

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

Held on Thursday, November 24, 2005, immediately following the meeting
of the Corporation, in Room GM 407-1, SGW Campus

Present

Governors: Mr. Peter Kruyt, *Chair*, Mr. John Aylen, Mr. David Bernans, Dr. Rama Bhat, Hon. Baljit Singh Chadha, Dr. June Chaikelson, Mr. Walter Chan, Mr. James Cherry, Dr. Sally Cole, Mr. Howard Davidson, Ms. Suzanne Gouin, Mrs. Judith Kavanagh, Dr. William Knitter, Dr. Lawrence Kryzanowski, Dr. Claude Lajeunesse, *President and Vice-Chancellor*, Me John Lemieux, Ms. Christine Lengvari, Mr. Tony Meti, Mr. Desmond O'Neill, Mr. Thomas Price, Dr. Rhona Richman Kenneally, Ms. Patricia Saputo, Dr. Hani Shennib, Mr. Mohamed Shuriye, Mrs. Mackie Vadacchino de Massy, Mrs. Lillian Vineberg, Mr. Jonathan Wener, *Vice-Chair*

Non-voting Observers: Ms. Jean Freed, Mr. John Hall

Officers of the University: Ms. Kathy Assayag, Me Marcel Danis, Mr. Michael Di Grappa, Mr. Larry English, Mr. John Parisella, Dr. Martin Singer

Guests: Me Pierre Fréreau, *Assistant Secretary-General and General Counsel*, Mr. Garry Milton, *Executive Director, Office of the President*

Absent

Governors: Me Gerald C. Burke, Mr. Charles G. Cavell, *Vice-Chair*, Me Rita de Santis, *Vice-Chair*, Mr. Brian Edwards, *Vice-Chair*, Mr. Brent Farrington, Mr. George Hanna, Mr. Eric Molson, *Chancellor*, Mr. Alex G. Potter, Mr. Richard Renaud, Mrs. Suzanne Sévigny, Mr. Ivan Velan

1. Call to Order

The Open Session was called to order at 8:22 a.m.

1.1 Chair's remarks

Mr. Kruyt welcomed Dean Catherine Wild who was attending her first Board meeting.

1.2 Approval of the Agenda

Mr. Kruyt noted that the presentation on eConcordia under item 5 was deferred to a later date.

Upon motion duly moved and seconded (Cherry, Davidson), it was unanimously RESOLVED:

R-2005-8-6 THAT the Agenda be approved, as revised.

1.3 Approval of the Minutes of the Open Session meeting of June 8, 2005

Dr. Singer suggested the addition of two words in paragraph 8.1 on page 5 of the Minutes.

Upon motion duly moved and seconded (Vadacchino, Kavanagh), it was unanimously RESOLVED:

R-2005-8-7 THAT the Minutes of the Open Session meeting of June 8, 2005 be approved, as revised.

1.4 Approval of the Minutes of the Open Session meeting of September 15, 2005

Upon motion duly moved and seconded (Lengvari, Vadacchino de Massy), it was unanimously RESOLVED:

R-2005-8-8 THAT the Minutes of the Open Session meeting of September 15, 2005 be approved.

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

There was no business arising from the Minutes.

3. Report of the President

Dr. Lajeunesse apprised members that the Budget Committee will meet next Tuesday, with a view to present the budget at the December Board meeting. The budgetary exercise was an exhaustive process, especially in the area of the Provost, since all needs had to be identified within the Faculties.

He continued by indicating that he is working hard on securing funding from the provincial government for the construction of the new JMSB building. While there is a strong commitment from the government with respect to this funding, the announcement has been delayed.

The review of internal operations is ongoing. At the request of Dr. Lajeunesse, Mr. Di Grappa updated the Board on the repositioning of the Human Resources and Employee Relations sector, which will include an exercise to position the sector so that it effectively support the University in the attainment of its objectives over the next five to ten years. The goal of this exercise is to ensure that policies are aligned with the needs of the

University, that the sector is transformed into a service-oriented sector, that equitable and transparent human resources practices are in place, and that the University has the ability to attract and retain the most competent personnel. Mr. Di Grappa mentioned that negotiations with several bargaining units were continuing. He also thanked the employees of the Human Resources sector for their openness to the repositioning exercise.

