

**School of Computer Science
Council Meeting Minutes
Thursday, July 26th, 2018
10:00 – 12:00PM, MCKN 314**

Present – Faculty: L. Antonie, D. Calvert, R. Chaturvedi, D. Chiu, D. Flatla, A. Hamilton-Wright, S. Kremer, J. McCuaig, P. Matsakis (Interim Director), J. Sawada, S. Scott, F. Song, F. Wang, M. Wineberg; **Staff:** D. Byart, C. Hosker, J. Hughes, G. Klotz, S. Mousseau (Recording Secretary), D. Rea, L. Zweep; **Student Representatives:** J. Fraser

Regrets – Faculty: R. Dara, D. Gillis, G. Grewal, X. Li, D. Nikitenko, B. Nonnecke, C. Obimbo, D. Stacey, M. Wirth, Y. Xiang; **Staff:** K. Johnston; **Student Representatives:** F. Hasson

1. Approval of Agenda for July 26, 2018

Motion: That the agenda for July 26 be approved (A. Hamilton-Wright/J. McCuaig)
In Favour: All. Abstentions: None. **MOTION PASSED**

2. Approval of Minutes from June 26, 2018

Motion: That the minutes from June 26, 2018 be approved (S. Scott/D. Calvert)
In Favour: All. Abstentions: None. **MOTION PASSED**

3. Interim Director's Remarks – Pascal

Council Meetings

This is the last council meeting of the summer. There was a request earlier in the year to have a member of UGFA come in to discuss pensions. Herb Kunze and Sue Hubers will be coming at some point in September or October to discuss the University Pension Plan.

New Director

Two candidates have been found acceptable out of the three shortlisted. Negotiations are underway with the selected candidate for a start date of January 1st. If negotiation fails, the second acceptable candidate will be contacted for negotiations.

Y. Xiang has agreed to be the next Interim Director from September through to December 2018. P. Matsakis's last day is August 10th. G. Grewal had accepted the deputy position for the month of August, however all parties agreed it would be better to have Y. Xiang act as deputy as he is the incoming Interim Director.

New Faculty

The search for the new Associate Professor inside Cybersecurity has been happening. We received 23 applications. P. Matsakis shared that he has not yet looked at the applicants, but he is fairly confident there will be at least two or three good candidates. The committee will meet with their notes on August 1st to create the shortlist. Interviews will happen in September. The start date for the new faculty member is January 1st.

New Staff

The new Administrative Support Clerk, Ilanna Tamari, will be starting on September 1st to replace S. Mousseau as Office Clerk. The Instructional Support Coordinator position has not yet been filled. The position needed to be reposted twice. The closing date for this posting is July 30th. Hopefully we find a suitable candidate who accepts the position. However, if it doesn't work out, we can repost in September and hire a GSA as the AIO in the meantime. S. Scott asked if this was a short-term contract position. P. Matsakis confirmed that it is a one year contract position.

T&P Guidelines

In October of 2017, the Council approved a draft of the School's T&P guidelines. It was submitted to the College T&P committee. M. Wells received the document and instead of sharing it with the College T&P committee, she shared it with H. Kunze of UGFA to review. He provided feedback along with M. Wells and a new draft was written taking into account some of their notes. There were no major changes. The second draft was submitted to H. Kunze and M. Wells for review in February. The T&P committee met with them to discuss their notes in July. Their notes this time were fewer and will make the guidelines better. Overall, H. Kunze is happy with the guidelines and so is M. Wells. P. Matsakis believes the next draft will be approved and then submitted to the College T&P committee in the fall. Once they review the draft and approve, it will come back to the Council for approval before it goes to the Provost in the winter.

S. Kremer asked if the Provost has approved the Engineering T&P guidelines or Math and Stats T&P guidelines. P. Matsakis replied that the Engineering T&P guidelines have not yet been approved and that the Math and Stats department went with the College T&P guidelines.

