



BG-2006-10

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

Held on Thursday, December 14, 2006, immediately following the meeting  
of the Closed Session, in Room H 767, SGW Campus

Present

Governors: Mr. Peter Kruyt, *Chair*, Mr. John Aylen, Dr. Rama Bhat, Sister Françoise Boisvert, Me Gerald C. Burke, Mr. Walter Chan, Mr. James Cherry, Mr. Molham Chikhalsouk, Mr. Howard Davidson, Mr. Danny Di Perna, Mr. Brian Edwards, *Vice-Chair*, Ms. Mina Etezadi, Mr. Paul Gauthier, Ms. Suzanne Gouin, Mr. George Hanna, Dr. Arvind K. Joshi, Mr. Khaleed Juma, Dr. William Knitter, Dr. Lawrence Kryzanowski, Dr. Claude Lajeunesse, *President*, Me John Lemieux, Ms. Christine Lengvari, Dr. Lucie Lequin, Mr. Desmond O'Neill, Dr. Rhona Richman Kenneally, Ms. Patricia Saputo, Mr. Mohamed Shuriye, Mrs. Mackie Vadacchino de Massy, Mr. Ivan Velan, Mrs. Lillian Vineberg

Non-voting Observers: Ms. Jean Freed, Mr. John Hall

Officers of the University: Ms. Kathy Assayag, Dr. Louise Dandurand, Me Marcel Danis, Mr. Michael Di Grappa, Mr. Larry English, Mr. John Parisella, Dr. Martin Singer

Governors Emeriti: Me André Gervais, Dr. Henry Habib, Mr. Donald McNaughton, Mrs. Miriam Roland

Guests: Mr. Guy Dumas, Me Pierre Frégeau, Mr. Allan Gregg, Mr. Marcel Proulx, Mr. Michael Sullivan, Mr. Bradley Tucker

Absent

Governors: Mr. Charles G. Cavell, *Vice-Chair*, Dr. June Chaikelson, Hon. Baljit Singh Chadha, Me Rita de Santis, *Vice-Chair*, Mrs. Judith Kavanagh, Mr. Tony Meti, Mr. Andrew Molson, Mr. David P. O'Brien, *Chancellor*, Mr. Richard Renaud, Mr. Jonathan Wener, *Vice-Chair*

1. Call to Order

The Open Session was called to order at 6:10 p.m.

1.1 Chair's remarks

The Chair noted that the microphones are for the benefit of the individuals attending the Open Session meeting in the overflow room.

Mr. Kruyt informed Governors that an update from management on the CUSSU negotiations had been distributed at the meeting for information, together with an excerpt from the speech given by Dr. Lajeunesse at McGill University on the occasion of the first anniversary of the manifesto *Pour un Québec lucide*.

1.2 Approval of the Agenda

Upon motion duly moved and seconded (Vaddachino de Massy, Gouin), it was unanimously RESOLVED:

*R-2006-10-5 THAT the Agenda be approved.*

1.3 Approval of the Minutes of the Open Session meeting of November 23 2006

Upon motion duly moved and seconded (Vaddachino de Massy, Gouin), it was unanimously RESOLVED:

*R-2006-10-6 THAT the Minutes of the Open Session meeting of the Board of Governors, held on November 23, 2006, be approved.*

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

The Chair was pleased to report that further to Rev. Hummel's address regarding donations for the Student Emergency Food Fund, \$1,255 were collected at the Board meeting, and another \$1,900 were received afterwards, totaling \$3,155. Me Burke was delighted to report that the SGW Alumni Association had also donated \$1,000 to the fund.

3. Presentation regarding the reputational survey

Mr. Bradley Tucker, Director, Institutional Planning, prefaced the presentation by stating that the reputational survey had been conducted in the past year in accordance with challenge I set out in the Academic Plan (to improve public awareness of our academic success) and invited Mr. Marcel Proulx to speak. The latter stated that he had worked closely with Mr. Tucker and The Strategic Counsel on the issue of the University's image and its reputation, which resulted in one study comprised of several phases of research. Mr. Proulx introduced Messrs. Michael Sullivan and Allan Gregg, respectively Partner and Chairman of The Strategic Counsel. Mr. Sullivan led the presentation, with Mr. Gregg commenting throughout.

