

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

Held on Friday, April 16, 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, Dr. Tien Bui, Mr. James Cherry, *Vice-Chair*, Me Francesco Ciampini, Mr. Howard Davidson, Mr. Jean-Pierre Desrosiers, Mr. Brian Edwards, *Vice-Chair*, Ms. Hélène Fortin, Mr. David Gobby, Prof. Arpi Hamalian, Ms. Mahboubeh Khani, Me John Lemieux, Mr. Tony Meti, , Mr. Prince Ralph Osei, Dr. Johanne Sloan, 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: 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: Me Frederica Jacobs, Me Jonathan Levinson

ABSENT

Governors: Mr. Robert Barnes, Sister Françoise Boisvert, Mr. Charles G. Cavell, Hon. Baljit Singh Chadha, Mr. Amine Dabchy, Me Rita de Santis, Ms. Leah Del Vecchio, Ms. Suzanne Gouin, Mr. Norman Hébert jr., Dr. Arvind K. Joshi; Mrs. Judith Kavanagh, Dr. Lawrence Kryzanowski, Mr. Andrew Molson, Me Marie-José Nadeau, Ms. Sabahat Naureen, Mr. David P. O'Brien, *Chancellor* Ms. Patricia Saputo, Mr. Jacques St-Laurent, Mr. Ivan Velan

Non-voting Observers: Dr. Graham Martin

1. Call to Order

The Chair called the meeting to order at 8:16 a.m. and congratulated Mr. Osei, President-elect of the CSU, and Ms. Fortin, recently appointed Chair of the Board of Directors of Infrastructure Québec.

2. Approval of the Agenda

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

R-2010-3-6 *THAT the Agenda be approved, and that items 3 and 4, be approved, confirmed or received for information by consent.*

CONSENT

3. Approval of the Minutes of the Open Session meeting of March 18, 2010

R-2010-3-7 *The Minutes of the Open Session meeting of March 18, 2010 were approved by consent.*

4. Monthly reports

4.1 Vice-President, Advancement and Alumni Relations – Ms. Kathy Assayag (Document BG-2010-3-D4)

4.2 Chief Communications Officer – Mr. Philippe Beauregard (Document BG-2010-3-D5)

4.3 Vice-President, Research and Graduate Studies – Dr. Louise Dandurand (Document BG-2010-3-D6)

4.4 Vice-President, Services – Mr. Michael Di Grappa (Document BG-2010-3-D7)

4.5 Vice-President, External Relations and Secretary-General – Me Bram Freedman (Document BG-2010-3-D8)

4.6 Provost and Vice-President, Academic Affairs – Dr. David Graham (Document BG-2010-3-D9)

4.7 Interim Chief Financial Officer – Mr. Patrick Kelley (Document BG-2010-3-D10)

The monthly reports were provided for information purposes.

REGULAR

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

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

6. Approval of the Graduate Students' Association (GSA) By-Laws (Document BG-2010-3-D11)

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

R-2010-3-8 *Whereas revisions to the Graduate Students' Association (GSA) By-Laws were approved by the GSA Council at meeting held on February 17, 2010 and ratified by the GSA membership at a general assembly held on March 11, 2010;*

*It was resolved that the Board of Governors approve the Graduate Students' Association (GSA) By-Laws as outlined in Document BG-2010-3-D11.*

7. Approval of undergraduate student fee levy for Cinema Politica (Documents BG-2010-3-D12 and D13)

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

R-2010-3-9 *That the Board of Governors authorize the University to collect an increased fee levy from \$0.02 to \$0.07 per credit from all undergraduate students to support Cinema Politica, to be implemented with registration for the Summer term of 2010 (2010/1), in accordance with the University billing, refund and withdrawal policy.*

8. CSU membership in the Canadian Federation of Students (Document BG-2010-3-D14)  
(Document BG-2010-3-15 was not distributed)

This item was deferred to the next meeting.

9. Update on third quarter financial results (Documents BG-2010-3-D16 to D18)

Mr. Kelley outlined the highlights of the third quarter results, noting an additional 1,852 FTEs over the budgeted increase for 2009/2010. The variances to the projected year-end deficit of \$4.2 M were explained as follows.

Incremental revenues, primarily attributable to the additional FTEs, amounted to \$9.5 M while a decrease in operational expenses in relation to the reserve for endowment spending and the ERPS program amounted to net savings of \$1.8 M, resulting in a projected operational surplus of \$7.1 M.

However, the projected operational surplus is offset by a \$5 M reserve for pay equity and \$1.15 M investment in academic priorities to fund equipment upgrades in A&S and ENCS, resulting in a projected net operating surplus of \$997,682 which will be put in a reserve for financial liabilities.

While the University will have achieved a balanced budget from the operational standpoint, the application of GAAP on the 2009/2010 results will cause a projected deficit of \$4.2 M. However, the final number will be higher once the application of GAAP on the retirement allowances and post-retirement benefits, not factored into the projected deficit, will have been determined.

