

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

Held on Wednesday, October 28, 2015, at 4:00 p.m.
in Room GM 410 (Board of Governors Meeting Room)
located on the 4th floor of the Guy-Metro Building,
1550 de Maisonneuve Blvd. West
on the SGW Campus

PRESENT

Governors: Norman Hébert jr., *Chair*, Shimon Amir, *Vice-Chair*, Helen Antoniou Molson, Françoise Bertrand, *Vice-Chair*, Sandra Betton, Jeff Bicher, Antoinette Bozac, Gabriel Bran Lopez, Gina P. Cody, Jean-Pierre Desrosiers, Hélène Fortin, Mélanie La Couture, Tony Loffreda, William Lynch, Frédérica Martin, Michael Novak, Alex Ocheoha, Maria Peluso, Georges Paulez, Philippe Pourreaux, Alan Shepard, *President and Vice-Chancellor*, Terry Wilkings

Alternate Governor: Benjamin Prunty

Also attending: Benoit-Antoine Bacon, Philippe Beauregard, Sylvie Bourassa, Graham Carr, William Cheaib, Roger Côté, Bram Freedman, Lisa Ostiguy, Sonia Trudel

ABSENT

Governors: Norman Ingram, Suzanne Sauvage, Haidee Wasson

Non-voting Observer: Jonathan Wener, *Chancellor*

1. **Call to Order**

Mr. Hébert called the meeting to order at 4:21 p.m., welcoming Tony Loffreda who had been appointed at the last meeting.

He apprised Governors that the mechanism which allows the live streaming of the Open Session into the observers' room was not functioning. Therefore, the meeting will be recorded and made available for the sole purpose of allowing only those persons who will have come to the observers' room to see the live streaming. Once viewed by those persons, the recording will be erased.

1.1 **Adoption of the Agenda**

Upon motion duly moved and seconded, it was unanimously RESOLVED:

R-2015-6-5 *That the Agenda be approved, including the items on the Consent Agenda.*

CONSENT

2. Adoption of September 16, 2015 Minutes

R-2015-6-6 *That the Minutes of the meeting of the Open Session of September 16, 2015 be approved.*

3. Updated banking resolutions (Document BG-2015-6-D3)

R-2015-6-7 *That the Board of Governors approve the updated banking and/or credit facility resolutions, as outlined in Document BG-2015-6-D3.*

4. Designation of “Responsible de l’observation des règles contractuelles” (Document BG-2015-6-D4)

R-2015-6-8 *That, on recommendation of the President, the Chief Financial Officer be designated the “Responsible de l’observation des règles contractuelles” (RORC) for Concordia University in accordance with the Loi sur l’intégrité en matière des contrats.*

5. Membership of Advisory Search Committee for a Dean of the John Molson School of Business (Document BG-2015-6-D5)

This document is provided for information purposes.

6. Request for the use of the Concordia name: Sustainable Engineering Concordia (Document BG-2015-6-D6)

R-2015-6-9 *That the request to use the Concordia name by Sustainable Engineering Concordia, subject to the conditions set out in the Policy on the use of Concordia University’s Name, Logo and Related Insignia, and the Governance of its Visual Character (SG-4), be approved.*

REGULAR

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

Responding to a query, Mr. Hébert confirmed that no changes were brought to the financial statements following their approval by the Board.

8. President’s report

As complementary information to his written report, Prof. Shepard reported the following:

- He commented on the successful Convocation ceremonies held on October 27, noting his appreciation for the new Convocation booklet, produced by University Communications Services (UCS), which is more dynamic.

- Concordia professor Jean-Philippe Warren has been awarded the Governor General's Award in the category of French non-fiction for his biography of Honoré Beaugrand.
- Thirty-three full-time faculty positions are advertised in the CAUT (Canadian Association of University Teachers) Bulletin. Despite budgetary constraints, priority is given to preserving the University's core teaching and research activity.
- Office space has been provided to *Academics Without Borders* on the SGW campus. The University will also supply additional support for the organization's mission to boost higher education in developing countries, thereby creating opportunities for participation of students, faculty and staff in projects around the world.
- He spoke of his upcoming mission to China with Montreal Mayor Denis Coderre, noting that two Governors, Gabriel Bran Lopez and Tony Lofredda, will also be joining the mission as representatives of their respective institutions.
- Improvements to the interface of the Student Information System (SIS) continue to be made, resulting in a more user-friendly system.
- A substantial gift from alumnus Bob Briscoe and his wife Raye in support of new research in business ownership studies at the John Molson School of Business.
- Open House will be held on November 7, which is a great opportunity to showcase the University's teaching and research and recruit prospective students.