F18 Enrolment

We have the numbers for students who have confirmed their application to enter CIS in Fall 2018. The numbers are broken down by major. There are 178 confirmed domestic

students and 36 international students. This brings enrolment to a total of 214 students. We requested a limit of 200 so this is close to our goal. However, we then have transfer students coming in from other institutions both domestic and international. For some reason the School's cap of 200 new students does not include transfer students. With transfer students, we are at 243 students total. However, we won't look at the numbers until November 1st. By then, it should drop to about 220 or so.

Last year, we requested a cap of 200 students and we ended up with 262. One of the reasons was that the discussion with the Provost happened late in the schedule and it meant it was difficult to stop students from entering. On November 1st, that number had dropped to 226. That is the official enrollment number for F17.

P. Matsakis then asked for the numbers from 2016. Apparently, they could only provide domestic student numbers which was 247. That number of domestic students enrolled in 2016 is more than our total number of enrolled students for the semester. The numbers are going in the right direction. We have made progress, but there is still more to do.

For 2019, P. Matsakis clarified in the meeting that the number 200 should include domestic, international, and transfer students for a total of 200. We will need to limit the number of international and transfer students to 10%. This should be clear now for F19.

S. Scott asked if the transfer students were coming in at first year or later years. G. Klotz replied that some of them come in at second year if they're coming from another university, but if it's from another department within the university, they could be coming into first year. S. Scott replied that adding those students to our later cohorts is actually worse than lower years.

F. Song asked if there was a reason we wanted to limit international students considering they should bring in more money. P. Matsakis replied that SoCS does not actually get very much money from them. They are more of a concern because there are more potential issues that arise from language, environmental changes, etc. Students come here and they struggle and need more support.

P. Matsakis added that the numbers may change in the future provided we have more faculty positions, but with what the faculty the school currently has, enrolment is capped at 200 for 2019.

4. Renovations and Expansion Committee - Pascal

Thornborough

The windows have been installed in between the lab and the atrium which will address the noise problems that arose in the room. There is also a wall installed further down.

The room originally had half-walls that let in a lot of noise. There are two projectors so the pillars will no longer be a problem. There is also a new double door entrance that will have a card reader. Both the card reader and the second projector are happening shortly.

D. Rea noted that he did ask about when the renovation will be complete, but they weren't entirely sure. It should be done soon. P. Matsakis added that they are late as it was meant to be complete by the end of July.

Reynolds

New doors are being installed on the two side entrances. The second floor is looking almost the same as the third floor in terms of completeness. They're about to install the flooring. Everything is moving quickly now as we're nearing the end of the renovations. We're seeing big changes like the flooring and electrical going in. The first floor is still under construction. It is unclear whether it will be completed by mid-August. D. Rea contributed that Jason has said it will be ready.

The basement is also quite far behind and it does not seem likely it will be done in three weeks. All of the glass walls and framing need to be added. But, at least the first, second, and third should be ready by the end of August. All faculty should be able to move in by the end of August so everyone should be ready for the move. P. Matsakis will share the slide presentation created for the Reynolds renovation discussion.

The offices are fully furnished. No one needs to bring furniture with them unless it's important to them. There is a large white board, a coat rack, and three chairs. One is a task chair for the faculty member, and then there are two additional guest chairs. If you have ordered an ergonomic chair, you may need to bring the chair you currently have as they might arrive a bit late. If you did not order an ergonomic chair, your chair will be waiting for you. The desk has adjustable height and is quite wide. It's large enough that a laptop, secondary display, printer, and phone can all fit on the desktop. There is also a long desk along the wall. It can be used as a workspace, but also as a book shelf or for storage. There is also an overhead storage area with doors that can fit lots of books and keep them dust free. A small filing cabinet sits in the area behind the main desk and then there is a larger one at the other end of the long desk. Some staff members have requested additional storage space or cabinets because their needs are different.

S. Kremer asked if there was enough room to bring a bookshelf. P. Matsakis replied that it depends on the office. In some offices, there is a larger amount of space across from the desk unit, but in some offices, it is quite small. The shape of the office and layout of the furniture is not the same across all rooms. If you would like to know if a small piece of furniture will fit, please ask for the dimension of your office.

