

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

Held on Wednesday, January 23, 2019, at 4 p.m.
in Room GM 410 (Board of Governors Meeting Room)
located on the 4th floor of the Guy-Metro Building,
1550 de Maisonneuve Blvd. West
on the SGW Campus

PRESENT

Governors: Norman Hébert jr., *Chair*, Helen Antoniou, *Vice-Chair*, Jeff Bicher, Patrice Blais, Antoinette Bozac (*via telephone*), Ken Brooks (*via telephone*), Stéphane Brutus, William Bukowski, Jarrett Carty, Gina P. Cody (*via telephone*); Daniel Cross, Adriana Embiricos Rana Ghorayeb, Sophie Hough-Martin, Chaim Kuhnreich, Tony Loffreda, Frédérica Martin, *Vice-Chair*, Michael Novak, Georges Paulez, Suzanne Sauvage, Alan Shepard, *President and Vice-Chancellor*, Ted Stathopoulos

Alternate Governor: Eunbyul Park

Non-voting Observer: Jonathan Wener, *Chancellor*

Also attending: Guylaine Beaudry, Philippe Beauregard, Graham Carr, Paul Chesser, Denis Cossette, Roger Côté, Paul Fournier, Christophe Guy, Frederica Jacobs, Lisa Ostiguy, Anne Whitelaw

ABSENT

Governors: Françoise Bertrand, Philippe Pourreaux

1. **Call to Order**

The Chair called the meeting to order at 4:05 p.m. He welcomed Stéphane Brutus and congratulated Françoise Bertrand who has been selected as one of the recipients of the 2019 Institute of Corporate Directors Fellowship Awards.

1.1 **Adoption of the Agenda**

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

R-2019-1-1 *That the Agenda be approved, including the items on the Consent Agenda.*

CONSENT

2. Adoption of December 12, 2018 Minutes

R-2019-1-2 *That the Minutes of the meeting of the Open Session of December 12, 2018 be approved.*

3. Revisions to the membership of the Council of the John Molson School of Business (Document BG-2019-1-D1)

R-2019-1-3 *That, on recommendation of the Council of the John Molson School of Business and Senate, the Board of Governors approve of the membership of the Council of the John Molson School of Business, as outlined in Document BG-2019-1-D1.*

4. Revisions to the CIBC Wood Gundy banking resolution (Document BG-2019-1-D2)

R-2019-1-4 **WHEREAS** CIBC Wood Gundy ("**CIBC**") is an investment management firm with which Concordia University (the "**University**") currently does business;

WHEREAS CIBC 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 trades effected through the specific trading account used to receive and sell securities that are donated to the University and to enter into and oversee such trades with CIBC pertaining thereto and to sign and execute on behalf of the University all documentation that CIBC may require from time to time in connection thereto;

BE IT RESOLVED:

1. THAT CIBC be confirmed as an investment management firm with which the University currently does business, pursuant to the terms and conditions of the agreement(s) governing this business relationship.
2. THAT as soon as possible after the date hereof, the University will utilize CIBC Account number 311-0759515 (the "**Account**") solely for the purposes of receiving and selling securities that are donated to the University and all transactions in relation thereto (collectively, the "**Trades**").
3. THAT the University will be opening and closing brokerage accounts (the brokerage accounts together with the Account are hereinafter referred to as the "**Accounts**"), transferring securities between the Accounts and from external parties to the Accounts and instructing cash transfers from the Accounts to the University (collectively, the "**Operations**").
4. THAT any two of the persons holding the following positions with the University, from either List 1 or List 2:

List 1	<i>The Chief Financial Officer</i>
	<i>The Vice-President, Advancement</i>
	<i>The Associate Vice-President, Development</i>

	<i>The Treasurer and Investment Officer</i>
List 2	<i>The Senior Director, Advancement Services</i>
	<i>The Manager, Accounting and Gift Stewardship</i>
	<i>The Director, Investments</i>
	<i>The Senior Advisor, Investment Portfolio</i>

(the persons forming part of List 1 and List 2 are collectively referred to as the "Signatories")

shall, together, be and they are hereby authorized to:

- a) *Oversee the Trades and to sign for and on behalf of the University, all documentation that CIBC may require from time to time in connection therewith;*
 - b) *Deal with CIBC in connection with the Trades;*
 - c) *Issue instructions with respect to the Trades that may be given using any of the following means: fax, telephone, e-mail or mail;*
5. *THAT any two of the Signatories, provided always one is from List 1 and one is from List 2, shall, together, be and they are hereby authorized to:*
- a) *Designate, and advise CIBC of the identity of persons who, in relation to the Accounts and the Trades, 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 CIBC on set-up and security procedures, client and user number and codes, passwords and other identification data.*
 - b) *Issue written instructions with respect to the Operations that must be sent either by fax, e-mail or mail.*
6. *THAT any one of the Signatories be and they are hereby authorized to receive all monthly statements in relation to the Accounts, the Trades and the Operations and to carry out any other non-transactional, administrative tasks in relation to the Accounts as may be required from time to time.*
7. *THAT all transactions in connection with the Accounts will be governed by the provisions of the agreement(s) pertaining to the Accounts.*
8. *THAT any previous resolution dealing with the Account be hereby abrogated and replaced by the present Resolution.*
9. *THAT a certified copy of this Resolution be delivered to CIBC 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 CIBC.*

