

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

Held on Thursday, January 17, 2008,
immediately following the meeting of the Closed Session
in Room GM 407-1, SGW Campus

Present

Governors: Mr. Peter Kruyt, *Chair*, Dr. Shimon Amir, Mr. John Ayles, Dr. Rama Bhat, Sister Françoise Boisvert, Me Gerald C. Burke, Hon. Baljit Singh Chadha, Mr. James Cherry, Mr. Howard Davidson, Me Rita de Santis, *Vice-Chair*, Mr. Michael Di Grappa, *President*, Mr. Brian Edwards, *Vice-Chair*, Ms. Hélène Fortin, Ms. Suzanne Gouin, Ms. Anika Henry, Mr. Ed Janzen, Mrs. Judith Kavanagh, Dr. William Knitter, Dr. Lawrence Kryzanowski, Dr. Lucie Lequin, Dr. Catherine MacKenzie, Mr. Andrew Molson, Ms. Angelica Novoa, Mr. Desmond O'Neill, Mr. Richard Renaud, Ms. Patricia Saputo, Mr. Steven Rosenshein, Mr. Jonathan Wener, *Vice-Chair*

Non-voting Observer : Ms. Jean Freed

Officers of the University: Ms. Kathy Assayag, Dr. Louise Dandurand, Me Marcel Danis, Mr. Larry English, Mr. John Parisella

Guests: Me Pierre Fréreau, Me Jonathan Levinson

Absent

Governors: Me Patrice Blais, Mr. Charles G. Cavell, *Vice-Chair*, Mr. Danny Di Perna, Dr. Arvind K. Joshi, Me John Lemieux, Mr. Tony Meti, Mr. David P. O'Brien, *Chancellor*, Me Jacques Tousignant, Mr. Ivan Velan, Mrs. Lillian Vineberg

Non-voting Observer: Mr. John Hall

1. Call to Order

The Open Session was called to order at 8:13 a.m.

1.1 Chair's remarks

Mr. Kruyt was pleased to announce that, during the Closed Session, the Board of Governors unanimously appointed Mr. Gerald Beasley as University Librarian, for a five-year term commencing on July 1, 2008.

1.2 Approval of the Agenda

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

R-2008-1-5 *THAT the Agenda be approved.*

1.3 Approval of the Minutes of the Open Session meeting of December 14, 2007

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

R-2008-1-6 *THAT the Minutes of the Open Session meeting of the Board of Governors, held on December 14, 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 John Molson School of Business

Dean Sanjay Sharma made a power point presentation to the Board entitled "Competing for the Future" during which he framed the priorities of the John Molson School of Business. He began by noting that he was leading a planning exercise to look at the School's strategic parameters. This exercise, which involves all departments, staff and students, is moving along and is expected to be completed in a few months with the Faculty's endorsement.

Dean Sharma outlined the external trends which impact JMSB. He explained how the globalization of curriculum affects the overall positioning of the School, noting that the leading Canadian business schools offer a broad range of international business electives. He underscored the current imbalance of international exchange students, pointing out that while many French students choose to come to Concordia, very few Concordia students elect to study in France. Some avenues for taking advantage of this globalization trend are inviting international scholars on sabbatical, integrating global business in the core curriculum, establishing global co-op internships and global business majors for B. Comm and MBA students and an MSc and PhD stream in global business.

With respect to enrolment at the undergraduate level, he noted an overall increase in JMSB and Ontario in 2007-2008, specifying that JMSB experienced an increase of 36% in the fall semester and an increase of 15% in international student enrolments in 2007-2008. Dean Sharma pointed out 20% to 25% of JMSB enrolments are international students. He noted that an enrolment decline is anticipated as of 2011 and as of 2015 in the United States while an increase in applicants is anticipated globally over the next two decades. In this vein, opportunities lie in international partnerships and online delivery of courses to large numbers to tap into global growth.

