



## **BOARD OF GOVERNORS**

### **NOTICE OF MEETING**

March 28, 2024

The Agenda and documents for the Open Session meeting of the Board of Governors of Concordia University to be held on Thursday, April 4, 2024, are now posted on the [Board webpage](#).

Please note that while there is an Open Session, only Governors, resources and invited guests will be admitted to the meeting.

*Members of the University community who wish to view the meeting are invited to go to the observers' room EV 2.301, Located on Floor 2 of the Engineering, Computer Science, and Visual Arts Integrated Complex.*

Karan Singh  
Secretary of the Board of Governors



**AGENDA OF THE JOINT MEETING  
OF THE OPEN SESSION OF THE BOARD OF GOVERNORS  
AND OF THE CORPORATION**

Thursday, April 4, 2024, at 4 p.m.  
Room GM 410 (Board of Governors meeting room)  
SGW Campus

<b>Time</b>	<b>Item</b>	<b>Presenter(s)</b>	<b>Action</b>
4:00 p.m.	1. Call to order 1.1 Approval of the Agenda	H. Antoniou H. Antoniou	Approval
<b>CONSENT AGENDA</b>			
	2. Approval of February 8, 2024 Minutes		Approval
	3. Ratification of nominations to Board Standing Committees (Document BG-2024-3-D1/ CORP-2024-2-D1)		Approval
	4. Administrative Tribunal Pool nominations (Document BG-2024-3-D2)		Approval
	5. Ratification of Committee membership:		Ratification
	5.1 Advisory Search Committee for the Vice President Research, Innovation and Impact (Document BG-2024-3-D3)		
	5.2 Evaluation Committee for the Dean, Faculty of Fine Arts (Document BG-2024-3-D4)		

- |     |  |              |
|-----|--|--------------|
| 6.  | Appointment of external member of the Board to the Evaluation Committee for renewal of the Dean, Faculty of Arts and Science (Document BG-2024-3-D5) | Ratification |
| 7.  | Finance Committee recommendation: Executive MBA refresh fee change (Document BG-2024-3-D6)   | Approval     |
| 8.  | Student fee levies:  | Approval     |
| 8.1 | Collection of undergraduate student fee levies (Document BG-2024-3-D7A)  |              |
| 8.2 | Suspension of Coop Bookstore fee levy (Document BG-2024-3-D7B)   |              |
| 9.  | Report on compliance with environmental legislation and health and safety regulations (Q4-2023 and full 2023 Report) (Document BG-2024-3-D8)         | Information  |

#### **REGULAR AGENDA**

- |      |  |             |             |
|------|--|-------------|-------------|
| 4:03 | 10. Business arising from the Minutes not included on the Agenda |             |             |
| 4:05 | 11. President's report (Document BG-2024-3-D9)                   | G. Carr     | Information |
| 4:25 | 12. Other business   | H. Antoniou |             |
| 4:30 | 13. Adjournment  | H. Antoniou |             |

**MINUTES OF THE JOINT OPEN SESSION**  
**OF THE MEETING OF THE BOARD OF GOVERNORS**  
**AND OF THE CORPORATION**

Thursday, February 8, 2024, at 3 p.m.  
Room GM 410 (Board of Governors meeting room)  
SGW Campus

**PRESENT**

**Governors:**

Helen Antoniou (C)	Selvadurai Dayanandan	Catherine Loubier
Francis Baillet	(V.C) (zoom)	Harley Martin
Ken Brooks	Adriana Embiricos	Philippe Pourreaux
Graham Carr (P and Vice-C)	Kim Fuller (zoom)	Rahul Ravi (zoom)
Jarett Carty	Caroline Jamet	Robert Soroka
Gary N. Chateram (zoom)	Claude Joli-Coeur (V.C)	Ted Stathopoulos
Daniel Cross	Shoshana Kalfon	Roula Zaarour

**Also attending:**

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

**Non-voting observers:** Gina Cody (zoom)

**ABSENT**

**Governors:**

Nassim Boutalbi (Alternate)	Rana Ghorayeb	Cathy Wong
Pat Di Lillo	Paul John Murdoch	

**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 3:04 p.m.

1.1 Approval of the Agenda

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

R-2024-1-1 *That the Agenda be approved, including the items on the Consent Agenda.*

**CONSENT**

**2. Approval of December 14, 2023 Minutes**

R-2024-1-2 *That the Minutes of the meeting of December 14, 2023, be approved.*

**3. Ratification of nominations to Board Standing Committees**

(Document BG-2024-1-D1/CORP-2024-1-D1)

R-2024-1-3 *That, June Riley, be reappointed as the part-time employee group representative to the Employee Benefits Committee and the Pension Committee for a two-year term from January 1, 2024 to December 31, 2025.*

*That, Patrice Blais, be reappointed as a CUPFA representative to the Part-Time Employee Benefits Committee for a two-year term from January 1, 2024 to December 31, 2025.*

**4. Membership of the advisory search committee for Vice-President, Research Innovation, and Impact and the evaluation committee for the Dean, Faculty of Fine Arts**

(Document BG-2024-1-D2)

R-2024-1-4 *That, following nomination by the Executive Committee of the external members of the Board of Governors to the following committees, such nomination be ratified by the Board of Governors:*

- *Claude Joli-Coeur - Advisory Search Committee for the Vice-President, Research Innovation, and Impact*
- *Caroline Jamet - Evaluation Committee for the renewal of the Dean, Faculty of Fine Arts*

**REGULAR**

**5. 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.

## 6. President's report (Document BG-2024-1-D3)

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

- Dr. Carr began his remarks by noting that the Québec government issued the *Règles budgétaires* ("RBs") in the week of January 22<sup>nd</sup>, essentially confirming December's announcements on tuition increases for Rest of Canada students and tuition claw back for international students. There was another detail that emerged in the RBs, that students from the Rest of Canada studying at francophone universities would continue to pay the former tuition rate of \$9,000 rather than the increased rate of \$12,000 that those attending anglophone universities will pay.
- Prior to the holiday break, the University had announced the creation of the Canada Scholars Award, an attempt to bridge the gap between previous tuition rates and the newly increased rates. This award is a merit-based scholarship of \$1,000-\$4,000 automatic for all new students from the Rest of Canada with B- average or higher, and it will be renewable throughout recipients' program of study. Unfortunately, the recruitment process has been additionally complicated by the government's announcement that, beginning in 2025, the anglophone universities will need to work to bring 80% of non-Québec students to an intermediate level of French proficiency. This number is twice what had been proposed by the anglophone universities, as this is an unrealistic number for various reasons. The announcement that came in late 2023 created another layer of confusion for prospective students, and questions came up about whether they can graduate without French proficiency, and whether additional credits or semesters of coursework would be required to complete their degrees. Due to the lack of clarity from the government around these issues, the University has been unable to respond definitively to these questions beyond affirming that students registering in 2024 will not be covered by the francisation requirement. The government created a working group to define the mandate and the consequences of this new requirement, but the details are still to be clarified.
- In consequence, there has been a precipitous decline in applications, with a current decline of 27% in Rest of Canada applications and 10% decline in international undergraduate student applications. This is very worrying in terms of revenue, but also for the message it sends about Québec and Montréal's image as a place to learn and live. The mairesse of Montréal had publicly spoken against the policy, calling it an attack on Montréal, which resulted in some backlash from CAQ officials in response to her comments.
- Last week, a report was made public by the *Comité consultative sur l'accessibilité financières aux études*, a body that advised the *Ministère de l'Enseignement supérieur* on matters related to higher education. The report was highly critical of the government for the increases to tuition for Rest of Canada students, pointing out that there was no financial analysis or data to accompany the decision and that it was in stark contradiction to Québec's stated commitment to accessible higher education. Dr. Carr also noted that the Minister of Higher Education had not released the report, it had

been leaked, and the Minister's response was to dismiss its findings because it had been submitted 4 days after the original deadline for submitting the report, which coincided with publication of the RB's. This story was covered by *The Globe and Mail*, *La Presse*, and *Radio Canada*. Yesterday, Dr. Carr did several interviews with *Radio Canada* over the course of the day, and he did an additional interview with *CBC Radio* earlier this morning. The University is continuing to work overtime to convert as many applications as possible to confirmations by the March 1<sup>st</sup> deadline for applications.

- Dr. Carr then spoke of the situation on campus owing to the conflict in the Middle East. The University team is continuing to monitor the situation closely with the intent of de-escalating tensions. He spoke about a piece on *RDI* a few weeks ago where it was reported that various faculty members were feeling silenced on university campuses in Montréal. This is troubling for the University, as it is important that all members of the community feel safe and free to express themselves respectfully, but also because the University wants faculty to share their expertise and improve our understanding of complex topics.
- Two weeks ago, there was a lot of social media attention focused on the University when it was mistakenly claimed that a table booking in the Hall Mezzanine by Jewish students had been cancelled by the University because of fears for the safety of participants. The facts were quite different - the reality was that the Concordia Students' Union had mistakenly booked table space for a for a pro-Palestinian student group and the Jewish student group at the same time. Given the altercation that had occurred on November 8<sup>th</sup>, the University wanted to avoid any repeat of what had happened. The University thus approached the Jewish group about postponing their event, since the pro-Palestinian group had booked the space first. There was initial agreement by the group to postpone, but, a few hours later, they decided to continue with the event as planned. The events took place with both groups on the Hall Mezzanine at the same time. Both groups were peaceful and respectful, and Campus Safety provided support. However, it was wrongly reported on social media that the event had been cancelled despite the reality that, since the November 8<sup>th</sup> altercation, both Palestinian and Jewish student groups have been using the Hall Mezzanine space peacefully.
- Dr. Carr then spoke about a rather disturbing incident that occurred during last week's student protests against the tuition increases and the Middle East conflict. During the protests, students from four universities gathered in downtown Montréal and, at one point, a banner was displayed outside of the McGill campus with images of McGill's Principal Dr. D. Saini and Concordia's Chancellor J. Wener associating both with genocide. This is reprehensible, and on behalf of Concordia, Dr. Carr stated that this crossed a line, particularly since J. Wener is not part of the administration and serves as Chancellor in a volunteer capacity. J. Wener has been a tireless champion of Concordia and has contributed greatly as a volunteer - it is unacceptable to attack him in this way. It is impossible not to conclude that J. Wener was targeted because he is Jewish, which only underscores the need to continue to promote and support civility in our community. Dr. Carr concluded by reflecting that we should all be grateful for

J. Wener's many contributions to Concordia, which date back to his own days as a student leader, and that this kind of smear reflects far more about those who were behind the banner than it does about our Chancellor.

- Dr. Carr then shared some positive news, beginning by reporting that five members of the Concordia community were named to the Order of Canada: Dr. Osama Moselhi, Department of Civil Engineering has made significant contributions to the engineering of tall buildings, bridges, nuclear power plants, harbor and offshore facilities; supervised and co-supervised over 100 masters and Ph.D. graduates; and authored and co-authored over 400 scientific publications in the world of academia; Lino Saputo, who is a Concordia graduate, corporate leader and campaign co-chair, Louis Francescutti, who is a Concordia alumni, physician and currently a professor at the University of Calgary; Kim Thúy, who is an honorary doctorate recipient and a former member of the Board of Governors; Grand Chief Wilton Littlechild, who is an honorary doctorate recipient and also co-chaired the Truth and Reconciliation Commission on Canada's residential schools with Loyola Medal winner, Justice Murray Sinclair.
- Dr. Carr reported that, as part of his professional service, he chairs the board of U Sports, which is the national body that oversees university varsity athletics in Canada. Each year U Sports and the Governor General honor the top 8 academic all-Canadians in the country, which include 4 women and 4 men, who are both leaders in their sport and excel academically. One of the honorees is Emmy Fecteau, who is the captain of Concordia's women's ice hockey team. Emmy has an incredible story as she was born in Québec, and, while her parents wanted her to play ringette, she always wanted to play hockey like her friends. Emmy is studying Teaching English as a Second Language at Concordia.
- Lastly, Dr. Carr also reported on a major gift from Power Corporation of \$4M in support of Volt-Age. This is to help the development of innovative green technology and living labs associated with projects developed across Canada under the umbrella of the Canadian First Research Excellence Fund grant. Earlier this week, more than \$7.2M was allocated by Volt-Age to support first-phase research on 36 projects led by Concordia and its partner institutions, Dalhousie University, Toronto Metropolitan University, University of Calgary, ranging from highly technical engineering and system development to governance, climate monitoring. Dr. Carr thanked D. Bérubé and Karim Zaghbi for their leadership on this initiative.

## 7. Other business

The Chair congratulated Dr. Carr for completing 40 years at Concordia. She spoke to Dr. Carr's stellar experience as an academic and as an administrator. She noted his accomplishments and continued leadership of the University.

The Board gave him a round of applause.



There was no other business to bring before the meeting. Before Open Session concluded, a Board member noted that there was a detail in the written President's report that begs mention: Concordia was ranked 5th best employer in Canada on *Forbes Magazine's* list of Canada's Best Employers 2024.

## **8. Adjournment**

The Chair declared the meeting adjourned at 3:30 p.m.

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



**JOINT MEETING OF THE OPEN SESSION  
OF THE BOARD OF GOVERNORS  
AND THE CORPORATION  
Meeting of April 4, 2024**

**AGENDA ITEM:** Appointments to the Board Standing Committees

**ACTION REQUIRED:** For approval

**SUMMARY:** Approval of the Board of Governors (the "Board") is being sought to fill vacancies on the Board Standing Committees and other committees.

**BACKGROUND:**

Finance Committee

The slate of standing committee memberships is proposed by the Chair of the Board in concert with the President, taking into account a balance of profiles and competencies, the compositions prescribed in the various mandates and consultation with members. As such, Roula Zaarour is being recommended to serve on the Finance Committee.

Part-Time Employee Benefits Committee

The Part-Time Employee Benefits Committee's (PTEBC) composition includes three (3) members representing active employees belonging to employee groups with primary membership of part-time employees, i.e. employee groups other than those included in the Administrative and Support Staff Electoral College or CUFA, to be nominated from among those employee groups and appointed by the Board of Governors.

**DRAFT MOTION:**

That, Roula Zaarour be appointed to serve on the Finance Committee of the Board of Governors.

That, Beverley LeBlanc, be appointed as the part-time employee group representative to the Part-Time Employee Benefits Committee representing CUCEPTFU, for a two-year term from January 1, 2024 to December 31, 2025.

**PREPARED BY:**

Name: Secretary of the Board  
Date: March 25, 2024



**JOINT MEETING OF THE OPEN SESSION  
OF THE BOARD OF GOVERNORS  
AND THE CORPORATION  
Meeting of April 4, 2024**

**AGENDA ITEM:** Renewal of an internal member to the Board of Governors and to the Corporation

**ACTION REQUIRED:** For approval

**SUMMARY:** The By-Laws provide that members of the Corporation are appointed by the Board of Governors, and that members of the Board of Governors are appointed by the Corporation.

**BACKGROUND:**

The membership of the Board of Governors and of the Corporation are comprised of 25 members and one alternate undergraduate student representative. The Chancellor is a non-voting observer.

Internal members representing students are appointed for a 1-year term or less and may also be reappointed twice.

**DRAFT MOTION:**

That, Duraichelvan Raju, representing the graduate students, be reappointed to the Board of Governors and the Corporation for a term beginning on January 1, 2024 and ending on June 30, 2024

**PREPARED BY:**

Name: Secretary of the Board

Date: March 25, 2024



**STANDING COMMITTEES OF THE BOARD OF GOVERNORS**

Membership updates effective April 4, 2024

PART-TIME EMPLOYEE BENEFITS		FINANCE	
<b>Members:</b>		<b>Members:</b>	
1	Bicher (C)	1	Brooks (C)
2	Antoniou (ex-off)	2	Antoniou (ex-off)
3	Di Grappa (ex-off)	3	Carr (ex-off)
4	Blais	4	Di Lillo
5	LeBlanc	5	Embiricos
6	Parla	6	Raju
		7	Soroka
		8	Zaarour
Secretary: Gauthier		Secretary: Singh	



**JOINT MEETING OF THE OPEN SESSION  
OF THE BOARD OF GOVERNORS  
AND THE CORPORATION  
Meeting of April 4, 2024**

**AGENDA ITEM:** Appointment of a member to the Administrative and Support Staff Tribunal Pool (AaSSTP)

**ACTION REQUIRED:** For approval

**SUMMARY:** The *Policy on the Establishment of Tribunal Hearing Pools* ([BD-6](#)) provides for an AaSSTP comprised of five members who are nominated in accordance with the *Policy Relating to the Administrative and Support Staff Electoral College* ([BD-12](#)).

**BACKGROUND:**

The Electoral College has nominated Vidya Khan as a member of the AaSSTP.

**DRAFT MOTION:**

That, the appointment of Vidya Khan as a member of the Administrative and Support Staff Tribunal Pool for a term beginning on September 1, 2024, and ending on August 31, 2026 be approved by the Board of Governors.

**PREPARED BY:**

Name: Secretary of the Board  
Date: March 25, 2024



**JOINT MEETING OF THE OPEN SESSION  
OF THE BOARD OF GOVERNORS  
AND THE CORPORATION  
Meeting of April 4, 2024**

**AGENDA ITEM:** Membership of the Advisory Search Committee for the Vice President Research, Innovation and Impact (the “Committee”)

**ACTION REQUIRED:** For ratification

**SUMMARY:** The Board of Governors (the “Board”) is being asked to ratify the membership of the Committee.

**BACKGROUND:**

Following the establishment by the President of the Committee for the recruitment of the new Vice President Research, Innovation and Impact, in accordance with the composition set out in the *Policy on Senior Administrative Appointments* ([BD-5](#)), the Committee members are listed below:

- **Graham Carr** – Chair
- **Claude Joli-Coeur** – External member of the Board

Full-time faculty members

- **Aphrodite Salas** – Faculty of Arts and Science
- **Dajana Vuckovic** – Faculty of Arts and Science
- **Cédric Lesage** – John Molson School of Business
- **Jason Lewis** – Faculty of Fine Arts
- **Emad Shihab** – Gina Cody School of Engineering and Computer Science

Part-time faculty member

- **Leslie Barker**

Librarian

- **Rajiv Johal**
- **Shoghig Mikaelian** – representative of the administrative and support staff
- **Raghulkanna Lakshmanan** – graduate student
- **Maria Diaz** – undergraduate student

**DRAFT MOTION:**

That the Board of Governors ratify the membership of the Advisory Search Committee for the Vice President Research, Innovation and Impact, as per the *Policy on Senior Administrative Appointments* ([BD-5](#)).

**PREPARED BY:**

Name: Secretary of the Board

Date: March 25, 2024





**JOINT MEETING OF THE OPEN SESSION  
OF THE BOARD OF GOVERNORS  
AND THE CORPORATION  
Meeting of April 4, 2024**

**AGENDA ITEM:** Membership of the Evaluation Committee for the renewal of the Dean, Faculty of Fine Arts (the “Committee”) per the *Policy on Employment and Remuneration of the Academic Deans and the University Librarian (BD-17)* (the “Policy”)

**ACTION REQUIRED:** For ratification

**SUMMARY:** The Board of Governors (the “Board”) is being asked to ratify the membership of the Committee established for the evaluation of the renewal of the Dean, Faculty of Fine Arts.

**BACKGROUND:**

The current Dean, Faculty of Fine Arts Annie Gérin’s first term is up for renewal and Dean Gérin has expressed that she will be seeking a second term. Pursuant to the provisions of the Policy the Committee is being struck.

The list of Committee membership is included herein:

- **Anne Whitelaw** – Chair
- **Caroline Jamet** – External member of the Board

Full-time faculty members from Fine Arts

- **Vivek Venkatesh**
- **Martin Lefevre**
- **Juan Ortiz Apuy**
- **Alisi Telengut**

Part-time faculty member from Fine Arts

- **Suzanne Cerreta**
- **Tristan Khaner** - representative of the administrative and support staff
- **Negarsadat Rahimi** - graduate student
- **Gabriel Makinde** - undergraduate student

**DRAFT MOTION:**

That, the Board of Governors ratify the membership of the Evaluation Committee for the renewal of the Dean, Faculty of Fine Arts, as per the *Policy on Employment and Remuneration of the Academic Deans and the University Librarian* ([BD-17](#)).

**PREPARED BY:**

Name: Secretary of the Board

Date: March 25, 2024



**JOINT MEETING OF THE OPEN SESSION  
OF THE BOARD OF GOVERNORS  
AND THE CORPORATION  
Meeting of April 4, 2024**

**AGENDA ITEM:** Appointment of external member of the Board of Governors (the “Board”) to the Evaluation Committee for renewal of the Dean, Faculty of Arts and Science (the “Committee”)

**ACTION REQUIRED:** For ratification

**SUMMARY:** Following nomination from the Executive Committee (EC), the Board is being asked to ratify the appointment of the external member of the Board to the Committee.

**BACKGROUND:**

The current Dean, Faculty of Arts and Science Pascale Sicotte’s first term is up for renewal and Dean Sicotte has expressed that she will be seeking a second term. Pursuant to the provisions of the *Policy on Employment and Remuneration of the Academic Deans and the University Librarian* ([BD-17](#)) the Committee is being struck. The EC nominates one external member of the Board to such Committee. The Board is being requested to ratify the nomination of Roula Zaarour to the Committee.

**DRAFT MOTION:**

That, following nomination by the Executive Committee of the external member of the Board of Governors to the following committee, such nomination be ratified by the Board of Governors: Roula Zaarour - Evaluation Committee for the renewal of the Dean, Faculty of Arts and Science.

**PREPARED BY:**

Name: Secretary of the Board  
Date: March 25, 2024



**JOINT MEETING OF THE OPEN SESSION  
OF THE BOARD OF GOVERNORS  
AND THE CORPORATION  
Meeting of April 4, 2024**

**AGENDA ITEM:** Approval of the revision of fees of the Executive MBA program (“EMBA”).

**ACTION REQUIRED:** For approval

**SUMMARY:** Upon recommendation of the the Finance Committee (FC), the Board of Governors (the “Board”) is being requested to approve the revisions of fees of the EMBA program.

**BACKGROUND:**

In the decade since the EMBA curriculum was last updated in 2013, the global business landscape has undergone profound transformations. There has been a pronounced shift towards environmental, social, and corporate governance (ESG) considerations, reflecting a broader societal demand for responsible and sustainable business practices. To ensure that the John Molson School of Business (“JMSB”) EMBA program remains at the forefront of business education and equips students with the relevant skills and knowledge to navigate these evolving challenges, it is imperative to realign the curriculum with the current needs.