The President informed Governors that yesterday he had spent the day in Quebec City. He thanked Me Danis and Evelyne Abitbol who were instrumental in organizing this event. At Dr. Lajeunesse's invitation, Me Danis gave the details of the events held throughout the day, including meetings with the Minister of Education, Deputy Minister of Education, the Premier and the Speaker of the National Assembly, and the introduction of Dr. Lajeunesse to the National Assembly.

Dr. Lajeunesse continued by thanking all those who participated in his Installation ceremony and acknowledged Mrs. Vineberg, who had chaired the Installation Committee, for her dedication and superb work. He concluded his remarks by urging Governors to contribute to the Centraide campaign and thanked those who already do. He pointed out that Mr. Renaud is playing a leading role in this year's campaign. Dr. Lajeunesse encouraged attendance at tomorrow evening's Jeri Brown Concert, with all proceeds going to Centraide.

4. Presentation on the restructuring of the Advancement and Alumni Relations sector

Using a power point presentation, Ms. Assayag, Vice-President, Advancement and Alumni Relations, conveyed the directional plan for her sector. She began by stating that she had the opportunity to meet several alumni and friends of the University during the past ten months and was struck by the level of commitment and dedication they had expressed to her. This goodwill must be harnessed, and the University is well positioned to prepare for the next comprehensive campaign.

Ms. Assayag related the positioning statement which is to foster mutually beneficial, lifelong relationships among alumni and friends and, in collaboration with the University's internal and external communities, to build and sustain programs that secure continued financial support, volunteer support, alumni development, advocacy and interest from the private sector in support of Concordia's academic priorities.

She gave an overview of the fund raising results from 2000 to 2005, which showed the progression of the funds raised, donor count, number of internal and external volunteer canvassers, alumni volunteers, etc., specifying that efforts are being made to recruit more external canvassers. Upon reviewing the database analysis of donors, Ms. Assayag said that it is key to engage alumni and spoke of a renewed effort in tracing and finding information on the 30% of inactive alumni.

To achieve the objectives, Ms. Assayag identified four challenges that must be addressed. Firstly, stewardship is critical because past donors are the best prospects for future campaigns. While the last major campaign was very successful and surpassed its goal, very little follow up was done to cultivate the relationship with the donors. Thus,

the University must invest in donor/volunteer recognition programs, since it takes 20 times more effort to gain than retain a new donor. Leadership is also important. Over the last five years, there has been a continuous turnover at the Director's level, mid-management turnover and an overall lack of strategic direction. The third challenge is to have the right people in the right jobs. Despite the significant human resources, there is a lack of identifiable fundraisers among the overall staff component. Moreover, planned giving has not been addressed.

The last challenge is to ensure that the right structure is in place. Ms. Assayag indicated that the current structure does not promote optimal success. The centralized team is not focused or specialized and is far removed from the faculty priorities. Only small organizations can survive on highly centralized models organized by function, such as the current structure. Instead, the Advancement sector must be performance driven, through increased involvement with the academic leadership and a stronger understanding of the academic priorities to ensure that the Advancement programs are in line with the academic priorities and that the Faculty Deans are fully engaged in and supportive of Advancement activities.

In this respect, a vertically integrated approach is being proposed as the new structure. Ms. Assayag explained that the new structure is a highly specialized hybrid model, with joint reporting and accountability. This model is faculty based with a central office support function. She defined the activities to be performed by the faculty specialized teams (transformational gifts, building fund, large endowments, major gifts, etc.) and those to be performed by the central office (annual giving, grass roots campaign, direct mail and call center, central event coordination, etc.).

