

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

Held on Wednesday, November 14, 2001, immediately following the Closed Session,
in Room H-763, SGW Campus

Attendance

Present: Mrs. Lillian Vineberg, *Chairwoman*, Dr. Steven Appelbaum, Ms. Barbara Barclay, Ms. Cristelle Basmaji, Ms. Joanne Beaudoin, Mr. Alain Benedetti, Mr. Patrice Blais, Dr. William Byers, Mr. Charles G. Cavell, Dr. June Chaikelson, Mr. Howard Davidson, Me Rita de Santis, Dr. Terrill Fancott, Ms. Nicole Fauré Me Pierre Frégeau, *Observer*, Mr. George Hanna, Dr. Christine Jourdan, Mr. Peter Kruyt, Mr. Ronald Lawless, Dr. Loren Lerner, Dr. Frederick Lowy, *Rector and Vice-Chancellor*, Mr. Rocci Luppicini, Sister Eileen McIlwaine Ph.D., Mr. Sami Nazzal, Mr. John Parisella, *Vice-Chairman*, Mr. Alex G. Potter, Mrs. Miriam Roland, Ms. Sabrina Stea, Mr. Jacques St-Laurent, Mr. Ivan Velan, Mr. Jonathan Wener

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

Absent: Mr. Alex Carpini, Mr. Brian Edwards, Mr. Leo Goldfarb, Mrs. Judith Kavanagh, Mr. Paul Kefalas, Ms. Christine Lengvari, Mrs. Hazel Mah, Mr. Eric Molson, *Chancellor*, Mr. Richard Renaud, *Vice-Chairman*, Mrs. Mackie Vadamchino de Massy

Guests: Me Bram Freedman (Assistant Secretary General and General Counsel), Mr. Garry Milton (Executive Director, Rector's Cabinet)

Documents associated with the Minutes

BG-2001-9-D3	Revised Code of Rights and Responsibilities
BG-2001-9-D4	Capital Budget for 2001-2002
BG-2001-9-D5	Summary of preliminary Operating Budget for 2001-2002
BG-2001-9-D6	Preliminary Operating Budget for 2001-2002
BG-2001-9-D7	Financial Statements as of May 31, 2001
BG-2001-9-D8	Rapport financier annuel 2000-2001
BG-2001-9-D9	État du traitement 2000-2001
BG-2001-9-D10	Memo regarding revisions to the membership of the Council of the John Molson School of Business
BG-2001-9-D11	Memo from Dean of Students regarding a fee levy for the Arts & Science Federation of Associations

1. Call to Order

The Open Session was called to order at 8:50 a.m.

1.1 Chairwoman's remarks

Mrs. Vineberg waived her remarks.

1.2 Approval of the Agenda

Upon motion duly moved and seconded (Barclay, Hanna), it was unanimously RESOLVED:

R2001- 86 *THAT the Agenda be approved as submitted.*

1.3 Approval of the Minutes of the Open Session of the previous meeting (October 17, 2001)

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

R2001- 87 *THAT the Minutes of the Open Session of the previous regular meeting of the Board, held on October 17, 2001, be approved.*

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

There was no business arising from the Minutes.

3. Annual Giving Campaign

Mrs. Vineberg invited Mr. Peter Kruyt, who was appointed Chair of the Advancement Committee in the Fall, to update the Board members on the fundraising activities.

Mr. Kruyt emphasized that the University's ever growing reputation as a top quality institution comes with the increasing challenge of attracting and keeping top quality researchers and students and of supporting the integration of new technology and programs. He then gave a short history of the monies amassed in previous campaigns:

- The 1983-1988 Campaign for Concordia raised \$25 million;
- The 1997-1999 Campaign for a New Millennium raised \$77 million;
- Up to now, the Building Campaign has received \$24.6 million in firm commitments;
- Last year's Annual Giving Campaign met its objective of \$2.5 million through various programs and the University received a total of \$15.5 million between all programs.

Mr. Kruyt informed the Board that this year's goal for the Annual Giving Campaign has been set at over \$3 million. In order to accomplish the foregoing, a Montreal-based team of 18 canvassers has been put together, all composed of alumni who already give to Concordia or will be asked to give. This team may potentially be increased by 10 canvassers in Vancouver and Toronto.

Mr. Kruyt recalled the old rule in fundraising which is that before you solicit the community, those closest to the institution must first set the example. He thanked those Governors who are already committed donors to the University. As for those who have not yet had the opportunity to donate, they will be contacted over the next few weeks and asked to make a commitment.

On behalf of the Board, Mrs. Vineberg expressed her appreciation to Mr. Kruyt for his work, support and leadership.

4. Revisions to the Code of Rights and Responsibilities

Me Freedman explained that the amendments to the Code were done in the context of a general revision of the University's hearing policies for students. Namely, the language has been standardized and a more efficient system has been set up with respect to the establishment of the various hearing panels. The Code has been extensively reviewed by the Academic Programs Committee and Senate, and the latter recommends its approval to the Board.

