

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

Held on Thursday, December 11, 2008, immediately following a meeting
of the Closed Session in Room GM 407-1, SGW Campus

PRESENT

Governors: Mr. Peter Kruyt, *Chair*, Dr. Shimon Amir, Mr. Robert Barnes, Mr. Charles G. Cavell, *Vice-Chair*, Mr. James Cherry, Me Francesco Ciampini, Mr. Howard Davidson, Me Rita de Santis, *Vice-Chair*, Dr. Charles Draimin, Mr. Brian Edwards, *Vice-Chair*, Mr. Eddie Fuchs, Mr. David Gobby, Ms. Suzanne Gouin, Prof. Arpi Hamalian, Dr. Arvind K. Joshi, Ms. Keyana Kashfi, Mrs. Judith Kavanagh, Ms. Mahboubeh Khani, Me John Lemieux, Dr. Lucie Lequin, Dr. Catherine MacKenzie, Ms. Catherine Reimer, Mr. Noah Stewart-Ornstein, Ms. Annie Tobias, Mr. Ivan Velan, Mrs. Lillian Vineberg, Dr. Judith Woodsworth, *President and Vice-Chancellor*

Officers of the University: Ms. Kathy Assayag, Dr. Louise Dandurand, Mr. Michael Di Grappa, Mr. Larry English, Me Bram Freedman, Dr. David Graham

Non-voting Observers: Ms. Jean Freed, Dr. Graham Martin

Guest: Mr. Sami Antaki, Me Jonathan Levinson

ABSENT

Governors: Sister Françoise Boisvert, Dr. Tien Bui, Hon. Baljit Singh Chadha, Mr. Jean-Pierre Desrosiers, Mr. Danny Di Perna, Mr. Norman Hébert jr., Mr. Tony Meti, Mr. Andrew Molson, Ms. Hélène Fortin, Me Marie-José Nadeau, Mr. David P. O'Brien, *Chancellor*, Ms. Patricia Saputo, Mr. Jonathan Wener, *Vice-Chair*

1. **Call to Order**

Mr. Kruyt called the Open Session to order at 9:18 a.m.

1.1 **Chair's remarks**

The Chair waived his remarks.

1.2 **Approval of the Agenda**

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

R-2008-12-9 *THAT the Agenda be approved.*

1.3 Approval of the Minutes of the Open Session meeting of November 20, 2008

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

R-2008-12-10 *THAT the Minutes of the Open Session meeting of the Board of Governors, held on November 20, 2008, be approved.*

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

There was no business arising from the Minutes.

3. Approval of amendments to article 41 of the University By-Laws regarding the composition of Senate

Upon motion duly moved and seconded (Woodsworth, Stewart-Ornstein), it was unanimously RESOLVED:

R-2008-12-11 *WHEREAS the required written notice of motion to modify the By-Laws was given on October 30, 2008;*

BE IT RESOLVED THAT, upon recommendation of Senate and the Executive Committee, the Board approve the amendments to article 41 of the University By-Laws regarding the composition of Senate, as set out in Document BG-2008-12-D5.

4. Appointment of a member to the Executive Committee

Upon motion duly moved and seconded (de Santis, Kashfi), it was unanimously RESOLVED:

R-2008-12-12 *THAT Dr. Catherine MacKenzie be appointed to Executive Committee in replacement of Dr. Shimon Amir during the latter's sabbatical leave, from January 1, 2009 to June 30, 2009.*

5. Appointment of members to the Evaluation Committee for the Dean of Fine Arts

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

R-2008-12-13 *THAT the following individuals be appointed as members of the Evaluation Committee for the Dean of Fine Arts:*

- *Dr. David Graham, Chair;*

- *Ms. Suzanne Guoin, a member of the Board representing the community-at-large and Prof. Arpi Hamalian, a member of the Board representing faculty from a Faculty other than the one whose deanship is being evaluated, recommended by the Executive Committee of the Board;*
- *Prof. Gary Schwartz, a regular part-time faculty member, nominated by the part-time faculty association from the Faculty of Fine Arts;*
- *Mr. Noel Burke, a Dean from a unit other than the one whose deanship is being evaluated, recommended by the Executive Committee;*
- *Mr. Brendan Curran, a graduate student from the Faculty of Fine Arts, nominated by the Graduate Students' Association.*

6. Budget update

Mr. English said that an update on the budget for the second quarter was included in his monthly report filed under Document BG-2008-12-D10. He noted that the projections are on target. Preliminary data indicates that winter enrolments are higher than originally anticipated.

