

UNIVERSITY SENATEMINUTES OF THE MEETING OF 12 MARCH 1999ATTENDANCE

PRESENT: Dr. J.W. O'Brien (Speaker); Dr. F. Lowy; Dr. J. Lightstone; Prof. M. Danis; Mr. C. Emond; Mr. L. English; Dean M. Anvari; Prof. K. Argheyd; Ms. B. Banville; Prof. C. Bayne; Dean C. Bédard; Prof. L. Berezowsky; Ms. J. Bhandhari; Mr. P. Blais; Dr. D. Boisvert; Prof. J. Chaikelson; Mr. J. Cleary; Mr. W. Curran; Dean N. Esmail; Prof. C. Giguère; Mr. P. Gilmore; Ms. A. Haer; Prof. H. Li; Prof. C. MacKenzie; Prof. L. Plotek; Ms. L. Prendergast; Prof. M. Pruska-Carrol; Dr. W. Sellers; Ms. L. Stevens; Mr. J. Sundaram; Prof. P. Thornton; Prof. C. Vallejo

ABSENT: Prof. V. Baba; Ms. B. Berro; Prof. W. Byers; Prof. J. Capobianco; Mr. P. Hemens; Dean C. Jackson; Mr. J. Johnson; Ms. K. Lund; Prof. H. Poorooshab; Prof. E. Raudsepp; Dean M. Singer; Prof. R. Swedburg; Prof. R. Tremblay; Mr. J. Woodrow

GUESTS: Dr. Bob Roy, Vice-Dean (Academic), Faculty of Arts and Science

Documents associated with the Minutes

US-99-2-D1	Nominations for honorary degree recipients for June and November 1999
US-99-2-D1(a)	Nominations for honorary degree recipients for June 1999
US-99-2-D1(b)	Nomination for an honorary degree recipient for June 1999
US-99-2-D2	Appointments to Senate committees
US-99-2-D3	Letter from the Council of the Faculty of Fine Arts requesting approval to establish the Mel Hoppenheim Prize
US-99-2-D4	Proposed Membership and Powers of the Faculty Councils and the Council of the School of Graduate Studies
US-99-2-D5	Supporting documentation for proposed Membership and Powers of the Faculty Councils and the Council of the School of Graduate Studies
US-99-2-D6	Current Membership and Powers of the Faculty Councils and the Council of the School of Graduate Studies
US-99-2-D7	Concordia University Operating Budget Projection 1998-99
US-99-2-D8	Concordia University Operating Budget 1998-99 Netted Projection by Sector
US-99-1-D5	Academic Planning Process: Proposal for Updated Planning Mandate 1999

US-99-1-D6 Proposal to guide Senate's discussions of "The Upcoming Phase of the Academic Planning Process: Core Orienting Issues"

Call to Order

99-2-1 Dr. O'Brien called the meeting to order at 2:10 p.m.

Approval of Agenda

99-2-2 The Speaker told Senate the addition of one item to the Closed Session Agenda had been requested by the Vice-Rector, Institutional Relations and Secretary-General, Prof. Marcel Danis. The item concerned a proposal to extend the term of office of Rector and Vice-Chancellor Frederick Lowy.

IT WAS MOVED BY PROF. GIGUÈRE, SECONDED BY DR. LIGHTSTONE, THAT THE AGENDA BE APPROVED AS MODIFIED.

MOTION CARRIED.

OPEN SESSION

Approval of Senate Minutes (5 February 1999)

99-2-5 IT WAS MOVED BY DR. LOWY, SECONDED BY DEAN BÉDARD, THAT THE MINUTES OF THE SENATE MEETING OF 5 FEBRUARY 1999 BE APPROVED.

MOTION CARRIED.

Remarks from the Rector

99-2-6 Dr. Lowy reported that strenuous efforts to inform officials of the senior provincial civil service and political leaders about Concordia's financial needs were ongoing. Members of the Board of Governors, under the leadership of Vice-Rector Marcel Danis, had been extremely active in trying to generate support for the University's development plans.

