

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

Held on Thursday, January 22, 2009, immediately following a meeting
of the Closed Session in Room GM 407-1, SGW Campus

PRESENT

Governors: Mr. Peter Kruyt, *Chair*, Mr. Robert Barnes, Sister Françoise Boisvert, Dr. Tien Bui, Hon. Baljit Singh Chadha, Mr. James Cherry, Me Francesco Ciampini, Mr. Howard Davidson, Me Rita de Santis, *Vice-Chair*, Mr. Danny Di Perna, Dr. Charles Draimin, Mr. Brian Edwards, *Vice-Chair*, Ms. Hélène Fortin, Mr. David Gobby, Prof. Arpi Hamalian, Mr. Norman Hébert jr., Ms. Keyana Kashfi, Mrs. Judith Kavanagh, Ms. Mahboubeh Khani, Me John Lemieux, Dr. Lucie Lequin, Dr. Catherine MacKenzie, Mr. Andrew Molson, Me Marie-José Nadeau, Ms. Catherine Reimer, Ms. Patricia Saputo, Mr. Noah Stewart-Ornstein, Ms. Annie Tobias, 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

Guests: Mr. Sami Antaki, Me Frederica Jacobs, Me Jonathan Levinson

ABSENT

Governors: Mr. Charles G. Cavell, *Vice-Chair*, Dr. June Chaikelson, Mr. Jean-Pierre Desrosiers, Mr. Eddie Fuchs, Ms. Suzanne Gouin, Dr. Arvind K. Joshi, Mr. Tony Meti, Mr. David P. O'Brien, *Chancellor*, Mr. Ivan Velan, Mrs. Lillian Vineberg, Mr. Jonathan Wener, *Vice-Chair*

1. **Call to Order**

Mr. Kruyt called the Open Session to order at 8:20 a.m.

1.1 **Chair's remarks**

Mr. Kruyt welcomed Me Frederica Jacobs, appointed General Counsel on January 5, who was attending her first Board meeting. He also underlined Chancellor O'Brien's appointment as an Officer of the Order to Canada for his contributions as a respected corporate leader and his generous support of post-secondary education across Canada, further to which the following motion was adopted:

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

R-2009-1-4 *THAT the Board of Governors congratulate Mr. David O'Brien for his appointment as an Officer of the Order of Canada.*

At the invitation of the Chair, Ms. Saputo apprised Governors that the John Molson Undergraduate Case Competition is going international this year for the first time. Teams from countries around the world, such as Hungary, China and Singapore, will be participating. This year's edition will be held from February 22 to February 28. She encouraged Governors to visit the website at www.jmucc.ca to register as a sponsor or a judge.

Although not a matter under the Board's purview, given the recent headlines in the media, at the request of Mr. Kruyt, Ms. Kashfi updated the Board regarding the allegations of fraud and/or mismanagement of CSU funds.

1.2 Approval of the Agenda

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

R-2009-1-5 *THAT the Agenda be approved.*

1.3 Approval of the Minutes of the Open Session meeting of December 11, 2008

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

R-2009-1-6 *THAT the Minutes of the Open Session meeting of the Board of Governors, held on December 11, 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 Fine Arts

Dean Catherine Wild noted that her presentation covered the 2007/2008 and 2008/2009 academic years and that the work of students and alumni will be featured throughout her presentation.

The Faculty has a longstanding reputation as one of Canada's foremost environments for the study and creation of arts. Recent articles, such as the special feature in the *Globe and Mail*, confirm the Faculty's positioning. It is recognized for its excellence in curriculum, graduate studies, research and research/creation and counts among its ranks some very distinguished members, including some of Canada's most celebrated scholars and contemporary artists. Noting that recruitment has drastically changed over the last 10 years, Dean Wild apprised the Board on the initiatives taken to attract the best

students. In the current competitive environment, establishing levels of graduate funding for the best students is the biggest recruitment challenge going forward.

With respect to faculty renewal, 10 new faculty members were appointed last Fall, and seven positions are being searched for appointments in the Fall 2009. Approximately 55% of the current full-time complement of 114 is eligible to retire within the next 10 years. Part-time faculty members make a significant contribution by teaching 58% of courses. However, full-time faculty members are vital to ensure ongoing leadership for core programs. Moreover, competitive graduate funding is a key element in faculty recruitment because high quality graduate students are essential for faculty research success. While undergraduate and graduate student enrolment has increased by 55% and 61% respectively during the past decade, the complement of full-time faculty members has increased by 12% for the same period. Dean Wild emphasized that the appointment of full-time faculty is critical for the Faculty to maintain its reputation.

