

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

Held on March 23, 2009, immediately following a meeting
of the Closed Session in Room GM 407-1, SGW Campus

PRESENT

Governors: Mr. Peter Kruyt, *Chair*, Mr. Robert Barnes, Dr. Tien Bui, Mr. Charles G. Cavell, *Vice-Chair*, Hon. Baljit Singh Chadha, Dr. June Chaikelson, Mr. James Cherry, Me Francesco Ciampini, Mr. Howard Davidson, Me Rita de Santis, *Vice-Chair*, Mr. Danny Di Perna, Dr. Charles Draimin, Mr. Brian Edwards, *Vice-Chair*, Mr. Eddie Fuchs, Mr. David Gobby, Ms. Suzanne Gouin, Prof. Arpi Hamalian, Mr. Norman Hébert jr., Dr. Arvind K. Joshi, Ms. Keyana Kashfi, Mrs. Judith Kavanagh, Ms. Mahboubeh Khani, Me John Lemieux, Dr. Lucie Lequin, Dr. Catherine MacKenzie, Mr. Andrew Molson, Mr. Noah Stewart-Ornstein, Ms. Annie Tobias, Mrs. Lillian Vineberg, Dr. Judith Woodsworth, *President and Vice-Chancellor*

Officers of the University: Ms. Kathy Assayag, Dr. Louise Dandurand, Mr. Michael Di Grappa, Mr. Larry English, Me Bram Freedman, Dr. David Graham

Non-voting Observers: Ms. Jean Freed, Dr. Graham Martin

Guests: Mr. Sami Antaki, Me Frederica Jacobs, Me Jonathan Levinson

ABSENT

Governors: Sister Françoise Boisvert, Mr. Jean-Pierre Desrosiers, Ms. Hélène Fortin, Mr. Tony Meti, Me Marie-José Nadeau, Mr. David P. O'Brien, *Chancellor*, Ms. Catherine Reimer, Ms. Patricia Saputo, Mr. Ivan Velan, Mr. Jonathan Wener, *Vice-Chair*

1. **Call to Order**

Mr. Kruyt called the Open Session to order at 2:18 p.m.

1.1 **Chair's remarks**

Mr. Kruyt apprised the Board that he had to leave the meeting at 3 p.m., at which time Mr. Edwards would take over as Chair.

1.2 **Approval of the Agenda**

Mr. Kruyt asked that the presentation on the strategic plan be moved up to item 3 of the Agenda.

Upon motion duly moved and seconded (Woodsworth, Davidson), it was unanimously RESOLVED:

R-2009-2-9 *THAT the Agenda be approved as amended.*

1.3 Approval of the Minutes of the Open Session meeting of January 22, 2009

Referring to the second paragraph of Agenda item 7.1 on page 6 of the Minutes, Dr. Drainin specified that he had asked if the methodology used for the course costing exercise would be made available, to which the President had answered in the affirmative. He asked that the Minutes be corrected accordingly. In the third paragraph of the same Agenda item, Mr. Stewart-Ornstein felt that his concern had not been fully stated and requested a correction to the Minutes.

Upon motion duly moved and seconded (Woodsworth, Davidson), it was unanimously RESOLVED:

R-2009-2-10 *THAT the Minutes of the Open Session meeting of the Board of Governors, held on January 22, 2009, be approved, subject to the above-noted corrections.*

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

There was no business arising from the Minutes.

3. Presentation on the Strategic Planning Process Framework (Document BG-2009-2-D6)

Dr. Woodsworth prefaced her presentation by specifying that the objective was to outline the framework for the plan - not the plan itself - and more specifically the data and assumptions which will form part of the plan and shape its direction.

The President noted that the planning process was comprised of extensive internal and external consultations. She reviewed the data with respect to Concordia's internal environment, which encompasses students, programs, employees, research profile and fiscal management and responsibility. An analysis of the distribution of students per Faculty and per cycle, their program status, their origin and the language they use in their daily lives could be useful in determining future actions and recruitment strategies and also in developing an enrolment management plan with specific targets.

Dr. Woodsworth showed a snapshot of all programs by cycle and by Faculty and conveyed the guiding principles in relation to how decisions are made regarding the creation, modification or deletion of programs.

