## MINUTES OF THE OPEN SESSION
## OF THE MEETING OF SENATE

Held on Friday, February 17, 2012, at 2 p.m.
in the Norman D. Hébert, LLD Meeting Room
(Room EV 2.260) on the SGW Campus

PRESENT

Voting members: Mr. G. Beasley; Dr. G. Brown *(Acting for Dean B. Lewis)*; Mr. N. Burke; Dr. G. Carr; Mr. H. Cheikhzen; Prof. M. Debbabi; Dean R. Drew; Prof. A. Dutkewych; Mr. A. Filipowich; Prof. J. Garrido; Ms. L. Gill; Dr. D. Graham; Prof. J. Grant; Mr. B. Hamideh; Ms. M. Hotchkiss; Dean A. Hochstein; Prof. N. Ingram; Prof. F. Khendek; Prof. G. Leonard; Prof. J. Lewis; Dr. F. Lowy; Prof. M. Magnan; Mr. K. McLoughlin; Mr. E. Martineau; Mr. G. Morrow; Ms. H. Nazar; Prof. B. Nelson; Prof. M. Peluso; Prof. G. Rail; Prof. R. Reilly; Prof. F. Shaver; Prof. W. Sims; Prof. M. R. Soleymani; Mr. R. Sonin; Prof. R. Staseson; Prof. T. Stathopoulos; Dean C. Wild; Mr. C. Wilson; Associate Dean P. Wood-Adams

Non-voting members: Dr. D. Boisvert *(Speaker)*; Mr. R. Côté; Mr. P. Kelley; Mr. T. Too

ABSENT

Voting members: Prof. A. Akgunduz; Prof. J. Chaikelson; Prof. J. Camlot; Prof. D. Douglas; Mr. J. Kelly; Prof. B. Layne; Ms. M. Manson; Prof. C. Nikolenyi; Mr. M. Nurujjaman; Ms. T. Salameh; Mr. D. Shakibaian; Prof. J. Turnbull

Non-voting members: Mr. P. Beauregard; Me B. Freedman; Ms. M. C. Morin

1. Call to order

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

2. Approval of Agenda

*R-2012-2-1*     *Upon motion duly moved and seconded (Wild, Ingram), it was unanimously resolved that the Agenda of the Open Session be approved and that items 3 to 7 be approved or received by consent.*

*CONSENT*

3.  Approval of the Minutes of the Open Session meeting of January 20, 2012

*R-2012-2-2*  *The Minutes of the Open Session meeting of January 20, 2012 were approved by consent.*

4.  Reports of Senate Standing Committees

4.1  Library

The report of the February 6, 2012 meeting will be provided at the next Senate meeting.

4.2  Research

The committee has not met since the last Senate meeting.

5.  Report and recommendations of the Academic Programs Committee (Document US-2012-2-D1)

5.1  Major undergraduate curriculum changes – John Molson School of Business (Document US-2012-2-D2)

*R-2012-2-3*  *The major undergraduate curriculum changes in the John Molson School of Business, detailed in Document US-2012-2-D2, were approved by consent, as recommended by the Academic Programs Committee in Document US-2012-2-D1.*

5.2  Minor undergraduate curriculum changes – School of Extended Learning (Document US-2012-2-D3)
5.3  Minor undergraduate proposal – Monitoring Language Proficiency Score Equivalencies (Document US-2012-2-D4)
6.  Annual report from the Office of Rights and Responsibilities (Document US-2012-2-D5)
7.  Annual report from the Ombuds Office (Document US-2012-2-D6)

These documents were presented for information purposes.

*REGULAR*

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

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

9.  Remarks from the President

As a preface to the eConcordia presentation which will be done by Dr. Graham and Mr. Meti, Dr. Lowy noted that online courses have been given for over 10 years but the University's huge potential in this regard has not yet been reached.  A variety of

personnel issues, attitudes and feelings impeded the proper development of eConcordia. This is an area which must be developed along with traditional opportunities for outreach. Online learning is one way to achieve the University's outreach objective since this mode of course delivery can facilitate access to education for those students who have work obligations as well as geographical challenges.

