

MINUTES OF THE OPEN SESSION  
OF THE MEETING OF SENATE

Held on Friday, November 9, 2007, at 2 p.m.  
in the Norman D. Hébert, LLD Meeting Room  
(Room EV 2.260) on the SGW Campus

PRESENT

Voting members: Mr. M. Bani Baker; Mr. W. Chan; Prof. R. Cross; Dr. L. Dandurand; Mr. M. Di Grappa; Prof. A. English; Dean N. Esmail; Prof. B. Gamoy; Dean D. Graham; Prof. A. Hamalian; Mr. S. Jack; Prof. M. Jamal; Ms. K. Kashfi; Prof. Prof. W. Lynch; Prof. E. Mongerson; Prof. B. Nelson; Ms. A. Peek; Prof. M. Peluso; Prof. M. Pugh; Mr. J. Redler; Ms. C. Reimer; Prof. C. Ross; Dean S. Sharma; Prof. F. Shaver; Ms. M. Sheppard; Associate Dean T. Stathopoulos; Prof. P. Stoett; Prof. C. Trueman; Dean C. Wild

Non-voting members: Mr. R. Côté; Me M. Danis; Mr. L. English; Me P. Fréreau; Ms. L. Healey; Mr. A. McAusland; Dr. J. W. O'Brien (*Speaker*)

ABSENT

Voting members: Mr. B. Derisi; Prof. O. Dyens; Mr. A.D. Fernandes; Mr. B. Hamideh; Prof. N. Nixon; Ms. A. Novoa; Prof. J. Segovia; Prof. W. Zerges

Non-voting member: Mr. W. Curran

1. Call to order

The meeting was called to order at 2:05 p.m.

2. Approval of the Agenda

R-2007-10-1 *Upon motion duly moved and seconded (Trueman, Pugh), it was resolved that the Agenda be approved as submitted.*

3. Presentation on the Student Emergency Food Fund

Dr. O'Brien introduced Reverend Ellie Hummel. Ms. Hummel noted that Concordia prides itself in supporting students in various ways. In that vein, she asked Senator to please send money to "feed the fund". She referred to the financial struggle that several students encounter, how hunger affects academic performance and the huge difference that the fund makes by providing vouchers year long to students in need. She concluded by thanking Senators for allowing her the opportunity to address them about this important cause.

4. Approval of the Minutes of the Open Session meeting of October 12, 2007

R-2007-10-2 *Upon motion duly moved and seconded (Graham, Shaver), it was unanimously resolved that the Minutes of the Open Session meeting of October 12, 2007 be approved.*

5. Business arising from the Minutes

There was no business arising from the Minutes.

6. Report and recommendations of the Academic Programs Committee (Document US-2007-10-D1 - revised)

Dr. Danielle Morin, Vice-Provost, Academic Programs and Chair of the Academic Programs Committee, outlined the curriculum review process, from the department level up to final approval by Senate, for both undergraduate and graduate curricula.

6.1 Major undergraduate curriculum changes – Faculty of Arts and Science (Documents US-2007-10-D2 to D14)

R-2007-10-3 *Upon motion duly moved and seconded (Graham, Shaver), it was unanimously resolved that the major undergraduate curriculum changes in the Faculty of Arts and Science, set out in Documents US-2007-10-D2 to D14, with the exception of Document US-2007-10-D6, be approved as recommended by the Academic Programs Committee in Document US-2007-10-D1 -revised.*

6.2 Major undergraduate curriculum changes – Faculty of Fine Arts (Documents US-2007-10-D15 and D16)

R-2007-10-4 *Upon motion duly moved and seconded (Wild, Cross), it was unanimously resolved that the major undergraduate curriculum changes in the Faculty of Fine Arts, set out in Documents US-2007-10-D15 and D16, be approved as recommended by the Academic Programs Committee in Document US-2007-10-D1 – revised.*

6.3 Major undergraduate curriculum changes – Faculty of Engineering and Computer Science (Documents US-2007-10-D17 to D20)

R-2007-10-5 *Upon motion duly moved and seconded (Esmail, Lynch), it was unanimously resolved that the major undergraduate curriculum changes in the Faculty of Engineering and Computer Science, set out in Documents US-2007-10-17 to D20, be approved as recommended by the Academic Programs Committee in Document US-2007-10-D1 – revised.*

6.4 Minor undergraduate curriculum changes – Faculty of Arts and Science (Documents US-2007-10-D21 and D22)

6.5 Minor undergraduate curriculum changes – Faculty of Engineering and Computer Science (Document US-2007-10-D23)

Minor curriculum changes are submitted for information purposes and do not require Senate approval.

