

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

Held on Wednesday, December 10, 2014, at 4:00 p.m.  
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*, Mr. Firas Al Hammoud, Dr. Shimon Amir, *Vice-Chair*, Dr. Sandra Betton, Ms. Françoise Bertrand, Me Francesco Ciampini, Ms. Gina P. Cody, Dr. Norman Ingram, Ms. Mélanie La Couture, Me John Lemieux, Dr. William Lynch, Mr. Michael Novak, Mr. Georges Paulez, Prof. Maria Peluso, Mr. Benjamin Prunty, Dr. Alan Shepard, *President and Vice-Chancellor*, Ms. Annie Tobias

**Alternate Governor:** Ms. Melanie Hotchkiss

**Also attending:** Dr. Benoit-Antoine Bacon, Mr. Philippe Beauregard, Ms. Sylvie Bourassa, Dr. Graham Carr, Mr. William Cheaib, Mr. Roger Côté, Me Bram Freedman, Mr. Patrick Kelley, Dr. Christian Moreau (*for item 13*), Dr. Lisa Ostiguy, Dr. André Roy (*for item 13*), Dr. Kim Sawchuk (*for item 13*), Dr. Adrian Tsang (*for item 13*)

**ABSENT**

**Governors:** Mr. Jeff Bicher, Me Antoinette Bozac, Dr. Daniel Cross, Mr. Jean-Pierre Desrosiers, Ms. Hélène Fortin, Me Marie-José Nadeau, *Vice-Chair*, Ms. Suzanne Sauvage

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

1. **Call to Order** (Document BG-2014-7-D2)

Mr. Hébert called the meeting to order at 4:04 p.m.

He explained that, unfortunately, the mechanism which allows the live streaming of the Open Session into the observer's room was not functioning and could not be fixed in time for today's meeting. Therefore, exceptionally, the meeting will be recorded and made available for the sole purpose of allowing only those individuals who will have come to

the observers' room to see the live streaming. Once viewed by those individuals, the recording will be erased.

Mr. Hébert referred Board members to the letter from Rev. Ellie Hummel regarding the Student Emergency and Food Fund, reminding Governors about the importance of donating to this fund, especially at this time of the year.

### 1.1 Approval of the Agenda

Mr. Hébert asked Governors to take note that with respect to Document BG-2014-7-D7, the report of the Human Resources Committee produced under item 7 of the Consent Agenda, the correct end date of the CUPFA collective agreement is April 30, 2015, not May 31, 2015 as indicated in the report.

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

R-2014-7-3 *That the Agenda be approved, with the removal of item 9 from the Consent to the Regular Agenda.*

### CONSENT

#### 2. Adoption of October 22, 2014 Minutes

R-2014-7-4 *That the Minutes of the meeting of the Open Session of October 22, 2014 be approved.*

3. Report on compliance with fiscal requirements (Document BG-2014-7-D3)
4. Governance and Ethics Committee report (Document BG-2014-7-D4)
5. Honorary Degree and Convocation Committee report (Document BG-2014-7-D5)
6. Real Estate Planning Committee report (Document BG-2014-7-D6)
7. Human Resources Committee report (Document BG-2014-7-D7)
8. Finance Committee report (Document BG-2014-7-D8)

These reports were provided for information purposes.

#### 10. Appointment to the Employee Benefits Committee (Document BG-2014-7-D10)

R-2014-7-5 *That the re-appointment of Ms. Danièle Berthiaume to the Employee Benefits Committee for a term beginning on January 1, 2015 and ending on December 31, 2016 be approved.*

### REGULAR

#### 9. Follow-up from last meeting regarding Pension Committee members (Document BG-2014-7-D9)

Further to comments and questions of clarification with respect to potential inherent conflicts of interest of University officers and employees who serve on the Pension Committee, Me Freedman emphasized that the general point of the memo prepared by the University's General Counsel was that the mere fact of being a member of the

University does not preclude that member from exercising their duties on the Pension Committee. Moreover, the pension legislation specifically provides for employee/employer representation, and thus they are not in conflict because this is how the regime is set-up. Nonetheless, sensing upcoming serious issues in relation to the Pension Plan, Dr. Lynch urged the Pension Committee to be prudent going forward.

