

MINUTES OF THE OPEN SESSION  
OF THE MEETING OF SENATE

Held on Friday, May 23, 2008,  
immediately following the Closed Session  
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. B. Derisi; Mr. M. Di Grappa; Prof. C. Draimin; Prof. O. Dyens; Dean N. Esmail; Prof. B. Gamoy; Dr. D. Graham; Prof. A. Hamalian; Mr. S. Jack; Dean J. Locke; Prof. W. Lynch; Prof. E. Mongerson; Prof. B. Nelson; Prof. N. Nixon; Ms. A. Peek; Prof. M. Peluso; Prof. M. Pugh; Mr. J. Redler; Prof. J. Segovia; Prof. F. Shaver; Ms. M. Sheppard; Associate Dean T. Stathopoulos; Prof. P. Stoett; Prof. C. Trueman; Dean C. Wild

Non-voting members: Dr. D. Boisvert (*Speaker*); Mr. W. Curran; Mr. L. English; Me B. Freedman; Me P. Frégeau; Ms. L. Healey; Mr. A. McAusland; Ms. E. Morey

ABSENT

Voting members: Mr. K. Diaz; Prof. A. English; Mr. B. Hamideh; Prof. M. Jamal; Ms. K. Kashfi; Ms. A. Novoa; Ms. C. Reimer; Dean S. Sharma; Prof. W. Zerges

Non-voting members: Mr. R. Côté

1. Call to order

The meeting was called to order at 2:10 p.m.

2. Approval of the Agenda

R-2008-6-5 *Upon motion duly moved and seconded (Stoett, Wild), it was unanimously resolved that the Agenda be approved.*

3. Approval of the Minutes of the Open Session meeting of May 2, 2008

R-2008-6-6 *Upon motion duly moved and seconded (Stathopoulos, Stoett), it was unanimously resolved that the Minutes of the Open Session meeting of May 2, 2008 be approved.*

4. Business arising from the Minutes not included on the Agenda

There was no business arising from the Minutes.

5. Report of Senate Standing Committees

5.1 Academic Planning and Priorities (Document US-2008-6-D3)

5.2 Library (Document US-2008-6-D4)

5.3 Research (Document US-2008-6-D5)

There were no questions on these reports.

6. Report and recommendations from the Academic Programs Committee (Document US-2008-6-D6)

In response to a query, it was noted that the APC sub-committee on academic matters had not met yet.

6.1 Major undergraduate curriculum changes – Faculty of Arts and Science (Documents US-2008-6-D7 to D9)

R-2008-6-7 *Upon motion duly moved and seconded (Locke, Dyens), it was unanimously resolved that the major undergraduate curriculum changes in the Faculty of Arts and Science, set out in Documents US-2008-6-D7 to D9, be approved as recommended by the Academic Programs Committee in Document US-2008-6-D6.*

6.2 Major undergraduate curriculum changes – Faculty of Fine Arts (Documents US-2008-6-D10 to D12)

R-2008-6-8 *Upon motion duly moved and seconded (Wild, Mongerson), it was unanimously resolved that the major undergraduate curriculum changes in the Faculty of Fine Arts, set out in Documents US-2008-6-D10 to D12, be approved as recommended by the Academic Programs Committee in Document US-2008-6-D6.*

6.3 Major graduate curriculum changes – Faculty of Arts and Science (Documents US-2008-6-D13 and D14)

Dean Locke responded to questions regarding the number of students in the cohort.

R-2008-6-9 *Upon motion duly moved and seconded (Stathopoulos, Stoett), it resolved with one abstention that the major graduate curriculum changes in the Faculty of Arts and Science, set out in Documents US-2008-6-D13 and D14 be approved as recommended by the Academic Programs Committee in Document US-2008-6-D6.*

6.4 Major graduate curriculum changes – Faculty of Engineering and Computer Science (Documents US-2008-6-D15 to D17)

Prof. Lynch responded to questions regarding the writing test requirements.

R-2008-6-10 *Upon motion duly moved and seconded (Stathopoulos, Esmail), it resolved with one abstention that the major graduate curriculum changes in the Faculty of Engineering and*

*Computer Science, set out in Documents US-2008-6-D15 to D17 be approved as recommended by the Academic Programs Committee in Document US-2008-6-D6.*

6.5 Major graduate curriculum changes – Faculty of Fine Arts (Document US-2008-6-D18)

R-2008-6-11 *Upon motion duly moved and seconded (Stathopoulos, Wild), it unanimously resolved that the major graduate curriculum changes in the Faculty of Fine Arts, set out in Document US-2008-6-D18, be approved as recommended by the Academic Programs Committee in Document US-2008-6-D6.*

6.6 Major graduate curriculum changes – John Molson School of Business (Documents US-2008-6-D19 to D22)

R-2008-6-12 *Upon motion duly moved and seconded (Stathopoulos, Wild), it unanimously resolved that the major graduate curriculum changes in the John Molson School of Business, set out in Documents US-2008-6-D19 to D22 approved as recommended by the Academic Programs Committee in Document US-2008-6-D6.*

7. University Advancement presentation on overview of fundraising comprehensive campaign

Ms. Assayag began her presentation by apprising Senators that she was grateful for the opportunity to update them on the status of the affairs of the Advancement and Alumni Relations sector as well as the fundraising comprehensive campaign.

