



BG-2021-6

**MINUTES OF THE OPEN SESSION  
OF THE MEETING OF THE BOARD OF GOVERNORS**

Thursday, September 16, 2021, at 4:00 p.m.  
via Zoom video conferencing

PRESENT

Governors: Helen Antoniou (Chair), Kenneth Brooks, Graham Carr (President and Vice-Chancellor), Gary N. Chateram, Gina P. Cody, Roy Cross, Selvadurai Dayanandan, Pat Di Lillo, Kim Fuller, Rana Ghorayeb, Caroline Jamet, Claude Joli-Coeur (Vice-Chair), Eduardo Malorni, Frédérica Martin (Vice-Chair), Georges Paulez, Shalini Perala, Philippe Purreaux, Suzanne Sauvage, Robert Soroka, Ted Stathopoulos

Alternative Governor: Lauren Perozek

Also attending: Philippe Beauregard, William Cheaib, Paul Chesser, Denis Cossette, Michael Di Grappa, Nadia Hardy, Frederica Jacobs, Karan Singh, Lisa Ostiguy, Anne Whitelaw, Paula Wood-Adams

ABSENT

Governors: Françoise Bertrand, William Bukowski, Adriana Embiricos, Odile Joannette

Non-voting observer: Jonathan Wener

**1. Call to order**

The Chair called the meeting to order at 4:00 p.m. and welcomed new Governors Kim Fuller, Gary Chataram, Shalini Perala, Eduardo Malorni and Lauren Perozek.

The Chair briefly reminded the Governors of the key elements for an orderly conduct of the meeting on Zoom.

### 1.1 Approval of the Agenda

Upon motion duly moved and seconded, it was unanimously RESOLVED:

R-2021-6-1 *That the Agenda be approved, including the items on the Consent Agenda.*

### CONSENT

### 2. Approval of June 16, 2021 Minutes

R-2021-6-2 *That the Minutes of the meeting of June 16, 2021, be approved.*

### 3. Requests for the use of the Concordia name (Document BG-2021-6-D1)

R-2021-6-3 *That, subject to the conditions set out in the Policy on the Use of Concordia University's Name, Logo and Related Insignia, and the Governance of its Visual Character and Digital Presence (SG-4), the Board of Governors approve the following requests to use the Concordia name:*

- *Academics for Development Montréal at Concordia University*
- *Concordia Badminton Club*
- *Concordia Business Review*
- *Concordia Flag Football*
- *Concordia Global Affairs Association*
- *Concordia InterVarsity*
- *Concordia Yoga Club*
- *Concordia Marketing Aid Clinic (CMAC)*
- *School of Music Montreal (SoMM) Concordia*

### 4. Professional liability waiver for an in-house architect (Document BG-2021-6-D2)

R-2021-6-4 *Considérant que Natalie Tornatora, architecte, est au service exclusif de l'Université Concordia;*

*Considérant que Natalie Tornatora, architecte, ne pose des actes professionnels que pour des édifices destinés à l'usage exclusif de l'Université Concordia et non destinés à la revente;*

*IL EST RÉSOLU de déclarer aux fins du Règlement sur la souscription obligatoire au Fonds d'assurance de la responsabilité professionnelle de l'Ordre des architectes du Québec (chapitre A-21, r. 13) que l'Université Concordia se porte garant et s'engage à prendre le fait et cause et répondre financièrement des conséquences de toute erreur ou omission de Natalie Tornatora dans l'exercice de ses fonctions.*

**5. Commitment to restore budgetary balance in the event of a deficit**  
(Document BD-2021-6-D3)

R-2021-6-5 ATTENDU la règle 5.8 des Règles budgétaires et calcul des subventions de fonctionnement aux universités 2020-2021;

*ATTENDU que le ministère de l'Enseignement supérieur demande un engagement du conseil d'administration à lui transmettre dans l'éventualité où l'équilibre budgétaire n'est pas atteint, une liste de mesures entreprises si le rétablissement est prévu s'effectuer au cours de l'année suivante, ou un plan de redressement si le rétablissement est prévu s'effectuer à plus long terme;*

*ATTENDU que dans l'éventualité où l'équilibre budgétaire n'est pas atteint, ces mesures ou ce plan de redressement seront transmis au Ministère suivant la transmission du rapport SIFU sur la base des échéanciers suivants :*

- *pour l'exercice terminé le 30 avril 2021, au plus tard le 31 décembre 2021;*
- *pour les exercices subséquents, au plus dans les 60 jours suivant la transmission du rapport SIFU.*

*IL EST RÉSOLU d'adopter la transmission au ministère de l'Enseignement supérieur de cet engagement du conseil d'administration.*

**REGULAR**

**6. Business arising from the Minutes not included on the Agenda**

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

**7. President's report** (Document BG-2021-6-D4)

As complementary information to his written report, Dr. Carr's remarks are summarized as follows:

- The President conveyed to the Governors that Concordia's return-to-campus has welcomed many members of the community, some for the first time and others who had not been on campus for over 18 months. He spoke to the protocols that had been put into place by Environmental Health and Safety, which includes the distribution of masks at points of entry to campus and the requirement to wear masks when social distancing is not possible. Dr. Carr informed the Board that the university is applying the Québec government's vaccine passport for non-academic services on campus, such as varsity sports events and food outlets, and is running, in collaboration with the CIUSSS, vaccine clinics and a mobile vaccine unit. He conveyed to the Governors that public health data suggests 85% of Québec university students are fully vaccinated or will be early in the semester. The President shared other measures that have been in place, including limiting the student residence occupancy to roughly 50% of capacity; enhanced ventilation and

cleaning in buildings; delaying the opening of Le Gym and the Perform Centre Gym until early October; temporarily keeping the tunnel access between Guy Metro and the EV, MB, LB and Hall buildings closed; strictly limiting events on campus to internal events, which must comply with Environmental Health and Safety protocols; and continuing to work with event organizers and the owners of food outlets on campus to make sure they are aware of their obligations with regard to public health measures.