Mr. Sullivan began the power point presentation by stating that the research was conducted among various Concordia stakeholders to establish the University's reputation and image. He conveyed that the overall purpose of the research was to establish benchmark perceptions of Concordia's reputation and image and outlined the specific objectives. He spoke of the methodology and gave an overview of the key findings as well as an overview of assessments of reputation by stakeholder group.

Mr. Sullivan examined the drivers of reputation, the reasons for improvement in reputation and the importance of attributes among the various stakeholders. He also gave an overview of the reasons stated by applicants and by students for applying to Concordia. He reviewed the perceptions of support for the goal of becoming a leading university among staff and faculty as well as those in relation to the greatest strength Concordia can leverage to achieve this goal and the greatest barrier that could prevent Concordia from achieving its goal. With respect to university personalities, he conveyed the results of the survey regarding Concordia's image in relation to specific attributes.

Pursuant to the presentation, a discussion ensued during which Governors commented on various aspects of the survey and its findings. Mr. Kruyt thanked Messrs. Sullivan and Gregg and opined that the information conveyed today constitutes a helpful analysis for Concordia's management team on the next steps.

4. Report of the President

The Chair of the Board congratulated Dr. Lajeunesse for being awarded the Centre Jacques Cartier medal during the 19th edition of the Centre's annual "Entretiens" conference held in Lyons, France.

4.1 Update on the search for a Provost and Vice-President, Academic Affairs

Dr. Lajeunesse reported that the Advisory Search Committee had met four times since it began its work. At its meeting held yesterday, the Committee discussed and finalized the interview process and began a preliminary review of potential candidates. The next meeting is scheduled to be held on January 8, 2007 to receive follow ups on some pending candidacies and to prioritize the list of candidates.

5. Report and recommendation of the Audit Committee

The Chair of the Audit Committee, Mr. Cherry, reported that the Audit Committee had met on November 22, 2006 as well as on December 12, 2006. At the latter meeting, the Committee met with the two external auditors' firms which had submitted bids pursuant to a request for proposals.

After careful consideration of the written proposals and the presentations which were equally impressive, it was decided to retain the services of the firm with the lowest bid. Mr. Cherry specified that the work of the previous auditors, Deloitte Touche, was satisfactory and that the change was not the result of any problems encountered with them, nor was it a result of any concerns expressed by Deloitte Touche with regards to

controls, procedures, or financial reporting. This sentiment was echoed by Mr. Kruyt and Dr. Lajeunesse.

Upon motion duly moved and seconded (Cherry, O'Neill), it was unanimously RESOLVED:

R-2006-10-7 *THAT, upon recommendation of the Audit Committee, Raymond Chabot Grant Thornton be appointed as the University's external auditors for the fiscal year ending on May 31, 2007.*

6. Report from the University Advancement Committee

The Chair of the Advancement Committee, Mr. Brian Edwards, noted that a formal report had not been done in a while. He indicated that he will only give a preview of the comprehensive campaign since a complete presentation will be done during the Closed Session of the January Board meeting.

Mr. Edwards conveyed the purpose and role of the Advancement Office and mentioned that further to a restructuring towards a faculty-based model, a principal fundraiser had been added to each Faculty to work in conjunction with the Deans. With respect to promotional and marketing materials, tool kits for volunteers and professional fundraisers need to be built during the silent phase of the comprehensive campaign, requiring the creation of a unique and compelling campaign brand and thematic, the production of a full portfolio of campaign brochures, enhanced advertisement and promotional messages, and the crafting of a strategic media plan.

Mr. Edwards continued his presentation by outlining other endeavors, such as the implementation of donor reports and endowments report which have received positive feedback from the donors. He mentioned some initiatives in connection with annual giving, such as the revival of the call centre and of the US and UK Friends of Concordia University Foundations.

