

MINUTES OF THE OPEN SESSION
OF THE MEETING OF SENATE

Held on Friday, March 14, 2008, at 2 p.m.
in the Norman D. Hébert, LLD Meeting Room
(Room EV 2.260) on the SGW Campus

PRESENT

Voting members: Mr. W. Chan; Prof. R. Cross; Dr. L. Dandurand; Mr. B. Derisi; Mr. K. Diaz; Mr. M. Di Grappa; Prof. C. Draimin; Prof. O. Dyens; Prof. B. Gamoy; Dr. D. Graham; Prof. A. Hamalian; Mr. B. Hamideh; Mr. S. Jack; Prof. M. Jamal; Ms. K. Kashfi; Dean J. Locke; Prof. W. Lynch; Prof. B. Nelson; Prof. N. Nixon; Ms. A. Novoa; Ms. A. Peek; Prof. M. Peluso; Prof. M. Pugh; Ms. C. Reimer; 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. R. Côté; Mr. W. Curran; Mr. L. English; Me B. Freedman; Me P. Frégeau; Ms. L. Healey; Mr. A. McAusland

ABSENT

Voting members: Mr. M. Bani Baker; Prof. A. English; Dean N. Esmail; Prof. E. Mongerson; Mr. J. Redler; Dean S. Sharma; Prof. W. Zerges

Non-voting members: Ms. E. Morey

1. Call to order

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

2. Approval of the Agenda

Dr. Boisvert was pleased to welcome Dr. David Graham in his capacity of Provost and Vice-President, Academic Affairs as well as Prof. Joanne Locke, Interim Dean of the Faculty of Arts and Science.

Prof. Dyens asked that the report of the Finance Committee under item 5.2 be moved and discussed under item 9, following the presentation on proposed budget principles. Everyone was amenable to that change.

R-2008-3-1 *Upon motion duly moved and seconded (Dyens, Peluso), it was resolved that the Agenda be approved as revised.*

3. Approval of the Minutes of the Open Session meeting of February 8, 2008

R-2008-3-2 *Upon motion duly moved and seconded (Stathopoulos, Jamal), it was unanimously resolved that the Minutes of the Open Session meeting of February 8, 2008 be approved.*

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

Dr. Boisvert noted that the Chair of the Board had appended Senate's comments to the Board's response to Education Minister Courchesne regarding the report of the Working Group on University Governance of the Institute for Governance of Private and Public Organizations, copy of which was forwarded to Senators via email by Ms. Tessier on February 29.

5. Report of Senate Standing Committees

5.1 Academic Planning and Priorities (Document US-2008-3-D1)

Stating that he had some additional information to convey, Dr. Graham recognized the work of SCAPP members and in particular Mr. Brad Tucker. He noted that the report constitutes a provisional discussion document on the strategic planning process. He conveyed SCAPP's view that, if agreeable to Senate, the document could be forwarded to the Faculty Councils for further discussion, to which Senate was in agreement. He noted that the document had been given to President-elect Woodsworth for her input and that a series of town hall meetings are being held to allow other members of the community to become acquainted with the process.

Recalling that the report of the Ad Hoc Committee on the Role of Senate in University Governance had been entrusted by Senate to SCAPP to propose an implementation process for the recommendations contained in the report, Dr. Graham said that SCAPP established a small sub-committee which is scheduled to meet prior to the next meeting of SCAPP.

5.2 Finance (Document US-2008-3-D2)

As agreed hereinabove, the report will be discussed under Agenda item 9.

5.3 Library (Document US-2008-3-D3)

There were no questions on this report.

5.4 Research (Document US-2008-4-D4)

In response to a query, Dr. Dandurand noted that future action plans regarding the research ethics approval process are a work in progress, adding that Senate will be kept informed of any developments in relation thereto.

