

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

Held on Thursday, December 10, 2009, immediately  
following the meeting of the Closed Session  
in the Norman D. Hébert, LL.D. Meeting Room  
(Room EV 2.260), SGW Campus

PRESENT

Governors: Mr. Peter Kruyt, *Chair*, Dr. Shimon Amir, Mr. Robert Barnes, Dr. Tien Bui, Mr. Charles G. Cavell, Mr. James Cherry, *Vice-Chair*, Me Francesco Ciampini, Mr. Amine Dabchy, Mr. Howard Davidson, Mr. David Gobby, Prof. Arpi Hamalian, Dr. Arvind K. Joshi, Mrs. Judith Kavanagh, Dr. Lawrence Kryzanowski, Me John Lemieux, Mr. Andrew Molson, Mr. Prince Ralph Osei, Dr. Johanne Sloan, Mr. Jacques St-Laurent, Dr. Peter Stoett, Ms. Annie Tobias, *Vice-Chair*, Mrs. Lillian Vineberg, Dr. Judith Woodsworth, *President and Vice-Chancellor*

Non-voting Observers: Ms. Jean Freed

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

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

ABSENT

Governors: Sister Françoise Boisvert, Hon. Baljit Singh Chadha, Me Rita de Santis, Ms. Leah Del Vecchio, Mr. Jean-Pierre Desrosiers, Mr. Brian Edwards, *Vice-Chair*, Ms. Hélène Fortin, Ms. Suzanne Gouin, Mr. Norman Hébert jr., Ms. Mahboubeh Khani, Me Marie-José Nadeau, Ms. Sabahat Naureen, Mr. Tony Meti, Mr. David P. O'Brien, *Chancellor*, Ms. Patricia Saputo, Mr. Ivan Velan, Mr. Jonathan Wener, *Vice-Chair*

Non-voting Observers: Dr. Graham Martin

1. Call to Order

Mr. Kruyt called the Open Session to order at 8:33 a.m. He congratulated both Dr. Woodsworth and Me de Santis for being named by the Women's Executive Network to this year's list of "*Canada's Most Powerful Women: Top 100*". He also welcomed Patrick Kelley, recently appointed Interim Chief Financial Officer.

2. Approval of the Agenda

Mr. Kruyt noted some changes to the agenda, including the addition of an item regarding the use of the Concordia name.

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

R-2009-8-8 *THAT the Agenda be approved as amended, and that items 3 to 10 be approved, confirmed or received for information by consent.*

CONSENT

3. Approval of the Minutes of the Open Session meeting of November 5, 2009

R-2009-8-9 *The Minutes of the Open Session meeting of November 5, 2009 were approved by consent.*

4. Appointment of members to the Evaluation Committee for the Vice-President, Research and Graduate Studies

R-2009-8-10 *The appointment of the following members was approved by consent:*

- *Dr. Judith Woodsworth, Chair*
- *Mr. Howard Davidson and Dr. Tien Bui, both representing the Board, recommended by the Executive Committee*
- *Dean Brian Lewis and Mr. Michael Di Grappa, both representing the senior administration, recommended by the Executive Committee*
- *Prof. Katie Russell, nominated by the Faculty of Fine Arts*
- *Prof. David Douglas, nominated by the part-time faculty association*
- *Ms. Joanne Beaudoin, nominated the administrative and support staff*
- *Mr. Alexander Oster, nominated the undergraduate students*

5. Appointment of a Chair to the Audit and Budget Committees

R-2009-8-11 *In light of Mr. James Cherry stepping down as Chair of the Audit and Budget Committees of the Board, the appointment of Mr. Jean-Pierre Desrosiers as Chair of the Audit and Budget Committees was approved by consent.*

6. Ratification of a decision of the Executive Committee regarding the establishment of three short-term lines of credit and a borrowing plan with Financement-Québec for the projects approved under the Knowledge Infrastructure Program (Document BG-2009-8-D6)

R-2009-8-12 *The decision of the Executive Committee made at its meeting of November 25, 2009 regarding the establishment of three short-term lines of credit and a borrowing plan with Financement-Québec for the projects approved under the Knowledge Infrastructure Program, as outlined in Document BG-2009-8-D6, was ratified by consent.*

7. Report on compliance with fiscal requirements (Document BG-2009-8-D7)

The quarterly report on compliance with fiscal requirements was provided to Governors for information.