Regarding the new federal budget, the Rector reported on provisions introduced to broaden funding opportunities for research scientists and engineers which were expected to increase the amount of research funding available to Concordia professors. He said the federal government had

established a new entity named the "Canadian Institutes for Health Research", which would incorporate the Medical Research Council and fund research in a wider scope of disciplines.

Dr. Lowy told Senate that CREPUQ had won the support of other Canadian university principals for Quebec's appeal for flexibility in the administration of the federal Millennium Fund. Quebec universities were arguing, because of the unique student assistance program offered by the Province, that Quebec's share of the Fund should be allocated by the provincial government to universities and to students.

The Rector was pleased to announce that, to celebrate International Women's Day, Concordia had hosted the award of the Helen Prize on 8 March 1999. Finally, Dr. Lowy said Concordia's athletic teams had had an extraordinarily successful year, and praised the efforts and achievements of the athletes and coaches.

Items for Information

- 99-2-7 Regarding the Tri-Council Policy Statement on Research Involving Humans, adopted at the February 1999 meeting of Senate, Dr. Lightstone reported that he had submitted a compliance plan on behalf of the University (of which a copy had been provided in the Senate package). The Tri-Council had acknowledged receipt of the proposal and indicated confirmation of acceptance, or advice for modification, would follow.
- 99-2-8 Dean Esmail informed Senate of the passing, on 2 March 1999, of Dr. Tadeusz Krepeq who joined Concordia's Department of Mechanical Engineering in 1979. The Dean told Senate that Dr. Krepec had been greatly valued within the Faculty, and students and colleagues had appreciated his unusual kindness and dedication. The Dean asked Senators to observe a moment of silence.
- 92-2-9 Dean Esmail reported that the Faculty was planning to introduce a new option in telecommunications. With the approval of Senate, the program, which was being developed in close collaboration with a consortium of extremely enthusiastic industrial partners, would begin with the introduction of four new courses in September 1999. The Dean said the telecommunications option was designed to produce graduates whose rigorous engineering education was tailored to meet the specific and exacting demands of the industry. The private sector partners would

contribute laboratory facilities, equipment, and teaching resources. Concordia was the first university to enter into this arrangement, but it was predicted that École Polytechnique would join the project before the end of March. Dean Esmail noted that the consortium planned to make a public announcement shortly.

Because of the unusual nature of the initiative, Prof. Giguère said, he had drafted a summary to explain it; he requested that the Chair of the Academic Programs Committee transmit the summary to Senators for their information in April.

Question Period

- 99-2-10 A Senator asked whether the sub-committees set out in Dr. Lightstone's proposal to the Tri-Council would be chaired by members of the central committee. The Provost answered affirmatively. He explained, also, that the Policy required undergraduate students' research to be subject to the same conditions as research conducted by graduate students and faculty.

Appointments to Senate Committees

- 99-2-11 IT WAS MOVED BY MR. CLEARY, SECONDED BY DEAN ANVARI, THAT THE APPOINTMENTS TO SENATE STANDING COMMITTEES SET OUT IN SENATE DOCUMENT US-99-2-D2 BE APPROVED.

MOTION CARRIED.

Approval of the Mel Hoppenheim Prize

- 99-2-12 Registrar Lynne Prendergast said it was her understanding that the proposed Mel Hoppenheim Prize would be in addition to, and not instead of, the current prize for Cinema graduates; she wished, therefore, to inform Senate about the policy governing graduation awards. The policy, which was established by Senate to rationalize graduation awards after the 1974 merger, permitted each department to award a single departmental award at convocation. Ms. Prendergast said the Graduation Ceremonies Committee of the Board had recently decided to review the policy, and agreed not to establish new prizes or alter the structure of departmental awards until a comprehensive review was completed.

In the absence of the Dean of the Faculty of Fine Arts, a faculty member spoke strongly in favour of the new prize which, she said, would enhance the convocation experience for graduates of the Mel Hoppenheim School of Cinema and recognize the extraordinary contribution of one of the Faculty's most ardent supporters. Provost Jack Lightstone concurred, and noted the swift pace of change in our academic curricula was causing a movement away from departmental awards toward disciplinary or program-specific awards.