In preparation of the comprehensive campaign, Dr. Lajeunesse and Ms. Assayag conducted seven leadership briefings between August and October that were hosted by Board members and friends, the purpose of which were to reintroduce Concordia and its recent development and growth to key donors in a small group setting. The table of needs has been compiled through an extensive consultative process with the Deans and the Provost. A professional firm has been retained to complete a feasibility study and is in the final stages of interviewing 75 major donors. The results of the feasibility study will be presented during the Closed Session of the January Board meeting and will allow the University to determine an achievable target.

Mr. Edwards concluded his representation by updating Governors on the status of the Refectory Campaign, co-chaired by Governor John Lemieux, and the Athletics Expansion Campaign, chaired by Larry Smith.

7. Reports on Concordia's compliance with certain legal obligations

7.1 Report on compliance with fiscal requirements

Vice-President, Finance Larry English reported he was satisfied with the procedures followed for computing and remitting taxes withheld from employees and employers' contributions from September 1, 2006 to November 30, 2006 as well as for GST and QST claims from August 1, 2006 to October 31, 2006 and that the University had fully complied with its statutory fiscal obligations. A copy of his written report had been deposited with the Secretary of the Board of Governors.

7.2 Report on compliance with environmental legislation and health and safety regulations

Vice-President, Services Michael Di Grappa reported that the *Quarterly environmental health and safety report on due diligence*, dated December 2006, had been deposited with the Secretary of the Board of Governors.

Mr. Di Grappa noted the absence of any serious injury or incident since the last report. He mentioned that the annual building evacuation exercises were conducted during the Fall, including a test of the alarm and communications systems. Some alarm detection and relays systems were found to be malfunctioning but have now been corrected. The police and fire department officials were present during this exercise. With respect to hazardous materials, Mr. Di Grappa indicated that the introduction of a bar code chemical inventory management program has been fully implemented on the SGW Campus and most of the Loyola Campus. Moreover, the radiation safety manual has been updated to meet new licensing requirements.

Mr. Di Grappa continued by apprising Governors that the Emergency Management Policy has been reviewed by the Emergency Management Team and has been approved by the President's Executive Group. He concluded by stating that the University is working with McGill to compare procedures and identify particular competencies and target areas which could form the basis of mutual aid agreements.

8. Monthly reports

8.1 Vice-President, Advancement and Alumni Relations – Ms. Kathy Assayag (Document BG-2006-10-D3)

8.2 Vice-President, Research and Graduate Studies – Dr. Louise Dandurand (Document BG-2006-10-D4)

8.3 Vice-President, External Relations and Secretary-General – Me Marcel Danis (Document BG-2006-10-D5)

8.4 Vice-President, Services – Mr. Michael Di Grappa (Document BG-2006-10-D6)

8.5 Vice-President, Finance – Mr. Larry English (Document BG-2006-10-D7)

8.6 Special Communications Advisor to the President – Mr. John Parisella (Document BG-2006-10-D8)

No supplementary information was added to the above written reports.

8.7 Provost and Vice-President, Academic Affairs – Dr. Martin Singer (Document BG-2006-10-D9)

Dr. Singer mentioned that he would be signing 105 letters granting sabbatical leaves as well as 64 contract renewals for professors.

9. Any other business

Further to presenting a budget with a projected deficit of \$5.1 million for the 2006/2007 fiscal year as well as the commitment to come back to the Board with a proposal on how to deal with this deficit should the government not come true with funding, Dr. Lajeunesse informed Governors that government officials had announced yesterday the allocation of an additional amount of \$5.921 million for the end of this fiscal year. As a result, it is expected that the year end will close with a balanced budget.

10. Next meeting

The next regular meeting of the Board of Governors will be held on Thursday, January 18, 2007, at 8 a.m., on the SGW Campus.

11. Adjournment

The Open Session adjourned at 8:10 p.m.

Danielle Tessier  
Secretary of the Board of Governors