8. Report on compliance with environmental legislation and health and safety regulations  
(Document BG-2009-8-D8)

The quarterly report on compliance with environmental legislation and health and safety regulations was provided to Governors for information.

9. Monthly reports

- 9.1 Executive Director - University Communications Services - Mr. Sami Antaki (Document BG-2009-8-D9)  
 9.2 Vice-President, Advancement and Alumni Relations - Ms. Kathy Assayag (Document BG-2009-8-D10)  
 9.3 Vice-President, Research and Graduate Studies - Dr. Louise Dandurand (Document BG-2009-8-D11)  
 9.4 Vice-President, Services - Mr. Michael Di Grappa (Document BG-2009-8-D12)  
 9.5 Vice-President, Finance - Mr. Larry English (Document BG-2009-8-D13)  
 9.6 Vice-President, External Relations and Secretary-General - Me Bram Freedman  
(Document BG-2009-8-D14)  
 9.7 Provost and Vice-President, Academic Affairs - Dr. David Graham (Document BG-2009-8-D15)

The monthly reports were provided for information purposes.

#### REGULAR

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

There was no business arising from the Minutes not included on the Agenda.

11. Student Emergency and Food Fund

Rev. Hummel was grateful for the opportunity, once again, to address the Board on behalf of the Student Emergency and Food Fund. The fund helps by providing gift cards from a national chain of stores to students who encounter financial difficulties so great that they have trouble even paying for their basic food needs. She noted that the fund is now part of the community campaign.

She apprised Governors on how much the student value this service, which often can make a difference between a student staying in school or dropping out. Last year the fund handed out \$58,000 to approximately 500 students. Rev. Hummel noted a huge increase in the number of requests this year. She reiterated her appreciation to Governors for their generous support in the past and encouraged them to continue in these times of great need.

12. Establishment of an Evaluation Committee for the Vice-President, Advancement and Alumni Relations

Dr. Woodsworth apprised Board members that the *Rules and Procedures for Senior Administrative Appointments* (Policy BD-5) call for an evaluation process for non-academic

senior administrators which differs somewhat from that for academic senior administrators. In accordance thereto, an evaluation committee for the Vice-President, Advancement and Alumni Relations must be established.

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

*R-2009-8-13 Whereas section E.2 of the Rules and Procedures for Senior Administrative Appointments (Policy BD-5) provides for the establishment of an evaluation committee on the fifth anniversary of the appointment of a person to a senior non-academic position;*

*Whereas Ms. Kathy Assayag was appointed as Vice-President, Advancement and Alumni Relations on January 5, 2005;*

*Be it resolved that an evaluation committee be established with the following membership as recommended by the Executive Committee:*

- *Dr. Judith Woodsworth, Chair*
- *Mr. Baljit Chadha, a member of the Board representing the community-at-large*
- *Prof. Arpi Hamalian, a full-time faculty member who is a member of the Board*
- *Ms. Jean Freed, a regular part-time faculty member who has speaking privileges on the Board*
- *Me Bram Freedman, a representative of the senior administration who has speaking privileges on the Board*
- *Mr. Prince Ralph Osei, a student who is a member of the Board*
- *Mr. David Gobby, a member of the administrative and support staff who is a member of the Board*

13. Update on first quarter financial results (Documents BG-2009-8-D16 and D17)

Ms. Laporte prefaced her presentation by indicating that the documents show the tools that are used to oversee the budget projections.

