

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

Held on Wednesday, December 9, 2020, at 4 p.m.
via Zoom Video Conferencing

PRESENT

Governors: Helen Antoniou, *Chair*, Françoise Bertrand, Jeff Bicher, Antoinette Bozac, Ken Brooks, William Bukowski, Graham Carr, *President and Vice-Chancellor*, Gina P. Cody, Selvadurai Dayanandan, Pat Di Lillo, Adriana Embiricos, Rana Ghorayeb, Claude Joli-Coeur, *Vice-Chair*, Isaiah Joyner, Claudine Mangen, Frédérica Martin, *Vice-Chair*, Georges Paulez, Philippe Pourreaux, Prasanth Shunmugan, Ted Stathopoulos

Alternate Governor: Chelsea Okankwu

Also attending: Philippe Beauregard, Robert Cassidy, William Cheaib, Paul Chesser, Denis Cossette, Michael Di Grappa, Sandra Gabriele, Nadia Hardy, Frederica Jacobs, Lisa Ostiguy, Anne Whitelaw, Carolina Willsher, Paula Wood-Adams

ABSENT

Governors: Roy Cross, Caroline Jamet, Odile Joannette, Suzanne Sauvage

Non-voting observer: Jonathan Wener, *Chancellor*

1. **Call to Order**

The Chair called the meeting to order at 4:05 p.m., welcoming Prasanth Shunmugan who was attending his first meeting.

She also congratulated Françoise Bertrand, appointed Commander of the Order of Montreal, Ken Brooks, winner of the M&A Club Award for Deal of the Year (over \$20 million) in the financial advisor category, and Ted Stathopoulos, for receiving the Honorary Genius Award, presented for the first time this year, from the Ordre des Ingénieurs du Québec.

1.1 **Adoption of the Agenda**

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

R-2020-8-1 *That the Agenda be approved, including the items on the Consent Agenda.*

CONSENT2. Adoption of the October 21, 2020 Minutes

R-2020-8-2 *That the Minutes of the meeting of October 21, 2020 be approved.*

3. Audit Committee report (BG-2020-8-D1)
4. Finance Committee report (BG-2020-8-D2)
5. Governance and Ethics Committee report (BG-2020-8-D3)
6. Human Resources Committee report (BG-2020-8-D4)

These reports were submitted for information.

7. Collection of undergraduate student fee levies (BG-2020-8-D5)R-2020-8-3 ***CJLO Campus Radio***

That the Board of Governors authorize Concordia University to collect a fee levy to \$0.43 per credit (an increase of \$0.09 per credit from \$0.34 per credit) to support the CJLO 1960 AM Campus Radio, from all undergraduate students, annually adjusted to the Consumer Price Index of Canada, to be implemented with registration for the Winter 2021 (2204) term, in accordance with the University's tuition, refund and withdrawal policy.

Student Care Integrated Virtual Telemedicine

That the Board of Governors authorize Concordia University to collect a fee levy of \$19.52 per semester to support the Student's care integrated virtual medicine, from all undergraduate students, to be implemented with registration for the Winter 2021 (2204) term, including the administration of an "opt-out" option in the Fall and Winter, independent of the main plan, in accordance with the University's tuition, refund and withdrawal policy.

8. Request for the use of the Concordia name (BG-2020-8-D6)

R-2020-8-4 *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 request to use the Concordia name:*

- *Concordia Mentorship Among Psychology Students (MAPS) Committee*

9. Report on compliance with environmental legislation and health and safety (EH&S) regulations (BG-2020-8-D7)

This report was provided for information.

