

UNIVERSITY SENATE

MINUTES OF THE MEETING OF 6 DECEMBER 1991

PRESENT: Dr. P. Kenniff (Chair); Dr. R. Sheinin, Dr. J.C. Giguère; Dr. M. Cohen; Me B. Gaudet; Prof. J. Locke; Mr. J. Dracontaidis; Mr. T. Dowd; Ms. C. Nero; Mr. P. Toone; Ms. J. Graham; Mr. K. Lowther; Prof. T. Stathopoulos; Dean M.N.S. Swamy; Prof. F.D. Hamblin; Prof. A.B. Doyle; Prof. M. Peluso; Prof. J. Drysdale; Mr. B. Smart; Prof. W. Knitter; Dean C.L. Bertrand; Prof. C.W. White; Prof. M. Brian; Prof. G.M. Auchinachie; Acting Dean C.A. Ross; Prof. K. Raudsepp; Dean R. Parker; Prof. J. Segovia; Prof. A. Jalilvand; Acting Dean M. Kusy; Prof. B. MacKay.

ABSENT WITH REGRETS: Dr. J. Lightstone; Mr. D. Pomerleau; Prof. P.D. Ziogas; Prof. A. Newell.

Call to Order

91-6-1 The meeting was called to order at 2:12 pm.

Approval of Agenda

91-6-2 It was suggested and agreed that the order of Agenda items IX and X be reversed.

The Agenda, as presented and changed, was approved.

Approval of Senate Minutes

91-6-3 IT WAS MOVED BY ACTING DEAN ROSS, SECONDED BY PROF. STATHOPOULOS, THAT THE MINUTES OF THE SENATE MEETING OF 1 NOVEMBER 1991, BE APPROVED.

MOTION CARRIED.

Remarks from the Chair

91-6-4 Commenting with respect to today being the second anniversary of the tragic deaths of the fourteen young women at Ecole Polytechnique on 6 December 1989, Dr. Kenniff advised that this was a day during which we should attempt to carry on with our normal activities and to continue to do the work that we were at the University to do, while at the same time, pausing to remember and to express our thoughts, as many did during the memorial service which was held at noon in the Loyola Chapel. He further advised that in addition to the House of Commons declaring December 6th as a Day of Remembrance, the Canadian Senate yesterday unanimously passed legislation dealing with gun control which had been the object of a concerted lobbying effort, including petitions signed by many in the

university community and a letter which he had signed jointly with the President of Ecole Polytechnique urging the heads of all universities in Canada to intervene with the Minister of Justice for stricter gun-control legislation. Finally, he invited members of Senate to stand and join him in observing a minute of silence in remembrance of the tragedy at Ecole Polytechnique.

- 91-6-5 Also, in commenting on a question which had been raised by Professor Drysdale concerning the current situation of the University Libraries, Dr. Kenniff advised that the issue involved the evolution and present state of the Library Acquisitions Budget; that the matter was considered by the Steering Committee at its meeting of 26 November 1991; and that it had been referred to the University Library Committee for its consideration, and simultaneously referred to the three Vice-Rectors as a "notice of question" for possible consideration under the "Question Period".

Reports from Councils, etc.

- 91-6-6 With respect to the report from the Academic Programmes Committee (document US-91-6-D8) listed under Agenda item VIII, Dr. M. Kusy, Acting Dean, Graduate Studies, advised that the recommendation of the Board of Graduate Studies Appraisal Committee concerning additional resources for the Diploma programme in Institutional Administration, was conditional upon the Faculty of Commerce and Administration determining that the programme was part Of its long-term academic priorities.
- 91-6-7 Dr. M. Cohen, Vice-Rector, Institutional Relations and Finance, reported that the University recently had forwarded to the Ministry of Higher Education and Science a "deficit absorption plan" consisting of a repayment schedule for the 43.5 million dollar accumulated deficit over a ten year period beginning with the fiscal year which ended on 31 May 1991. He also advised that the 4.3 million dollar surplus anticipated for the current year, was more than what was in the budget that had been approved by the Board of Governors on the recommendation of Senate; that this difference was the result of declining interest rates and a decision by the Budget Committee of the Board to minimize interest payments by maximizing inter-fund borrowing *vis-à-vis* restricted funds held by the University. In addition, he explained that a number of principles were contained in the repayment plan, including the principle that any new development money received under the grant formula would not be used for repayment of the accumulated debt, but rather would be spent for activities; that any increase in overhead funding for research would be spent in support of research; and that interest saved through payments toward the accumulated debt would be spent on development. Finally he advised that he would deposit a copy of the repayment plan documentation with the Secretary for the Senate record, and which would be available for members who might wish to review them.
- 91-6-8 In advance of leaving the Senate meeting, Ms. Charlene Nero, undergraduate student representative, advised that although student members felt strongly about a number of items on the Agenda, in view of events over the past several days and the fact that this was the anniversary

