



US-2005-4

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

Held on Friday, May 6, 2005, immediately after the Closed Session  
in Room SP 265-9, Loyola Campus

**PRESENT**

Voting members: Prof. W. Bukowski; Prof. T. Byrnes; Dean J. Chaikelson; Prof. A.-M. Croteau; Prof. M. Doyle; Prof. A. Dutkewych; Ms. M. Etezadbrojerdi; Prof. J. Etezadi; Mr. B. Hamideh, Prof. A.M. Hanna; Dean C. Jackson; Prof. E. Jacobs; Prof. R. Kilgour; Dr. F. Lowy; Mr. R. Luppicini; Prof. A. Satir; Prof. H. Shulman; Dr. M. Singer; Dean J. Tomberlin; Prof. R. Tremblay; Prof. C. Trueman; Prof. C. Vallejo; Dr. T. Vo-Van

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

**ABSENT**

Voting members: Prof. A. Al-Khalili; Ms. A. Beck; Ms. K. Childs; Dean N. Esmail; Mr. B. Farrington; Prof. J. Grant; Ms. M. Gruber; Prof. C. MacKenzie; Mr. G. Papadakis; Dean E. Saccia; Mr. C. Schwartz; Mr. A. Slater; Ms. J. St-Germain

Non-voting members: Mr. W. Curran; Prof. M. Danis; Dr. R.O. Wills (*Deputy Speaker*)

**ALSO ATTENDING** Dr. R. Bhat (Acting Dean, Faculty of Engineering and Computer Science); Ms. J. Godolphin (Acting Director of Libraries); Dr. T. Stathopoulos (Acting Dean, School of Graduate Studies)

1. Call to order

The meeting was called to order by Dr. O'Brien at 2:20p.m.

2. Approval of the Agenda

R-2005-4-4      Upon motion duly moved and seconded (Stathopoulos, Tomberlin), it was unanimously resolved that the Agenda be approved.

3. Approval of the Minutes of the Open Session meeting of April 1, 2005

R-2005-4-5      Upon motion duly moved and seconded (Doyle, Byrnes), it was unanimously resolved that the Minutes of the Open Session meeting of April 1, 2005 be approved, subject to two editorial revisions on pages 4 and 5.

4. **Business arising from the Minutes**

There was no business arising from the Minutes.

5. **Approval of the five-year academic plan (Document US-2005-4-D2)**

Dr. Singer stated that Senate's approval of the directional document entitled *Concordia: Canada's University for the 21<sup>st</sup> Century – Our Five-Year Academic Plan* will allow Concordia to initiate phase 3 of the planning process, being the discussions on the implementation of the strategies to achieve the goals set out in the aforementioned document. Dr. Singer added that the document had been approved by the four Faculty Councils and discussed at the Council of the School of Graduate Studies at recent meetings, some of which were convened specifically for the purpose of discussing this issue. He also mentioned that he had been invited to attend those council meetings to present the salient points of the plan.

Dr. Singer opined that planning is essential to Concordia's future since it will allow for measurement of the strategic decisions based on results and for readjustment of the objectives accordingly. As an example, he mentioned the recent decline in admissions, particularly in engineering, which is a national phenomenon. The third challenge deals with managing student enrolments, which will allow Concordia to limit the impact of the decline and to set new objectives.

The Provost indicated that while some people felt that the first two stages of the academic planning process were time consuming, he opined that they were part of the collegial process and important for buy-in. Over the next four months, in preparation for the arrival of the two new Deans and of the new President, Dr. Singer stated that a series of implementation strategies will be drawn up to deal with the challenges in light of changing circumstances, such as declining engineering enrolments, modifications of the government's financial formula, etc. This exercise will be done to set up a new round of discussions once the new leadership will be in place.

A discussion ensued, during which Senators commented on the document and Dr. Singer responded to queries. Dr. Singer pointed out that on page 10, item 5c, first line, the fourth word should be "Awards" rather than "Rewards".

R-2005-4-6     Upon motion duly moved and seconded (Singer, Vallejo), it was unanimously resolved that:

*Whereas academic planning has been the basis for much of Concordia's remarkable transformation during the past decade;*

*Whereas Concordia has more than fulfilled its previous academic planning objectives and moreover, the conditions in which the University operates are also very different from a decade ago;*

*Whereas in Summer 2004 the President's Cabinet initiated a long-term academic planning process by issuing the framework planning document ("Concordia: Canada's University for the 21<sup>st</sup> Century") which was received at Senate in October and sent to the Faculties for comment;*

*Whereas the Provost then prepared, in light of the consultations and deliberations at the Faculty and Cabinet levels, a second phase academic planning document which identifies Concordia's future academic challenges and directions;*

*Whereas that second phase planning document "Concordia: Canada's University for the 21<sup>st</sup> Century: Our Five-Year Academic Plan" has been endorsed by the President's Cabinet, approved by SCAPP, received by Senate, forwarded to the Faculty Councils, approved by all four Faculty Councils and discussed by the Council of the School of Graduate Studies; and*

