

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

Held on Wednesday, May 20, 2015 at 4:00 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

Members: Mr. Norman Hébert jr., *Chair*, Mr. Firas Al Hammoud, Dr. Shimon Amir, Ms. Françoise Bertrand, Dr. Sandra Betton, Mr. Jeff Bicher, Me Antoinette Bozac, Me Francesco Ciampini, Ms. Gina P. Cody, Mr. Jean-Pierre Desrosiers, Dr. Norman Ingram, Ms. Mélanie La Couture, Dr. William Lynch, Mr. Michael Novak, Ms. Frédérica Martin, Mr. Georges Paulez, Prof. Maria Peluso, Mr. Benjamin Prunty, Ms. Suzanne Sauvage, Prof. Alan Shepard, *President and Vice-Chancellor*

Alternate Member: 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. Marc Gauthier, Mr. Patrick Kelley, Dr. Lisa Ostiguy, Mr. Daniel Therrien

ABSENT

Members: Dr. Daniel Cross, Ms. Hélène Fortin, Me John Lemieux, Me Marie-José Nadeau, Ms. Annie Tobias

Non-voting Observer: Mr. Jonathan Wener, *Chancellor*

1. **Call to Order**

Mr. Hébert called the meeting to order at 4:01 p.m. On behalf of the Board, he congratulated Ms. Hotchkiss who is graduating with a Bachelor of Arts from the School of Community and Public Affairs on June 8.

1.1 **Approval of the Agenda**

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

R-2015-3-3 *That the Agenda be approved.*

CONSENT2. Adoption of April 15, 2015 Minutes

R-2015-3-4 *That the Minutes of the meeting of the Open Session of April 15, 2015 be approved.*

3. Report on compliance with fiscal requirements (Document BG-2015-3-D2)
4. Audit Committee report (Document BG-2015-3-D3)
5. Human Resources Committee report (Document BG-2015-3-D4)
6. Governance and Ethics Committee report (Document BG-2015-3-D5)

These reports were provided for information purposes.

7. Request for the use of the Concordia name7.1 Concordia University Tea Enthusiast Association (Document BG-2015-3-D6)

R-2015-3-5 *That the request to use the Concordia name by Concordia University Tea Enthusiast Association, 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.*

7.2 Concordia University Tennis Club (CUTC) (Document BG-2015-3-D7)

R-2015-3-6 *That the request to use the Concordia name by Concordia University Tennis Club (CUTC), 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.*

REGULAR8. Business arising from the Minutes not included on the Agenda

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

9. President's report (Document BG-2015-3-D8)

In reference to an article in *The Gazette* which gives accounts of a number of Concordia students who indicate that they have experienced forms of sexual harassment, Prof. Shepard reminded the Board that last December he had commissioned a review of the process and policies at the University, following incidents which had occurred at other universities. The review was conducted by a committee led by Dr. Ostiguy. He has received and reviewed the draft of the report and is contemplating the next steps. He reiterated that the University cares deeply for the well-being of all members of its community and is doing everything in its power to create a safe environment, free from harassment and violence.

The President conveyed some highlights of his written report as follows:

- Concordia received a strong showing in the QS World University Rankings by Subject and the Times Higher Education by placing in the rankings of the top 100 universities under 50 years old.
- A meeting on May 4 with Minister Blais along with the other Quebec university rectors, to receive various budget and other updates.
- His successful trip to Beijing, Hong Kong and Seoul, during which he met with alumni and officials of several academic institutions to forge new relationships.
- Concordia's participation in some lively events which help to raise its reputation, such as the 2015 series of Walrus Talks.
- The number of research grants received from funding agencies is an example of the strategy to support not only individual research but team research.
- Spring convocation ceremonies will be held on June 8, 9 and 10 at Place des Arts, including Jonathan Wener's installation as Chancellor on the morning of June 8.

In response to a question, Prof. Shepard said that two areas continue to struggle following the implementation of the new student information system (SIS), more specifically the accuracy of the graduation list and admissions, adding that those areas are also affected by the staff departures related to the Voluntary Departure Program. He mentioned that Deloitte is currently conducting a debriefing of the SIS implementation and will be producing a report in due course.