of the massacre at Ecole Polytechnique, some members of the student caucus would not attend the Senate meeting; that there were various commemorative events taking place at this moment; and that she also felt obliged to leave the meeting. In addition, she urged Senators seriously to consider taking measures similar to those taken by other universities, i.e., to make December 6th an official day of remembrance at Concordia as well, and not to hold examinations, classes, and particularly something like a Senate meeting at this time. Stating that she trusted that student views would be represented appropriately by those remaining behind, she advised that in good conscience she could not remain at the meeting; and she apologized to members of Senate as she departed the meeting accompanied by undergraduate student representatives Ms. Janet Graham and Mr. Philip Toone.

91-6-9 In response to a question concerning the status of the search process for a Director of University Libraries, Dr. Giguère, Vice-Rector, Services, advised that the Advisory Search Committee which had been established over one year ago had come forward with a possible candidate, but that prior to completion of any negotiations and the presentation of reports to the Board of Governors from the Committee, and from himself as Chair of the Committee, the candidate withdrew from the search process. He further advised that following consultations, it was felt, given the imminence of the move of the Library into its new quarters and the development of the Library Information System, that it would be wise to delay re-starting the whole search process for some months; that the management of the Libraries was functioning with the help of Dr. L. Vagianos, former Director of Libraries and former Vice-President, Dalhousie University, who was providing consulting services; and that the search process would probably begin again in the Summer or early Fall, 1992.

91-6-10 Responding to a question concerning the current and prospective situation with respect to the Library budget, and particularly the acquisitions budget, Dr. Giguère reminded members that the matter had appeared before Senate last Spring and had been referred to the University Budget Committee. He also advised that the Chair of the University Library Committee, and Library representatives, have been addressing the Faculty Councils during the past month to ensure that the Councils were aware of the situation, and to encourage them to consider the matter seriously and to bring recommendations forward; and that it was expected that eventually the matter would be on the Senate Agenda possibly in January or February, 1992. In addition, with respect to budgetary details, he advised that he would provide the Secretary with a copy of an Analysis of Library Acquisitions Budgets covering a ten year period beginning with 1982/83; that the Library Acquisitions Budget had been increasing over the past years, e.g., from \$1,122,000 in 1982/83 to \$1,804,000 in 1987/88, at which time the Québec Government allotted universities nonrecurring capital funds for monograph purchases; that under this special programme, Concordia had received approximately \$1,000,000 which was used for the purchase of monographs, but in such a way as to offset the inflation on the costs of periodicals; that the inflation rate with respect to periodicals has been running far above the general annual rate of inflation and far above the

indexation of non-salary government grants; that this has resulted in the depletion of the \$1,000,000 special capital funds received for monograph purchases, and there was no hope of getting another such special grant in the near future: that given that it would be far more expensive to recoup periodicals that are cancelled, the Library has maintained the list of periodicals by cutting deeply into the monographs budget; that a request was presently before the University Budget Committee to put the purchasing power of the Library back to what it was in 1982/83, taking inflation into account; and that recommendations with respect to this would eventually appear at Senate.