Ms. Assayag conveyed the timeline involved in preparing for the public phase of the 2007 campaign as well as her areas of focus during the last ten months regarding stewardship, outreach, fundraising, building the table of needs, recruitment and restructuring. In conclusion, she opined that the goals are ambitious while expressing confidence that they are attainable.

Following this presentation, Ms. Assayag responded to questions and comments from Governors.

5. Presentation on eConcordia

This item is deferred to a later date.

6. Election of Mr. John Ayles to Board Standing Committees

Upon motion duly moved and seconded (Lajeunesse, Knitter), it was unanimously RESOLVED:

R-2005-8-9 *THAT Mr. John Ayles be elected to the Collective Bargaining, Communications, Personnel and University Advancement Committees, in replacement of Ms. Patricia Lavoie.*

7. Banking resolution with the Toronto-Dominion Bank (Document BG-2005-8-D3)

Upon motion duly moved and seconded (Lajeunesse, Cherry), it was unanimously RESOLVED:

R-2005-8-10 WHEREAS *Concordia University is the sole shareholder of 2995034 Canada Inc.;*

WHEREAS the Toronto-Dominion Bank has asked that the Board of Governors of Concordia University pass a resolution detailing those individuals possessing signing authority on its behalf to generally commit the University with respect to the operation of the bank account of 2995034 Canada Inc.

BE IT RESOLVED:

THAT Mr. Marc Gauthier, Director, Restricted Funds and Finance, be authorized on behalf of the University:

- a) *to sign, both directly or caused to be signed by facsimile reproduction, issue, endorse, make, draw, and/or accept any cheques, promissory notes, bills of exchange or other negotiable instruments including drafts, any orders for the payment of money, contracts for letters of credit, term deposits, treasury bills, bankers' acceptances or forward exchange and generally all instruments or documents in any way in connection with its accounts and transactions with the Bank, whether or not an overdraft is thereby created, and instruments and documents so signed shall be binding upon the University;*
- b) *to receive from the Bank, and where applicable grant receipt for, all statements of accounts (pass books) cancelled cheques and other debit vouchers, unpaid and unacceptable bills of exchange and other negotiable instruments; and*
- c) *to negotiate, deposit with or transfer to the said Bank (but for the credit of the 2995034 Canada Inc.'s account only) all or any cheques, promissory notes, bills of exchange or other negotiable instruments, and orders for the payment of money including drafts, letters of credit, treasury bills and bankers' acceptances and for the said purpose to draw, sign, endorse (by rubber stamp or otherwise) all or any of the foregoing, and such signatures or stamping shall be binding upon the University.*

THAT a certified copy of this resolution be delivered to the Bank for its guidance and information and that this resolution be valid until a resolution abrogating the same shall have been passed and a certified copy thereof delivered to the Bank.

8. Revisions to the mandate of Standing Committees of the Board (Document BG-2005-8-D4)

Upon motion duly moved and seconded (Lajeunesse, Vadacchino de Massy), it was unanimously RESOLVED:

R-2005-8-11 *THAT the revisions to the mandate of the Collective Bargaining, Communications, Employee Benefits and Personnel Committees of the Board of Governors be approved, as detailed in Document BG-2005-8-D4.*

9. Revisions to the text of the Pension Plan for the Employees of Concordia University (Document BG-2005-8-D5)

Upon motion duly moved and seconded (Kavanagh, Chaikelson), it was unanimously RESOLVED:

R-2005-8-12 *THAT the amendments to articles 14.2 and 14.3 of the text of the Pension Plan for the Employees of Concordia University be approved, as detailed in Document BG-2005-8-D5.*

10. Approval of the collection of Concordia Student Union (CSU) fee levies (Documents BG-2005-8-D6 and D7)

Further to a suggestion by Mr. Shuriye and an ensuing discussion, it was agreed that the wording in the second part of the motion proposed under items 10.2 and 10.3 regarding the \$1.00 per credit student centre fee be changed to replace “until such time that an agreement is reached between the Concordia Student Union and the University Foundation” by “for a student union building”.

