

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

Thursday, September 28, 2023, at 4 p.m.  
Room GM 410 (Board of Governors meeting room)  
SGW Campus

**PRESENT**

**Governors:**

Helen Antoniou (C)	Pat Di Lillo	Paul John Murdoch (zoom)
Kenneth Brooks (zoom)	Kim Fuller (zoom)	Duraichelvan Raju
Graham Carr (P and Vice-C)	Caroline Jamet	Rahul Ravi
Jarett Carty	Claude Joli-Coeur (V.C)	Robert Soroka
Gary N. Chateram	Catherine Loubier	Ted Stathopoulos
Selvadurai Dayanandan (V.C)	Harley Martin (zoom)	Roula Zaarour

**Also attending:**

Philippe Beauregard	Denis Cossette	Frederica Jacobs
Dominique Bérubé	Michael Di Grappa (zoom)	Pascal Lebel
William Cheaib	Amy Fish	Anne Whitelaw
Paul Chesser (zoom)	Nadia Hardy	

**Alternate Governor:** Nassim Boutalbi

**Non-voting observers:** Jonathan Wener (zoom), Gina Cody (zoom)

**ABSENT**

**Governors:**

Francis Baillet	Adriana Embiricos	Philippe Pourreaux
Daniel Cross	Rana Ghorayeb	Cathy Wong

**LEGEND:**

C: Chair

P and Vice-C: President and Vice Chancellor

V.C: Vice Chair

**1. Call to order**

The Chair called the meeting to order at 4:03 p.m.

1.1 Approval of the Agenda

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

*R-2023-7-1 That the Agenda be approved, including the items on the Consent Agenda.*

**CONSENT**

**2. Approval of June 15, 2023 Minutes**

*R-2023-7-2 That the Minutes of the meeting of June 15, 2023, be approved.*

**3. Professional liability waiver for an in-house architect (Document BG-2023-7-D1)**

*R-2023-7-3 WHEREAS, the Ordre des architectes du Québec requires architects to carry professional liability insurance in relation to all their professional activities;*

*WHEREAS, in certain situations the Ordre des architectes du Québec may waive certain insurance requirements for architects working exclusively for a university, as long as such professional architect can provide confirmation that they have adequate insurance coverage from their employer;*

*WHEREAS, certain professional architects employed by Concordia University may receive insurance coverage, under the University's general liability insurance policy.*

*PURSUANT TO THE FOREGOING, the Board of Governors hereby approves the delegation of authority to the Vice-President, Services and Sustainability and the Chief Financial Officer, subject to the verification requirements outlined in this memo, thereby providing them with the authority to:*

*-confirm on behalf of the Board of Governors, that Concordia University guarantees and agrees to take responsibility and be financially liable for the consequences of any errors or omissions that may occur as a result of any acts of a professional architect, during the course of such professional architect's employment at Concordia University;*

*-confirm to the relevant professional body when such professional architect is no longer in the employment of Concordia University;*

*-provide the necessary documentation in support of any insurance claims; and*

*-sign all necessary documents in relation to declarations required by the Ordre des architectes du Québec.*

#### 4. Borrowing from Financement-Québec (Régime d'emprunts à long terme) (Document BG-2023-7-D2)

R-2023-7-4 ATTENDU QUE, conformément à l'article 78 de la Loi sur l'administration financière (RLRQ, chapitre A-6.001), l'Université Concordia (l'« Emprunteur ») souhaite instituer un régime d'emprunts, valide jusqu'au 31 mars 2024, lui permettant d'emprunter à long terme auprès de Financement-Québec, pour un montant n'excédant pas 38 840 181,00 \$;

ATTENDU QUE, conformément à l'article 83 de cette loi, l'Emprunteur souhaite prévoir, dans le cadre de ce régime d'emprunts, que le pouvoir d'emprunter et celui d'en approuver les conditions et modalités soient exercés par au moins deux de ses dirigeants;