In further comments, Dr. Cohen, Vice-Rector, Institutional Relations and Finance, advised that the request concerning the above-mentioned increase in purchasing power for the Library was being looked at very seriously, and that it appeared to be gathering a lot of support in terms of being a very high priority within the context of the feasible financial means for next year, particularly given the opening of the new Library building; and that assuming stable funding, i.e., no funding cutbacks and acceptance of the principles put forward in the "deficit absorption plan", the request for increased funding would be looked at as part of the priority-setting exercise.

Appointments

Committees of Senate

91-6-11 IT WAS MOVED BY PROF. PELUSO, SECONDED BY PROF. LOCKE, THAT THE APPOINTMENTS TO THE COMMITTEES OF SENATE AS CONTAINED IN DOCUMENT US-91-6-D2, BE APPROVED.

MOTION CARRIED.

Graduate Curriculum Proposals

91-6-12 With respect to the documentation related to this item, Dr. Kenniff drew members' attention to the report from the Academic Programmes Committee (document US-91-6-D8) which, he advised, was a document common to all of the curriculum proposals from the various Faculties.

91-6-13 IT WAS MOVED BY ACTING DEAN KUSY, SECONDED BY PROF. KNITTER, THAT THE PROPOSED GRADUATE CURRICULUM CHANGES IN THE FACULTY OF ARTS AND SCIENCE (DOCUMENT US-91-6-D4), BE APPROVED, SUBJECT TO THE COMMENTS AND RECOMMENDATIONS OF THE ACADEMIC PROGRAMMES COMMITTEE, (DOCUMENT US-91-6D8).

In response to a concern expressed with respect to the phrase ". . . subject to the comments. . ." in the motion, the mover and seconder agreed that the phrase be changed to read - "AS RECOMMENDED BY THE ACADEMIC PROGRAMMES COMMITTEE".

In connection with a question concerning the disposition of the positive resource implications with respect to the 45-credit reduction in the MA programme in Applied Psychology vis-à-vis professional teaching loads, Dr. Kenniff explained that the proposed change reflected the move over the past several years towards making Masters-level programmes uniform at 45 credits; and that one of the major reasons for this was that the Québec Government funded such programmes at a 45-credit level, and that anything delivered beyond 45 credits was at the University's own expense.

Dean Bertrand explained that the normal practice vis-à-vis resource implications has been taken to mean that new money would have to be spent, and hence the statement that there were no resource implications with respect to the proposed Psychology changes. He also advised that the changes would release only a Blight amount of professional time because of reorganization of the Ph.D. Psychology programme with General and Clinical Profiles; and that any resources which might be freed up would stay not only within the Faculty of Arts and Science, but within the Department of Psychology.

THE MOTION, AS CHANGED, WAS CARRIED.

Commerce and Administration

91-6-14 IT WAS MOVED BY ACTING DEAN KUSY, SECONDED BY ACTING DEAN ROSS, THAT THE PROPOSED GRADUATE CURRICULUM CHANGES IN THE FACULTY OF COMMERCE AND ADMINISTRATION, (DOCUMENT US91-6-D4), BE APPROVED, AS RECOMMENDED BY THE ACADEMIC PROGRAMMES COMMITTEE, (DOCUMENT US-91-6-D8).

Dr. Kenniff advised that the APC comments concerning the DIA programme, (paragraph 2, document US-91-6-D8), which were extraneous to the specific approval, presumably were incorporated into the motion by the phrase - "AS RECOMMENDED BY THE ACADEMIC PROGRAMMES COMMITTEE"

THE MOTION WAS CARRIED.

Engineering and Computer Science

91-6-15 IT WAS MOVED BY ACTING DEAN KUSY, SECONDED BY DEAN SWAMY, THAT THE PROPOSED GRADUATE CURRICULUM CHANGES IN ENGINEERING AND COMPUTER SCIENCE, (DOCUMENT US-91-6-D6), BE APPROVED, AS RECOMMENDED BY THE ACADEMIC PROGRAMMES COMMITTEE, (DOCUMENT US-91-6-D8).

MOTION CARRIED.

Fine Arts

91-6-16 IT WAS MOVED BY ACTING DEAN KUSY, SECONDED BY DEAN PARKER, THAT THE PROPOSED GRADUATE CURRICULUM CHANGES IN THE FACULTY OF FINE ARTS, (DOCUMENT US-91-6-D7), BE APPROVED, AS RECOMMENDED BY THE ACADEMIC PROGRAMMES COMMITTEE, (DOCUMENT US-91-6-D8).

