

CONCORDIA UNIVERSITY
MINUTES OF THE OPEN SESSION
OF THE MEETING OF THE BOARD OF GOVERNORS

Held on Wednesday, March 21, 2001, immediately following the Closed Session,
in Room GM 407-1, SGW Campus

Attendance

Present: Mrs. Lillian Vineberg, *Chairwoman*, Ms. Barbara Barclay, Ms. Joanne Beaudoin, Mr. Alain Benedetti, Dr. William Byers, Dr. June Chaikelson, Mr. Mario Ciaramicoli, Mrs. Marianne Donaldson, Dr. Terrill Fancott, Ms. Nicole Fauré, Mr. Rob Green, Mr. George Hanna, Mr. Peter Howlett, Dr. Christine Jourdan, Mr. Ronald Lawless, Ms. Christine Lengvari, Dr. Loren Lerner, Dr. Frederick Lowy, *Rector and Vice-Chancellor*, Mrs. Hazel Mah, Sister Eileen McIlwaine Ph.D., Mr. Eric Molson, *Chancellor*, Mr. John Parisella, *Vice-Chairman*, Mr. Alex G. Potter, Mr. Richard Renaud, *Vice-Chairman*, Mrs. Miriam Roland, Ms. Nisha Sajani, Ms. Sabrina Stea, Mr. Jonathan Wener

Officers of the University: Prof. Marcel Danis, Mr. Michael Di Grappa, Mr. Larry English, Dr. Jack Lightstone

Observer: Me Pierre Frégeau

Absent: Dr. Steven Appelbaum, Mr. Alex Carpini, Mr. Charles G. Cavell, Me Rita de Santis, Mr. Brian Edwards, Mr. Leo Goldfarb, Mr. Ned Goodman, Mr. Paul Kefalas, Mr. Peter Kruyt, Mr. Rabih Sebaaly, Mrs. Marianna Simeone, Mr. Ivan Velan

Guest: Me Bram Freedman (Assistant Secretary-General and General Counsel)

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES

BG-2001-3-D1	Draft revised Policy for the Ethical Review of Research Involving Humans
BG-2001-3-D2 and D3	Memo from the Secretary of the Board and recommendation of the Benefits Committee regarding revisions to the pension plan
BG-2001-3-D4	Report of the Rector
BG-2001-3-D5	Report of the Vice-Rector, Services
BG-2001-3-D6	Report of the Vice-Rector, Institutional Relations and Secretary-General

1. **Call to Order**

The Open Session was called to order at 8:10 a.m.

1.1 **Chairwoman's remarks**

Mrs. Vineberg waived her remarks.

1.2 **Approval of the Agenda**

The agenda was approved as submitted.

1.3 Approval of the Minutes of the Open Session of the previous meeting (February 21, 2001)

Upon motion duly moved and seconded (Wener, McIlwaine) it was unanimously RESOLVED:

R2001-15 *THAT the Minutes of the Open Session of the previous regular meeting of the Board, held on February 21, 2001, be approved.*

2. Business arising from the minutes not included on the agenda

There was no business arising from the minutes.

3. Appointment to the Nominating Committee, Communications Committee, University Advancement Committee and Real Estate Planning Committee

Upon motion duly moved and seconded (Parisella, Potter) it was unanimously RESOLVED:

R2001-16 *WHEREAS Dr. Elizabeth Saccá's resignation from the Board of Governors has created vacancies on the Nominating Committee, Communications Committee and University Advancement Committee;*

WHEREAS it has been deemed advisable to add a member to the Real Estate Planning Committee;

THAT Dr. William Byers be appointed member of the Nominating Committee;

THAT Dr. Loren Lerner be appointed member of the Communications Committee, University Advancement Committee and Real Estate Planning Committee.

4. Revisions to the Policy for the Ethical Review of Research Involving Humans

Dr. Lowy recalled that further to comments regarding the clarity of the text, the document was tabled at the last Board meeting. He then reminded Governors that the three Federal research councils had adopted guidelines regarding the ethical conduct for research involving humans. All University research involving humans must be conducted in accordance with these guidelines. Consequently, the University submitted its policy to the Tri-Council Office which proposed certain revisions.

Dr. Jourdan wondered why a medical doctor was included in the composition of the Human Research Ethics Committee since Concordia has no medical school. Secondly, she enquired about the application of the policy for undergraduate courses. Dr. Lightstone informed the Board that these were both absolute requirements dictated by the Tri-Council Office. In response to Dr. Chaikelson's remark that the term "minimal risk" was not defined in the policy, Dr. Lightstone answered that it is the explicit responsibility of the Human Research Ethics Committee to develop and define minimal risk.