10. Presentation on enrolment management plan

Dr. Graham began his presentation by defining enrolment planning and management (EPM) as the projection of future enrolments based on past enrolment patterns in the various units, using analytical tools and metrics which reflect program demand, capacity and quality, the expert assessment of those trends by the Deans, Institutional Planning and Financial Services and the transformation of these projections into financial scenarios through the calculation of projected weighted full-time equivalent students (WFTE). While admissions data are important, student retention and graduation are equally important factors in the planning process.

Managing enrolments is a way to think strategically by determining the mix of students. Moreover, faculty recruitment, especially for graduate programs, is linked to enrolment. EPM allows for decisions on areas of growth, on the impact of growth or shrinkage on capacity and how to adjust to demand. eConcordia has a role in EPM since online learning offers considerable additional capacity in selected areas; integration of EPM would be improved if entire programs could be moved online. Moreover, additional

registrations in the new study-skills courses offered by the School of Extended Learning, which have been largely factored into the Faculty projections, have generated more FTEs.

Referring to the presentation he made on the funding grid at the December 2008 Board meeting, Dr. Graham gave a quick overview of the planning challenge created by the manner in which courses, not programs, are funded by the Quebec government. Prior to EPM, Faculties admitted as many students as they could, resulting in uneven and unplanned growth across the University. EPM began in 2005/2006, and while early efforts were driven by Financial Services with the support of Institutional Planning, they are now headed by the Faculties with support of Institutional Planning and then fed into the development of budget scenarios.

However, EPM requires a guiding hand. For 2009/2010, original projections were flat despite significant increase in applications. Following consultation with the President, an increase of 500 WFTEs was set, and following consultation with Institutional Planning and the Deans, it was decided to prioritize the recruitment of research graduate students and reallocate \$1 M to increase their support. This decision was made because research students provide more leverage for the University's burgeoning research efforts, they help attract and retain good faculty, funding for these students is more predictable and generous since it is program-based, and increases in graduate enrolment allows growth with a lesser strain on support systems.

Dr. Graham showed a chart outlining the EPM process being worked on this year for the 2010/2011 academic year as well as some sample data for each Faculty which led to preliminary findings that some areas are at or above capacity while there is demand and projected growth in some selected undergraduate areas, that there is capacity for growth in graduate research students in all Faculties, and that retention efforts will also help in providing additional FTEs. He also presented the three-year WTFE projections from 2010/2011 through 2012/2013, emphasizing that these projections are largely based on the enrolment increase experienced this year and that the projection for the third year is highly uncertain at this point. He also stressed that the final enrolment targets for 2010/2011 had yet to be made.

He concluded that EPM is vital for a successful multi-year budgeting process and is enabling Concordia to make real changes to its enrolment mix in a strategic fashion, emphasizing that a huge amount of work done by a lot of people has allowed the University to make very substantial progress in this area.

Further to his presentation, a discussion ensued during which Dr. Graham responded to questions from Governors and provided the following information:

- A variety of metrics are used to assess quality, including the ability to capture first choice students (capture rate), the ability of students to win awards, the research input and output of faculty, teaching evaluations, etc.
- The University is market-driven and market-driving at the same time, the former because the analysis of applications shows what programs are the most in demand, and the latter because the University is recognized as a leader in some areas because of its flagship programs and signature academic areas.

- The increasing number of undergraduate courses taken online does not have a direct impact on the capacity to grow graduate programs, since the majority of online courses are introductory electives taken by non-program students.
- Supervisory capacity is a key element in the analysis of our capacity to take in more graduate students, and for some forms of undergraduate teaching as well, and where classroom teaching is displaced because of increases in graduate supervision, we need to find ways to replace that capacity.
- Tenure-track hiring is a long-term commitment while program demand is more cyclical. To deal with fluctuating ratios in enrolment, tenure-track hiring should be planned primarily around the need for research capacity, complemented by the hiring of ETAs and other contractual teaching staff as necessary to meet student demand.
- A core indicator set, a framework for Faculty and unit workload guidelines and three-year hiring projections constitute internal benchmarks. Projections have all been developed during the past year and are connected in one way or another with EPM. External benchmarking is challenging since it is difficult or impossible to obtain consistent comparative data. However, among the group of comprehensive universities, the amount of research funding would be an example of one valid and reliable external benchmark.
- The National Survey of Student Engagement provides a benchmark of student experience.
- The financial implications of the outputs from the EPM is assessed by the Budget Review Working Group, which includes representation from across all sectors of the University and is responsible for developing the budget scenarios.

11. Report of the President (Document BG-2010-3-D19)

Mr. Kruyt invited Governors to refer to Dr. Woodsworth written report, since she had laryngitis and was unable to give an oral report.

12. Any other business

Dr. Dandurand apprised Governors that they will be invited to attend the opening cocktail of Congress 2010 on May 27 at 5:00 p.m.

13. Next meeting

The next regular meeting of the Board of Governors will be held on Thursday, May 27, 2010, starting with a dinner at 6 p.m., followed by the meeting at 7:30 p.m., in Room EV 2.260, SGW Campus.

14. Adjournment

The meeting was adjourned at 9:21 a.m.



Danielle Tessier  
Secretary of the Board of Governors