



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

Held on Thursday, May 18, 2006, immediately following the meeting  
of the Corporation, in Room GM 407-1, SGW Campus

Present

Governors: Mr. Peter Kruyt, *Chair*, Mr. John Ayles, Mr. David Bernans, Dr. Rama Bhat, Me Gerald C. Burke, Mr. Charles G. Cavell, *Vice-Chair*, Dr. June Chaikelson, Hon. Baljit Singh Chadha, Mr. James Cherry, Me Rita de Santis, *Vice-Chair*, Mr. Brent Farrington, Mr. Paul Gauthier, Ms. Suzanne Gouin, Mr. George Hanna, Dr. Arvind K. Joshi, Mr. Khaleed Juma, Mrs. Judith Kavanagh, Dr. William Knitter, Dr. Lawrence Kryzanowski, Dr. Claude Lajeunesse, *President*, Me John Lemieux, Ms. Christine Lengvari, Mr. Desmond O'Neill, Mr. Richard Renaud, Dr. Rhona Richman Kenneally, Ms. Patricia Saputo, Mr. Mohamed Shuriye, Mrs. Mackie Vadachino de Massy, Mr. Ivan Velan, Mrs. Lillian Vineberg, Mr. Jonathan Wener, *Vice-Chair*

Non-voting Observers: 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. Guy Dumas, *Chief of Staff, Office of the President*

Absent

Governors: Mr. Walter Chan, Dr. Sally Cole, Mr. Howard Davidson, Mr. Brian Edwards, *Vice-Chair*, Mr. Tony Meti, Mr. David P. O'Brien, *Chancellor*, Mr. Alex G. Potter, Mrs. Suzanne Sévigny, Dr. Hani Shennib

Non-voting Observers: Ms. Jean Freed

1. Call to Order

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

1.1 Chair's remarks

In order to allow members of the community to follow the meeting and in an effort to decongest the room, Mr. Kruyt explained that once all the seats are taken, other

attendees are invited to go an overflow room had been set up in GM 405. The meeting will be broadcast on a TV, thus the reason for the cameraman.

The Chair congratulated Mrs. Lillian Vineberg, a tireless supporter of the University, for being awarded the *Humberto Santos Award of Merit* at the recent Alumni Recognition Awards banquet.

1.2 Approval of the Agenda

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

R-2006-4-7 *THAT the Agenda be approved.*

1.3 Approval of the Minutes of the Open Session meeting of April 12, 2006

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

R-2006-4-8 *THAT the Minutes of the Open Session meeting of the Board of Governors, held on April 12, 2006, be approved.*

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

There was no business arising from the Minutes.

3. Amendments to the Rules and Procedures for Senior Administrative Appointments and to the Evaluation Procedures for Senior Administrators in the Penultimate Year of their First Mandate (Documents BG-2006-4-D2 to D4)

Me de Santis thanked the members of the Working Group and specified that despite several attempts to include a student representative, it was unfortunate that none had participated. Besides the weekly meetings with the Working Group, Me de Santis had also consulted various other members of the University community for their input.

Me de Santis explained that the new procedures try to maintain the collegiality enshrined in the existing process while recognizing the growth of the University and the need for a more streamlined process to attract qualified administrators. She outlined the salient changes which primarily encompass the selection of the President's search and that of non-academic senior administrators, pointing out that there are very few changes to the search of academic senior administrators, traditionally conducted via a collegial process.

With respect to the selection of the President, the search committee will only bring forward one person to the public presentation, principally to acknowledge that many potential qualified candidates would not otherwise be willing to make their candidacy known. However, up to that point the process remains the same.

Me de Santis added that the overall process has been ameliorated by the requirement to use external consultants, unless the committee decides by a ¾ majority to the contrary, as well as the obligation to conduct a vote by secret ballot when requested.

Regarding non-academic administrators, the distinctive process will allow for greater flexibility in their selection, hiring and dismissal, since the candidates for those positions will be chosen by the President, met by a special evaluation committee prior to the President's recommendation to the Board, not bound by term limits but subject to an annual evaluation by the President. Moreover, tremendous emphasis has been placed on a formal evaluation which will be conducted every five years by a committee established by the Board.

Me de Santis concluded her presentation by specifying that article 111 clearly sets out the mechanism under which exceptions can be made.

A discussion ensued, during which some Governors expressed serious reservations with the differentiation between academic and non-academic senior administrators, stating that this was an important departure from Concordia's tradition and deploring the lack of academic and student input during the initial appointment of non-academic administrators. With respect to the formal evaluation of this group, it was pointed out that the Deans were excluded from the process since they are not members of the Board. Displeasure with the terminology of academic and non-academic was also voiced.