MOTION CARRIED.

Ad Hoc Committee re: Rules and Procedures for Evaluation and Advisory Search Committees.

91-6-17 Dr. Kenniff drew members' attention to document US-91-6 12 which consisted of background information and a recommendation from the Steering Committee, attached to which was a memorandum addressed to himself from Professor Drysdale concerning the matter.

IT WAS MOVED BY PROF. DRYSDALE, SECONDED BY MR. LOWTHER, THAT SENATE APPROVE AND RECOMMEND TO THE BOARD OF GOVERNORS, THE RESOLUTION CONCERNING THE AD HOC COMMITTEE ON THE REVISION OF THE RULES AND PROCEDURES FOR EVALUATION AND ADVISORY SEARCH COMMITTEES AS CONTAINED IN DOCUMENT US-91-6-D12.

In explaining the rationale for the resolution, Prof. Drysdale outlined the present composition of the Ad Hoc Committee in comparison with a similar committee which had been established by the Board of Governors in 1983, particularly with respect to the balance between the number of external members of the Board and representatives from the academic community. At the same time, he stressed that the interest expressed by the Board of Governors in this matter should be welcomed, and that it was entirely proper for the Board to establish a review of the rules and procedures for evaluation and advisory search committees; that Senate should express its view, by supporting the resolution, that Senate, along with the Board, has a legitimate interest in the terms of reference of the Ad Hoc Committee; and that Senate should adopt the resolution from the Steering Committee without a great deal of fanfare, and without any notion of challenging the jurisdiction of the Board of Governors in this matter.

In commenting on the resolution, particularly with respect to the second paragraph, Dr. Kenniff advised that he was a strong supporter of the idea that Senate should have input into the process before the Board of Governors gives final consideration to whatever report emerges, emphasizing at the same time that this represented an important interface between the Board of Governors and Senate, and between the academic community and the external community; that it was important that the process whereby the report was prepared and the conclusions arrived at were perceived as being capable of being understood and supported within

the academic community; and that it was within that spirit that he would eventually report back to the Board on the results of today's deliberation.

THE MOTION WAS VOTED ON AND WAS CARRIED, (21 in favour; 0 opposed; 2 abstentions).

Report of the Strategic Space Planning Committee

91-6-18

With respect to this item, Dr. Kenniff drew members' attention to the Report of the Strategic Space Planning Committee which, he advised, included the Principles to Guide Strategic Space Planning, various notes and tables, and the Scenarios (document US-91-6-D9); the report on the results of SCAPP deliberations, (document US-91-6-D10); and Faculty Council reactions to the Report, (document US-91-6-D11 and addendum).

IT WAS MOVED BY ACTING DEAN KUSY, SECONDED BY DEAN PARKER, THAT SENATE APPROVE THE PRINCIPLES TO GUIDE STRATEGIC SPACE PLANNING AS CONTAINED IN THE FINAL REPORT OF THE STRATEGIC SPACE PLANNING COMMITTEE (DOCUMENT US91-6-D9).

In his introductory remarks, Dr. Giguère, Vice-Rector, Services, emphasized that it was important for the University Administration to have Senate's views as to how space planning should take place now *and in the future; and that what was being proposed represented the first time that Concordia University had had a set of principles to provide necessary guidelines to those who have to carry out space planning.

AN AMENDMENT WAS MOVED BY MR. DOWD, SECONDED BY MR. DRACONTAIDIS, THAT THE SENTENCE - "THE PRESENT SITUATION OF PARALLEL OPERATIONS IS PARTICULARLY WASTEFUL OF STUDENT TIME AND ENERGY." - BE DELETED FROM PRINCIPLE E, (DOCUMENT US-91-6-D9).

It was explained that the proposed amendment had come forward from the student members on the Commerce and Administration Faculty Council who did not agree with the sentence, and felt that it should be removed from Principle E.

