

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

Held on Thursday, May 17, 2007, immediately following the meeting  
of the Closed Session, in Room GM 407-1, SGW Campus

Present

Governors: Mr. Peter Kruyt, *Chair*, Mr. John Ayles, Dr. Rama Bhat, Me Gerald C. Burke, Mr. Charles G. Cavell, *Vice-Chair*, Dr. June Chaikelson, Hon. Baljit Singh Chadha, Mr. Walter Chan, Mr. James Cherry, Mr. Howard Davidson, Mr. Danny Di Perna, Mr. Brian Edwards, *Vice-Chair*, Ms. Mina Etezadi, Mr. Paul Gauthier, Ms. Suzanne Gouin, Mr. George Hanna, Dr. Arvind K. Joshi, Mr. Khaleed Juma, Dr. William Knitter, Dr. Lawrence Kryzanowski, Dr. Claude Lajeunesse, *President*, Me John Lemieux, Dr. Lucie Lequin, Mr. Desmond O'Neill, Mr. Richard Renaud, Mr. Mohamed Shuriye, Mrs. Mackie Vadacchino de Massy, Mr. Ivan Velan, Mrs. Lillian Vineberg

Non-voting Observers: Ms. Jean Freed, Mr. John Hall

Officers of the University: Ms. Kathy Assayag, Dr. Louise Dandurand, Me Marcel Danis, Mr. Michael Di Grappa, Mr. Larry English, Dr. Martin Singer

Guests: Me Pierre Fréreau, Me Jonathan Levinson

Absent

Governors: Sister Françoise Boisvert, Mr. Molham Chikhalsouk, Me Rita de Santis, *Vice-Chair*, Mrs. Judith Kavanagh, Ms. Christine Lengvari, Mr. Tony Meti, Mr. Andrew Molson, Mr. David P. O'Brien, *Chancellor*, Dr. Rhona Richman Kenneally, Ms. Patricia Saputo, Mr. Jonathan Wener, *Vice-Chair*

Officers of the University: Mr. John Parisella

1. Call to Order

The Open Session was called to order at 8:18 a.m.

1.1 Chair's remarks

Mr. Kruyt thanked those Governors who had contributed to the ongoing community campaign, noting a participation rate of 70%. He also encouraged Board members to attend the upcoming convocation ceremonies, held on June 18, 19 and 20, reiterating the importance of their attendance to students and faculty.

## 1.2 Approval of the Agenda

Upon motion duly moved and seconded (Chaikelson, O'Neill), it was unanimously RESOLVED:

R-2007-4-6 *THAT the Agenda be approved.*

## 1.3 Approval of the Minutes of the Open Session meeting of April 12, 2007

Upon motion duly moved and seconded (Chaikelson, O'Neill), it was unanimously RESOLVED:

R-2007-4-7 *THAT the Minutes of the Open Session meeting of the Board of Governors, held on April 12, 2007, be approved.*

## 2. Business arising from the Minutes not included on the Agenda

There was no business arising from the Minutes.

## 3. Presentation on the Faculty of Engineering and Computer Science

Mr. Kruyt welcomed Mr. Terence Kerwin, Chair of the Engineering and Computer Science External Advisory Board. Dean Esmail prefaced his presentation by stating that he would address the state of affairs of the Faculty, its challenges and the opportunities arising therefrom.

Referring to a transition period, Dean Esmail noted that from 1992 to 1997 the Faculty went from tragedy to healing. As of 1997, a great transformation occurred, which resulted in the Faculty becoming one of the leading faculties of engineering in Canada and beyond and among the G15 of engineering in Canada. He emphasized that by far this was the most dramatic transformation of a faculty in size, academic programs and academic quality. He outlined the actions and steps that led to achieving this transformation.

Dean Esmail elaborated on the strengths, which include the Faculty morale being at its highest level, a strong innovative spirit of the faculty and staff, and a solid enrolment base in undergraduate and graduate programs. He specified that the Faculty had one of the youngest professorate among engineering schools, with 94 of the 169 professors hired since 2000. Undergraduate enrolments have grown by 145% since 1998, which is most impressive compared to the growth experienced by other engineering schools. With respect to graduate studies, 34% of all students enrolled in the Faculty are graduate students. Moreover, Concordia has the highest number of graduate engineering students in Quebec and Canada. External research funding and industrial research contracts have risen since 2000, due to the productivity of the professors.

Dean Esmail gave an overview of the Faculty's budget, commenting on the elements which are necessary to arrive at a financial balance. He opined that the achievements of

students and professors are quality indicators and listed the numerous medals and awards won by undergraduate and graduate students as well as the countless awards and titles bestowed onto professors.