Dr. Woodsworth conveyed the external factors in relation to international students, recruitment of students (both undergraduate and graduate) and faculty, funding for teaching and research, employability of graduates, demographics, the context of the economic downturn and Concordia's reputation. She underlined the stiff competition for the out-of-province and international students, noting that some countries such as India and China are encouraging their students to study close to home. While graduate

student funding at Concordia is below the level at other universities such as Simon Fraser, Carleton and UQAM, emphasis will be placed in the comprehensive campaign on raising money in order to attract the best graduate students as well as faculty. With respect to demographics, the population of university age youth in the greater Montreal region is expected to rise over the next years. Historically, university enrolment has increased during recessions, leading to increased institutional revenues. While stable enrolments are projected over the next few years, it is still too early to understand the full impact on the current economic conditions on the University's overall financial situation until the government and private sector responses become clear. The President presented a reputational survey that suggested areas to be studied further.

Dr. Woodsworth reviewed the data in connection with Concordia's target competitors and comparators and enumerated Concordia's main advantages. Based on the foregoing, the plan will propose a revised mission statement. The President outlined the strategic imperatives that are grounded in the aforementioned data and analyses and identified the key challenges associated with the implementation of the plan. She informed the Board that new performance indicators will be added to the existing ones so that Concordia's progress can be measured against its competitors and comparators.

In closing, Dr. Woodsworth reiterated that she had been asked to bring the data to the Board's attention so that members can understand its foundation. She thanked Governors for their comments throughout the presentation, underlining that the context and data will lead up to the strategic directions. This is an iterative process, and during the next phase the data will be linked to the decisions, outcomes and measurements. Progress reports will be presented to the University community and the Board on a regular basis in future years. The strategic plan will be presented at the April Senate meeting for input and at the May Senate meeting for endorsement. The final version of the strategic plan will be presented for the Board's approval at its June meeting.

4. Requests for the use of the Concordia University logo

Mr. Edwards chaired the meeting from this point on.

4.1 Équiterre (Document BG-2009-2-D2)

Upon motion duly moved and seconded (Hamalian, Vineberg), it was unanimously RESOLVED:

R-2009-2-11 *WHEREAS the University has been working with Équiterre on sustainability projects for which applications for funding from different agencies have been made;*

WHEREAS Équiterre is requesting the authorization to use the Concordia logo in some promotional material regarding the Centre for Sustainable Development, a non-profit organization with the mission to build and operate an ecological building; and

WHEREAS Équiterre has submitted the information stipulated in the guidelines set out in article 15 of the Policy on the use of Concordia University's Name, Logo and Related Insignia, and the Governance of its Visual Identity, also known as Policy SG-4, and following review by the Secretary-General, is judged to be in conformity thereof;

BE IT RESOLVED:

THAT the Board of Governors authorize Équiterre the use of the Concordia logo, 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 Identity, also known as Policy SG-4; and

THAT the Board of Governors reserve the right to withdraw this authorization at any time at its sole discretion.

4.2 Graduate Philosophy Students' Association (Document BG-2009-2-D3)

Upon motion duly moved and seconded (Hamalian, Khani), it was unanimously RESOLVED:

R-2009-2-12 *WHEREAS in preparation of its annual colloquium, the Graduate Philosophy Students' Association, which represents students in the graduate program in Concordia's Department of Philosophy, is seeking the authorization to use the Concordia logo in its promotional material for distribution to other schools and philosophical organizations; and*

WHEREAS the Association has submitted the information stipulated in the guidelines set out in article 15 of the Policy on the use of Concordia University's Name, Logo and Related Insignia, and the Governance of its Visual Identity, also known as Policy SG-4, and following review by the Secretary-General, is judged to be in conformity thereof;

BE IT RESOLVED:

THAT the Board of Governors authorize the Graduate Philosophy Students' Association the use of the Concordia logo, 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 Identity, also known as Policy SG-4; and

THAT the Board of Governors reserve the right to withdraw this authorization at any time at its sole discretion.

5. Approval of guidelines for the awarding of honorary degrees (Document BG-2009-2-D4)

Upon motion duly moved and seconded (Davidson, Vineberg), it was unanimously RESOLVED:

R-2009-2-13 *THAT, upon recommendation of the Honorary Degree and Convocation Committee, the Board of Governors approve the Guidelines for the Awarding of Honorary Degrees, as outlined in Document BG-2009-2-D4.*

6. Approval of the Policy on Conflicts of Interest in Research (Document BG-2009-2-D15)

Me Freedman apprised Governors that Senate had approved the Policy at its meeting of March 20 meeting with the following amendments on page 3:

- the addition of “advance or hinder” to sub-paragraph (ii), in the third line, after the first “interests” as well as “or” at the end of the sub-paragraph;
- the deletion of “or” at the end of sub-paragraph (iii);
- the deletion of sub-paragraph (iv); and
- the deletion of “as well as a friend or former, current or prospective professional associate” from the definition of Related Party.