- Dr. Carr provided the Board with an overview of how the fall semester courses were being delivered, stating that the planning for the fall semester included three main considerations: importance of demonstration of flexibility, how to best deliver the academic mission of the university and consideration to prioritize safe return-to-campus. On the academic side, Dr. Carr shared that the Provost worked with the Deans and departments to develop a mixed model of course delivery with in-person, blended, e-Concordia and remote delivery. He added that many faculty members and departments used the summer period to reflect on how to implement different teaching techniques and approaches in their curriculum. He also mentioned that another important consideration in developing the schedule was how to best serve our international students, including the accommodation of any study permit delays they may be facing, by ensuring that sections of some key courses were available online. He stated that the university believes approximately 70% of international students are already in Montréal.
- Dr. Carr conveyed to the Board members that out of the 2,205 courses offered in the fall, 48% are fully in-person, 7% are hybrid, 37% are remote or e-Concordia courses, and 8% are academic activities, such as tutorials or independent study. Dr. Carr noted that the drop date is next week, but currently 77% of students are taking at least one course in person, and 81% are registered for an online activity. He mentioned that the library use is at close to pre-pandemic activity, with over 5,500 students having accessed the Webster Library on Wednesday, September 15, and over 1,000 at the Vanier Library on the Loyola Campus.
- Dr. Carr informed the Board that early indicators suggest a potential 2% growth in enrollment, mainly driven by graduate program enrollments and international student demand, and that despite all barriers to travel of pandemic, the international student demand and registration at Concordia has increased, which speaks to its growing global reputation.
- Dr. Carr explained that a flexible approach has been taken for the return-to-campus of non-academic sectors: while some sectors have been on campus for the last 18 months, other frontline student-facing service personal were brought on campus over the summer, and other units were asked to develop their own return-to-campus plans based on their productivity assessments.
- Dr. Carr saluted the incredible work of Environmental Health and Safety and Security in reopening the campus.

- Dr. Carr conveyed to the members of the Board that because of the limited activity on the campuses due to the pandemic, the university could accelerate some key renovation projects. He provided some examples: the university opened the Applied Science Hub last December, where the Board retreat in August took place; completed the redesign and renovation of the sixth floor of the Hall Building, which now houses the Dean of Students offices, an enlarged Otsenhákta Student Centre for indigenous students, the Sexual Assault Resource Centre, an Integrated Volunteer Centre and The Link newspaper; added six new classrooms in the Faubourg basement; and completed all but one floor of the Monnit building, moving academic and research units onto all floors except the first floor, which will be delivered later in the fall.
- Dr. Carr also congratulated three researchers who had been named to the Royal Society, the most noteworthy society of scholarship in Canada: Dr. Jason Lewis, Dr. Kathleen Vaughan and Dr. Thanh Dang-Vu.
- Dr. Carr noted that on Friday, September 10, Concordia football Stingers beat the *Université de Montréal* Carabins for the first time since 2010.
- Before concluding, Dr. Carr shared with the Governors the story of Dr. Nadia Chaudhri, a renowned researcher at Concordia, who is currently in palliative care with a terminal cancer. He shared that Dr. Chaudhri was born in Pakistan and came to Canada and Concordia after completing her PhD studies and postdoc in the US, and that even from her hospital room, she has been a huge inspiration having raised close to \$535,000 as part of the Shuffle campaign to raise funds to support graduate students from minority and underrepresented groups who want to do neuroscience research at Concordia. He stated that this campaign was supported by over 8,000 donors from around the world. In recognition of her life's work and contribution to the university, Dr. Carr offered, on behalf of the university, his profound admiration and thanks to Dr. Chaudhri.

## 8. **Human Resources Committee recommendations** (Document BG-2021-6-D5)

### 8.1 **Revisions to *Policy on Senior Administrative Appointments* (BD-5)**

### 8.2 **Revisions to *Policy on the Employment and Remuneration of the Academic Deans and the University Librarian* (BD-17) and other selected employment and remuneration policies**

Committee Chair Caroline Jamet introduced this item which is being recommended by the Human Resources Committee. Ms. Jamet explained that in order to launch the international search for the new position of Dean, School of Health, the process by which such recruitment would take place needed to be included in the *Policy on Senior Administrative Appointments* (BD-5), and similar modifications to the *Policy on the Employment and Remuneration of the Academic Deans and the University Librarian* (BD-17) were required. In addition, minor amendments were made to selected employment and remuneration policies to better reflect the university's practices in terms of the approval process for some components of the remuneration.

Upon motion duly moved and seconded, it was unanimously RESOLVED:

R-2021-6-6 *That, on the recommendation of the Human Resources Committee, the Board of Governors approve the revisions to the:*

- *Policy on Senior Administrative Appointments (BD-5);*
- *Policy on Employment and Remuneration of the Academic Deans and the University Librarian (BD-17);*
- *Policy on Employment and Remuneration of Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents (BD-8);*
- *Policy on Employment and Remuneration of Academic Administrators (HR-40); and*
- *Policy on Employment and Remuneration of Managerial and Other Employees not Governed by a Collective or Other Employment Agreement (HR-39).*

**9. Other business**

There was no business not included on the Agenda.

**10. Adjournment**

The Chair declared the meeting adjourned at 4:29 p.m.



Shelina Houssenaly  
Secretary of the Board of Governors