She conveyed the research and curriculum leadership in several signature areas, such as Contemporary Art as Knowledge, Digital and Interactive Media, History and Documentary, Intercultural and Community Engagement, Interdisciplinary Studies and Practices, and Sustainability, which have helped to define the Faculty's success and contribute to the University's strategic planning process. She outlined the programs which are currently being expanded or developed.

With respect to research, the Faculty continues to have a consistent level of funding. Although federal research funds have been reduced overall, the Faculty continues to be a leader in the number of grants awarded. For example, in the flagship federal SSHRC research/program, Concordia tied for first place with York for the number of grants received and, at the provincial level, was second only to UQAM. Moreover, three members of the Faculty were named as new Concordia University Research Chairs in December.

The major projects for 2009 with regards to facilities are the temporary move of the performing arts to the JMSB building, a new roof for the VA building as well renovated studios for the new Music Therapy program. Planning is ongoing for the Grey Nuns' as a permanent home for the Faculty. Dean Wild spoke of the continued community engagement of the Faculty's students and faculty members. She reviewed the Faculty's budget for 2006/2007 and 2007/2008 and the projected budget for 2008/2009, emphasizing that managing enrolment and reducing spending should result in a breakeven budget for 2008/2009. She concluded by stating that the Faculty's strategic directions for the future will be to attract the next generation of students, renew faculty to ensure the stewardship of core programs, consolidate the Faculty's activities on the SGW campus, and effectively and responsibly manage the Faculty's resources and services. Following her presentation, Dean Wild responded to queries from Governors.

4. Presentation on the Libraries

Mr. Gerald Beasley, University Librarian, prefaced his presentation by giving the history of the two main library buildings, the Georges P. Vanier Library on the Loyola campus and the R. Howard Webster Library which occupies the 2nd, 3rd and 4th floors in the J.W. McConnell building on the SGW campus. Students and faculty in all subject areas

are served by both libraries. Acknowledging that much has changed since the expansion of the libraries, Mr. Beasley opined that the investment at that time has provided the capacity for a truly great library system and noted that this is what had attracted him to Concordia last July.

In his view, a library's greatness should be measured by its effectiveness in supporting the university's mission rather than how big and/or expensive it is, which is typically the measure used in ranking libraries in the academic surveys and explains why Concordia usually does not rank well in those surveys. Mr. Beasley apprised the Board that just under two-thirds of the annual operating budget of \$14 million is spent on 130 staff salaries, just over one quarter on collections and the rest on equipment, security, furniture, maintenance, etc. The revenues are cost recovery operations on overdue loans and printing. Libraries are indirectly supported through the provincial government's *soutien* envelope. Moreover, last year the libraries benefited from endowments and one-time donations amounting to \$235,000.

Mr. Beasley opined that what makes a library great is not so much what is put into it but what the user gets out of it, and in this regard, Concordia fares very well. Over 1.9 million visits in person were recorded during the last academic year, for all types of activities, such as locating a book, asking a question, studying, using a software program, printing a term paper, getting help to search a database, attending a workshop. Two fundamental principles underlie Concordia's value proposition: that libraries are centres for sustainable resource sharing, such as providing laptop loans, 24-hour opening and shared classrooms facilities, and they are centres for inter-university cooperation, such as the interlibrary loan system which allows students to visit or borrow material from another university library, consortial licensing agreements which allow the acquisition of digital books and journals at big discounts.

Mr. Beasley identified the study space in the Webster Library and the collection development as the two largest challenges facing the libraries. With respect to the first, increased enrolment since its opening in 1992, the migration of several departments to the SGW campus and enhanced research have resulted in space shortage for students and faculty members needing to use the library. An extra floor or two would certainly be useful as well as offsite storage to keep a portion of the journals and books. Accordingly, new downtown space is a top priority being looked into. With respect to collection development, the digital sources needed for academic study cost on average 50% more than their paper counterparts. He hopes that the library component of the comprehensive campaign will focus at least as much on building significant and sustainable support for collections as it will on capital projects.

Mr. Beasley concluded by underlining some recent initiatives, the most important being the information literacy program, for which Concordia has taken a leadership role. Pursuant to his presentation, Mr. Beasley answered questions, at which time it was agreed that a background note be sent to Governors regarding the impact of the impending copyright bill on the libraries.

