

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

Held on Wednesday, February 14, 2007, immediately following the meeting  
of the Closed Session, in Room GM 407-1, SGW Campus

Present

Governors: Mr. Peter Kruyt, *Chair*, Mr. John Ayles, Dr. Rama Bhat, Sister Françoise Boisvert, Me Gerald C. Burke, Mr. Charles G. Cavell, *Vice-Chair*, Dr. June Chaikelson, Hon. Baljit Singh Chadha, Mr. Walter Chan, Mr. James Cherry, Mr. Molham Chikhalsouk, Me Rita de Santis, *Vice-Chair*, Mr. Brian Edwards, *Vice-Chair*, Ms. Mina Etezadi, Mr. George Hanna, Dr. Arvind K. Joshi, Mrs. Judith Kavanagh, Dr. William Knitter, Dr. Lawrence Kryzanowski, Dr. Claude Lajeunesse, *President*, Me John Lemieux, Dr. Lucie Lequin, Mr. Andrew Molson, Mr. Desmond O'Neill, Dr. Rhona Richman Kenneally, Mrs. Mackie Vadacchino de Massy, Mr. Ivan Velan, Mr. Jonathan Wener, *Vice-Chair*

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, Dr. Martin Singer

Guests: Me Pierre Frégeau, Me Jonathan Levinson, Dean Jerry Tomberlin

Absent

Governors: Mr. Howard Davidson, Mr. Danny Di Perna, Mr. Paul Gauthier, Ms. Suzanne Gouin, Mr. Khaleed Juma, Ms. Christine Lengvari, Mr. Tony Meti, Mr. David P. O'Brien, *Chancellor*, Mr. Richard Renaud, Ms. Patricia Saputo, Mr. Mohamed Shuriye, Mrs. Lillian Vineberg

Officers of the University: Mr. Larry English, Mr. John Parisella

1. Call to Order

The Open Session was called to order at 8:50 a.m.

1.1 Chair's remarks

Mr. Kruyt waived his remarks.

1.2 Approval of the Agenda

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

R-2007-2-4 *THAT the Agenda be approved.*

1.3 Approval of the Minutes of the Open Session meeting of January 18, 2007

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

R-2007-2-5 *THAT the Minutes of the Open Session meeting of the Board of Governors, held on January 18, 2007, be approved.*

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

Contrary to what was stated at the last Board meeting during the logo presentation, Dr. Chaikelson opined that the new logo was not clearly apparent in all circumstances. For example, it does not show up well in certain newspaper advertisements. Mr. Kruyt responded that this matter would be taken under advisement and that an answer would be provided to Dr. Chaikelson prior to or at the next Board meeting.

3. Presentation on the John Molson School of Business

Dean Jerry Tomberlin commenced by stating that his presentation was based on the following assumptions: high domestic demand for undergraduate business education, increasing demand for graduate business education, low government weighting for funding, pedagogical models that need to evolve regarding class size and the use of technology and teaching assistants, challenges with respect to faculty hiring, and fierce competition in business education. In this regard, he specified that some Ontario business schools advertise in the local press. While JMSB is holding its own in the Quebec market, competition among MBA programs is more difficult and JMSB could do a better job in this area, emphasizing that differentiation is especially important for MBA programs.

The last planning exercise was a ground up endeavor, during which a large number of individuals, including faculty members, students, staff, members of the External Advisory Board and Governors were interviewed, which resulted in the identification of challenges and the implementation of a massive reorganization to address them. Hence, the profile of the School has been enhanced by the creation of the Concordia University-HEC Institute for Governance of Private and Public Organizations. A number of new research opportunities have been created, the most recent being the establishment of the Desjardins Centre for Innovation in Business Finance. Links with external constituencies are strong and continue to be strengthened. Namely, JMSB has the most active alumni chapter in the University. Moreover, mentorship programs and Awards of Distinction contribute to maintaining a solid relationship with the external community. A uniform approach for the development and management of programs has been adopted, and a centralized marketing and communications approach has resulted in a more

coordinated and effective marketing and communications strategy. Dean Tomberlin pointed out that restoring the financial health has been the overriding priority.