Dr. Chaikelson pointed out that the total increase voted by student amounted to \$2.05 per credit and stated that students vote in favor of increasing fee levies but protest any increase in tuition fees. As a result, she informed the Board that she was giving a notice of motion to be considered at a future meeting, as follows:

THAT the University raise the per credit administrative fee annually by an amount equivalent to the increased fee levies for student programs approved by the undergraduate students.

Mr. Shuriye specified that those fees provide funding for important activities and services that are not otherwise funded, such as the People’s Potato, which offers meals to students, etc.

Further to the discussion, the vote was taken on the motions.

WHEREAS, at a referendum held in November 2005, the undergraduate students voted in favor of paying a new fee and increasing or renewing existing fees;

WHEREAS the delay for contestation has now passed, and no contestation was filed in relation thereto;

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

10.1 New fee levy of \$0.35 per credit for the Concordia Volunteer Abroad Program

R-2005-8-13 *THAT the Board of Governors authorize the University to collect a fee of \$0.35 per credit from all undergraduate students for the Concordia Volunteer Abroad Program, to be implemented with registration for the Winter term of 2005 (2005/4), in accordance with the University billing, refund and withdrawal policy.*

10.2 Increase of the CSU fee levy by \$1.00 per credit to go towards the construction of the Student Centre

10.3 Increase of the CSU fee levy by \$0.30 for the funding of the CSU Student Advocacy Centre

R-2005-8-14 *THAT the Board of Governors authorize the University to collect an increased CSU fee levy from \$2.89 per credit to \$4.19 per credit from all undergraduate students, the approved \$1.00 per credit increase to be allocated to the construction of the Student Centre, and the approved \$0.30 per credit increase to be allocated to the funding of the CSU Student Advocacy Centre, to be implemented with registration for the Winter term of 2005 (2005/4), in accordance with the University billing, refund and withdrawal policy; and*

With respect to the \$1.00 per credit allocated to the Student Centre, that the University collect this fee and hold it in trust for a student union building.

10.4 Increase in the CJLO Radio Fee by \$0.15 per credit

R-2005-8-15 *THAT the Board of Governors authorize the University to collect an increased fee from \$0.10 per credit to \$0.25 per credit from all undergraduate students for the funding of CJLO Radio, to be implemented with registration for the Winter term of 2005 (2005/4), in accordance with the University billing, refund and withdrawal policy.*

10.5 Renewal of the People's Potato Collective fee of \$0.25 per credit

R-2005-8-15 *THAT the Board of Governors authorize the University to collect a renewed fee of \$0.25 per credit from all undergraduate students to support the People's Potato Collective, to be implemented with registration for the Winter term of 2005 (2005/4) for an indeterminate period, in accordance with the University billing, refund and withdrawal policy.*

11. Motion to rescind the ban on information and display tables in the lobby of the Hall Building (Document BG-2005-8-D8)

The following motion was moved and seconded (Price, Shennib):

Whereas, the Board of Governors resolved during its closed session on September 18, 2002 to ban student information tables in the lobby of the Hall Building;

Whereas CCSL unanimously resolved on October 4, 2002 to recommend to the Board that it rescind its Sept. 18 resolution regarding information tables in the lobby;

Whereas the mandate of CCSL is to study all aspects of student life for the purpose of enhancing relationships between the student and the total educational environment; and

Whereas there is currently a regrettable lack of student space on campus;

BE IT RESOLVED THAT the resolution passed by the Board of Governors on September 18, 2002 regarding information tables in the lobby of the Hall building be hereby rescinded.

Mr. Price conveyed that the lack of student space on the downtown campus was a source of huge concern for students. Tables invigorate student life and the ban was enacted as a temporary measure after the events of September 2002. Mr. Price opined that lifting the ban would be perceived as a gesture of good faith toward students.

Mr. Di Grappa gave the background that led to the ban of tables in the lobby and spoke against the motion. He said that the current student space is sufficient. There are more tables available on the mezzanine of the Hall Building than there was when the ban was introduced which, according to the Dean of Student, are not fully occupied at this time. Moreover, the quality and quantity of student space has been upgraded further to an investment of \$1.4 million to renovate the 7th floor of the Hall Building, where exhibition and display space is available.