F. Song asked when is the earliest faculty can go in and look at their offices. P. Matsakis replied that it will likely not be until after August 20th. F. Song asked if there was an opportunity for faculty to go in and see the space before moving so that a judgement can be made about additional furniture. P. Matsakis responded that this is possible, but it will be a matter of days prior to the move, not weeks. S. Mousseau has the building plans at her desk if anyone would like to see them. F. Song asked about the colour of the furniture. C. Hosker replied that there is a binder with all of the samples and S. Mousseau will have this if faculty wish to come by and see it.

D. Chiu asked about people who are on vacation during the move. How can they prepare? P. Matsakis replied that all of the belongings should be packed into boxes and labeled. Any furniture that is meant to come should also be labeled. Anything without a label will be left behind. The move itself will be relatively painless.

D. Flatla asked about whether the wall with the door is a glass wall. P. Matsakis clarified that it is not, but that there are high ceilings and a large window along the top of the wall. He shared that he believes everyone will love the new building when they see it.

L. Zweep notified everyone that there is one tape gun in MacLachlan so it should be returned after use, please.

5. Cybersecurity Program Discussion Group – Joe

Cybersecurity Motion

J. Sawada noted that from the last meeting, there were some good points made about the Cybersecurity program development. More information has since been sent around that hopefully answers most of the questions faculty have.

Motion: That the School of Computer Science supports the development of a course-based Masters in Cybersecurity and Digital Forensics. (J. Sawada/P. Matsakis)

D. Chiu asked if things turn out really bad after the motion is approved, does the school still have the ability to walk away from the program. J. Sawada replied that there are still a number of steps that require voting and so there is a lot of opportunity for changing and amending the proposal itself. P. Matsakis added that this is a motion for the faculty to agree to move ahead with the proposal. Faculty are agreeing to move forward with the current resources. D. Chiu replied that he wanted to make sure this wasn't a blank cheque to move forward no matter what. P. Matsakis replied that there could always be a motion to remove the program if it is that bad.

D. Calvert noted that there are a lot of opportunities to amend and vote. Presumably, when the proposal is finished, the Council will need to vote on it. If the University is not coming forward with the committed resources, it can be turned down.

S. Kremer suggested that the motion be amended to include “the” instead of “a” and it should also include the information circulated by J. Sawada on July 20th. He noted that the Council should be flexible, but that the documentation was provided for clarification. J. Sawada and P. Matsakis both agreed to the amendment to the motion.

S. Scott noted that the documentation suggested that the four-month project management task be considered as a service task. It sounds like a voluntary position, but there is quite a large amount of workload that comes with it. She suggested that it should be considered the same as a teaching task, perhaps under student supervision. P. Matsakis replied that it is not very clear what the task is. He noted that this is a good suggestion and should be finalized. There was some discussion about what kind of task it should be considered. S. Scott added that student supervision is a clear category and this new task should be comparable.

S. Scott then asked if the Cybersecurity faculty will be given any teaching relief or credit for the development of the courses. We are bringing in brand new faculty that aren’t tenure and they aren’t given the same amount of credit for the work. P. Matsakis replied that this year, none of the faculty members developing the courses will be teaching. They will only be focusing on developing the courses. S. Scott replied that teaching relief is not the same as getting credit. P. Matsakis explained that this has been negotiated and is specified in their individual contracts.

F. Song noted that with three new positions to support the program that is a very in demand subject, what happens if someone decides to leave? Will SoCS get a replacement faculty member? P. Matsakis replied that the Provost specified that when faculty retired, those people would be replaced. We do not have a guarantee written in stone, but it’s a very minimal risk.

