



Composition and Mandate of the Governance Review Committee

March 18, 2011

Background

On January 21, 2011, Senate adopted a motion that a Special Governance Commission be struck to review past events and current governance structures and to make recommendations for the future. On February 17, 2011, the Board of Governors approved the establishment of an external governance review committee comprised of a small number of members external to the University, and designated Dr. Frederick Lowy, President and Vice-Chancellor of Concordia, to draft the mandate and recommend the membership of said committee in concert with Senate.

On February 18, 2011, Senate approved the establishment of an external governance review committee comprised of three members external to the University, including at least one current or former faculty member, and designated its Steering Committee to work with Dr. Lowy to set the mandate and approve the membership of said committee.

Following discussion and consultation, the following composition and mandate of the Governance Review Committee ("the Committee") is proposed.

Composition

Dr. Bernard Shapiro, Chair
Dr. André C. Côté
Dr. Glen A. Jones

Mandate

1. The Committee is mandated to take cognizance of, review, and make recommendations with respect to matters of governance at Concordia University.
2. In particular, the Committee shall consider the following questions:
 - 2.1 What are the appropriate compositions, mandates, roles and modes of operation of the formally constituted governing bodies with respect to governance at Concordia University?
 - i. The Corporation;
 - ii. Board of Governors and its committees;
 - iii. Senate and its committees;
 - iv. Faculty Councils.

- 2.2 What is the appropriate role of each of the various categories of members of these bodies, how should each be selected, and what is an appropriate term of office?
 - i. External members;
 - ii. President and senior administration;
 - iii. Faculty members, full- and part-time;
 - iv. Staff members;
 - v. Students;
 - vi. Alumni;
 - vii. Labour unions.

- 2.3 What is the appropriate relationship between the Board of Governors and Senate?
 - i. What is the appropriate leadership structure of each body?
 - ii. Are the appropriate accountability and transparency measures in place?
 - iii. How can effective communication be ensured between the Board and Senate?

- 2.4 What is the appropriate relationship between the Board of Governors and the administration?
 - i. What is the appropriate role for the Board in the selection and oversight of the President?
 - ii. What is the appropriate role for the Board in the selection and oversight of other senior administrators?

- 2.5 How can effective communication be ensured between the Board of Governors and the overall university community?

- 2.6 What is the appropriate role for ongoing governance education for the participants on Concordia's formally constituted governing bodies?

3. The Committee shall conduct its deliberations with a view to ensuring the optimal future functioning of the University.

4. The Committee shall formulate any general or specific recommendations of a policy nature which it deems appropriate and useful; it shall report findings resulting from its activities and make recommendations with respect to such findings.

Procedural Matters

5. The Committee shall complete its work within 60 days of its first meeting. Its report shall be provided to the President of the University, who shall make it public.

6. The Committee shall have access to the deliberations of the Ad Hoc Governance Committee of the Board.

7. Persons or bodies wishing to make a written submission to the Committee should notify the Secretary of the Committee (Ms. Danielle Tessier – danielle.tessier@concordia.ca or by facsimile at 514-848-4550) of their intention to do so no later than April 1, 2011. Submissions should reach Ms. Tessier no later than April 15, 2011. The Committee, at its discretion, may request meetings with or further information from individuals or bodies who have made submissions; from persons mentioned in submissions; or from other persons.
8. The University Administration shall assure its full cooperation with the Committee and affirms that all members of the University are free to make submissions without fear of reprisal. The Committee will make every effort to respect requests that information provided to it be treated as confidential within the limits prescribed by law.