10. Strategic directions (Document BG-2015-3-D9)

The President recapitulated the sequence of events and multi-pronged process comprised in Phase 1 of the strategic directions exercise which began last Fall, the full details of which are found on the strategic directions [website](#).

He noted that during the process, a lot of feedback was received, and a common understanding has emerged about where we are coming from and where we can go. The document is meant to be a living document to inspire a vision for Concordia which captures its special spirit. The draft document in today's package received overwhelming support at Senate last week, with a few amendments. It contains nine priorities, *Take Pride* being the one which resonated the most with the community. As written, the document communicates in plain language what we want to do as an institution, while leaving room for individual units to identify to their needs.

A discussion ensued, during which Governors expressed support with the tone and tenor of the document and provided feedback on some elements. Prof. Shepard specified that the actions required to achieve the priorities will be identified during Phase 2 which will begin in the Fall.

Mr. Hébert indicated that at the June 11 meeting, a further discussion will be held on the document and on Phase 2 of the process.

11. Finance Committee recommendations

Committee Chair Paulez reported that the meeting of the Finance Committee was originally scheduled to be held on May 7 but had to be rescheduled because the government's budget orientations were only presented to the University on May 5.

As a result, the Finance Committee met on May 14, at which time it extensively reviewed next year's operating budget, the three-year capital budget as well as next year's cash budget. Following review and discussion, the Committee is recommending Board approval of all three budgets.

11.1 2015/2016 operating budget (Document BG-2015-3-D10)

Mr. Kelley presented the highlights of the proposed operating budget for the 2015/2016, the full details of which are included in Document BG-2015-3-D10. He reviewed the funding envelope for higher education for 2015/2016, noting an overall decrease of 2.3%. He showed the impact of the adjustment proposed by the Ministère de l'Éducation, Enseignement supérieur et Recherche (MEESR) on specific grants on the entire network, resulting in a decrease of \$6.2 million in revenues for the University in 2015/2016. He provided details regarding the cuts to the University's budget since 2012/2013, resulting in a decrease of \$36.6 million out of an operating budget of approximately \$400 million.

The three areas which could have material impact on the proposed budget are the proposed pension legislation changes, any further cuts imposed by the MEESR during the year and the results of collective bargaining, any of which can change the projection by several millions of dollars. Mr. Kelley specified that the results of the *Chantier sur le Financement* will not impact the 2015/2016 budget. He provided the details with respect to the core assumptions used in preparing the budget as well as some statistical data in relation to the evolution of FTEs, net revenues, salary mass and expenses by type, etc.

Mr. Kelley spoke of the budget factors and then showed the revenue and expense projections, resulting in a proposed budget showing a deficit of \$8.2 million for 2015/2016.

Following his presentation, Mr. Kelley responded to questions. He indicated that the deficit will be paid back over a period of four to five years, in accordance with a repayment scheduled to be agreed upon between the University and the MEESR. When asked about the new budget model, Mr. Kelley responded that four components of the new model are included this budget: tracking of FTEs, vacant positions, encouragement of the development of courses attractive to students in other Faculties, pool of funds made available for units in Faculties to bid on projects they want to carry out.

When asked about strategic hires and comparative data showing the mapping of the expenses and revenues of Faculties, the President noted that he will be presenting key performance indicators at the June Board meeting, which will include information on those subjects.

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

R-2015-3-7 *That, on recommendation of the Finance Committee, the Board of Governors approve the 2015/2016 operating budget outlined in Document BG-2015-3-D10.*

11.2 2014/2015 to 2016/2017 capital budget (Document BG-2015-3-D11)

Mr. Kelley presented the highlights of the proposed capital budget for 2014/2015 to 2016/2017, the full details of which are outlined in Document BG-2015-3-D11. He conveyed the principles of the University's capital asset management and financial policy as follows:

- ensuring optimal allocation to the University's strategic and operational needs;
- sustaining a fiscally healthy financial position for the University;
- minimizing the University's operational budget exposure; and
- ensuring financial protection to the University's capital investments.

He reviewed the governance framework and the process in relation to the cycle plan, explained how the University's fiscal capacity to invest is determined and reviewed the summary of potential capital investments.