D. Flatla echoed S. Scott’s concerns about the course based supervision task. He noted that when assigned students over the summer period in the past, it was a big job that took time away from research etc. He added that supervising can be a good thing. It gives students the opportunity to try out new things and help with research. If the ideas fail, they can still get their thesis. He followed up by saying that it needs to be considered appropriately. He asked if enrollment for the program fails, what happens? P. Matsakis replied that the results will be the same as with any other program. He elaborated by saying that the program needs a start, or a birth. We then move forward and if we don’t like it, we can get rid of it. He noted that it is the same as other majors. We create them, and if they don’t work, we discuss. D. Flatla agreed that discussing would be important.

D. Calvert noted that there is a financial underpinning that is not present in the other SoCS programs. If the School gets the students that we are expecting, it’ll be fine, but if the enrolment drops, we will need to revisit. He added that it could be a lot more work

than the School is anticipating. He noted that his lack of knowledge on Cybersecurity limits his contribution.

P. Matsakis shared that the placement could be an important draw as the students get to work at a company for four months and at the end, could be hired on by that company. They are being trained, completing their degree, and could have a job at the end of the placement. D. Calvert replied that this is good and bad. Their work could be treated like a coop report. It's a light workload for the student, but the alternative is that the student is unable to share their work in a report due to confidentiality issues. In the past, he had experience with a student who worked at RIM that was unable to share their work in a report with the school. The student had to write a research paper on something else. He added that students aren't keen on that idea. This could be problematic with students in the Cybersecurity program. Some ground rules would need to be laid out with the students and companies ahead of time. J. Sawada agreed and added that there is a fair amount of work that needs to be fleshed out.

Motion: That the School of Computer Science Council allow proxy voting for the Cybersecurity vote today (July 26th). (P. Matsakis/J. McCuaig)

In Favour: All. Abstentions: One. **MOTION PASSED**

Motion (Amended): That the School of Computer Science supports the development of (the) course-based Masters in Cybersecurity and Digital Forensics (as outlined in the documentation circulated on 20 July 2018).

In Favour: All (12 in person, 5 by proxy). Abstentions: None. **MOTION PASSED**

6. Associate Director's Remarks, Graduate Studies – Joe

Graduate Number Trends

J. Sawada shared that SoCS is in a fairly healthy shape for the travel grant program. PhD students can attend two international conferences and one conference with the amount of \$2500 being covered by the School. Masters students can attend two conferences with the amount of \$1500 being covered by the School.

M. Wineberg asked if Masters students would be allowed to claim this amount for conferences that happen after they earn their degree and left school. He noted that most students get into conferences based on their completed Masters work. J. Sawada replied that graduated students are not eligible for the grant. They need to be current Masters students, but this could be something that's discussed.

Grad Number Trends

We have had 12 new students enter into the SoCS Masters program for Fall 2018 and 3 new PhD. This gives us a total of 51 graduate students. There are three students doing

their QE this semester and 12 defending in August. We have 1 PhD student from the old program defending in the Fall.

J. Sawada shared that there is an alarming number of students who have gone passed the normal amount of completion time for a Masters degree. These students will require a plan of study to keep moving forward. In these cases, the appeals are normally approved. He suggested the Council should consider if this is something the School wants to continue to do. With a large number of students in the mid-range right now, we expect a significant amount will need to do a plan of study soon.

S. Scott asked if the students are asked to withdraw if they're having external issues that take away from their work. P. Matsakis replied that they have leave that they are allowed to take. S. Scott asked if faculty members should encourage them to take that leave if they're having issues. She then asked if they are mainly full time or part time. J. Sawada replied that the majority are full time students. There are some part time students that do go over the normal amount of time, but they are not in the report as the number is relatively insignificant.

P. Matsakis noted that he asked J. Sawada to share the numbers because there are some concerns. The Institutional Quality Assurance Process will be occurring again in 2022 which means we will need to start working on it in about three years' time as the work involved is significant. If the School continues to have Masters students taking 10 to 12+ semesters to complete their degree, it will be received poorly by IQAP. Some faculty are concerned we will lose our graduate programs as a result. It is a short program and students need to finish in three years. Each supervisor should follow their students very carefully and to issue evaluation reports that are honest. If there are concerns, we cannot write "satisfactory." If there are concerns in the first semester and they are not addressed by the fourth semester, those students may need to be asked to leave.