Referring to Document D17, Ms. Laporte apprised the Board that the final results for the year ended 2008/2009 show a small surplus of \$9 K. For 2009/2010, she underlined the current projected 2009/2010 deficit of \$920 K as compared to the deficit of \$4.2 M that was projected when the 2009/2010 budget was adopted by the Board in June. She noted that the columns showing the 2008/2009 and 2009/2010 actual results as of August 31 allow the identification of discrepancies in spending patterns. Ms. Laporte reviewed the major variances between the projections and the actual results. The revised annual projection of a \$920 K deficit is attributable to an unbudgeted \$3 M increase in revenue from an additional 500 FTEs, an improvement in the capture and retention rate of students and a decrease in budgeted expenses.

Ms. Laporte reviewed Document D16, the annual projection presented on the basis of funding, which shows from a pure funding perspective what each sector contributes to the bottom line. She stated that all faculties exceeded their enrolment targets, noting that the School of Extended Learning's revenue shortfall of \$95 K was due to the fact that the winter enrolment had not been factored in the projected FFTE count.

Further to the presentation, a discussion ensued during which Ms. Laporte responded to questions from Governors.

14. Undergraduate student fee levies and contribution (Document BG-2009-8-D18)

Mr. Dabchy provided details in relation to each of the two levies and the contribution. In response to questions, it was confirmed that the Board is being asked to collect the fees on behalf of the CSU, not to approve the fees themselves, and that the collection of the fees is governed by the *Student Accreditation Act*.

Mr. Dabchy indicated that he was confident that all of the relevant information had been made available to students concerning the levies and the contribution and that all undergraduate students had been given ample opportunity to voice their opinions and vote for or against the levies and contribution. With respect to the Library Project contribution, Mr. Dabchy indicated that the CSU had conducted a thorough consultation process involving two broad surveys, three town hall meetings, and "Coffee with Dabchy" Sessions.

While it was suggested that a review of the relevance of fees should be done on a regular basis, Mr. Dabchy replied that this was a sensitive issue with the student population. However, efforts are being made to increase accountability and as a result, the CSU is now requiring that any group requesting a new or increased fee levy produce financial statements in support of its request.

14.1 Student contribution of \$1 per credit for the Library Project (Document BG-2009-8-D19)

Upon motion duly moved and seconded (Dabchy, Vineberg), it was unanimously RESOLVED:

R-2009-8-14 *That the Board of Governors authorize the University to collect a student contribution of \$1 per credit from all undergraduate students to support the 10-year Library Project, to be implemented with registration for the Winter term of 2010 (2009/4) until the end of the Fall term of 2019 (2019/2), in accordance with the University billing, refund and withdrawal policy.*

14.2 Increase of existing fee by \$0.09 per credit for the Concordia Student Broadcasting Corporation (BG-2009-8-D20)

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

R-2009-8-15 *That the Board of Governors authorize the University to collect a \$0.09 per credit fee levy increase (from \$0.09 to \$0.18 per credit) from all undergraduate students to support the Concordia Student Broadcasting Corporation (also known as the Broadcast Media Fund), to be implemented with registration for the Winter term of 2010 (2009/4), in accordance with the University billing, refund and withdrawal policy.*

14.3 New fee of \$0.09 per credit for the Concordia Community Solidarity Co-op Bookstore (BG-2009-8-D21)

Upon motion duly moved and seconded (Dabchy, Osei), it was unanimously RESOLVED:

R-2009-8-16 *That the Board of Governors authorize the University to collect a fee levy of \$0.09 per credit from all undergraduate students to support the Concordia Community Solidarity Co-op Bookstore, annually adjusted to the Consumer Price Index of Montreal as calculated by the Concordia Student Union, to be implemented with registration for the Winter term of 2010 (2009/4), in accordance with the University billing, refund and withdrawal policy.*

15. Request for the use of the Concordia University name (Document BG-2009-8-D23)

Referring to the document distributed at the meeting, Me Freedman informed the Board that he had reviewed the entire submission which included the by-laws, mission statement, etc. The request by the MBA International Community Outreach Program has the support of the Faculty and the Dean. He noted that the approval to use the Concordia name would be conditional upon the group entering into an agreement outlining their various obligations.

