

**McMaster University**

**FACULTY OF HUMANITIES**

**Thursday 24 April 1:30-3:30 pm**

**Council Room, Gilmour Hall, Room 111**

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**PRESENT:** Acting Dean K. Cruikshank, 37 members, C. Kawerau (Recording Secretary)

**REGRETS:** 12 regrets sent

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I. THE DONALD SHEPHERD HUMANITIES BOOK PRIZE ANNOUNCEMENT

The chair of the awarding committee, Dr. L. York, presented the award. Dr. Cruikshank thanked Drs. W. Waluchow, H.V. Nelles, and York for their hard work as research chairs and for determining the winner. Dr. York acknowledged all ten books that were nominated. The committee was tasked with the pleasure of reading the works but also the challenge of choosing a winner. She emphasized that with months of reading came a deep respect for the work of fellow colleagues. On behalf of the committee, Dr. York was pleased to congratulate Dr. K. Balcom for her book, *The Traffic in Babies: Cross-Border Adoption and Baby-Selling between the United States and Canada*. The work talks to border and adoption studies, addressing the ways in which adoptions took place in the absence of regulations. It is a story of women advocates who argued for regulations surrounding social work and adoptions. The book is a model of how to do trans-national scholarship. Dr. York listed the various awards the work has received, and noted that the reviews have been exuberant. She concluded by offering Dr. Balcom further exuberance and congratulations from her colleagues.

II. MINUTES of the meeting of 3 February 2014

Dr. N. Doubleday **MOTIONED** to adopt the minutes of the meeting of 3 February 2014. Dr. P. Walmsley **SECONDED**. The motion **CARRIED** unanimously.

III. BUSINESS ARISING

No business arose due to the minutes.

IV. ACTING DEAN'S REMARKS

There were no remarks from the Acting Dean.

V. ACTING ASSOCIATE DEAN'S REMARKS

Dr. A. Moro had three brief remarks. She reminded faculty members that grades should be submitted as soon as possible. M. P. Kalnins indicated the latest possible date to be May 1<sup>st</sup>. A notice was given that some students might be receiving extensions of one

week to write due to religious observances. Dr. Moro asked that instructors please not hold up the grades, but instead put the grade as incomplete and revise when the final grade becomes available.

May at Mac is on Saturday May 10<sup>th</sup>. Departments are to let Rowena Muhic-Day know who their representatives will be and who will conduct any necessary tours.

The new bridging program [MELD], an intensive English language development program, has been approved by Senate, and is in its final stages of development. There is a website for the program and first offers are being made to students.

## VI. ASSOCIATE DEAN OF GRADUATE STUDIES AND RESEARCH'S REMARKS

Dr. B. Ibhawoh introduced the faculty's Research Facilitator, Pamela Ingleton. She has been acting for Grace Pollock, who is on parental leave. Anyone with research questions should feel free to contact her in TSH-725.

While only two faculty members were awarded SSHRC Insight grants, another five were recommended but not funded. That is almost half of the 15 applications made. The message is to continue to write grants and the faculty will continue with incentive grants. The plan is to keep these for at least three years and see how this helps stimulate research activity.

In regards to graduate studies, the SSHRC adjudication is complete. Dr. Ibhawoh thanked those who helped with adjudication of CGS and OGS, in particular Dr. R. Arthur from Philosophy, whom was a member of both committees. The faculty will continue to get volunteers to help with adjudicating awards.

DigitalCommons is the current way the university archives theses. The university is moving away from this platform. This means graduate students can do much more. With the new format, students will now have the ability to embed video clips and animated material. Innovation will now be allowed and it will open up how Humanities students think about doctoral research.

## VII. FACULTY OF HUMANITIES BUDGET REPORT

Dr. Cruikshank gave a summary of the main features of the budget to the faculty. The full presentation is available on the website. The faculty budget has been received and it will be part of the regular budget. Last year the budget was not received, because it projected a \$5 million deficit and the Budget Committee deemed that the plan to address the budget was not acceptable. This year the committee appreciated the budget and that the numbers look healthier, projecting for the following three years a \$2.8, then a \$1.9, and then a \$1.7 million deficit. What the committee did not seem to like was that the faculty is still in a deficit that adds up to \$10 million over the next 3 years. Some of this is a bit uncertain—the university has always adopted a conservative approach to budgeting. Because we are now working with a new budget model, it is not as clear how accurate the projections will be.