J. Sawada shared that most students say they are close to defending, but they need one more semester. S. Scott asked what is the root of the problem? Are they unable to pay rent so they need to start working? J. McCuaig shared that when her students pick up a TA position, they get nothing done because the TA's are working far more than ten hours a week. She added that if they don't get a TA position, they go out and get a job and then they get very little done. She noted that as a supervisor, she has no warning that they are applying for a job on or off campus. Even if they need to get their Masters work done, they will still go out and get a job. There are international students who come with funding, but they have to maintain fulltime status in order to keep it. They should be taking a Leave of Absence, but they cannot because they lose their funding.

J. Sawada noted that most of the students that are a concern are domestic and not international. He did note that the international students are a problem on the horizon.

J. McCuaig reiterated that the Masters students are working which is causing the delay

in their defense. S. Scott noted that at the University of Waterloo, supervisors need to approve the TA positions the students are taking. J. McCuaig replied that as a supervisor, she advises students that they should be focusing on their research. Once the student notifies her they have taken a position, they discuss that it is going to be an issue, but it's too late.

P. Matsakis wrapped up the conversation by saying that every instructor must make sure their TAs are not going over the number of hours they are meant to be working. The students should also be keeping track of their hours and make sure they do not go over. Some TAs will work two hours to complete a task and another will work thirty minutes to complete the same task. Whether they are slow or fast in completing a task, they shouldn't go over their assigned hours. They can take a TA job or an outside job. They do not need their supervisor's approval. It would be nice to be informed, but they don't need to. P. Matsakis noted that perhaps once the Cybersecurity program is in place and there is an additional 100k in the budget, there will be the potential for more scholarships which would alleviate the financial pressure on those students. For now, we need to reverse the high number of semesters it's taking students to complete a Masters degree so that when IQAP comes around, we are in a good place and we don't lose our program. Most PhD students finish on time.

7. Academic Staff Hiring Committee – Andrew

A. Hamilton-Wright shared that the Academic Staff Hiring Committee does three things which include the hiring of Sessional Instructors, the hiring and allocation of TAs, and the reviewing of GTA guarantee requests.

There were six Sessional Hires for Fall 2018. Two of those went to applicants who have the right of first refusal. Four were posted. There was a low number of applicants so the first posting was extended. At that point, the numbers were still low, but they were about double the original number of applicants. This was after running multiple ads and contacting engineering and CIS departments within several different universities to urge people to apply. Three positions have been filled, but the candidate for CIS*3750 declined the position. CIS*3750 was reposted on July 23 and will come down August 6th. We should have some candidates, although it is a risk for the School that we do not have this position filled. The three other Sessional positions were filled by fairly junior people that will require some help. If you see them around, please feel free to reach out and give them answers to questions etc.

The Guaranteed GTA Requests are handled by an interview with each graduate student who would like a guaranteed GTA position and by having those students complete a survey on Qualtrics. The interview helps to assess their language and communication skills. The Qualtrics survey helps the committee to establish what skills the students have that may relate to the courses taught at the University. Once the interview is done, the committee makes a recommendation on the number of guaranteed GTA positions

the student should be awarded. However, this does not prevent a graduate student from applying to positions if they are not guaranteed a TAship.

The TA hiring and allocation process began this semester with a request to faculty to provide job descriptions which were then posted as ads for the TA positions. Thank you very much to all of the faculty who provided this information. There is a Qualtrics survey for this process as well. This survey relates directly to the courses being applied for by the student and uses the qualifications provided by the faculty members to delineate whether a student is suitable for the position. In addition to helping the committee place the applicants into the most appropriate TA position, a report can be generated and shared that shows the list of skills the student possesses (as submitted by themselves). In order for the Qualtrics survey to be admitted as part of the student's application, it needs to be submitted through the Academic Hiring website as an attachment.

