saying that he does not want to be a prophet of doom. On the other hand, he wants to give Council the most accurate information possible. Based on wide consultation with well-informed individuals, as well as his own judgement, he indicated that there appear to be some certainties and some variables in the financial picture. The virtual certainties are that there will be a reduction of a minimum of 15% in transfers to universities in 1996/1997. Overall, transfers to universities will be reduced by 250 to 280 million dollars. Ryerson's share of this reduction will be from 10 to 12 million dollars. Less certain is the financial picture for 1997/1998. The worst sorts of estimates that have been discussed appear to involve a reduction of 20% in 1996/1997 and a further 10% in the following year. If these reductions were to come to pass, a further 16 to 18 million dollars would be coming out of Ryerson's grant transfers. He stressed, however, that these numbers represent worst case scenarios based on currently available information, and the numbers are likely to change significantly before the 1997/1998 budget year.

He indicated that we should have a better picture of the size of transfers in November, and as well, hopefully, of the size of any fee increases that may be permitted. We also may learn some details about transfers for the 1997/1998 year.

Also uncertain are the tools that will be given to universities to deal with the reductions in transfers. The Tories' "*common sense revolution*" called for deregulation of tuition fees. It is highly likely that there will be some deregulation of fees, but it is not certain whether all fees or some fees will be deregulated, or whether there will be discretionary power left to individual universities to charge fees through an even wider range.

The prospect of raising tuition fees causes concern to Ryerson's executive group and to most university presidents, about the willingness and ability of students to pay higher tuition fees. Ryerson will have to be very careful in taking decisions to change the level of tuition fees, whatever government policy permits us to do.

Also unclear are changes in labour legislation that may be made to improve our capacity to deal with our financial problem. Among universities and other institutions one concern is that the mandate of arbitrators needs to be redefined so that it will take account of the ability of universities to pay arbitration awards.

A final factor which may help Ryerson and other universities to cope with reductions in transfers is the government's planned reduction in income taxes. Employee groups may be willing to consider changes in salary levels, as a result of income tax decreases, in return for other tangible benefits.

Certain financial factors at Ryerson also complicate the overall financial picture. Ryerson has a high capital debt which causes some drain on current operating funds. This problem needs to be addressed immediately. Ryerson has a small, manageable cumulative deficit and a good plan for retiring it. However, the deficit and the cost of servicing the capital debt, in turn involve costs in dollars flowing to banks and in reduction of services to students. He indicated to Council that he has no enthusiasm for taking Ryerson further into debt because this would

result in further diversion of money to banks and further decreases of services to students.

He then turned to some positive aspects of Ryerson's current circumstances. We have a new mandate as a polytechnic university to deliver quasi-professional and professional programs at the Bachelors, Masters, and Doctoral level, as well as to conduct SRC. We are the only university in Ontario with such an opportunity and we still expect to receive due consideration for this from government, and for that matter, from students who wish to pursue programs of the kinds that we offer.

In a significant way, this opportunity has been earned by our faculty, based on the quality of our undergraduate programs and achievements of our students and graduates.

As we pursue our mandates in SRC and graduate study, we need to understand and build on the strengths of Ryerson, and undergraduate programs as they have been developed by our faculty over the years.

He indicated that as Ryerson's President, he is working hard to understand those strengths better, and to try to ensure that they are the basis of Ryerson's future development.

He also referred to the recent installation, noting that he appreciates the integrity of the assertion by Anita Krumins, President of the Faculty Association, of the central role of the faculty in Ryerson's past achievements and the importance of the faculty in Ryerson's future development. He also apologized, with reference to his installation address, for not being able to mention more of Ryerson's success stories than the few he cited in his address. He said that limitations of time for the address meant that he can only mention a few examples of Ryerson's achievements, and those mentioned were chosen on a random basis.

He noted that it has been said that he brings certain assets to Ryerson's as President, among them strong connections with universities, business and industries across the country, as well as with governments. But, he stressed, while he may well be able to open doors of opportunity for Ryerson, it is the faculty and students who will have to pass through these

doors and to sell Ryerson to our potential benefactors.

He also stressed that he is strongly committed to the principles of openness and transparency in the work of the administration, as well as to the fullest possible discussion in all appropriate forums as time permits. This means, with respect to policy matters, primarily the Academic Council and the board.

