

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

Held on Thursday, December 9, 2010, immediately following  
the meeting of The Corporation  
in the Norman D. Hébert, LLD Meeting Room  
(Room EV 2.260), SGW Campus

**PRESENT**

**Governors:** Mr. Peter Kruyt, *Chair*, Mr. Adnan Abueid, Dr. Shimon Amir, Mr. Robert Barnes, Sister Françoise Boisvert, Mr. Charles G. Cavell, Mr. James Cherry, *Vice-Chair*, Me Francesco Ciampini, Mr. Amine Dabchy, Mr. Howard Davidson, Me Rita de Santis, Mr. Jean-Pierre Desrosiers, Prof. Arpi Hamalian, Mr. Norman Hébert jr., Dr. Arvind K. Joshi, Mrs. Judith Kavanagh, Me John Lemieux, Ms. Heather Lucas, Mr. Tony Meti, Ms. Stephanie Siriwardhana, 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:** Mr. Philippe Beauregard, Mr. Roger Côté, Dr. Louise Dandurand, Me Bram Freedman, Dr. David Graham, Mr. Patrick Kelley, Me Dominique McCaughey

**Guests:** Me Frederica Jacobs, Me Jonathan Levinson, Dr. Sanjay Sharma

**ABSENT**

**Governors:** Dr. Tien Bui, Hon. Baljit Singh Chadha, Mr. Brian Edwards, *Vice-Chair*, Ms. Hélène Fortin, Mr. David Gobby, Ms. Suzanne Gouin, Mr. Abdullah Husen, Dr. Lawrence Kryzanowski, Mr. Andrew Molson, Me Marie-José Nadeau, Mr. David P. O'Brien, *Chancellor*, Ms. Patricia Saputo, Mr. Ivan Velan

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

1. **Call to Order**

The meeting was called to order at 8:59 a.m.

2. Approval of the Agenda

Mr. Kruyt noted that Dean Sharma's presentation (item 18) would be moved up on the Agenda right after item 14.

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

*R-2010-6-14 That the Agenda be approved as revised, and that items 3 to 12 be received, ratified or approved by consent.*

CONSENT

3. Approval of the Minutes of the Open Session meeting of September 30, 2010

*R-2010-6-15 The Minutes of the Open Session meeting of the Board of Governors, held on September 30, 2010, were approved by consent.*

4. Monthly reports submitted for information

4.1 Chief Communications Officer – Mr. Philippe Beauregard (Document BG-2010-6-D11)

4.2 Acting Vice-President, Services – Mr. Roger Côté (Document BG-2010-6-D12)

4.3 Vice-President, Research and Graduate Studies – Dr. Louise Dandurand (Document BG-2010-6-D13)

4.4 Vice-President, External Relations and Secretary-General – Me Bram Freedman (Document BG-2010-6-D14)

4.5 Provost and Vice-President, Academic Affairs – Dr. David Graham (Document BG-2010-6-D15)

4.6 Chief Financial Officer – Mr. Patrick Kelley (Document BG-2010-6-D16)

4.7 Acting Vice-President, Advancement and Alumni Relations – Me Dominique McCaughey (Document BG-2010-6-D17)

The monthly reports were provided for information purposes.

5. Report on compliance with fiscal requirements (Document BG-2010-6-D18)

The report of the Chief Financial Officer on compliance with fiscal requirement was included for information purposes.

6. Report on compliance with environmental legislation and health and safety regulations (Document BG-2010-6-D19)

The report of the Vice-President, Services on compliance with environmental legislation and health and safety regulations was included for information purposes.

7. Annual report from the Office of Rights and Responsibilities (Document BG-2010-6-D20)

In accordance with Article 16 of the Code of Rights and Responsibilities, the report of the Advisor detailing the Office's activities was submitted to the Board for information purposes.

8. Letter from Fédération québécoise des professeures et professeurs d'université (FQPPU) (Document BG-2010-6-D21)

At the request of CUFA President, Dr. Lucie Lequin, the attached letter and motions from FQPPU regarding CUFA's position on the proposed changes by the Ad Hoc Governance Review Committee were attached for information purposes.

9. Appointment of a representative of the administrative and support staff to the Employee Benefits Committee

R-2010-6-16 *The appointment of Ms. Danièle Berthiaume as a representative of the administrative and support staff on the Employee Benefits Committee, for a two-year term beginning on January 1, 2011 and ending December 31, 2012, was ratified by consent.*

10. Establishment of an Evaluation Committee for the Dean of the John Molson School of Business

R-2010-6-17 *In accordance with the Rules and Procedures for Senior Administrative Appointments (Policy BD-5), the establishment of an Evaluation Committee for the Dean of the John Molson School of Business was approved by consent.*

R-2010-6-18 *In accordance with the composition set out in the Evaluation Procedures for Senior Academic Administrators and for the President and Vice-Chancellor prior to the Expiry of their First Mandate (Policy BD-8), the appointment of the following members was approved by consent:*

- *Dr. David Graham, Chair*
- *Mr. Norman Hébert, Jr., representing the community-at-large*
- *Dr. Peter Stoett, a Board member representing faculty*
- *Dean Catherine Wild*

