

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

Held on April 16, 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, Dr. Tien Bui, Dr. June Chaikelson, Mr. James Cherry, Me Rita de Santis, *Vice-Chair*, Dr. Charles Draimin, Mr. Brian Edwards, *Vice-Chair*, Ms. Hélène Fortin, Mr. David Gobby, Prof. Arpi Hamalian, Dr. Arvind K. Joshi, Ms. Keyana Kashfi, Mrs. Judith Kavanagh, Dr. Lucie Lequin, Dr. Catherine MacKenzie, Mr. Andrew Molson, Me Marie-José Nadeau, Ms. Catherine Reimer, Mr. Noah Stewart-Ornstein, Ms. Annie Tobias, Mr. Ivan Velan, Mrs. Lillian Vineberg, Mr. Jonathan Wener, *Vice-Chair*, 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: Dr. Graham Martin

Guests: Mr. Sami Antaki, Me Jonathan Levinson

ABSENT

Governors: Sister Françoise Boisvert, Mr. Charles G. Cavell, *Vice-Chair*, Hon. Baljit Singh Chadha, Me Francesco Ciampini, Mr. Howard Davidson, Mr. Jean-Pierre Desrosiers, Mr. Danny Di Perna, Mr. Eddie Fuchs, Ms. Suzanne Gouin, Mr. Norman Hébert jr., Ms. Mahboubeh Khani, Me John Lemieux, Mr. Tony Meti, Mr. David P. O'Brien, *Chancellor*, Ms. Patricia Saputo

Non-voting Observers: Ms. Jean Freed

1. **Call to Order**

Mr. Kruyt called the Open Session to order at 8:12 a.m.

1.1 **Chair's remarks**

Mr. Kruyt waived his remarks.

1.2 **Approval of the Agenda**

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

R-2009-3-5 *THAT the Agenda be approved.*

1.3 Approval of the Minutes of the Open Session meeting of March 23, 2009

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

R-2009-3-6 *THAT the Minutes of the Open Session meeting of the Board of Governors, held on March 23, 2009, be approved.*

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

There was no business arising from the Minutes.

3. Approval of the Establishment of the School of Canadian Irish Studies (Document BG-2009-3-D1)

Referring to the executive summary provided in the documentation, Provost Graham reiterated the strategic reasons leading to the transformation of the existing Centre for Canadian Irish Studies into an academic unit called the School of Canadian Irish Studies. He emphasized that there was no net financial implication to the University or to the Faculty of Arts and Science.

A discussion ensued, during which some Governors opined that the creation of the School was not without cost and questioned the wisdom of creating a new academic unit in the current economic context. Further to a question about the potential impact of having to fund the salary of the person appointed to the Chair at the end of the appointment in five or ten years, Dr. Graham noted that the Faculty budget would be able to accommodate a single such appointment over such an extended period. He also emphasized that should an external candidate be appointed to the Chair in the future, there would be no impact whatsoever. Ms. Assayag added that the Canadian Irish Studies Foundation and the University have raised millions of dollars to support scholarships, visiting professors and the Chair.

Speaking privileges were granted to Mr. Dan Parillo, Director, Administrative Services in the Faculty of Arts and Science, who confirmed that at the present time there was no incremental cost associated with the transformation of the Centre into a School.

Upon motion duly moved and seconded (Woodsworth, Kashfi), it was unanimously RESOLVED (Chaikelson and Lequin requesting that their abstention be recorded):

R-2009-3-7 *THAT, upon recommendation of the Faculty of Arts and Science Council and Senate, the Board of Governors approve the establishment of the School of Canadian Irish Studies, as set out in Document BG-2009-3-D1.*

4. Approval of the Student Services fee (Document BG-2009-3-D2)

In response to a question, speaking privileges were granted to Mr. Roger Côté, Associate Vice-President, Enrolment and Student Services, who indicated that while CCSL has the authority to modify the timeframe of the budget, it has adopted a three-year timeframe over the last six cycles for the student services fee as well as the recreation and athletics fee.

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

R-2009-3-8 *WHEREAS the Concordia Council on Student Life (CCSL) is a non-academic advisory body which is mandated to make recommendations regarding the quality of student life and, more particularly, the Student Services budget and fee; and*

WHEREAS at its meetings of March 6 and 20, 2009, CCSL voted to maintain the Student Services fee at its current level and adopted its budget for the next three fiscal years, respectively;

BE IT RESOLVED THAT, on recommendation of CCSL, the Student Services fee remain at its present level of \$10.26 per credit for next three successive years (2009-2010, 2010-2011 and 2011-2012), to take effect with registrations for the Summer 2009 term (2009/1) and that it remain at the level set for 2011-2012 until such time that a new resolution with respect to the setting of the level of this fee will have been adopted by the Board of Governors for the years going forward.