Dr. Cruikshank then went over information on academic salaries, pointing to them as relatively flat. Seven retirements over the next three years are projected, one of which is confirmed. These seven are not projected to be replaced. Containing the cost of salaries does require saying farewell to some, as was the case with many of our CLAs. CLA salaries are dramatically down due to the 12 CLAs of which only three are likely to be renewed. The sessional budget will be going up because we will be hiring to teach some but certainly not all of the courses that CLAs would have taught.

The Dean went on to present salary and support staff expenses as also being relatively flat. Some discussion ensued about the difference in the operating budget from last year to this year. The Dean said the 2014-15 budget is based on the new model, so a lot of the new expenses are buried in the revenue allocation. In any event, we have been able to show that we can contain some costs, and much of this has been achieved through the course management process. That is, we have tried to ensure that no unnecessary courses are being offered, which would normally be taught by a sessional or CLA. There are still some savings to be had in various areas. The faculty can align teaching needs and requirements, and consider the faculty complement, which is unlikely to be larger than it is now. Savings can be made by reducing demand for Humanities courses that need to be taught by CLAs or sessionals, and by reducing the demand for non-in-time graduate student TA's. The Dean emphasized that he is not talking about cutting the budget used to support graduate recruitment, but rather reducing the number of out-of-time graduate students, and also undergraduates, hired to support teaching.

Dr. Ibhawoh added that after a graduate student's fourth year, funding is no longer received for them, so the faculty is paying out of its own budget if they are used as TA's. From a Graduate Studies perspective, the fact that so many aren't completing on time says something about the faculty's completion time. From both a budget and instructional perspective, it is important that our students graduate on time.

Discussion followed on how Engineering hires and supports their TA positions. Dr. Walmsley noted that writing a dissertation in the Humanities often takes five years, which should be kept in mind. Dr. Sciaraffa said some who finish and leave at a younger age may not be as mature, which can affect the faculty's reputation if they start out on the wrong foot. Dr. Walmsley added that in a science model, students work as a team where it is more feasible to complete in four years.

Dr. Ibhawoh added that the faculty sets the expectation up that this is a five-year program. It is advertised in the calendar as a four-year program, but that is not how it plays out. The Dean emphasized that graduate students run out of grant funding into their fourth year. The Faculty of Social Sciences has also lost people and do not hire as many Ph.D.'s under this same argument.

Dr. Moro commented that the desire of the ministry to have Humanities and Social Sciences students complete in four years came in when she was in her Ph.D.; a time when the six year model was in place. However, at this time no funding was guaranteed unless a student had external funding. When the ministry stated that the faculties must fund their own students, and there were students taking as long as 10 years to finish, the new four year model was brought in to shorten the completion time and necessary funding that came with it. Many Ph.D. programs are more watered down from what they

used to be under the six year model. Some programs have changed in keeping with the demand they be completed in four years.

Dr. Cruikshank said an unintended consequence of this budget is the new collective agreement will allow the faculty to go by the sessional agreement and hire Ph.D. students to teach for the faculty. Humanities will get a larger allocation than it would have had in previous years. We therefore may be able to give our students some teaching experience. Dr. M. O'Connor asked if hiring fifth year students would be allowed, to which the Dean replied this would not be a possibility.

The Dean showed the revenue allocation under the new model as \$18 million, but clarified that the reason it is stated in the presentation as \$23 million is due to \$5 million being received from the University Fund to reach the 'hold harmless' level.

Dr. Cruikshank then presented information on revenues for graduate tuition and grants. He noted that undergraduate tuition and grants are more complicated. There is an 8% tax on our gross revenues, which goes to the University Fund. Humanities is receiving almost \$900,000 from this same fund, so the faculty is seeing a return on this. The Dean then briefly went over the faculty's infrastructure budget.

In regards to undergraduate gross revenue allocation, the Dean said the government gives a BIU for each student, but there are different amounts for different programs. The faculty receives different amounts for students who are in level one, a B.A. program, or an Honours program. There are also different amounts for students in Music. Recruiting and retaining program students is a priority. Dr. A. McQueen asked if there was a formula for a full-time vs. the number of part-time students to be equal in amounts received. Dr. Cruikshank said it is dependent on the number of courses a part-time student is taking. The faculty is told at some point how many students have been in each of the programs, but it is retroactive yearly. Discussion then ensued about fluctuation in BIU amounts. The amount for each student will be less than before because, while the BIU amount has been lowered, the formula fee is unchanged.