Speaker John O'Brien pointed out that a vote in favour of the present motion would not interfere with an evaluation of the policy on departmental prizes.

IT WAS MOVED BY PROF. MACKENZIE, SECONDED BY DR. LOWY, THAT, ON THE RECOMMENDATION OF THE FINE ARTS, SENATE APPROVE THE ESTABLISHMENT OF THE MEL HOPPENHEIM PRIZE TO BE AWARDED ANNUALLY TO THE MOST OUTSTANDING STUDENT GRADUATING FROM FILM PRODUCTION; AND

THAT SENATE RECOMMEND ITS APPROVAL TO THE BOARD OF GOVERNORS.

MOTION CARRIED.

Amendment of Official Document A-32, Membership and Powers of the Faculty Councils and the Council of the School of Graduate Studies

99-2-13 IT WAS MOVED BY DR. LIGHTSTONE, SECONDED BY PROF. BAYNE, THAT SENATE APPROVE THE MODIFICATION OF THE COMPOSITION OF THE COUNCILS OF THE FACULTIES OF ARTS AND SCIENCE, COMMERCE AND ADMINISTRATION, ENGINEERING AND COMPUTER SCIENCE AND FINE ARTS, AND OF THE POWERS OF THE COUNCIL OF THE SCHOOL OF GRADUATE STUDIES, AS SET OUT IN SENATE DOCUMENTS US-99-2-D3 AND 4; AND

THAT SENATE RECOMMEND, TO THE BOARD OF GOVERNORS, THAT OFFICIAL DOCUMENT A-32, MEMBERSHIP AND POWERS OF THE FACULTY COUNCILS AND THE COUNCIL OF THE SCHOOL OF GRADUATE STUDIES, BE AMENDED TO INCORPORATE THESE CHANGES.

The Vice-Dean (Academic) of the Faculty of Arts and Science, Dr. Bob Roy, identified aspects of the recommendation to revise the Powers of the

Council of the School of Graduate Studies which concerned him. Paragraph 2(ii) of the Powers of the Council of the School of Graduate Studies, as set out in Official Document A-32, currently read: “approve and recommend to Senate the modification or discontinuance of any program of graduate studies by any academic unit”. The recommended text was as follows: “consider, approve and recommend to Senate the modification, including the suspension of admissions, or discontinuance of any program of graduate studies by any academic unit”.

Dr. Roy pointed out that decisions regarding suspensions of admission, being based on resource considerations, had traditionally been in the domain of Faculty administrators; the proposal would add another step. A faculty member observed that the recommendation would add nothing to the particular powers of the SGS Council but, in the case of programs administered by the School, diminish them. Dean Bédard of Graduate Studies and Research explained that the motivation behind Council’s recommendation was to ensure adequate deliberation would precede decisions to suspend admissions which, on occasion, led to program closures.

Prof. MacKenzie, in her capacity as Chair of the Academic Programs Committee (APC), told Senate that APC was sometimes asked to approve the closure of a program subsequent to a suspension of admissions. In some cases, the small number of students was used to justify closure. Prof. MacKenzie suggested that, in the absence of a forum for broad discussion, the current mechanism for suspending admissions could cause opportunities for inter-Faculty cooperation to maintain desirable programs to be missed.

There were objections from faculty who felt it would be inappropriate and potentially time-consuming to require that proposals to suspend admissions be presented to Senate. A Senator suggested deleting the phrase “including suspension of admissions” from the text, and asked the Speaker if adoption of a motion to that effect would enable the main motion to go forward. Dr. O’Brien replied that such a motion to amend would be in order and, if adopted, would have the effect of removing the stated phrase from the document covered by the main motion. He added that the initiative to revise the procedure for suspension of admissions could be taken up again and presented to Senate at a later date.

IT WAS MOVED BY PROF. GIGUÈRE, SECONDED BY DEAN ESMAIL, THAT THE

PHRASE "INCLUDING SUSPENSION OF ADMISSIONS" BE DELETED FROM THE TEXT BEING PRESENTED FOR APPROVAL.

THE MOTION TO AMEND WAS CARRIED WITH FOUR OPPOSED.