6. Report and recommendations from the Academic Programs Committee (Document US-2008-3-D5)

6.1 Major undergraduate curriculum changes – Faculty of Fine Arts (Documents US-2008-3-D6 to D8)

R-2008-3-3 *Upon motion duly moved and seconded (Wild, Nelson), it was unanimously resolved that the major undergraduate curriculum changes in the Faculty of Fine Arts, set out in Documents US-2008-3-D6 to D8, be approved as recommended by the Academic Programs Committee in Document US-2008-3-D5.*

6.2 Major graduate curriculum changes – Faculty of Arts and Science (Document US-2008-3-D9)

R-2008-3-4 *Upon motion duly moved and seconded (Stathopoulos, Stoett), it was unanimously resolved that the major graduate curriculum changes in the Faculty of Arts and Science, set out in Document US-2008-3-D9, be approved as recommended by the Academic Programs Committee in Document US-2008-3-D5.*

Prof. Lynch wondered if quorum had been met at the March 3 Council of the School of Graduate Studies' meeting which had approved the above proposal. Dr. Dandurand responded that attendance was checked and one person was missing to reach quorum. She noted that the composition of the Council is quite problematic since some members systematically never attend, while specifying that a review of the composition of the Council is being conducted in order to address this issue. However, she noted that the new program was fully discussed and endorsed by those present.

Prof. Lynch requested that the Council's memorandum be corrected to reflect the lack of quorum since meetings cannot be held in the absence of quorum. Dr. Dandurand and Mr. Di Grappa pointed out that we cannot go back in time to revisit quorum if the question was not raised at the time. Therefore, the memorandum will not be modified.

7. Committee appointment (Document US-2008-3-D10)

R-2008-3-5 *Upon motion duly moved and seconded (Di Grappa, Stathopoulos), it was unanimously resolved that the committee appointment, as outlined in Document US-2008-3-D10, be approved.*

8. Appointment of Tribunal Hearing Chairs (Document US-2008-3-D11)

Me Fréreau replied to questions from Senators with respect to the appointment process and training of Tribunal Hearing Chairs. Given that the nominees' resumes are circulated, Prof. Lynch suggested that in the future these appointments be done in Closed Session.

R-2008-3-6 *Upon motion duly moved and seconded (Di Grappa, Wild), it was resolved with one opposed (Hamideh) and two abstentions (Novoa, Jack) that the appointment of the Tribunal Hearing Chairs, as set out in Document US-2008-3-D11, be approved.*

9. Presentation on proposed budget principles (Document US-2008-3-D12)

Mr. English was prepared to make a detailed presentation on the document outlining the proposed budget principles. However, having read the document beforehand, Senators

opted not to have a full presentation. In lieu thereof, Mr. English summarized the salient items of the document and provided some budget highlights for the current and upcoming year.

Mr. English apprised Senate that a deficit ranging between \$10 and 12 million is projected for 2007/2008. Changes to the funding formula over the years have created a structural deficit. Preliminary projections for 2008/2009 forecast a \$9 to \$10 million deficit. The objective of the proposed principles is to establish a framework that will allow Concordia to refine the current budget allocation model in an effort to ensure that its core goals are met within the financial resources available. The principles are meant to guide the University in formulating a budget process that is transparent, documented, accountable and timely in order to guarantee Concordia's success as an institution.

Mr. English pointed out that, in the past, the process to translate the academic plan into budget considerations was non-existent, specifying that there was not usually enough information available at the beginning of the fiscal year to prepare a fully accurate budget. In fact, it was usually only six months into the year when Financial Services would be able to get an accurate picture of the budget for the current year. Given our current financial realities, we must move towards a model that will minimize or eliminate that approach.

A discussion ensued, during which Mr. English answered questions and the following comments were formulated by Senators:

- Appreciation was expressed for the overall effort put into the document and its candor.
- The current status of the budget is quite worrisome, and concern was expressed about the budget process. As up until recently, Senate had received assertions that everything was fine.
- This document is timely and can be viewed as the beginning of the discussion.
- The budget process is intimately linked to corporate governance. In light of the state of our current governance situation, this exercise is completely futile and will not have any influence on the Board.

