

MINUTES OF THE OPEN SESSION  
OF THE MEETING OF SENATE

Held on Friday, October 3, 2014,  
immediately following the Closed Session  
in the Norman D. Hébert, LLD Meeting Room  
(Room EV 2.260) on the SGW Campus

PRESENT

Voting members: Dr. A. Shepard (*Chair*); Prof. A. Agarwal; Prof. M. O. Ahmad; Prof. A. Akgunduz; Ms. E. Alguire; Dean A. Asif; Dr. B.-A. Bacon; Dr. G. Beaudry; Mr. S. Brown; Prof. P. Caignon; Prof. J. Capobianco; Prof. S. Carliner; Dr. G. Carr; Ms. A. Chevalier; Prof. S. Chlopan; Prof. R. Courtemanche; Prof. J. Didur; Prof. I. Dostaler; Prof. Mariana Frank; Mr. C. Fuentes; Prof. B. Gabriel; Prof. E. Griffiths; Dean S. Harvey; Prof. N. Ingram; Prof. G. Leonard; Dean B. Lewis; Ms. L. Marshall-Kiparissis; Ms. M. Miller; Prof. M. Mulrennan; Mr. M. Palynchuk; Mr. B. Prunty; Prof. R. Reilly; Dean A. Roy; Ms. E. Saboureau; Prof. J. Segovia; Prof. Y. Shayan; Prof. J. Sloan; Mr. T. Smith; Prof. M.-L. Wholey; Dean C. Wild; Mr. T. Wilkings; Dean P. Wood-Adams

Non-voting members: Ms. J. Beaudoin; Me B. Freedman; Mr. P. Kelley; Ms. R. Marion  
Ms. L. Ostiguy; Mr. B. Tucker

ABSENT

Voting members: Me P. Blais; Prof. D. Douglas; Prof. Marcie Frank; Prof. J. Grant; Prof. C. Jackson; Prof. L. Katsanis; Prof. C. Nikolenyi; Prof. T. Stathopoulos

Non-voting members: Mr. P. Beaugard; Mr. R. Côté

1. Call to order

The meeting was called to order at 9:11 a.m.

1.1 Approval of Agenda

R-2014-7-4     *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 September 12, 2014

R-2014-7-5     *Upon motion duly moved and seconded, it was unanimously resolved that the Minutes of the Open Session meeting of September 12, 2014 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

Dr. Shepard was saddened to announce the death of Prof. Paul Fazio who had arranged for a generous gift prior to his passing.

He apprised Senators of the upcoming Convocation ceremonies on October 28 and spoke highly of the honorary degree recipients, Jacqueline St-Yves who will be accepting the degree on behalf of the congregation of the Sisters of Charity (Grey Nuns), Richard Stallman and Michael Sabia. He summarized the honorary degree nomination process.

The President talked about several fellowships, prizes and events, noting that this year's annual Shuffle raised \$65,000 as well as some recent gift announcements, which are a sign of renewed respect for Concordia.

The President also mentioned that Steering Committee had created an ad hoc committee, comprised of some of its members, whose mandate is to look into the process and criteria regarding room bookings and to report back at a later date.

4. Standing Committee reports

4.1 Academic Planning and Priorities Committee

The committee had not met since the last Senate meeting.

4.2 Finance Committee (Document US-2014-7-D2)

Dr. Ingram briefed Senators on four questions which arose from the content of the Finance Committee's report. Those have been submitted for written responses at the next meeting.

4.3 Library Committee

4.4 Research Committee

These committees have not met since the last Senate meeting.

5. Update on Academic Plan (Document US-2014-7-D3)

Dr. Bacon summarized the highlights of his written report.

CONSENT6. Committee appointments (Document US-2014-6-D4 - revised)

R-2014-7-6 *The committee appointments outlined in Document US-2014-7-D4 (revised) were approved.*

7. Academic Programs Committee: Report and recommendations (Document US-2014-7-D5)7.1 Major undergraduate curriculum changes - Faculty of Arts and Science7.1.1 Department of Classics, Modern Languages and Linguistics (Document US-2014-7-D6)7.1.2 Department of Education (Document US-2014-7-D7)7.1.3 Department of Geography, Planning and Environment (Document US-2014-7-D8)7.1.4 Department of Journalism (Document US-2014-7-D9)7.1.5 Department of Mathematics and Statistics (Document US-2014-7-D10)7.1.6 Department of Sociology and Anthropology (Document US-2014-7-D11)7.1.7 Department of Theological Studies (Document US-2014-7-D12)

R-2014-7-7 *The major undergraduate curriculum changes in the Faculty of Arts and Science, outlined in Documents US-2014-7-D6 to D12, were approved, as recommended by the Academic Programs Committee in Document US-2014-7-D5.*

REGULAR8. Business arising from the Minutes not the Agenda

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

9. Strategic planning update

As a follow-up from the discussion which occurred at the last Senate meeting, Dr. Shepard said that the key question we should be asking is how do we position ourselves to thrive in the emerging context? He reviewed the proposed process which had been endorsed by Senate at the last meeting.

In the fall, we will take stock and articulate our challenge to determine where we are at by initiating conversations and open meetings on thinking strategically, so that by the winter, we understand our context and increase our awareness to identify what is going on around us by inviting speakers and focusing on conversations and feedback channels, and then in the spring, we will know what our priorities are and be able to develop and respond to draft strategic directions. Once those directions will have been validated by

Senate and the Board, the planning process at the unit level will commence in the fall 2015.

This process will constitute an opportunity for engagement by the University's many constituents and will allow for trying and assessing various approaches. The President noted that Steering Committee will form the basis of an advisory committee to which other members will be added from the Faculties, including faculty members and students. Further to a comment, the importance of including a representative of the administrative and support staff on the committee was acknowledged.