The proposed revision of the program is aimed to ensure that Concordia University (the “University”) graduates are well-prepared to lead in this new era of business.

The change requires the EMBA program to offer one new 3-credit course. This change will pose no resource implications for the University because the JMSB EMBA is a privatized program, and all operating costs are funded by tuition from students registered in the program. The EMBA program does not receive any resources/funding from the University. Given the modification, an increase in the tuition to cover for increased trip costs is being proposed.

Details related to the program and the tuition breakdown is included:

Duration: 18 Months

Current Cost: \$75,000 CAD

The tuition covers academic components but also:

- Meals during class sessions
- Textbooks and course materials
- Up to six sessions of individual executive coaching

- Group coaching
- Individual access to a nutritionist and a kinesiologist as part of the healthy executive module
- Concordia Gym membership
- International study trip
- Study trip to an indigenous community
- The “Transformational Insight Module”.

The requested fee increase is from the current \$75,000 to a revised amount of \$85,000. The FC approved this revision at its meeting of March 21, 2024.

**DRAFT MOTION:**

That, upon recommendation of the Finance Committee, the Board of Governors approve the increase in fees of the revised Executive MBA program from the current amount of \$75,000 to \$85,000 Canadian dollars, as detailed in the attached documentation.

**PREPARED BY:**

Name: Secretary of the Board

Date: March 25, 2024



# Proposal for Tuition Increase: John Molson Executive MBA Program

## Understanding the Need

Presented by:

**Anne-Marie Croteau, PhD, CDir**

**Dean of the John Molson School of Business**



# Introduction

- Purpose of the proposal
- Need for tuition increase from :  
CAD \$75,000 to CAD \$85,000

# Market Positioning

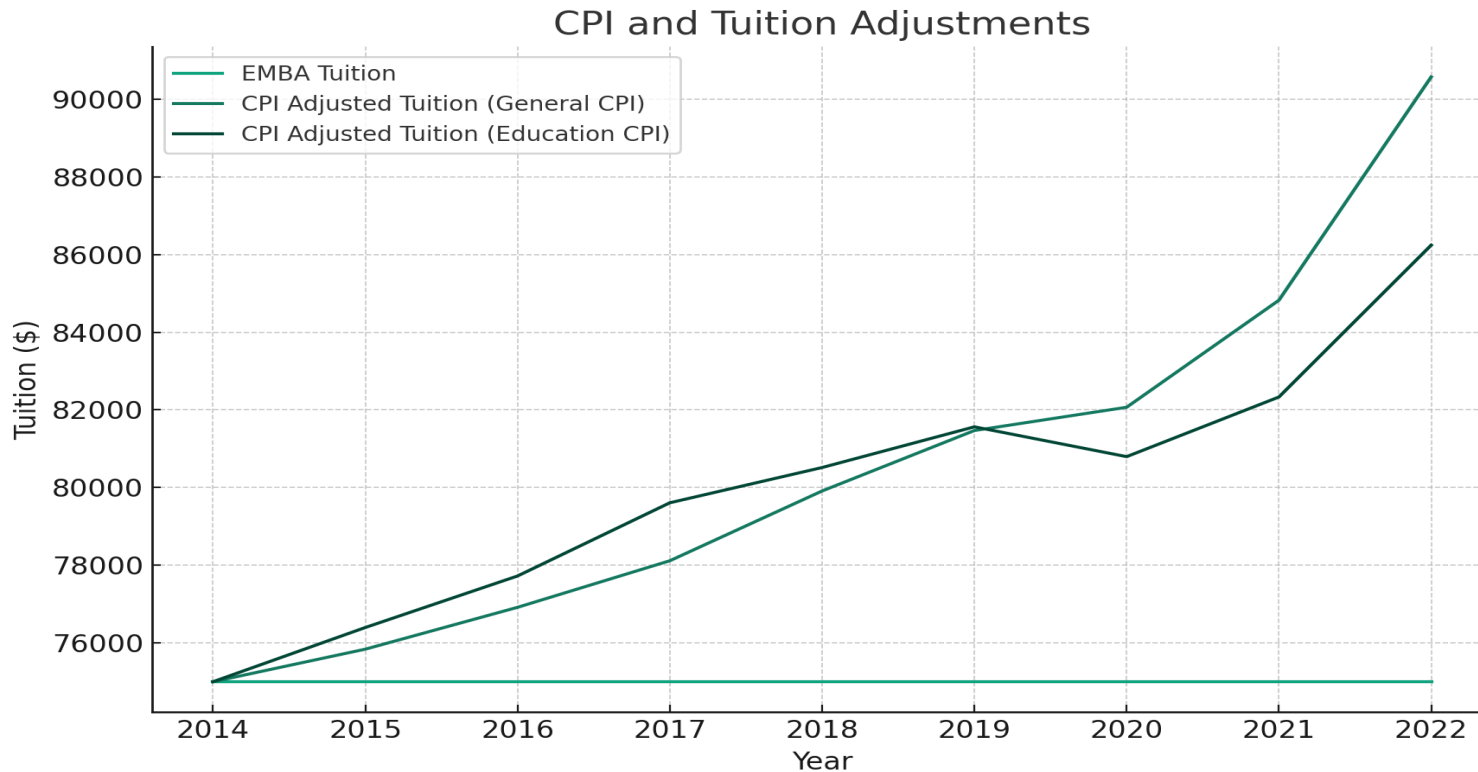
- Tuition comparison with other Executive MBA programs in Canada

<b>John Molson EMBA</b>	<b>\$75,000</b>	
Telfer (University of Ottawa) Executive MBA Program	\$75,000	+Trip cost
University of Alberta Executive MBA	\$83,197	
McGill HEC Joint EMBA Program	\$95,000	
McMaster DeGroote EMBA	\$95,335	+Trip cost
Queens University's Smith Executive MBA	\$105,000	+Trip cost
Schulich Executive MBA Program	\$110,192	+Trip cost
Ivey EMBA	\$117,000	+Trip cost



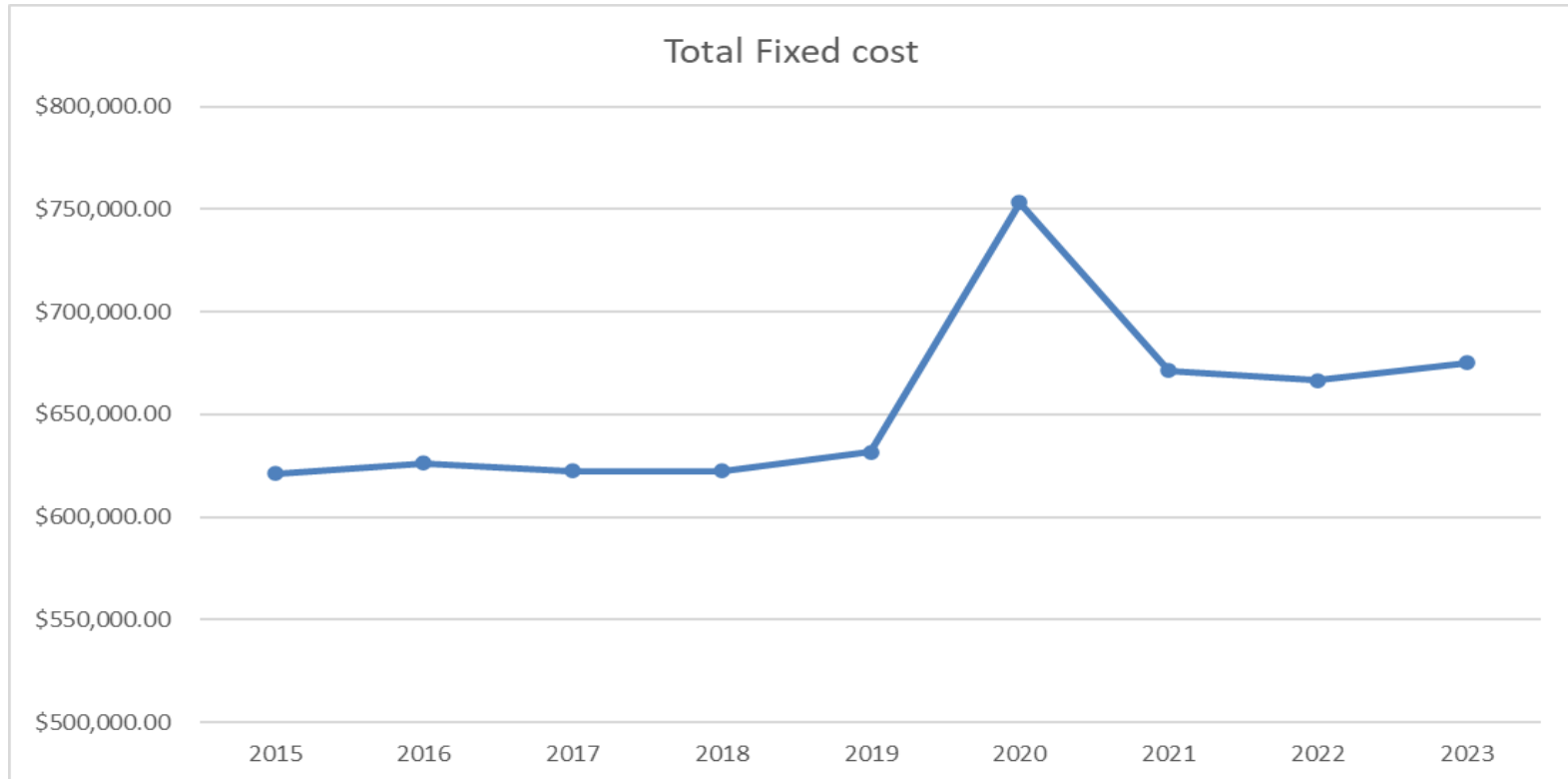
# Background

- Same tuition fees since 2014
- Inflation and cost of education trends in Canada



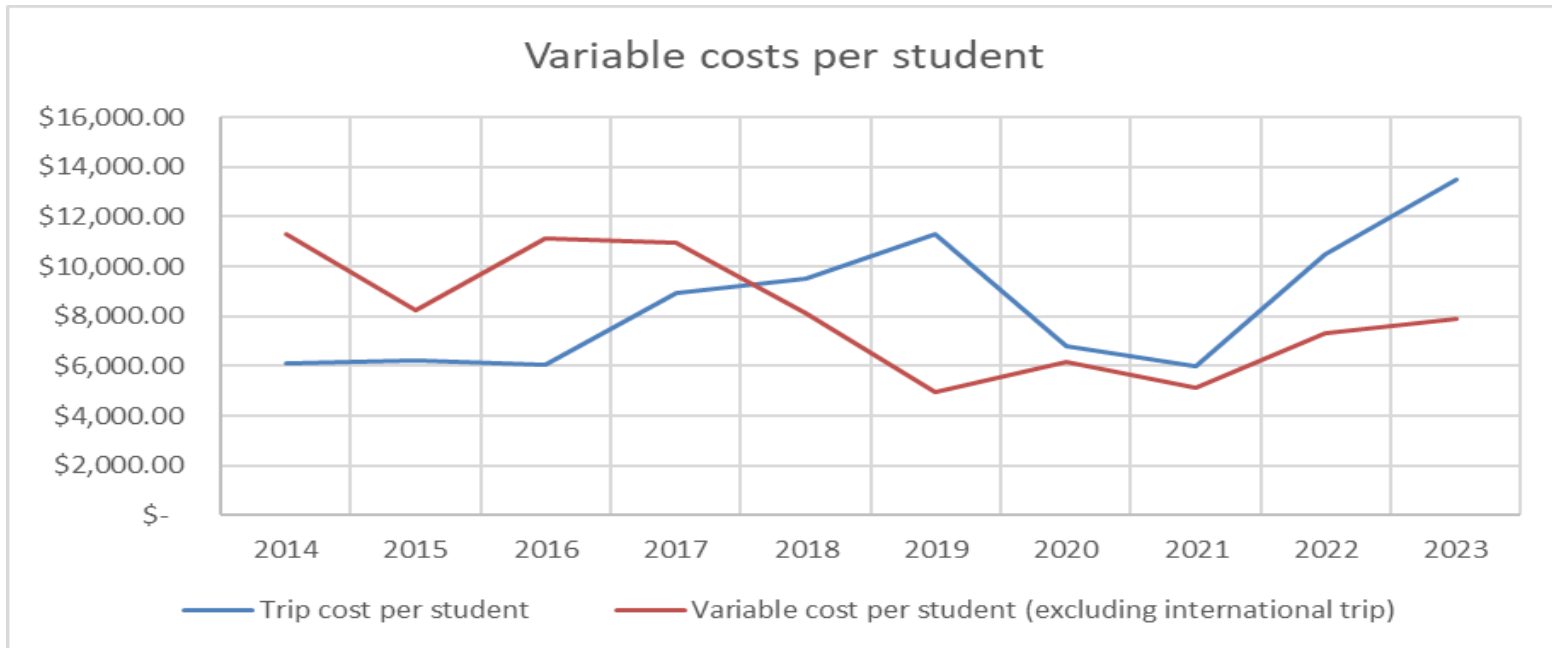
# Operating Costs Analysis

- Fixed costs
  - Salaries, benefits, and space rentals around \$650K
  - \$95,000 in 2020 for classroom zoom upgrades



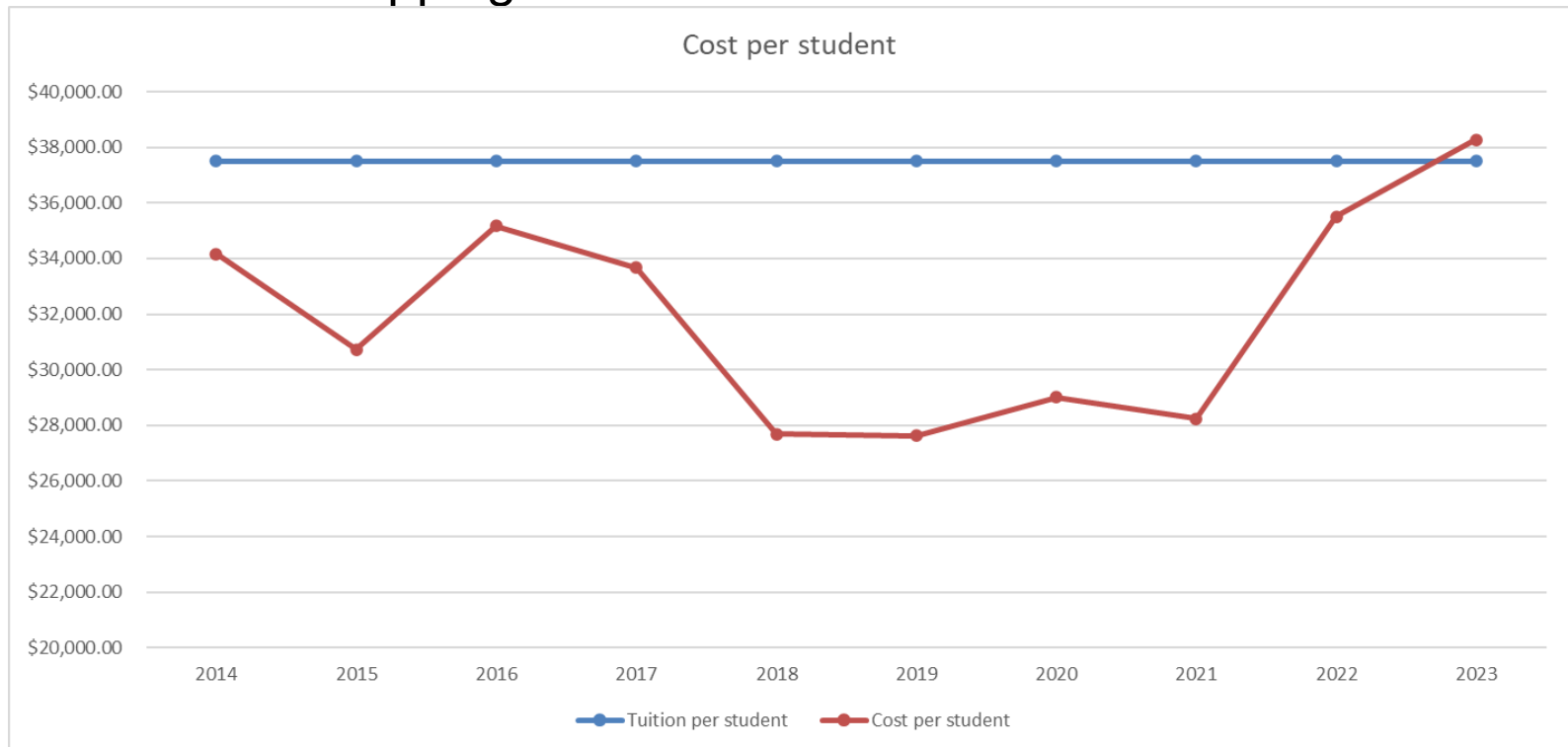
# Operating Costs Analysis

- Variable costs
  - Textbooks, meals, and executive coaching
    - Opening banquet and graduation dinners dropped in 2022.
  - International study trip
    - Reduced from 10 days to one week in 2022



# Operating Costs Analysis

- Impact of inflation on operational expenses
  - Costs starting to outpace revenues
    - Increasing costs
    - Dropping enrollment



# Financial Projections

- Expected increase in costs
- Breakdown of additional costs and investments

Cost items	Current cost	Expected cost	Expected increase	Notes
Expected increase in revenue		\$ 200 000		
Faculty compensation	\$ 138 000	\$ 184 000	\$ 46 000	Increase of \$1 000 per credit total 46 credits
Cost of Indigenous trip		\$ 12 000	\$ 12 000	\$600 per student
Cost of transformation module		\$ 34 000	\$ 34 000	\$1 700 per student two days trip cost of 360 assessment and moderator.
Increase in cost of international trip	\$ 150 000	\$ 206 250	\$ 56 250	10 days 2 cities (\$10 312 per person) instead of 7 days 1 city (\$7 500 per person)
Increase in cost of executive coaching	\$ 23 400	\$ 28 800	\$ 5 400	Six one hour sessions of executive coaching per student: hourly rate increase from \$195 to \$240
Reinstating removed program options such as executive dinners, networking events etc, to reestablish 2014 standards	\$ 9 000	\$ 29 000	\$ 20 000	Bring back the opening banquet where Year 2 students share their experience with the incoming students (\$20 000) + a cocktail event for the current students and alumni (\$9 000)
Bursaries		\$ 20 000	\$ 20 000	2 X \$10 000 bursary for students from underrepresented groups
<b>Total expected increase in costs</b>			<b>\$ 193 650</b>	

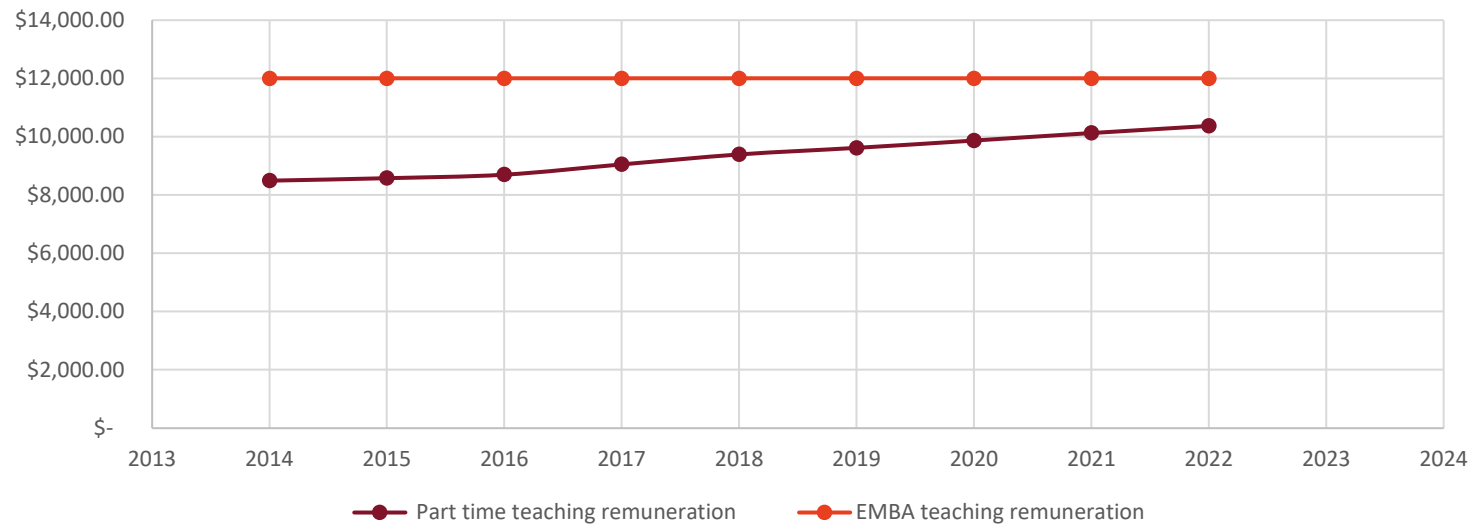
Note that these estimates are based on a cohort of 20 students

# Curriculum Enhancement

- Introduction of new experiential modules
  - EMBA 626 Business Opportunities and Cultural Immersion - Indigenous Perspectives
  - EMBA 670 module, Transformational Insight
    - Reflective capstone experience, leveraging 360-assessment tools to catalyze leadership development and personal growth among our students.
- Expected impact on operational costs

# Faculty Retention

- Importance of competitive faculty compensation
  - Comparison with Concordia part time faculty compensation



# Conclusion

- Increase tuition from \$75,000 to \$85,000
- Summary of the proposal's benefits
  - More enriching international study trip
  - Indigenous perspective trip
  - Transformational Insight Module
  - Up to six sessions of individual executive coaching
  - Group coaching
  - Individual access to a nutritionist and a kinesiologist as part of the healthy executive module
  - Reinstate 2014 level of executive experience (dinners etc.)
  - Retain quality faculty





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**JOINT MEETING OF THE OPEN SESSION  
OF THE BOARD OF GOVERNORS  
AND THE CORPORATION  
Meeting of April 4, 2024**

**AGENDA ITEM:** Collection of undergraduate student fee levies

**ACTION REQUIRED:** For approval

**SUMMARY:** The Board of Governors is being asked to approve the collection by the University on behalf of the Concordia Student Union of undergraduate student fee levy, following a referendum conducted in January 2024.

