

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

Held on Friday, February 29, 2008,  
immediately following the meeting of the Corporation  
in Room EV 2.260, SGW Campus

Present

Governors: Mr. Peter Kruyt, *Chair*, Dr. Shimon Amir, Dr. Rama Bhat, Sister Françoise Boisvert, Me Gerald C. Burke, Mr. James Cherry, Mr. Howard Davidson, Me Rita de Santis, *Vice-Chair*, Mr. Michael Di Grappa, *President*, Mr. Brian Edwards, *Vice-Chair*, Ms. Hélène Fortin, Ms. Suzanne Gouin, Ms. Anika Henry, Mr. Ed Janzen, Dr. Arvind K. Joshi, Mrs. Judith Kavanagh, Dr. William Knitter, Dr. Lucie Lequin, Dr. Catherine MacKenzie, Mr. Andrew Molson, Ms. Angelica Novoa, Mr. Desmond O'Neill, Mr. Steven Rosenshein, Ms. Patricia Saputo, Mr. Ivan Velan

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

Officers of the University: Ms. Kathy Assayag, Mr. Roger Côté, Dr. Louise Dandurand, Me Bram Freedman, Mr. John Parisella

Guests: Ms. Nathalie Laporte, Me Jonathan Levinson

Absent

Governors: Mr. John Ayles, Mr. Charles G. Cavell, *Vice-Chair*, Hon. Baljit Singh Chadha, Mr. Danny Di Perna, Dr. Lawrence Kryzanowski, Me John Lemieux, Mr. Tony Meti, Mr. David P. O'Brien, *Chancellor*, Mr. Richard Renaud, Me Jacques Tousignant, Mrs. Lillian Vineberg, Mr. Jonathan Wener, *Vice-Chair*

Officer of the University: Mr. Larry English

1. Call to Order

The Open Session was called to order at 9:31 a.m.

1.1 Chair's remarks

Mr. Kruyt was pleased to announce that, during the Closed Session, the Board of Governors made the following appointments:

- Dr. Judith Woodsworth, President and Vice-Chancellor, commencing on August 1, 2008;
- Dr. David Graham, Provost and Vice-President, Academic Affairs, commencing on March 1, 2008; and
- Prof. Joanne Locke, Interim Dean of the Faculty of Arts and Science, commencing on March 1, 2008.

Mr. Kruyt expressed his appreciation to Dr. Dandurand who had doubled her responsibilities during her tenure as Interim Provost.

## 1.2 Approval of the Agenda

Mr. Kruyt pointed out that Document BG-2008-2-D13 had been distributed, noting that the creation of the position of Dean and Associate Vice-President, Graduate Studies and matters arising therefrom will be dealt with under item 10: Any other Business.

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

*R-2008-2-7 THAT the Agenda be approved as amended.*

## 1.3 Approval of the Minutes of the Open Session meeting of January 17, 2008

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

*R-2008-2-8 THAT the Minutes of the Open Session meeting of the Board of Governors, held on January 17, 2008, be approved.*

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

There was no business arising from the Minutes.

## 3. Presentation on the Faculty of Engineering and Computer Science

Dean Esmail began his presentation by recalling that the Faculty of Engineering and Computer Science was demoralized and indebted when he arrived in 1997. Facilities were scattered among 17 locations and laboratories were located in the basements of single-dwelling annexes and office rooms. Under his leadership and vision, expectations were raised, guiding the Faculty to a tremendous transformation in quality, programs and students and raising faculty and staff morale and motivation. Today, the EV Building houses the largest graduate engineering programs in Canada, with 1,250 graduate students and 300 professors and staff engaged in creative research every day.

Noting that his tenure as Dean was coming to an end, Dean Esmail outlined the guiding strategic principles which, translated into actions, lead to this tremendous transformation. Notably, the aged professorate was turned into one of the youngest and most dynamic in Canada. Of the 95 professors in 1997, 57 are still among us. One hundred and five have been hired over the last few years. The entire student body almost doubled since then, undergraduate students increased by 70% and graduate

students tripling. The number of PhD students tripled to an impressive 513, the largest group of engineering PhD students in Canada. Dean Esmail emphasized that this has been achieved by the hard work of motivated professors, that quality has not been sacrificed for accessibility, proudly adding that each year 4.5 to 5% of all undergraduate students are on the Dean's List, with a grade point average of 3.5 or higher.

Dean Esmail conveyed some key areas of excellence, including the undergraduate aerospace engineering program, considered one of the best in Canada. Quite a few future leaders of the Canadian aerospace industry will likely be Concordia alumni. He noted that the Faculty is currently working with software entertainment partners in an effort to establish a similar foothold in that industry. All undergraduate programs have been successfully accredited by the Canadian Engineering Accreditation Board of the Canadian Council of Professional Engineers and the Canadian Information Professionals Society.