She conveyed the mission of the Advancement and Alumni Affairs unit, noting that since 2006 the unit had been reorganized towards a progressive decentralized model. Work is being done with the development staff in the Faculties to promote the critical academic needs. She also conveyed the mandate of the central office, which fulfills the vision, planning, prospect clearance, alumni relations, annual giving, planned giving and special needs that are not Faculty-based as well as attending to special initiatives. Ms. Assayag spoke about the fundraising approach, specifying that all advancement activities are aligned with the University's academic plans and all efforts are made to ensure that the table of needs describe the top priorities.

Ms. Assayag showed a chart describing how best to prepare for a fundraising campaign, noting that institutional and academic planning lead to the campaign planning. Having completed the feasibility study to determine an internal working goal, the campaign is currently in its silent phase. Solicitation is ongoing as well as the recruitment of the campaign volunteers. At this point, the four honorary co-chairs have been recruited together with 147 volunteers, locally and abroad.

Public launches are typically done when 50% of the campaign goal has been achieved. A chart was presented indicating the number of gifts per category which are required to achieve the working internal goal together with the current level of gifts received in each category. Ms. Assayag gave examples of several gifts which were closed from the Molson Family, Hydro-Québec, Desjardins, BMO, Jesuits, Tedeschi, Bell Labs, CN, etc. She also outlined other non-monetary successes such as recognition and medals from CASE, CCAE, as well as the positive results of the full audit conducted by the Canada Revenue Agency last summer.

Ms. Assayag informed Senate of the need to build a canvassers' base in order to reach major donors. Canvassers are volunteers who can open doors for us in our solicitation of major gifts. Moreover, professors who have kept in touch with successful and influential graduates can help us and become exceptional canvassers. She emphasized the importance of building strong relationships with current and future donors, students, alumni and of community outreach efforts and concluded her presentation by giving details on some of the 127 high visibility events which have been held over the last 17 months. Further to this presentation, a discussion ensued during which Ms. Assayag responded to comments and questions from Senators.

8. Budget presentation

The Speaker reminded Senators that, as stated at the last Senate meeting, the Board delayed the adoption of the budget to its June meeting to allow the Board Budget Committee to meet as well as to allow Senators the opportunity to review the information prior to the Board adopting the budget.

Mr. English prefaced his presentation by indicating that the final results are based on his best educated guess, because the final money will only be distributed in October 2008. He then conveyed the financial and political context to the 2007/2008 projected results. The introduction of the new weighting grid in 2006/2007 has resulted in a freeze of Concordia's teaching grant at a level that barely surpasses that achieved in 2004/2005, thereby depriving the University of nearly \$13 million in recurring operating funding. Moreover, a recommendation by the tri-partite task force to review of funding for génie/administration could have resulted in a \$9 to \$10 million increase to Concordia's teaching grant. However, MELS did not accept that recommendation and opted instead to make specific adjustments to the mono-disciplinary institutions that offer génie (ETS, Polytechnique) and administration (HEC).

Mr. English conveyed the enrolment status and its impact on the 2007/2008 teaching grant, noting an overall decline in enrolments at the graduate level. He reviewed the projected results for 2007/2008, which initially showed a deficit of \$7.376 million for 2007/2008, and provided the details of the variance to that projection in relation to additional revenues of \$8.2 million, additional recurrent and non-recurrent expenses incurred by sectors of \$5 million and additional non-sector items totalling \$9.6 million, resulting in an adjusted projected deficit for 2007/2008 of \$13.9 million.

With respect to the projected results for 2008/2009, Mr. English apprised Senate that of the \$187 million federal transfer payments for post-secondary education, \$112 million will be distributed into the university sector. Of that amount, \$61 million will be reinvested in the weighting grid, of which Concordia's share is 10.3%, representing \$6.288 million. Together with \$2.337 million which Concordia will receive further to the provincial government reinvestment, Concordia's total new injection of funds for 2008/2009 would be \$8.626 million.

Mr. English apprised Senators of the possibility of a tuition fee deregulation of first-cycle international students in génie and administration, further to which the Minister might allow universities to set tuition rates and keep the full tuition, which could represent up to \$1.9 million of additional revenue for 2008/2009. He reviewed the information with respect to the working budget for 2008/2009 which showed an initial projected deficit of \$19 million.