Dr. Lightstone noted that a policy or procedure could be developed to ensure suspension of admissions was not used to circumvent proper procedures for discontinuation of programs.

Dean Anvari raised questions about the recommendation to revise the current paragraph 8 of the Powers of the Council of the School of Graduate Studies, from the present text: "establish policies and procedures for the fostering of graduate programs with an interdisciplinary, multidisciplinary or interuniversity dimension" to "establish policies, procedures and mechanisms for promoting and managing graduate programs with an interdisciplinary, multidisciplinary or interuniversity dimension". Dean Anvari asked whether this meant that joint programs between Faculties would be managed by the School of Graduate Studies. Dean Bédard replied that the proposal merely indicated the School wanted the authority to manage its own programs, both of which were longstanding: the Special Individualized Programs (SIP) and the Ph.D. in Humanities.

Cost and resource implications were questioned further. Certain revisions of the text were proposed, based primarily on the notion that splitting paragraph 8 into two distinct parts would clarify the matter and satisfy everyone. Dean Anvari said that initiation of programs by the School of Graduate Studies should be subject to the same controls as were new programs created by the Faculties. Dr. Lightstone pointed out that the proposed text did not imply the School wanted the power to create programs, but gave his assurance that all new programs would continue to be vetted by Senate. A faculty member suggested that paragraph 8 be revised and returned for consideration at a subsequent meeting.

Speaker John O'Brien asked Senate to vote on the proposal to table the recommendations concerning the powers of the Council of the School of Graduate Studies until the April meeting.

IT WAS MOVED BY PROF. GIGUÈRE, SECONDED BY DEAN ESMAIL, THAT THE RECOMMENDATIONS CONCERNING THE POWERS OF THE COUNCIL OF THE SCHOOL OF GRADUATE STUDIES, CONTAINED IN SENATE DOCUMENT US-

99-2-D4, BE TABLED UNTIL THE 9 APRIL 1999 MEETING OF SENATE.

MOTION CARRIED WITH FOUR OPPOSED.

The Speaker confirmed that the previous amendment pertaining to the powers of the School of Graduate Studies was, therefore, also tabled.

Dean of Students Donald Boisvert asked why the Council of the Faculty of Arts and Science had reduced the number of undergraduate student seats by fifty percent, from sixteen to eight. In the absence of Dean Singer, Dr. Roy answered, but said he was not present at the Council meeting when the vote was taken. Dr. Roy said it was his understanding that, given the large block of seats allocated for undergraduate students, declining participation and attendance on their part often made it difficult for Council to meet quorum.

Dr. O'Brien called for the vote on the main motion, as revised by the removal of the portion concerned with the powers of the Council of the School of Graduate Studies.

IT WAS MOVED BY DR. LIGHTSTONE, SECONDED BY PROF. BAYNE, THAT SENATE APPROVE THE MODIFICATION OF THE COMPOSITION OF THE COUNCILS OF THE FACULTIES OF ARTS AND SCIENCE, COMMERCE AND ADMINISTRATION, ENGINEERING AND COMPUTER SCIENCE AND FINE ARTS AS SET OUT IN SENATE DOCUMENT US-99-2-D4; AND

THAT SENATE RECOMMEND, TO THE BOARD OF GOVERNORS, THAT OFFICIAL DOCUMENT A-32, MEMBERSHIP AND POWERS OF THE FACULTY COUNCILS AND THE COUNCIL OF THE SCHOOL OF GRADUATE STUDIES, BE AMENDED TO INCORPORATE THESE CHANGES.

MOTION CARRIED.

Update on 1998-99 budget and preview 1999-2000

- 99-2-14 Chief Financial Officer Larry English projected the fiscal year would close with a deficit of \$3.310 million, a favourable variance of \$85,000. from the adjusted budget projection due primarily to higher than expected enrolments.