REGULAR

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

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

11. President's report (BG-2020-7-D8)

Dr. Carr reiterated the congratulations expressed by Ms. Antoniou and added the following as complementary information to his written report:

- Alumnus Howard Alper was promoted to the rank of Companion within the Order of Canada, while alumni Ella Amir and Elliot R. Lifson were appointed Member of the Order of Canada together with retired professor Elizabeth Langley, founder of Concordia's dance program.
- He congratulated the 1,831 graduates recognized on November 19 as part of CU Celebrate.
- A series of virtual Town Halls are being hosted by various sectors across the University, which is a great way to engage with all members of the community and obtain feedback.
- The holiday break has been extended, the activities of the University resuming on January 11, and an additional day off for staff has been added during Reading Week.
- The Stingers participated in *Giving Tuesday*, a fundraising moment that takes place the first Tuesday after American Thanksgiving. Approximately \$245,000 was raised in 24 hours to support Concordia athletes.
- Concordia's Centraide Campaign raised an all-time record of \$204,000, surpassing our goal of \$170,000.
- Concordia's pension plan won the Investment Governance Award, given by the Canadian Investment Review. The University Treasurer and Chief Investment Officer, Marc Gauthier, and his team were recognized for their governance and reshaping of operations.

The President also update the Board on other ongoing initiatives and grants and concluded by noting that the Applied Science Hub on the Loyola Campus was officially inaugurated on December 1 via a virtual opening ceremony. This is the fourth major building to be erected on the Loyola Campus in the past 15 years. He thanked the staff and faculty involved in planning and organizing of the event. The approximately 250 guests and many more on Facebook Live were given a virtual tour of the LEED adherent facilities.

12. Audit Committee recommendation regarding *Information Technology Policy* (BG-2020-8-D9)

Committee Chair Georges Paulez introduced this item which is being recommended by the Audit Committee, further to review at its meetings of November 25, 2020. This Policy responds to the need to strengthen our processes regarding information security and ensures compliance with government guidelines.

Mr. Di Grappa summarized the highlights of the Policy. He noted that the Policy codifies the governance structure and clarifies the roles and responsibilities of the various committees having purview in IT governance. It also formalizes the data classification system and defines user responsibilities to cultivate the culture of information security.

He added that the Policy also responds to recommendations from two internal audit reports regarding identity and access management review and review of cloud management practices. Training is also a critical part of the Policy, which provides for mandatory training on various modules, such as phishing, etc.

A comprehensive institutional communications plan has been elaborated and will be deployed as of January 2021. In response to a question, Mr. Di Grappa made the point that the Policy covers data in possession of the University and will therefore apply to any individual, including students, who interacts with our system.

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

R-2020-8-5 That, on recommendation of the Audit Committee, the Board of Governors approve the Information Security Policy.

13. Human Resources Committee recommendation regarding selected employment and evaluation policies (BG-2020-8-D10)

Committee Chair Jeff Bicher introduced this item which is being recommended by the Human Resources Committee, further to review at its meetings of November 20, 2020.

For the benefit of new Governors, Me Jacobs explained that in August 2018 the government modified section 5.11 of the *Règles budgétaires et calculs des subventions de fonctionnement aux universités du Québec*, (RB) which imposed a variety of restrictions on the remuneration of certain senior administrative personnel positions (collectively referred to as SAPS), retroactive to May 2018. In order to be in compliance with the RB, in October 2018, the Board adopted the Omnibus Policy.

Since then, a small working group met regularly to review all existing employment and remuneration policies of senior management personnel to ensure that those policies comply with the RB as well as to harmonize and modernize them based upon employment practices and the evolution of employment contracts.

Me Jacobs presented the highlights of the proposed modifications for each policy, as outlined in the table included in the documentation. She underlined which positions are within the scope of the current policies Policies BD-8, HR-39 and HR-40. She explained that since the Academic Deans and the University Librarian are excluded from the scope of the RB, those positions have been removed from Policy BD-8 and will be housed in a separate policy. She also conveyed the decision to add the positions of Associate Vice-President (formerly in Policy HR-39), Deputy Provost and Vice-Provost (formerly in Policy HR-40) to Policy BD-8, noting that the goal is to capture those senior roles in one policy.

Me Jacobs summarized the main policy changes as follows:

- Introduction of the definition of remuneration, which includes any possible sum paid for the fulfilment of employment duties. Stipends can only be paid if the additional position held on an interim basis is higher than the one occupied.
- Harmonization of the salary formula for all academic SAPS, with all annual salaries being fully pensionable.
- More restrictive provisions for academic SAPS' administrative leave.
- Harmonization of vacation days to 25 days for all SAPS, Academic Deans and the University Librarian.
- Continued rigour of process for approval of expenses.
- Severance pay may not exceed one year of the base salary and cannot be paid if a SAP is terminated for cause, resigns or ceases to exercise their duties but remains employed by the University.