*Whereas approval of "Our Five-Year Academic Plan" document will stimulate and inform extensive discussions about implementation in light of our changing circumstances and in consultation with our new and on-going university leadership;*

*BE IT RESOLVED that Senate approve the five-year academic plan, as outlined in Document US-2005-4-D2.*

6. Report from the Academic Programs Committee (Document US-2005-4-D3)

6.1 Major undergraduate curriculum changes – Faculty of Arts and Science (Documents US-2005-4-D4 to D8)

R-2005-4-7 *Upon motion duly moved and seconded (Chaikelson, Vallejo), it was unanimously resolved that the major undergraduate curriculum changes in the Faculty of Arts and Science, set out in Documents US-2005-4-D4 to D8, be approved as recommended by the Academic Programs Committee in Document US-2005-4-D3.*

6.2 Major undergraduate curriculum changes – Faculty of Engineering and Computer Science (Documents US-2005-4-D9 and D10)

R-2005-4-8 *Upon motion duly moved and seconded (Bhat, Stathopoulos), it was unanimously resolved that the major undergraduate curriculum changes in the Faculty of Engineering and Computer Science, set out in Documents US-2005-4-D9 and D10, be approved as recommended by the Academic Programs Committee in Document US-2005-4-D3.*

6.3 Minor undergraduate curriculum changes – Faculty of Arts and Science (Document US-2005-4-D11 to D14)

Dr. O'Brien noted that minor undergraduate curriculum changes are forwarded to Senate for information purposes only.

7. Committee appointments (Document US-2005-4-D15)

R-2005-4-9 *Upon motion duly moved and seconded (Lowy, Vo-Van), it was unanimously resolved that Senate approve the appointments to committees, as set out in Document US-2005-4-D15.*

8. Senate Composition (Document US-2005-4-D16)

Dr. Lowy said that notwithstanding the fact that the proposal regarding the revised Senate composition had been discussed at length and voted upon at Senate, at the April Board meeting undergraduate students had raised the same argument with respect to undergraduate versus graduate representation. Despite explanations by both Dr. Singer and himself conveying Senate's view on this matter, some Board members were nonetheless sympathetic to the students' argument. However, not wishing to overturn Senate's recommendation, it was decided to send the proposal back to Senate for further discussion. Dr. Lowy stated his own belief that Senate had arrived at the best possible proposal and suggested that it be resubmitted to the Board with a strengthened argument. Dr. O'Brien mentioned that the undergraduates had requested that this discussion be postponed until the next Senate meeting since several of them were absent.

A discussion ensued, at which time several Senators expressed their displeasure at the Board's decision, stating the unlikelihood of Senate reconsidering its recommendation in light of the absence of any new information having been provided by the undergraduate students. A motion was then moved by Prof. Bukowski and seconded by Prof. Tremblay that Senate should simply reaffirm its previous recommendation to the Board. Dean Chaikelson suggested that a preamble should be placed before the motion in order to clearly state Senate's reasons to the Board. However, it was pointed out that in fairness to the undergraduate students, it would probably be more prudent to postpone the discussion until the next meeting. Accordingly, the following motion was adopted:

R-2005-4-10    *Upon motion duly moved and seconded (Tomberlin, Singer), it was resolved by a majority that the motion to reaffirm Senate's previous recommendation regarding its composition be postponed to the May 30 Senate meeting.*

Pursuant to the adoption of this motion, Dr. O'Brien specified that the discussion must occur at the May 30 meeting, failing which it will not be possible to have the revised composition implemented at the beginning of the new academic year, which would be contrary to the will of Senate.

9. 2004/2005 budget update (Documents US-2005-4-D17 and D18)

Using a power point presentation, Mr. Larry English updated Senate on the status of the operating budget as of April 2005. With respect to enrolments funded by the Quebec government, the University is down by 100 FTEs, and the operating grant is down by about \$5 million. This is partly due to the accrued clawback by the government of the tuition fees paid by international students. He explained that a coding error had led to a \$1.7-million clawback by the government of funds that had never been collected by the University in the first place.

Mr. English reported that the government has changed its approach to funding exchange students, in that instead of funding the universities for exchange student who come here, it now links funding to Quebec students who go on exchange to the countries from which we receive exchange students, and then only when they return and report on the courses they passed. The largest number of Concordia's exchange students is from France, and the number of our students on exchange there is negligible. Mr. English projected that for the 2004/2005 year, Concordia would run a deficit ranging from \$0 to \$3.5 million, as compared to the deficits of some other Quebec universities, most of which are far greater than Concordia's.

Mr. English continued his presentation by apprising Senate of the changes to the weighting grid of FTE students. Funding of the teaching envelope is based on students' education costs in the different disciplines and cycles. The actual weighting grid has 11 sub-sections, which are split between cycles, while the proposed weighting grid has 23 categories. He compared the weights between the actual and proposed grid, while identifying which sectors would lose or win in light of the proposal. The negative impact on Concordia's funding would be significant.