Mr. English pointed out that Senate Document US-99-2-D8, which detailed

the netted projection by sector, did not take account of the provincial government budget, released on 9 March 1999. The new budget promised to reduce the total accumulated deficit of universities by \$170 million in 1998-99. To update Senators, Mr. English summarized page 2 of US-99-2-D8, where recent commitments approved by the Rector's Cabinet and the Budget Committee of the Board of Governors were itemized. The amounts totalling \$2.992 million were classified as follows: the largest share (\$1.75 million, to be expended in the 1999-2000 budget year), for replacement of retired professors; \$0.6 million to enable the university to offer more competitive salaries to employees in information technologies (IT); \$0.4 million to equip classrooms with better IT facilities; \$0.097 million to hire professional staff in the Human Resources Department; and \$0.145 million to complete the consolidation of the Rector's Cabinet.

The third page of US-99-2-D7 contained a comparative table showing the financial situation of each of the Quebec universities; only École Polytechnique and Bishop's were projecting balanced budgets. Several universities had forecast annual deficits higher than Concordia's which, at \$3.4 million, represented 27% of our annual operating grant.

In the absence of any member of the Ad Hoc Senate Finance Committee, Mr. English read the report prepared by Committee Chair Abol Jalilvand. At its meeting of 4 March 1999, the Finance Committee considered projections for the 1998-1999 results which were acknowledged to be on track. There was an expression of surprise at the \$0.4 million shortfall of rental cash flow from the recently acquired Tour Faubourg. The Committee recommended closer monitoring and possible re-evaluation in the future. Finally, regarding the proposed "Additional Commitments", the Finance Committee wanted details to explain the choice and magnitude of the projected disbursements.

Mr. English told Senate that the negative variance of \$0.4 million under the heading "Commercial rentals" (page 6, US-99-2-D7) represented a shortfall due to unanticipated vacancies.

A faculty member asked whether the unfavourable variance attributed to the Human Resources Department (page 1 of Senate Document US-99-2-D7) included reorganization of the faculty personnel functions. Mr. English answered that it did.

Having just returned from a meeting in Quebec City, Mr. English was able

to provide some preliminary information and insight into the implications of the new budget for Concordia. In this budget, an amount of almost \$600 million had been earmarked for "additional investments in the education sector" over the 1998-99 and 1999-2000 budget years. However, Mr. English reminded Senate that actual allocation of funds had to be authorized by the Treasury Board which was to meet later in March.

Mr. English said the following conditions were attached to release of the \$170 million subsidy: (1) the amount payable to each university was not to exceed the total cost of its early retirement programs; (2) each university was obliged to submit a plan to achieve a balanced budget within four years. As Concordia had financed its retirement incentive programs largely through the pension fund, in order not to increase its accumulated deficit, it was possible such conditions would result in our receiving a smaller subsidy. Dr. Lowy told Senate that the Minister had specified that Concordia would not be penalized with respect to its share of benefits. Mr. English said each university which did not fit the general model used by the government would be invited to meet with an official to present its case.

The budget identified a group of industrial "strategic sectors" in which there was a shortage of qualified personnel; in these sectors, which included among others computer science and several branches of engineering (electrical, electronic, communications, multimedia and software), the government aimed to double the number of university graduates within six years. Direct subsidies, both for institutions and for graduates, were being offered to facilitate accomplishment of that aim.

The Registrar asked which of our programs might be eligible for grants in the "strategic sectors" envelope, pointing out that these provisions might influence our calculations regarding the financial benefits of privatization. Dr. Lightstone said it appeared that, in addition to several programs in the Faculty of Engineering and Computer Science, the Faculty of Fine Arts, the Communications Department of the Faculty of Arts and Science, and the MIS program in the Faculty of Commerce and Administration could benefit. He added that an information studies program being designed to replace the current Library Studies might also be eligible.

The Provost estimated that because Concordia had anticipated increased demand for programs in the targeted areas and had already prepared to accept higher enrolments, we would be able to attract a significant share

of new entrants. On the other hand, there was some concern that these initiatives, having predated the new government budget, might not benefit from the same level of assistance as would new programs. The Dean of Engineering and Computer Science pointed out that 262 new FTEs had already been created in the Faculty; he emphasized the importance of gaining agreement from the government on some degree of "grandparenting". Mr. English said the government planned to use 1996-97 and 1997-98 to produce a figure for average enrolments; it was understood requests to use an earlier set of base years would be considered. Dr. Lightstone told Senate that a meeting with Mr. Louis Gendreau, Assistant Deputy Minister for university programs, had been scheduled for mid-March.