**BACKGROUND:** The results of the vote have been validated by the Dean of Students, as outlined in the attached memo.

**DRAFT MOTION:**

That the Board of Governors authorize Concordia University to collect a CultivAction Coopérative de Solidarité fee levy of \$0.35 per credit from Faculty of Arts and Science undergraduate students only, to be implemented with registration for Summer 2024 term, in accordance with the University's tuition, refund and withdrawal policy.

**PREPARED BY:**

Name: Secretary of the Board  
Date: March 26, 2024

INTERNAL MEMORANDUM

January 30, 2024

TO: Mr. Karan Singh, Secretary, Board of Governors FROM:  
Andrew Woodall, Dean of Students  
RE: ASFA by-election results November 2023

In the most recent Arts and Science Federation of Associations by-elections held from November 6 - November 10 2023, undergraduate Arts and Science students voted on the following referendum question:

"Do you agree CultivAction Coopérative de Solidarité to collect a fee levy of \$0.35 per credit from Faculty of Arts and Science undergraduate students only, to be implemented with registration for Summer 2024 term, in accordance with the University's tuition, refund and withdrawal policy?"

<b>Yes:</b>	<b>658</b>
<b>No:</b>	<b>274</b>
<b>Abstain:</b>	<b>142</b>



Andrew Woodall



**JOINT MEETING OF THE OPEN SESSION  
OF THE BOARD OF GOVERNORS  
AND THE CORPORATION  
Meeting of April 4, 2024**

**AGENDA ITEM:** Suspension of Coop Bookstore fee levy

**ACTION REQUIRED:** For approval

**SUMMARY:** The Board of Governors (the "Board") is being asked to approve the suspension of the Coop Bookstore fee levy collected by the University.

**BACKGROUND:** The Graduate Students Association has recommended the suspension of the collection of the Coop Bookstore fee levy, which is detailed in the attached memo. The Dean of Students will report back to the Board in the Fall of 2024, recommending a permanent cancellation or reinstatement of the fee.

**DRAFT MOTION:**

That the Board of Governors authorize Concordia University to suspend the collection of the Coop Bookstore fee levy collected by the University for the summer 2024 term.

**PREPARED BY:**

Name: Secretary of the Board

Date: March 26, 2024



Office of the Dean of Students

## INTERNAL MEMORANDUM

March 8, 2024

TO: Karan Singh  
FROM: Dean of Students Office  
RE: Concordia Community Solidarity Coop  
Bookstore Fee levy

### Background

The Coop Bookstore is the fee levy group on campus that sells books, stationary and text books to the Concordia and Greater Montreal community. The Dean of Students Office has been and continues to be in communication with the Coop Bookstore whose assets were frozen by the Quebec Government, to try to resolve the financial issues they are facing.

### Current Situation

The Dean of Students, with the support of the GSA (see attached letter from the GSA President), is requesting that the Board of Governors temporarily suspend the collection of the Coop Bookstore fee-levy for the summer 2024 term. Over the course of the next few months, the Dean of Students office will work to resolve the issues surrounding the Coop Bookstore in conjunction with the Coop Bookstore, the Graduate Students Association and the Concordia Student Union. The fruits of this effort will be reported to the Board during the Fall 2024 term with a recommendation to either reinstate the fee-levy, continue the suspension of the fee levy or cancel it permanently.



# Graduate Students' Association

## Concordia University

To Dean of Students' Office,

On behalf of the Graduate Students Association (GSA) at Concordia University, I am writing to bring to your attention a matter of concern regarding the current tuition fee charge for the Co-op Bookstore.

As you are aware, the Co-op Bookstore serves as an essential resource for our students, providing textbooks, course materials, and other academic supplies necessary for their studies. However, we have observed that the bookstore has not been operational since last summer due to unforeseen circumstances.

Given the prolonged closure and the resulting lack of access to bookstore facilities and services, we believe it is unjustifiable to continue charging students the Co-op Bookstore fee as part of their tuition payments. Many students rely on the affordability and convenience offered by the bookstore, and they should not be burdened with fees for services they have not been able to utilize.

Therefore, we kindly request that the Dean of Students' Office consider removing the tuition fee charge for the Co-op Bookstore from students' payments for the upcoming term. This adjustment would alleviate financial strain on our students and ensure fairness in tuition billing.

We understand that decisions regarding tuition fees involve careful consideration of various factors, and we appreciate your attention to this matter. If you require any further information or clarification regarding our request, please do not hesitate to contact us.

Thank you for your understanding and cooperation in addressing this issue. We look forward to your favorable response.

Sincerely,

Mohammed Arbaaz Parvez,  
GSA President



**ENVIRONMENTAL  
HEALTH AND SAFETY**

## **Report on Due Diligence**

**Presented to  
the Board of Governors of  
Concordia University**

***For the Reporting Period***  
*Q4 2023 (October, November, December)*  
&  
*2023 Calendar Year*

Pietro Gasparini, C.I.H.  
Director, Environmental Health & Safety  
March 18, 2024

## Table of Contents

Table of Contents .....	2
List of Graphs .....	2
List of Tables .....	3
Executive Summary.....	4
Section A: Leading Key Safety Performance Indicators .....	5
1. Safety & Security Training.....	5
2. Injury & Near-Miss Investigations.....	7
3. Preventative Internal Inspections & Assessments.....	8
4. Internal Non-Compliance Citations.....	11
5. Corrective Action Completion Rate .....	12
6. EHS Research Compliance Reviews .....	15
Section B: Traditional (Lagging) Key Safety Performance Indicators.....	16
7. Total Injuries .....	16
8. Work-Related Injuries .....	17
9. Workers' Compensation Claims.....	19
10. Lost-Time Days.....	23
11. Near-Misses .....	26
12. External Inspections.....	29
13. Regulatory Citations.....	30
14. Regulatory Fines.....	31
15. Hazardous Materials Emergency Responses .....	32

## List of Graphs

Graph 1: Total Number of Safety Training Participants per Year (including COVID safety training).....	5
Graph 2: Total Number of Safety Training Participants per Year (excluding COVID-related training).....	6
Graph 3: Total Number of Security Training Participants per Year .....	6
Graph 4: Total Number of Injury & Near-Miss Investigations per Year.....	7
Graph 5: Total Number of Preventative Internal Inspections & Assessments per Year (including ergonomic risk assessments) .....	9
Graph 6: Total Number of Ergonomic Risk Assessments.....	10
Graph 7: Q4 2023 Percent Distribution of Hazard-Based Workplace Inspection.....	10
Graph 8: 2023 Percent Distribution of Hazard-Based Workplace Inspection .....	11



Graph 9: Total Number of Internal Non-Compliance Citations per Year..... 12

Graph 10: Total Number of Corrective Actions per Year ..... 14

Graph 11: Total Number of EHS Research Compliance Reviews per Year..... 15

Graph 12: Total Injuries per Year ..... 16

Graph 13: Q4 2023 Total Injuries by Source and by Status ..... 17

Graph 14: 2023 Total Injuries by Source and by Status ..... 17

Graph 15: Work-Related Injuries per Year..... 18

Graph 16: Recordable Injury Rate per Year ..... 19

Graph 17: Accepted Worker Compensation Claims per Year ..... 21

Graph 18: Concordia University's Personalized Insurance Rate set by the CNESST per Year ..... 22

Graph 19: Total Lost-Time Days per Year ..... 23

Graph 20: Lost-Time Injury Rate per Year..... 24

Graph 21: Lost-Time Day Rate per Year..... 25

Graph 22: Severity Rate per Year..... 26

Graph 23: Total Number of Near-Misses per Year ..... 27

Graph 24: Q4 2023 Near-Misses by Source and by Status ..... 28

Graph 25: 2023 Near-Misses by Source and by Status ..... 28

Graph 26: Total Number of External Inspections per Year..... 29

Graph 27: Total Number of Regulatory Citations per Year by Source ..... 30

Graph 28: Total Value of Regulatory Fines Received per Year..... 31

Graph 29: Total Number of Hazardous Materials Spill Responses per Year..... 32

**List of Tables**

Table 1: 2023 YTD Number of corrective actions per priority by status..... 13

Table 2: 2023 YTD Percentage of corrective actions per priority by status..... 13

Table 3: Number of corrective actions per year by status..... 14

Table 4: Percentage of corrective actions per year by status..... 14

Table 5: 2023 Accepted Workers' Compensation Claims ..... 20

## Executive Summary

In 2023, many of the key safety performance indicators returned to pre-pandemic levels and in some instances, improved. Departmental resources were focused on the resumption of routine prevention activities, such as workplace inspections, and the implementation of new initiatives, including the Return-To-Work program and the self-directed, on-line workplace ergonomics training.

In addition, Environmental Health & Safety (EHS) completed the full implementation of the new *My Workplace Health & Safety* module in UNITY. The availability of this new, powerful tool will allow for better injury management, corrective action follow-up, and workplace inspections.

### Leading Key Safety Performance Indicators:

- 4,656 individuals attended Safety and Security Training
- 16.3% increase in Safety and Security Training in 2023 (compared to 2022, excluding COVID training)
- 139 Injury & Near-Miss Investigations; a 111% increase compared to 2022
- 250 Preventative Internal Inspections and Assessments, including 116 ergonomic risk assessments
- 1,197 Internal Non-Compliance Citations; a 600% increase compared to 2022
- 52.3% Corrective Action Completion Rate for 2023

### Lagging Key Safety Performance Indicators:

- 113 Injuries; a 53% increase compared to 2022
- 53 Work-Related Injuries; a 43% increase compared to 2022
- 17 Accepted Workers' Compensation Claims
- 208 Lost-Time Days; a 43.9% decrease compared to 2022
- A 50.2% decrease in the Severity Rate in 2023 compared to 2022
- A record 91 Near-Misses reported; a 146% increase compared to 2022
- 14 External Inspections
- 21 Regulatory Non-Compliance Citations
- \$16,950 in Regulatory Fines
- 21 Hazardous Materials Emergency Responses; a 62% increase compared to 2022

*Pietro Gasparini, C.I.H.*  
*Director, Environmental Health & Safety*

Environmental Health & Safety (EHS) supports the academic, research and operational activities of the university and promotes a safe, healthy, and sustainable campus environment. EHS manages and coordinates programs and services that minimize health, safety, environmental and regulatory risks. It also monitors compliance with federal and provincial health and safety legislation and internal university policies. We identify and evaluate risks, develop control strategies, and implement appropriate internal procedures.

**Section A** presents the university’s Leading Key Safety Performance Indicators (KPIs) which measure safety performance and help reflect the safety culture within the university.

**Section B** presents the traditional Lagging Key Safety Performance Indicators (KPIs) which are retrospective, and which now include four incident/injury rates.

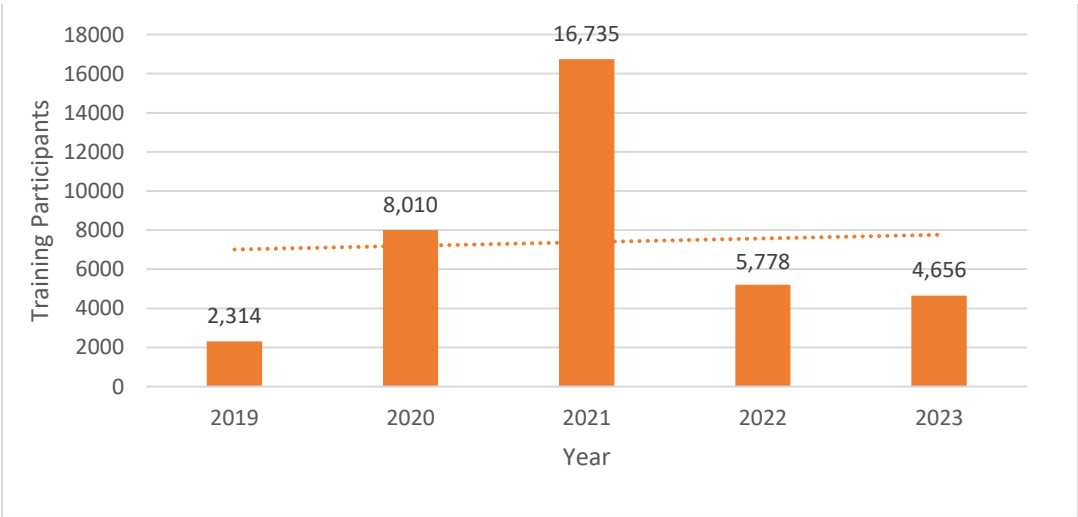
**Section A: Leading Key Safety Performance Indicators**

**1. Safety & Security Training**

During the period of October 1 to December 31, 2023, there were **894** safety and security training participants, of which **830** (93%) participated in training provided by Environmental Health & Safety and **64** (7%) participated in training provided by Campus Safety and Prevention Services. Overall, in 2023, there were **4,656** training participants, a 19.4% decrease compared to 2022; however, the 2022 value of 5,778 includes COVID safety training. If we exclude COVID training from 2022, the number of participants in safety and security training was 4,003. Comparing this to 2023’s value, which does not include any COVID training, there was a 16.3% increase in training in 2023.

	Q4 2022 <i>Oct., Nov., Dec.</i>	2022 <i>Full Year</i>	Q4 2023 <i>Oct., Nov., Dec.</i>	2023 <i>Year To Date</i>
<b>Total Participants</b>	1,006	5,778	894	4,656

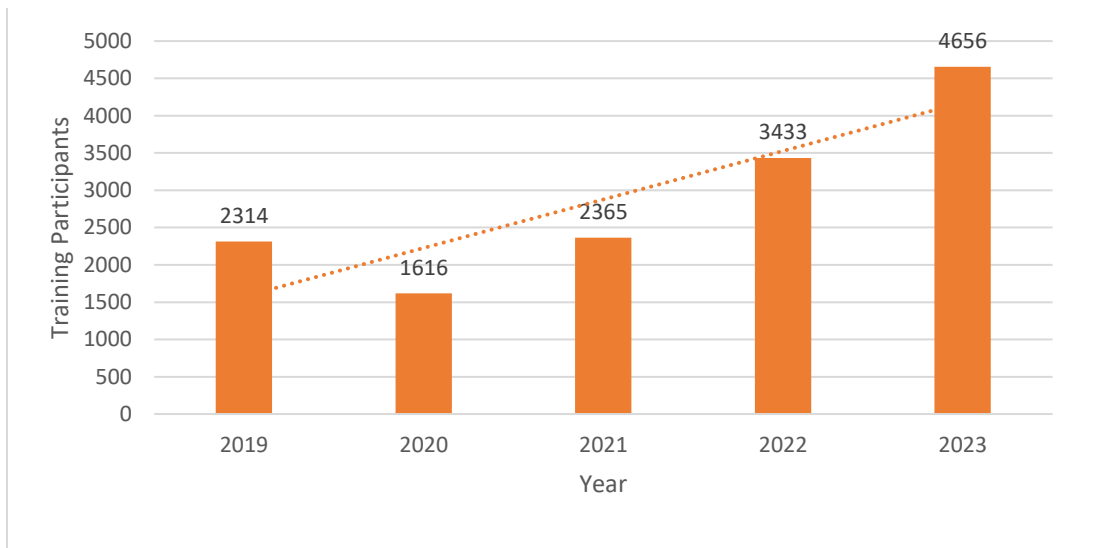
The following graphs present the 5-year trend for safety and security training.



*Graph 1: Total Number of Safety Training Participants per Year (including COVID safety training)*

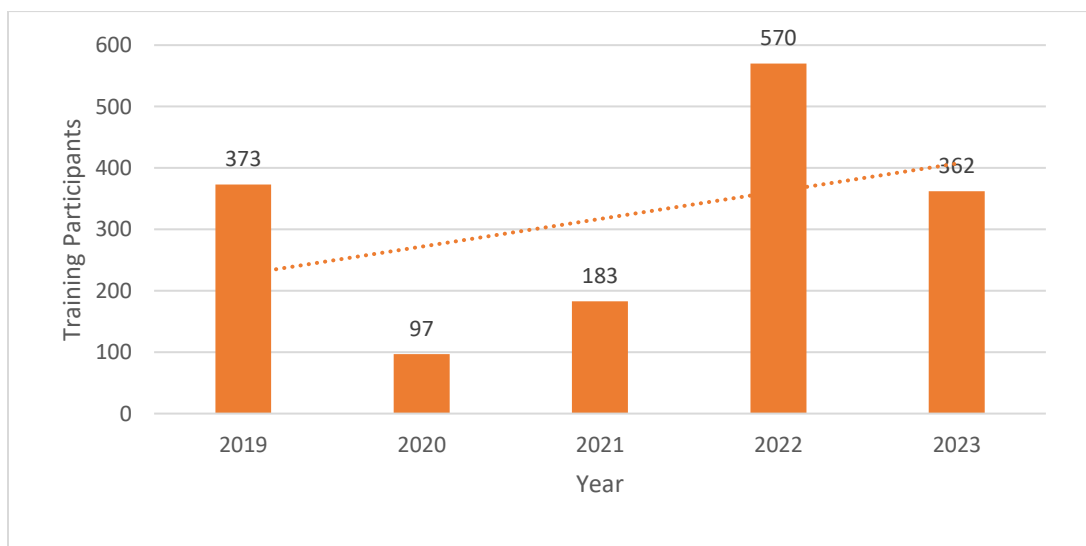
The 5-year safety training data presented in Graph 1 illustrate the effects of the pandemic, during which time COVID safety training was offered to the university community.

In Graph 2, safety training is presented again, however, excluding COVID safety training as it provides a better illustration of the overall increasing trend for safety training. Safety training continues to be one of the most important prevention activities undertaken at the university. In 2023, EHS began a systematic review of all safety training offered. Working with an Instructional Designer, the objective is to improve the quality of the safety training offered and optimize the time spent by employees and students in safety training.



Graph 2: Total Number of Safety Training Participants per Year (excluding COVID-related training)

Graph 3 presents the 5-year data for training provide by Campus Safety and Prevention Services.



Graph 3: Total Number of Security Training Participants per Year

## 2. Injury & Near-Miss Investigations

Depending on the circumstances surrounding a reported injury or near-miss, EHS staff will conduct a formal investigation with supervisors. Investigations are conducted to determine the root causes of injuries and near-misses to prevent similar occurrences in the future, to determine compliance with applicable safety regulations, and to collect information for Workers' Compensation Claims (if applicable). In some instances, injury and near-miss investigations result in the assignment of corrective actions to prevent injury and near-miss reoccurrence (see Section 5).

For the period of October 1 to December 31, 2023, **21** injury investigations and **25** near-miss investigations were conducted, bringing the 2023 totals to **65** injury investigations and **74** near-miss investigations.

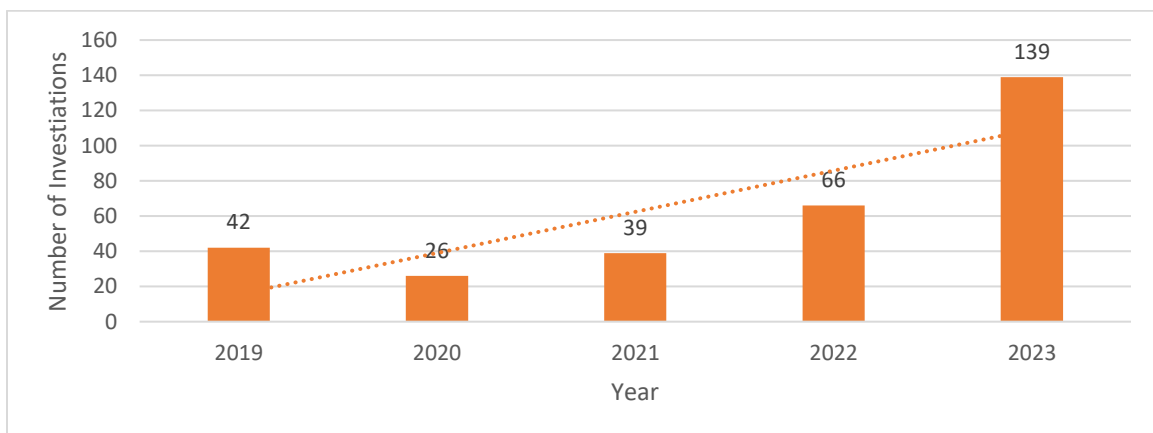
	Q4 2022 <i>Oct., Nov., Dec.</i>	2022 <i>Year To Date</i>	Q4 2023 <i>Oct., Nov., Dec.</i>	2023 <i>Year To Date</i>
<b>Injury Investigations</b>	9	39	21	65
<b>Near-Miss Investigations</b>	9	27	25	74
<b>TOTAL Investigations</b>	<b>18</b>	<b>66</b>	<b>46</b>	<b>139</b>

Compared to 2022, there was a 67% increase in the number of injury investigations and a 174% increase in the number of near-miss investigations in 2023.

The increase in injury investigations can be partially attributed to the increase in declared injuries. There were 113 total injuries in 2023, of which 53 were work-related, compared to 2022 when there were 74 total injuries, of which 37 were work-related (see Sections 7 & 8). The same can be said for near-miss investigations, whereas there were only 37 near-miss declarations in 2022, there were 91 in 2023 (see Section 11). Once declared, investigations are conducted to determine the root cause of the injury or near-miss to prevent additional injuries.

The other factor that allowed for more injury and near-miss investigations is the new injury management application in *My Workplace Health & Safety* (a UNITY module). This application replaces the paper-based process for injury and near-miss investigations and is simpler, allowing for more and more thorough investigations with better documentation.

The overall 5-year trend is increasing (see Graph 4 below).



Graph 4: Total Number of Injury & Near-Miss Investigations per Year

### 3. Preventative Internal Inspections & Assessments

Preventative Internal Inspections and Assessments refer to workplace inspections and risk assessments conducted by, or in collaboration with, EHS staff on university premises.

Workplace inspections involve a walkthrough of a space (e.g., research laboratory, studio, workshop, mechanical room) to determine the degree of compliance with both government regulations and internal policies and procedures. Inspections may result in internal non-compliance citations (Section 4) and require corrective actions (Section 5).

Risk assessments are considered more thorough evaluations with the objective of identifying all hazards and determining if the hazards can be eliminated. If elimination of the hazard is not possible, the risk assessment will determine how the hazard can be controlled.

Workplace inspections and risk assessments are complementary; they form an integral part of the university’s comprehensive health and safety program. Both serve as a mechanism to determine compliance with government regulations and internal policies and procedures.

For the period of October 1 to December 31, 2023, **134** preventative internal inspections and assessments were conducted, bringing the 2023 year to date total to **250**, a 72.4% increase compared to 2022.