The Dean pointed to a residual where the greater proportion of units taught, the more dollars brought in. In the 2008-09 year the faculty taught 16% of all units, but now it is down to about 12%. Dr. D. Hitchcock pointed to a lack of equity in the system, in that non-Humanities students are in Humanities classes, but the faculty receives none of the money for them. He asked if non-Humanities students bring to the faculty about half of what a Humanities student would. The Dean said that is not exact. He reiterated that a Humanities student could take no Humanities courses and the faculty would still receive the grant money for them.

Dr. Cruikshank went on to note that this system does reward a certain amount of service teaching. The sad news is this model would have been more valuable to Humanities 4-5 years ago when more service teaching was occurring. The number of Humanities courses (measured in units) that students take has not changed. What has changed is the number of non-humanities students in our courses.

In the previous model, it made sense that we decided to protect program students by teaching fewer non-program students. However this was before the new model. The

conclusion is to teach and be prosperous, making courses as accessible as possible to as many students as possible.

The Dean then discussed occupancy costs, such as lighting, cleaning, and so on. Professor Major-Girardin asked if this was calculated by square footage, which the Dean affirmed. The faculty pays less to research as it is based on research revenues, but more into utilities than some as Humanities uses more space. The principle of this new model is all the money comes in and then is given out as needed, but it is affected by all these different factors. The Museum of Art is spread across the university, and the Dean hopes the concert hall in the new building will be treated the same way.

The budgets are fairly frozen for all support units. There are numerous drivers that affect the various costs. A review of the faculty's spaces will be necessary. The School of the Arts' programs, for example, do take up a lot of space. The Dean added that none of exchange these projections include the cost of the Wilson Building. A quick estimate is that it will produce an additional \$500,000 in deductions from our revenue allocation, if all current spaces were kept. Prof. Major-Girardin asked if there was any reward in the budget for those using Humanities spaces that are not part of the faculty. The Dean said the only way to do this is if the spaces are given to the university who then can determine who uses it. Dr. Schutz asked if all space is viewed the same, and if so what is the justification when there is money coming in particularly for something specific like research space. The Dean replied that the costs being discussed are separate from funding received for research spaces—operating costs are things like heat, lighting etc. The CFI budgets for things like construction and/or renovation are outside of this.

Dr. Cruikshank discussed the risks in light of the changes in government funding. The current revenue projections may be optimistic. We do not have a track record yet, and it will take a few years to determine if the projections are conservative or liberal. There are projected retirements that are unconfirmed. There is no resolution as of now on the BIUs for combined honours—the faculty still gets a full 1.5 BIU for combined honours with Social Sciences. Humanities for the most part benefits from this exchange.

Another faculty member asked if the projected numbers for retirement were based on the age of 65. The Dean said that was only one factor in projecting those numbers. There was further conversation that some faculty members have stated they will not retire until they know they will be replaced. Dr. Cruikshank added that there has been no sign from the Provost Office that any sort of retirement packages will be created.

The Dean pointed out that in this budget, there is no pretending that the faculty will be out of a deficit, but instead the projections are what are considered reasonable. The Wilson Building and the Fitzhenry Studio are great opportunities for showcasing. There will be new features, such as the concert hall and active learning classrooms, to exhibit. These will arm Humanities in recruitment efforts. The Strategic Mandate Agreement affords the opportunity to live up to the promise of introducing new graduate programs. He added that the biggest opportunity for the Faculty of Humanities is the faculty members themselves and their ability to make changes and decisions.

The report concluded with an emphasis on the importance of recruitment, teaching, course accessibility, and course management. He then called for any questions or comments.

There was some discussion on the spaces owned and operated by the faculty. The Dean reiterated the opening of the new building will require an overview of our current spaces.

Dr. Ibhawoh asked the Dean to speak to the MOU framework. The Dean said the good news with the budget model is it provides a framework for discussion when programs are shared. When there is interest in developing a program across faculties, there is sometimes a lack of simplicity as there is no single MOU model to allow an agreement with another faculty. This new budget model does make most costs and revenues very transparent.

Dr. Eilers said these principles are ones everyone could surmise, but asked how the faculty will actually go through curricula and make changes to be revenue positive—there needs to be a concrete process. The Dean said the first step is to know the budget, and the second is to learn what it means for each department. He added that the Faculty needs to be thought of as a unit sharing problems together.