Of an additional \$342 million identified for maintenance and improvement of education services in the province, \$25.5 million would be spent to compensate universities for salary indexation in the year 1999-2000. Mr. English said the provincial government had declared its intention to resume a mode of financing which would routinely provide universities with full funding for cost-of-living increases.

Finally, Mr. English reported that the budget proposed to increase the tuition fee differential for out-of-province Canadian students to \$59., from the current \$50.

Academic planning mandate: Discussion of the objectives of undergraduate education

- 99-2-15 Senators had been advised that the aspect of academic planning to be discussed at the present meeting was "the objectives of general education", identified as Issue #1 in Senate Document US-99-2-D6.

Prof. Giguère, who had prepared the document at the request of Steering Committee, introduced the subject. He suggested that enrichment of the imagination was the primary objective of all undergraduate education. The question of Concordia's focus in undergraduate education, Prof. Giguère proposed could be examined in light of notions of "ivory tower" educators contrasted with market-driven educational programming, and from the perspective of long-term and short-term goals. The latter, he observed, were distinct in the abstract but in reality could not be separated. A fourth factor identified by Prof. Giguère was a positive disposition toward partnerships with CEGEPs and with industrial

collaborators. He said arrangements based on mutual respect could be developed which produced clear benefits for all parties, especially for students.

Dr. Lightstone elaborated. Universities had to provide education of lifelong value to their students; more than ever, this meant ensuring that graduates possess multi-dimensional skills. He said that, until recently, universities had been timid about approaching the private sector to learn about its needs. In present circumstances, universities should ask business and industry precisely what kind and number of graduates were needed. Concordia should consider that information, the Provost advised, and then decide what it wants to offer. He emphasized that we must be prepared to enter into serious, open dialogue with our students, the private sector and representatives of all societal constituencies.

A student warned against substituting training for education in independent thinking, and gave the example of friends in the pure sciences who were dissatisfied with the narrowness of their education. Dean of Engineering and Computer Science Nabil Esmail noted that the recently approved general education requirement would address that problem. He reminded Senate that general education would also require all graduates to have a minimal knowledge of science and technology, which was more essential than ever.

Dean Esmail related the contemporary experience of engineers. He said universities used to be the primary, and sometimes exclusive, creators of knowledge. Now, that a great deal of groundbreaking research was done in the private sector, and for society to take full advantage of the remarkable pace of developments in engineering and technology, universities should acknowledge that the direction of learning must go both ways.

Dean Anvari of the Faculty of Commerce and Administration supported the Provost's earlier statements. Dean Anvari said that the traditional methods of program development, which involve a group of academics sitting together to work out their plans, were no longer adequate. It was critical that the academic sector hear its partners outside the universities. He emphasized that the situation was not "black and white" -- we did not have to produce the programs prescribed by external partners, but we must listen to them.

There followed a discussion about the mechanics of program design. Registrar Lynne Prendergast agreed that more flexible methods of program design were needed and students should be encouraged to cross the lines between academic disciplines. She said the reality, however, was that downsizing had reduced the number of places available for students in courses outside their main area of study. Faculty observed that both the collegial, multi-layered method of decision-making and our traditional disciplinary boundaries might be hindering the University's ability to make program changes in a timely and effective manner. Further, while teachers appreciated the demands of the competitive environment, internal competition for limited resources severely constrained their options and presented an enormous challenge to the Vice-Rector, Services' area.

Speaker John O'Brien thanked Senators for an excellent discussion. He said the subject area selected by the Steering Committee for the next discussion would be identified on the April agenda.

- 99-2-16 The Speaker announced that the next meeting of Senate would be held on 9 April 1999. He reminded Senators to sign the attendance sheet before leaving.
- 99-2-17 The meeting was adjourned at 5:00 p.m. on a motion by Prof. Bayne, seconded by Prof. Roy.

Amely Jurgenliemk
Secretary of the Board of Governors and Senate

8 April 1999