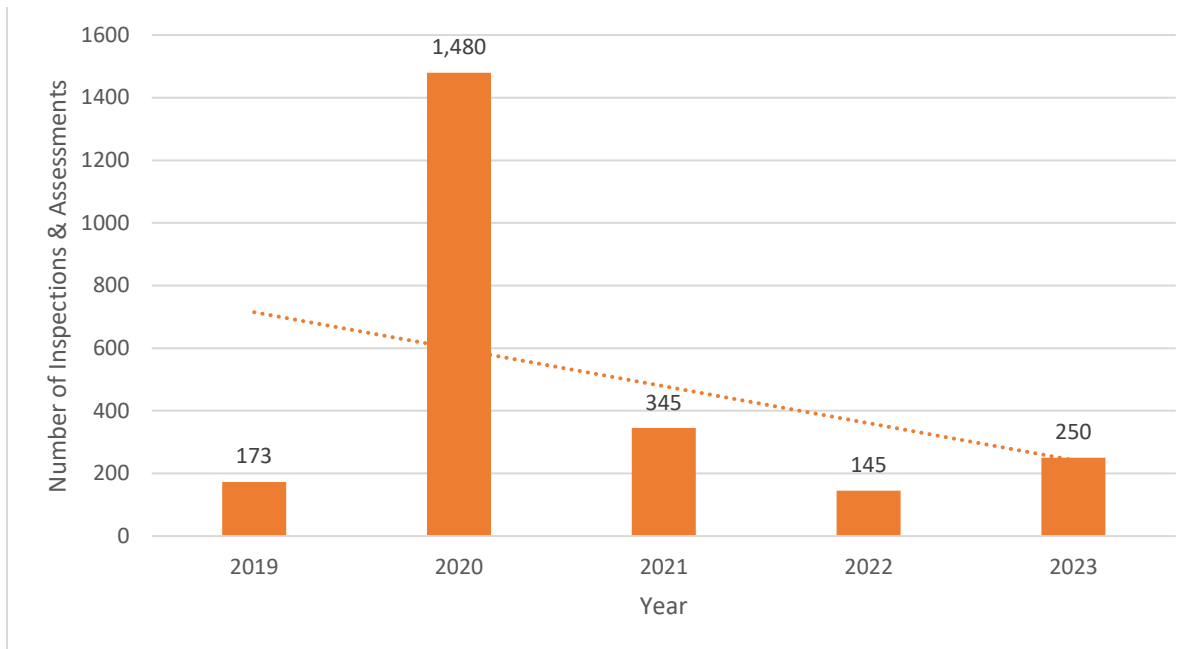
The 250 preventative internal inspection and assessments included:

- 128 workplace inspections
- 116 individual ergonomic assessments
- 6 indoor air quality assessments

The implementation of the workplace inspection application (that is part of the UNITY *My Workplace Health & Safety* module) was completed in Q4 2023 and, as a result, the number of workplace inspections completed in Q4 2023 was higher than reported in previous quarters. With the help of the new workplace inspection application, the goal is to complete between 350 and 400 workplace inspections annually starting in 2024.

Year	Preventative Internal Inspections & Assessments
<b>Q4 2023</b> <i>Oct., Nov., Dec.</i>	134
<b>2023</b> <i>Full Year</i>	250
<b>Q4 2022</b> <i>Oct., Nov., Dec.</i>	13
<b>2022</b> <i>Full Year</i>	145

Graph 5 presents 5 years of data for the total number of preventative internal inspections and assessments. The high number of workplace inspections and assessments completed in 2020 is due to the assessments done of all workspaces for the re-opening of the campuses after the COVID pandemic was declared and public health measures were imposed in the workplace.

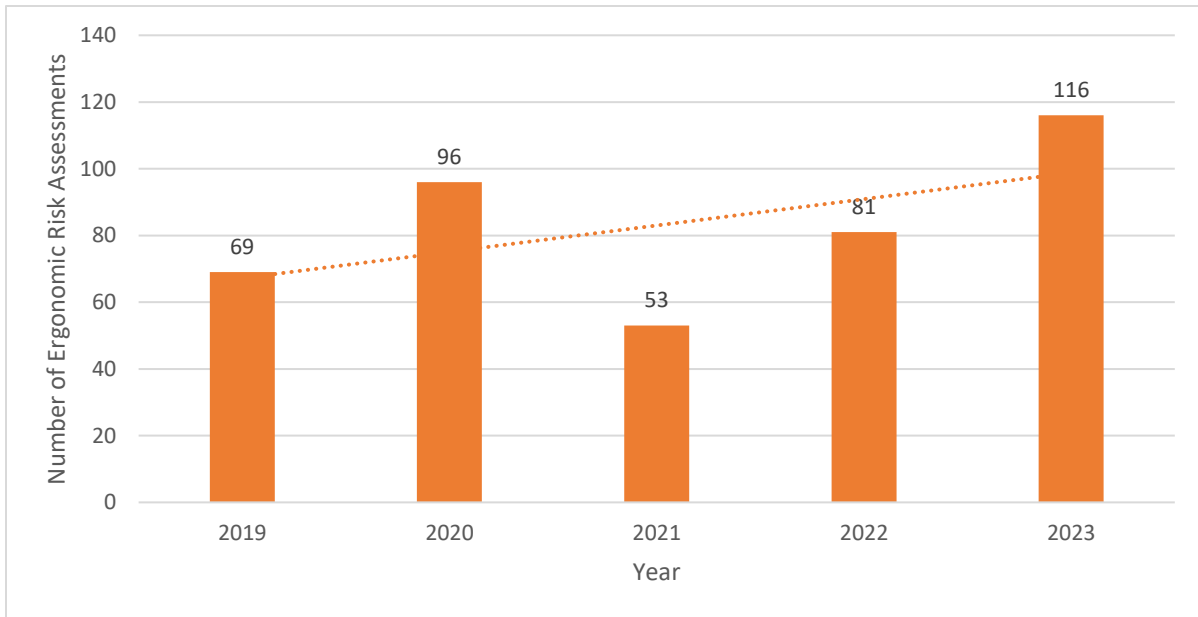


*Graph 5: Total Number of Preventative Internal Inspections & Assessments per Year (including ergonomic risk assessments)*

During the pandemic, a concerted effort was made to educate employees on the importance of properly setting up their home office to avoid discomfort and injuries. As a result of the initial ergonomics campaign, there has been a constant increase in requests for ergonomic assessments from the university community with a record 116 ergonomic assessments completed in 2023, an increase of 46% from 2022. Given the rise of requests, in the fall of 2023, Environmental Health and Safety launched a self-directed online ergonomics training for employees that is available on the Learning Management System (UNITY).

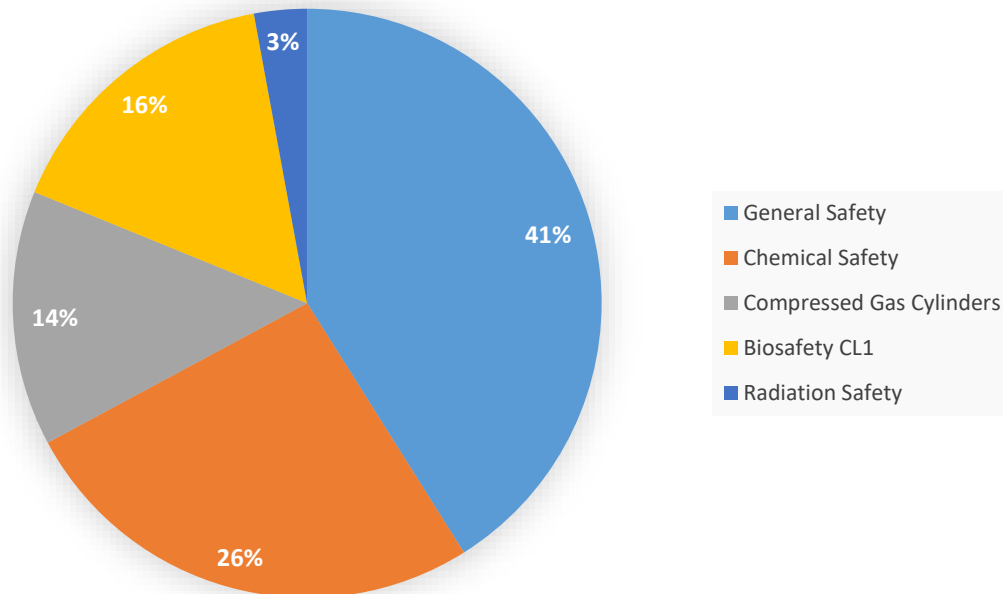
Conducting an ergonomic assessment within the workplace can yield numerous benefits for Concordia, beyond mitigating potential workplace hazards, preventing injuries and associated workers' compensation claims. Ergonomic assessments focus on optimizing workstations and reducing the risk of musculoskeletal disorders and discomfort. Improved ergonomics can contribute to a healthier workforce, resulting in reduced absenteeism due to work-related injuries or discomfort. Employees working under optimal ergonomic conditions are likely to experience increased focus and efficiency, enhancing overall productivity. A well-designed ergonomic environment facilitates smoother workflow and task execution by minimizing unnecessary movements and reducing fatigue. Providing a comfortable and ergonomic workspace demonstrates the university's commitment to the well-being of its employees, fostering a positive work culture. Employees will feel valued when their physical needs are addressed, contributing to higher job satisfaction, and potentially reducing turnover rates. Ergonomic assessments can be seen as a strategic initiative that serves as a proactive measure to enhance employee health, productivity, and overall organizational success.

In Graph 6, the 5-year data for the total number of ergonomic risk assessments completed is presented and the steady increasing trend is clearly illustrated.



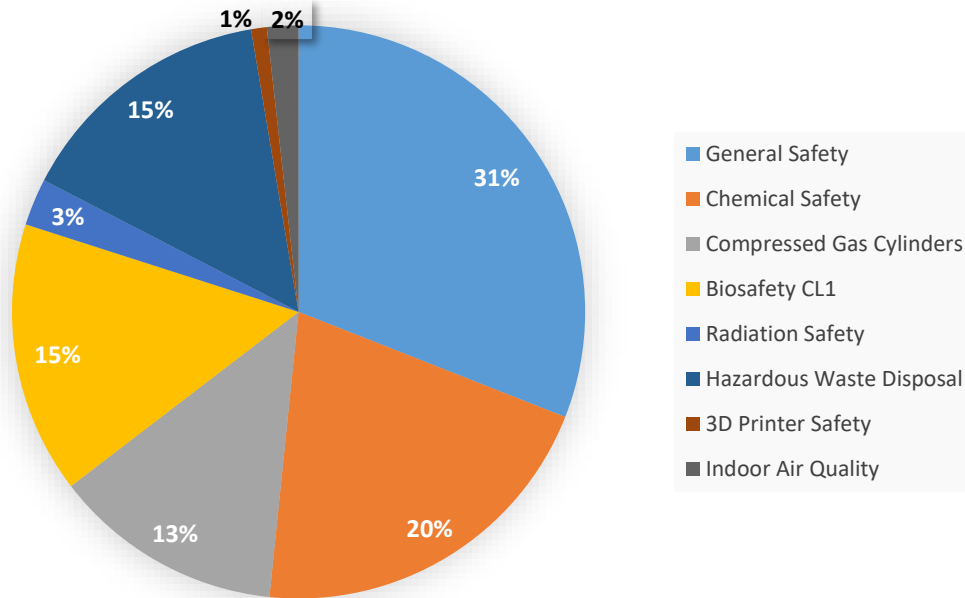
Graph 6: Total Number of Ergonomic Risk Assessments

Workplace inspections are conducted using a series of hazard-based inspection checklists. Graph 7 presents the percentage distribution for each hazard-based checklist used during workplace inspections conducted during Q4 2023 and Graph 8 presents the same percent distribution for the whole of 2023.



Graph 7: Q4 2023 Percent Distribution of Hazard-Based Workplace Inspection





Graph 8: 2023 Percent Distribution of Hazard-Based Workplace Inspection

#### 4. Internal Non-Compliance Citations

EHS is mandated to monitor compliance with government regulations and internal safety policies and procedures. Compliance monitoring allows us to ensure the safety and well-being of the university community and to mitigate external non-compliance citations.

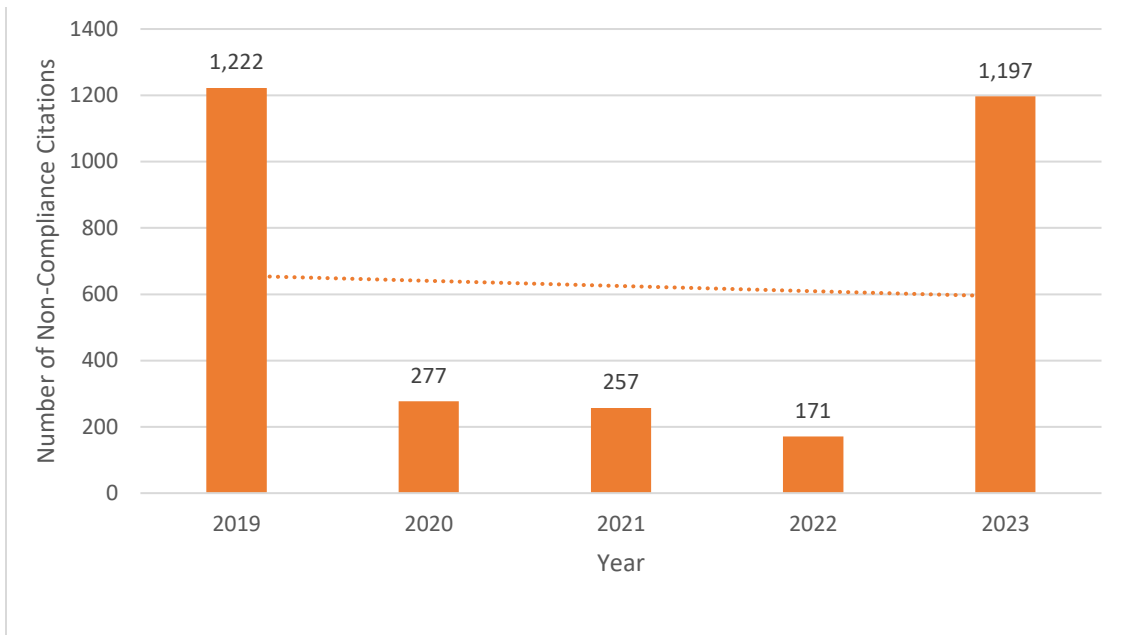
Most internal non-compliance citations result from preventative internal inspections and assessments, and injury and near-miss investigations. Identification of non-compliance issues and their subsequent correction improves the overall safety performance of the university prior to the intervention of regulatory bodies.

For the period of October 1 to December 31, 2023, there were **747** internal non-compliance citations, for a year-to-date total of **1,197**.

Year	Internal Non-Compliance Citations
<b>Q4 2023</b> <i>Oct., Nov., Dec.</i>	747
<b>2023</b> <i>Year To Date</i>	1,197
<b>Q4 2022</b> <i>Oct., Nov., Dec.</i>	8
<b>2022</b> <i>Year To Date</i>	171

Graph 9 below presents the 5-year internal non-compliance citations data. 2019 was a significant year given that comprehensive roof safety assessments were carried out for all university buildings. In 2020, this indicator was impacted by the pandemic given that non-compliance citations were not issued during the return to campus safety assessments. During 2021 and 2022, the EHS team focused on the development of the new Workplace Inspection Application, therefore, there was less time for conducting

inspections. In 2023, with the full implementation of the Workplace Inspection Application, and the higher number of workplace inspections, the number of internal non-compliance citations has increased significantly compared to the recent past.



*Graph 9: Total Number of Internal Non-Compliance Citations per Year*

With an objective of 350-400 workplace inspections annually, this performance indicator is expected to remain high for the foreseeable future. Identifying safety non-compliance issues internally during a workplace inspection is beneficial because it contributes to the overall organizational health and adherence to regulatory standards. Above all, internal identification of safety non-compliance allows EHS to address potential hazards promptly and proactively, reducing the likelihood of workplace accidents, injuries, or damage to property. This can also prevent the financial impact of workers' compensation claims. Identifying and rectifying safety non-compliance mitigates the risk of regulatory citations and fines that may result from violations of occupational health and safety regulations. Concordia employees and students are likely to have greater trust in the university given the proactive measures taken to identify and resolve safety non-compliance issues. This fosters a culture of transparency and demonstrates the organization's commitment to the well-being of its community.

## **5. Corrective Action Completion Rate**

Corrective actions are assigned as the result of an intervention by EHS, including injury investigations and internal inspections. When non-compliance issues are identified, corrective actions are generally required. These actions are assigned to the supervisor responsible for the area where the citation occurred or for the individuals involved.

All non-compliance citations (internal and external) must be resolved in a timely manner. External non-compliance citations from external bodies received during inspections (Section 12) are accompanied by obligatory corrective actions and imposed deadlines. Internal non-compliance citations (Section 4) are also accompanied by obligatory corrective actions and target deadlines. This metric tracks the percentage of assigned corrective actions that are completed. This is tracked by calendar year until all actions are completed.

In 2023, EHS successfully implemented the Safety Corrective Action Application in *My Workplace Health & Safety* (UNITY) allowing for better follow-up through automated notifications. This has allowed EHS to have better oversight over corrective actions that are completed.

## 2023

Table 1 presents the total number of corrective action status per assigned priority and Table 2 presents the same data as percentages. The status of “OPEN” indicates that the responsible individuals have been notified of the required safety corrective action and the deadline for completion has not passed. The status of “OVERDUE” indicates that the deadline to complete the corrective action has passed. The amount of time allotted to complete a corrective action is determined by the risk that non-compliance presents to the health and safety of the employees and/or students.

In Q4-2023, 763 corrective actions were assigned in Q4 2023, increasing the total count for 2023 to 1,286. The percentage of overdue corrective actions assigned in 2023 was 30.3%.

*Table 1: 2023 YTD Number of corrective actions per priority by status*

Corrective Action Status	Priority			Count
	High	Medium	Low	
Completed	342	126	204	672
Open	77	63	84	224
Overdue	149	112	129	390
<b>Total</b>	<b>568</b>	<b>301</b>	<b>417</b>	<b>1,286</b>

*Table 2: 2023 YTD Percentage of corrective actions per priority by status*

Corrective Action Status	Priority			Count
	High	Medium	Low	
Completed	26.6%	9.8%	15.9%	52.3%
Open	6.0%	4.9%	6.5%	17.4%
Overdue	11.6%	8.7%	10.0%	30.3%
<b>Total</b>	<b>44.2%</b>	<b>23.4%</b>	<b>32.4%</b>	100%

## Previous years

The following two tables provide information on the status of corrective actions according to the year when the corrective action was assigned. Corrective actions are left “OPEN” in the system until the permanent solution is implemented. EHS staff work closely with the individuals responsible to ensure no immediate safety concerns arise while awaiting permanent solutions. Temporary measures are put in place each time EHS is faced with a hazardous situation that needs to be corrected if it cannot be addressed permanently in a timely manner.

Table 1 represents, for each calendar year, the number of corrective actions by status as of December 31, 2023. For comparison, Table 2 presents, for each calendar year, the percentage of corrective actions by status as of the same date.

Table 3: Number of corrective actions per year by status

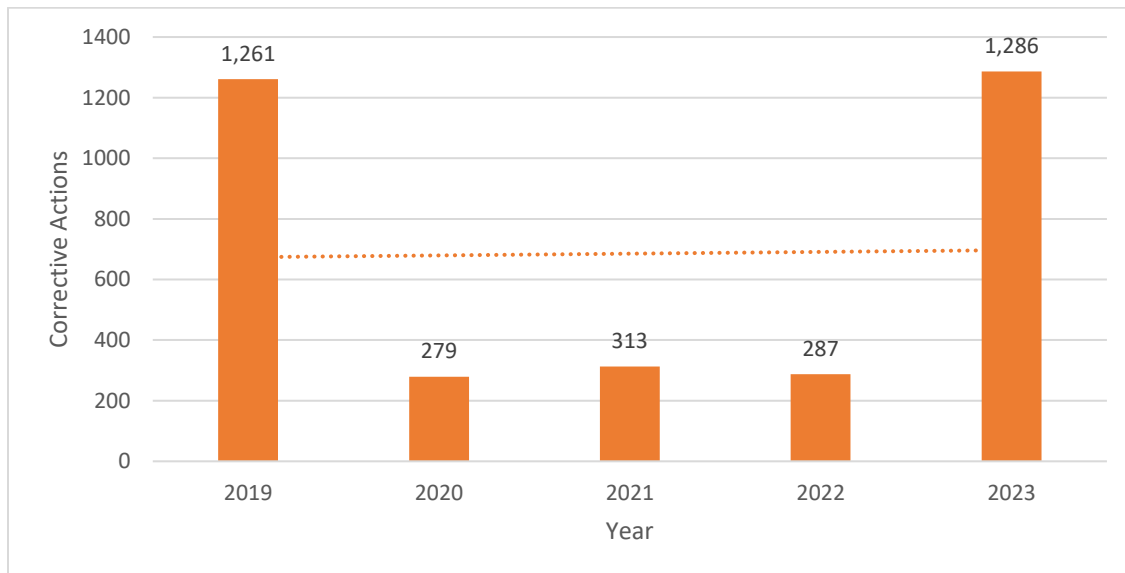
Status	2015	2016	2017	2018	2019	2020	2021	2022
Completed	449	216	361	656	1,004	275	299	256
Open	0	0	0	2	0	0	0	0
Overdue	3	3	4	134	257	4	14	31
<b>Total</b>	<b>452</b>	<b>219</b>	<b>365</b>	<b>792</b>	<b>1,261</b>	<b>279</b>	<b>313</b>	<b>287</b>

Table 4: Percentage of corrective actions per year by status

Status	2015	2016	2017	2018	2019	2020	2021	2022
Completed	99.3%	98.6%	98.9%	82.8%	79.6%	98.6%	95.5%	89.2%
Open	0%	0%	0%	0.3%	0%	0%	0%	0%
Overdue	0.7%	1.4%	1.1%	16.9%	20.4%	1.4%	4.5%	10.8%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

As with the implementation of any new system, we are collaborating with those individuals who have assigned corrective actions to guide them in using the new application. We have created a new webpage on the EHS website on corrective actions, including user guides. Automated notifications are prompting discussion and action around overdue corrective measures. Open communication and collaboration are key to ensuring that corrective actions are addressed promptly and effectively. We are also developing a new self-directed training course on workplace inspections and safety corrective actions for supervisors that not only explains the importance of workplace inspections but also demonstrates how to use the new corrective action application.