Dean Sharma continued his presentation by conveying the specifics relating to the global competition for graduate students, which include an abundance of non-traditional

online and/or specialized business program offered by for-profit institutes, executive development centres, corporate universities and in-company training, etc. In response to this challenge, a review of financial and market viability of JMSB privatized programs is being conducted as well as a curriculum review of all of its graduate and undergraduate programs. Moreover, several initiatives are being developed which involve partnerships or agreements with other universities, such as McGill, Ryerson, State University of New York at Plattsburgh, etc.

The challenges in relation to the attraction and retention of faculty members include the explosion of programs on the international level, the aggressive recruitment of experienced faculty members, the salary inversion and turnover of top talent and the funding. Dean Sharma apprised the Board of various initiatives which have been undertaken to address those challenges, including the establishment of research, teaching and service awards, the funding of chairs, the establishment of research clusters based on distinctive competence, etc.

Student growth is among one of JMSB's internal challenges, in light of bursting classrooms, stressed facilities and faculty shortage. To alleviate those issues, Dean Sharma noted that for the first time classes are being offered on Friday evening. The financial situation is also another major internal challenge, and Dean Sharma conveyed the impact of the tuition fees cap on JMSB's budget. As for the full-time faculty/student ratio, it is lower than many medium sized business schools. Moreover, Dean Sharma emphasized that maintaining a suitable ratio of full-time faculty members is critical to retain the AACSB accreditation.

Dean Sharma communicated a proposed mission statement for JMSB which is to "*educate managers with excellence in traditional knowledge and ability to manage responsibly in future complex business environments*". He also shared the school's proposed strategic intent that, within the next five years, it be ranked as one the top five business schools in Canada and recognized amongst the top 100 business schools internationally. He concluded by putting forward various metrics in connection with students/programs, faculty research and stakeholder engagement.

Further to his presentation, a discussion ensued during which Dean Sharma responded to questions from Governors.

4. Approval of the profile of the ideal candidate for the position of President and Vice-Chancellor (Document BG-2008-1-D3)

Upon motion duly moved and seconded (Edwards, Rosenshein), it was unanimously RESOLVED:

R-2008-1-7 *THAT, upon recommendation of the Advisory Search Committee, the Board of Governors approve the profile of the ideal candidate for the position of President and Vice-Chancellor, as detailed in Document BG-2008-1-D3.*

5. Election of an administrative and support staff to the Employee Benefits Committee

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

R-2008-1-8 *THAT, upon recommendation of the Electoral College, Mr. André Legault be appointed as a representative of the administrative and support staff to the Employee Benefits Committee for the period beginning immediately and ending on December 31, 2009.*

6. Report of the Working Group on University Governance from the Institute for Governance of Private and Public Organizations (Documents BG-2008-1-D4 and D5)

Mr. Kruyt indicated that this report was discussed at the last meeting of the Executive Committee. The Minister has requested the University's position by February 29. While the report speaks to a number of governance issues, Mr. Kruyt opined that Concordia is on side with the majority of the objectives outlined in it. The Chair also referred the report to Senate for its feedback and mentioned that a special Board session will be convened in early February to collect the comments of Governors. Based on the results of the special Board session and in order to meet the February 29 deadline, the final response will be drafted by the Executive Committee and included in the documentation for the next Board meeting.

7. Update of the Advisory Search Committee for a President and Vice-Chancellor

Mr. Kruyt reported that the Committee met on January 7 to review the long list of candidates. The Committee is scheduled to meet in early February to interview the short-listed candidates.

8. Update of the Advisory Search Committee for a Dean of Engineering and Computer Science

Dr. Dandurand reported that the next committee meeting is scheduled for February 5, specifying that the committee meetings are scheduled until the end of March.

9. Update of the Advisory Search Committee for a Provost and Vice-President, Academic Affairs

Mr. Di Grappa reported that public presentations were held on January 8 and 9. The Committee will be meeting next week and is aiming to bring forward a recommendation to the next Board meeting.