A copy of Dr. Shepard's presentation will be sent to Senators.

10. Budget update

Dr. Shepard summarized the budget cuts that the University has had to deal with over the last two years. On the one hand, a \$13.2 million cut to the base budget, originally announced as temporary, was made permanent by the previous government and, on the other hand, the path of cost reductions announced by the current government which prevents the University from incurring a deficit allowed by the previous government and causes it to reduce its spending, for a combined cut of \$15.7 million for 2014/2015. The government has also mentioned that next year will be even more difficult.

As a result, in its efforts to balance its budget, the University is offering a Voluntary Departure Program (VDP) to administrative and support staff having more than ten years of continuous service, the details of which are posted on the University's portal. Dr. Shepard assured Senators that once the impact of the VDP will be known, the landscape will be looked at to rebalance the staffing at the University as best it can. Priority will be given to limiting impact to the academic and research mission of the University.

Following this update, Dr. Shepard and Mr. Côté responded to questions.

11. Update on Co-op program

Mr. Gerry Hughes, the Director of the Institute for Co-operative Education, began his presentation by showing a short video of students' testimonials regarding their co-op experience.

He explained that co-operative programs are those that alternate periods of academic study with periods of work experience. He conveyed the benefits of co-op for students, which include integrating work experience with academic learning, providing opportunities to earn revenue, clarifying their career choices and expanding their networks as well as enhancing their overall confidence.

Currently, co-op programs are offered by 55 Canadian universities, offering about 1,100 programs in which over 80,000 students are enrolled. In Quebec, Concordia and Université de Sherbrooke offer the largest co-op programs. At Concordia, the first co-op

program was founded in the Faculty of Arts and Science in 1980 and now each Faculty has co-op programs. Mr. Hughes provided the details of the current co-op programs at Concordia, highlighting new programs and noting that enrolments have grown about 35% over the last two years.

Mr. Hughes concluded his presentation by speaking of the co-op program's strategic directions and responded to questions from Senators. A copy of Mr. Hughes' presentation will be forwarded to Senators.

## 12. Update on Advancement and Alumni Affairs

Me Freedman broached the topic by emphasizing that the primary *raison d'être* of the Advancement and Alumni Relations (AAR) unit is to support Concordia's academic and research mission. Two external reviews were conducted to assess the campaign readiness as well as the state of the University's fundraising efforts. He outlined the key drivers which are necessary to ensure advancement success.

Me Freedman introduced Marcel Dupuis, recently appointed as Associate Vice-President, Development who provided an overview of the fundraising efforts over the past years, specifying the importance to align donors with specific projects, since typically donors support ideas and the people in whom they believe. Mr. Dupuis gave details on the major campaigns since 1983, which raised a total of \$300 million and which has enabled the University to undertake a wide variety of new projects. He outlined the role of each of the four units of which AAR is comprised.

Mr. Dupuis explained how the fundraising activities are conducted as well as the donor cycle which aims to support the University's academic and research priorities. He outlined the steps and components in the next advancement plan to set the foundation of the next major campaign and how academic partners can help in cultivating the advancement culture.

In the absence of Leisha LeCouvie, Senior Director, Alumni Relations, who was unable to attend, Me Freedman summarized the results of an online alumni survey conducted last spring. The low response rate is a likely indication of disengagement of the alumni. The overall feelings of alumni about their student experience and the University today are favorable but underwhelming.

This indicates that work needs to be done to enhance student experience during their time at Concordia since this has a direct correlation with their overall positive feeling and their likelihood to stay connected with the University and become donors. Me Freedman noted that the information gathered from the survey will help form the strategic plan, and alumni engagement will be a key area of focus going forward.

Further to this presentation, Me Freedman and Mr. Dupuis responded to questions. The full details are included in the copy of the presentation which will be forwarded to Senators.

13. Question period

In response to a question from Prof. Akgunduz, Dean Wood-Adams replied that the upgrade and modernization of the Student Information Systems had allowed for almost all processes related to the School of Graduate Studies to be integrated online. Although the online submission of letters of recommendation will not be part of the January delivery, Dean Wood-Adams has met with the project leads who have agreed that this component will be a top priority for the first modifications after the January launch.

Further to a concern by Prof. Leonard regarding the public discussion and allegations of a rape culture at universities, Dr. Shepard reassured Senators that the University is proactive in this regard, and that he has a zero tolerance for any such culture or cover-up. He added that Concordia has several mechanisms and policies aimed at prevention, such as the Sexual Assault Resource Centre, which opened last year further to a student initiative. Moreover, the Athletics Department has been conducting a series of workshops to sensitize members of the University's sports teams, and the University's General Counsel is currently reviewing all policies to ensure that the appropriate processes are in place.

With respect to the budget cuts, and citing the EMSB's vocal objection, Mr. Prunty wondered if the University is looking to network with other institutions to provide a united front. The President responded that one of the negative effects of the disbanding of CREPUQ is that there is no longer a sense of a united front among Quebec universities. He indicated that he was working on the assumption that the government is acting in good faith and stated his preference for a less confrontational approach, which includes lobbying the Minister one on one and using every opportunity to articulate the University's mission and the consequences of the cuts to influential players. He added that while the government has indicated more cuts for next year, things may change during the course of the year.

14. Other business

There was no other business to bring before the meeting.

15. Next meeting

The next meeting will be held on Friday, October 31, 2014, at 2 p.m.

16. Adjournment

The meeting was adjourned at 11:08 a.m.

Danielle Tessier  
Secretary of Senate