In Graph 10, the number of corrective actions assigned in the last 5 years is presented. As was stated for the internal non-compliance citations (Section 5), the number of assigned corrective actions fluctuates. The higher number of workplace inspections in 2023 resulted in the number of corrective actions increasing significantly compared to the recent past. Given most corrective actions are the result of workplace inspections, and given our objective of 350-400 workplace inspections annually, this performance indicator is expected to remain high in the coming years.



Graph 10: Total Number of Corrective Actions per Year

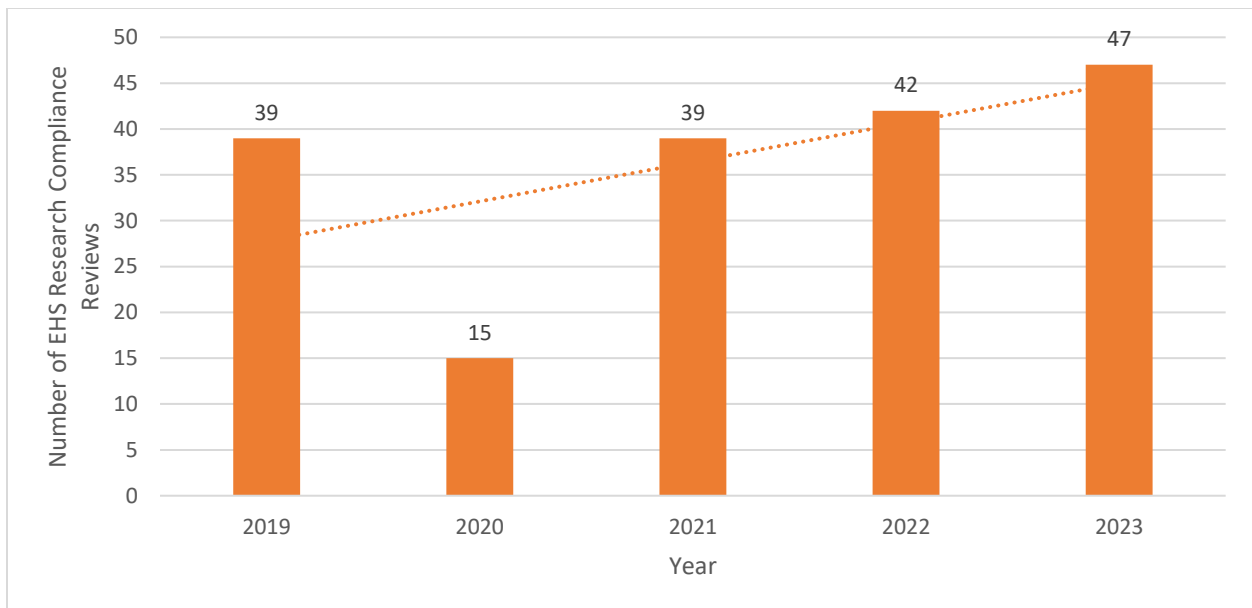
## 6. EHS Research Compliance Reviews

In collaboration with the Office of Research, EHS reviews research and teaching activities that involve use of hazardous materials, to ensure compliance with applicable government regulations and internal policies and procedures.

For the period of October 1 and December 31, 2023, the Research and Teaching Safety Team conducted **12** research compliance reviews, for a 2023 total of **47** EHS Research Compliance Reviews, similar to 2022.

Year	EHS Research Compliance Reviews
<b>Q4 2023</b> <i>Oct., Nov., Dec.</i>	12
<b>2023</b> <i>Full Year</i>	47
<b>Q4 2022</b> <i>Oct., Nov., Dec.</i>	6
<b>2022</b> <i>Full Year</i>	42

Graph 11 illustrates the 5-year data for EHS Research Compliance Reviews. The impact of the pandemic is reflected in the low value for 2020. The 5-year average number of EHS Research Compliance Reviews per year is 36; however, excluding 2020, the 5-year average is 41. This indicator is on a slightly increasing trend, which is expected given the higher volume of research being conducted at the university.



Graph 11: Total Number of EHS Research Compliance Reviews per Year

**Section B: Traditional (Lagging) Key Safety Performance Indicators**

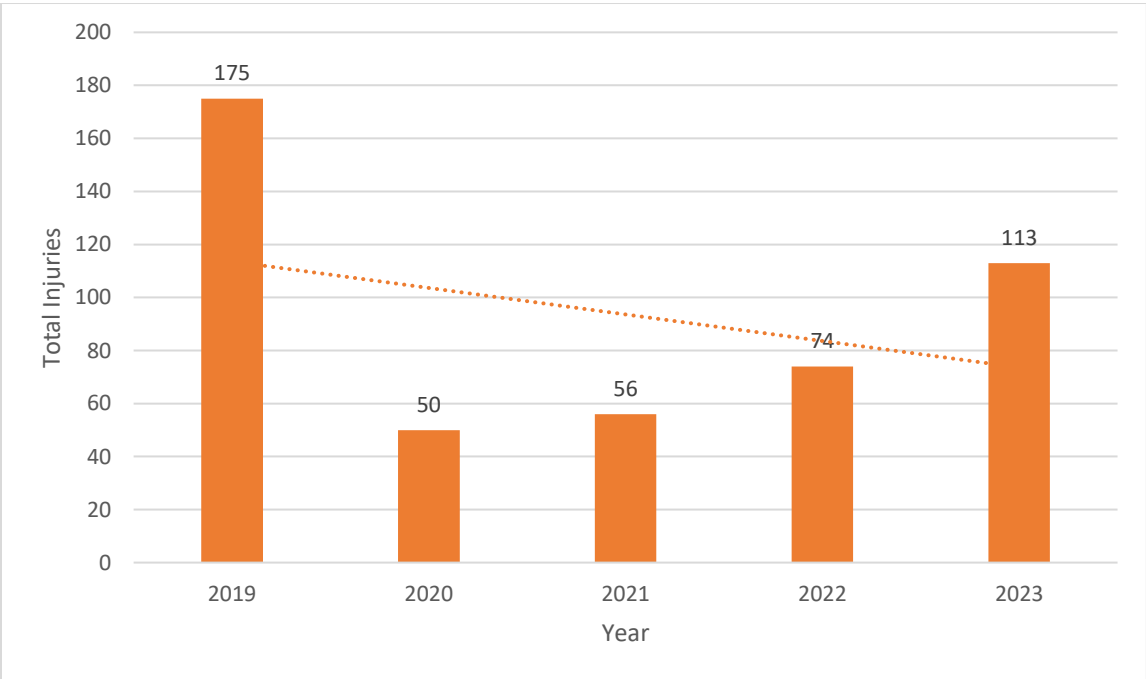
**7. Total Injuries**

An injury refers to the occurrence of a sudden and unforeseen event arising out of, or during, a university-sanctioned activity attributable to any factor that caused an injury or an occupational disease (an exposure to conditions or substances that resulted in a disease). Injuries are grouped as work-related (involving staff and faculty), student or visitor/contractor.

For the period of October 1 to December 31, 2023, **32** injuries were reported, bringing the 2023 total to **113**.

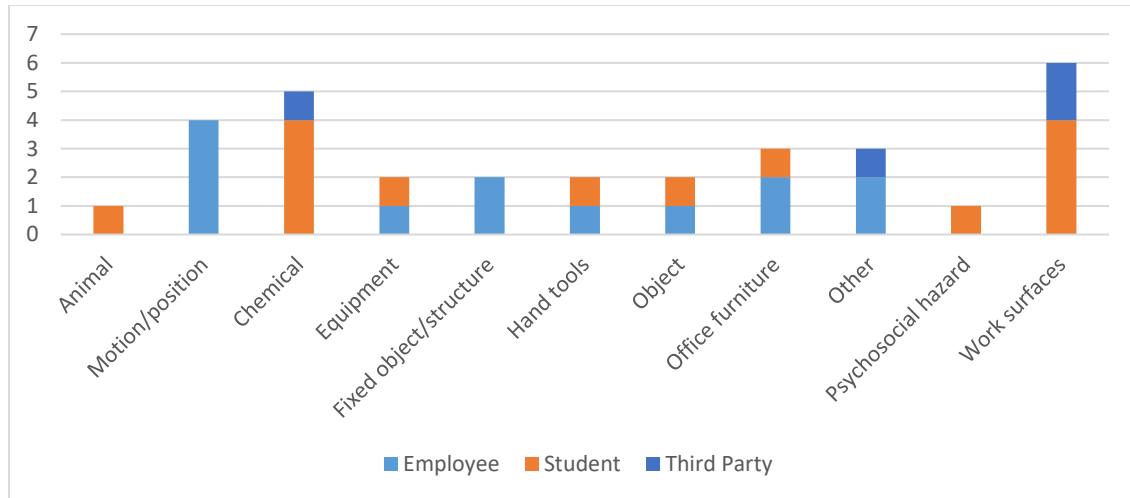
Year	Total Injuries
<b>Q4 2023</b> <i>Oct., Nov., Dec.</i>	32
<b>2023</b> <i>Full Year</i>	113
<b>Q4 2022</b> <i>Oct., Nov., Dec.</i>	26
<b>2022</b> <i>Full Year</i>	74

Although this represents a 53% increase in total injuries in 2023 when compared to 2022, this is positive news when compared to 2019. Activity on our campuses in 2023 has nearly returned to pre-pandemic levels; however, the number of total injuries has not returned to pre-pandemic levels. Graph 12 below presents the total injuries reported from 2019 to 2023.

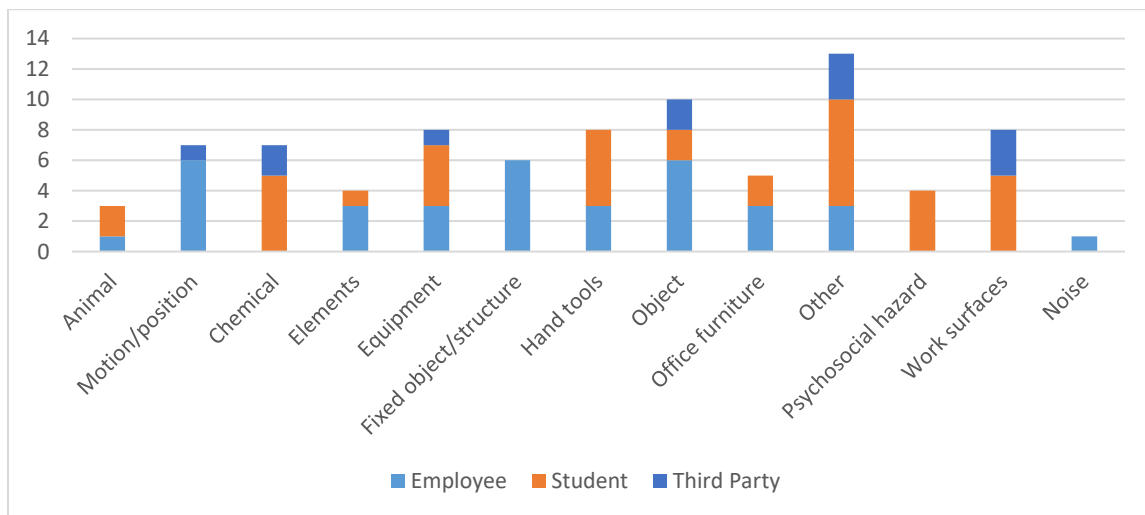


Graph 12: Total Injuries per Year

The source of all injuries is identified during the investigation, allowing for trend identification and subsequent targeted prevention strategies. Graph 13 presents the breakdown of the reported injuries by source and by status of the injured individual for those injuries reported in Q4 2023. Graph 14 presents the same data for the whole of 2023.



Graph 13: Q4 2023 Total Injuries by Source and by Status



Graph 14: 2023 Total Injuries by Source and by Status

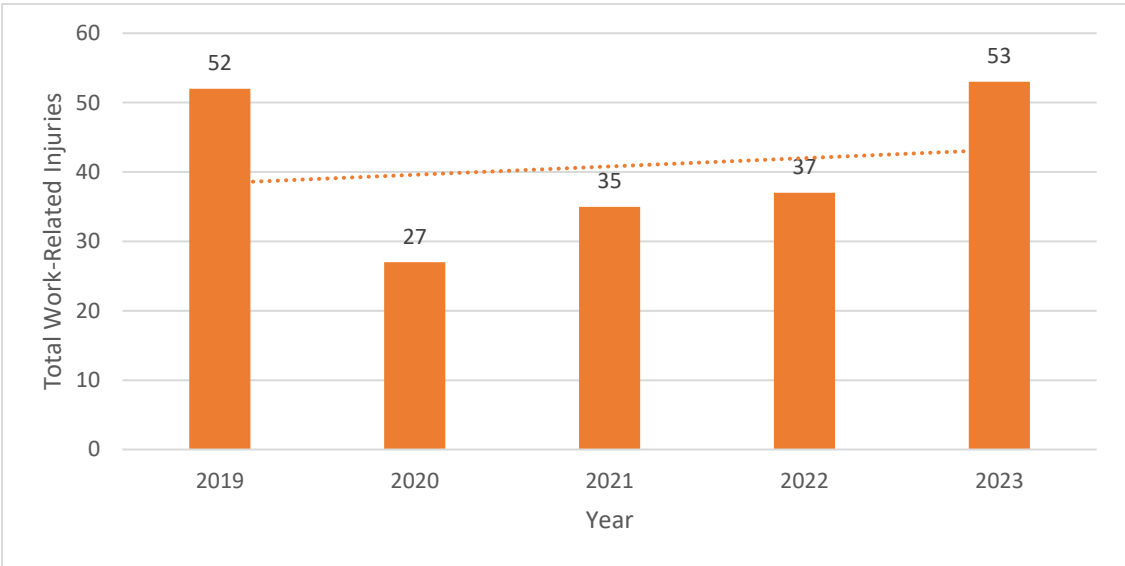
## 8. Work-Related Injuries

Work-Related Injuries are a subset of the Total Injuries (Section 7), whereby the injured person is a worker (staff or faculty). An injury or illness is considered work-related when an employee is involved and if an event, or exposure in the work environment, either caused or contributed to the resulting condition or significantly aggravated a pre-existing injury or illness. Work-related injuries are investigated by EHS staff and when warranted, an investigation report with corrective actions is submitted to the employee’s supervisor. Work-related injuries can occur on campus and off-campus.

For the period of October 1 to December 31, 2023, **12** of the 32 reported injuries (Section 7) were work-related, bringing the 2023 total to **53**.

Year	Work-Related Injuries
<b>Q4 2023</b> <i>Oct., Nov., Dec.</i>	<b>12</b>
<b>2023</b> <i>Full Year</i>	<b>53</b>
<b>Q4 2022</b> <i>Oct., Nov., Dec.</i>	<b>12</b>
<b>2022</b> <i>Full Year</i>	<b>37</b>

In 2023, the total number of work-related injuries increased by 43% compared to 2022, as would be expected given the 53% increase in reported injuries. Graph 15 below shows data from the last 5 years. The total number of work-related injuries in 2023 is now similar to 2019. To determine if there is a true increase in work-related injuries, we need to consider the total number of hours worked by employees. The Recordable Injury Rate allows for a more accurate comparison of the years (see below).



Graph 15: Work-Related Injuries per Year

**Recordable Injury Rate (RIR)**

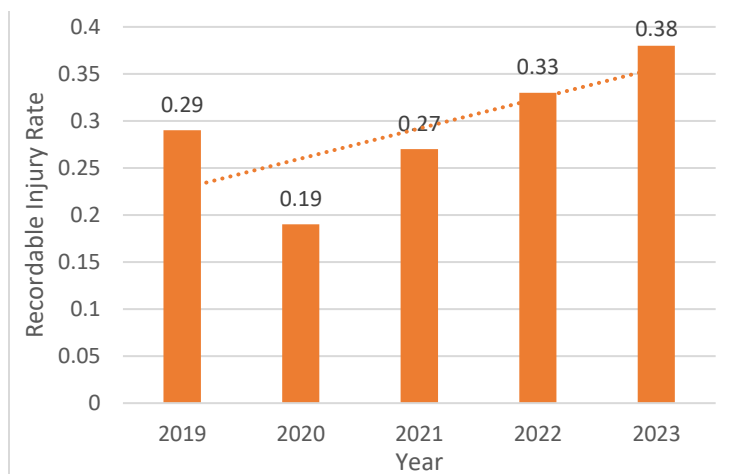
The Recordable Injury Rate (RIR), also commonly referred to as the recordable incident rate, is calculated by multiplying the number of work-related injuries by 200,000 labour hours, and then dividing that number by the number of labour hours during that period. Furthermore, 200,000 labour hours equates to 100 employees, who work 40 hours per week 50 weeks per year. The calculated rate is per 100 employees.



Year	Recordable Incident Rate
<b>2023</b> <i>Full Year</i>	0.38
<b>2022</b> <i>Full Year</i>	0.33

The university’s 2023 Recordable Injury Rate was **0.38** work-related injuries per 100 full-time employees, compared to **0.33** in 2022. Graph 16 below presents the evolution of the Recordable Injury Rate from 2019 to 2023.

Although the Recordable Injury Rate is increasing, the duration of time that employees are off work due to their injury is decreasing, as is illustrated with the decreasing Lost-Time Day Rate (Section 10). Overall, the CNESST calculated the risk factors attributed to Concordia as lower than the average risk factor of other employers operating in the same sector, leading to a reduction in the university’s personalized insurance rate. See section 9 below for additional details.



Graph 16: Recordable Injury Rate per Year

## 9. Workers’ Compensation Claims

Employees who sustain a work-related injury may be eligible for compensation from the *Commission des normes, de l’équité, de la santé et de la sécurité du travail* (CNESST).

For the period of October 1 to December 31, 2023, there was **1** accepted workers’ compensation claim due to a work-related injury. Added to the 2023 total are three workers’ compensation claims related to occupational hearing loss (see Occupational Hearing Loss section below for additional details). In 2023, 24 workers’ compensation claims were made; 17 (71%) claims were accepted by the CNESST, 5 were refused, and the CNESST’s decision is pending on 2 claims.

Year	Accepted Compensation Claims
<b>Q4 2023</b> <i>Oct., Nov., Dec.</i>	<b>1</b>
<b>2023</b> <i>Full Year</i>	<b>17</b>
<b>Q4 2022</b> <i>Oct., Nov., Dec.</i>	<b>0</b>
<b>2022</b> <i>Full Year</i>	<b>16</b>

Table 5 below provides details on all accepted workers' compensation claims in 2023, excluding those related to occupational hearing loss (see Occupational Hearing Loss section below for additional details). For each claim, the total number of lost-time days in 2023 is indicated, if applicable.

*Table 5: 2023 Accepted Workers' Compensation Claims*

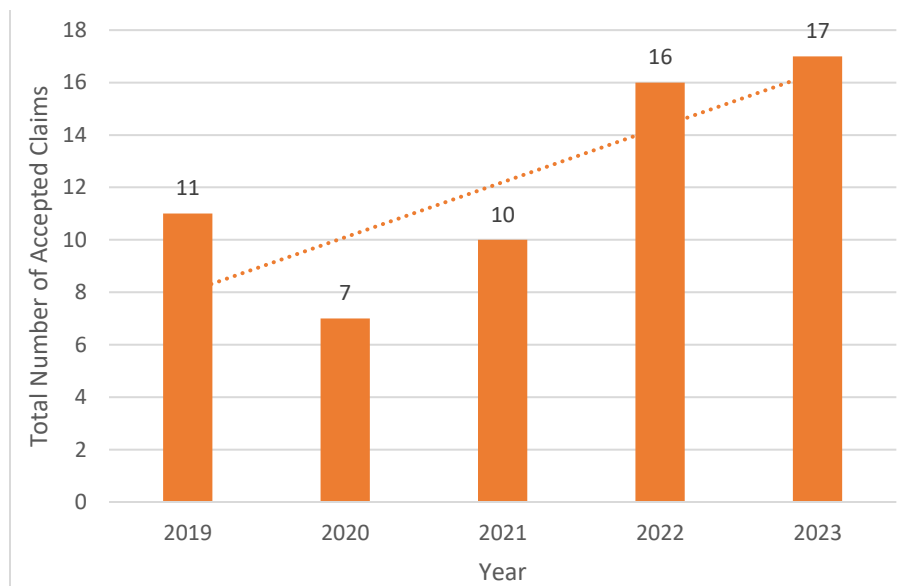
Date	Description	Location	Type of Injury	Union / Association	Lost-Time Days YTD
07-Feb-23	The employee sustained a foot injury while opening a door, the handle came apart and fell onto their foot.	GA	Bruise, Contusion	N/A	0
12-Feb-23	The employee suffered a laceration while repairing the garage door.	GM	Cut, Laceration	CSN	0
09-Mar-23	The employee injured their back while working under a sink.	GM	Sprains, Strains, Tears	CSN	16
04-April-23	The employee sustained a concussion when they fell off a ladder.	GA	Concussion	CSN	7
26-April-23	The employee sprained their ankle while working.	JR	Sprains, Strains, Tears	CSN	31
02-May-23	The employee sustained an elbow injury by striking a pipe in a narrow area.	EV	Sprains, Strains, Tears	CSN	80
26-May-23	The employee sustained a concussion when they struck their head on the underside of the staircase.	EV	Concussion	N/A	4
09-June-23	The employee fractured their toe when a desk they were moving fell on their foot.	FB	Fracture	N/A	17
26-June-23	The employee experienced pain in their elbow and hand due to frequent and repetitive tasks.	H	Sprains, Strains, Tears	CSN	22
06-Jul-2023	The employee sprained their ankle when they tripped on the stairs.	SP	Sprains, Strains, Tears	CUFA	0
12-Jul-2023	The employee suffered a laceration on their toe when a paper cutter landed on their foot.	FB	Cut, Laceration	CUSSU	0
03-Aug-2023	The employee injured their shoulder while manipulating a heavy load.	SP	Sprains, Strains, Tears	CSN	0
11-Aug-2023	The employee sustained a laceration when they tripped and fell on the sidewalk due to an unknown individual on a bicycle.	FB	Cut, Laceration	CSN	10
4-Oct-2023	The employee fractured their toe when four tables they were manipulating fell on their foot.	EV	Fracture	CSN	21

## Occupational Hearing Loss

The university's Hearing Conservation Program includes bi-annual audiometric screening for all employees exposed to work areas where the noise level is above the regulatory permissible exposure limit. Audiometric screening plays a crucial role in a comprehensive hearing conservation program, serving as a fundamental component for the early detection and monitoring of hearing loss among individuals exposed to occupational noise. Audiometric screening offers an opportunity to educate workers and increase their awareness regarding the impact of noise on hearing health. Employees can gain insights into the importance of hearing conservation, motivating them to actively participate in preventive measures, including wearing hearing protection. Regular audiometric screenings also allow us to evaluate the effectiveness of existing hearing conservation measures and adjustments can be made to improve the overall program and address any shortcomings.