R. Chaturvedi asked if previous experience TAing the course is one of the questions in the survey. A. Hamilton-Wright replied that if this is listed as a required or preferred qualification by the instructor, it is included in the survey. R. Chaturvedi asked if those students would be given preference. A. Hamilton-Wright responded that they are given preference if it is listed as a qualification. He noted that in the future, faculty should consider the skills required for their course and the fact that students are now being asked to provide that information. He suggested that we can reflect this in the next round for W19.

J. McCuaig noted that she applauds the new process. She asked when students might hear about whether or not they have received a TA position as quite a number have asked. A. Hamilton-Wright replied that he hopes to have the final allocation ready next week.

D. Flatla asked if a student does not receive the position because they didn't fill out the survey or didn't take the avenue we provided to evaluate their skills, does this open us up for grievances? A. Hamilton-Wright replied no. HR and the Union are both happy about this process. It helps the students explain their skills. We're providing every opportunity to answer the requirements. If they don't fill out the survey, they will be assessed the old way and if they've not answered all of the requirements... He added that only 50% completed the survey. He noted that there were a few people that answered the application reasonably well and did not fill in the survey. He went on to say that this can be a learning experience for students that did not complete the survey. If they didn't get the job and they're highly skilled, they should read the instructions.

P. Matsakis noted that it is a fully automatized process. It will work much better and be a smoother process for the future. It will also make it much easier for the Academic Hiring Committee. The process for the GTA job security is also helpful in that we now

have an interview and assessment which is helpful guidance for the director to award guaranteed GTAs.

A. Hamilton-Wright noted that there was a much higher level quality of applications this semester. S. Scott asked about the guaranteed GTAs and if anyone had failed that process. A. Hamilton-Wright replied that some did not pass. He noted that it does seem to be working, although only eight people have gone through the process. He added that overall it seems like everyone understands what they're being asked. P. Matsakis followed up with a note that sometimes applicants have a good CV, but they aren't able to communicate in the interview. We can catch those applicants and not offer them guaranteed funding.

8. Interim Director's Final Remarks – Pascal

P. Matsakis shared all of the changes he has seen while acting as Interim Director. There has been lots of movement over the past two and a half years. Lots of faculty and staff moving in and moving out, although most are moving in. We have had a change-over in our Provost, our Dean, our Director, and our Administrative Assistant. We have new staff positions added to the department with the creation of the Graduate Assistant, Office Clerk, the Second Analyst, and most recently the Instructional Support Coordinator. Ten new faculty members have been hired plus the newest position which is currently being hired. We have also had new spaces renovated with the full building renovation of Reynolds and the renovation of Thornborough 2418.

All of this involved a lot of work and a lot of writing of proposals and cases. Everything needs to be documented. While the extension is on hold, a semester of work went into it. There were cases for hiring more faculty and staff, cases for the summer academic semester, cases for the MSc in Cybersecurity, cases for more space. He also was a part of the writing of the IQAP follow-up report and the creation of the SoCS T&P Guidelines. These not only involve a lot of writing, but a lot of talking, explaining, and summarizing.

P. Matsakis shared that when he started it felt like School Director for Dummies, but by the end he had participated in the T&P Performance Reviews twice, the MSc in Cybersecurity, the renovations at Reynolds, the hiring of twenty people, the T&P Guidelines, and always the cases for more. He worked on the Curriculum Committee where the focus was deleting the old, non-profitable courses and adding more attractive courses. He shared that if CIS*1000 is not profitable this summer, it will be cancelled next summer. Many new positive things have come about with the Academic Staff Hiring Committee.

P. Matsakis finished up with a big thank you to all of the students, staff, faculty, chairs, and of course to the Assistant Director and Associate Directors who have acted while he has been Interim Director. He extended a bit thank you to everyone for their hard work which will continue under the new Interim Director, Y. Xiang.

9. Any Other Business

No other business.

Meeting adjourned at 11:54AM