

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

Held on Wednesday, February 12, 2014, at 4 p.m.  
immediately following the Restricted Closed Session  
in Room GM 410 (Board of Governors Meeting Room)  
located on the 4<sup>th</sup> floor of the Guy-Metro Building,  
1550 de Maisonneuve Blvd. West  
on the SGW Campus

**PRESENT**

**Governors:** Mr. Norman Hébert jr., *Chair*, Dr. Shimon Amir, *Vice-Chair*, Dr. Sandra Betton, Mr. Jeff Bicher, Me Antoinette Bozac, Mr. Craig Buchanan, Mr. Jean-Pierre Desrosiers, Mr. Erik Chevrier, Me Francesco Ciampini, Ms. Hélène Fortin, Dr. Norman Ingram, Ms. Mélanie La Couture, Me John Lemieux, Dr. Edward Little, Dr. William Lynch, Mr. Michael Novak, Mr. Georges Paulez, Prof. Maria Peluso, Ms. Suzanne Sauvage, Dr. Alan Shepard, *President and Vice-Chancellor*, Ms. Annie Tobias, Ms. Melissa Kate Wheeler

**Also attending:** Dr. Benoit-Antoine Bacon, Mr. Philippe Beauregard, Dr. Graham Carr, Mr. William Cheaib, Mr. Roger Côté, Me Bram Freedman, Mr. Patrick Kelley, Dr. Lisa Ostiguy, Ms. Stephanie Sarik (*for item 13 only*)

**ABSENT**

**Governors:** Mr. Tim Brodhead, Me Marie-José Nadeau, *Vice-Chair*

**Alternate Governor:** Ms. Melanie Hotchkiss

**Non-voting Observer:** Mr. L. Jacques Ménard, *Chancellor*

1. **Call to Order**

Mr. Hébert called the meeting to order at 4:02 p.m.

1.1 **Approval of the Agenda**

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

R-2014-1-3 *That the Agenda be approved, with the removal of items 4, 7, 8 and 9 from the Consent Agenda to the Regular Agenda.*

CONSENT

2. Adoption of December 11, 2013 Minutes

R-2014-1-4 *The Minutes of the meeting of the Open Session of December 11, 2013 were approved.*

3. Report on compliance with fiscal requirements (Document BG-2014-1-D1)

The report of the Chief Financial Officer on compliance with fiscal requirement was provided for information purposes.

5. Governance and Ethics Committee report (Document BG-2014-1-D3)

6. Audit Committee report (Document BG-2014-1-D4)

These reports were provided for information purposes.

10. Signing authority with Fiera Capital Corporation (Document BG-2014-1-D8)

R-2014-1-5 *WHEREAS Fiera Capital Corporation ("Fiera") is an investment management firm with which Concordia University (the "University") currently does business;*

*WHEREAS Fiera has asked that the Board of Governors pass a resolution confirming this fact and detailing those individuals possessing signing authority on behalf of the University to generally commit the University with respect to the operation of accounts and the purchase of various products and services and to enter into agreements and contracts with Fiera pertaining thereto and to sign and execute on behalf of the University all documentation that Fiera may require from time to time in connection thereto;*

*BE IT RESOLVED:*

1. *THAT Fiera be appointed an investment management firm of the University.*
2. *THAT the University is hereby authorized to open deposit account(s) with Fiera (the "Accounts").*
3. *THAT any two of the President, the Vice-Presidents, the Chief Financial Officer, the Controller, the Treasurer, the Senior Director, Finance Planning and Budgets, the Director, Capital and Financing Portfolio, be and they are hereby authorized to:*
  - a. *Open or close any of the Accounts and to sign for and on behalf of the University, all documents relating to the administration of the Accounts;*
  - b. *Engage Fiera to provide services to the University and otherwise to deal with Fiera in connection with the foregoing activities;*

- c. *Provide instructions to Fiera regarding the University's address (including electronic address), account titles and subtitles and duplicate statements and changes thereto as they may see fit;*
  - d. *Issue written, telephonic, electronic or oral instructions with respect to the transfer or payment of funds of the University on deposit with Fiera by manual, wire, internet, electronic or other means;*
  - e. *Designate, and advise Fiera of the identity of persons who have:*
    - i. *authority to receive and administer user procedures, client and user numbers and codes, passwords and other identification data and procedures; and*
    - ii. *authority to instruct Fiera on set-up and security procedures, client and user number and codes, passwords and other identification data and procedures including wire transfer authorization.*
4. *THAT that the opening and maintaining of the Accounts and all transactions in connection with the Accounts will be governed by the provisions of the agreements pertaining to the Accounts.*
  5. *THAT a certified copy of this resolution be delivered to Fiera for its guidance and information and that this resolution remain valid, in full force and effect until it is revoked or a resolution abrogating the same shall have been passed and a certified copy thereof delivered to Fiera; and*
  6. *THAT any previous resolution dealing with Fiera and/or UBS Global Asset Management be hereby abrogated.*

#### REGULAR

4. Report on compliance with environmental legislation and health and safety regulations (Document BG-2014-1-D2)

The report of the Vice-President, Services on compliance with environmental legislation and health and safety regulations was provided for information purposes.