Dean Esmail identified the globalization of the industry and the outsourcing of jobs as well as the stiff local and global competition to attract students as the major challenges to undergraduate programs. Those challenges create opportunities to transform the academic curricula, improve the quality of teaching and ameliorate recruitment, thereby providing an edge to Concordia graduates and stop the drain of outsourcing.

With respect to the graduate programs, the introduction of new programs, improving on the quality of programs, enhancing the culture of supervision of graduate students and research as well as local and global competition to attract students were defined as challenges, which give rise to opportunities to innovate by introducing practical experience and soft skills entrepreneurship, communications, leadership, attract more external funding and continue introduce new programs that respond to industry and student needs.

The challenges related to research are to align research output with recognized measurements of excellence, significantly increase funding and enhance team and interdisciplinary research activities, thereby creating opportunities to build support and incentives for recognized research measurements in academic peer review committees, for increased external research funding, for teams and interdisciplinary research and for industrial and community focused research.

Dean Esmail concluded his presentation by stating that the Faculty will continue to align academic, collegial and managerial cultures with the goals as well as the interests of professors with those of students and the goals. Moreover, the Faculty will continue to properly identify and use administrative tools to reach these goals, to raise expectations, to maintain its enrolment base and continue to challenge convention and to be dynamic.

Further to the presentation, a discussion ensued, during which Dean Esmail responded to questions. At the invitation of the Chair of the Board, Mr. Kerwin commented that the Advisory Board was currently under renewal. He stated his view that participation on the Advisory Board allows an opportunity for the industry to create ties within the University and indicated his appreciation for the type of discussion that occurred at today's meeting.

#### 4. Report of the President

Given the recent press coverage regarding a sister university in Montreal, the President opined that we must carefully consider any financial or public relations impact that it could have on Concordia University. While Concordia is in very good standing, there is a clear indication that the government is looking into ways and means to ensure that the taxpayers' money is well managed. In this respect, Dr. Lajeunesse stated that Concordia will continue to be proactive, transparent and upfront.

##### 4.1 Update on the search for a Provost and Vice-President, Academic Affairs

Dr. Lajeunesse reported that there were no new developments to convey at this time but assured Governors that the Committee is continuing its work and the Board will be kept apprised as events unfold.

5. Election of members to the Advisory Search Committee for a Director of Libraries

Upon motion duly moved and seconded (Lajeunesse, Gouin), it was unanimously RESOLVED:

R-2007-4-8 *THAT the following persons be elected as a member of the Advisory Search Committee for a Director of Libraries:*

- *Prof. Sophie Marcotte and Prof. Christopher Trueman, full-time faculty members, nominated by election by the faculty members of Senate*

6. Recommendations from the Graduation Ceremonies Committee (Documents BG-2007-4-D4 and D5)

Upon motion duly moved and seconded (Hanna, Davidson), it was unanimously RESOLVED:

R-2007-4-9 *THAT upon recommendation of the Graduation Ceremonies Committee, the name of the Graduation Ceremonies Committee be changed to Honorary Degree and Convocation Committee; and*

*THAT the revisions to the criteria for selecting honorands be approved, as detailed in Document BG-2007-4-D5.*

7. Update on overall budgetary situation

Mr. English gave an overview from an operating point of view. Despite the government injection of \$240 million over a three-year period, the net effect for Concordia will be nil and on a recurring basis Concordia will be down by \$11 million compared to its present grant, due to changes in the weighting grids which significantly affect the funding formula. In the short term, the grant reduction will be offset by non recurrent funds distributed by the provincial government. He opined that, under the circumstances, there are probably excellent financial results compared to what could have happened, since those additional funds, together with other sources of revenues, will allow the University to arrive within its original projected deficit of \$5 million for 2006/2007.

Mr. English indicated that the 2007/2008 budget will be reviewed by the Budget Committee at its June 7 meeting and presented at the Board at its June 21 meeting. In the context of the cost of living increases that markedly surpass any incremental funding that the University could derive from additional enrolments and the new funding formula, he remarked that it does not look good for the upcoming year.

A discussion ensued, during which it was observed that the new funding formula favors other universities in terms of their programs and is based on historical costs which essentially subsidizes those universities which had incurred large deficits.

8. Concordia Student Union (CSU) fee levies (Documents BG-2007-4-D6 to D8)

Mr. Chan was opposed to the manner in which the question was formulated, arguing that, in fairness, it should be addressed differently to allow students from each Faculty to vote separately since the increases are not consistent across the board. Other Governors supported Mr. Chan's view.

Mr. Juma recognized that this was a valid concern and assured Mr. Chan that the CSU is dealing with this matter internally. He added that the CSU is also reviewing the relevance of all fees that are currently being collected to ensure that the organizations to which they are destined are true to their mandate. It was pointed out that students who do not wish to pay the fees have the right to opt out, in accordance with the withdrawal policy mentioned in the motion.