5. Approval of the Recreation and Athletics fee (Document BG-2009-3-D2)

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

R-2009-3-9 *WHEREAS the Concordia Council on Student Life (CCSL) is a non-academic advisory body which is mandated to make recommendations regarding the quality of student life and, more particularly, the Recreation and Athletics budget and fee; and*

WHEREAS at its meetings of March 6 and 20, 2009, CCSL voted to maintain the Recreation and Athletics fee at its current level and adopted its budget for the next three fiscal years, respectively;

BE IT RESOLVED THAT, on recommendation of CCSL, the Recreation and Athletics fee remain at its present level of \$2.92 per credit for next three successive years (2009-2010, 2010-2011 and 2011-2012), to take effect with registrations for the Summer 2009 term (2009/1) and that it remain at the level set for 2011-2012 until such time that a new resolution with respect to the setting of the level of this fee will have been adopted by the Board of Governors for the years going forward.

6. Presentation on the Faculty of Engineering and Computer Science

Dean Robin Drew began his presentation by outlining the profile of the Faculty. It is comprised of 123 administrative and technical employees. More than 50% of its 162 faculty members have been appointed over the past five to ten years. With respect to student demographics, Concordia is one of the largest undergraduate programs in

Canada, with 3,500 students. It also has 1,800 graduate students. The student/faculty ratio is 19, much lower than the Canadian average of 13.4.

The Faculty houses six departments, including the General Studies Unit which has the primary objective to support soft skills and prepare students for their professional practice. Of the eight undergraduate programs, seven are in engineering and all of them are fully accredited until 2012. Dean Drew pointed out that the software engineering program is unique and the first such program in Canada and among one of the first in North America. He reviewed the trends in enrolments, noting that undergraduate enrolments have been declining since 2004/2005 but are expected to slightly increase in coming years. Moreover, while enrolments at the Master's level are dependent upon the state of the industry, Ph.D. enrolments have significantly increased.

Dean Drew reviewed the undergraduate enrolment in the Canadian context, specifying that Concordia's is larger than McGill or Polytechnique. The composition of the 2008 entering class was comprised of an equal number of students coming from CEGEP and other places (Canadian high schools or mature students) as well as a large contingent of international students.

Dean Drew conveyed the Faculty and President teaching awards received by faculty members. Undergraduate students organized and participated in many activities, such as the Troitsky Bridge Building Contest, and were successful in several competitions, both at home and abroad. He also underlined the established as well as emerging signature areas in research and graduate studies.

Over half of the Faculty's 2008/2009 weighted FTEs come from graduate programs. While there has been a decline in research funding by the industry, NSERC, the Faculty's main source, has gradually increased its research funding, which now amounts to \$37,000 per faculty member. Dean Drew conveyed the research accolades, recent donations and selected major scholarships. With respect to the Faculty's operating budget, he noted that a balanced budget is projected at the end of the fiscal year, specifying that 85.6% of the budget is spent on salaries which are on the rise.

Dean Drew's main achievements in 2008/2009 included developing a strong rapport with faculty and staff, establishing transparent governance processes and consultation with the Faculty, putting in place a new team of Associate Deans, placing a first Hydro-Quebec Chair in Green Energy, being successful in Chantier program with MELS, consolidating and initiating several advancement efforts, extensively engaging with the local stakeholders and industry, and initiating international collaborations.

Going forward, Dean Drew outlined the elements of the Faculty's future direction, including the development and implementation of a faculty strategic action plan aligned with the University's Strategic Plan. Further to his presentation, Dean Drew responded to questions.

7. Presentation on the Faculty of Arts and Science

Dean Locke began by giving a snapshot of the Faculty, which is now comprised of 27 academic units, given the Board's earlier approval of the establishment of the School of Canadian Irish Studies, and 17 research centres. She noted that 16,247 undergraduate

and 1,552 graduate students from over 150 countries are enrolled in one of the Faculty's 174 undergraduate and 52 graduate programs. The Faculty has 530 full-time and 450 part-time faculty members, 168 full-time staff and over 80,000 alumni worldwide.

The Faculty is structured into three sectors: Humanities, Sciences and Social Sciences. Its mission is focused on superior teaching and research, student-centered learning and service to the community. Dean Locke indicated that in the face of a reduced budget, each unit looked at all its expenditures except for student funding.

Superior teaching, which forms the basis of academic excellence, is honored yearly. Dean Locke apprised the Board of the recipients of the annual Dean's Awards for Teaching Excellence, as well as the awards and scholarships received by students, such as Liliane Chamas, Rhodes Scholar, and the mentoring and research highlights of several faculty members, such as Sherry Simon who was awarded one of only nine Killam Research Fellowships. Noting that the Faculty's research is funded by a diversity of agencies, she was pleased to underline that research funding had increased by 24%, from \$11.6 million in 2007/2008 to \$14.4 million in 2008/2009. She provided examples of how engaged researchers invite community collaborations. Dean Locke outlined the Faculty's research strengths as well as its signature areas.