THE AMENDMENT WAS VOTED ON AND WAS CARRIED, (10 in favour; 4 opposed; 4 abstentions).

AN AMENDMENT WAS MOVED BY DEAN BERTRAND, SECONDED BY PROF. DRYSDALE, THAT PRINCIPLE E, AS AMENDED, BE DELETED AND REPLACED BY - "THAT A STRATEGIC SPACE PLAN FOR THE UNIVERSITY SHOULD RESPECT ANY ACADEMIC ADVANTAGES TO GROUPING TOGETHER ACADEMIC ACTIVITIES THAT HAVE DISCIPLINARY OR INTER-DISCIPLINARY AFFINITIES, "(ITEM 3, PAGE 1, DOCUMENT US-91-6-D11).

It was understood that the three illustrative statements listed under Principle E were not included in the above amendment, and in consequence, they would not be deleted if the amendment was approved.

In response to a question, Dean Bertrand explained the rationale for the amendment, which had been passed by the Arts and Science Faculty Council at its meeting of 15 November 1991, emphasizing that the primary thrust of the debate had centred on the notion that while economic concerns should be given consideration, sometimes, in order to do the right thing in terms of the academic Rector, a more expensive possible choice should be taken.

THE AMENDMENT WAS CARRIED.

AN AMENDMENT WAS MOVED BY MR. DOWD, SECONDED BY MR. DRACONTAIDIS, THAT PRINCIPLE F BE REVISED TO INCLUDE, AS A SECOND SENTENCE, - "A STRATEGIC SPACE PLAN MUST ENSURE A TEACHING PRESENCE ON BOTH CAMPUSES WHERE THIS IS WARRANTED AND CONSISTENT WITH INSTITUTIONAL SHORT- AND LONG-TERM ACADEMIC OBJECTIVES; TO ENSURE ADEQUATE FACILITIES TO ACCOMMODATE STUDENTS AND FACULTY WHO MUST TRAVEL FROM ONE CAMPUS TO ANOTHER AND TO PROVIDE WHERE WARRANTED, PERMANENT FACILITIES FOR DEPARTMENTS HAVING A SIGNIFICANT PRESENCE ON BOTH CAMPUSES."

It was explained that the amendment, in effect, was to incorporate into Principle F, item 7 listed under the summary of considerations underlying the Development of Scenarios in section 6, page 6 of the Basis for Discussion of the Final Report of the Strategic Space Planning Committee and of Space Development Scenarios for Concordia University (document US-91-6-D9).

During the ensuing discussion, which centred on the issue as to whether the proposed amendment should be considered as a principle or as a detail with respect to the implementation of principle, it was argued that the particular sentence was at variance with, and had a focus which was opposite to, one of the "bullet" points under Principle E, and that it was being proposed for incorporation into Principle F in an attempt to develop principles that were not contradictory and would enable the University to take decisions with respect to implementation; and that if the sentence was not included specifically in Principle F, the two-campus operations of many departments would quickly disappear. It was also argued, however, that the essence of the proposed amendment was already covered by Principle F as presently worded.

THE AMENDMENT WAS VOTED ON AND WAS DEFEATED, (6 in Favour; 13 opposed; 1 abstention).

THE MAIN MOTION, AS AMENDED, WAS VOTED ON AND WAS CARRIED, (16 in favour; 4 opposed; 0 abstentions).

Commonalties of Scenarios

9-6-19 Dr. Kenniff drew members' attention to the thirteen elements which were common to the various Scenarios, and which were listed on pages 8, 9 and 10 in the Basics for Discussion of the Final Report of the Strategic Space Planning Committee and of Space Development Scenarios for Concordia University, (document US-91-6-D9).

In response to a comment on item 13 concerning the creation of a student centre on the downtown campus, Dr. Kenniff explained that for a number of years there has been an agreement between CUSA and the University with respect to the use of monies in an existing campus fund for what might be called a campus centre within the Hall Building once certain facilities have been vacated.