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

R-2009-8-17 *That, upon recommendation of the Secretary-General, the Board of Governors authorize the MBA International Community Outreach Program to use the name "Concordia International Community Outreach Program" as outlined in Document BG-2009-8-D23, conditional upon the latter entering into a written agreement with the University outlining respective rights and responsibilities, the whole as set out in the Policy on the use of Concordia University's Name, Logo and Related Insignia, and the Governance of its Visual Identity, also known as Policy VPERSG-4.*

16. Presentation on government relations

Me Freedman began his power point presentation by identifying the members of the team, which include the President as the University's principal spokesperson and contact with the government. He noted that collaboration with colleagues and other units is central to the success of government relations, which he defined as a service unit to the other sectors of the University to advance the strategic initiatives.

The overall mandate of the unit has a capital component as well as an operational component. The capital component includes the development and implementation of public funding strategies for the advancement of priority capital projects, such as the Recreation and Athletics Complex and the Grey Nuns. The operational component includes the monitoring of what is happening at various government levels in order to be proactive and present in the formulation of policies affecting the University as well as the promotion of the University's interests.

Me Freedman apprised the Board of the areas of intervention and the principal issues, which include the coordination and implementation of the University's government relations strategy at the municipal, provincial and federal government levels, the identification of prioritized key issues and goals in a detailed action plan, and the liaison with sister institutions and representative organizations, such as AUCC, CREPUQ, etc.

Me Freedman identified the areas and opportunities available at each level of government and then conveyed some recent successes in which the Government Relations Unit had played a role, which includes securing \$80 million from the Knowledge Infrastructure Program, the phase one rezoning change to allow academic activities on the Grey Nuns site, the increased presence of Concordia at various government-related activities as well as several meetings with the Quebec Premier, Provincial and Federal Ministers, and senior officials at all three government levels.

The priority actions items were conveyed, the first being increased contact between the University and elected officials from the three levels of government. While a lot of funding is formula-based, the second priority action is to implement a strategy in order to obtain more discretionary funding which is available in many areas and also ensure that Concordia gets its fair share of existing funding, while the third is to obtain funding for the Recreation and Athletics Complex and Grey Nuns projects.

Me Freedman concluded his presentation by underlining the challenges facing government relations. Further to his presentation, a discussion ensued during which Me Freedman responded to questions.

Mr. Kruyt having to leave, Ms. Tobias chaired the meeting from this point.

17. Update from the Advisory Search Committee for a Dean of Graduate Studies

Dr. Dandurand reported that the Committee had met on November 26 to review the dossiers of 17 candidates, further to which 7 have been retained to be interviewed by the search consultants. The Committee is scheduled to meet on December 18 to review the final short list and determine which candidates will be interviewed by the Committee in January.

18. Report of the President (Document BG-2009-8-D22)

Dr. Woodsworth invited Governors to read her written report which had been distributed and which outlined several successes. In particular, she was pleased to underline that Profs. Ron Rudin and Christopher Jackson had been inducted into the Royal Society of Canada, noting that this is the second year in a row that Concordia has two inductees, bringing the Concordia total to ten.

With respect to the Concordia Centraide campaign, she requested that those Governors who are planning to give do it through Concordia in order to help the University attain its objective.

19. Any other business

Mr. Di Grappa announced the retirement of Ms. Susan Magor, Director of Environmental Health and Safety, as of December 31. Ms. Magor had been at the University since 1974. Mr. Di Grappa thanked her and underlined her innumerable contributions to the University, noting that she was known as a trailblazer in the field of environmental health and safety.

20. Next meeting

The next regular meeting of the Board of Governors will be held on Thursday, February 4, 2010, at 8 a.m., in Room EV 2.260, SGW Campus.

21. Adjournment

Ms. Tobias conveyed her best wishes for the holiday season and declared the meeting adjourned at 10:06 a.m.



Danielle Tessier  
Secretary of the Board of Governors