

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

Held on Wednesday, October 25, 2017, at 4 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: Norman Hébert jr., *Chair*, Helen Antoniou, Françoise Bertrand, *Vice-Chair*, (*via telephone*), Jeff Bicher, Antoinette Bozac, Gabriel Bran Lopez, William Bukowski, Jarrett Carty, Gina P. Cody, Daniel Cross, Hélène Fortin (*via telephone*), Chaim Kuhnreich, Tony Loffreda (*via telephone*), Claudine Mangen, Frédérica Martin, *Vice-Chair*, Maria Peluso, Michael Novak, Georges Paulez, Philippe Pourreaux (*via telephone*), Suzanne Sauvage, Alan Shepard, *President and Vice-Chancellor*, Leyla Sutherland

Alternate Governor: Robert Young

Also attending: Philippe Beauregard, Sylvie Bourassa, Graham Carr, William Cheaib, Denis Cossette, Roger Côté, Bram Freedman, Christophe Guy, Frederica Jacobs, Lisa Ostiguy, Gracy Pardillo

**ABSENT**

Governors: Jean Pierre Desrosiers, Ted Stathopoulos

Non-voting Observer: Jonathan Wener, *Chancellor*

1. **Call to Order**

Mr. Hébert called the meeting to order at 4:03 p.m., welcoming new Board members.

1.1 **Adoption of the Agenda**

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

R-2017-8-1 *That the Agenda be approved, including the items on the Consent Agenda.*

**CONSENT**

2. Adoption of September 13, 2017 Minutes

R-2017-8-2 *That the Minutes of the meeting of the Open Session of September 13, 2017 be approved.*

3. Requests for the use of the Concordia name (Document BG-2017-8-D1)

R-2017-8-3 *That, 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 and Digital Presence (SG-4), the Board of Governors approve the following requests to use the Concordia name:*

- *Alpha Epsilon Phi Concordia*
- *Comité des Jeunes Péquistes de Concordia*
- *Concordia Debate Society*
- *Concordia Pool & Snooker Club*
- *Concordia Triathlon Club*
- *Pakistani Students Association Concordia*

4. Audit Committee recommendation: Système d'information financière des universités (SIFU) for the year ended April 30, 2017 (Document BG-2017-8-D2)

R-2017-8-4 *That, on recommendation of the Audit Committee, the Board of Governors approve the Système d'information financière des universités (SIFU) for the year ended April 30, 2017, as set out in Document BG-2017-8-D2.*

5. Undergraduate student fee levies (Document BG-2017-8-D3)

Dish Project

R-2017-8-5 *That the Board of Governors authorize the University to discontinue the collection of a fee levy of \$0.04 per credit from all undergraduate students to support the Dish Project, to be implemented with registration for the Winter 2018 term (2017/4), to reflect the results of the referendum held on the subject during the CSU regular election of March 2017, in accordance with the University billing, refund and withdrawal policy.*

CSU Operating fee

R-2017-8-6 *That the Board of Governors authorize the University to collect an increased fee levy of \$2.11 per credit (increase of \$0.04 per credit from \$2.07 per credit) from all undergraduate students to support the CSU Operating fee, annually adjusted to the Consumer Price Index of Canada, to be implemented with registration for the Winter 2018 term (2017/4), in accordance with the University billing, refund and withdrawal policy.*

REGULAR

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

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

7. President's report (Document BG-2017-8-D4)

As complimentary information to his written report, Prof. Shepard's oral report included conveying the results of the Maclean's 2018 University rankings, noting that Concordia has held 10<sup>th</sup> place in the comprehensive university category for the third consecutive year while making gains in important areas such as student satisfaction, research, innovation, and reputation.

He also urged Governors to attend the Fall Convocation ceremonies, which will be held on November 20. Honorary degree recipients include Isabelle Hudon, Kon Leong and Bernard Voyer.

8. Concordia University Alumni Strategic Plan (Document BG-2017-8-D5)

The President of the Concordia University Alumni Association (CUAA), Kim Fuller, presented the highlights of the CUAA's 2015/2017 strategic plan, which was implemented following the merger of the three alumni associations (Concordia University and its founding institutions, Sir George Williams University and Loyola College).