ATTENDU QU'il y a lieu d'autoriser ce régime d'emprunts, d'établir le montant maximum des emprunts qui pourront être effectués en vertu de celui-ci, ainsi que les caractéristiques et limites relativement aux emprunts à effectuer et d'autoriser des dirigeants de l'Emprunteur à conclure tout emprunt en vertu de ce régime et à en approuver les conditions et modalités;

ATTENDU QUE la ministre de l'Enseignement supérieur (la « Ministre ») a autorisé l'institution du présent régime d'emprunts, selon les conditions auxquelles réfère sa lettre du 31 juillet 2023;

il est résolu :

1. QU'un régime d'emprunts, valide jusqu'au 31 mars 2024, en vertu duquel l'Emprunteur peut, sous réserve des caractéristiques et limites énoncées ci-après, effectuer des emprunts à long terme auprès de Financement-Québec, pour un montant n'excédant pas 38 840 181,00 \$, soit institué;
2. QUE les emprunts à long terme effectués par l'Emprunteur en vertu du présent régime d'emprunts soient sujets aux caractéristiques et limites suivantes :

a) malgré les dispositions du paragraphe 1 ci-dessus, l'Emprunteur ne pourra, au cours de chacune des périodes de **douze mois** s'étendant du 1er avril au 31 mars et comprises dans la période visée au paragraphe 1, effectuer des emprunts qui auraient pour effet que le montant total approuvé pour l'Emprunteur, pour une telle période, par le Conseil du trésor au titre de la programmation des emprunts à long terme des établissements universitaires, soit dépassé;

b) l'Emprunteur ne pourra effectuer un emprunt à moins de bénéficier d'une subvention du gouvernement du Québec conforme aux normes établies par le Conseil du trésor, au titre de l'octroi ou de la promesse de subventions aux établissements universitaires, ainsi qu'aux termes et conditions déterminés par la Ministre et pourvoyant au paiement en capital et intérêt de l'emprunt concerné même si, par ailleurs, le paiement de cette subvention est sujet à ce que les sommes requises à cette fin soient votées annuellement par le Parlement;

- c) chaque emprunt ne pourra être effectué qu'en monnaie légale du Canada auprès de Financement-Québec;
- d) le produit de chaque emprunt ne pourra servir, outre le paiement des frais inhérents à l'emprunt concerné, qu'aux fins suivantes :
- i) le financement des dépenses d'investissement faites par l'Emprunteur aux termes d'un plan d'investissement approuvé par le gouvernement du Québec, financées par marge de crédit auprès de Financement-Québec; ou
  - ii) le refinancement d'une partie ou de la totalité d'emprunts à long terme antérieurs contractés pour ces dépenses, qui seront échus d'ici le 31 mars 2024.
3. QU'aux fins de déterminer le montant total auquel réfère le paragraphe 1 ci-dessus, il ne soit tenu compte que de la valeur nominale des emprunts effectués par l'Emprunteur;
4. QU'en plus des caractéristiques et limites énoncées précédemment, les emprunts comportent les caractéristiques suivantes :
- a) l'Emprunteur pourra contracter un ou plusieurs emprunts pendant toute la durée du régime d'emprunts jusqu'à concurrence du montant qui y est prévu, et ce, aux termes d'une seule et unique convention de prêt à conclure entre l'Emprunteur et Financement-Québec;
  - b) chaque emprunt sera constaté par un billet fait à l'ordre de Financement-Québec;
  - c) le taux d'intérêt payable sur les emprunts sera établi selon les critères déterminés par le gouvernement en vertu du décret numéro 637-2023 du 29 mars 2023, tel que ce décret peut être modifié ou remplacé de temps à autre; et
  - d) afin d'assurer le paiement à l'échéance du capital de chaque emprunt et des intérêts dus sur celui-ci, la créance que représente pour l'Emprunteur la subvention qui lui sera accordée par la Ministre, au nom du gouvernement du Québec, sera affectée d'une hypothèque mobilière sans dépossession en faveur de Financement-Québec.
5. QUE l'Emprunteur soit autorisé à payer, à même le produit de chaque emprunt contracté en vertu du présent régime, les frais d'émission et les frais de gestion qui auront été convenus;
6. QUE l'un ou l'autre des dirigeants suivants :
- Le recteur et vice-chancelier;  
 Le chef de la direction financière;  
 La secrétaire générale et directrice, service des affaires juridiques; ou  
 Le trésorier et chef de placement
- de l'Emprunteur, **pourvu qu'ils soient deux agissant conjointement**, soit autorisé, au nom de l'Emprunteur, à signer la convention de prêt, les conventions d'hypothèque