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

R-2009-2-14 *THAT, upon recommendation of Senate, the Board of Governors approve the Policy on Conflicts of Interest in Research, as set out in Document BG-2009-2-D15 as amended.*

7. Appointment of a representative of the administrative and support staff to the Employee Benefits Committee

Upon motion duly moved and seconded (Gobby, Woodsworth), it was unanimously RESOLVED:

R-2009-2-15 *THAT, upon recommendation of the Electoral College, the Board approve the appointment of Mr. Salvatore Colavita to the Employee Benefits Committee, for the period beginning immediately and ending on December 31, 2010.*

8. Appointment of the representative of the administrative and support staff to the Evaluation Committee for the Dean of Fine Arts (Document BG-2009-2-D5)

As outlined in the supporting memo, Me Freedman reported that a call for nomination for the administrative and support staff representative on the Evaluation Committee for the Dean of Fine Arts was issued in conformity with the process of the Electoral College Policy. However, no nomination was received. Thus, given the desirability of having staff representation in a timely manner, Me Freedman conducted a second call for nominations out of his office using the process provided for in the Electoral College Policy.

9. Presentation on the John Molson School of Business

Dean Sharma noted that while his presentation to the Board in January 2008 had focused on framing JMSB’s priorities and identifying its strategic directions, today’s presentation is geared towards its achievements during 2008.

JMSB has been hosting the MBA International Case Competition for 28 years. This year’s edition received very positive press coverage, including an article in the London publication, *The Times*. Over forty schools applied for the competition this year but only 36 were accepted. The undergraduate students have been hosting their own international case competition for the last two years, also attracting several top schools, with 12 of the 20 participating schools being international. These competitions help students translate theory into practice and have benefited from the tremendous support of over 500 members of the business community, including some Board members, who have also acted as judges. JMSB students are also active participants in case

competitions at the provincial and national level, often finishing within the top three places.

Moreover, MBA students are now participating more frequently in international case competitions, since sponsorship packages have been created to facilitate their participation. This year two JMSB teams were tied for third place in the Rotman Corporate Social Responsibility MBA case competition, and JMSB placed first in a recently-held case competition hosted by George Washington University on ethics and sustainability. In all these competitions, JMSB beat the top ranked business schools in the world.

Dean Sharma indicated that JMSB performs extremely well in professional examinations such as the CFA and CGA. JMSB students also demonstrate strong leadership skills and commitment to community service. For example, JMSB students raised more money than any other university during the *5 Days for the Homeless* campaign. With respect to its alumni, Concordia ranks first among Canadian universities for graduating commerce students who are CEOs of Global Fortune 500 companies for the second year running. He was also pleased to report that alumni give back to Concordia, with \$10.8 million being raised last year.

Dean Sharma conveyed the School's many research achievements and awards, which include three faculty members who are editors-in-chief of international journals. External research grants have also significantly increased, from \$0.25 million in 2007 to \$2.2 million in 2008. Inspired by the Dean's Excellence Awards in the Faculty of Arts and Science, in 2008 JMSB bestowed the first Dean's Research Excellence, Teaching Excellence and Staff Recognition Awards to outstanding faculty and staff.

He explained the importance and benefits of maintaining the School's AACSB (Association to Advance Collegiate Schools of Business) accreditation. JMSB's B. Com (Major in Accountancy) program received full accreditation by the CMA (Certified Management Accountants) Order of Canada. With respect to program development, a new graduate diploma in business administration is planned for the Fall 2009, for which 125 applications have already been received.

Dean Sharma reviewed the 2007/2008 budget, specifying that it is based on the estimated cost as well as the expense breakdown, noting that JMSB has one of the lowest budget per faculty member of the 551 business schools accredited by the AACSB. He added that while the School does a good job in focusing on traditional analytical skills, future program development will focus on basic values to help students become better managers with an understanding of decision-making and of the evolving role of business in society. Further to his presentation, Dean Sharma responded to questions from Governors.

10. Update of the Advisory Search Committee for a Dean of the Faculty of Arts and Science

Dr. Graham indicated that the Advisory Search Committee had met to consider the written comments submitted by members of the community, further to which it has identified a preferred candidate.

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

11.1 Report on compliance with fiscal requirements

Mr. English reported he was satisfied with the procedures followed for computing and remitting taxes withheld from employees and employers' contributions from December 1, 2008 to February 28, 2009 as well as for GST and QST claims from November 1, 2008 to January 31, 2009 and that the University had fully complied with its statutory fiscal obligations. A copy of his detailed report has been deposited with the Secretary of the Board of Governors.