He also stressed that he will be continuing the process already begun of visiting all parts of the campus and trying to understand better what our student and faculty are doing in all of our many programs.

Ryerson's mission calls on us to excel in the advancement of applied knowledge and research and in the provision of programs that provide a balance between theory and application and that prepare students for careers in professional and quasi-professional fields. We are challenged now to do this in the face of quite significant cutbacks in transfers and possibly significant restructuring. The challenge we face is how to pursue this mission effectively despite the great changes that will be going on around us, and to pursue the mission in a way that reflects fundamental academic values.

He concluded by stressing that he is delighted with what he has seen at Ryerson so far and by expressing confidence that somehow, if we are frank and open with one another, and we constantly pursue constructive outcomes, we will be successful in achieving our mission and putting the difficult times of the short-run future behind us.

L. Braverman indicated that she intended to ask a question about Ryerson's financial circumstances under the section of the agenda called the "Good of the University", but given the President's comments, preferred to ask the question now. She recalled discussion in Council during the Committee of the Whole at the June special meeting. She expressed concern at the prospect expressed at that meeting that Ryerson might have to close a number of academic programs. She contrasted this project with a significant number of renovation projects that have taken place at Ryerson over the summer. She wanted to know what funds were involved and whether these funds could have been saved to support academic programs

that are threatened by cutbacks.

C. Lajeunesse indicated that while he did not want to avoid the question, he did not know the basis of the decisions about particular renovations. These decisions were taken before he arrived at Ryerson. Nevertheless, he noted, it may be necessary to make certain investments in tough times to protect the institution's assets, and this may explain renovations that took place.

He stressed that in his own approach to dealing with Ryerson's financial problems, he is not at all keen on the idea of considering closing programs. Nor is he willing to allow Ryerson to deteriorate to the sort of state that one finds with numbers of American universities in central cities, where one feels unsafe much of the time. Before calling on some officers of Ryerson to address renovations in more detail, he indicated that he would be happy to supply a list of renovations that have taken place, if one were requested.

L. Grayson reported on the issue of financing the renovations that took place. Renovations were financed either out of the Canada/Ontario Infrastructure Works program or the Provincial Facilities Renovations program. Some three million dollars in total came from the Canada/Ontario Works program and some 670 thousand dollars came to Ryerson from the Facilities Renovation program. All of those monies were targeted specifically for renovations and none could be used for other purposes. In fact, if Ryerson did not use the funds for renovations within a certain period, the funds would have had to be returned to the funding agency.

D. Mock noted also that some new money related to university status was available for infrastructure renewal and was used for these purposes as well. He noted that the principal renovations involved classrooms (a move to provide more large, tiered classrooms), the ECE facilities, the Library and Continuing Education offices. With respect to the Continuing Education renovations, he noted that they were related to reorganization and upgrading of the facilities for that Division.



J. Meslin indicated that she is concerned that increasing the number of larger classrooms will, in turn, result in increases in class sizes and decreases in quality of education received by Ryerson students.

D. Mock replied that in his view Ryerson needs to be pro-active in this area. We have to be quite careful in claims we make about the quality of education and the basis for what we believe is the quality of a Ryerson education. Ryerson offers its students a considerable amount of education in the studio, lab, seminar and field work modes. Such modes of delivery are intensive and provide learning opportunities of especially high quality. At the same time, we are faced with a problem of providing education with fewer dollars. In this context we need to recognize that some learning objectives can in fact be met in larger classrooms. He stated that, based on many years of teaching at Ryerson and elsewhere, he is convinced personally of this fact but the literature and consensus both confirm the same point.

In some areas of some of our programs, it will be necessary to move to larger classes in the name of survival. At the same time, we need not fear loss of educational quality for any such changes that are currently contemplated or can be reasonably foreseen.

### 3. The Good of the University

Academic Commissioner of RYESAC, G. Thomas, commented on RYESAC's view of planned cuts in Ontario's government transfers to universities.

Student leaders met recently at the University of Toronto. R. Pritchard, President of the University of Toronto, attended the meeting and expressed his views on the future of grant transfers from the provincial government to universities. The student leaders concluded that significant cuts in transfers are inevitable. Their collective view also is that they want the government to slow down the process of reduction in transfers. Slowing down the process would give universities time to carefully assess implications and plan to accommodate to the reduction in transfers in the least damaging way. He indicated as well that student leaders expect at least a partial deregulation of tuition fees. He concluded by asking for a commitment from Ryerson to ask the government for more time to accommodate to significant cuts in

transfers.