However, other Governors were very supportive of the new procedures, opining that they would allow the University to recruit the best possible candidates. Agreement was also expressed with the formulation of article 111, which sets a reasonable standard regarding any exception to the procedures. Me de Santis was commended for her work on this project.

In response to the comment about the exclusion of Deans in the formal evaluation process for the non-academic administrators, Me de Santis specified that this was unintentional. Therefore, it was agreed that article 102 be amended to read "*1 Representative of the senior administration, recommended by the Executive Committee of the Board*". It was further agreed that the terminology of academic and non-academic should be revisited and that more appropriate terms will be submitted for the Board's consideration at an upcoming meeting.

Upon motion duly moved and seconded (de Santis, Vineberg), it was RESOLVED with 7 opposed and 2 abstentions:

R-2006-4-9     *WHEREAS a Working Group was established by the Executive Committee on February 16, 2005 with the mandate to review current search and evaluation procedures for senior administrators;*

*WHEREAS the Working Group's final proposals were presented to the Executive Committee at its meeting of January 17, 2006; and*

*WHEREAS the required one-month notice of motion was given at the April 12 Board meeting;*

*BE IT RESOLVED:*

*THAT, upon the recommendation of the Executive Committee, the Board of Governors approve the revised Rules and Procedures for Senior Administrative Appointments (Policy BD-5), as contained in Document BG-2006-4-D2, as amended; and*

*THAT, upon the recommendation of the Executive Committee, the Board of Governors approve the revised Evaluation Procedures for Senior Administrators in the Penultimate Year of their First Mandate (Policy BD-8), renamed Evaluation Procedures for Senior Academic Administrators and for the President and Vice-Chancellor prior to the Expiry of their First Mandate, as contained in Document BG-2006-4-D3.*

4. Presentation on performance indicators

Governors were amenable to postpone this presentation to a later date.

5. Report of the President

5.1 Update on the search for the Vice-President, Research and Graduate Studies

Dr. Lajeunesse informed Governors that the Chair of the Board had appointed Dr. David Graham as the Dean representative in replacement of Dr. Nabil Esmail who had resigned from the search committee. The search is progressing well and interviews are scheduled to be held in the upcoming weeks.

6. Adoption of the profile of the ideal candidate for the position of Vice-President, Research and Graduate Studies (Document BG-2006-4-D5)

In paragraph 9, Mr. Shuriye suggested that the word “commercialization” be changed to “promotion”. Dr. Lajeunesse replied that promotion was already covered in paragraph 2 and that commercialization was the correct word.

Upon motion duly moved and seconded (Lajeunesse, Vadacchino de Massy), it was RESOLVED with 2 opposed and 1 abstention:

R-2006-4-10 *THAT, upon recommendation of the Advisory Search Committee for a Vice-President, Research and Graduate Studies, the Board of Governors approve the profile of the ideal candidate for a Vice-President, Research and Graduate Studies, set out in Document BG-2006-4-D5.*

7. Approval of the establishment of a School of "General Studies" (Document BG-2006-4-D6)

Dr. Lajeunesse said that the Board is being asked to approve the establishment of this new entity, in accordance with the principles set out the document. Work needs to be completed with respect to the financial implications, finding a more suitable name and the implementation stages, which will be brought back to the Board in due course.

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

R-2006-4-11 *THAT, upon the recommendation of Senate, the Board of Governors approve the establishment of the School of "General Studies", in accordance with the principles set out in Document BG-2006-4-D6.*

8. Tuition fee increases for the Global Aviation MBA Program, the Graduate Diploma in Aviation Management and Graduate Certificate in Aviation Management (Document BG-2006-4-D7)

Speaking privileges were granted to Mr. Patrick Kelley, Executive Director of Administration and Human Resources in JMSB, and Dr. Isabelle Dostaler, Interim Director of the International Aviation MBA Program, who outlined the rationale for the tuition increase. It was specified 39 students are required to register over two years with the current tuition in order to breakeven, while that number drops to 27 with the revised tuition. It was also underlined that the program is geared towards the pool of international students and that the applicant's profile, not tuition, is a key factor in recruitment. Moreover, the viability of the program will be reassessed during the next renewal cycle.