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-2014-7-D11)

Dr. Shepard conveyed the highlights of his written report, including a \$1 million gift from the National Bank to establish the National Bank Initiative in Entrepreneurship and Family Business in JMSB, the University's improvement from 13<sup>th</sup> to 11<sup>th</sup> place in the Maclean's rankings in the field of comprehensive universities and the sustainable investment fund of \$5 million set up by the Concordia University Foundation which received a lot of press.

He updated the Board on several projects which were going well, including renovations to the 5<sup>th</sup> and 6<sup>th</sup> floor of the Faubourg and the Webster Library, the Student Information Systems project which will go live in January and the finalization with the Quebec government of the purchase of the Grey Nuns' annex.

The President circulated a copy of his message issued last week reaffirming the University's commitment to academic freedom, free speech and mutual respect following the CSU referendum in favor of the latter endorsing the boycott, divestment and sanctions (BDS) movement against Israel. In response to a query from Mr. Prunty, Dr. Shepard said that, if asked, the University would disclose its relationship with Israeli institutions or organizations.

Further to his report, Dr. Shepard responded to comments and questions.

13. Presentation on research strategies and successes

Dr. Carr began his presentation by thanking the Board for the opportunity to provide a high-level overview of research and creative activity at the University, led by several Canada Research Chairs and award-winning researchers, and providing several examples of their cutting-edge work and their contribution to society.

He explained that the University's ability to recruit top-notch graduate students is critical to its research productivity and profile. Graduate students account for 12.5% of the student population and 32% of our teaching grant. While these statistics matter to our budget, they also reflect the required social investment in advanced education. He spoke of the successes of some students. To attract outstanding graduate students, the undergraduate research experience needs to be cultivated. In that vein, undergraduate student research awards were awarded to 125 students last summer.

Dr. Carr spoke of the role of research in enhancing the University's reputation, qualifying it as the single most important drive of institutional reputation. Universities are top-ranked because of their research profiles, since opinion-makers inside and outside academia believe that those institutions have a patent on great ideas and a pipeline to innovation. He added the importance of media coverage, with 60% of the Concordia national coverage and 80% of its international coverage being about research. Research excellence is key to recruiting top faculty and students, vital in attracting potential donors and plays an important role in influencing public discussion.

Dr. Carr apprised Governors of the honors and awards bestowed upon Concordia's faculty members, some of which are most coveted and very prestigious such as the Royal Society of Canada. He added that success is also measured by external funding, which has doubled over the past decade, following the prioritization of research and graduate studies in the first academic plan and the creation of the Office of the Vice-President, Research and Graduate Studies in 2006 to provide overall strategic direction for research activity.

Despite severe challenges in the current funding context, Concordia is sustaining an upward trajectory in its research income, with a projected \$45 million for 2013-2014, the best year ever in terms of research funding. He also spoke of the University's above average success rates in many competitions, the growing industry engagement and some of Concordia's emerging leaders who are doing path-breaking research that makes a difference to society, by addressing societal problems via multi-disciplinary research.

Dr. Carr introduced three researches who made brief presentations on their cutting-edge work:

- Dr. Kim Sawchuk (aging, communications and technologies)
- Dr. Christian Moreau (development and industrial application of novel, nanostructured surface coating materials)
- Dr. Adrian Tsang (power of fungal enzymes to advance environmental sustainability and food production)

The research programs led by these three researchers are stunning examples of why research matters at, and to, Concordia. Their work, like that of many other colleagues in all faculties, is cementing the University's reputation as a research-intensive and research-exciting institution. Dr. Carr concluded his presentation by stating the importance of embracing the meaning and value of research and graduate education as defining properties of Concordia and its contribution to society.

14. Report on compliance with environmental legislation and health and safety regulations  
(Document BG-2014-7-D12)

Mr. Côté explained that the role of the Department of Environmental Health and Safety (EH&S) is to support the University in the fulfilment of its teaching and research mandate. Its key focus is to promote a healthy and safe environment by identifying and minimizing risks, ensuring compliance with regulations and increasing awareness.

