

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

Held on Thursday, January 12, 2012, at 8 a.m.
on the 7th Floor of the Henry F. Hall Building (Room H 767)
SGW Campus

PRESENT

Governors: Mr. Peter Kruyt, *Chair*, Dr. Shimon Amir, *Vice-Chair*, Mr. Robert Barnes, Ms. Laura Beach, Mr. Tim Brodhead, Mr. Craig Buchanan, Mr. James Cherry, Mr. Erik Chevrier, Me Francesco Ciampini, Mr. Howard Davidson, Me Rita de Santis, Mr. Jean-Pierre Desrosiers, Mr. Brian Edwards, Ms. Hélène Fortin, Ms. Lex Gill, Ms. Suzanne Gouin, Mr. Norman Hébert jr., *Vice-Chair*, Dr. Nina Howe, Dr. Norman Ingram, Dr. Arvind K. Joshi, Dr. Lawrence Kryzanowski, Me John Lemieux, Dr. Edward Little, Dr. Frederick Lowy, *President and Vice-Chancellor*, Dr. William Lynch, Mr. Cameron Monagle, Me Marie-José Nadeau, Mr. Michael Novak, Mr. A.J. West

Non-voting Observers: Ms. Jean Freed, Dr. William Knitter

Officers of the University: Mr. Philippe Beauregard, Dr. Graham Carr, Mr. Roger Côté, Me Bram Freedman, Dr. David Graham, Mr. Patrick Kelley, Ms. Marie Claire Morin

Guests: Me Frederica Jacobs, Me Jonathan Levinson

ABSENT

Governors: Ms. Joelle Berdugo Adler, Sister Françoise Boisvert, Mr. Charles G. Cavell, Hon. Baljit Singh Chadha, Mr. Jacques Lyrette, Mr. L. Jacques Ménard, *Chancellor*, Mr. Tony Meti, Mr. Andrew Molson, Ms. Annie Tobias, Mr. Jonathan Wener

1. **Call to Order**

The meeting was called to order by the Chair at 8:04 a.m. who asked that Governors rise for a moment of silence in the memory of Dr. John O'Brien who passed away on December 16.

Dr. Lowy noted that Dr. O'Brien was Sir George Williams University's last Principal and Concordia's first Rector. He invited Governors to attend a memorial service which will be held at 1 p.m. on January 20, 2012.

Mr. Kruyt welcomed Dr. Graham Carr and Ms. Marie Claire Morin who were attending their first Board meeting in their capacity as Interim Vice-President, Research and Graduate Studies and Vice-President, Advancement and Alumni Relations, respectively.

2. Approval of the Agenda

Me de Santis asked that item 8 be moved from the Consent Agenda to the Regular Agenda.

Upon motion duly moved and seconded (de Santis, Edwards), it was unanimously RESOLVED:

R-2012-1-1 *That the Agenda be approved as amended, with the removal of item 8 from the Consent section to the Regular section, and that items 3 to 10 (not including item 8) be received or approved by consent.*

CONSENT

3. Approval of the Minutes of the Open Session meeting of December 8, 2011

R-2012-1-2 *The Minutes of the Open Session meeting of the Board of Governors held on December 8, 2011, were approved by consent.*

4. Monthly reports submitted for information

- 4.1 Chief Communications Officer – Mr. Philippe Beauregard (Document BG-2012-1-D1)
- 4.2 Interim Vice-President, Research and Graduate Studies – Dr. Graham Carr (Document BG-2012-1-D2)
- 4.3 Vice-President, Services – Mr. Roger Côté (Document BG-2012-1-D3)
- 4.4 Vice-President, Institutional Relations and Secretary-General – Me Bram Freedman (Document BG-2012-1-D4)
- 4.5 Provost and Vice-President, Academic Affairs – Dr. David Graham (Document BG-2012-1-D5)
- 4.6 Chief Financial Officer – Mr. Patrick Kelley (Document BG-2012-1-D6)
- 4.7 Vice-President, Advancement and Alumni Relations – Ms. Marie Claire Morin (Document BG-2012-1-D7)

The monthly reports were provided for information purposes.