Upon motion duly moved and seconded (Lajeunesse, Richman-Kenneally), it was RESOLVED with 3 opposed:

R-2006-4-12 *THAT upon the recommendation of the President's Cabinet, the annual tuition fees for the following John Molson School of Business graduate programs be modified as follows:*

- *Global Aviation MBA Program, from \$28,000 USD to \$42,000 CDN;*
- *Graduate Diploma Program in Aviation Management, from \$21,000 USD to \$27,000 CDN;*
- *Graduate Certificate Program in Aviation Management, from \$14,000 USD to \$18,000 CDN,*

*to be implemented with registration for the Summer term of 2007 (2007/1) and applicable to only newly-admitted students as of the Summer term of 2007 (2007/1).*

9. Approval of the Student Services fee (Document BG-2006-4-D8)

Mr. Kruyt left and Me de Santis chaired the meeting from this point on.

Vice-President Di Grappa informed members that the Student Services fee had not changed since 1997. In past years, cost increases were funded through the growth in student enrolment. However, the levelling off of enrolment, together with significant increased labour costs and the need for stronger student service support, have made the increase necessary. Mr. Di Grappa added that there had been open discussions about the increases since March 2006 and that a CCSL working group has been established to look at alternative funding sources.

Speaking privileges were granted to Roger Côté, Executive Director, Enrolment and Student Services. While recognizing the importance of minimizing the costs to students, he said that the increase represents approximately \$67 per year for students registered for 24 credits or less, compared to fees at other Quebec English universities which cost \$85 to \$250 more than the proposed increase for an equivalent course load.

A discussion ensued, during which student Governors adamantly opposed this increase and urged Governors to vote against it, arguing that some students cannot afford a \$67 increase. In response to a suggestion that the Board commit to apply any additional funding from the government towards reducing this fee, Mr. Di Grappa clarified that the provincial guidelines dictate that a specific amount must be earmarked for student services and that the balance must be funded by the Student Services fee.

Upon motion duly moved and seconded (Lajeunesse, Hanna), it was RESOLVED with 4 opposed:

R-2006-4-13 *WHEREAS the Concordia Council on Student Life (CCSL) is a non-academic advisory body which is mandated to make recommendations regarding student life and, more particularly, the Student Services budget and fee;*

*WHEREAS, at its meeting of April 12, 2006, the Board of Governors approved a motion to maintain the Student Services fee at the level of \$6.90 per credit for the 2006-2007 academic year, pending changes which may be recommended at the May 5, 2006 CCSL meeting.*

*WHEREAS, at its meeting of May 5, 2006, CCSL voted, by secret ballot, in favour of increasing the Student Services fee in each of the next three years;*

*BE IT RESOLVED THAT, on recommendation of CCSL, the Student Services fee be increased from its present level of \$6.90 per credit to \$9.73 per credit in the 2006-2007 Fall/Winter term, to \$9.95 per credit in the 2007-2008 academic year; and to \$10.26 per credit in the 2008-2009 academic year, to take effect with registrations for the Fall term for the 2006-2007 year (2006/2) and the Summer term in each of the next two following academic years (2007/1 and 2008/1 respectively).*

10. Graduate Students' Association (GSA) fee levy (Documents BG-2006-4-D9 and D10)

Mr. Bernans presented the mission of Le Frigo Vert. A discussion ensued, during which some Governors were troubled by the fact that students, on the one hand, systematically oppose any fee charged by the University while, on the other hand, support several student union and/or activity fee levies, which can represent a significant amount when added up.

Upon motion duly moved and seconded (Bernans, Farrington), it was RESOLVED with 4 opposed and 3 abstentions:

R-2006-4-14 *WHEREAS, at a recent referendum, the graduate students voted in favour of a fee to become members of Le Frigo Vert;*

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

*BE IT RESOLVED THAT the Board of Governors authorize the University to collect a fee of \$4.00 per year from all graduate students to become members of and eligible for all benefits offered by Le Frigo Vert for a period of five years, to be implemented with registration for the Fall term of 2006 (2006/2) until the Summer term of 2011 (2011/1), in accordance with the University billing, refund and withdrawal policy.*

11. Fine Arts Students Alliance (FASA) fee levies (Documents BG-2006-4-D10 and D11)

Mr. Shuriye moved the motion, and Mr. Farrington was in the midst of explaining the relevance of these fees. However, noticing a dwindling attendance, the Chair asked the Secretary to do a head count, further to which it was confirmed that quorum had been lost.

Therefore, the Chair declared that this item would be placed on the Agenda of the next meeting of the Board, and the meeting was adjourned at 10:25 a.m.

Danielle Tessier  
Secretary of the Board of Governors