6.6 Major graduate curriculum changes – Faculty of Arts and Science (Documents US-2007-10-D24 to D26)

R-2007-10-6 *Upon motion duly moved and seconded (Stathopoulos, Graham), it was unanimously resolved that the major graduate curriculum changes in the Faculty of Arts and Science, set out in Documents US-2007-10-D24 to D26, be approved as recommended by the Academic Programs Committee in Document US-2007-10-D1 – revised.*

6.7 Major graduate curriculum changes – Faculty of Fine Arts (Document US-2007-10-D27)

R-2007-10-7 *Upon motion duly moved and seconded (Stathopoulos, Wild), it was unanimously resolved that the major graduate curriculum changes in the Faculty of Fine Arts, set out in Document US-2007-10-D27, be approved as recommended by the Academic Programs Committee in Document US-2007-10-D1 – revised.*

6.8 Major graduate curriculum changes – Faculty of Engineering and Computer Science (Documents US-2007-10-D28 and D29)

R-2007-10-8 *Upon motion duly moved and seconded (Stathopoulos, Esmail), it was unanimously resolved that the major graduate curriculum changes in the Faculty of Engineering and Computer Science, set out in Documents US-2007-10-D28 and D29, be approved as recommended by the Academic Programs Committee in Document US-2007-10-D1 – revised.*

6.9 Editorial undergraduate calendar changes (Document US-2007-10-D30)

Editorial curriculum changes are submitted for information purposes and do not require Senate approval.

6.10 University-wide major undergraduate calendar changes – Mature Entry (Document US-2007-10-D31)

R-2007-10-9 *Upon motion duly moved and seconded (Dandurand, Stathopoulos), it was unanimously resolved that the University-wide major undergraduate calendar changes with respect to mature entry, set out in Document US-2007-10-D31, be approved as recommended by the Academic Programs Committee in Document US-2007-10-D1 – revised.*

6.11 University-wide major undergraduate calendar changes – School of Extended Learning (Document US-2007-10-32)

R-2007-10-10 *Upon motion duly moved and seconded (Dandurand, Stathopoulos), it was unanimously resolved that the University-wide major undergraduate calendar changes with respect to the School of Extended Learning, set out in Document US-2007-10-D32, be approved as recommended by the Academic Programs Committee in Document US-2007-10-D1 – revised.*

7. Committee appointments (Document US-2007-10-D33 - revised)

R-2007-10-11 *Upon motion duly moved and seconded (Dandurand, Lynch), it was unanimously resolved that the committee appointments, as outlined in Document US-2007-10-D33 - revised, be approved.*

8. Motion regarding the establishment of a joint Senate/Board of Governors task force on university governance (Document US-2007-10-D34)

Dr. O'Brien noted that the preliminary motion drafted by Dean Graham had been referred to Steering Committee which had concluded that the motion covered the matter appropriately but needed a preamble to set out the previous occasions of similar discussions.

Dr. Dandurand confirmed that, at the October Board meeting, she had conveyed Senate's wish to establish a joint Senate/Board task force on university governance. Moreover, at the request of Steering Committee, she had a long conversation with the Chair of the Board, Mr. Peter Kruyt, to gauge the Board's willingness to participate in such a task force. She said that Mr. Kruyt is willing to consider the issue via the creation of another committee, comprised of himself, two Board colleagues and three members of Senate, which would explore the mandate of such a task force and the desired outcome. From their conversation, Dr. Dandurand gathered that Mr. Kruyt would not be in favor of establishing a very large committee working at length on policy review but that he was nonetheless reserving judgment until the findings of the exploratory committee. She is scheduled to speak to Mr. Kruyt about this matter upon his return at the end of November.

It was agreed that the draft motion should be adopted and forwarded to the Chair of the Board in order to allow Senate to officially go on record with respect to this matter.