10.  Presentation on eConcordia by Mr. Tony Meti, Interim President, KnowledgeOne / eConcordia, and Dr. David Graham

The first part of the presentation was given by Dr. Graham who specified that his presentation was an update of the one he had given to Senate in November 2009. He noted that eConcordia is simultaneously a legal entity and a brand. As an entity, eConcordia is the owner of KnowledgeOne, created in 2010 to develop and deliver courses and which houses all the employees, hardware and software. eConcordia is a not for profit corporation whose sole purpose is to own KnowledgeOne. eConcordia and Concordia University are linked by their Board of Directors. As a brand, eConcordia is used for all Concordia University credit courses developed and delivered by KnowledgeOne.

With respect to tuition revenue derived from online courses, the gross revenue per seat less the amount transferred to KnowledgeOne to fund operating costs results in net revenue per seat of $13.24 for the current year. There are 27,281 seats for the current year. According to *The Sloan Consortium*, rapid growth is the trend for online courses.

Online learning is advantageous for Concordia students since it offers them flexibility to complete their studies in a timely manner. The technical and academic quality of online course offerings has improved to the point where online learning need not be considered inferior to the classroom experience. Other universities are offering expanded opportunities to participate in online learning, and online courses can also help the University solve some classroom capacity problems.

Dr. Graham concluded his presentation by reviewing some important principles on which online learning should be based, namely ensuring that the academic quality of as well as instructor engagement in online courses is commensurate with our normal expectations, including all online courses in the normal approval and review processes and setting online development priorities by the academic units.

The second part of the presentation was given by Mr. Tony Meti, Interim President of KnowledgeOne. The latter conveyed KnowledgeOne's mission to provide leading Canadian universities with cost effective online course development, delivery resources and support services.

He conveyed the highlights of the service provided by KnowledgeOne, which is a turn-key solution from design, development, implementation and support. All courses are branded by the University and intellectual property will remain the property of the University. KnowledgeOne offers full customer support, including instructor training, via a proprietary learning management system with the ability to deliver online courses to

a high volume of learners which includes tools for reporting, assessment, tracking, content management and communication. Fifty-seven courses have been offered this year, with close to 30,000 seats.

The common objective is to offer online learning to Concordia University students. In other words, the University, which is the client, selects the courses and the professors and allocates the resources, while KnowledgeOne, the provider, designs, develops, implements and supports the delivery of the courses. Mr. Meti outlined the steps taken to ensure the quality control of the design, delivery and operation of courses as well as the key drivers which are innovation, change and adaptation.

While Concordia is currently situated in the mid-pack among distance education ranking in Canada, through our combined efforts Concordia University will be able to reach out and attract the new and growing online market. KnowledgeOne's most important client is Concordia University and supports its needs by better serving its students. Moreover, KnowledgeOne is building on the experience it has gained to reach out to other universities. Mr. Meti concluded his presentation by stating KnowledgeOne's vision to be recognized as a leading developer and service provider of web-based courses in higher education and professional training.

The questions and comments arising from the presentations are summarized as follows:

- Dissent was voiced with the vision statement. Education is a public service, not an industry. Innovation should not be pursued for its own sake. Branding is a manufactured perception of quality. Students are not clients. According to the highlights, on average there would be 526 students per class.
- According to the most recent financial statements, the University has lost money with eConcordia and KnowledgeOne, and a complete breakdown of all revenue and expenses was requested.
- What is the proprietary learning management system?
- Opposed to higher education being reduced to a business model. The debit side of the balance sheet outweighs the credit side. There is a definite financial advantage to deliver courses online with an average of 526 students for each course. The History Department opposes the "escroquerie" of eConcordia.
- Several clarifications were sought about the relationship between Concordia University, eConcordia and KnowledgeOne and, in particular, what is their corporate structure, whose names are included on the constating documents, who owns KnowledgeOne, who sits on the board of these entities?
- Why are there additional fees associated with online courses which restrict the student's access to the course until they are paid, despite the fact that the full tuition has been paid?
- How is the course evaluation process conducted and compiled? Does the absence of interaction affect the retention rate?