Responding to questions, Mr. Kelley clarified that funds from the capital budget are provided by the MEESR under a specific envelope which cannot be transferred to the operating budget. He also specified that while the capital budget shows potential investments planned for the duration of the cycle, those constitute the priority items required to preserve the University's assets, emphasizing that the proposed budget does not show the list of items that was omitted from the budget.

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

R-2015-3-8 *That, on recommendation of the Finance Committee, the Board of Governors approve the 2014/2015 to 2016/2017 capital budget as outlined in Document BG-2015-3-D11, including but not limited to:*

- *the funding of investments in connection with property, infrastructure, equipment and information technology; and*
- *the annual contribution of \$1 million by Concordia University to the Concordia University Foundation in relation to the funding of its property related sinking fund managed by the Concordia University Foundation.*

11.3 2015/2016 cash budget (Document BG-2015-3-D12)

Mr. Kelley presented the highlights of the proposed cash budget for 2016/2017, the full details of which are outlined in Document BG-2015-3-D12. Under the law, the University must receive authorization from the MEESR for its liquidity needs, in relation to the needs for the operating budget, restricted funds and capital investment.

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

R-2015-3-9 *That, on recommendation of the Finance Committee, the Board of Governors the approval of the 2015/2016 cash budget outlined in Document BG-2015-3-D12.*

12. Discontinuance of the School of Extended Learning as an academic unit and resulting By-Law and policy amendments and other By-Law modifications (Document BG-2015-3-D13)

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

R-2015-3-10 *That, on recommendation of Senate, the Board of Governors approve the discontinuance of the School of Extended Learning (SEL) as an academic unit, effective June 1, 2015, and that any remaining activities be continued under the Centre for Continuing Education;*

That, on recommendation of Senate, the Board of Governors approve the discontinuance of the Council of the School of Extended Learning, as described in the document entitled Membership and Powers of the Faculty Councils, the Council of the School of Graduate Studies and the Council of the School of Extended Learning;

That, on recommendation of the Governance and Ethics Committee, the Board of Governors approve the amendments to the By-Laws; and

That, on recommendation of the Human Resources Committee, the Board of Governors approve the amendments to Policy on Senior Administrative Appointments (Policy BD-5) and the Policy on the Remuneration and Evaluation of Senior Administrators (Policy BD-8).

13. Report on compliance with environmental legislation and health and safety (EH&S) regulations (Document BG-2015-3-D14)

Mr. Novak reminded Governors that health and safety on campus is everyone's responsibility and urged them to be on the lookout and report incidents when they notice them.

In response to a concern about the number of injuries reported for the quarter based on last year's number, Mr. Côté noted that they all efforts are made toward lowering the number of injuries by preventing them at the source.

14. Sundry fees report (Document BG-2015-3-D15)

Prof. Shepard noted that, in keeping with the sundry fees resolution adopted by the Board, the report provided information regarding any new or modified sundry fees approved by the Provost and Vice-President, Academic Affairs and the Vice-President, Services during the 2014/2105 academic year.

15. Collection of an undergraduate student fee levy in the Faculty of Fine Arts (Document BG-2015-3-D16)

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

R-2015-3-11 *That the Board of Governors authorize the University to collect a fee levy of \$0.11 per credit from all undergraduate students registered in the Faculty of Fine Arts towards the restructuring and the functionality of Café X, to be implemented with registration for the Fall 2015 term (2015/2), in accordance with the University billing, refund and withdrawal policy.*

16. Collection of a graduate student fee levy (Document BG-2015-3-D17)

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

R-2015-3-12 *That the Board of Governors authorize the University to collect a fee levy of \$2.50 in the Fall and Winter term of each year from all graduate to support the Hive Café Association Co-operative, to be implemented with registration for the Fall 2015 term (2015/2), in accordance with the University billing, refund and withdrawal policy.*

17. Voluntary Departure Program conclusion summary (Document BG-2015-3-D18)

Governors had no questions in connection with the summary which was provided for information purposes.

18. Other business

Noting that this was the last meeting he was attending as CSU President, Mr. Prunty updated Governors on some major CSU projects, such as investments in Reggie's bar renovations and a student daycare service. While not always being in agreement, he also expressed his appreciation in how the President and senior administration dealt with student issues throughout the year.

19. Adjournment

The meeting was adjourned at 5:54 p.m.



Danielle Tessier
Secretary of the Board of Governors