During the audiometric screening completed in 2022, 5 employees were diagnosed with varying degrees of occupational hearing loss. The employees were guided through the process to complete a workers' compensation claim, which required them to outline all occupational noise exposure, including from previous employers. Although currently employed by Concordia, there is no financial cost to the university associated with these occupational hearing loss workers' compensation claims. The manner in which occupational hearing loss claims are dealt with by the CNESST is that they are charged to the sector responsible for the majority of the worker's hearing loss and not the current employer. Therefore, these compensation claims will have a minimal financial impact on the university. Due to the way the CNESST classifies occupational hearing loss claims, of the 5 claims accepted, 3 were dated as occurring in 2023, while the remaining 2 were dated as 2022. The university's Hearing Conservation Program is beneficial for our employees as it provides early detection of hearing loss, and the reimbursement of costs associated with obtaining hearing aid devices (through the compensation claim).

Graph 17 below presents the number of accepted workers' compensation claims per year from 2019 to 2023. From 2019 to 2023, the average number of total accepted Workers' Compensation Claims per year is 12.

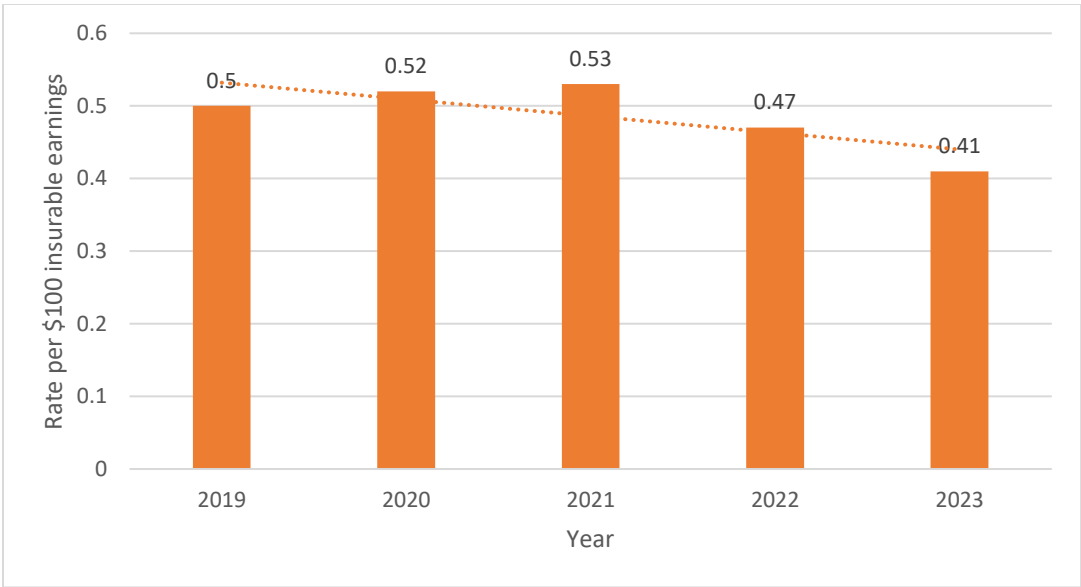


Graph 17: Accepted Worker Compensation Claims per Year

Every year, the *Commission des normes, de l'équité, de la santé et de la sécurité du travail* (CNESST) assigns the university a personalized insurance rate based in part on the university's past workers' compensation claims. All efforts to reduce workplace injuries and to reduce the total number of lost-time days, including the Return-to-Work program, contribute to lowering the personalized insurance rate.

In 2023 the personalized insurance rate decreased to \$0.41 per \$100 of insurable payroll, from \$0.47 for 2022. This resulted in considerable savings for the university. CNESST categorizes every institution and every company in one of the many sectors, based on their activities. Quebec universities are categorized in the *Enseignement collégial ou universitaire, bibliothèque, laboratoire ou centre de recherche* sector. In 2023, the CNESST assigned those institutions who are not using a personalized insurance rate a general sector rate of \$0.51 per \$100 of payroll for 2023. Concordia's personalized rate for the same year was therefore 20% lower than the general sector rate, which means that the risk factor attributed to Concordia by the CNESST is lower than the average risk factor of other employers operating in the same sector.

With respect to the cost of the university's base contribution to the CNESST, at the time of the preparation of the report, the 2023 data was not available. In 2022, the base contribution paid to the CNESST was \$1,515,679, calculated on the insurable payroll for 2022 (earnings up to \$88,000). The 2023 base contribution will be lower than in 2022, given the base contribution is calculated using the university's personalized insurance rate. The base contribution only represents an approximation of the actual cost of insurance. The actual cost is finalized four years later; this allows the CNESST to adjust the cost of insurance based on the severity of the compensation claims from any given year, which is called the retrospective regime.



Graph 18: Concordia University's Personalized Insurance Rate set by the CNESST per Year

## 10. Lost-Time Days

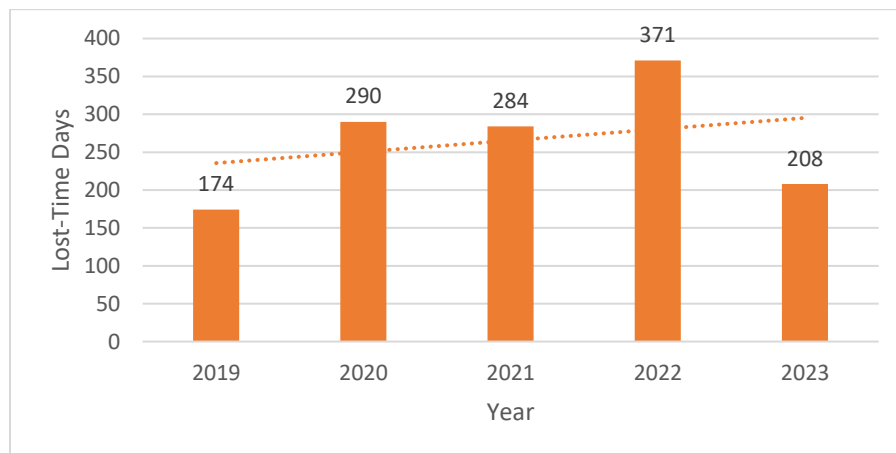
A lost-time work-related injury is defined as a work-related injury or illness that results in days away from work, other than the day of injury or the day the illness began. Lost-time days refers to the total number of calendar days employees are away from work due to a work-related injury or illness.

For the period of October 1 to December 31, 2023, there were **21** lost-time days from work-related injuries (See “Accepted Worker Compensation Claims” table Section 9 for details).

Year	Lost-Time Days
<b>Q4 2023</b> <i>Oct., Nov., Dec.</i>	<b>21</b>
<b>2023</b> <i>Full Year</i>	<b>208</b>
<b>Q4 2022</b> <i>Oct., Nov., Dec.</i>	<b>0</b>
<b>2022</b> <i>Full Year</i>	<b>371</b>

EHS implemented a new Return-to-Work program in 2023; the program administration is supported by the *My Workplace Health and Safety* module in UNITY.

The Return-To-Work program is important for the university for several reasons. Firstly, it reduces the financial burden associated with employee absences by facilitating a quicker and smoother transition back to work following a work-place injury. By helping employees return to work sooner, the university can minimize the costs related to hiring temporary replacements or paying for overtime to cover workload gaps. Secondly, a Return-To-Work program can lower our workers' compensation costs by promoting early intervention and rehabilitation, which can mitigate the severity and duration of injuries. This, in turn, can lead to a reduction in our personalized insurance rate with the CNESST. Thirdly, maintaining a Return-To-Work program demonstrates a commitment to employee well-being and fosters a positive workplace culture, which can contribute to higher employee morale, engagement, and retention. Employees who feel supported during times of illness or injury are more likely to remain loyal to their employer and contribute positively to the organization's success. Overall, the Return-To-Work program is contributing to the health and productivity of the university.



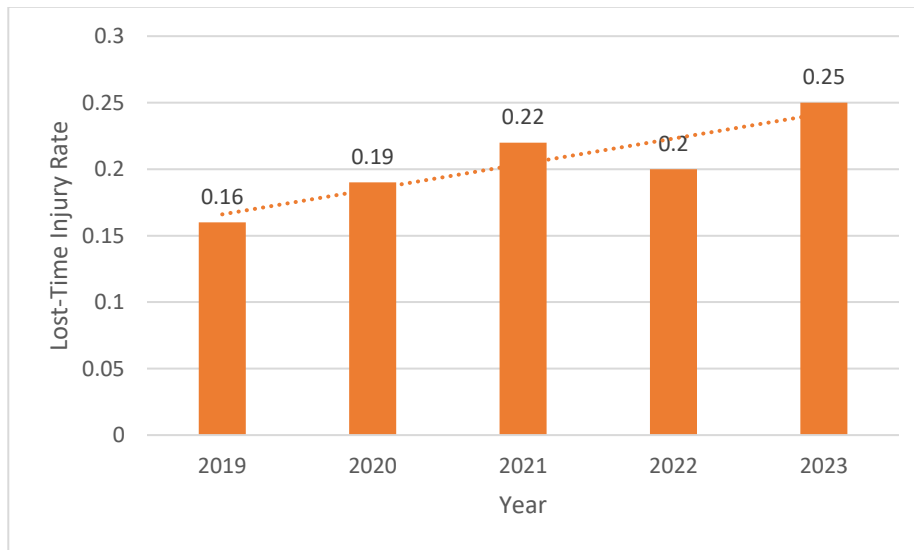
Graph 19: Total Lost-Time Days per Year

### **Lost-Time Injury Rate (LTIR)**

The lost-time injury rate measures the occurrence of work-related injuries that resulted in an employee’s inability to work the next workday. It represents the number of lost-time injuries per 100 full-time employees in the stated period. The LTIR is calculated by multiplying the number of lost-time work-related injuries by 200,000 labour hours and then dividing that number by the number of labour hours during that period. Therefore, 200,000 labour hours equate to 100 employees who work 40 hours per week 50 weeks per year. The calculated rate is per 100 employees.

Year	Lost-Time Injury Rate
<b>2023</b> <i>Full Year</i>	0.25
<b>2022</b> <i>Full Year</i>	0.20

The university’s 2023 lost-time injury rate is **0.25** lost-time injuries per 100 full-time employees. As can be observed in Graph 20, the rate has slightly increased over the past 5 years, with an average of 0.20 lost-time injuries per 100 full-time employees, indicating a minimal increase in total lost time injuries.



*Graph 20: Lost-Time Injury Rate per Year*

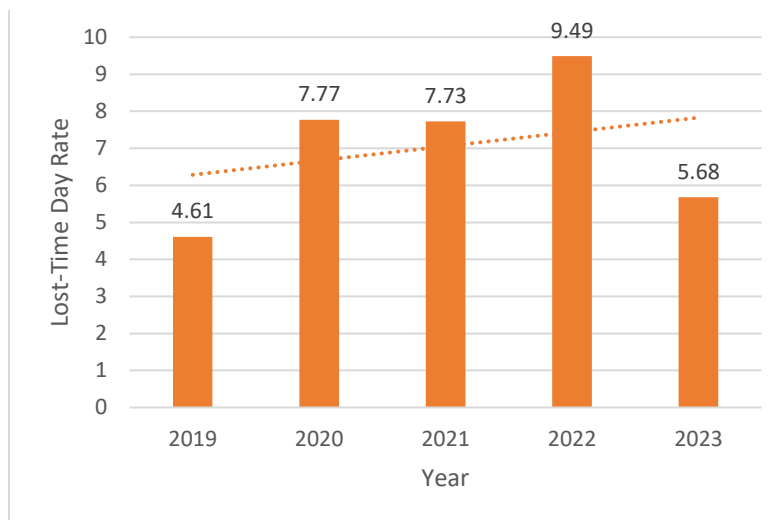
### **Lost-Time Day Rate (LTDR)**

The Lost-Time Day Rate (LTDR) is a rate that measures the length of time an employee is away from work due to a work-related injury. In a given period, it represents the number of lost-time days per 100 full-time employees. The LTDR is calculated by multiplying the number of lost-time days by 200,000 labour hours and then dividing that number by the number of labour hours during that period.

200,000 labour hours equates to 100 employees, who work 40 hours per week, 50 weeks per year. The calculated rate is per 100 employees.

Year	Lost-Time Day Rate
<b>2023</b> <i>Full Year</i>	5.68
<b>2022</b> <i>Full Year</i>	9.49

The university's 2023 LTDR was **5.68** lost-time days per 100 full-time employees, a 40% decrease when compared to 2022. Graph 21 illustrates the annual lost-time day rates for the last 5 years.



*Graph 21: Lost-Time Day Rate per Year*

The 5-year trend is increasing; the average lost-time day rate over the last 5 years is 7.06 lost-time days per 100 full-time employees. The university is in a situation where the lost-time injury rate is higher in 2023 than in 2022; however, the lost-time day rate is lower in 2023 than in 2022.

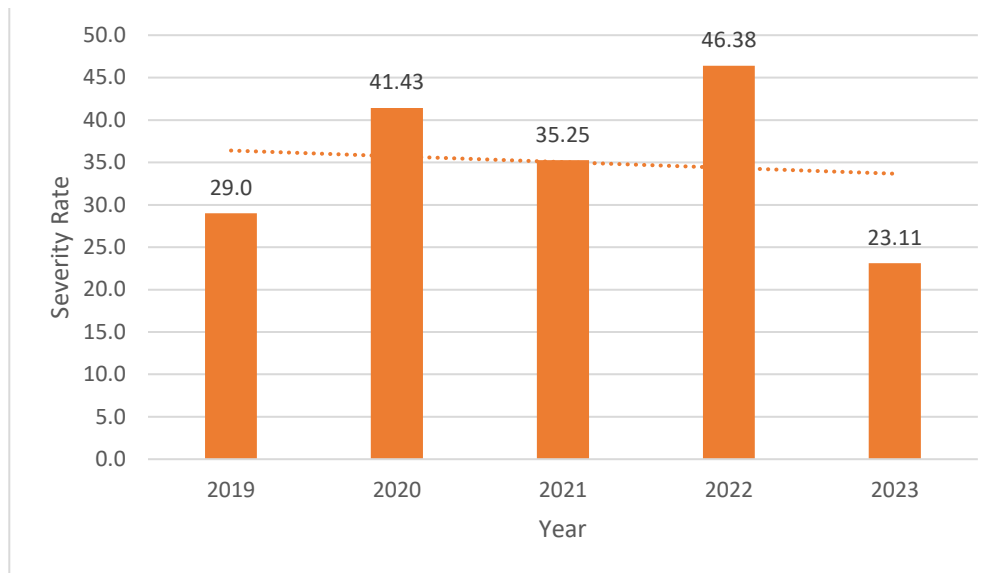
An increasing lost-time injury rate suggests that more employees are experiencing work-related injuries severe enough to require time away from work, which can have various implications for the university such as increased workers' compensation costs, decreased productivity, and potential damage to employee morale and reputation. On the other hand, a decreasing lost-time day rate refers to the average number of days lost per lost-time injury. A decline in this rate indicated that the severity or duration of injuries is decreasing, which is illustrated by the lower severity rate in 2023.

### **Severity Rate**

The severity rate provides an average of the number of lost-time days per lost-time work-related injury. The severity rate is calculated by dividing the total number of lost-time days by the total number of work-related injuries with lost-time.

Year	Severity Rate <i>average lost-time days per lost-time injury</i>
<b>2023</b> <i>Full Year</i>	23.11
<b>2022</b> <i>Full Year</i>	46.38

The university’s 2023 severity rate was **23.11**, 50.2% lower than in 2022. Over the past 5 years, the severity rate has fluctuated; however, the 5-year trend is decreasing.



Graph 22: Severity Rate per Year

The decrease in the severity rate was due to the decrease in the lost-time day rate for 2023, which may be attributed to factors such as improved safety procedures, increased safety trainings, better injury management practices, and/or changes in the types of injuries sustained. Although it is difficult to pinpoint exactly what is the cause, we believe the Return-to-Work program greatly influenced the severity rate in 2023.

## 11. Near-Misses

A near-miss is the occurrence of an event on university property, arising out of, or during, a university-sanctioned activity attributable to any factor that could have caused either an injury or material damage. For example, events such as tripping on a stair or slipping in a water puddle, where no injury occurred, would be categorized as a near-miss. As per the university’s policy on Injury Reporting and Investigation (VPS-42), reporting of near-misses is required. Traditionally, near-misses go unreported because no injury has occurred. Steps have been taken to encourage near-miss reporting, including discussing the importance of near-miss reporting at safety committee meetings, during safety training, and new Principal Investigator orientation sessions.

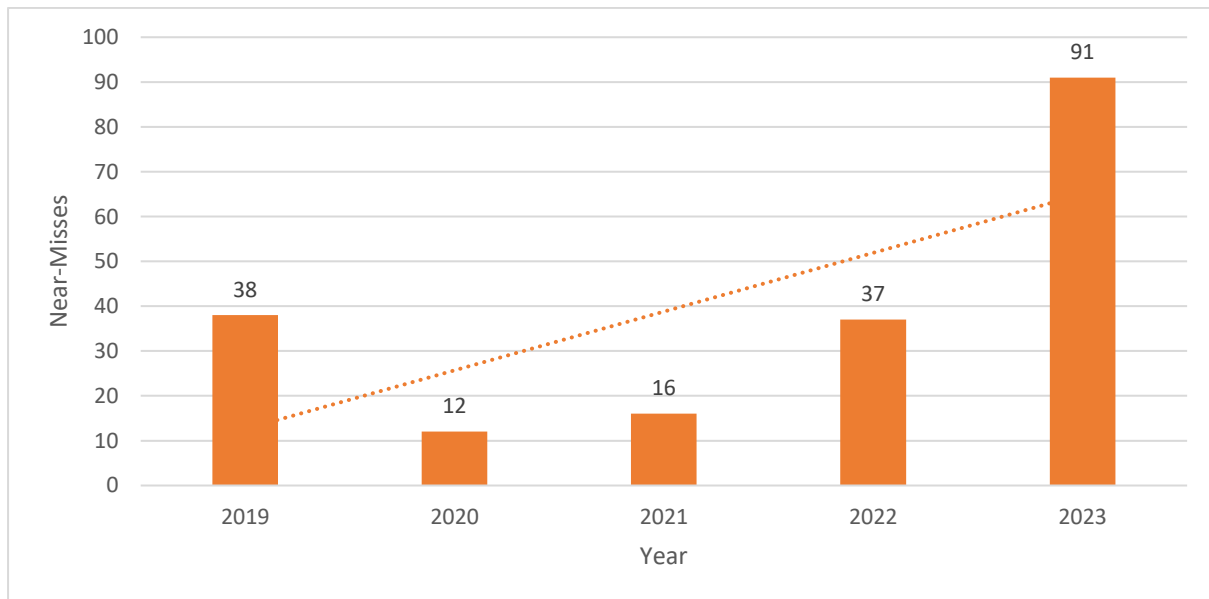
For the period of January 1 to December 31, 2023, a total of **91** near-misses were reported, of which **29** were from Q4.



Year	Near-Misses
<b>2023 Q4</b> <i>Oct., Nov., Dec.</i>	29
<b>2023</b> <i>Full Year</i>	91
<b>Q4 2022</b> <i>Oct., Nov., Dec.</i>	14
<b>2022</b> <i>Full Year</i>	37

Compared to 2022, there was a 146% increase in reported near-misses in 2023. Near-misses are traditionally underreported since employees do not see the relevance of reporting a near-miss. Throughout 2023 EHS has implemented new safety signage to facilitate reporting of events for both students and employees. The installation of the new signage aligns with the drastic increase in events reported. That said, further effort is required to continue to spread awareness.

Graph 23 presents the number of near-misses reported annually from 2019 to 2023. In 2023, the number of reported near-misses reached a record high; the previous high was 41 in 2018 (tracking of this KPI began in 2015).