Upon motion duly moved and seconded (Lowy, Renaud) it was unanimously RESOLVED:

R2001-17 *WHEREAS the Policy for the Ethical Review of Research Involving Humans was adopted by the Board on June 21, 2000;*

WHEREAS, following comments formulated by the Tri-Council Office, certain revisions of a procedural and technical nature are proposed;

WHEREAS those revisions have been reviewed by Senate at its January 19, 2001 meeting and Senate is hereby recommending their approval;

WHEREAS, pursuant to a discussion at the February 21, 2001 Board meeting, the document was tabled pending a further review of the text, which has now been completed;

THAT, upon Senate's recommendation, the Board of Governors approve the revised Policy for the Ethical Review of Research Involving Humans, as set out in Document BG-2001-3-D1.

5. **Recommendation of the Benefits Committee regarding revisions to the pension plan**

On behalf of the Employee Benefits Committee, its Chairman, Mr. Lawless, apprised the Board that at its meeting of March 7, 2001, the Committee approved changes to the Pension Plan for the Employees of Concordia University in order to comply with the provisions of Bill 102 which amended the legislation dealing with supplemental pension plans.

Upon motion duly moved and seconded (Lawless, Benedetti) it was unanimously RESOLVED:

R2001-18 *THAT upon recommendation of the Employee Benefits Committee, the revisions to the Pension Plan for the Employees of Concordia University, as set out in Document BG-2001-3-D3, be approved.*

6. **Report of the Communications Committee**

Mr. Parisella, Chairman of the Communications Committee, informed the Board that the Committee usually meets about three times a year and is very well attended by members and the senior administrators. He underlined Dennis Murphy's contribution since his appointment as Executive Director of Communications. Mr. Parisella then briefed Governors on the various subjects discussed at the most recent meeting held on March 6, 2001. He pointed out that members were presented with the redesigned University Website, which now has a full-time team dedicated to it. Overall, the University's communication process is running smoothly mainly because of the Communications Department's proactive rather than reactive approach.

7. **Reports on Concordia's compliance with certain legal obligations**

7.1 **Report on compliance with fiscal requirements**

Chief Financial Officer Larry English reported that, upon review, he had concluded that appropriate procedures were being applied in the computation

and remittance of taxes withheld from employees, employers' contributions, and GST and QST claims. Mr. English specified that the University had complied with its statutory obligations: (i) in the area of employee and employer remittances under federal and provincial tax legislation, for the period from December 2, 2000 to March 2, 2001 inclusive; and (ii) as regarded the Federal Goods and Services Tax and the Québec Sales Tax, the University had claimed rebates (net of amounts payable) for the period from November 1, 2000 to January 31, 2001 inclusive.

Mr. English stated that the University's procedures had ensured full compliance with statutory fiscal obligations.

7.2 Report on compliance with environmental legislation and health and safety regulations

Mr. Di Grappa reported that there have been no citations or serious incidents since the last report submitted in December 2000. Moreover, the emergency management plan is advancing. Progress has been made in the development of the emergency communications and public relations aspects of the plan. An annual status report will be sent to the Rector.

A complete summary the *Quarterly report on environmental health and safety for the Board of Governors for the purpose of due diligence* had been deposited with the Secretary of the Board should members wish to consult it.

8. Report of the Rector

When Dr. Lowy wrote his report, the situation regarding the performance contract was still not clarified. However, he was pleased to report that due to tremendous efforts and the hard work of the University staff, the contract had finally been signed last Monday during a very successful ceremony. A copy of the agreement entitled "*Entente de réinvestissement intervenue entre le ministère de l'Éducation et l'Université Concordia*", summarizing the 50-page performance contract, had been distributed at this meeting. The University's five major undertakings, as stated in the agreement, are as follows:

1. *Increase in the graduation rate.* It has been agreed that the overall graduation rate for full-time students attain 80% by 2010, and that none of the major sectors will have a graduation rate below 70%. This goal will not be achieved by abandoning the University's traditional mission nor by lowering its standards. The Minister has recognized Concordia's commitment to part-time and mature students. A balance between accessibility and quality will be sought and problems will be identified early on to ensure that students receive the support necessary to successfully complete their education.
2. *Improvement of the full-time faculty to student ratio.* The current ratio is 26.4 students per full-time professor. The hiring of 150 full-time professors should bring the ratio down to 23 students per full-time professor.
3. *Rationalization of programs.* Since 1995, 150 programs have been eliminated, revamped or merged with other programs. In the past, the inception of some programs had arisen out of professors' research. However, those programs did

not necessarily meet student needs and consequently were not well attended. The rationalization process is ongoing.