R-2007-10-12 *Upon motion duly moved and seconded (Graham, Peluso), it was unanimously resolved:*

*WHEREAS, in light of recent events, Senate has expressed concerns with the governance at Concordia University and its relationship with the Board of Governors;*

*WHEREAS concerns regarding governance have arisen periodically throughout the years;*

*WHEREAS the report from the Task Force on Senate Reform, approved by Senate on May 1, 1992, contained a recommendation that the Board of Governors endorse an exchange of voting members with the objective of improving communication, whereby Senate would elect two Senators to serve as voting members on the Board of Governors and that the Board elect two members to serve as voting members on Senate;*

*WHEREAS it is healthy for institutions to conduct periodic reviews of their governance structures;*

*WHEREAS to achieve optimal exchange and understanding, it would be advisable that Senate and the Board of Governors participate in a joint governance review;*

*BE IT RESOLVED THAT Senate recommend to the Board of Governors the establishment of a joint task force of Senate and the Board to examine and make recommendations on policies and procedures connected with university governance, including but not limited to*

*such matters as the By-laws of Concordia University, respective roles of and channels of communication between the two bodies, periodic review of university governance and the desirability of more frequent contact including such possibilities as a joint annual meeting.*

Further to the adoption of the foregoing resolution, a discussion ensued on the selection process to designate the three Senate representatives on the exploratory committee. It was finally agreed that this matter be referred to Steering Committee.

9. Update - Report of the Ad Hoc Committee on the Role of Senate in University Governance (Document US-2007-10-D35)

Dr. O'Brien indicated that the report of the Ad Hoc Committee on the Role of Senate in University Governance had been tabled at the May meeting to allow Councils to formulate comments on the report. While all comments have now been received, copy of which are included in today's documentation, he informed Senate of Steering Committee's proposal that the formal discussion occur at the December meeting, at which time the comments will be organized in a workable format to facilitate the discussion.

10. Presentation on the School of Extended Learning

Dean Noel Burke began by stating the School's vision. A copy of his presentation was handed out to members. He referred to the posters on the wall displaying the graphic recording of the School's vision-making session on October 28, 2007, which was attended by 75 people. He indicated that the purpose of his presentation is to share the overview of the School of Extended Learning's direction. In his view, the former name did not communicate well the School's objectives and therefore he is delighted with the new name which encapsulates Concordia's values.

Dean Burke said that studies and market analyses are currently being conducted in preparation of a three-year strategic plan. He conveyed the School's strategic targets, noting that they will be verified as they evolve, and underlined the importance of the School finding its place within the University. There is a plan to offer courses in Continuing Education that could become creditable courses once students apply to a program offered by the Faculties. He emphasized that there is no intention that the School become a Faculty or offer credit programming. The School will depend upon the Faculties to deliver that type of programming and curriculum will reside within their domain, with the School functioning mainly as an extended infrastructure to provide alternative modes of delivery. Some examples were given on the services which are aimed towards the internal and external community so that the School can be successful in achieving what Dean Burke referred to as the 3 R's of Extention, namely recruitment, retention and recovery.

Dean Burke reviewed the three-year benchmarks, underling the first year initiatives. He shared his reluctance to establish the four divisions as provided for in the initial plan, opining that it is more prudent to first determine the markets and priorities before allocating resources arbitrarily. He spoke of the 28 current and potential areas of activity which have been identified, underlining the ones that show the most promise.

In closing, Dean Burke gave an overview of the governance structure of the School, which will include the establishment of an advisory council for guidance, an interdisciplinary council for policy issues, ad hoc operations groups for technical matters, etc.

11. Remarks from the President

Mr. Di Grappa said he was pleased to be at Senate in the capacity of Acting President.

11.1 Update on the search for a Provost and Vice-President, Academic Affairs

Mr. Di Grappa reported that since the last Senate meeting, the Board decided that the search for a Provost should continue. At its meeting of October 24, the Committee reviewed two applications and one nomination, further to which members decided that two individuals should be interviewed. The interviews will be conducted on November 25.

12. Update on the search for a Dean of the Faculty of Engineering and Computer Science

Referring to last week's communiqué, Dr. Dandurand reiterated that the Committee will be meeting tomorrow to interview three candidates. Depending on the outcome, the candidates will be invited back to make a presentation at an open meeting during the week of November 12. In addition to speaking to the open meeting, each candidate will meet with a representative cross-section of the University community.

13. Update on the search for a University Librarian

Dean Esmail reported that the Committee met on November 3 to interview candidates. As announced yesterday, three candidates have been invited to make presentations at open meetings which will take place between November 19 and 21. In addition, each candidate will meet with various members of the University community. The Committee will reconvene on November 28 to deliberate on the candidates and decide on a possible recommendation to the Board of Governors for approval in December.