However, he emphasized the importance of having a plan to address the deficit, noting that universities in deficit positions will incur penalties, resulting in the government withholding \$25 million of funding until the defaulting universities are back in a balanced position. Accordingly, Mr. English gave a detailed breakdown of the proposed cost-saving measures and revenue-generating initiatives which will be implemented in order to reduce the projected deficit for 2008/2009 to \$851,284.

Further to this presentation, Mr. English, Mr. Di Grappa and Me Freedman responded to questions of clarifications from Senators. Mr. English informed Senators that he would be sending them a copy of his presentation via email attachment.

#### 8.1 Report of the Finance Committee (Documents US-2008-6-D23 and D24)

Dr. Dyens, Chair of the Senate Finance Committee, explained that while the recommendations had been drafted before the formal tabling of the budget, he had met yesterday with Mr. English and the majority of the recommendations contained in the report still apply. He noted that Mr. English had kept the Finance Committee apprised of the overall financial situation of the University and had formulated its recommendations on that basis. Recognizing the chronological problems, Dr. Dyens noted that nonetheless the Finance Committee stands by its recommendation which were made in good faith.

Further to yesterday's meeting with Mr. English, Dr. Dyens noted that he had reviewed the budget and conveyed his additional personal recommendations as follows:

- be cautious before abolishing the University Writing Test;
- provide tools (demographic projections, for example) to help Department Chairs make more accurate FTE growth predictions;
- be aware of the effects of university/CEGEP collaborations;
- ensure that budget documents are sent three to four days in advance of the meeting;
- be cautious before cutting contractual employees;
- given the structural nature of the deficit, long term planning is essential;
- in light of its mandate, the Senate Finance Committee should meet with members of the strategic planning group;
- the composition of the Senate Finance Committee should include one or two members of the Board; and
- a list of reinvestment priorities should be drawn up, in case additional funds are made available by the government during the year.

Following this report, Dr. Dyens responded to comments and questions. Prof. Hamalian thanked both Dr. Dyens and Mr. English for their detailed presentations.

Further to the above presentations, it was suggested that the essence of the recommendations be conveyed to the Board Budget Committee.

#### 9. Remarks from the President

President Di Grappa indicated that today was Dean Nabil Esmail's last meeting of Senate and took the opportunity to thank him and express appreciation for his contributions, successes and leadership of the Faculty of Engineering and Computer Science over the last 11 years. He

thanked Dr. Rama Bhat who agreed to serve as Interim Dean until the arrival of the new Dean on August 1.

Mr. Di Grappa also underlined that this was Mr. William Curran's last meeting as University Librarian and thanked him for his contributions and leadership of the University Libraries for the past 10 years. Although not a member of Senate, he noted that Dr. Danielle Morin was attending her last meeting as Vice-Provost, Academic Programs and thanked her for her contributions. He also expressed appreciation to all those Senators whose mandates are ending.

The President congratulated Prof. Arpi Hamalian who will be receiving the Alumni Award for Excellence in Teaching at the upcoming Alumni Recognition Awards to be held on May 28 and, in closing, he encouraged Senators to attend the upcoming Convocation ceremonies which will be held on June 16, 17 and 18.

10. Items for information

10.1 Letter to Education Minister from University Board Chairs regarding governance (Document US-2008-6-D25)

Dr. Boisvert noted that this letter was forwarded to Senators for information purposes as a follow up to the President's remarks at the May 2 meeting.

11. Question period

No questions were asked.

12. Other business

Dr. Graham thanked Mr. Di Grappa for his service as Interim President and for providing invaluable advice, noting that the latter stepped in at a difficult time and rose to the challenge with grace, intelligence, mental strength and good humor.

13. Election of the Speaker of Senate

Dr. Boisvert left the meeting, and Mr. Di Grappa took over as Speaker. The latter indicated that Steering Committee has nominated the incumbent, Dr. Donald Boisvert, who has graciously accepted to continue to serve as Speaker for the next academic year. No other nominations have been received further to the call of nominations that was issued in April.

R-2008-6-13     *Upon motion duly moved and seconded (Di Grappa, Graham), it unanimously resolved:*

*That Dr. Donald L. Boisvert be acclaimed Speaker of Senate for the 2008/2009 academic year; and*

*That Senate express its appreciation to Dr. Boisvert his skillful chairmanship of Senate as well as his willingness to continue as Speaker.*

14. Next meeting

The next meeting of Senate will be held on Friday, September 26, 2008, at 2 p.m.

15. Adjournment

The meeting adjourned at 5:20 p.m.

Danielle Tessier  
Secretary of Senate