

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

Held on Thursday, March 18, 2010, immediately  
following the meeting of the Closed Session  
in the Norman D. Hébert, LLD Meeting Room  
(Room EV 2.260), SGW Campus

**PRESENT**

**Governors:** Mr. Peter Kruyt, *Chair*, Dr. Shimon Amir, Mr. Robert Barnes, Dr. Tien Bui, Hon. Baljit Singh Chadha, Mr. James Cherry, *Vice-Chair*, Me Francesco Ciampini, Mr. Amine Dabchy, Me Rita de Santis, Ms. Leah Del Vecchio, Mr. Jean-Pierre Desrosiers, Mr. Brian Edwards, *Vice-Chair*, Ms. Hélène Fortin, Mr. David Gobby, Ms. Suzanne Gouin, Prof. Arpi Hamalian, Dr. Arvind K. Joshi; Ms. Mahboubeh Khani, Dr. Lawrence Kryzanowski, Mr. Jacques St-Laurent, Dr. Peter Stoett, Ms. Annie Tobias, *Vice-Chair*, Mrs. Lillian Vineberg, Mr. Jonathan Wener, *Vice-Chair*, Dr. Judith Woodsworth, *President and Vice-Chancellor*

**Non-voting Observers:** Dr. Graham Martin

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

**Guests:** Me Frederica Jacobs, Me Jonathan Levinson

**ABSENT**

**Governors:** Sister Françoise Boisvert, Mr. Charles G. Cavell, Mr. Howard Davidson, Mr. Norman Hébert jr., Mrs. Judith Kavanagh, Me John Lemieux, Mr. Tony Meti, Mr. Andrew Molson, Me Marie-José Nadeau, Ms. Sabahat Naureen, Mr. David P. O'Brien, *Chancellor*, Mr. Prince Ralph Osei, Ms. Patricia Saputo, Dr. Johanne Sloan, Mr. Ivan Velan

**Non-voting Observers:** Ms. Jean Freed

1. **Call to Order**

Mr. Edwards called the meeting to order at 8:20 a.m.

He was pleased to announce that, during the Closed Session, Dr. Graham Carr had been appointed Dean of Graduate Studies as of May 1, 2010.

He also congratulated the President for being honored at a special luncheon held by the Desjardins Group on March 8 to mark International's Women Day. The recipients were

selected from various sectors of activity and chosen for both their professional and social contribution to society. An etched crystal globe was presented to Dr. Woodsworth by Mrs. Monique F. Leroux, President and CEO of the Desjardins Group.

2. Approval of the Agenda

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

R-2010-2-6 *THAT the Agenda be approved, and that items 3 to 7 be approved, confirmed or received for information by consent.*

CONSENT

3. Approval of the Minutes of the Open Session meeting of February 4, 2010

R-2010-2-7 *The Minutes of the Open Session meeting of February 4, 2010 were approved by consent.*

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

R-2010-2-8 *The appointment of Prof. Michael Carney, nominated by the John Molson School of Business, was approved by consent.*

5. Monthly reports

5.1 Vice-President, Advancement and Alumni Relations – Ms. Kathy Assayag (Document BG-2010-2-D3)

5.2 Chief Communications Officer – Mr. Philippe Beauregard (Document BG-2010-2-D4)

5.3 Vice-President, Research and Graduate Studies – Dr. Louise Dandurand (Document BG-2010-2-D5)

5.4 Vice-President, Services - Mr. Michael Di Grappa (Document BG-2010-2-D6)

5.5 Vice-President, External Relations and Secretary-General – Me Bram Freedman (Document BG-2010-2-D7)

5.6 Provost and Vice-President, Academic Affairs – Dr. David Graham (Document BG-2010-2-D8)

5.7 Interim Chief Financial Officer – Mr. Patrick Kelley (Document BG-2010-2-D9)

The monthly reports were provided for information purposes.

6. Report on compliance with fiscal requirements (Document BG-2010-2-D10)

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

7. Report on compliance with environmental legislation and health and safety regulations (Document BG-2010-2-D11)

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

REGULAR8. Business arising from the Minutes not included on the Agenda

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

9. Presentation on the comprehensive campaign

Ms. Assayag noted that the objective of her presentation was to update Governors on the progress of the comprehensive campaign and the status of alumni relations. The mandate of her sector is three-fold: first, to raise funds to support institutional priorities aligned with academic needs and donors' philanthropic needs; second, to stay connected and build meaningful relationships with alumni and friends around the world to create donor loyalty and engagement; and third, to attract and retain volunteers who will work as goodwill ambassadors locally and globally.

She provided an overview of the historical fundraising efforts and results, from the time of the first capital campaign, which was launched in 1983 and raised \$23 M, up to 2005 at which time the silent phase of the new comprehensive campaign began. Following a feasibility study, the Board adopted an internal working goal of \$225 M in 2007.