Responses are summarized as follows:

- The University did lose money with eConcordia in the first year. The financial statements showing the transfer to eConcordia does not show the revenue side. The net contribution of KnowledgeOne is not incommensurate with the benefits derived. A lot of work has been done to improve the financial components.
- There is a potential advantage to offering online courses. It allows for a cross-subsidy to balance the cost of small courses by offering large introductory courses.
- The business vocabulary is not meant to be offensive but the goal is to ensure that the student is well served, satisfied and receiving a better education.
- The Learning Management System is an infrastructure hardware and software system.
- It is common that additional fees be charged for distance learning.
- KnowledgeOne has its own course evaluation instrument. There is a lot of research regarding the retention rate. Factors such as perception of quality, individual preference and convenience come into play and can swing the pendulum one way or the other.

Dr. Lowy added that in a subsequent meeting Me Freedman could respond to the questions about the legal structure, relationship between the three entities and the membership of their boards and Mr. Kelley could present financial information. He reminded Senators that MELS has urged all universities to use their internal assets to generate additional funds and apprised Senate that Mr. Meti is not being remunerated for taking on the interim presidency of KnowledgeOne.

11. Election of two faculty members nominated by Senate to serve on the Evaluation Committee for the University Librarian (Document US-2012-2-D7)

Dr. Boisvert noted that all full-time and part-time faculty members are entitled to vote for the two faculty members who will serve on the Evaluation Committee for the University Librarian. The information pertaining to the five candidates was included in the Senate documentation. Further to the vote, Dr. Boisvert declared the election of Drs. Monika Gagnon and Kristina Huneault.

12. Recommendation regarding a name change for the Loyola International College (Document US-2012-2-D8)

On the one hand, some Senators were uncomfortable with the proposed name change. Some concerns were raised since it identifies two minors, but what will occur if there is a third minor? It was also felt that the "for" in the proposed name implied too much advocacy by the College.

On the other hand, those in favor of the proposal felt that the current name does not reflect the College's contemporary topics. The proposed name reflects current interests but leaves it open for future changes and growth of the college. Moreover, the College was meant to include a foundational year for international students but this never came to fruition. As a result, including "International" in the name is confusing for students.

R-2012-2-4    *Upon motion duly moved and seconded (Brown, Nelson), it was resolved that, on recommendation of the Arts and Science Faculty Council, Senate recommend to the Board of Governors the name change of Loyola International College to Loyola College for Diversity and Sustainability, as set out in Document US-2012-2-D8.*

13.    Report of the Finance Committee (Document US-2012-2-D9)

In response to Prof. Peluso's request that details of expenditures by Faculty be provided, Dr. Boisvert said that the questions should be specific to the information conveyed in the report.  Prof. Peluso then asked for detailed information over the last two years per Faculty regarding scholarships and tuition waivers granted to graduate students. Ms. Nazar echoed Prof. Peluso's request to see more detailed information regarding graduate student fee remissions, opining that more funding should be based on financial need as opposed to merit.

14.    Report and recommendations of the Academic Planning and Priorities Committee (Document US-2012-2-D10)

A sheet including the wording of the motions resulting from the APPC report was distributed.  It was agreed that the motions be dealt with sequentially.

R-2012-2-5    *Upon motion duly moved and seconded (Graham, Sonin), it was unanimously resolved that Senate recommend to the Board of Governors the approval of the revisions to the membership of Senate, as outlined in Appendix 1 of Document US-2012-2-D10, to take effect for the 2012-2013 academic year;  and*

*That accordingly the Enabling Legislation regarding the Speaker of Senate be abrogated.*

R-2012-2-6    *Upon motion duly moved and seconded (Graham, Wild), it was unanimously resolved that Senate adopt a revised mandate for the Steering Committee, as described in Appendix 2 of Document US-2012-2-D10, to take effect for the 2012-2013 academic year.*

In response to queries regarding the third motion, Dr. Graham explained that APPC felt it was appropriate to add a part-time non-credit faculty member as a voting member of Senate, given that all courses, including non-credit ones, are approved by Senate.  An amendment to add a part-time faculty member teaching in the credit courses of the School of Extended Learning, moved by Prof. Peluso and seconded by Prof. Leonard, was discussed and adopted by a majority of members.  The vote was then taken on the motion as amended.