C. Lajeunesse commented that university presidents, through COU, have been saying this for a long time and they will continue to press the government to go as slowly as possible in reduction of transfers. But he cautioned that we should all be realistic about the potential of changing the government's course. He reminded Council that this is a government that reduced welfare payments by 20% and has indicated that as high a proportion as 10% of hospitals may close.

D. Shaw, Alumna, AIM, was recognized. She expressed appreciation of the quality of her educational experience at Ryerson. She said that her Ryerson education was instrumental in her recently being hired to do work in the field for which the AIM program prepared her, namely, systems analysis and design. She expressed the view that a Ryerson education is exceptional and offered to help and bring this message to the larger public.

L. Braverman commented that the Gerrard street side of Jorgenson hall continues to be very messy and to present an unattractive face of Ryerson to the public. She asked if anything could be done about this.

L. Grayson stated that a major effort is underway to try to improve the appearance of that side of Jorgenson hall. We are currently working with our new neighbours across the street to discourage damage that occurs to the plantings on the north side of the building. So far, work in that direction has me in little success. In the meantime, we are discussing with various nurseries what options we have to put in place plants that will be more difficult to damage.

P. Cheevers, President of RYESAC, explained that the new name of the student government of Ryerson was adopted over the summer with a view to having a name which would be more familiar to incoming students.

He noted also that there had been minor renovations to the RYESAC offices to make them more open and cleaner. He invited members of Council to attend an open-house at the office

to be held on National Student Day, October 11, 1995.

I. Brian asked whether the government is considering targeting specific cuts.

C. Lajeunesse said that he had heard some unsubstantiated rumours to that effect. His own view is that the government appears not to want to be closing institutions. On the other hand, it appears that the government is willing to accept institutional closures and amalgamations if those are the results of the reductions in transfers.

C. Sam Foh suggested that it may be wise to consider reducing some course hours as a way of reducing costs of delivering education.

In response to a question of whether we are entertaining ideas of privatization of Ryerson's enterprise, C. Lajeunesse replied that we would gladly accept capital donations if all that we were required to do would be to acknowledge the donation in a formal way, with a plaque on a building or something of that sort. As to privatization of teaching, no such plans have been contemplated.

J. Meslin asked for clarification of the likely amounts of tuition increases. C. Lajeunesse replied by describing the COU proposal to the Ontario government. The COU proposal calls for fee increases averaging 10% per year, compounded for 3 years. In some programs, tuition fees would go up more than 10%; in others, less than 10%. The COU proposal also advocates that room be given to universities for further discretionary increases. For first entry programs, that is, for under-graduate programs, the proposal is for discretionary allowance of 16% per year for 3 years. For second entry programs, that is, graduate programs, the proposal calls for increases up to 32% per year for 3 years. In addition, the COU proposal calls for setting aside 10% of the increase for financial assistance to students who may need it. He noted that there are other features of the COU proposal but these do not materially affect the basic pattern he just described.

He also expressed his understanding that the government finds this proposal a bit rich.

G. Thomas, RYESAC, Academic Commissioner, informed council that RYESAC is planning to establish an exam bank as a service to students. The idea is to start with one school or department and then to move on to eventually collect examinations for all schools and departments. He indicated that he would keep Council informed of progress on the exam bank plan.

#### 4. Minutes of the May 2, 1995 Regular and the June 6, 1995 Special Meetings

The minutes of the May 2nd meeting were adopted as circulated.

The minutes of the June 6, special meeting were adopted with two corrections:

- Page 2 - last paragraph, should read: W. White replied that the earliest the Geomatics option could be implemented, depending on a response from OCUA, would be the fall of 1996. If the program is implemented in the fall of 1996, the students entering the Civil Engineering program in the fall of 1996 will be eligible to pursue the Geomatics option. Students currently in the Civil Engineering program and students entering the program in the fall of 1995, would be considered on an individual basis with respect to completion of requirements for the Geomatics option, once it is implemented.
- On page 6, the Nominating Committee sub-heading should read “ Report#75 of the Nominating Committee.