5. Revision to the membership of the Council of the Faculty of Arts and Science (Document BG-2012-1-D8)

R-2012-1-3 *On recommendation of Senate, the changes to the non-voting membership of the Council of the Faculty of Arts and Science, outlined in Document BG-2012-1-D8, were approved by consent.*

6. Revision to the membership of the Executive Committee

R-2012-1-4 *The appointment of Mr. Norman J. Hébert as a member of the Executive Committee was approved by consent.*

7. Revision to the membership of the Advisory Search Committee for the Vice-President, Research and Graduate Studies

R-2012-1-5 *The appointment of Prof. Martin Lefebvre as the representative of the Faculty of Fine Arts, in replacement of Prof. Marc Steinberg who is no longer able to serve, was approved by consent.*

9. Additional appointments to the Evaluation Committee for the University Librarian

R-2012-1-6 *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:*

- *Mr. Christopher Bober, Ms. Susie Breier, Ms. Oksana Dykyj and Mr. Geoffrey Little as representatives of the professional librarians*
- *Mr. Arnaldo Brunetti as the representative of the administrative and support staff*
- *Ms. Emily Paige as the representative of the graduate students*

10. Additional appointments to the Evaluation Committee for the Provost and Vice-President, Academic Affairs

R-2012-1-7 *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. Radu Zmeureanu as the representative of the Faculty of Engineering and Computer Science*
- *Ms. Miriam Posner as the representative of the administrative and support staff*
- *Mr. Olivier Charbonneau as the representative of the professional librarians*
- *Ms. Holly Nazar as the representative of the graduate students*

REGULAR

8. Additional appointments to the Evaluation Committee for the Dean of the Faculty of Engineering and Computer Science

Me de Santis suggested that, for administrative reasons, consideration of the appointment of Dr. Osama Moselhi as one of the representatives of the Faculty of Engineering and Computer Science be deferred to the next meeting.

Upon motion duly made and seconded (de Santis, Edwards), it was unanimously RESOLVED:

R-2012-1-8 *That 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 be approved:*

- *Drs. Ali Dolatabadi, Ferhat Khendek and Yousef Shayan as the representatives of the Faculty of Engineering and Computer Science*
- *Mr. Dominic Ng as the representative of the administrative and support staff*
- *Mr. Natheer Alatawneh as the representative of graduate students*

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

There was no business arising from the Minutes.

12. President's report (Document BG-2012-1-D9)

As additional items to his written report, Dr. Lowy apprised the Board of a recent meeting with Mayor Tremblay and his senior advisors to discuss issues related to our the real estate development plans. He noted that Senate's work regarding the recommendations of the External Governance Review Committee is moving along and that the Senate Steering Committee will be making a suggestion to the Board's Executive Committee for the agenda of their first joint meeting. He also provided an update on the Fall and Winter enrolment figures.

13. Approval of amendments to the Pension Plan (Document BG-2012-1-D10)

Dr. Joshi, the Chair of the Employee Benefits Committee, indicated that further to a detailed presentation at its meeting of December 22, 2011, the Committee is recommending the approval of amendments to the text of the Pension Plan.

Further to questions regarding the rationale of the amendments proposed to subsections 3.3 and 3.4 of the Plan providing which provide that former employees re-employed by the University are not allowed to re-enter the Plan as active members if they are in receipt of a pension, Me Freedman responded that this was a legal requirement but agreed that confirmation would be provided at the next Board meeting.

Upon motion duly made and seconded (Joshi, Hébert), it was unanimously RESOLVED:

R-2012-1-9 *On recommendation of the Employee Benefits Committee, the Board approve the amendments to the text of the Pension Plan for the Employees of Concordia University, as outlined in Document BG-2012-1-D10.*

14. Approval of the 2011-2016 Academic Plan (Document BG-2012-1-D11)

Dr. Lowy prefaced the presentation by noting that the Academic Plan was several years in the making and although it is not possible to obtain 100% endorsement on every aspect, the plan does have widespread support within the academic community.