10. Report of the President

In light of his appointment as President, Mr. Di Grappa announced the appointment of Mr. Roger Côté as Acting Vice-President, Services, who will hold the position during his tenure as President. He specified that Mr. Côté is a seasoned university administrator who has held a series of key positions, the most recent being Associate Vice-President, Enrolment and Student Services. Given Mr. Côté's new responsibilities, Mr. Di Grappa also announced that Ms. Linda Healey will be taking on added management responsibilities in overseeing the enrolment services sector and Ms. Katie Sheahan will likewise take on added management responsibilities in overseeing the student services sector.

Mr. Di Grappa noted that the search for a Vice-President, Human Resources continues and stated the objective to have a recommendation before the end of the fiscal year. He announced some changes in responsibilities in the Human Resources area. He thanked Mr. Yves Gosselin who left the position of Associate Vice-President, Human Resources in December and noted that until the hiring of a new Vice-President, Human Resources, Ms. Anna Michetti will oversee the day-to-day operations of human resources area and Mr. Maurice René de Cotret the labor relations area. They will both report to Mr. Côté. He also mentioned that Mr. Patrick Kelley will also advise Mr. Côté with respect to the human resources portfolio.

11. Monthly reports

11.1 Vice-President, Advancement and Alumni Relations - Ms. Kathy Assayag

With respect to the campaign year-end results, Ms. Assayag noted that although December is typically slow for fundraising, during the last five weeks of the year 2600 donations had been received, totaling \$1.4 million. She was very pleased with this result and specified that it was attributable to the direct mail campaign, call center and on-line giving.

11.2 Vice-President, Research and Graduate Studies - Dr. Louise Dandurand

Dr. Dandurand was pleased to report that Concordia's application for a grant from the International Association of Universities (UNESCO) was successful, specifying that this creates an opportunity to partner with Istanbul Bilgi University in Turkey and the State University of Campinas in Brazil to work on strategic planning in internalization and extended learning. She was also pleased to announce that all six of Concordia's applications to the Department of Foreign Affairs and International Trade for graduate student exchange fellowships have been approved for funding.

11.3 Vice-President, External Relations and Secretary-General - Me Marcel Danis

Me Danis mentioned that the federal and provincial governments are working on a major infrastructure program for universities. Concordia will be applying to receive a share of those funds for the Grey Nuns and Athletic Complex projects.

11.4 Vice-President, Services - Mr. Michael Di Grappa

Mr. Di Grappa apprised the Board that the construction of the JMSB building was on time and on budget, with a target opening date for summer 2009.

11.5 Vice-President, Finance - Mr. Larry English

There was nothing to report under this heading.

11.6 Special Communications Advisor to the President - Mr. John Parisella

Mr. Parisella noted that Concordia's visibility had increased due to the signage. He also mentioned that an increasing number of Concordia experts are being invited by the media to comment on events, etc.

11.7 Provost and Vice-President, Academic Affairs

There was nothing to report under this heading.

12. Any other business

Mrs. Kavanagh informed the Board that during the past year, the Pension Committee had reviewed its investments and portfolio managers. She conveyed the Committee's decision to retain Putnam as one of the portfolio managers for the U.S. small capitalization sector. She added that Putnam has recently been acquired by Power Corporation. For the sake of transparency, she wanted to disclose this to the Board while specifying that Mr. Kruyt did not participate in the selection.

Indicating that today was Me Danis' last meeting, Mr. Di Grappa thanked the latter. He specified that Me Danis had been named Counsel to the President's Executive Group and moved the following motion:

Upon motion duly moved and seconded (Di Grappa, Novoa), it was unanimously RESOLVED:

R-2008-1-9 *THAT the Board of Governors express its deep appreciation to Me Marcel Danis for his long service to Concordia and his many contributions during his tenure as Vice-President and Secretary General.*

Speaking privileges were granted to Dean Sharma who noted the success of the recent MBA case competition, the strong support it receives from the Montreal business community and the positive impact it has on Concordia's reputation.

13. Next meeting

The next regular meeting of the Board of Governors will be held on Thursday, February 28, 2008, at 8 a.m., on the SGW Campus, in Room GM 407-1.

14. Adjournment

The Open Session adjourned at 9:35 a.m.

Danielle Tessier
Secretary of the Board of Governors