11. Establishment of an Evaluation Committee for the Dean of the School of Extended Learning

R-2010-6-19 *In accordance with the Rules and Procedures for Senior Administrative Appointments (Policy BD-5), the establishment of an Evaluation Committee for the Dean of the School of Extended Learning was approved by consent.*

R-2010-6-20 *In accordance with the composition set out in the Evaluation Procedures for Senior Academic Administrators and for the President and Vice-Chancellor prior to the Expiry of their First Mandate (Policy BD-8), the appointment of the following members was approved by consent:*

- Dr. David Graham, Chair
- Mr. Tony Meti, representing the community-at-large
- Dr. Louise Dandurand, representing the senior administration

12. Approval of the *État de traitement* (Statement of salaries) of Concordia's senior administrators for 2009/2010 in accordance with Bill 95 (Document BG-2010-6-D22)

R-2010-6-21 *The submission to the Ministry of Education of the *État de traitement* (Statement of salaries) for 2009/2010, set out in Document BG-2010-6-D22, as well as the designation of the President and Vice-Chancellor to sign said document, was approved by consent.*

REGULAR

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

There was no business arising from the Minutes.

14. Student Emergency and Food Fund (Document BG-2010-6-D23)

Rev. Ellie Hummel noted that societies are judged on how they treat their weakest members. Last year the Fund helped alleviate difficult situations for over 500 students. The support of the Fund can often make a difference between a student graduating or not and constitutes a societal safety net which matches the University's tradition and mission.

Rev. Hummel thanked Governors for their support and encouraged them to continue to feed the Fund by making personal donations, participating in fundraising events or spreading the word. Mr. Dabchy commended Rev. Hummel for spearheading this important initiative.

15. Presentation by Dean Sanjay Sharma on the faculty strategic plan (Documents BG-2010-6-D27 and D28)

Dean Sharma presented an update on the Faculty's strategic plan, adopted in May 2008, focusing on the Faculty's strategic objectives, strategic choices and the challenges.

He informed the Board that in 2010 JMSB had achieved its first strategic objective of being ranked among the top 5 business schools in Canada and among the top 100 business schools internationally three years in advance of the 2013 timeline set out in the plan. The second objective is to educate future business leaders by providing them with a solid foundation in traditional knowledge and the ability to manage for the future in a complex, multi-stakeholder and sustainable global environment. Dean Sharma explained how the extent of media mentions, presence on social media, alumni and faculty success, world class events and case competitions as well as the engagement of JMSB Advisory Board contribute to achieving the third important objective which is branding.

He continued his presentation by highlighting the strategic choices in relation to size, student experience, programs, developing signature areas, building research support, competing for talent and enhancing community engagement. He explained the

challenges that JMSB is facing in relation to funding and the full-time faculty/student ratio.

Copy of the detailed presentation is filed with the Secretary and was also forwarded to Board members in advance of the meeting.

16. President's report (Document BG-2010-6-D24)

The President commented on some of the elements included in her written report with respect to the return of the Jan Brueghel painting to the Stern collection, the University's participation in the ceremonies surrounding the transfer of the remains of St. Marguerite d'Youville from the Grey Nuns' Chapel to Varennes, her visit to the Desjardins headquarters in Levis as well as meetings in Ottawa with members of Parliament and Senate to discuss Concordia's research profile, etc.

She also reported on the December 6 meeting of *Rencontre des partenaires de l'éducation* held in Quebec City, attended by all Quebec universities, student groups, unions and the business community as well as Ministers Line Beauchamp and Raymond Bachand. The discussions revolved around funding, accessibility and accountability.

With respect to the Macleans', the President noted that Concordia ranked 11 of 12 in the category of comprehensive universities, underlining that most Quebec universities rank poorly since the indicators are primarily based on funding. While the methodology used by Maclean's is questionable, the ranking exists and cannot be disregarded because it has an effect on alumni. She explained how the survey is conducted and specified that only 20% of students make their decision based on the rankings. While we must take it seriously, we should not be enslaved by it. Although Concordia cannot change the factors related to funding, it can improve in other areas and establish its own indicators.

17. Board retreat follow-up: Signature area advisory committees (Document BG-2010-6-D25)

As a follow-up from the November Board retreat, Governors will help champion specific signature areas. Each area will be supported by an advisory committee, led by one external Board member together with a faculty Board member who has experience in the field and the relevant faculty Dean. Membership will be open to any other Board member who expresses interest. Dr. Woodsworth outlined the purpose of the advisory committees and the related activities.

18. Forecast of year-end results based on second quarter results (Document BG-2010-6-D26)

Mr. Kelley gave an overview of the projected year-end results for 2010/2011 based on the second quarter results. He noted that significant adjustments have been made to the pension fund line as a result of the application of GAAP imposed by the government. The impact of GAAP is a major issue which affects all Quebec universities. With respect to Concordia, he specified that there is no major variance to the projected 2010/2011 year-end results other than the pension fund and that Concordia's cumulative deficit is still among the lowest in the province.

19. Other business

There was no other business to bring before the meeting.

20. Next meeting

The next regular meeting of the Board of Governors will be held on Thursday, February 17, 2011, at 8 a.m., on the SGW Campus.

21. Adjournment

Mr. Kruyt wished everyone Happy Holidays and adjourned the meeting at 10:15 a.m.



Danielle Tessier  
Secretary of the Board of Governors