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

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

R-2009-1-7 *THAT the following individuals be appointed as members of the Evaluation Committee for the Dean of Fine Arts:*

- *Profs. Gisèle Amantea, Silvy Panet-Raymond, David Pariser and Peter Rist, all full-time faculty members of the Faculty of Fine Arts, nominated by the Faculty of Fine Arts*
- *Ms. Rosie Prata, an undergraduate student from the Faculty of Fine Arts, nominated by the Concordia Student Union*

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

Dr. Graham reported that the Search Committee had met on December 17 to review the long list of candidates, further to which it reduced the list to a smaller number. The consultants are currently conducting preliminary interviews. The Committee is scheduled to meet on January 27, at which time it is expected to review a short-list of three to five candidates.

7. Report of the President (Document BG-2009-1-D2)

Dr. Woodsworth reported on her recent meetings with new faculty members and new students as well as on her recent tour of the library which allowed her to appreciate the work of the librarians and library staff. During her tour, she met with students raising funds for the *Live In for Literacy* event. The money collected will be used to build libraries in India.

The President noted that this afternoon she will be hosting the first of three small get-togethers, entitled "*Conversations with the President*", which will provide opportunities for faculty, students and staff to chat with her in an informal setting.

With respect to fundraising activities, Dr. Woodsworth noted that annual giving was up and significant revenues from bequests were received recently. She expressed the importance of annual giving and gave the example of an alumna of SGW who contributed \$100 a year since graduating in 1967 and just bequeathed her assets to Concordia resulting in a \$310,000 donation. At the invitation of Dr. Woodsworth, Ms. Assayag added that, despite the economic situation, the annual giving campaign, conducted mainly by direct mail and phone calls, raised \$890,000 between June 1 to December 31, representing an increase of 26.5% over the amount raised last year during that period. The participation rate also increased by 15%, with 7667 contributors compared to 6642 the previous year. Included in these figures were funds raised through the internal community campaign over the last seven months, including the Shuffle, totalling \$200,000. Moreover, during the past two years, 18 bequests, totalling \$1.3 million, have been received.

7.1 Update on the strategic plan

Dr. Woodsworth updated the Board on the process so far. The earlier draft has been reworked based on the comments received following the consultations held in the Fall. An action plan to support the strategic plan is being developed. Dr. Woodsworth invited Governors to visit the website (www.concordia.ca/strategicplanning) and

submit their comments. She noted that this week's online academic bulletin *Academica Top Ten* contained three items in connection with Concordia, including one on the strategic plan.

Further to a question by Dr. Draimin, Dr. Woodsworth replied that the methodology used in the current course costing exercise will be made available. In response to a question from Mr. Stewart-Ornstein, Dr. Woodsworth indicated that the student representatives sitting on the presidential panels were chosen from among those who attended the town hall meetings and expressed interest in the process. She emphasized that the presidential panels are venues to collect information and are not legal bodies. Indicating that although this seems to be a reasonable approach, Mr. Stewart-Ornstein reiterated that it is the CSU's right, in its capacity as a legally accredited body, to appoint undergraduate students on university committees, including advisory panels. While sharing the latter's concern about formal student representation being appointed by the CSU, the President noted the absence of CSU representation or feedback in the process thus far. However, she indicated that the CSU will have an opportunity to voice its opinion since the plan will be submitted to the Faculty Councils, Senate and the Board, all of which have student representatives appointed by the CSU.

8. Monthly reports

8.1 Vice-President, Advancement and Alumni Relations – Ms. Kathy Assayag
Ms. Assayag had nothing further to report.

8.2 Vice-President, Research and Graduate Studies – Dr. Louise Dandurand

Dr. Dandurand was pleased to announce that Dr. George Vatistas' research into the stability of vortex rings was chosen as one of the top ten discoveries in 2008 by the magazine *Québec Science*.

8.3 Vice-President, Services – Mr. Michael Di Grappa

8.4 Vice-President, Finance – Mr. Larry English

8.5 Vice-President, External Relations and Secretary-General – Me Bram Freedman

Given the late hour, the reports were waived.

8.6 Provost and Vice-President, Academic Affairs – Dr. David Graham

Dr. Graham informed the Board that Concordia graduate Gabriel Bran Lopez is one of ten finalists in this year's CBC show *Canada's Next Great Prime Minister*.

8.7 Special Communications Advisor to the President – Mr. John Parisella

Mr. Parisella was not in attendance.

9. Any other business

There was no other business to bring before the Board.

10. Next meeting

The next regular meeting of the Board of Governors will be held on Monday, March 23, 2009, at 8 a.m., on the SGW Campus, in Room GM 407-1.

11. Adjournment

The meeting adjourned at 9:48 a.m.

Danielle Tessier
Secretary of the Board of Governors