*mobilière et les billets, à consentir à toute clause et garantie non substantiellement incompatible avec les dispositions des présentes, à livrer les billets, à apporter toutes les modifications à ces documents non substantiellement incompatibles avec les présentes ainsi qu'à poser tous les actes et à signer tous les documents, nécessaires ou utiles, pour donner plein effet aux présentes;*

7. *QUE, dans la mesure où l'Emprunteur a déjà adopté une résolution instituant un régime d'emprunts pour les mêmes fins, la présente résolution remplace la résolution antérieure, sans pour autant affecter la validité des emprunts conclus sous son autorité avant la date du présent régime d'emprunts.*

## **5. Environmental Legislation & Health & Safety (EH&S) Compliance Report** (Document BG-2023-7-D3)

This report was provided for information purposes only.

### **REGULAR**

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

There was no other business to bring before the meeting that was not included on the Agenda.

## **7. President's report** (Document BG-2023-7-D4)

As complementary information to his written report, G. Carr's remarks are summarized as follows:

- Dr. Carr began by congratulating the community on a high-energy beginning of semester, which included classes, events and activities in person. The orientation went very well on both campuses, and it was a great start to the year.
- The 20<sup>th</sup> annual Concordia Golf Classic raised a record \$600,000, bringing the total to more than \$7.5 million since its inception. Sponsored by Canada's nine major banks, the event hosted 150 business leaders on September 5<sup>th</sup>.
- The 34<sup>th</sup> edition of Concordia's Shuffle raised \$201,000 and counting, with various gifts continuing in until next week. More than 800 Concordians joined the fun in the 6.5-kilometre walkathon from Sir George Williams campus to Loyola Campus. The top fundraising team was The Pacemakers, a group of retirees from the University, who raised \$14,553.
- Homecoming took place in the previous week (from September 21 to 24). It was kicked off with a panel at Sofitel on applied AI featuring several Concordia alumni who are very active in the AI space. There were over 200 registrants, and it was a great success. In the following days, there were many sporting events, including a football game against Laval which was not victorious and a Sports Hall of Fame induction ceremony.

- This year is the first academic year with a fall reading week in the week of October 9. This will also be the first year when Concordia moves from a 13-week teaching semester to a 12-week teaching semester, and Dr. Carr noted that he believes that Concordia is the first Québec university to implement this schedule. This will hopefully provide a welcome pause to everyone, including faculty who can use the time to work on their research proposals for the fall deadlines. It will be interesting to see how it is received by the community.
- Dr. Carr then went on to highlight various news of accomplishments in the community that had been noted in the President's Report, commenting that members of the Concordia community have been very active over the summer and are making extraordinary contributions to the city, province, country, and beyond.
- One highlight is the awarding of the Mackenzie King Open Scholarship to Creative Arts Therapies MA student Madeline K. Montgomery. Only one open scholarship is awarded each year, in support of graduate study in Canada or internationally. M. K. Montgomery is the first-ever Concordian to receive this scholarship and this is a great pride point for the University.
- And, Space Concordia's students won the student design challenge hosted by the American Institute of Aeronautics and Astronautics/Institute of Electrical and Electronics Engineers at the Electrified Aircraft Technologies Symposium.
- Another Concordia student team had a podium finish at the New Housing Division of the United States Department of Energy's Solar Decathlon, coming up with a very innovative design for northern housing. This competition and the competition won by Space Concordia are both competitions against the top international universities.
- Two doctoral students were awarded the *Prix Relève étoile Paul-Gérin-Lajoie* this summer. Kristy Franks was recognized for her documentary, *Wemindji Water Wonders*, and Becca Wilgosh was recognized for her research on justice and fairness for workers.
- Dr. Carr acknowledged that student success doesn't happen without strong, supportive mentorship and guidance from faculty, departments and faculties, and congratulated faculty and staff for the excellent continued support that they provide to students.
- Former Concordia Stinger and current women's ice hockey associate coach Caroline Ouellette was inducted into the Hockey Hall of Fame.
- Stingers women's basketball head coach Tenicha Gittens served on the staff of Canada's U23 women's national team, which won silver at the GLOBL JAM competition in Toronto in July. Concordia women's rugby coach, Jocelyn Barrieau has taken a sabbatical to be an assistant coach for Rugby Canada's Women's Sevens team.
- Among Board members, he congratulated Rana Ghorayeb, who was one of 50 women named to the Top 50 Women Leaders of Montreal. There were nine Concordia alumni