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

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

6. President's report (Document BG-2019-1-D3)

As complementary information to his written report, Prof. Shepard noted that enrolments continue to be strong and solid. He informed Governors that both welcome-back get-togethers were very well attended and urged Governors to attend the Open House which will be held on February 16 on both campuses. He spoke of the 4th SPACE opening which was held last week, thanking Nadia Bhuyian and her team for coming up with the initial idea and bringing it to fruition.

7. Presentation on digital strategy

Vice-Provost, Digital Strategy and University Librarian, Guylaine Beaudry, accompanied by Paul Fournier, Digital Strategist, gave a presentation entitled "*Digital Strategy – Eight Projects to Make it Happen*".

Dr. Beaudry presented a short video which summarized the activities included in Phase 1 of the digital strategy, comprised of a public consultation phase of listening and researching. Those activities included consultations with students, faculty and staff via focus groups, individual interviews, creative workshops, a student survey, an environmental scan, a speaker series as well as the establishment of personas of student, faculty and staff user profiles to understand their experience to map their journeys.

Key themes emerged from those consultations which led to an initial list of 25 projects curated down to 8 and which shaped the draft roadmap for Phase 2. The community was invited to provide feedback on the draft roadmap. She noted that the main recommendation which emerged from the consultations is that users should be at the centre of the improvement processes and services; in other words; people before technology, and not the other way around.

Dr. Beaudry summarized the objective of the following eight projects, showing the action plan for each one:

- Process review and service redesign
- Concordia hub
- Teaching and learning innovation lab
- AR (augmented reality), VR (virtual reality) and simulations
- Course recordings
- Open Educational Resources (OER)
- Digital capabilities
- Orientation

She also showed a slide illustrating the Digital Strategy Steering Committee priorities, process review and service redesign being the top priority, closely followed by orientation.

Phase 2 of the digital strategy will span between January 2019 to April 2020 and will be led by the Digital Strategy Steering Committee composed of academic and services' leaders. It will comprise the implementation of the eight above-noted projects, involving 26 staff and faculty in different cross-sector teams working with project management good practices, a user-centered/user-experience approach for all projects and excellent communications practices, supported by UCS. During that phase, a Digital Charter will also be created to communicate the University's commitment to transform its practices and bring them in the digital culture.

Following her presentation, Dr. Beaudry responded to questions.

8. Presentation on the strategic research plan (Document BG-2019-1-D4)

Vice-President, Research and Graduate Studies, Christophe Guy, made a presentation entitled "*Next-Generation Research at Concordia*". Dr. Guy gave an overview of some of the forward-thinking, next-generation research being conducted at Concordia. Concordia's sponsored annual research revenues increased from \$22.5 million in 2003/2014 to \$53.1 million in 2016/2017 and is expected to further increase to \$55.7 million in 2017/2018.

He added that Concordia has 32 federally-funded research chairs: 26 Canada Research Chairs, five Industrial Research Chairs and one NSERC (National Sciences and Engineering Research Council of Canada) Chair. In addition, there are 66 Concordia University Research Chairs and 21 research units formally recognized by Senate.

In 2018, Concordia placed 8th in research revenue in the Canadian university comprehensive category and 4th for corporate research income growth, with a 93% increase. In the most recent *Times Higher Education World University Rankings*, Concordia improved its scores in pillars directly related to research activity – research, citations and industry income.

Dr. Guy apprised Governors that Senate had approved the 2018/2023 strategic research plan in December 2018, comprised of the following six major themes:

- Health, Development and Well-being of the Person across the Lifespan and in Society
- Arts, Culture, History and Identity
- People, Organizations and Society
- Enabling and Disruptive Technologies and their Foundations
- Advanced Materials and their Applications
- Natural Systems and Sustainability

During the course of his presentation, Dr. Guy outlined a number of cutting-edge fields where Concordia researchers are making significant advances, highlighting some of the University's top faculty members who are making significant headway in each of these

areas. He spoke of a number of other research successes, including leadership of numerous SSHRC Partnership Grants in diverse research areas such as aging, communication and technologies and Indigenous Futures.

Dr. Guy concluded his presentation by apprising Governors of three exciting areas of research advances at Concordia: the Genome Foundry, 4th SPACE, and the Loyola Science Hub.

Pursuant to his presentation, Dr. Guy responded to queries and comments.

9. Other business

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

10. Adjournment

The meeting adjourned at 5:17 p.m.



Danielle Tessier
Secretary of the Board of Governors