7. University funding in Quebec

Dr. Graham began by showing an example of three students registered in the same program, in the same Faculty and taking the same number of courses, for whom the University would receive very different levels of funding. He explained that funding comes primarily from tuition fees and from government grants in three envelopes calculated on the basis of FTEs (full-time equivalent students): *enseignement* (teaching), *soutien* (support) and *terrains et bâtiments* (space). While the two latter grants are calculated on the basis of raw FTEs, the teaching grant is calculated from weighted FTEs, the focus of the presentation. Dr. Graham emphasized that the crucial point is that teaching grant is not funded on the basis of programs but activities, which explains the disparity in funding that he had earlier illustrated.

To obtain a degree, a student completes one or more programs. Each program requires the completion of a certain number of credits of study through registration in courses. Each registration constitutes an activity. Thus, an activity is a registration by one student in a given course section. Thirty credits of activity (normally 10 course registrations) in a given area make one raw FTE at any level of study. As stated previously, raw FTEs are used to calculate the funding for support and space. However, to calculate the teaching grant, each raw FTE is then translated into weighted FTEs, according to multipliers set out in the weighting grid.

The Provost explained that different weighting factors apply to different families of programs and vary according to cycles, based on the presumed average cost of delivery in Quebec universities in 2002/2003. He noted that some FTEs are unfunded, such as senior independent students auditing courses, etc., and explained the calculation of the funded FTEs (FFTEs) is done to arrive at the monetary value found in the funding grid. The current funding grid was developed by a panel of experts from MELS and CREPUQ and is supposed to be reviewed every three years to update the data on which the grid is based. With respect to its impact on Concordia's funding, it is apparent that many common fields of study at Concordia have low weighting factors, such as administration

and the humanities, as opposed to those fields of student with high weighting factors, such as dentistry, veterinary medicine.

Dr. Graham concluded his presentation by opining that decisions about student recruitment should be driven by the University's academic priorities. Sharply lowering the cost of instruction will only work in the short term and is not truly strategic. Cost reduction is a sound tactic if we can structurally keep our costs below the median without affecting academic quality.

8. Strategic Research Plan

Dr. Dandurand was pleased to make her first formal presentation to Governors and apprised them that she would take the opportunity to also outline the context, approach and philosophy leading to the development of the Strategic Research Plan.

Upon her arrival just over two years ago, Concordia had already made a commitment to develop research and graduate studies. She was coming with an outsider's vision of the research culture at Concordia. Therefore, she and her team toured the campus, visited research-intensive units and consulted with faculties. This exercise demonstrated that Concordia had a vibrant research environment. On the other hand, research support across the Faculties was inconsistent, policies were dormant or non-existent, provincial funding opportunities were under-utilized, Concordia was absent in major external forums and had few major grants. Concordia was the best kept secret in town!

The first conclusion to be drawn was that the sector needed a plan to sustain growth, to take greater advantage of partnering opportunities and to promote Concordia's expertise internally and externally. Accordingly, three overarching objectives were set to strengthen research capacity, foster alliances and leadership and increase visibility, outreach and recognition. An internal culture shift was required to achieve these objectives and which called for Research and Graduate Studies be part of the academic planning process as well as some operational decisions. This also required a reorganization of the structure of research support within the Faculties to ensure that they were complementary and consistent with the central initiatives.

Several tools were conceived, such as the establishment of advisory committees, the drafting of university-wide procedures and guidelines, of interim framework for research chairs and of a detailed research table of needs, the filling of research facilitator positions in the two Faculties which had no such position. A comprehensive plan to support research at Concordia was developed, entitled *Mobilizing Knowledge Plan*. It includes a series of programs each with a specific budgetary envelope and explicit objective, designed to complement and leverage external funding opportunities. New graduate student support initiatives were also put into place.