among the list of 50, which speaks to the University's contribution to and presence in the community.

- University faculty member, Ted Stathopoulos, was honoured with the title of Yang Hua Distinguished Chair Professor Southwest Jiatong University in Chengdu, China.
- The previous evening, the University's Chancellor, Jonathan Wener, was honored as the builder of the year by the Jewish Community Foundation, and Dr. Carr had the opportunity to attend the event. Dr. Carr commented that Mr. Wener is one of the city's great philanthropists, and Concordia is lucky to have him as Chancellor.
- He also extended congratulations to Anne Whitelaw, Provost & Vice-President, Academic who was awarded (along with 2 co-authors) the Horowitz Book Prize by Bard Graduate Center, part of famous Bard College in New York City, for a book called: *Object Lives and Global Histories in Northern North America*. While the prize was announced last year, the authors are being felicitated with a two-day symposium of their work next week.
- Dr. Carr noted that as far as university rankings, Concordia's international reputation continues to soar. Earlier this summer, QS rankings service in London, UK released its global rankings of universities, while they cover more than 20,000 universities in world, but they focus on smaller, more select sample size. Concordia University jumped more than 160 spots to be placed at 387, the first time that Concordia ranked in the top 400. Additionally, the University learned today that Concordia had placed in the top 500-600 globally in the THE global rankings. For the last 5 years, Concordia had been stuck in the top 600-800 category of THE rankings, so this represents another jump to a higher rankings category. These ranks may not seem so high but given the number of universities in the world and the other universities in the group, it was a great community to be ranked with and a good indicator of the University's direction. Part of what is driving this pattern are contributions of different departments, research areas, faculties.
- Finally, last week, global computer science rankings were released, which measure research output of hundreds of institutions world-wide. The Gina Cody School's Software Engineering program has been ranked 1<sup>st</sup> in Canada, 3<sup>rd</sup> in North America, and 5<sup>th</sup> in the world. Kudos to all GCS faculty and graduates who contributed to that success.
- Regarding government relations, Dr. Carr reminded the Board of the two *mémoires* that had been submitted to the Government of Québec. The first was sent to the *Ministère d'Enseignement Supérieur* regarding a review of the funding formula for universities; the second responded to a public consultation related to changes to the *Programme de l'expérience Québécoise (PEQ)*, which was originally designed to provide all Québec university graduates with a fast-track to permanent residency. The modifications to this program only provide this fast-track to francophone students or students graduating from francophone institutions.