Provost Graham noted that the Plan is a mid-level action plan originating from the Strategic Framework which was approved by the Board two years ago and whose overall goal is that Concordia become recognized as one of the top five comprehensive universities in Canada within the next decade. Improving and increasing our reputation is a key element in attaining our objective, since reputation is one asset that gives currency to our degrees. We can generate a reputational advantage by building on our performance in research, teaching and academic programming and by using improved research performance as a catalyst to attract top-notch faculty and student and recognition.

Dr. Graham outlined the plan's five major objectives as well as the projected cost of achieving each of those objectives over the five year life of the plan as well as the projected funding sources in relation the \$25 million cost of the plan. He provided some sample key outcomes, actions and investments in relation to each of the five objectives.

Improving research performance provides maximum leverage, since institutional reputation is the most powerful attractor of support and research dissemination the reputation builder, with research funding being the catalyst. Implementation of the plan is key. Senate has a vital role and will receive reports on the progress at every meeting. The Board will receive regular progress reports, and a progress report will be issued annually to the University community.

Further to the presentation, a discussion ensued during which Dr. Graham responded to questions of clarification on some aspects of the plan. He noted that the biggest risk associated with the plan is our ability to generate the additional \$2.5 million above our current projected enrolment increase. This can be achieved by maintaining the same number of students but having a different mix of students, with an increase at the Master's and Doctoral levels. Another contingency over which we have no control is government funding.

Several Governors were pleased and indicated that the Plan was the missing element in the University's overall strategy and will help it move forward in a positive way. Mr. Kruyt specified that the role of the Board is to oversee and monitor the financial implications of the Plan.

Upon motion duly made and seconded (Lowy, Barnes), it was unanimously RESOLVED (Beach and Monagle requesting that their abstention be recorded in the Minutes):

R-2012-1-10 That, on recommendation of Senate, the Board of Governors approve the Academic Plan, outlined in Document BG-2012-1-D11.

15. GSA motions for audience accommodation at Board meetings (Document BG-2012-1-D12)

Mr. Kruyt indicated that at the November Board meeting it was decided to refer the motions 1, 3 and 4 outlined in Document D12 to the Executive Committee for further study. He conveyed the Executive Committee's view that the proposals would be unproductive to the Board's functioning and its conclusion not to recommend their approval. Moreover, a survey of the other Quebec and Canadian universities shows that no other university has adopted these practices.

Mr. Chevrier, who had distributed an additional document outlining further reasons to approve those motions, referred to the legal opinion provided in Document D12 and opined that some lingering questions remained unanswered. He therefore moved a motion, seconded by Mr. West, that the Board establish a committee to review all those issues and report at the February Board meeting. A brief discussion ensued, further to which the motion was defeated by a majority.

Motion 1 regarding the recording of the Open Session meeting to be made available to the general public and allowing its recording and broadcasting by the Concordia University Broadcasting Corporation as well as Motion 3 regarding a 20-minute question period from the community, moved by Ms. Beach and seconded by Mr. Monagle, were defeated by a majority.

During the discussion on Motion 4 that Closed Session meetings be limited to items which are truly confidential, with all other items business discussed in Open Session, some Governors felt awkward about this motion and did not see its point, arguing that it was based on a *logic non sequitur* and this is already the practice. While other Governors did not agree and felt that some items on the Closed Session Agenda should be considered at the Open Session, it was confirmed that, when appropriate, agenda items can be moved from the Open to Closed Session, or vice-versa. In light of the foregoing, Mr. Chevrier agreed to withdraw this motion but asked that an alternate proposal be considered, which Mr. Kruyt asked him to forward to the Executive Committee.

16. Other business

There was no other business to bring before the Open Session

17. Adjournment

The Open Session adjourned at 9:58 a.m.



Danielle Tessier
Secretary of the Board of Governors