

**MINUTES OF THE OPEN SESSION  
OF THE MEETING OF SENATE**

Held on Friday, November 4, 2016, at 2 p.m.  
in the Norman D. Hébert, LLD Meeting Room  
(Room EV 2.260) on the SGW Campus

**PRESENT**

Voting members: Alan Shepard (*Chair*); Ali Akgunduz; Amir Asif; Guylaine Beaudry; Patrick Blair; Patrice Blais; Stéphane Brutus; Philippe Caignon; Ian Campbell; Graham Carr; Frank Crooks; Christine DeWolf; Charles Draimin; Marcie Frank; Jana Ghalayini; Vince Graziano; Danica Jojich; Stephen Karchut; Esmael Kariminezhad; Lea Katsanis; Armani Martel; Alexander Milton; Monica Mulrennan; Lorraine Oades; Justin Powlowski; Harald Proppe; André Roy; Sophia Sahrane; Francesca Scala; Yousef Shayan; Johanne Sloan; Robert Soroka; Ted Stathopoulos; Sofière Tahar; Jean-Philippe Warren

Non-voting members: Joanne Beaudoin; Philippe Beauregard; Denis Cossette; Roger Côté; Isabel Dunnigan; Bram Freedman; Rachel Marion; Lisa Ostiguy; Daniel Therrien

**ABSENT**

Voting members: Mudasser Akbar; Daniel Cross; Effrosyni Diamantoudi; Jill Didur; Rebecca Duclos; Mariana Frank; Rudy Grow; Brigitte Jaumard; Rahul Kumar; Shahbaz Masood; David Morris; Virginia Penhune; Daniel Salée; Paula Wood-Adams

Non-voting members: Frederica Jacobs

1. **Call to order**

The meeting was called to order at 2:07 p.m.

1.1 **Approval of Agenda**

R-2016-8-1 *Upon motion duly moved and seconded, it was unanimously resolved that the Agenda of the Open Session be approved.*

1.2 **Approval of the Minutes of the Open Session meeting of October 7, 2016**

R-2016-8-2 *Upon motion duly moved and seconded, it was unanimously resolved that the Minutes of the Open Session meeting of October 7, 2016 be approved.*

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

There was no business arising from the Minutes not included on the Agenda.

3. President's remarks

Prof. Shepard's remarks are summarized as follows:

- ⇒ The Open House, held on October 29, welcomed over 6,000 visitors. He thanked the students, faculty and staff whose participation contributed to this successful event.
- ⇒ Prof. Shepard commented that the University is making major strides in some categories of university rankings, including Maclean's and Research InfoSource.
- ⇒ The Concordia University Press was officially launched on October 27. It is the first press to have the open access model.
- ⇒ Concordia's submission of 93 applications to the NSERC Discovery Grants in Science and Engineering is a record.
- ⇒ On November 2, the Board approved the establishment of the Department of Chemical and Materials Engineering.
- ⇒ The University has received a number of significant gifts, including a \$600,000 donation from the TD Bank.
- ⇒ He urged Senators to participate in Monday's convocation ceremonies.
- ⇒ In partnership with Maclean's Magazine, the University will be hosting a town hall on November 24 entitled "*The Future of Education, the Future of Work*".

4. Report of Standing Committees

4.1 Library (Document US-2016-8-D1)

Senators had no questions in connection with this report which is provided for information.

5. Academic update (Document US-2016-8-D2)

In addition to the information provided in his report, Dr. Carr apprised Senate of the following:

- He echoed the President's invitation to Senators to attend Monday's convocation ceremonies, at which time 1,658 students will be receiving their degrees.
- Today marks the fifth-year anniversary of the PERFORM Centre.
- This year marks the 40<sup>th</sup> anniversary of the joint PhD in Business Administration, offered in affiliation with McGill, UQAM and HEC, which has graduated over 800 students.
- Elizabeth Fast and Charmaine Lyn have been appointed special advisors to the Provost on Indigenous Directions, to help lead the development of strategies for Concordia's response to the Call for Action of the Truth and Reconciliation Commission.

CONSENT6. Committee appointments (Document US-2016-8-D3)

R-2016-8-3 *The committee appointments, outlined in Document US-2016-8-D3, were approved.*

7. Academic Programs Committee: Report and recommendations (Document US-2016-8-D4)7.1 Undergraduate curriculum changes – Faculty of Arts and Science7.1.1 Department of Applied Human Sciences (Document US-2016-8-D5)7.1.2 Department of Religion (Document US-2016-8-D6)

R-2016-8-4 *That the undergraduate curriculum changes in the Faculty of Arts and Science, outlined in Documents US-2016-8-D5 and D6, be approved, as recommended by the Academic Programs Committee in Document US-2016-8-D4.*

7.2 Undergraduate curriculum changes - Faculty of Engineering and Computer Science7.2.1 Complementary Studies (Document US-2016-8-D7)7.2.2 Department of Mechanical and Industrial Engineering (Document US-2016-8-D8)

R-2016-8-5 *That the undergraduate curriculum changes in the Faculty of Engineering and Computer Science, outlined in Documents US-2016-8-D7 and D8, be approved, as recommended by the Academic Programs Committee in Document US-2016-8-D4.*