Prof. Dyens, Chair of the Finance Committee, presented the Committee's report which was forwarded to Senators under Document US-2008-3-D2. He noted the Committee was pleased with Mr. English's helpful attitude and transparent approach. At the March 5 meeting, the Committee discussed the aforementioned principles document, further to which it formulated a series of recommendations to the effect that Senate define priorities regarding programs and areas of specialization, growth measurement, hiring priorities, important key performance indicators. The full list of those recommendations is included on the last page of the report.

The discussion continued, during which Prof. Dyens and Mr. English replied to Senators' questions of clarification on the content of the Committee's report. Further to a request for additional information regarding the increases to administrative salaries, Prof. Dyens noted that the Committee had received a document and was satisfied with the information contained therein. Nonetheless, Mr. English undertook to provide Senate with more details at the next meeting. Overall, Senators were appreciative of the direction proposed by the budget principles document, referring to the former way of proceeding as unwieldy. Dr. Graham proposed that SCAPP and the Deans be engaged in the process of defining the

academic priorities, while Dr. Dandurand noted that the strategic research plan will be brought to Senate to decide on the research priorities.

R-2008-3-7 *Upon motion duly moved and seconded (Hamalian, Novoa), it was unanimously resolved that Senate express its appreciation to Mr. English for his responsible and effective professional practice to date in support the academic plan of the University in the absence of clearly articulated budget principles.*

10. Remarks from the President

Mr. Di Grappa welcomed Provost Graham and Dean Locke.

With respect to the operating budget, he underlined that while \$187 million will be injected into post-secondary education as a result of increased federal transfer payments, Concordia's share will only be \$6.2 million going forward beginning in the 2008/2009 fiscal year, given the Minister of Education's proposed distribution of the funds. He continues to work with CREPUQ to ensure that the funding of universities remains a top government priority. Moreover, the President's Executive Group is working on improving the process to formulate the budget.

The President thanked Mr. English for the presentation on the budget principles. As noted by Mr. English, he highlighted that the University's financial situation is challenging and the projection that the University will incur a \$10 to \$12 million deficit for 2007/2008. A presentation of the final year-end results together with the budget for 2008/2009 will be made at the May Board meeting, prior to which a presentation will be made at Senate for its input.

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

Dr. Graham apprised Senate that the Advisory Search Committee met last week to interview potential candidates, further to which three candidates will be presented at open meetings to be held on March 17, 19 and 20. He urged all Senators to attend and to provide written comments by the March 26 deadline.

12. Items for information

12.1 Update on exploratory committee regarding the Joint Senate/Board of Governors task force on university governance

Dr. Dandurand indicated that the exploratory committee had not met since the last Senate meeting. The Board Chair has been busy with the preparation of the response on governance issues to the Education Minister. It is hoped that a meeting will be held within the next few weeks.

13. Question period

In reference to answers provided under item 6.2 of today's Agenda and pursuant to consulting Robert's Rules of Order, Prof. Lynch confirmed that the Chair should ensure that quorum is met prior to starting a meeting. Prof. Lynch asked Me Freedman or Frégeau

whether Concordia's Councils or Senate could meet and legislate without quorum, and if so, how low could attendance go before there was a problem. In response to this concern, Me Freedman undertook to look into this issue and report back to Senate.

Prof. Segovia posited that the University By-Laws should be amended to include formal approval of the budget by Senate. While agreeing with the importance of seeking Senate's feedback, Mr. Di Grappa replied that he cannot make a commitment to change the By-Laws.

14. Other business

There was no other business to bring before Senate.

15. Next meeting

The next meeting will be held on Friday, April 11, 2008, at 2 p.m.

16. Adjournment

The meeting adjourned at 3:45 p.m.

Danielle Tessier
Secretary of Senate