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

Mr. Di Grappa noted that the *Quarterly environmental health and safety report on due diligence* has been deposited with the Secretary of the Board of Governors and summarized the highlights as follows:

- A non-compliance order from the Montreal Fire Prevention Bureau to correct a sprinkler deficiency in the Grey Nuns student residence has been addressed.
- Measures have been put in place to improve pedestrian safety and control traffic flow relating the tunnel construction traffic on de Maisonneuve Blvd. between Guy and Bishop Streets.
- Two CSST interventions relating to work in the Hall Building where asbestos was present have been addressed.
- Mold problems caused by a water infiltration in the McConnell Building basement in November 2008 have been remediated and clearance monitoring has been completed.
- Minor deficiencies have been corrected following an inspection by the Canadian Nuclear Safety Commission of Concordia's facilities where radioisotopes are used.
- Two new federal bills have passed their second reading in Parliament and are expected to be passed into law within the next three years. They deal with safety and security of human pathogens and toxins as well as the transport of dangerous goods. Concordia's Environmental Health and Safety Department and the relevant technical committees have reviewed both to assess the impact on university operations to maintain compliance.
- The development of the emergency plan is ongoing and on schedule.

12. Report of the President (Document BG-2009-2-D7)

Dr. Woodsworth underlined that Dr. Sherry Simon, a professor in the Département d'Études Françaises, was one of nine recipients of the prestigious Killam Research Fellowship. This is only the second time a Concordia professor has received this award.

Upon motion duly moved and seconded (Woodsworth, Lequin), it was unanimously RESOLVED:

R-2009-2-16 *THAT the Board of Governors congratulate Dr. Sherry Simon for receiving the Killam Research Fellowship.*

She commended the participants in the *5 Days for the Homeless* campaign who did exceptionally well in raising funds for the homeless, noting that this demonstrates the extent of the engagement and commitment of the Concordia community. She also praised Concordia student John Philip Neufeld who made international headlines for his role in averting a tragedy by alerting police of a potential school attack in Norfolk, U.K. The President congratulated Concordia alumnus Gabriel Bran Lopez who was one of the four finalists in CBC's *Canada's Next Great Prime Minister* competition in a nationally televised debate aired on March 18, 2009.

Dr. Woodsworth noted that Dr. Michael Kenneally, Director of the Centre for Canadian Irish Studies, was honored for his community service at the St. Patrick's Society of Montreal luncheon held on March 17, 2009. She concluded her report by apprising the Board of the recent announcement in the *Globe & Mail* of the passing of Dr. Rose Sheinin, former Concordia Vice-Rector, Academic.

13. Monthly reports

13.1 Executive Director – University Communications Services – Mr. Sami Antaki (Document BG-2009-2-D8)

Mr. Antaki encouraged Governors to attend the April 6 inaugural President's Conference series entitled *Understanding Desire*.

13.2 Vice-President, Advancement and Alumni Relations – Ms. Kathy Assayag (Document BG-2009-2-D9)

Ms. Assayag apprised Governors of some upcoming gift announcements and, in particular, invited them to attend the RBC \$1.5 million gift announcement on March 26, 2009, at 11 a.m.

13.3 Vice-President, Research and Graduate Studies – Dr. Louise Dandurand (Document BG-2009-2-D10)

13.4 Vice-President, Services – Mr. Michael Di Grappa (Document BG-2009-2-D11)

No supplemental information was provided to these written reports.

13.5 Vice-President, Finance – Mr. Larry English (Document BG-2009-2-D12)

Mr. Barnes asked if a presentation regarding the state of the benefits portfolio will be presented at the next Board meeting. Mr. Edwards replied that neither the Foundation nor the Pension Plan report to the Board and therefore there should be an agreement between all parties concerned as to when and how this information would be presented.

13.6 Vice-President, External Relations and Secretary-General – Me Bram Freedman (Document BG-2009-2-D13)

13.7 Provost and Vice-President, Academic Affairs – Dr. David Graham (Document BG-2009-2-D14)

No supplemental information was provided to the written reports.

14. Any other business

Ms. Kashfi reminded the Board of the ongoing CSU elections which will wrap up by the end of the week and thanked the Alumni Association for their support in supplying banners.

Messrs. Fuchs and Stewart-Ornstein shared their concerns regarding anti-Semitism on campus.

15. Next meeting

The next regular meeting of the Board of Governors will be held on Thursday, April 16, 2009, at 8 a.m., on the SGW Campus, in Room GM 407-1.

16. Adjournment

The meeting adjourned at 4:45 p.m.

Danielle Tessier
Secretary of the Board of Governors