Further to a comment regarding the absence of a definition of "student" in the Code, Me Freedman advised against pursuing this discussion in light of the case pending before the courts regarding an issue related to the definition of a student. However, it was agreed that this issue could be revisited in the future.

Mr. Cavell pointed out that there should be some way to underline the importance of the Code to new students. Dr. Lightstone indicated that the Code, along with the academic policies, is published in the undergraduate calendar, which is handed out to every student entering the University. On their application form, students are required to sign that they agree to abide by the rules and regulations contained in the calendar.

Upon motion duly moved and seconded (Lowy, Blais), it was RESOLVED with one opposed:

R2001-88 *THAT upon the recommendation of Senate, the revisions to the Code of Rights and Responsibilities, outlined in Board Document BG-2001-9-D3, be approved.*

5. Approval of the Capital Budget for 2001-2002

6. Approval of the Operating Budget for 2001-2002

These items were deferred to the December 12 meeting.

7. Approval of the financial statements for the year ended May 31, 2001

7.1 Approval of the financial statements for the year ended on May 31, 2001

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

R2001-89 *THAT, on the recommendation of the Audit Committee, the Report and Financial Statements for the fiscal year ended May 31, 2001, reported on by Concordia's external auditors Samson, Bélair, Deloitte Touche, and as outlined in Board Document BG-2001-9-D7, be approved; and*

THAT any two members of the Board of Governors be designated to sign the Financial Statements on behalf of the University.

7.2 Approval of the *Rapport financier annuel* for the year ended on May 31, 2001

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

R2001-90 *THAT, on the recommendation of the Audit Committee, the "Rapport financier annuel" of Concordia University for the fiscal year ended May 31, 2001, as summarized in Board Document BG-2001-9-D8, be approved;*

THAT the Chairwoman of the Board of Governors, Mrs. Lillian Vineberg, and the Rector and Vice-Chancellor, Dr. Frederick Lowy, be designated to sign the "Rapport financier annuel" on behalf of the University; and

THAT the University be authorized to submit the said "Rapport" to the Ministry of Education of Québec.

7.3 Approval of the *État du traitement* (Statement of salaries) of Concordia's senior administrators

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

R2001-91 *THAT, on the recommendation of the Audit Committee, the État du Traitement (Statement of Salaries) set out in Board Document BG-2001-9-D9, be approved for submission to the Ministry of Education of Québec.*

7.4 Approval of the projected audit fees for the fiscal year ending on May 31, 2001

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

R2001-92 *THAT, on the recommendation of the Audit Committee, the audit fees for the fiscal year ending on May 31, 2001 be approved and that payment of said fees be authorized.*

7.5 Appointment of external auditors for the fiscal year beginning on June 1, 2001 and ending on May 31, 2002

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

R2001-93 *THAT, on the recommendation of the Audit Committee, Samson, Bélair, Deloitte Touche be reappointed as the University's external auditors for the fiscal year ending on May 31, 2002.*

8. Composition of the Council of the John Molson School of Business

Upon motion duly moved and seconded (Appelbaum, Fancott), it was unanimously RESOLVED:

R2001-94 *THAT, on recommendation of Senate, the revisions to the membership of the Council of the John Molson School of Business be approved, as set out in Document BG-2001-9-*

D10, revised to include "or delegate" beside the Dean of Graduate Studies and Research under non-voting members.

9. Collection of an Arts and Science Federation of Associations (ASFA)

Upon motion duly moved and seconded (Blais, Basmaji), it was RESOLVED with two abstentions:

R2001-95 WHEREAS pursuant to a referendum held from October 29 to October 31, 2001, students registered in the Faculty of Arts and Science voted in favor of paying a fee of \$0.60 per credit for the benefit of the academic associations with the Faculty of Arts and Science and ASFA;

THAT the Board of Governors authorize the University to collect a fee of \$0.60 per credit from all undergraduate students registered in the Faculty of Arts and Science to be implemented with registration for the Winter term of 2002 (2001/4).

10. Progress report from the Advisory Search Committee for the Dean of Graduate Studies and Research

The Committee has concluded the interview process and will be producing a short-list of candidates soon. Open meetings will be conducted so that the community gets the opportunity to meet with the short-list candidates. Dr. Lightstone is hopeful that this will be done before the holiday break.

11. Progress report from the Advisory Search Committee for the Dean of the John Molson School of Business

After having reviewed the applications, the Committee felt that although there were some qualified candidates, the pool was not large enough to make the process credible. As a result, in order to increase the number of candidates, the application deadline has been extended to December 31 and the position has been re-advertised, with a focus outside Canada. The Committee felt this is in the best interest of the School and will strengthen the mandate of the appointee.