Following his report, the President responded to questions and comments from Governors.

9. Update on Strategic Directions process

The Provost presented an overview of the second phase of the Strategic Directions process, the full details of which are outlined in the presentation entitled "[Strategic Directions - Phase II overview](#)" posted on the Board portal and website.

Dr. Bacon recalled that the ultimate objective of the Strategic Directions process is to draw up the road map for the University's future and to reaffirm its place as a next-generation university. He provided a summary of Phase I, which consisted of strategic visioning and included a broad consultation process, Idea Cafés, working groups, surveys, etc., and resulted in nine high-level strategic directions which are all inter-connected.

Phase II consists of action planning. Planning will be done at the level of units (Faculties, Libraries and large administrative areas) to determine their game plan (vision, top 5 big goals, top 5 transformative actions and ways and means), concurrently with the development of cross-institutional strategies in five key areas. In January 2016, a summit will be held to discuss and align these game plans and strategies with a view to prepare the conversation on emerging priorities which will be held at the January 27 Board retreat. The finalization of the game plans and strategies will result in the identification of University-level goals and objectives in Spring 2016. During the course of the presentation, the Provost responded to questions from Governors.

Mr. Hébert informed Governors that Me Freedman had to leave today's meeting around 5:40 p.m. at the latest. Therefore, in order to allow him enough time to make his presentation in the Closed

Session, Governors agreed to suspend the Open Session at 5:08 p.m. Following the aforementioned presentation, the Open Session meeting reconvened at 5:37 p.m.

10. Presentation on Student Success Centre

The Provost introduced the topic by providing information in connection with the University's graduation rate for undergraduate students which is currently at the national average of 74%. However, student success is not only measured by the graduation rate but also by a student's transition to University and overall experience, having the proper tools to ensure success and transition towards a rewarding life and career.

While the University has a long history of supporting students, these services were local, uncoordinated and sometimes difficult to find. Recognizing the need for better alignment of student services with the University's academic mission, student services were moved under the umbrella of the Provost, and the role of Deputy Provost was created in 2013.

Dr. Ostiguy reiterated the lack of coordination of the many services offered to students, which were difficult to find by faculty and students. Under the leadership of Dr. Laura Mitchell, the Student Success Centre is a one-stop shop for student success since it groups under one virtual site all the services, constituting a support network from first-year to graduation. The three main areas are learning skills, first-year students and career planning.

The Deputy Provost gave an overview of the various programs and services, which include not only remedial help for students struggling in some areas but also opportunities for students who are doing well but wish to improve their skills. She emphasized the importance of peer mentoring and noted that the University is in the process of securing a dynamic space to regroup all the services together, specifying how this initiative aligns with some of the strategic directions.

Following the presentation, Drs. Bacon and Ostiguy responded to questions. The full details of the presentation entitled "[Student Success](#)" are posted on the Board portal and website.

11. Other business

Acknowledging a positive shift in the governance culture since the arrival of Prof. Shepard, Mr. Wilkings said that the filing of complaints stemming from last Spring's student strike under article 29 g of the *Code of Rights and Responsibilities*, in which the University was a co-complainant, was not indicative of a spirit of openness or transparency. In the context of the strike that will be held next week, would the President apply the Code through the concerns that were publicly communicated around safety?

Prof. Shepard replied that he does not have the statutory power to suspend the application of the Code and that he cannot decide on any course of action until there is an actual violation of the Code. He reminded Mr. Wilkings that the arrangement made with student leaders with respect to last Spring's strike was that police intervention would not be sought if no one was injured or if property was not damaged.

A discussion ensued, during which Mr. Wilkings agreed that safety is the primary concern of everyone on campus but argued that the University's acknowledgement of the right to strike compounded by the application of the Code in May 2015 negates said acknowledgement of the right to strike.

The President answered that peaceful protest is a democratic right, which is also recognized under the Code. However, in his view and as outlined in the Code, peaceful protest does not include entering into classrooms and disrupting classes. He added that the hearing panels will interpret the scope of article 29 g of the Code but also suggested to let the informal resolution through mediation run its course. Mr. Wilkings asked the President to clarify his vision of what he means by safety and how this impacts article 29 g, to which the latter reiterated his view of peaceful protest as stated above.

Other opinions on the matter were expressed as follows:

- This was a self-regulating process, since the student strike had received support from several unions.
- Article 29 g of the Code is discriminatory against student collective action.
- Students kept their end of the bargain.
- Individuals choosing to strike should be prepared to live with the consequences.

12. Adjournment

The meeting was adjourned at 6:28 p.m.



Danielle Tessier
Secretary of the Board of Governors