#### 5. Business Arising Out of the Minutes

The President noted that resolutions adopted at a special meeting must be presented for ratification at the next regular meeting (Statues and Procedures 3.4). Accordingly, he asked Council to ratify the motions passed at the June 6th meeting.

It was duly moved and second that Academic Council ratify those motions.

They were considered individually, in sequence, as follows:

- A. Academic Council approve the proposed changes to the Civil Engineering program, as documented in an Appendix to this report.

Ratified.

- B. Academic Council approve the phase-out of the existing Survey Engineering program; and, the introduction of the Geomatics option in the Civil Engineering program, as presented to the ASC in May in 1995.

Ratified.

- C. Academic Council approve the replacement of the existing BAA (Environmental Health) with the BASc (Environmental Health); and, the replacement of the existing BAA (Food, Nutrition, Consumer and Family Studies with the BASc (Food, Nutrition, Consumer and Family Studies).

Ratified.

- D. Academic Council approve the following variations to the Ryerson Promotion Policy for the Nurse Practitioner Option and Certificate:

- Academic Standing Variations (Calendar Heading);
- Primary Care and Nurse Practitioner Option and Certificate (Calendar Subheading).

In order to receive credit in the Nurse Practitioner Option or Certificate for NUR086, NUR088, NUR808, NUR822 and NCL090, students must achieve a minimum of 70% in each course. Any student in the Option or Certificate who fails to meet the 70% standard for credit in two of the listed courses or fails to meet the 70% standard in one course on repeating it, will be withdrawn from the Option or Certificate.

Ratified.

- E. Academic Council adopt the principles recommended to shape the "Proper Conduct of Scholarly, Research and Creative Activity at Ryerson Polytechnic University ("Section "A"), the "Definition of SRC Misconduct at Ryerson"(Section "B") and "Principles Regarding Procedures for Investigation of Allegations of SRC Misconduct" (Section "C"), as appended to this agenda.

Ratified.

## 6. Correspondence

There was no correspondence

## 7. Reports of Actions and Recommendations of Departmental and Faculty Councils

There were no reports

## 8. Reports of the Committees

- A) Report # 3 of the Standing Committee of Academic Council on Open College

This was received for information.

D. Shaw asked at this point for an explanation of the level of fees charged to students who take courses at Open College. The courses are delivered by cassette or by radio but without a faculty member being present. Yet the fees charged are the same as would be charged for taking a course with a faculty member present, at Ryerson.

M. Maskow replied that fees charged by Open College represent 2/3's of the cost of producing the courses. All course materials including text books are supplied as part of the fee charged. Open College Programs are expensive to produce. On the other hand, students who take these courses are exposed to the latest ideas in each of the course fields from 40 to 50 outstanding scholars - from Canada and other parts of the world.

B) Committee chairs or spokespersons for certain committees will briefly describe the role and identify anticipated significant activities of these committees for the academic year.

a) Academic Standards Committee

D. Mock indicated that the Standards Committee anticipates receiving proposals for curricular change from several Faculties of the university. But the volume of these proposals will be much lower than the volume experienced by the committee and Council last year. He also indicated that Council should anticipate receiving later in the fall a report on admission policy and curricular balance in "Advanced Standing" programs requested by Council last academic year.

b) Admissions Committee

K. Alwick spoke to the planned activities of the Admissions Committee. He indicated he anticipates an active year and that the committee will address such matters as assessment of transfer credits, admission criteria and procedures, readmission for students who have been academically suspended, articulation agreements and language requirements.

c) Planning and Priorities Advisory Committee

M. Kosny spoke to the planned activities of this committee. He reviewed the terms of reference which are contained in documents circulated already to members of Council. He stressed the committee is intending to get out in front of the planning process this year, as indicated in the report at the end of the last academic year. He stressed the view of the committee that strategic planning is the most necessary planning activity, even in circumstances of extreme uncertainty as we are now experiencing. The challenge for the committee is one of trying to establish and recommend priorities despite the enormous uncertainties we currently face. Council should anticipate regular reports from the PPAC, as well as a formal report in December or January.

d) Open College Committee

M. Maskow briefly reviewed the history of Open College and its relationship with Ryerson.

9. New Business

There was no new business.

10. Adjournment

The meeting adjourned at 8:15 p.m.