- The University team has also worked actively to mobilize industry partners and influencers, particularly with respect to the changes to the PEQ that curtail fast-track access for permanent residency for non-francophone students studying at anglophone institutions, even if they achieve French linguistic competency and have work-integrated learning and coop experiences in Québec companies.
- The University team, led by A. Whitelaw and Isabel Dunnigan, met with Minister Déry to discuss Concordia's efforts at francisation, integration and concerns related to the PEQ program. Dr. Carr and Dean Annie Gérin also met Minister Fréchette to specifically discuss the PEQ program. The University continues to seek meetings with other government officials.
- Dr. Carr emphasized that new offerings to support faculty, staff, and students to improve their French-language competency had already been introduced. And unfortunately, there was a sense that the government wasn't open in recognizing the inconsistency of position in terms of the province's economic objectives, talent retention, and valorisation of French through demonstration of competency vs place of education.
- Regarding international affairs, Dr. Carr spoke of the diplomatic situation between Canada and India and noted that the University had a large cohort of faculty, staff and students who were of Indian origin. The diplomatic strains have created much uncertainty in the higher education community and the student community about the current state of affairs and what it means. Also, in the previous year, the perception of Canada had suffered due to the delays in visas, so this damaged perception was going to continue to be worrisome. The University had reached out to its Indian students and reminded them that they have services to support them. Dr. Carr expressed hope that the diplomatic situation resolves quickly and that any major impact to higher education sector can be avoided.
- Turning to the budget, Dr. Carr noted that the University was going through a critical phase with finalizing fall registration information, which is critical to determining revenues and therefore assessing how the University was progressing to meet deficit targets of \$19.4M. It has been challenging to land on a budget target since costs continue to increase for reasons beyond the University's control (i.e., rising interest rates, cost of services). The fact that the University was in collective bargaining created an added challenge, as faculty and personnel naturally had legitimate expectations given the inflationary context and their efforts over the challenging period behind us. The goal for the collective bargaining was to offer fair, meaningful compensation that demonstrates respect and appreciation for the work of the University's personnel while being very mindful of the fact that the operating budget situation is exceedingly challenging.
- Dr. Carr concluded on the note of marking the 5<sup>th</sup> anniversary of the landmark donation made to the University by former Board member and current Deputy Chancellor, Gina Cody. G. Cody continues to be a great University advocate, participating in events, and even the Shuffle the previous Friday. He went on to share



an anecdote about Linh Nguyen, who is currently the Co-President of the Concordia Women in Engineering Society. L. Nguyen shared their story with G. Cody, and recounted that growing up in Hanoi, Vietnam, they had always wanted to be an engineer. Their parents were not the most supportive of this career option. L. Nguyen started researching engineering schools and chanced upon the Gina Cody School. Telling their parents that there was a school named after a women engineer in Canada, L. Nguyen went on to study at Concordia and was now proudly the co-president of the Women's Engineering Society at the Gina Cody School. This is another one of the great inspirational stories G. Cody can be credited with, as she continues to inspire young engineers. Dr. Carr concluded by thanking G. Cody for all of her contributions.

#### **8. Annual report from the Ombuds Office (Document BG-2023-7-D5)**

Amy Fish, the Ombudsperson, presented highlights of the annual report, including some key statistics. A. Fish was pleased to inform the Board that there were no major problems throughout the year and underlined the University's commitment to openness and fairness. While the number and complexity of files had changed since the pandemic started, there were signs that the number of complaints would fall back to pre-pandemic levels. There were 416 active files. A majority of the files were of students (64%) and faculty (14%). Staff requests related to questions about policies and procedures were also slightly rising.

The Ombuds Office had provided some recommendations to the University, some of which A. Fish shared with the Board:

A rejected applicant, when re-applying, was required to apply to the department where they had originally submitted their application. If they didn't, they would not get a notification that they had applied to the wrong department. Their application would simply not be processed and no notification would be sent to them. Upon recommendation from the Ombuds Office, the University was looking to change this so that an application submitted to the wrong department would result in a notification to the applicant, so that they could then make corrections to their application.

Secondly, some students get credits from a technical DEC when they submit applications to the University. In some cases, such students would think that these credits would grant them exemptions and that they are further along in their program than they actually are. To correct this, the University was looking into the Ombuds Office's recommendation to correctly evaluate and grant credits for technical DEC coursework, at the time of application.

In some cases, due to the recent transition to UNITY, there were mistakes on T4 forms and when the Human Resources team was contacted, they were responsive and provided support to look into the errors.

As a final example, A. Fish spoke of parents who request access to personal information of their adult children. As this is not permitted, for persistent parents, who went to the length of drafting documents themselves to gain access to their children's information, the Ombuds

Office has recommended the use of proper documentation when a request for a student's personal records or information is received.

**9. Other business**

There was no other business to bring before the meeting.

**10. Adjournment**

The Chair declared the meeting adjourned at 4:30 p.m.

*K. Singh*  
Karan Singh  
Secretary of the Board of Governors