In response to a query from Mr. Novak regarding the significance of the increase in incidents, Mr. Côté indicated that it could be attributable to ongoing construction projects and the fact that we are an urban campus located near a subway station which can give rise to certain incidents. He assured Governors each incident is reviewed to ensure that the appropriate corrective measures are taken.

7. Finance Committee report (Document BG-2014-1-D5)

In response to a query from Dr. Lynch, Mr. Kelley gave a brief update on the process of the budget model. He said that the work is at its preliminary stage and provided a summary of the some of the key principles on which it will be based. A presentation on the budget model will be given at an upcoming meeting.

8. Annual report from the Office of the Rights and Responsibilities (Document BG-2014-1-D-D6)

Mr. Chevrier wondered why reference to the student strike movement was included in this annual report.

He was also concerned with the potential implications of adopting the Advisor's recommendation regarding the addition of a provision to the Code preventing the disparaging of the University which would discourage students from speaking freely. Me Freedman said the Advisor is permitted to make various recommendations, that the recommendation in question is a suggestion that would need to be discussed during the next Code review, and that it is not presently under consideration by any University body.

9. Title change in University policies (Document BG-2014-1-D7)

In response to a comment from Dr. Lynch, Dr. Carr noted that the Interim Associate Vice-President, Strategy and Operations, Justin Powlowski, has been appointed to the permanent position.

Dr. Lynch also commented on the lack of discipline diversity among senior administrators which, in his view, weakens the senior administration and will cause some problems in the future.

Upon motion duly moved and seconded, it was RESOLVED:

R-2014-1-6 *That the title of Director of the Office of Research be replaced by that of Associate Vice-President, Strategy and Operations in all University policies.*

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

There was no business arising from the Minutes not included on the Agenda.

12. President's report (Document BG-2014-1-D9)

In addition to his written report, Dr. Shepard congratulated JMSB undergraduate student Alexandre Bilodeau for winning his second Olympic gold medal at the Sochi Winter games.

The President thanked Provost Bacon and Vice-President Côté for the excellent job they did representing the University on January 23 before the National Assembly Committee on the Quebec Charter of Secular Values.

He also spoke of various events on campus, including a visit yesterday by U.K. Science Minister David Willetts to the Genome Centre to promote international collaboration, and apprised Governors of his upcoming travels to China and Japan to visit alumni and government officials as well as to meet potential donors and discuss potential academic partnerships.

13. Update on student financial aid

Dr. Shepard apprised the Board that the University commissioned two studies on financial aid in the Fall 2013, one for the undergraduate students which has just been received, and the other for graduate students which is expected shortly. There are currently about 150 undergraduate entrance scholarships each year. The President underlined the need to make more entrance scholarships available to recruit top students and indicated the objective of doubling the current number of University-funded entrance scholarships for this recruitment cycle.

He reviewed the current state of financial aid, which provides a total support of \$96.2 million, broken down as follows:

- Government student aid, in the form of loans and bursaries: \$53.6 million
- Concordia awards, prizes, scholarships and fellowships: \$13.5 million
- Concordia bursaries: \$16.6 million
- Concordia employment \$12.5 million

Dr. Shepard specified that bursaries are based on financial need while scholarships are typically based on academic merit and not tied to financial need.

Of the Concordia portion of financial aid which totals \$42.6 million, \$7.2 million is dedicated to undergraduate support while \$35.4 million goes to support graduate students. The difference between graduate and undergraduate funding is due to:

- the response to graduate student needs (mature, work, research assistantship, etc.);
- the increase in graduate funding from granting agencies (requires matching funds);
- and
- merit and competitiveness.

Dr. Shepard provided an overview of the application process and criteria to receive government funding and also outlined the process within the University for undergraduate student funding, including the role of the Faculties and the Financial Aid and Awards Office. He noted that the Financial Aid and Awards Office performs annual reviews of activities, both in terms of program operation, services to students and competitive activity, and outlined some service enhancements since November 2010.

He emphasized the importance of Concordia becoming more competitive in its scholarship offerings to attract and retain top students and spoke of advancement opportunities.

Further to his presentation, Dr. Shepard and Ms. Stephanie Sarik, Director, Financial Aid and Awards and Interim Registrar, responded to questions.

14. Inventory of non-tuition fees paid by undergraduate and graduate students (Document BG-2014-1-D10)

This document was provided for information as a follow-up from the last Board meeting.

15. Tuition fee increase in the Master of Business Administration (Executive Option) program (Document BG-2014-1-D11)

Dean Steve Harvey presented the context in which this tuition fee increase was being proposed, the details of which were outlined in the covering memo and the appended documents included in the Board documentation.

Upon motion duly moved and seconded, it was RESOLVED (Chevrier requesting that his opposition and Wheeler that her abstention be noted in the Minutes):

R-2013-1-7 *That, on recommendation of the John Molson School of Business, the Board of Governors approve the tuition fee increase in the Master of/Magisteriate in Business Administration (Executive Option) program (EMBA) from \$68,000 to \$75,000, beginning with registration for the fall term of 2014 (2014/2).*

16. Other business

There was no other business to bring before the Open Session.

17. Adjournment

The meeting was adjourned at 5:00 p.m.



Danielle Tessier  
Secretary of the Board of Governors