14. Update on the search for a President and Vice-Chancellor

Ms. Tessier, in her capacity as Secretary to the Advisory Search Committee for a President and Vice-Chancellor, reported that the Committee was established by the Board at the meeting of September 18 and its membership was approved on October 18. The Committee held its first meeting on November 5. The external search firm, Provence Consulting Inc., was hired. A draft profile is in the workings and will be sent to the various University constituencies for comments in due course.

15. Items for information: Reports from University Councils and Boards, Senate Committees, and reports concerning outside bodies

15.1 Report on the faculty hiring pool

Dr. Dandurand apprised Senate that \$4 million had been set aside in the 2007/2008 budget for a central hiring pool for new tenure and tenure-track faculty members. This pool was created to ensure equity among Faculties and that the hiring is done in accordance with

institutional priorities. Each Dean must state their needs according to the following criteria: critical mass, program development at the graduate level, niche programs and innovation and collaboration. Sixty-eight searches were authorized by the Provost, with 53 offers being anticipated.

A discussion followed, during which it was explained that the process has several stages. A preliminary list is presented to the Academic Cabinet. Further to discussions between the Deans, the Provost and the Vice-President, Research and Graduate Studies, lists may be revised. It was noted that some revisions are internally generated by the Faculties themselves. On average approximately 80% of the requested searches are authorized. Dr. Dandurand confirmed the intention that the concept of the central hiring pool will remain for next year, with the necessary improvements and refinements.

Prof. Hamalian requested that the composition of the following entities be recorded in the Minutes. The entity formerly known as the President's Cabinet under Dr. Lowy's tenure was composed of the President, Vice-Presidents, Academic Deans and University Librarian. The President Executive's Group formed under Dr. Lajeunesse's tenure was comprised of the President and Vice-Presidents only. The Academic Cabinet is comprised of the Provost, the Vice-President, Research and Graduate Studies, Academic Deans, University Librarian, Associate Vice-Presidents reporting to Dr. Dandurand as well as the Executive/Vice/Associate Provosts. Mr. Di Grappa indicated his intention to revive the President's Cabinet with some possible modifications.

## 15.2 Reports from Senate Standing Committees

Academic Planning and Priorities: Dr. Dandurand conveyed that SCAPP had met this week to review two presentations on undergraduate and graduate recruitment and retention and discuss integrated planning.

Academic Programs: Given the extensive report under item 6 hereinabove, Dr. Morin indicated that there was nothing further to report.

Finance: Mr. English indicated that the Committee is scheduled to meet on November 15.

Library: There was no report.

Research: Dr. Dandurand reported that the Committee had met at the end of October to review a series of proposals regarding research support and discuss the framework for allocating and selecting various research chairs as well as that for the University Research Awards.

## 15.3 Report on general academic matters

Dr. Dandurand informed Senate that there was nothing further to report.

16. Question period

In response to a query from Prof. Stoett with respect to the recovery of master copies of course packs, Me Frégeau indicated that he advised Eastman sometime ago that the University would be taking over the fabrication of the course packs. Upon being advised of the termination of their contract, Eastman made some claim to reproduction rights and copyright issues. He added that since Eastman is losing almost \$500,000 in business, it is to be expected that there will be some serious discussion before Concordia can recover its masters. These discussions are ongoing.

17. Other business

Dr. Dandurand informed Senate that she will be sending a memo to the Deans asking them to encourage professors to exercise flexibility, when feasible, so that students wishing to participate in the November 22 nation-wide day of action may do so without academic penalty.

Prof. Hamalian moved two motions of appreciation, as follows:

*R-2007-10-13 Upon motion duly moved and seconded (Hamalian, Graham), it was unanimously resolved that Senate express its appreciation to Dr. Claude Lajeunesse for his commitment, valuable accomplishments and specific contributions to Concordia University, for his dedicated participation in the work of Senate and for chairing Senate Steering Committee with good humour, civility and efficiency during his term as President.*

*R-2007-10-14 Upon motion duly moved and seconded (Hamalian, Peluso), it was unanimously resolved that Senate thank Mr. Michael Di Grappa for having accepted the position of Acting President and wish him safe steps for as long as he will be willing to carry this responsibility.*

18. Next meeting

Dr. O'Brien noted that the next meeting of Senate will be held on Friday, December 14, 2007, at 2 p.m., in the Norman D. Hébert, LLD Meeting Room (Room EV 2.260) on the SGW Campus.

19. Adjournment

The meeting adjourned at 3:45 p.m.

Danielle Tessier  
Secretary of Senate