She explained that the 2015 strategic priorities were based on how the CUAA could best serve the University's nine strategic directions. These included enhancing the volunteer experience, strengthening the student and young alumni experience and experience, and bolstering the alumni network.

The CUAA Board held a successful retreat in early September and will be developing its new strategic plan, to be implemented in the Spring. She provided details in connection with the discussions and activities held during the retreat.

She noted that the CUAA has achieved 100% giving at the Board level, specifying that its goal to set an example for the alumni community to give more and that it will be working closely with Alumni Relations to see how its Board and its respective networks can assist the University in the upcoming comprehensive campaign.

9. Annual report from the Office of Rights and Responsibilities (Document BG-2017-8-D6)

Interim Director Lisa White summarized the mandate of the Office of Rights and Responsibilities (ORR) and presented the highlights of the annual report, including some key statistics. She informed Governors that following the adoption of the *Policy regarding Sexual Violence*, ORR works together with the Sexual Assault Resource Centre.

To illustrate the type of situations that ORR deals with on a regular basis, Ms. White shared three narratives, one situation involving a professor and a student, another involving a student feeling harassed by multiple individuals in a department, and the third regarding a student of concern.

10. Annual report from the Ombuds Office (Document BG-2017-8-D7)

Ombudsperson Amy Fish presented the highlights of the annual report, including some key statistics. She explained that while the Office of Rights and Responsibilities deals behavioral issues, the Ombuds Office deals exclusively with academic issues.

To illustrate the type of concerns and issues the Ombuds Office deals with on a regular basis, Ms. Fish provided two examples, the first involving an undergraduate student, the second involving a graduate student. As a follow-up from last's year presentation, she noted that she had no example to provide with respect to a case involving a staff member, since her interaction with them is primarily to provide advice.

11. Update on strategic directions

Prof. Shepard recapitulated the process which led to the establishment of the nine strategic directions and the identification of the action plan which contains the first moves.

Dr. Carr explained that the presentation was divided into two parts, the first focusing on a review of the first moves accomplished during 2016/2017 following the implementation of the strategic directions, the second looking ahead as to how the strategic directions can contribute to the attainment of the University's vision and ultimate objective of becoming a next-generation university.

He recalled the nine strategic directions and, while the list of accomplishments is very impressive, he highlighted only a few of them in relation to each of the strategic directions. He noted that the key takeaways from last year are the remarkable level of engagement and that we have much to be proud of while identifying a need for alignment around shared objectives.

Dr. Carr made the point that the nine directions are leading to one big goal and that the challenge is to define what is a next-generation university in order to become a next-generation university, noting that getting this right will constitute an incredible advantage in positioning Concordia as a standout among its peers.

Following the many successful first moves, the academic leadership team determined which principles will guide its decision-making and prioritization going forward, to give shape to a narrative about that one big goal of becoming a next-generation university. This lead into identifying the five following guiding principles:

- Position globally
- Partner meaningfully
- Integrate for impact
- Deliver on innovation
- Augment the student experience

He apprised the Board of five transformational projects that the academic leadership team is prioritizing which cut across the University as a whole and are of a scale to be truly

transformative: *Montréal 2050, Health Institute, Digital Strategy, Summer@Concordia, and Next-Generation Learning.*

Dr. Carr concluded his presentation by emphasizing the importance of a sustained commitment to indigenous directions, which is in a category of its own, as well as the University's commitment and responsibility to address the recommendations stemming from the Truth and Reconciliation Commission. Following the presentation, Prof. Shepard and Dr. Carr responded to questions and comments.

12. Other business

Prof. Peluso spoke of the upcoming Concordia Centraide campaign and urged Governors to participate by purchasing 50/50 raffle tickets. She made the point that contributing to Centraide is in line with the University's commitment to community engagement.

13. Adjournment

The meeting adjourned at 5:39 p.m.



Danielle Tessier  
Secretary of the Board of Governors