12. Report of the Rector

Dr. Lowy was pleased to report on the successful award ceremonies for undergraduate and graduate students. He reminded the Board that the Fall convocation will be held on November 16, at which time the Honorable Claire L'Heureux-Dubé will be receiving an Honorary Doctorate Degree from the University.

On a less positive note, Dr. Lowy expressed his disappointment with respect to the University's overall ranking in the Maclean's 2001 survey. The University was ranked 11 out of 11 in the comprehensive universities category. The University fared very well, placing among the top 3, with regard to its capacity to attract out-of-province and international students, class sizes and alumni support. However, it ranked very poorly with matters having to do with budget, scholarships and awards, library holdings and

expenses and average entering grade. Dr. Lowy pointed out that the Université du Québec network had not participated in the survey.

The Rector noted that some of the criteria used did not necessarily correspond to the realities of Concordia. For example, the University's admission policy reflects its mission regarding part-time and mature students. Moreover, the actual library holdings per student are irrelevant because of the inter-library loan agreement between Quebec universities.

In light of the foregoing, Ms. Stea wondered why Concordia participates in the survey since it is ranked according to criteria and methodology over which it has no control. Dr. Lowy responded that the debate occurs every year as to whether, from a public relations standpoint, Concordia would be hurting or helping itself by withdrawing from the survey. A long discussion ensued, during which Governors expressed their thoughts on participation in future years and ways and means to counter the poor rating.

Dr. Lowy then informed the Board that the federal government might be revising its priorities, namely its pro-research agenda, which could result in reducing the monies allocated to research councils. Intense lobbying is going on to counter this.

On the provincial level, Dr. Lowy apprised Governors of the University's inability to obtain an appointment with the Education Minister or other senior civil servants in order to discuss the University's operating budget and capital needs. The University had been doing better under the new funding formula, which is no longer based on the historical budget. However, rumors indicate that the new formula will be changed without justification. It would appear that the Education Minister has been responding to lobbying from the universities having incurred large deficits. Concordia is trying to obtain its fair share of the capital budget grants. While UQAM received a grant of \$400 million and HEC, \$100 million, in recent years, Dr. Lowy stated that Concordia has not received any new funds since the construction of the McConnell Library ten years ago.

13. Reports of the Vice-Rectors

13.1 Provost and Vice-Rector, Research

Dr. Lightstone elaborated on the funding formula. The formula comprises three components, expenditures of academic departments and faculties, which accounts for 65% of the budget, support services and maintenance of physical infrastructure. The first component is distributed on a system of weighting and discipline enrolments. According to the recent rumor, the current 11 categories would be reduced to six, three of which would be medical categories. The revision of the formula, as rumored, would be very detrimental to Concordia.

For example, under the proposed formula, Fine Arts would be divided into two categories. The interpretative arts would be better funded than the non-interpretative arts. This would be very prejudicial to Concordia. Moreover, all doctoral and master's programs would carry the same weighting, not taking into account the fact that research in humanities is less costly than in the applied sciences. Dr. Lightstone affirmed that the formula would benefit the older, established institutions with core disciplines in the humanities and liberal arts. Prof. Byers asked that a progress report regarding the implications of the funding formula be given at the next Board meeting.

13.2 Vice-Rector, Services

Mr. Di Grappa informed the Board of the following:

- the call for tenders for Lot 3 of the Science Building had been issued, with a hope to award the contract in January;
- the review of the Recreation and Athletics Department is being conducted since the Director's term is coming to an end;
- the automation of the admission process is progressing well; and
- the undertaking of a strategic planning exercise with the service sectors in relation to the ongoing academic planning process.

13.3 Vice-Rector, Institutional Relations and Secretary-General

Prof. Danis waived his report.

13.4 Chief Financial Officer

Mr. English waived his report.

14. Correspondence

There was no correspondence to report.

15. Any other business

Mr. Blais indicated that written reports from the Vice-Rectors would be quite helpful.

Mr. Nazzal queried the Vice-Rector, Services, concerning a request from a student group for the use of a room during Ramadan. Mr. Di Grappa mentioned that he had spoken to the Dean of Students and to his knowledge the problem had been addressed and solved. Nonetheless, Mr. Nazzal felt it was important to raise this issue at the Board, to which Mrs. Vineberg responded that the Board had heard Mr. Nazzal's concerns, but on the one hand Mr. Di Grappa had handled the situation, and on the other hand the Board meeting was not the proper venue for such matters.

16. Date of next meeting

Mrs. Vineberg informed Governors that the next meeting of the Board will be held on December 12, 2001, at 8 a.m., on the SGW Campus, in the Board's usual meeting place, Room GM 407-1.

17. Adjournment

The Open Session adjourned at 10:20 a.m.

Submitted by Danielle Tessier, Secretary of the Board of
Governors and Senate, for approval by the Board at its meeting of
December 12, 2001