The Faculty was the first in Quebec to introduce a program in software engineering and recently introduced the first North American graduate program in information security which has already attracted significant attention from Cisco, Bell Canada, the Defence Department, the FBI and other organizations. The Faculty also recently introduced the first Canadian graduate program in quality engineering, a strategic area of national interest.

The Faculty is in sound financial shape, which Dean Esmail attributed to the revenue productivity of the faculty members. The professorate raised their research revenues from industrial sources and government agencies from \$5 million annually to \$12 million. Professors generate more than double their own salaries and benefits. Their hard work contributed \$18 million towards the re-equipping of all undergraduate engineering laboratories between 2001 and 2004.

Looking ahead, the Faculty's challenges include the outsourcing of engineering jobs to other countries, the competition for new students locally and globally, and the need for more research funding and interdisciplinary activities. These challenges can be met by aligning academic and managerial cultures with faculty goals and identifying the administrative tools to reach them. In closing, Dean Esmail expressed his pride on the Faculty's accomplishments over the past decade. Following this presentation, a discussion ensued, during which Dean Esmail responded to questions from Board members.

#### 4. Communications sector update

Mrs. Gouin, Chair of the Communications Committee, recalled that at the January 2007 Board meeting, Governors had been approved the University's new visual expression which was based on four key messages: high quality, daring, diversity and approachability.

Mr. Parisella gave an overview of the work done by three units of the University Communications Services: Media Relations (increased coverage, experts online and media training); Marketing Communications (application of the new visual expression, common look and feel and advertising and marketing initiatives); and Internal and Web Communications (the Journal, News@Concordia and web initiatives).

Mr. Sami Antaki, Executive Director, Marketing Communications, indicated that the new visual expression has been adopted across all Faculties, departments and units, incorporating grandfather clauses when necessary. All advertising and marketing material must respond to the four key messages. He spoke of several initiatives, including a transit campaign in 10 cities where recruitment is ongoing and a billboard campaign in collaboration with the Chamber of Commerce near CEGEPs which have students who are likely to apply to Concordia. All banners, the University website and the Journal have been revamped to capture the new look. Mr. Antaki also conveyed the new web 2.0 initiatives and outlined their benefits.

In conclusion, Mrs. Gouin conveyed future initiatives, further to which Governors were shown a promotional video.

5. Board response to the Report of the Working Group on University Governance (Document BG-2008-2-D3)

Mr. Kruyt noted that, further to the February 8 Board session, the Executive Committee had been charged with drafting the Board's response to the Education Minister's letter seeking Concordia's thoughts on the *Report of the Working Group on University Governance*. Mr. Kruyt added that Senate's comments will be attached to the signed copy. The French and English versions will be forwarded to members of the Board of Governors and Senate via email attachment.

6. Ratification of an agreement with COPIBEC (Documents BG-2008-2-D4 and D5)

In response to questions from Governors, Me Freedman indicated that this agreement was the renewal of the existing agreement, with updates to take into account new technologies. Any fee increase will be brought back to the Board for separate approval before implementation. A comprehensive internal infrastructure has been put in place by the General Counsel, the Bookstore and the Library to ensure the dissemination of the rules regarding the reproduction of literary works within the University. Me Freedman explained that COPIBEC is a collective regrouping copyright holders which negotiates copyright fees with CREPUQ. Concerns were voiced by student Governors that they already pay a 0.75 \$ per credit copyright fee in addition to fees for course packs.

Upon motion duly moved and seconded (Di Grappa, Kavanagh), it was RESOLVED with two opposed:

R-2008-2-9     *WHEREAS Concordia University recognizes the importance of respecting copyright and wishes to ensure that its operations are carried out in compliance with the provisions of the Copyright Act; and*

*WHEREAS, on behalf of the Quebec universities, CREPUQ has negotiated and concluded with COPIBEC a renewal of a general licensing agreement to structure and facilitate the copying of published works for educational purposes;*

*BE IT RESOLVED:*

*THAT the Board of Governors ratify the aforesaid licensing agreement with COPIBEC, as fully set out in Document BG-2008-2-D4;*

*THAT the Assistant Secretary-General and General Counsel be mandated to take the necessary steps to ensure the full implementation of the said agreement within the University community.*

7. Update of the Advisory Search Committee for a Dean of Engineering and Computer Science

Dr. Dandurand reported that the next meeting is scheduled for March 6, at which time interviews will be conducted. The public presentations will be held towards the end of March.

8. Report of the President

Mr. Di Grappa conveyed his gratitude to Dr. Dandurand for stepping in at an important time and assuming the duties of Provost.