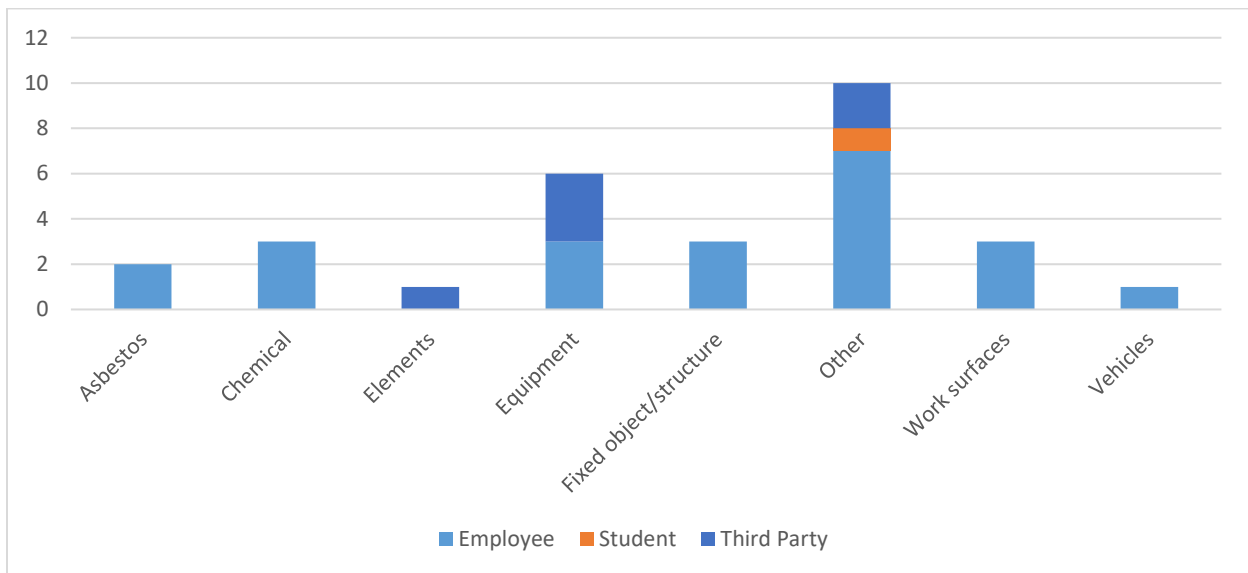


*Graph 23: Total Number of Near-Misses per Year*

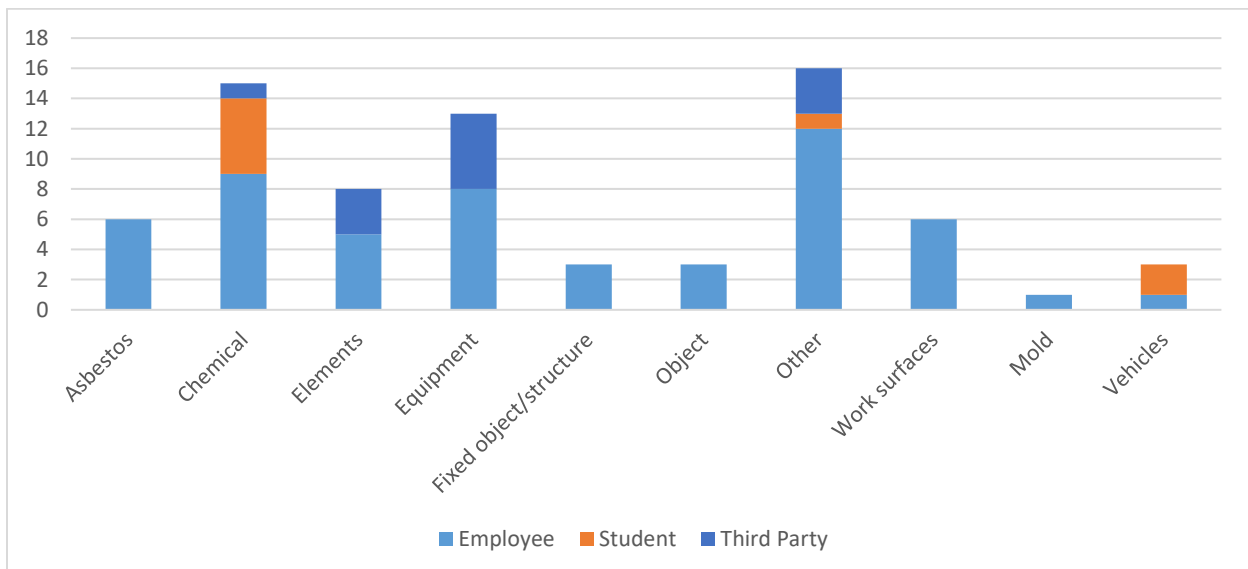
The record-breaking number of near-misses reported in 2023 is in the best interest of the university. Employees reporting near-misses provides valuable insights into potential hazards within the workplace. Once reported, near-miss investigations help to identify underlying unsafe conditions (root cause) that, if left unaddressed, could lead to more serious injuries in the future. By addressing near-misses promptly, we can implement preventive measures to mitigate risks and enhance overall workplace safety.

We continue to encourage the university community to report near-misses given that it fosters a proactive safety culture. A high number of reported near-misses also indicates that university employees are actively engaged in identifying and reporting potential hazards. This engagement is essential for the continuous improvement in safety on our campuses.

Graphs 24 and 25 provide insight on the sources of the near-misses and the status of the individual who reported the near-miss.



Graph 24: Q4 2023 Near-Misses by Source and by Status



Graph 25: 2023 Near-Misses by Source and by Status

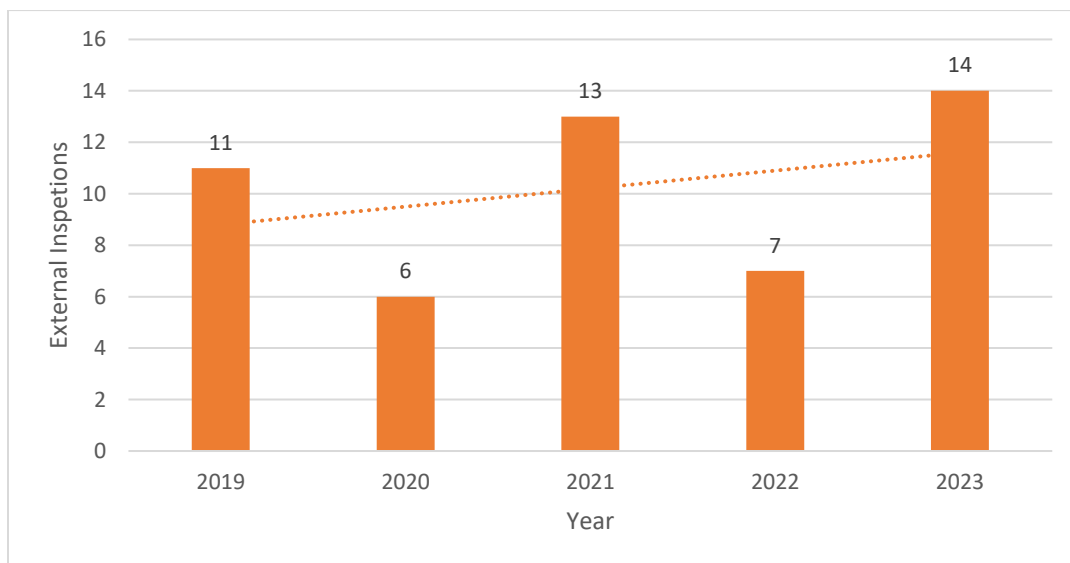
## 12. External Inspections

External inspections refer to inspections or audits of university premises or safety programs conducted by government agencies or third parties (e.g., insurance provider). Third-party audits include those performed at the request of Environmental Health & Safety. These inspections and audits complement EHS work and ensure that the university's activities and facilities comply with all applicable legislation and regulations.

For the period of October 1 to December 31, 2023, there were **4** interventions by the CNESST – 2 on-site visits and 2 requests for information. All 4 interventions were follow-ups from previous inspections carried out earlier in 2023 or from previous years. The CNESST conducts follow-up inspections until all non-compliance citations identified have been addressed. After the follow-up inspections that took place in Q4 2023, the university has no remaining regulatory non-compliance citations. Concordia has two ongoing dossiers with the CNESST, one concerning elevator mechanical room safety and the other the management of asbestos-containing materials in the Hall Building. For both dossiers, the university submits an annual action plan and an end-of-year report.

Year	External Inspections
<b>Q4 2023</b> <i>Oct., Nov., Dec.</i>	4
<b>2023</b> <i>Full Year</i>	14
<b>Q4 2022</b> <i>Oct., Nov., Dec.</i>	1
<b>2022</b> <i>Full Year</i>	7

For the last 5 years, the university has averaged 10 external inspections per year. Graph 26 presents external inspection data from 2019 to 2023.



Graph 26: Total Number of External Inspections per Year

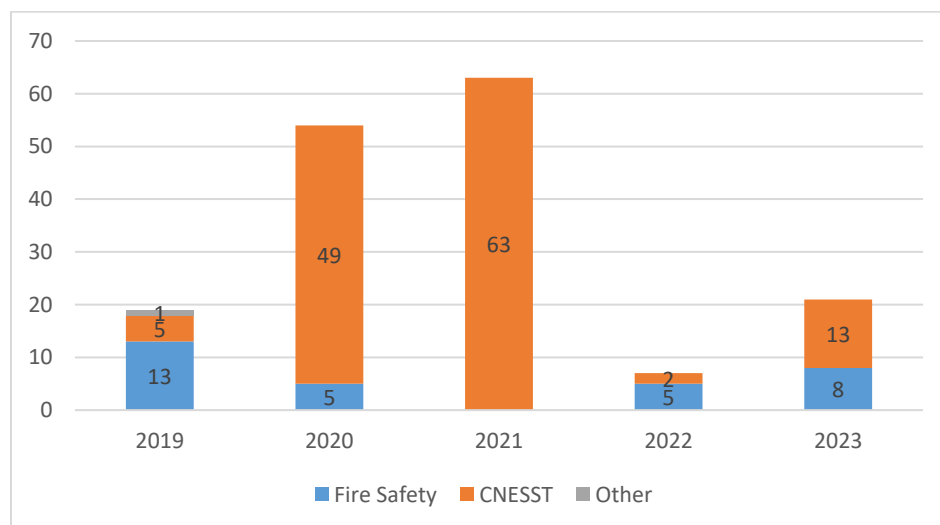
### 13. Regulatory Citations

The university may receive regulatory citations for non-compliance with federal, provincial, or municipal laws, regulations, or by-laws. Regulatory citations can be the outcome of government inspections or interventions (e.g., CNESST, Public Health Agency of Canada, Canadian Nuclear Safety Commission, Canadian Council on Animal Care) or violations of regulations and by-laws (e.g., false fire alarm citation from the *Service de sécurité incendie de Montréal*). This metric tracks the total number of regulatory citations received by the university.

For the period of October 1 to December 31, 2023, the university received **1** regulatory citation from the *Service de sécurité incendie de Montréal* due to a false fire alarm. The total number of regulatory citations from the *Service de sécurité incendie de Montréal* due to false fire alarms in 2023 was reduced by 2: one of the false fire alarm citations from Q1 2023 was contested and the decision rendered was in the university's favour, and one false fire alarm citation from Q2 2023 was reported in error. Following these adjustments, the university received a total of **21** regulatory citations in 2023. The 21 regulatory citations include 8 from the *Service de sécurité incendie de Montréal* (38%) and 13 from the CNESST (62%). Actions are taken following each false fire alarm to determine the root cause and to ensure the fire detection equipment is functioning properly.

Year	Regulatory Citations
<b>Q4 2023</b> <i>Oct., Nov., Dec.</i>	1
<b>2023</b> <i>Full Year</i>	21
<b>Q4 2022</b> <i>Oct., Nov., Dec.</i>	1
<b>2022</b> <i>Full Year</i>	7

As of December 31, 2023, all regulatory non-compliance citations were corrected. Looking back over the last 5 years, Graph 27 illustrates the number of regulatory citations received by the university, by source (annual total indicated).



Graph 27: Total Number of Regulatory Citations per Year by Source

## 14. Regulatory Fines

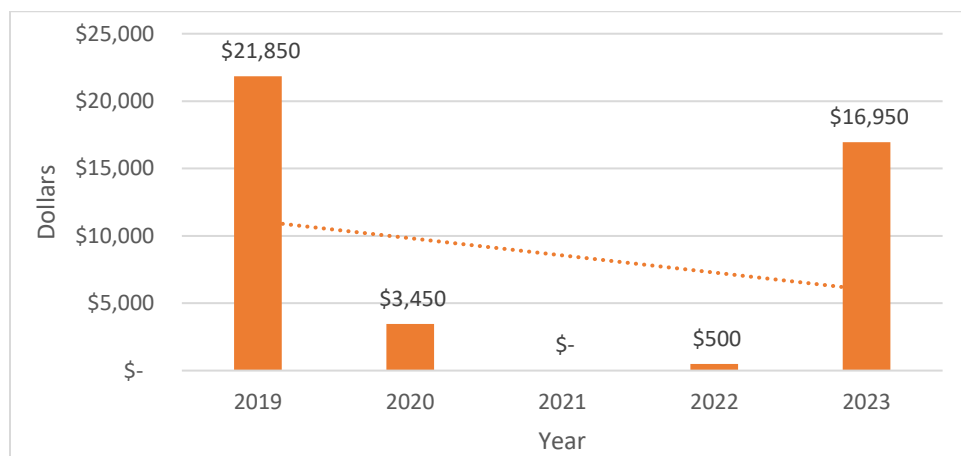
Regulatory citations (Section 13) may have associated monetary fines or penalties that are issued to the university.

For the period of October 1 to December 31, 2023, the university received a **\$2,700** fine from the *Service de sécurité incendie de Montréal* for the false fire alarm that occurred during the quarter (see Section 13).

The total number of regulatory fines from the *Service de sécurité incendie de Montréal* due to false fire alarms in 2023 was reduced by \$2,700 given a false fire alarm fine from Q2 2023 was reported in error. Following this adjustment, the total cost of regulatory fines in 2023 is **\$16,950**. As stated in Section 13, actions are taken following each false fire alarm to determine the root cause and ensure the fire detection equipment is functioning properly to prevent additional regulatory fines.

Year	Fines Received
<b>Q4 2023</b> <i>Oct, Nov, Dec</i>	\$2,700
<b>2023</b> <i>Full Year</i>	\$16,950
<b>Q4 2022</b> <i>Oct, Nov, Dec</i>	\$250
<b>2022</b> <i>Full Year</i>	\$500

Graph 28 presents regulatory fine data from 2019 to 2023.



Graph 28: Total Value of Regulatory Fines Received per Year

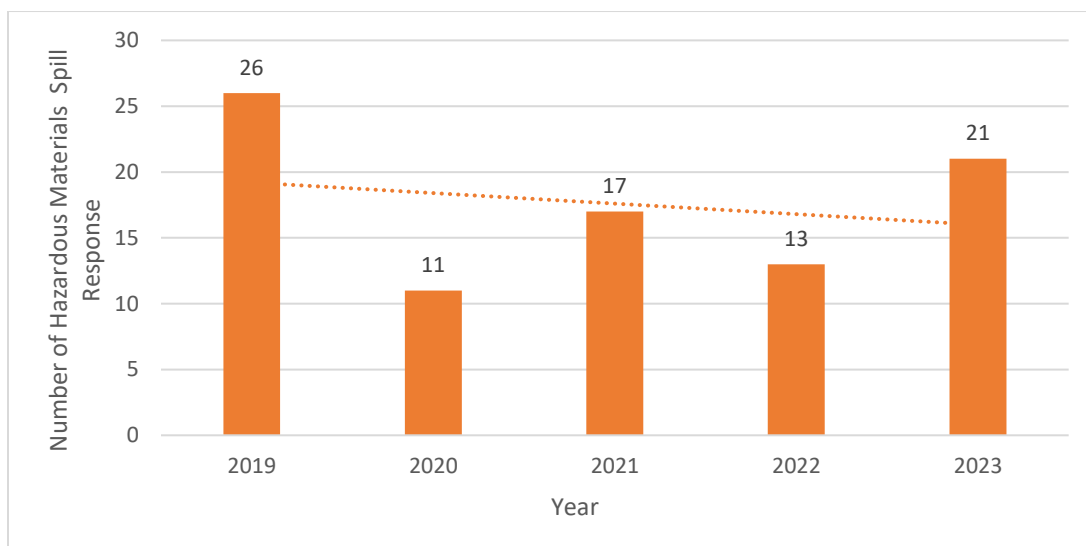
## 15. Hazardous Materials Emergency Responses

The university's Hazardous Materials Emergency Response Team responds to hazardous material emergencies that occur on university premises, including spills and odours. Service providers are called upon to assist when a major spill occurs, and additional resources are required.

Between October 1 to December 31, 2023, there were **5** hazardous materials emergency responses by the Hazardous Materials Spill Response Team. The total number of hazardous materials emergency responses for 2023 was **21**, an increase of 62% from 2022.

Year	Hazardous Material Emergency Responses
<b>Q4 2023</b> <i>Oct., Nov., Dec.</i>	5
<b>2023</b> <i>Full Year</i>	21
<b>Q4 2022</b> <i>Oct., Nov., Dec.</i>	2
<b>2022</b> <i>Full Year</i>	13

As noted in Graph 29, the current trend is decreasing slightly; however, we acknowledge that the number of hazardous materials emergency responses in 2020 and 2021 were impacted by the reduced level of campus activity. Hazardous materials spills often occurred during the handling of hazardous materials, including chemicals and gases, in research labs (62% in 2023). One measure being taken to reduce the number of hazardous materials emergency responses is training individuals how to respond to a minor spill. In 2023, 225 individuals participated in Hazardous Materials Minor Spill Response Training.



Graph 29: Total Number of Hazardous Materials Spill Responses per Year

The Department of Environmental Health and Safety thanks the Board of Governors for their usual thorough attention to the Due Diligence Report.





REPORT TO THE BOARD OF GOVERNORS

GRAHAM CARR  
PRESIDENT AND VICE-CHANCELLOR

APRIL 2024

## INTRODUCTION

For the second time in three short years, the Concordia Stingers women's ice hockey team won the U SPORTS national hockey championship title. The team bested the Toronto Varsity Blues 3-1 at Merlis Belsher Place in Saskatoon to claim the Golden Path trophy, in their third consecutive U SPORTS championship appearance. The Stingers golden national finish follows their RSEQ victory and a perfect 25-0 regular season. **Jessymaude Drapeau**, a third year forward with the team, was named tournament MVP. **Léonie Philbert** and goaltender **Jordyn Verbeek** were recognized as Tournament All-Stars. Forward **Rosalie Bégin-Cyr** was named Player of the Game.

In February, Concordia announced that we're launching a **legal challenge** to Quebec tuition fee changes, following revisions to the *Règles budgétaires*. Concordia tried in good faith to engage with the government on this issue, including a historic francization proposal, to no avail. We enter this challenge based on our belief in diversity, accessibility and maintaining our identity. Concordia asserts that the government neglected its obligation to consider values inherent in the Canadian Charter of Rights and Freedoms, including equality among francophone and anglophone linguistic groups and the protection of Quebec's minority English-language community. We anticipate this will be a long process, with limits on what can be shared with the public. That said, I'll share what I can to keep our community informed.

In news that's discouraging, though not unexpected, Concordia's **Budget Review Working Group** has communicated the university's budgetary forecast, now that the Quebec budget for 2024-25 has been presented. There is only very marginal new funding of 1.6 per cent for universities or reinvestment in higher education, which is clearly inadequate to meet inflationary costs let alone address the chronic underfunding of higher education in Quebec. With a projected deficit of \$35 million for 2023-24, we're acting to adjust our spending with a goal of reducing the university's overall budget by 7.8 per cent and are confident we'll fall within our revised deficit. The budget group has also set expectations for 2024-2025; given declines in enrollment, due to tuition changes, demographic shifts and for geopolitical reasons, combined with growing expenses principally from salaries and inflation, we anticipate a FY2024-25 deficit that will be greater than \$35 million. With conditions in higher education globally changing dramatically, Concordia will be working to design a future-oriented academic, research and business plan that better allows us to adapt and move forward smartly given this reality.

In March, I announced the creation of a **President's Advisory Group** which, as mentioned in a previous report, is a purely consultative body made up of accomplished individuals from diverse backgrounds external to the university. The mandate of the group's 12 members, who will meet twice per year starting this spring, is to offer viewpoints and perspectives on major transformations and trends happening in society, with a view to shedding light on how those developments might affect higher education in the very near future. A list of members can be viewed [here](#).



In February I was invited to Long Beach, California, to present an overview of Concordia's Plan-Net/Zero project at the 2024 **Higher Education Climate Leadership Summit** on a panel devoted to "Research Models for Higher Education's Climate Leadership." Although many leading U.S. universities participated in the Summit, Concordia was the only Canadian university invited to present.

From March 17<sup>th</sup> to the 30<sup>th</sup>, I was part of a **Team Canada mission to Malaysia and Vietnam** led by The Honorable **Mary Ng**, Minister of Export Promotion, International Trade and Economic Development, together with Canada-ASEAN Business Council (Canada's first and only ASEAN-accredited entity which is housed at Concordia) and the Business Council of Canada. Once again Concordia was the only university to participate in the mission, which included more than 300 representatives of Canadian business. During the mission Concordia signed an MOU with CAE to provide training opportunities for aerospace engineering students at the CAE facility in Kuala Lumpur. In Hanoi, I also announced the creation of a new fund to support Concordia-Vietnam collaborations and research mobility opportunities in the area of green transition. This was an outgrowth of an existing MOU with Electric Power University in Hanoi and a joint symposium that Concordia had recently hosted. The trip, which also included stops in Singapore and the Philippines, was an excellent opportunity to network with representatives of the Governments of Canada and Quebec, members of the Canadian business community to explore strategic collaborations with overseas businesses and government agencies, and to meet with alumni in the region.

I joined the Deputy Prime Minister of Ireland, **Micheál Martin**, together with **Eamonn McKee**, the Irish Ambassador to Canada, when they visited with students, faculty and staff in Irish Studies at the McEntee Reading Room on March 15<sup>th</sup>.

## CAMPUS EXPERIENCE

Like other universities in Montreal, across North America and in Europe, we continue to deal with the repercussions on campus and the terrible impact on members of our community of **war in the Middle East**. Since December, a high-level operations group has been meeting several times weekly to assess and address activities on campus that are potentially problematic or disruptive while ensuring that the campus remains a space for the respectful free exchange of views and perspectives. This has led to the refusal to host and, in some cases, the cancellation of events on campus.

As a further step to addressing the challenges that Concordia and other universities are facing, we will announce the creation of **STRIVE**, a University Task Force, on Standing Together against Racism and Identity-based Violence. STRIVE will use campus engagement initiatives, in-depth consultations and open dialogue to understand community experiences around identity-based violence. The task force will then develop university-wide recommendations in several areas, such

as training and complaint processes aimed at addressing identity-based violence as well as how to promote a climate of respect, empathy and compassion on our campuses.

In January and again in March, some **student associations mobilized to protest** the Government of Quebec’s recent announcements with respect to tuition increases for prospective students from the rest-of-Canada. This mobilization, which was peaceful and of limited duration, led in some instances to class cancellations.

## AWARDS AND RECOGNITION

Before a live audience of 51 attendees and 200 online viewers, 10 master's students and six doctoral students from across the university participated in Concordia's 3-Minute Thesis competition, which was held at 4<sup>TH</sup> Space on March 15<sup>th</sup>. The event challenges students to distill complex research into a clear, jargon-free presentation that engages a non-specialist audience — all in just under three minutes and using a single, static PowerPoint slide. **Angelika Gnanapragasam**, a master’s student in health and exercise science, took first place in the master’s category. Her winning presentation was titled “Blood flow restriction: Nice or knife?” **Emma Hsiaowen Chen**, a doctoral student also in health and exercise science, won first place in the PhD category for her presentation “Ballet for balance! Creating accessible online fall prevention.” **Monali Patel**, a master’s student in chemical engineering, was the audience favourite. Her presentation was called “Greening the chemical industry: Brightening our future.”

Concordia undergraduate student **Selma Herrero Lepers** finished with two prizes — the only contestant to do so — at the 2024 edition of the French-language public-speaking competition **Délie ta langue!** The political science and economics student was awarded fourth prize by the jury, worth \$1,000, and the Prix du public, worth \$500. The competition’s 13 finalists faced off at the Bibliothèque et Archives nationales du Québec in Montreal on March 11<sup>th</sup>. Concordia was the only English-language institution to participate in the Université de Montréal–organized event. Ministers **Pascale Déry** and **Jean-François Roberge** were in attendance.

The Concordia delegation placed 3<sup>rd</sup> overall, out of nine competing universities, at the **Jeux de la communication**, held from February 21<sup>st</sup> to 25<sup>th</sup>. The annual contest challenges communications departments at francophone and bilingual universities. Participants face challenges in areas such as journalism, publicity, public relations and rhetoric.