Organizational changes were required to be more effective in attracting funding and, as a result, the sector was restructured to a decentralized faculty-based model to ensure that the fundraisers are acutely aware of each Faculty's strengths, areas of excellence, and their specific needs for student support, teaching, research, and space. In addition, active participation of the Deans and the faculty members is encouraged in the cultivation and solicitation process. The administrative functions, annual giving, event organization, planned giving and special initiatives are maintained in the central office.

Ms. Assayag indicated that it is a challenge to find and to engage the 160,000 alumni worldwide. Thus, in 2005, in order to reconnect with SGW and Loyola alumni, the latter were welcomed back to the University to receive a commemorative Concordia degree. This initiative was very well received and to date over 3,700 such degrees have been given. Moreover, data recovery and maintenance efforts have paid off and resulted in having contact information for 72% of alumni, as compared to 58% in 2005. Over 120 events and activities targeting alumni and students are held each year. She underlined the importance of engaging students before they graduate. This has led to initiatives such as Backpack to Briefcase, Dinner for 8, and several mentorship programs. There are currently 11 geographic chapters around the country and the world, with interest in creating more.

Ms. Assayag continued her presentation by outlining the fundraising results from the grassroots efforts to major gifts. With respect to annual giving, calls and mail solicitation are geared towards parents, staff, faculty, students, friends and alumni. The participation rate in the community campaign aimed at faculty and staff is 37%, while about 10% of alumni donate to the University. Under the more recently established Parent Program, 729 parents have made one or several gifts, totaling 1,150 gifts. Programs such as Adopt-a-Student allow an individual who does not have the financial resources to create an endowment to provide financial support to a student for the duration of his/her studies.

All gifts to date total \$129 M, including all the major gifts, planned giving, gifts in kind, student contributions to the Library fund and to the future Student Centre, and the community campaign. Moreover, seven gifts totaling \$16 M are expected to be closing imminently, which would bring the total to \$145 M in the near future.

A mid-campaign evaluation was conducted by the campaign consultants to validate the feasibility of the internal working goal of \$225 M over a seven-year period, assess the timeframe of the public launch, identify and assess the external and internal issues that will determine the successful conclusion of the campaign and provide recommendations for the successful conclusion of the campaign. Although 57.3% of the goal has been achieved, the landscape has changed due to the economic situation. An analysis of the prospect pool was also conducted. It is recommended to maintain the goal at \$225 M but to extend the campaign by another two years to conclude in December 2014 to allow for time to appropriately cultivate prospective donors, with the public phase to be launched in September 2010. Ms. Assayag outlined the underlying success factors and announced the names of some of the honorary co-chairs and co-chairs.

Further to her presentation, a discussion ensued during which Ms. Assayag responded to questions and provided the following information:

- The amount raised to date is not net of costs, which are \$0.16 for each dollar raised. The staff costs, events and activities that support fundraising are accounted for in the cost. Cost associated with Alumni Relations, student programs, and communication are always excluded as they are not related to the campaign. This is a standard practice for universities.
- The vast majority of major gifts in the last three years come from the corporate community, foundations and then alumni.
- The campaign's branding exercise was conducted two years ago. Concordia has evolved and is no longer perceived as a second choice. Students are choosing Concordia as a first choice for the excellence in its programs. Employers choose to recruit our graduates, faculty choose to work here, and people choose to invest in our University. This has resulted in the campaign branding "*I Choose Concordia*" which resonates with students and faculty.
- The Provost, the VPRGS and the Deans have looked at the priorities to ensure that they are reflected in the table of needs.
- Should the economy take a turn for the worse, a decision could be made to delay the launch of the public phase, but at this point in time things are looking positive for a September launch.
- Social networks, such as *Facebook, LinkedIn, Twitter, etc.*, are used to stay connected with the alumni base.
- Ms. Assayag is dedicated to integrating numerous student programs in alumni relations on a long-term basis.

10. Report of the President (Document BG-2010-2-D12)

Mr. Kruyt, who had arrived during Ms. Assayag's presentation, thanked Mr. Edwards for chairing the meeting up to this point.

Dr. Woodsworth spoke of her three-city visit to India, the details of which were reported in her India diaries posted on the website and also in the Concordia Journal. She noted

that the University signed eight agreements extending across all four Faculties and that new business in emerging fields has created opportunities for cooperation and exchange for faculty members and students.

The President apprised Board members of her participation in a mission to Boston in early March, the objective of which was to strengthen ties between Quebec and New England with a view to recruiting more American students and increasing exchange opportunities.

She also underlined the importance of keeping connected with our alumni around the world since they can play a role in promoting Concordia abroad. She gave the example of some alumni members living in Hong Kong who attended a recruitment fair on behalf of the University.

Dr. Woodsworth concluded her report by congratulating student Governor Leah Del Vecchio for reviving the CSU Women's Caucus and organizing several inspiring events which were held on campus during International Women's Week.

11. Any other business

There was no other business to bring before the Board.

12. Next meeting

The next regular meeting of the Board of Governors will be held on Friday, April 16, 2010, at 8 a.m., in Room EV 2.260, SGW Campus.

13. Adjournment

The meeting was adjourned at 9:40 a.m.



Danielle Tessier  
Secretary of the Board of Governors