Dean Tomberlin continued his presentation by underlining JMSB's strengths. The budget has been balanced, although finances remain strained. There are very strong undergraduate students and programs as well as strong graduate students and programs in some areas. In reference to the undergraduate programs, he specified that Concordia is perceived as an open university, with advisors who help students from the outset. The Coop program, which has an excellent reputation, attracts a lot of applicants that we would not otherwise have. JMSB is the first choice for most students from Montreal. Other strengths are a relatively buoyant market, research progress, especially in the past three years, the construction of the new building which has given a morale boost to faculty members and students, and the prospect of a new Dean.

Looking ahead, JMSB will have to contend with continued financial constraints and return to significant international recruitment. Continued increase in enrolment in PhD program and increased enrolments in MBA and CFA/MBA will have to occur. More joint degrees will be envisaged (MBA/MEng, MBA/MFA, MBA/CA) and some programs will have to be revitalized (DIA/DSA) or rethought altogether (AMBA). With respect to the undergraduate programs, opportunities for cross-Faculty cooperation will have to be looked into (aviation security, modern languages, arts management, communication and journalism), a revision of the undergraduate core must be done, and new majors must be considered. Dean Tomberlin showed a three-year perspective on the JMSB financial result, projecting a breakeven position for the end of fiscal 2006/2007 and concluded his presentation by affirming a positive outlook and a very strong school with great potential.

Throughout and after his presentation, Dean Tomberlin responded to questions and comments from the Governors.

#### 4. Report of the President

##### 4.1 Report on the presentation before the Parliamentary Commission (Document BG-2007-2-D11)

Dr. Lajeunesse indicated that the University's presentation together with a summary of the broad issues raised at the Parliamentary Commission held on January 23, 2007 was included under Document D11. The complete information, including a copy of the power point presentation and the verbatim transcript of the questions and answers, was posted on the Governors' website. The presentation went very well. Concordia received good press coverage and came across as a solid and well-managed institution.

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

The President apprised Governors that since the last Board meeting, the Provost Search Committee met five times (January 21, 27, 28 and 29 and February 9) and interviewed

five candidates, two of whom were interviewed a second time. The activities of the Committee are continuing.

#### 4.3 Other matters

Dr. Lajeunesse mentioned that during Closed Session, a presentation was done on strategic initiatives. He also invited Governors to read the update on the status of union negotiations which was sent to them via email attachment on February 1. He concluded his report by introducing Me Jonathan Levinson, appointed Acting Chief of Staff as of February 12, 2007.

#### 5. Approval of an amendment to article 41 c) of the University By-Laws (Document BG-2007-2-D2)

Upon motion duly moved and seconded (Lajeunesse, Chaikelson), it was unanimously RESOLVED:

R-2007-2-5     *THAT, upon recommendation of Senate, the Board of Governors approve an amendment to article 41 c) of the University By-Laws to replace the position of Vice-Provost, Research with that of Vice-President, Research and Graduate Studies, as outlined in Document BG-2007-2-D2.*

#### 6. Establishment of an Advisory Search Committee for a Dean of the Faculty of Engineering and Computer Science

Upon motion duly moved and seconded (Lajeunesse, Kavanagh), it was unanimously RESOLVED:

R-2007-2-6     *WHEREAS Dr. Nabil Esmail will be completing his term as of May 31, 2008;*

*BE IT RESOLVED THAT an Advisory Search Committee for the position of a Dean of the Faculty of Engineering and Computer Science be established with the following composition, as set out in the Rules and Procedures for Senior Administrative Appointments (Policy BD-5):*

- 1     *Chair;*
- 2     *Members of the Board, one of whom shall be a representative of the community-at-large or the alumni, the other shall be a faculty member from a Faculty other than the one whose deanship is being searched, recommended by the Executive Committee of the Board;*
- 4     *Full-time faculty members where the position is being searched, nominated in accordance with the method specifically adopted by the Faculty for the purposes of this procedure;*
- 1     *Regular part-time faculty member, nominated by the part-time faculty association from the Faculty where the position is being searched;*
- 1     *Dean from a Faculty other than the one whose deanship is being searched, recommended by the Executive Committee of the Board;*