**Zhikun Chen**, PhD candidate in the Department of Building, Civil and Environmental Engineering, was recognized by the Fonds de recherche du Québec. His recent paper, “Entrainment and Enrichment of Microplastics in Ice Formation Processes: Implications for the Transport of Microplastics in Cold Regions” was honoured with February’s **Prix Relève étoile Louis-Berlinguet**. Zhikun is also a recipient of Concordia’s **Stand-Out Award**, recognizing his exceptional research project.

## TEACHING AND RESEARCH

Students from Concordia's Gina Cody School of Engineering and Computer Science made their mark at the recent **Quebec Engineering Competition (QEC)** in Quebec City. One individual and three teams had qualified for the Canadian Engineering Competition in Calgary, which happened from March 1<sup>st</sup> to 3<sup>rd</sup>. The QEC, hosted by Laval University this year, is an important annual gathering for engineering students, educators and professionals. It features a range of activities designed to foster innovation and collaboration among future engineers. This year's theme was the Conquest of Space.

New Concordia faculty member **Katie Young** is finding innovative ways to bring all things Irish into her classroom and beyond. Her courses in cultural geography are the latest addition to the wide array of multidisciplinary courses offered by the School of Irish Studies. This winter, Katie's students' projects were featured as part of *Nuit Blanche*, Montreal's annual all-night arts festival. Titled "Night Culture in Ireland and the Irish Diaspora," the event included histories of the night, its physical geography and shifting policies and cultural movements around night space.

The Concordia Department of Music has two new instructors — and their names may be familiar. **Ariane Moffatt** is a prominent figure in the Quebec music scene and **Ada Lea**, born Alexandra Levy, is a rising singer-songwriter. The two have joined the department this term to teach MUSI 263 – Songwriting I. Ariane is an award-winning Quebec artist whose first album was certified platinum in Canada. For her part, Ada's album, *one hand on the steering wheel the other sewing a garden*, was nominated for the 2022 Polaris Music Prize, which celebrates Canadian recorded music. The songwriting course was designed to allow students to explore and develop their skills through regular songwriting as well as critical analysis of existing songs.

**Vincent René-Lortie**, BFA 17 (film production) had his debut *Invincible* **nominated for an Oscar** in the Best Live Action Short Film category. The film won the International Special Jury Prize at the prestigious Clermont-Ferrand International Short Film Festival in France, as well as the Iris Award for Best Short Fiction Film at the 25<sup>th</sup> Quebec Cinema Awards.

At the **John Molson Undergraduate Case Competition (JMUC)**, the largest international undergraduate case competition organized by a committee of Molson School students, the Molson School delegation earned third place. At the MBA Diversity & Inclusion Challenge at the Telfer School of Management, the JMSB team earned first place. That same weekend, the Molson School team placed third at the **Desautels Negotiation Competition**. MBA students participating in the Asper Business Case Competition placed first for the research case, second in the boardroom case and third in the final round for their division. The Molson School team also advanced to the finals at the Annual Fisher Invitational Case Competition at the Fisher College of Business at Ohio State University that was held in early February.

The 11<sup>th</sup> edition of the **Engineering and Commerce Case Competition** (ENGCOMM) took place February 20<sup>th</sup> to the 24<sup>th</sup>. This international case competition is led by students at Concordia's Gina Cody School of Engineering and Computer Science and John Molson School of Business and is the first and only global case competition bringing teams together to solve combined engineering and commerce cases from real-world sponsors.

Winter **Open House** welcomed 4,166 visitors from 46 countries. Of the prospective students who visited, 79 per cent were undergraduate, 21 per cent graduate – the latter increased by nine per cent compared to winter 2023.

**Mireille Paquet** along with colleagues **Antoine Bilodeau** (both Department of Political Science) and **Zachary Patterson** (Concordia Institute for Information Systems Engineering), have successfully secured **\$12,388,234** for an eight-year project: annually \$1,548,529 from a CFREF administered by Toronto Metropolitan University for a project dedicated to bringing together world-leading scholars to drive innovative and transformative research to ultimately improve immigrant integration in Canada.

**Yong Zeng** (Concordia Institute for Information Systems Engineering) with co-grantees **Jun Yan** from the same institute as well as **Hua Ge** and **Mazdak Nik Bakht** (Department of Building, Civil and Environmental Engineering) have received over **\$1,200,000** funding for a three-year project from NSERC, Mitacs, and industry partner CREO Solutions. The project aims at enhancing the construction industry by developing software to optimize construction project communication, timelines, and stakeholder collaboration.

**Abdelhak Bentaleb** (Department of Computer Science and Software Engineering) secured funding from NSERC, Mitacs, and industry partner InterDigital Canada Ltée for a project addressing smoother and more efficient data transmission techniques. The 36-month initiative, valued at **\$240,000**, focuses on addressing bandwidth/latency issues in volumetric media, which is media that captures a three-dimensional space, such as holograms or virtual reality environments.

**Volt-Age**, Concordia's CFREF-funded research program, recently announced it has provided seed funding to 36 projects totalling **\$7.2 million** to researchers at Concordia and partner institutions: University of Calgary, Toronto Metropolitan University and Dalhousie University. The projects will also benefit from \$3.1 million in cash and \$8.8 million of in-kind investments from researchers, partner institutions and the private sector.

There were five successfully funded projects in the joint **FRQNT+NSERC Nova program** totalling **\$1,129,657** over three years. \$589,657 of the funding was from FRQNT with the remaining \$540,000 from NSERC.

Two **SSHRC Partnership Engage Grants** totalling **\$50,000** were awarded.

### School of Graduate Studies

The new eight-week **Microprogram in Sustainability**, opening in May 2024, prepares students to address critical sustainability challenges. Housed in the School of Graduate Studies and co-taught by leading experts in the field, this interdisciplinary program blends theory and practice through a flexible in-person and online schedule. It bridges sustainability knowledge and skills for students to take meaningful action and tackle some of the toughest challenges we face today, such as climate change, sustainable cities and corporate governance.

The new **Microprogram in Applied AI**, opening in September 2024, covers the main techniques involved in today's AI systems from traditional statistical learning to advanced deep learning models. It is designed to attract current graduate students and working professionals with a programming background who are interested in developing their AI skills in a practical setting. The program opens in September 2024.

The School of Graduate Studies launched the **Graduate Student Ambassador Program** to actively engage prospective students interested in Concordia. During winter Open House on February 17<sup>th</sup>, we welcomed 265 attendees, surpassing last year's count of 233. Our ambassadors led two virtual sessions on finding a supervisor and fostering a graduate school community at 4<sup>TH</sup> Space, where they were joined virtually by 150 prospective students from around the world. Additionally, our online Regional Chat Series hosted by the ambassadors facilitated eight region-specific information sessions. These sessions attracted over 200 attendees, including applicants and newly enrolled students.

In preparation for its inaugural conference which will take place on May 30<sup>th</sup>, the **School of Health** is hosting a series of colloquiums around the themes of biomedical science and engineering research; clinical research and prevention; and community health research. Students, researchers and practitioners attended the School of Health's dual presentation event on February 21<sup>st</sup>. The event featured **Kate de Medeiros** (Department of Sociology and Anthropology) who presented "Stigma, the Environment, and the Experience of Aging" and **Kim Sawchuk** (Department of Communication Studies) who presented on Digital Care Work. This event was followed by a colloquium featuring **Brandon Helfield** (Department of Biology) on March 20<sup>th</sup> with a presentation on Focused ultrasound-assisted targeted drug/gene delivery.

#### 4<sup>TH</sup> SPACE:

**Unveiling Equity**, part of a series with the Centre for the Study of Learning and Performance (CSLP) and hosted by **Vivek Venkatesh**, initiated a frank discussion on tackling structural racism for policy makers working in education, mental health and social services.

A new series from the Département d'études françaises brought together **translators and the authors** whose work they have translated to discuss the complexities of this collaborative relationship.

To encourage healthy relationships, the Sexual Assault Resource Centre (SARC) had been working with the community to build a **collaborative mural**. The mural was revealed piece by piece accompanied by personal stories.

To help launch the **Behaviour Interactive Research Chair of Game Design**, we hosted **Jonathan Lessard, Rilla Khaled**, and designers from Behaviour Interactive for a wide-ranging discussion on the future of designing for play.

The Ellen Gallery's current exhibit is by **Deanna Bowen** (Department of Studio Arts). The Golden Square Mile explores the embedded history of slavery and minstrelsy, of the Canadian Pacific Railway, of Black railway porters, of the introduction of jazz, and of the architecture and familial histories of the Golden Square Mile. The exhibit runs until April 13<sup>th</sup>.

### **Milieux**

On February 14<sup>th</sup>, Milieux announced the 2024 **Undergraduate Fellows** cohort. The Institute hosted a successful event where the fellows were invited to present their research to its members.

Associate Director **Ann-Louise Davidson** from the Technoculture, Arts and Games (TAG) Research Cluster and PhD candidate **Scott DeJong** organized a networking event at 4<sup>TH</sup> Space. The event focused on sharing and discussing how the research community is ethically using AI. For three hours, the participants listened to interviews with stakeholders and shared their approaches. The event was supported with funds from OBVIA.

This winter Milieux successfully hosted a second workshop as part of its **experiential learning workshop series**. Fusing traditional and machine embroidery methods, the workshop aimed to explore language as code through textile. Using the Tajima industrial embroidery machine, the participants created textured poem words exploring AI as both a threat and a thread of narrative language.

Between March 25<sup>th</sup> and March 28<sup>th</sup>, several Milieux members participated in the 3<sup>rd</sup> edition of Rencontres Interdisciplinaires organized by Hexagram. **Rilla Khaled** (TAG), **Miranda Smitheram** (Textile + Materiality), **Alice Jarry** (Speculative Life), **Shauna Janssen** (LePARC) and Milieux Director **Bart Simon** participated in RE-CREATE, a panel reflecting on the role and production of artistic objects within a natural, social and human-scientific research-context.

### **Applied AI Institute**

On Thursday, March 14<sup>th</sup> at 4<sup>TH</sup> Space, the Applied AI Institute held an event on researching, using, and deploying AI responsibly. The event featured **Meaghan Wester**, the Institute's Responsible AI Coordinator, who presented the strategies and practises related to responsible AI within the Institute.

The Applied AI Institute welcomed **Katalin Feher** PhD, Associate Professor at the Ludovika University of Public Service (Hungary) as a visiting scholar, with the support of the European Union's Horizon Europe Research and Innovation Programme and the Next Generation Internet Transatlantic Fellowship Programme— NGI Enrichers. Katalin is a Fulbright Alumna at Drexel University, the Vice-Chair of the Mediatization Section of European Communication Research and Education Association, a founder of AI Media Research, and an expert of the European Innovation Council and SMEs Executive Agency (EISMEA)—EIC Accelerator Programme. Her research interests include the impact of sociotechnical systems, AI media, generative AI and AI ethics.

### **Concordia International**

**Grant Brown** (Department of Biology) was awarded the **Faculty Mobility for Partnership Building** award by Global Affairs Canada and will be collaborating with partners from the university of the West Indies, St. Augustine and Trinidad and Tobago for the project “Impacts of anthropogenic disturbances on the risk assessment among Trinidadian guppies.”

**Ricardo Dal Farra** (Department of Music) was awarded the **Quebec-Mexico Cooperation** award for collaborating with National Autonomous University of Mexico's Centre for Music and Sound Arts. The project will enable the consolidation of a space for research, experimentation, learning, and interinstitutional reflection on the creation, interpretation and study of contemporary music through academic, artistic activities and exchanges of experts, for art students from Quebec and Mexico.

Two out of the three visiting researchers granted the **Horizon Europe - Next Generation Internet** award have arrived in Montreal to conduct collaborative research with the Applied AI Institute and Centre for Engineering in Society. Concordia University was the only Canadian university selected in this inaugural call among over thirty North American institutions.

Concordia will welcome 49 **Mitacs Globalink Research Interns** in summer 2024. The research interns are from 35 universities in 10 countries (India, Tunisia, Mexico, France, Germany, United Kingdom, China, Colombia, Pakistan, Ukraine). The Mitacs internship is a competitive initiative for international undergraduates from select countries. From May to October of each year, top-ranked applicants participate in a 12-week research internship under the supervision of Canadian university faculty members.

At the invitation of the Consulate of Cuba in Montreal, Concordia International participated in the symposium **Universidad**, one of the most important higher education gatherings in Latin America, February 5<sup>th</sup> to 9<sup>th</sup>. Concordia presented the work **New Generation Universities with Social Impact: Case of Study**, Concordia University.

As part of Concordia's **Queen Elizabeth Scholars – West Africa** program, Concordia International organized a professional development workshop for scholars across Africa and Canada on March 6<sup>th</sup>. The workshop, aimed at providing tools and resources to reinforce the participants' knowledge



mobilization competencies, was attended by about 60 early career researchers from across Canada, Cameroon, the Democratic Republic of Congo, Ghana, Nigeria and more.

**Eldad Tsbary** and **Baron Tymas** from Concordia's Department of Music attended TAI Madrid as Erasmus+ visitors from February 26<sup>th</sup> to March 1<sup>st</sup>. During their visit they gave workshops to TAI Madrid students and explored new areas of collaboration that could substantiate and diversify the already dynamic connection between Concordia University and TAI. They will welcome Professor Marcos Merino at Concordia as an Erasmus+ visitor from TAI Madrid from March 15<sup>th</sup> to March 22<sup>nd</sup> to continue the collaboration.

## UNIVERSITY ADVANCEMENT

Advancement celebrated a **\$4 million gift from Power Corporation of Canada** on January 31<sup>st</sup>. The support will help the decarbonization efforts of Volt-Age, a Canada First Research Excellence Fund program jointly led by Concordia.

**Black History Month** was commemorated by Advancement in February with [video testimonials from former members](#) of the Concordia Caribbean Students' Union (CCSU).

### **Gifts to the Campaign for Concordia: Next-Gen Now:**

A major gift of **\$4 million** from an anonymous donor will endow funds in support of case competitions at the John Molson School of Business and summer research internships at the Faculty of Arts and Science. The gift will also provide support for the Canada Scholars Award, recently established to provide financial assistance to new out-of-province undergraduate students.

**Hydro-Québec** gave **\$750,000** to support a research chair at the Gina Cody School of Engineering and Computer Science.

**Grace Dart Foundation** gave \$200,000 to create the Knowledge Mobilization Fund at Concordia's engAGE Centre for Research on Aging.

**Genium360**, a non-profit organization that provides services for Quebec engineers, donated **\$150,000** to support undergraduate students at the Gina Cody School.

An anonymous donor made a pledge of **\$100,000** to support the Faculty of Fine Arts.

**Julien BriseBois**, EMBA 07, general manager of the National Hockey League's Tampa Bay Lightning, donated **\$75,000** to enhance the experiences of student athletes in the Concordia Stingers women's hockey program.



**Quadbridge** gave a total of **\$60,000** to support three separate scholarship funds for women students enrolled in software engineering, business technology management and the John Molson School's MBA program.

**Equiton**, a real-estate investment trust, donated **\$50,000** to support real-estate education at the John Molson School.

The **McCall MacBain Foundation** gave **\$50,000** to support Homeroom, an initiative primarily for new undergraduate students to help them build social networks, access a range of campus services and resources, and develop skills that will set them up for academic and career success.

**James M. Stanford**, BSc 58, LLD 00, continued his support for the Montreal Institute for Genocide and Human Rights Studies (MIGS) at Concordia with a donation of **\$50,000**.

**Brian Beattie**, BComm 76, MBA 81, donated **\$33,500** to support case competitions at the John Molson School.

A gift of **\$30,000** from **Carolyn and Brian Neysmith**, BSc 66, towards the Carolyn and Brian Neysmith Graduate Scholarships will provide financial assistance to master's and doctorate students at Concordia.

**Enterprise Holdings Foundation** donated **\$25,000** to support case competitions and Career Management Services at the John Molson School.

### **Alumni engagement**

A January 25 webinar — “Set yourself up for a successful 2024” — featured performance coach and former Olympian **Karen Lukanovich**, MBA 90. More than 560 people registered for the event.

The eighth edition of the **Black Students Career Development series** — hosted by the Black Alumni Network and Black Students Career Development Team — connected students and alumni to share industry knowledge and explore pathways to successful careers on January 27<sup>th</sup>.

The 2024 edition of **Wild Talks** — a lecture series launched in 2017 and supported by donor **Emeral Investments** — was held on January 29<sup>th</sup> with award-winning dancer and choreographer **Louise Lecavalier**. The event drew 228 students, alumni, faculty and staff to the Concordia Theatre.

“Path Beyond the C-Suite: How to Get On Paid Boards” — a virtual panel held on February 15<sup>th</sup> with 500 people registered — featured **Lesley Antoun**, BEng 95, executive coach and consultant; **Andrea Bolger**, MBA 86, board chair, Teranet and Embark; **Louise Champoux-Paillé**, co-director, Barry F. Lorenzetti Centre for Women Entrepreneurship and Leadership at Concordia; and **Claudine Mangen**, professor, John Molson School of Business.

A thank-you dinner and reception for honorary co-chairs and co-presidents who generously support the annual **Concordia Golf Classic** was held on February 19<sup>th</sup>.

Thirty alumni, students, staff and supporters gathered to celebrate **Lunar New Year** at a special dinner held on February 22<sup>nd</sup> near Sir George Williams Campus.

## SERVICES AND SUSTAINABILITY SECTOR

### Sustainability

Concordia University's **Sustainability Action Plan progress reports** are now available on-line. The progress dashboards are illustrated in five sections, corresponding to the stream plan topics: Sustainable Food Systems, Zero Waste, Climate Action, Sustainability in Research, and Sustainability in Curriculum. This online dynamic report serves to keep the community informed of the Sustainability Action Plan's progress, to celebrate said progress, and to look to the future as an opportunity to address areas for improvement.

The Office of Sustainability once again participated in Concordia's 2024 **Digital Skill-Share Days** by facilitating two sessions. This year's sessions were entitled "Increase your Campus Volunteer Support with the Sustainability Volunteer Program" and "Sustainable Event Certification for Virtual and Hybrid Events".

### Instructional and Information Technology Services

Concordia's **cybersecurity incident response plan** has been updated and multiple cybersecurity projects have been initiated, including a vulnerability management service and guidelines for generative AI use. These initiatives are part of a broader strategy to improve Concordia's cybersecurity posture in compliance with new Quebec legislation.

Concordia completed its annual **National Cybersecurity Assessment** with CANARIE to evaluate Concordia's overall cybersecurity maturity. Collaboration with Queens University and the University of Ottawa on a Regional Security Operations Centre (RSOC) continues with the past period focused on next steps and definition of the value proposition.

### Campus Safety and Prevention Services

At the end of January, Campus Safety and Prevention Services (CSPS) donated \$1,900 to the Concordia University Student Parent Centre (CUSP). The money came from lost and found items collected throughout the year and personal donations accumulated at CSPS's Christmas party.

### Recreation and Athletics

The **National Awards USports Banquet** was held on March 13<sup>th</sup> and the following individuals on the Stingers women's hockey received awards:

- **Emmy Fecteau** won the Student-Athlete Community Service Award

- **Julie Chu** won Coach of the Year
- **Émilie Lussier** won both the All-Rookie Team and the 2<sup>nd</sup> Team All-Canadian

In news from Stingers men's hockey, **Sean Larochelle** was named to the Ontario University Athletics (OUA) East 2<sup>nd</sup> All-Star Team. Soon to be graduate **Tyler Hylland** signed a contract with the Club Lions de Trois-Rivières professional hockey farm team for the Rockets/Canadians.

**Serena Tchida** of women's basketball received the national U Sports "Tracy Macleod Award" for perseverance after having been injured last year and coming back from injury. Serena also earned a 1<sup>st</sup> Team All-Star spot from The Réseau du sport étudiant du Québec. **Areej Burgonio** and **Rowena Blais** were named 2<sup>nd</sup> Team All-Stars.

The men's basketball team **finished in 1<sup>st</sup> place in the league** and hosted the semi-final (which they won against Université Laval); however, they lost in the final against Université du Québec à Montréal (UQAM). **Sami Jahan** hit a milestone with 1,500 career points as a Stinger and was also named to the 1<sup>st</sup> All-Stars Team. **Jaheem Joseph** was awarded a 2<sup>nd</sup> Team All-Star spot and **Jordan Telfort** and **Karam Sahly** were both named to the All-Rookie Team. **Rastko Popovic** received the Male Basketball Coach of the Year Award

In football news, receiver **Ezechiel Tiede**, offensive lineman **Alex Hall**, linebacker **Zach Phillion**, and defensive back/linebacker **Dawson Pierre** have been invited to the Canadian Football League's National Combine, where top-rated draft prospects will have the opportunity to showcase their skills in front of the Canadian Football League (CFL) general managers, coaches, and player personnel.

The **Women's Soccer Team** visited Las Vegas to play exhibition games against University of Nevada, Las Vegas (UNLV) and Utah State University, supported by Power Corporation donation funds.

Wrestler **Alex Moore** qualified for the Paris Olympics.

### **Business and Development**

**L'Expo-Sciences Hydro-Québec:** This science content is open to young people aged 9 to 20 throughout Québec. Concordia has hosted the anglophone finals many times but this year we will also host the Francophone regional finals, which will be held March 21<sup>st</sup> to 23<sup>rd</sup>. This competition allows young people to present their projects to a panel of volunteer judges. During this event, the University will offer guided tours of our facilities, as well as information on programs and resources available to students who wish to undertake their studies at Concordia. In addition, the faculties of Arts & Sciences and the Gina Cody School of Engineering and Computer Science, as well as the Office of the Provost, will be offering scholarships up to \$8,500 to winners in certain categories.

Canada's 9<sup>th</sup> **National Fair-Trade Conference**: under the theme “Down to Earth”, fair-trade leaders and activists from across the country have gathered to celebrate 30 years of fair-trade in Canada and discuss how the movement is still nurturing a fertile soil for change. The event, which was held March 16<sup>th</sup> to 17<sup>th</sup> was certified as a gold sustainable event by Concordia and has received the Fair-Trade Event stamp of approval by Fair-trade Canada.

Pre-sale for the **Grey Nuns Summer Accommodation reservations**, which opens on May 16<sup>th</sup>, have reached \$382,000. This year operations will be run out of both the East and the West Wings (last year was restricted to the East Wing only) giving an extra 184 rooms for 2024. These additional spaces are expected to enable Hospitality Concordia to surpass the 2023 total summer sales of \$1.41 million.