7.3 Undergraduate curriculum changes – Faculty of Fine Arts – Mel Hoppenheim School of Cinema (Document US-2016-8-D9)

R-2016-8-6 *That the undergraduate curriculum changes in the Faculty of Fine Arts, outlined in Document US-2016-8-D9 be approved, as recommended by the Academic Programs Committee in Document US-2016-8-D4.*

7.4 Undergraduate curriculum changes – John Molson School of Business – Department of Finance (Document US-2016-8-D10)

R-2016-8-7 *That the undergraduate curriculum changes in the John Molson School of Business, outlined in Document US-2016-8-D10 be approved, as recommended by the Academic Programs Committee in Document US-2016-8-D4.*

REGULAR8. Report on facilities development

Mr. Côté introduced Senators to Michel Nadeau, Associate Vice-President, Facilities Management.

Using a power point presentation, Mr. Nadeau began by providing an overview of the University's real estate portfolio which is located on two campuses. Approximately 46,000 students study and 7,000 staff members work on the Sir George Williams (SGW) Campus, comprised of 20 acres, with 35 buildings, 34 of which are owned by the University, and/or the Loyola Campus, located on 42 acres, with 25 buildings, 24 of which are owned by the University. The replacement value of the University's real estate portfolio is estimated at \$1,208 billion. A few of the buildings are classified as heritage properties, such as the Grey Nuns'.

Mr. Nadeau noted that the University's global conformity to recommended space norms is at 97%, which represents a shortfall of 12 000 m<sup>2</sup> and is equivalent to the size of the VA building. He explained that the calculation for space norms is complex. It is based on the program, the program level, and whether the space is for teaching or research. The global allocation includes such spaces as the libraries and those dedicated to administrative support and campus life but excludes other spaces such as any commercial operation, parking, arena, residences.

The current Master Space Plan dates from 2000. It was updated every five years or so, and most of the major projects have been completed, such as the EV, JMSB and Grey Nuns' buildings on the SGW Campus and the SP, Genomics and PERFORM building on the Loyola Campus. A new Master Space Plan is scheduled to begin in 2017. The objective of the new plan will be to align the University's real estate projects with its growth target based on 500 new FTEs per year and to support the strategic directions and first moves.

Mr. Nadeau conveyed the provenance of the funding for facilities and how the admissible space is calculated by the government. He also spoke of the Facilities Condition Index (FCI), noting that the FCI is measured on an open scale. The target is to be as close to 0 as possible, with the understanding that being below 10 is virtually impossible. Concordia's overall portfolio FCI is 22.2, SGW at 26 and Loyola at 13. He made the point that Concordia is better than average, that it has a robust program of investment in existing assets for updates and renovations, and that all its facilities are safe and are monitored closely.

Mr. Nadeau concluded his presentation by identifying the challenges going forward relative to the availability and condition of space. Following his presentation, he responded to questions.

9. Presentation on sustainability issues in scholarly communication (Document US-2016-8-D11)

University Librarian Guylaine Beaudry prefaced her presentation by apprising Senators that the content has been prepared by the Canadian Research Knowledge Network (CRKN), a consortium of 68 university libraries dedicated to expanding digital content to support academic research in Canada, to which she added information relevant to Concordia. She reported that Prof. Shepard had been appointed as CRKN's Chair over the summer.

The objective of the presentation is to sensitize Senators to the sustainability issues currently facing scholarly publications. Access to scholarly research is key to innovation and to Canada's success and competitiveness globally. The current commercial publishing model is unsustainable and is jeopardizing access to scholarly research.

She explained that prior to the 1990s, print-based journals were priced by title. While the internet caused a shift to digital production, distribution, and collection management, this was not reflected in the pricing which continues to be based on print models.

Publishers now sell journals in packages that bundle all their content, both high and low impact, at one price, in an effort to provide access to researchers across Canada to the same material. Since 2001, Concordia has had access to a wider range of content because of the consortial purchasing. This model was working because larger institutions were paying more.

Mergers and consolidations have created an oligopoly in the industry, resulting in five commercial publishers which now account for more than half of the published journal output. This allows them to increase their publishing rates, while library acquisition budgets are almost flat. Concordia's annual acquisition budget is approximately \$6 million. Libraries are under pressure to make tough decisions about what content they can afford.

Dr. Beaudry provided an overview of the toolkit developed by CRKN to mobilize its members, which can be accessed at: <http://crkn.ca/imgt> as well as some ongoing projects and studies being conducted to understand needs and usage.

In closing, she identified actions which can contribute towards finding solutions, including the nation-wide collaboration of university libraries through consortia as well as supporting alternative publishing models, such as open access.

#### 10. Question period

In response to a request for an update on the Voluntary Retirement Program (VRP), Prof. Shepard reported that the applications of 109 employees have been accepted. Of that number, 65 are members of the support staff, the other 44 are full-time faculty members, 22 of whom are already on half-time. The majority of the departures will occur in May 2017. Going forward, the University will determine which positions need to be replaced.

#### 11. Other business

There was no other business to bring before the Open Session.

12. Adjournment

The meeting was adjourned at 3:25 p.m.



Danielle Tessier  
Secretary of Senate