4. *Efficiency.* The Minister does acknowledge that Concordia has achieved a balanced budget. Concordia's apparently higher administrative costs, stemming from a more centralized structure, are largely compensated by lower teaching costs. Concordia spends approximately \$6,440 per student compared to the network average of \$8,200. Dr. Lowy reiterated Concordia's commitment toward an efficient operation and a balanced budget.
5. *Improvement in research performance.* Concordia's track record for research performance is not very strong, basically for historical reasons. When Concordia was founded in 1974, its two merging institutions had teaching-oriented missions. However, the situation has greatly improved over the last few years. Indeed, 75% of the faculty members hired since 1993 hold external research grants. Emphasis on improvement of research performance will remain a priority.

For its part, the Ministry of Education will support the University in the completion of its projects and the realization of the aforementioned undertakings by allocating an amount of \$51 million over the next three years. All in all, Dr. Lowy expressed satisfaction while stating his disappointment that Concordia had not been given credit for having taken its fiscal responsibility.

Dr. Lowy then informed the Board of the motion passed at the January Senate meeting allowing students to request the deferral of exams in order to attend the alternate demonstrations at the Free Trade of the Americas Summit in Quebec City. A protest occurred yesterday at which students charged that the \$15 administration fee for exam deferral hindered their right to free speech and free assembly and demanded that the fee be waived. Dr. Lowy responded that additional administration costs are associated with exam deferrals, whatever the reason for deferral may be, and therefore in fairness to all students the fee cannot be waived.

A discussion ensued relating mostly to the performance contract, at which time Governors commented on the contrat de performance and Dr. Lowy responded to their questions relating thereto.

9. Reports of the Vice-Rectors

9.1 Provost and Vice-Rector, Research

Dr. Lightstone emphasized the contribution of the following persons toward the completion of the performance contract. Working over the weekend, they did an outstanding job in finalizing the documentation and organizing the signing ceremony:

- Marie-Andrée Robitaille-Brodie, Director, Government Relations and External Affairs
- Beatrice Simone, Assistant to the Director, Government Relations and External Affairs
- Evelyne Abitbol, Public Relations Officer
- Pina Greco, Office Administrator, Rector's Cabinet
- Hélène Cossette, Assistant to the Rector, Protocol and Special Events

Dr. Lightstone then apprised Governors that the Senate Committee on Academic Planning and Priorities had recently completed a review of the academic planning process. Such a review is done about every two years in order to reconfirm themes and issues and effect the necessary changes. The Committee has articulated precise and detailed plans which provide for the next hiring cycle and retaining of sufficient faculty with increased emphasis placed on faculty development, the successful integration of new information technology into teaching methodology and ensuring the optimal success of students.

9.2 Vice-Rector, Institutional Relations and Secretary-General

Prof. Danis' written report was forwarded in advance to all Governors. He invited all Governors to attend the annual Alumni Recognition Awards Banquet which will take place on April 5, at which time an award will be bestowed upon Governor Jonathan Wener and an honorary life membership given to Senate Speaker John O'Brien, among others.

Since the Concordia Student Union has won its accreditation, Mr. Green enquired if the senior administration is planning to revise the University's procedures in order to be in compliance with Bill 32 regarding student representatives on University bodies. While Prof. Danis' understanding is that the current policies are in harmony with Bill 32, he did encourage the CSU to raise any particular issue requiring the administration's attention.

9.3 Vice-Rector, Services

Mr. Di Grappa's written report contained the details of the approval of the Loyola Campus Long-Term Plan by the City of Montreal. He pointed out that the meeting regarding the downtown space plan will be held in mid-May. Mr. Di Grappa expressed his appreciation to the whole team for its tremendous work, and more particularly to Ms. Martine Lehoux.

Mr. Di Grappa concluded his report by informing Governors that a break-in had occurred this past night at Bishop Court. The police are investigating the theft of about 10 computers, and security procedures are being revised.

9.4 Chief Financial Officer

Mr. English indicated that the performance contract will be presented to the Board's Budget Committee at its next meeting.

10. Correspondence

There was no correspondence put before the Board.

11. Any other business

Mrs. Vineberg informed the Board that Concordia has recently become a member of the Golden Key International Honor Society. The inaugural reception was held on March 19 at which time Dr. Lowy, Dr. Donald Boisvert, Dean of Students, and herself were named honorary members in the Society. The primary objective of the Golden Key is

the recognition and encouragement of superior scholarship in all undergraduate fields of studies. Membership is limited to the top 15% of students. Golden Key is a non-profit organization affiliated to more than 300 universities worldwide.

12. Date of next meeting

Mrs. Vineberg reminded Governors that the next regular meeting of the Board would be held at 8:00 a.m., on Wednesday, April 18, 2001, in Room GM-407-1.

13. Adjournment

The Open Session adjourned at 9:35 a.m.

Submitted by Danielle Tessier, Secretary of the Board of Governors and Senate, for approval by the Board at its meeting of April 18, 2001