Emphasis on student-centered learning means that the traditional classroom approach to teaching is maintained while offering alternative opportunities, such as cooperative education, internships and practicum. Moreover, the accredited programs have the more focused objective of preparing students for the workplace. Program renewal, consisting of the revision, deletion or creation of new programs, is a constant challenge in order to ensure that programs are relevant, state of the art and up to date. Accordingly, she indicated a number of programs which have been deleted and others which have been created.

With respect to enrolments, Dean Locke showed the ten-year history of raw FTEs, at the undergraduate and graduate levels, which indicates a decline in undergraduate enrolments offset by an increase in weighted FTEs at the graduate level. She reviewed the Faculty's budget for 2007/2008 and 2008/2009, focusing on the work already being done in the Faculty to ensure a more balanced distribution between salary and non-salary components of the operating budget. She conveyed the measures which will be taken to address the decline in enrolments. Looking ahead, the Faculty will focus on strengthening its recruitment and enrolment activities, on maintaining, replacing and upgrading equipment and facilities used by students for learning and research, and on retaining and supporting full-time faculty.

Dean Locke concluded by thanking Ms. Heather Adams-Robinette, Assistant to the Dean, and Ms. Lynn Roy, Communications Advisor, for their assistance in the preparation of her presentation.

8. Update of the Committee to Review the *Code of Ethics and Professional Conduct regarding Members of the Board of Governors*

Me de Santis apprised Governors that the current version of the Code of Ethics was adopted in 1998 and therefore certain provisions were out of date. In November 2008, the Board established a Review Committee, comprised of Me John Lemieux, Dr. Lucie

Lequin, Ms. Catherine Reimer, Me Bram Freedman, Ms. Danielle Tessier as Secretary and herself as Chair. The Committee has met four times since its establishment.

In conducting its review, the Committee has studied the governance legislation which is likely to be adopted and which sets out different mechanisms for dealing with conflict of interest depending upon one's status as a Governor as well as the codes of ethics of other Canadian and American universities. The Committee's next meeting is scheduled for April 22, at which it will decide whether or not it should delay the presentation of the revised Code to the Board until such time that the governance legislation will have been adopted.

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

Dr. Graham reported that he had reached an agreement in principle with the preferred candidate and that a recommendation will be brought to the May Board meeting.

10. Report of the President (Document BG-2009-3-D3)

Dr. Woodsworth conveyed the highlights of her written report. She outlined her continuing tour of the University's research centres and laboratories, accompanied by Dr. Dandurand. Up to now, she had visited five of them and noted how enlightening and gratifying it is to see researchers and students conducting groundbreaking work.

She was also pleased with the success of the first President's Conference series held on April 6 with the theme "*Understanding Desire*", with three sessions which were open to the Concordia community as well as the general public. All sessions were very well attended. Moreover, the afternoon session was web cast to some schools and taped by Mountain Lake PBS for broadcast later this Spring.

The President indicated that the work on the strategic plan is ongoing. She continues to receive feedback further to her presentation made at the March Board meeting. The reports of the three presidential panels to examine the three keys areas have been submitted and will inform the action plans associated with the strategic planning process. The next draft will include strategic directions together with some sample actions.

11. Monthly reports

11.1 Executive Director - University Communications Services - Mr. Sami Antaki (Document BG-2009-3-D4)

11.2 Vice-President, Advancement and Alumni Relations - Ms. Kathy Assayag (Document BG-2009-3-D5)

11.3 Vice-President, Research and Graduate Studies - Dr. Louise Dandurand (Document BG-2009-3-D6)

11.4 Vice-President, Services - Mr. Michael Di Grappa (Document BG-2009-3-D7)

11.5 Vice-President, Finance - Mr. Larry English (Document BG-2009-3-D8)

11.6 Vice-President, External Relations and Secretary-General - Me Bram Freedman (Document BG-2009-3-D9)

11.7 Provost and Vice-President, Academic Affairs – Dr. David Graham (Document BG-2009-3-D10)

No supplemental information was provided to the written reports.

14. Any other business

Dr. Lequin noted that some faculty members questioned or were disturbed by the presence of an exhibit organized by a group affiliated with the Church of Scientology in the McConnell Library Building. Ms. Kashfi related the concern of some students in connection with the graphic images displayed by this organization. Vice-President Di Grappa replied that the Church had booked the space as an external group under the existing policies. While the views of the organization are not an expression of those of the University, he agreed that the exhibit could be perceived as offensive or provocative. He added that in the past equally provocative exhibits have been displayed by other groups and that the University respects freedom of speech and is not likely to censor any group unless their views contravene legislation against hate speech and libel or are an incitement to violence.

15. Next meeting

The date of the next regular meeting of the Board of Governors will be confirmed to Governors shortly.

16. Adjournment

The meeting adjourned at 9:20 a.m.

Danielle Tessier
Secretary of the Board of Governors