He then summarized the main points outlined in the written report and responded to questions or comments as follows:

- EH&S's mandate includes looking into and conducting ergonomic assessments when requested by units and participating in the design and selection of University standards of office furniture.
- There is a link and connection between EH&S's mandate and the *Policy on Enterprise Risk Management*. All areas are covered by EH&S which is proactive and responsive in addressing situations.
- Because principal investigator (PI) researchers are responsible for the training and adherence to safety guidelines of their research teams, EH&S collaborates and supports training needs by offering training sessions, and also, in response to requests made by PIs. Research safety oversight committees do exist by functional areas, such as the Radiation Safety Committee, and these liaise with PIs and promote compliance with safety guidelines among other responsibilities. EH&S data files rely on disclosure of training needs of laboratory personnel. More systemic reporting of training compliance will be reviewed.
- The rise of work-related injuries as compared to last year is being addressed by EH&S. With the possible exception of very minor incidents, cases are formally investigated and reported to authorities as required. Debriefings are conducted for each event with a view to minimize reoccurrence. Some of the reported increase may relate to a blitz of training and awareness-raising last year.

Dr. Shepard said that trend data over several years could be looked into and reported back to the Board in due course.

15. Use of Concordia name

15.1 Follow-up from last meeting regarding policy (Document BG-2014-7-D13)

Dr. Shepard reported that pursuant to the memo outlining the process followed by McGill regarding the use of its name by its student groups and that of Concordia which adds an extra step providing Board approval, he found no reason to propose modifications to the current policy.

15.2 Request from Unmanned Aerial Vehicles (UAV) Concordia (Document BG-2014-7-D14)

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

R-2014-7-6      *That the request to use the Concordia name by the Unmanned Aerial Vehicles (UAV) Concordia, 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 Character (Policy SG-4), be approved.*

16. Undergraduate student fee levies (Document BG-2014-7-D15)

16.1 Suspension of the collection of a fee for L'Organe (Document BG-2014-7-D16)

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

R-2014-7-7 *That the Board of Governors authorize the University to maintain the suspension of the collection of a fee levy of \$0.06 per credit from all undergraduate students to support L'Organe until such time as the University receives a request from the Concordia Student Union, supported by the Dean of Students, with regard to the collection of this fee.*

16.2 Collection of an increased fee levy for the Commerce and Administration Students' Association (CASA) (Document BG-2014-7-D17)

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

R-2014-7-8 *That the Board of Governors authorize the University to collect an increased fee of \$3.00 per credit (increase of \$0.65 per credit from \$2.35 per credit) from all undergraduate students registered in the John Molson School of Business to fund the case competition program at JMSB, to be implemented with registration for the Winter 2015 term (2014/4), in accordance with the University billing, refund and withdrawal policy.*

16.3 Collection of a fee levy for Concordia Model United Nations (CONMUN) (Document BG-2014-7-D18)

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

R-2014-7-9 *That the Board of Governors authorize the University to collect a fee levy of \$0.07 per credit from all undergraduate students to fund the operations of the Model United Nations Education and Leadership Centre, to be implemented with registration for the Winter 2015 term (2014/4), in accordance with the University billing, refund and withdrawal policy.*

17. Update on strategic planning exercise

Dr. Shepard apprised the Board that the formal launch will be done in January. An advisory committee of approximately 30 persons, comprised of the members of Senate's Steering Committee and Academic Planning and Priorities Committee as well as additional students, faculty and staff, has been established. This committee has held one meeting so far, with another long working session planned for December 15. At last week's Senate, Senators were divided into groups for brainstorming, followed by a lively discussion during which key themes and patterns emerged.

18. Other business

Mr. Prunty made the point that the CSU process allows any undergraduate student to petition the CSU to have referendum questions included on the ballot, as long as they are legitimate, and that the BDS question was initiated by students and not led by the CSU. That said, given the democratic nature of the CSU, once a referendum question has been approved by the student body, the CSU is then bound by the question.

Following questions and concerns about accidents that occurred recently near the SGW campus, the President acknowledged that this was a serious issue and apprised the Board of discussions with Mr. Côté regarding traffic safety involving cars, cyclists and pedestrians. He assured Governors that the University is working with the City to deal with those issues.

19. Adjournment

The meeting was adjourned at 5:56 p.m.



Danielle Tessier  
Secretary of the Board of Governors