Dr. Dandurand noted that the 2008-2012 Strategic Research Plan was developed within this context. While it was drafted as a requirement for the CRC and CFI programs, it is the driver to strategic hiring and external recognition, resource allocation and useful for planning, promotion and fund raising. Its philosophy calls for linkages, synergies, partnerships, and social relevance. It identifies Concordia's niches of excellence and emerging areas and maps our strengths. The plan looks at trends in an integrated way and reflects an interdisciplinary approach to addressing issues. It identifies two main

clusters: *The Person in Society* and *Technology, Industry and the Environment*. Dr. Dandurand listed several examples of successful Concordia researchers and their projects. She also invited Governors to view the CD entitled *Imagining Great Change* which showcases a few of Concordia's signature areas. A copy of the CD was distributed at the meeting.

Dr. Dandurand noted that the plan has received enthusiastic support and overall excellent buy-in from various stakeholders. It is complementary and consistent with the ongoing strategic planning exercise.

9. Update of the Advisory Search Committee for a Dean of the Faculty of Arts and Science

Dr. Graham apprised the Board that the Committee is scheduled to meet on December 17 to review the long list of candidates.

10. Reports on Concordia's compliance with certain legal obligations

10.1 Report on compliance with fiscal requirements

Mr. English reported he was satisfied with the procedures followed for computing and remitting taxes withheld from employees and employers' contributions from September 1 to November 30, 2008 as well as for GST and QST claims from August 1 to October 31, 2008 and that the University had fully complied with its statutory fiscal obligations. A copy of his detailed report has been deposited with the Secretary of the Board of Governors.

10.2 Report on compliance with environmental legislation and health and safety regulations

Mr. Di Grappa noted that the *Quarterly environmental health and safety report on due diligence* has been deposited with the Secretary of the Board of Governors and summarized the highlights as follows:

- The City of Montreal has issued a notice of non-compliance for the Grey Nuns' Building following the inspection report of the sprinkler system. Work is being done to correct the anomalies.
- An interdisciplinary task force has been examining the current practice of after hours' access to university buildings when many essential services are closed. The focus of the review is on risk management and occupant safety.
- The CSST has issued a compliance intervention regarding asbestos management at the University. A working group is reviewing and updating the current asbestos management program and developing an action plan to respond to the CSST requirements.
- There have been no serious injuries to Concordia employees or students. Water infiltration in the basement of the McConnell Building led to significant mould growth. The occupants have been temporarily relocated until remedial work has been completed and health concerns are being addressed.
- Two Emergency Management Team meetings were held during the last quarter to finalize the department emergency preparation plan template and to advance the emergency planning process at the institutional level.

11. Report of the President (Document BG-2008-12-D6)

Dr. Woodsworth thanked the Governors who attended her Installation ceremony. She expressed her appreciation to all those participated in its organization, and in particular Mrs. Lillian Vineberg who chaired the Installation Committee, for making this a memorable event.

In addition to the media coverage included in her written report, she indicated that she was interviewed on December 10 by *U.S. News & World Report*. She was asked about Concordia sustainability programs and the Simone de Beauvoir Institute. A special supplement on Quebec will be published in April.

The President informed the Board that Concordia's Centraide campaign is doing well but has yet to achieve its objective and invited those who have not yet contributed to do so. She also asked those Governors who plan to make a donation to consider doing it through Concordia.

12. Monthly reports

12.1 Vice-President, Advancement and Alumni Relations - Ms. Kathy Assayag (Document BG-2008-12-D7)

12.2 Vice-President, Research and Graduate Studies - Dr. Louise Dandurand (Document BG-2008-12-D8)

12.3 Vice-President, Services - Mr. Michael Di Grappa (Document BG-2008-12-D9)

12.4 Vice-President, Finance - Mr. Larry English (Document BG-2008-12-D10)

12.5 Vice-President, External Relations and Secretary-General - Me Bram Freedman (Document BG-2008-12-D11)

12.6 Provost and Vice-President, Academic Affairs - Dr. David Graham (Document BG-2008-12-D12)

12.7 Special Communications Advisor to the President - Mr. John Parisella (Document BG-2008-12-D13)

There was no additional information to those written reports.

13. Any other business

There was no other business to bring before the Board.

14. Next meeting

The next regular meeting of the Board of Governors will be held on Thursday, January 22, 2009, at 8 a.m., on the SGW Campus, in Room GM 407-1.

15. Adjournment

Mr. Kruyt conveyed his best wishes to all for happy and safe holidays, noting that Governors will be invited to a breakfast before the January Board meeting, further to which he adjourned the Open Session at 10:25 a.m.

Danielle Tessier
Secretary of the Board of Governors