Members discussed how this new budget model will work at the individual program level. The Dean said it is a level of detail not available yet, but departments will be updated as more unfolds through efforts to break out some of the costing. The budget is a way of doing program prioritization, but not the only way.

He emphasised that this is the Faculty budget, shared by all, and he is happy to provide more detail wherever possible. Dr. Walmsley asked if this presentation would be posted on the Humanities website. Dr. Ibhawoh expressed reluctance to this in order to keep the information within the faculty. The Dean said he would think about it—it is not the official budget, but a summation. The Dean of Science has been quite open with theirs and their deficit is higher than ours. The Faculty of Business has been projecting surpluses. There has been discussion surrounding a new project shared between Humanities and Business, as the new model has opened up conversations that may have been difficult to have in the past. MELD is going to generate some revenues as well.

Dr. Moro said that as of September, the School of Business is cancelling any courses that have less than 20 students. In the summer Humanities cancelled courses with four or five, and this was met with some resistance. The faculty must shift its thinking around this, as there are many low enrolment courses. The discussion continued into costs and revenues of running a course in the regular academic year versus the summer session.

Dr. Schutz asked what the deficits look like for Health Sciences, Engineering, and Social Sciences. The Dean said he doesn't know, he can only know if he is told. All that is known is Social Sciences' allocation is close to their hold harmless level, so they are not being subsidized by the rest of the university as much as Humanities is. Dr. Ibhawoh said it says a lot of the university that the dean of one faculty doesn't know the budget situation of another. Dr. Cruikshank noted this might change in the future.

## VIII. REPORT FROM SENATE

Dr. Eilers gave the update from senate. The March meeting was cancelled due to a snowstorm. April's meeting was overseen by the Provost. The Strategic Mandate Agreement from the government was coming to an end and Dr. Wilkinson shared criticism of the ministry's lack of seriousness towards our priorities— the priority of a digital frontier was sent back and it was suggested it be replaced with science and engineering.

The allocation of graduate spaces has been increased again, but the Provost acknowledged that the university might have a challenge filling targets. The province has launched a capacity expansion program, encouraging satellite campuses for all cities in Ontario that do not have one yet. Burlington has expressed further interest in collaboration with McMaster.

The Provost mentioned two documents recently posted to his website—one on a pay equity study and the other on the status of women at McMaster. He acknowledged that some processes needed to be re-examined. He also noted that the provincial government is increasing money for deferred maintenance.

This was the first senate meeting that applied a new consent agenda format where minute housekeeping details were voted in a block.

Dean Yates reported on a meeting of the council of universities, where she said there were some remarks that suggested other universities were uneasy about the development of online campuses, notably skepticism of the cost savings. There is some suspicion around a mismatch of who will be using the programs and who will actually benefit.

There were some announcements and clarification of recent appointments. There were also revisions to graduate exam policies. As well, there were graduate curriculum changes, calendar revisions, and new scholarships. The quorum of the exam committee changed as well. A report from Undergraduate Council discussed a Health Examinations Entrance certificate. The new English Language Development [MELD] program was approved.

There was some discussion as to whether McMaster will sign the Berlin Declaration, part of which has to do with open-sourced academic journals. There were concerns that the standard of many of these journals may not meet McMaster's sense of what is appropriate. The issue was tabled for further discussion.

Some other minor items included the UPC reporting the establishment of an institute on GeroScience. There will also be changes to the parchment used for graduate degrees, and modified rules on what is done with the flags when a notable individual has passed away.

## IX. CHAIRS' & DIRECTORS' ANNOUNCEMENTS

Dr. Walmsley said many colleagues have been recently published-- an email invitation to a celebration will be sent out soon. It will be on May 14<sup>th</sup> in the Great Hall, where attendees can hear about these works and hear from younger colleagues talking about their first publications.

Dr. Ibhawoh noted the 3-minute thesis competition for Ontario graduate students took place at McMaster. He said some Humanities students made it to the finals, but no further.

#### X. OTHER BUSINESS

Dr. Moro thanked Dr. Cruikshank for the clarity on the new budget. Dr. O'Connor thanked Dr. Cruikshank as well for presenting the budget information and for its transparency. Dr. Cruikshank said the Chairs and Directors did encourage this as well.

The Dean concluded by announcing that this would be the last faculty meeting of the season, and his last meeting as Acting Dean of Humanities. He thanked those who participated in the working groups, and announced two upcoming town hall meetings to discuss their ideas.