R-2012-2-7    *Upon motion duly moved and seconded (Graham, Burke), it was resolved that Senate recommend to the Board of Governors the approval of further revisions to its membership by adding the appointment by the Council of the School of Extended Learning of one part-time non-credit faculty member from the Centre for Continuing Education and one part-time faculty member teaching in the credit courses of the School of Extended Learning as voting members of Senate, to take effect for the 2012-2013 academic year.*

*R-2012-2-8*   *Upon motion duly moved and seconded (Graham, Drew), it was unanimously resolved that Senate recommend to the Board of Governors the approval of a three-year term for the two non-voting members of the administrative and support staff of the University, but that in order to allow for staggered terms one member be initially appointed for three years and the other for two years.*

*R-2012-2-9*   *Upon motion duly moved and seconded (Graham, Wild), it was unanimously resolved that Senate recommend to the Board of Governors the approval of an amendment to the term of the part-time faculty members of Senate from one year to three years, to take effect for the 2012-13 academic year.*

*R-2012-2-10*   *Upon motion duly moved and seconded (Graham, Burke), it was unanimously resolved that Senate recommend to the Board of Governors the approval of a three-year term for the part-time non-credit faculty member from the Centre for Continuing Education.*

15.   <u>Recommendations 9 and 10 of the Ad Hoc Committee (APPC and SJC) regarding term limits for Senators</u> (Document US-2012-2-D11)

Dr. Boisvert noted that a summary of the discussion regarding term limits was included in the documentation, specifying that once Senate has decided what it wishes to recommend to the Board of Governors, Ms. Tessier will draft the appropriate wording to include in the By-Laws.  To facilitate the discussion, he suggested that Senate focus on the following questions:

1-   What is the allowable number of terms, i.e. two consecutive terms or something else?
2-   What is the finality of term limits? Does the clock restart after a break?  If so, how long a break?
3-   Will years already served as of May 31, 2012 count against the limit?

A discussion ensued, further to which a consensus was reached that Senators be entitled to serve for two consecutive terms, that they be eligible for reappointment after having been off Senate one year and that years served count against the limit only as of May 31, 2013.

16.   <u>Broadcasting and recording of Senate meetings</u> (Document US-2012-2-D12)

Pursuant to the committee of the whole discussion at the last Senate meeting with respect to this issue, Dr. Boisvert conveyed Steering Committee's recommendation that Senate vote on whether or not it is in favor, in principle, of broadcasting and/or recording meetings and, if so, of mandating a committee to study these issues and report back with recommendations regarding implementation.

A discussion ensued, during which the pros and cons and concerns regarding broadcasting and /or recording were raised.  Overall, it was felt that more information was required to make an informed decision and that a committee should be established to look into the implications, including any legal implication, and interrelated questions.

*R-2012-2-11*    *Upon motion duly moved and seconded (Gill, Graham), it was resolved to strike an ad hoc committee, whose composition is to be determined by Steering Committee, with a view of making a recommendation to Senate with respect to guidelines regarding the broadcasting of Senate meetings, including video, audio, transmission and/or recording.*

17.    Items for information
17.1    Update on ongoing senior administrative searches (Document US-2012-2-D13)

This update was presented for information.

18.    Question period (maximum – 15 minutes)

In response to a query from Ms. Nazar, Mr. Côté confirmed that his written response to Ms. Gill's written question had been provided at the January 20 meeting, specifying that the Security Department monitors events and does not monitor or keep files on individuals.

Further to Mr. Morrow's question regarding the status of APPC's recommendation regarding the mandate and composition of the Academic Plan Coordinating Committee, Dr. Graham said that APPC had not met since the last Senate meeting.  While it had attempted to deal with this via email, it was felt that this matter should be dealt with in a meeting and therefore this matter will be discussed at its next meeting scheduled for March 20.

Pursuant to concerns raised by Ms. Nazar and Prof. Peluso regarding the fact that publications are distributed by outside organizations on campus while students are asked for identification and prohibited by Security from distributing flyers, Mr. Côté indicated that he would follow as to the appropriate applicable policy and sector and provide an update.

Having noticed that quorum was lost, the Speaker adjourned the meeting at 5:24 p.m.

Danielle Tessier
Secretary of Senate