Following the presentation, Me Jacobs, Ms. Willsher and Mr. Cossette responded to questions of clarification.

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

R-2020-8-6 *That, on recommendation of the Human Resources Committee, the Board of Governors approve the revisions to the:*

- *Policy on Employment and Remuneration of Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents (BD-8) (formerly entitled Policy on the Remuneration and Evaluation of Senior Administrators)*
- *Policy on Employment and Remuneration of Academic Administrators (HR-40) (formerly entitled Remuneration and Evaluation Guidelines for Academic Administrators)*
- *Policy on Employment and Remuneration of Managerial and Other Employees not Governed by a Collective or Other Employment Agreement (HR-39) (formerly entitled Remuneration and Evaluation Guidelines for Managerial and Other Employees not Governed by a Collective or Other Agreement); and*
- *Omnibus Policy on the Remuneration of Senior Administrative Personnel (BD-11); and*

That the Human Resources Committee recommend that the Board of Governors approve the Policy on Employment and Remuneration of the Academic Deans and the University Librarian.

14. Presentation on future of teaching and e-learning (BG-2020-8-D11)

Sandra Gabriele, Vice-Provost, Innovation in Teaching and Learning and Robert Cassidy, Director, Centre for Teaching and Learning Services (CTL), presented an update on the state of teaching and learning at Concordia 10 months into the pandemic, the full details

of which are outlined in the document included in the Board package and summarized as follows:

The massive transition to remote delivery done in March was based on four guiding principles:

- Evidence-based approaches, which are learner-focused and based on best practices for online learning;
- Accessibility and flexibility, to take into account the variability in student contexts, and using Moodle, the University's learning management system, as one centralized place where all courses, documents and information can be accessed;
- Support faculty so that they can adapt rapidly; and
- Recognition that teaching and learning is a shared responsibility.

Moodle use has more than tripled, which required an investment of \$4 million to directly support faculty, the largest portion of that investment being spent on hiring teaching assistants.

Since March 2020, CTL has been working to foresee the issues that faculty will run into and has provided support in the form of workshops, one-on-one support, new web resources, department and Faculty consultations, Q&A, training and information sessions regarding Zoom invigilation and teaching tools such as protocols and best practices. Staff at CTL was significantly expanded from its pre-COVID size as were the services of KnowledgeOne.

The most profound change related to transforming services which demanded new collaborations to create partnerships for teaching and learning that work well. This resulted in the establishment of a new permanent Advisory Committee on Teaching and Learning, which includes student representation. The Office of Institutional Planning provided some data, which can deepen the understanding of what is going on and provide some indicators of student success in connection with course grades, GPAs, use of DISC and PASS options, the number of students remaining at the University and the number of new students coming to Concordia.

More needs to be done, and the short term plans include enhancing Moodle to create a better learning experience. To that end, a new Moodle developer and a new Moodle specialist have been hired. Assessment is an issue but work will continue in order to create equitable evaluation and exam schemes for students. Improvements also need to be made on the communication from professor to student and student to student as well as on student workload and estimation guidelines. The Lab for Innovation in Teaching and Learning is up and running and provides ways to respond to changing learner needs and expectations and pedagogical practices and technologies.

In the short to medium term, we will need to look at what a mixed return to campus will look like, with a dual delivery of online and in-person classes, and establish principles in relation thereto. Pedagogies will have to be developed to ensure student success and wellness. Shared priorities will have to be established on how to innovate in the future so that Faculties can develop the strategies that are appropriate for them or their disciplines.

Further to their presentation, Drs. Gabriele and Cassidy responded to questions and addressed comments from Governors.

15. Other business

There was no other business to bring before the meeting.

16. Adjournment

The Chair declared the meeting adjourned at 5:56 p.m.



Danielle Tessier
Secretary of the Board of Governors