Mr. Di Grappa added that the lobby has undergone a significant physical transformation since 2002, with the moving of the information desk and the addition of a food service outlet. Adding new tables to this configuration would impede on the normal flow of traffic. Lastly, for reasons of safety and security, adding tables would limit access to and egress from the building for normal operations or for emergency evacuations.

A discussion ensued, during which several Governors agreed with Mr. Di Grappa's comments and spoke in favor of continuing the ban of information tables in the lobby.

Mr. Bernans argued in favor of the motion, pointing out that the configuration had not changed significantly since the information desk is located where the security desk used to be. In his opinion, some of the "shopping mall flash ads" take up valuable space. Prior to the ban, there were active discussions and a greater sense of community on campus.

In light of the security issues raised, Mr. Chan suggested that this matter be referred to the Risk Assessment Group. Mr. Di Grappa replied that this matter had been discussed by that Group, which fully supported his recommendation.

Mr. Price opined that the tables for the food service outlet are taking up space and those should be equally considered as hindering the flow of traffic.

Further to this discussion, the vote was taken, pursuant to which the motion to rescind was defeated by a majority, with two voting in favor (Bernans and Price) and one abstention (Chan).

12. Reports of the Vice-Presidents

12.1 Provost and Vice-President, Academic Affairs - Dr. Martin Singer

Dr. Singer updated the Board on the final enrolment figures for the Fall term, stating that Concordia is experiencing its highest enrolment in history for the Fall term. He gave the preliminary enrolments for the Winter term. He informed the Board about the status of the hiring of the full-time faculty members, of the extensive budget review conducted in the academic sector and of the academic planning measurement exercise which has been undertaken.

The Provost concluded his report by apprising Governors that, in conjunction with John Parisella, a reputation survey will be conducted to establish benchmark perceptions of Concordia's reputation and image. A report will be tabled in the Spring and will outline the University's progress in measuring the performance indicators for the seven challenges identified in the academic plan.

12.2 Vice-President, Services - Mr. Michael Di Grappa

Mr. Di Grappa conveyed his regrets for the next meeting. Accordingly, his quarterly compliance report on environmental legislation and health and safety regulations, as well as the update on the environmental audit, will be forwarded to Dr. Lajeunesse who will report the highlights on his behalf.

12.3 Vice-President, External Relations, and Secretary-General - Me Marcel Danis

Me Danis reported that the government had very recently changed its immigration rules to allow international students to work up to 20 hours per week during their studies. He thanked Mr. Chadha who had brought this issue to his attention. Me Danis also apprised Governors of the decision of the Supreme Court of Canada to deny Yves Engler's leave to appeal his suspension from the University.

12.4 Vice-President, Finance - Mr. Larry English

Mr. English said that he will report on budget issues at the next meeting, following the upcoming meetings of the Audit and Budget Committees.

12.5 Vice-President, Advancement and Alumni Relations - Ms. Kathy Assayag

Ms. Assayag had nothing further to report at this time.

13. Any other business

Mr. Kruyt was pleased to underline that Mr. Richard Renaud had recently been recognized for his consciousness-raising philanthropy by the Dalai Lama, thereby joining the ranks of the *Unsung Heroes of Compassion*. Mr. Kruyt added that Mr. Renaud's work is critical and that he is a wonderful mentor.

Mr. Shuriye informed the Board that the CSU had moved its offices from the 6th floor to the 7th floor, thereby creating 300 additional seats to serve students. He also apprised

Governors of the activities that will take place in connection with the Forum on Climate Change co-organized by the CSU.

14. Next meeting

The next regular meeting of the Board of Governors will be held on December 15, 2005, at 6 p.m., on the SGW Campus.

15. Adjournment

The Open Session adjourned at 9:50 a.m.

Danielle Tessier
Secretary of the Board of Governors