As noted in the reports of the Vice-President, Finance and that of the Vice-President, External Relations and Secretary General, \$187 million will be injected into post-secondary education as a result of increased federal transfer payments. Mr. Di Grappa noted that the Minister of Education proposed distribution of 60% to universities and 40% to CEGEPs will cost universities several millions, as this was a departure from the traditional 75% and 25% used in previous distributions.

Of the amount dedicated to universities, \$51.6 million will be reserved for particular priorities, leaving \$60.6 million for reinvestment according to the traditional grid. Thus, Concordia's share will be only \$6.2 million for 2008/2009. Mr. Di Grappa indicated that the results for 2007/2008, together with the framework and outlook for the 2008/2009 budget will be presented at an upcoming Board meeting.

9. Monthly reports

9.1 Vice-President, Advancement and Alumni Relations – Ms. Kathy Assayag (Document BG-2008-2-D6)

Ms. Assayag mentioned that the comprehensive campaign was building momentum. She invited Governors to visit the website and was pleased to announce that two new seven-figure donations had been given for the Refectory and the Institute for Genocide and Human Right Studies.

9.2 Vice-President, Services – Mr. Roger Côté (Acting) (Document BG-2008-2-D7)

Mr. Côté noted that, at its meeting of February 28, 2008, the Collective Bargaining Committee ratified the CUSSU Collective Agreement. The agreement will terminate on May 31, 2010.

9.3 Vice-President, Research and Graduate Studies – Dr. Louise Dandurand (Document BG-2008-2-D8)

- 9.4 Provost and Vice-President, Academic Affairs - Dr. Louise Dandurand (Interim)  
(Document BG-2008-2-D9)
- 9.5 Vice-President, Finance - Mr. Larry English (Document BG-2008-2-D10)
- 9.6 Vice-President, External Relations and Secretary-General - Me Bram Freedman (BG-2008-2-D11)
- 9.7 Special Communications Advisor to the President - Mr. John Parisella (Document BG-2008-2-D12)

No additional information was provided under these headings.

10. Any other business
- 10.1 Proposal to create the position of Dean and Associate Vice-President, Graduate Studies  
(Document BG-2008-2-D13)

Dr. Dandurand explained the necessity of creating the position and specified that this position will be financially neutral since the position of Associate Vice-President, Research will be abolished at the end of the incumbent's term on May 31.

Upon motion duly moved and seconded (Di Grappa, MacKenzie), it was unanimously RESOLVED:

- R-2008-2-10 THAT, upon recommendation of Senate, the Board of Governors approve the creation of the position of *Dean and Associate Vice-President, Graduate Studies/Doyen et vice-recteur associé aux études supérieures*, as detailed in Document BG-2008-2-D13.

- 10.2 Establishment of an Advisory Search Committee for the position of Dean and Associate Vice-President, Graduate Studies

Upon motion duly moved and seconded (Di Grappa, Rosenshein), it was unanimously RESOLVED:

- R-2008-2-11 THAT an *Advisory Search Committee for the position of a Dean and Associate Vice-President, Graduate Studies* be established with the following composition, as set out in the *Rules and Procedures for Senior Administrative Appointments (Policy BD-5)*:

- 1 Chair;
- 2 Members of the Board, one of whom shall be a representative of the community-at-large or the alumni, the other shall be a faculty member, recommended by the Executive Committee of the Board;
- 5 Full-time faculty members (2 from the Faculty of Arts and Science and 1 from the other Faculties), nominated in accordance with the method specifically adopted by each Faculty for the purposes of this procedure;
- 1 Representative of the senior administration, recommended by the Executive Committee of the Board;
- 2 Graduate students nominated by the Graduate Students' Association, one of whom shall hold a part-time teaching contract;

- 1 *Member of the administrative and support staff from the School of Graduate Studies or the Office of Research, nominated in conformity with the Electoral College Policy.*

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*THAT, once the Advisory Search Committee has begun its work, the Chair of the Committee report progress to the Board every month; and*

*THAT the Chair of the Board be authorized to appoint a replacement for any member who may have resigned, such appointment to be made in consultation with the Chair of the committee and with the constituency of the committee member who has resigned.*

10.3 Appointment of an Acting Dean and Associate Vice-President, Graduate Studies

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

R-2008-2-12 *THAT Dr. Louise Dandurand be appointed Acting Dean and Associate Vice-President, Graduate Studies effective immediately and until such time that a permanent incumbent will have been appointed.*

11. Next meeting

The next regular meeting of the Board of Governors will be held on Monday, March 31, at 8 a.m., on the SGW Campus, in Room EV 2.260.

12. Adjournment

The Open Session adjourned at 11:01 a.m.

Danielle Tessier  
Secretary of the Board of Governors