Scenarios

91-6-20 Dr. Giguère commented with respect to scenarios other than those contained in the document which had been considered, including the possible consolidation of the Faculty of Fine Arts on the Loyola Campus and the preliminary cost factors associated therewith. Also, with respect to the three Scenarios referred to in the document, Dr. Giguère advised that associated cost figures, which were in the order of \$40,000,000, were very preliminary, and that this included the costs of proposed new buildings but not the cost of possible land acquisitions; and that implementation of any scenario which might be adopted would begin with the status quo and move in a transitional phase towards its final objective, with the first phase taking place within the next 2 to 3 years, and on the basis of University buildings existing at that point in time and rented facilities which the University might have given up.

Comments and issues which arose and were responded to during the discussion, included questions concerning discussions at Faculty Councils and the rationale for decisions taken, including resolutions adopted by the Commerce and Administration Faculty Council concerning the continuation of its two-campus operation, which were supported by the results of a student survey conducted by the Commerce and Administration Students' Association in favour of full operations on both campuses.

Responding to a comment concerning the need for increased and improved classroom and laboratory facilities for the Faculty of Commerce and Administration, Dr. Kenniff advised that he understood and sympathized with the legitimate Faculty aspirations vis-à-vis specialized laboratory facilities, classrooms, etc.; however, he emphasized that the purpose of the documents now before Senate was not to establish a "Wish list" with respect to those needs, but rather to identify, in terms of their academic objectives, the immediate and medium-distant future orientations of the various Faculties with respect to space. He also reiterated his earlier remark with respect to the consultative process, i.e., that it was not Senate that had requested, in a formal way, input into today's discussion from Faculty

Councils precisely in order to avoid re-debating Faculty Council decisions, which, he assumed, were based upon their own academic priorities and objectives; and he suggested that members of Senate might focus the discussion of the Scenarios, not necessarily in terms of Faculty Council decisions, but rather in terms of the broader picture with respect to the entire University.

Other concerns and issues which were raised and responded to during the continued discussion included questions concerning the decision making process subsequent to the Senate discussion vis-à-vis submission of a report to the Government, and details associated therewith; and decisions with respect to departmental relocations in order to minimize the potential for extravagant and unjust rental increases, particularly where specialized facilities were involved such as the Child Psychology section of the Department of Psychology which was located in the ER Annex and where the Child Studies laboratory with specialized equipment had just been inaugurated. With respect to the latter, it was emphasized that the concern which had been raised was legitimate; that while the University was required to make a submission to the Government, such submission, within certain limits, was subject to discussion, change and evolution, as was the case in many other instances including the Government's 5-year Capital Budget Plan which was revised on an annual basis; that as in the past, the University would continue to be careful to ensure that a sufficient margin was maintained for discussion, negotiations, changes, etc., with the Government; and that while the subject of the report was large and complex, it was not immutable.

91-6-21 In response to a suggested motion to the effect that the Principles become part of University policy, Dr. Kenniff advised that it is understood that in approving the Principles, they would be part of University policy; and that that would be the understanding at the Board of Governors when it considers the matter and the documents associated therewith.

A round of applause followed Dr. Giguère's expression of appreciation to the Strategic Space Planning Committee for its accomplishment, to all members of the Committee for their invaluable contributions to the process of developing the Principles to Guide Strategic Space Planning, and to Senate for approving the set of Principles, which, he advised, would be of tremendous help to his successor and to those who would be working on space planning in the future.

Next Meeting

91-6-22 Dr. Kenniff announced that until further notice, the next Senate meeting, which originally had been scheduled for 6 January 1992, would be held at 2:00 pm, Friday, 10 January 1992, in the Russell W. Breen Senate Chamber on the Loyola Campus. It was noted that some 1300 students, who would be participating in the Commerce Games to be held at Concordia on the same week-end, would be arriving on the Loyola Campus during the afternoon of 10 January 1992.

Adjournment

- 91-6-23 Dr. Kenniff expressed appreciation on behalf of Senate, and his own personal appreciation, to Dr. Giguère who was attending his last Senate meeting as Vice-Rector, Services, for his outstanding work in various capacities on Senate and its committees, including the Steering Committee, over the past many years.
- 91-6-24 The meeting was adjourned at 4:00 pm.

John Noonan
Secretary of Senate