- 2     *Students (one graduate and one undergraduate) from the Faculty where the position is being searched, nominated by their respective student associations;*  
 1     *Member of the administrative and support staff from the Faculty in question, nominated in conformity with the Electoral College Policy.*

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*THAT, once the Advisory Search Committee has begun its work, the Chair of the Committee report progress to the Board every month; and*

*THAT the Chair of the Board be authorized to appoint a replacement for any member who may have resigned, such appointment to be made in consultation with the Chair of the committee and with the constituency of the committee member who has resigned.*

7.     Establishment of an Advisory Search Committee for a Director of Libraries

Upon motion duly moved and seconded (Lajeunesse, Chikhalsouk), it was unanimously RESOLVED:

R-2007-2-7     *WHEREAS Mr. William Curran will be completing his term as of May 31, 2008;*

*BE IT RESOLVED THAT an Advisory Search Committee for the position of a Director of Libraries be established with the following composition, as set out in the Rules and Procedures for Senior Administrative Appointments (Policy BD-5):*

- 1     *Chair;*  
 1     *Member of the Board, one of whom shall be a representative of the community-at-large or the alumni, recommended by the Executive Committee of the Board;*  
 4     *Librarians nominated by the professional librarians;*  
 2     *Faculty members, nominated by election by the faculty members of Senate;*  
 2     *Students (one graduate and one undergraduate), nominated by their respective student associations;*  
 1     *Member of the administrative and support staff from the Libraries, nominated in conformity with the Electoral College Policy;*  
 1     *Regular part-time faculty member, nominated by the part-time faculty association.*

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*THAT, once the Advisory Search Committee has begun its work, the Chair of the Committee report progress to the Board every month; and*

*THAT the Chair of the Board be authorized to appoint a replacement for any member who may have resigned, such appointment to be made in consultation with the Chair of the committee and with the constituency of the committee member who has resigned.*

8.     Approval of the profile of the ideal candidate for a Dean of the School of "General Studies" (Document BG-2007-2-D3)

Upon motion duly moved and seconded (Lajeunesse, Joshi), it was unanimously RESOLVED:

- R-2007-2-8 *THAT, upon recommendation of the Advisory Search Committee for a Dean of the School of "General Studies", the Board approve the profile of the ideal candidate for a Dean of the School of "General Studies", as detailed in Document BG-2007-2-D3.*

Mr. Kruyt asked that a report on the projections of the School be included as an Agenda item at the next Board meeting.

9. Update on the search for a Dean of the School of "General Studies"

Dr. Singer apprised Governors that that several outstanding candidates had applied. A first list has been narrowed down to seven candidates. Interviews will be conducted in March.

10. Update on the search for a Dean of the John Molson School of Business

The Provost announced that the second round had produced two candidates who will appear before public meetings today and tomorrow. He encouraged members of the community to attend the meetings and forward their written comments to the Secretary of the Committee, Ms. Susan Aberman.

11. Monthly reports

- 11.1 Vice-President, Advancement and Alumni Relations - Ms. Kathy Assayag (Document BG-2007-2-D4)  
 11.2 Vice-President, Research and Graduate Studies - Dr. Louise Dandurand (Document BG-2007-2-D5)  
 11.3 Vice-President, External Relations and Secretary-General - Me Marcel Danis (Document BG-2007-2-D6)  
 11.4 Vice-President, Services - Mr. Michael Di Grappa (Document BG-2007-2-D7)  
 11.5 Vice-President, Finance - Mr. Larry English (Document BG-2007-2-D8)  
 11.6 Special Communications Advisor to the President - Mr. John Parisella (Document BG-2007-2-D9)  
 11.7 Provost and Vice-President, Academic Affairs - Dr. Martin Singer (Document BG-2007-2-D10)

No supplementary information was added to the above written reports.

12. Any other business

There was no other business to bring before the Board.

13. Next meeting

The next regular meeting of the Board of Governors will be held on Thursday, March 15, 2007, at 8 a.m., on the SGW Campus.

14. Adjournment

The Open Session adjourned at 10:05 a.m.

Danielle Tessier  
Secretary of the Board of Governors