A discussion ensued, during which Senators commented on the budget and Mr. English responded to questions. Concerning the JMSB deficit, Dean Tomberlin conveyed that it was attributable to decreased enrolments as well as faculty hiring and union settlements but emphasized that the School is committed to reduce expenses by more than \$1 million.

10. Remarks from the President

The President opened his remarks by thanking Dr. Singer for having successfully steered the academic plan. He also congratulated Dr. Danielle Morin, who had recently received the 2005 YWCA Women of Distinction award in the Education Category.

Dr. Lowy updated Senate on his recent trip to China, at which time he visited 15 institutions, with some of which Concordia has a long standing relationship. During his trip, he was accompanied by Dr. Singer. Dean Esmail, Dean Jackson, Prof. Katherine Tweedie, Ms. Kathy Assayag and Concordia Alumni Association President John Aylen joined portions of the trip to visit specific institutions and/or for some specific events. Dr. Lowy gave details on four of the institutions he visited during his trip as well as of the nature of the agreements entered into with those institutions.

He continued his remarks by indicating that following the remarkable success of recent Concordia commemorative degree ceremony for Loyola graduates, a similar event will be held for SGW graduates on June 8 at Place des Arts. With respect to the upcoming convocation ceremonies which will be held on June 13, 14 and 15, he encouraged faculty members to attend in great numbers, specifying that this is appreciated by the students and their families. Dr. Lowy concluded by stating that, pending Board approval of May 19, the incoming President, Dr. Claude Lajeunesse, will only begin his term on August 1. As a result, at the request of the Board's Executive Committee, he has agreed to remain in office until July 31.

11. Items for information

11.1 Provost and Vice-President, Academic

Further to two new Deans having been recommended unanimously by their respective Advisory Search Committees and approved by the Board, Dr. Singer was pleased to announce that both had accepted, pending the granting of tenure on appointment.

He then apprised Senate that the Personnel Committee of the Board will be meeting on Monday, at which time several recommendations with respect to promotion to full professor, tenure with promotion and the two aforementioned tenures on appointment, will be submitted for approval. He added that he was pleased with the quality of the new generation of professors who will be joining Concordia's ranks, and he congratulated the Faculty Personnel Committees, and in particular the Deans, for recruiting top notch candidates.

On behalf of Dean Chaikelson, Dr. Singer informed Senators that Dr. Vasilisa Shramchenko, a Concordia graduate, had been awarded the 2005 Doctoral Prize by the Canadian Mathematical Society.

Dr. Singer completed his report by stating that pursuant to Senate's approval of the academic plan earlier today, Concordia will now embark on the implementation process in order to achieve its strategic goals. He opined that this will be a complex effort and a balancing act. The advantage of the plan is that it allows room to maneuver. He indicated that busy times are ahead for the Deans, who will be working out the parameters of the implementation.

11.2 Vice-Provost, Research

Dr. Vo-Van reported that this year's results for the various competitions with the granting councils have been quite mixed. The good news includes results from NSERC in the

Discovery Grant Program with researchers from Concordia achieving a good rate of success and a total grant award of \$5.8 million, as compared to \$5.2 million last year. There were in total 57 successful applicants over 69 applications in this program. The CIHR Operating Grants also showed a considerable increase from \$470,000 in 2003-2004 to \$816,000 this year, with 3 successful applicants. Dr. Vo-Van said that a substantial increase was also noted with Hexagram Grants, with grants totaling almost \$400,000, and gave further details regarding some other Hexagram research funds.

Dr. Vo-Van noted that less encouraging news came from SSHRC. In the Standard Research Grants Program, the success rate was low and the total grant award was about \$2.2 million, down from last year's \$3.3 million. There was, however, a large number of applications in the 4A's category (about 40% of them), i.e. applications deemed of high quality but not funded due to lack of resources at SSHRC. A letter had been sent to SSHRC expressing Concordia's disappointment and preoccupation with the low rate of success and asking SSHRC to reconsider a number of applications in the 4A's category. In the past, some applicants in this category were able to receive a grant after reconsideration by SSHRC.

The results with the Quebec Funds were also mixed, with good success in certain programs and low success in others. It is worthwhile to note that with the Nature and Technology Fund (FQRNT) Nouveaux Chercheurs Program, Concordia had 7 faculty members who obtained funding. Dr. Vo-Van concluded his report by apprising Senate that a written report will be issued as soon as all of the results will have been compiled.

12. Question period

With respect to Dr. Vo-Van above-noted report, Prof. Jacobs asked if there will be help or mentoring provided to faculty members in order to improve the success rate. Dr. Vo-Van replied that he plans to contact the Faculty involved and work towards finding ways to improve the success rate with SSHRC.

13. Other business

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

14. Next meeting

Dr. O'Brien pointed out that the next meeting will be held on Monday, May 30, 2005, at 9:30 a.m., in Room AD 308.

15. Adjournment

The meeting adjourned at 4:30 p.m.

Danielle Tessier  
Secretary of Senate