Upon motion duly moved and seconded (Juma, Etezadi), it was RESOLVED with one opposed and several abstentions:

R-2007-4-10 *WHEREAS, at a referendum held in March 2007, the undergraduate students voted in favor of raising the existing fee in relation to QPIRG and paying a new fee levy to support the creation of a Sustainability Action Fund;*

*WHEREAS the delay for contestation has now passed, and no contestation was filed in relation thereto;*

*BE IT RESOLVED:*

*THAT the Board of Governors authorize the University to collect a \$0.01 per credit fee increase (from \$0.30 to \$0.31 per credit) from all undergraduate students in the Faculty of Arts and Science, Faculty of Fine Arts, Faculty of Engineering and Computer Science, and Independent Students, and a fee levy of \$0.31 per credit from all undergraduate students in the John Molson School of Business to support the Quebec Public Interest Research Group (QPIRG), to be implemented with registration for the Fall term of 2007 (2007/2), in accordance with the University billing, refund and withdrawal policy; and*

*THAT the Board of Governors authorize the University to collect a fee of \$0.25 per credit from all undergraduate students, to support the Sustainability Action Fund, to be implemented with registration for the Fall term of 2007 (2007/2), in accordance with the University billing, refund and withdrawal policy.*

9. Graduate Students' Association Union (GSA) fee levies (Document BG-2007-4-D9)

Mr. Kruyt indicated that this item was deferred to the next meeting.

10. Update on the search for a Dean of the Faculty of Engineering and Computer Science

Dr. Singer reported that the Committee had its initial meeting on May 5, at which time it retained the external consultants, discussed advertising and the position profile and set up a meeting schedule for the Fall. The Committee is aiming to make a recommendation to the Board at its December meeting.

11. Update from the search for a Director of Libraries

Dr. Singer reported that the Committee will be meeting on May 25.

12. Monthly reports

12.1 Vice-President, Advancement and Alumni Relations - Ms. Kathy Assayag (Document BG-2007-4-D10)

Ms. Vadacchino de Massy congratulated Ms. Assayag and her team for the spectacular event, *Hitting the High Notes 2007*.

12.2 Vice-President, Research and Graduate Studies - Dr. Louise Dandurand (Document BG-2007-4-D11)

Dr. Dandurand had nothing further to report.

12.3 Vice-President, External Relations and Secretary-General - Me Marcel Danis (Document BG-2007-4-D12)

Me Danis pointed out that despite the new funding formula which disadvantages Concordia in the amount of \$11 million, \$6 million have been recuperated into the base budget, as outlined in his report, adding that he is confident that some of the balance can also be recuperated.

12.4 Vice-President, Services - Mr. Michael Di Grappa (Document BG-2007-4-D13)

As complementary information to his report, Mr. Di Grappa stated that, in light of the contentious issues regarding UQAM, he will be providing regular updates on the JMSB construction project. He confirmed that the project was on time and on budget.

Bringing attention to the *Concordia Campus Sustainability Assessment: A Progress Report 2006* distributed at the meeting, Mr. Di Grappa noted that Sustainable Concordia is a partnership between students, faculty, staff and administrators working together to make Concordia more environmentally aware. He added that Concordia is recognized as a leader in this field.

In response to questions, Mr. Di Grappa conveyed the measures that are being taken with the City of Montreal to alleviate pedestrian traffic in front of the Hall Building. He also updated Governors on the status of the negotiations with the various bargaining units.

12.5 Vice-President, Finance - Mr. Larry English (Document BG-2007-4-D14)

Mr. English has nothing further to add.

12.6 Special Communications Advisor to the President - Mr. John Parisella (Document BG-2007-4-D15)

Mr. Parisella was absent.

12.7 Provost and Vice-President, Academic Affairs - Dr. Martin Singer (Document BG-2007-4-D16)

Dr. Singer mentioned that registrations had slightly risen since the filing of his report and specified that they vary from week to week.

13. Any other business

On behalf of Mr. Hanna, who is co-chairing the Concordia Golf Classic on May 28, Mr. Kruyt apprised Governors that 2 or 3 foursomes are still available. The Chair also reminded Governors about the cocktail reception which will be held on the evening of June 11 to acknowledge their service during the past year and to recognize those Governors whose terms are ending on June 30.

14. Next meeting

The next regular meeting of the Board of Governors will be held on Thursday, June 21, 2007, at 8 a.m., on the SGW Campus, in Room GM 407-1.

15. Adjournment

The Open Session adjourned at 9:50 a.m.

Danielle Tessier  
Secretary of the Board of Governors