



BOARD OF GOVERNORS ANNUAL REPORT

2013–2014



CONTENTS

2 CHAIR'S MESSAGE

2 MANDATE

3 STANDING COMMITTEES

- APPEALS COMMITTEE
- AUDIT COMMITTEE
- EMPLOYEE BENEFIT COMMITTEE
- EXECUTIVE COMMITTEE
- FINANCE COMMITTEE
- GOVERNANCE AND ETHICS COMMITTEE
- HONORARY DEGREE AND CONVOCATION COMMITTEE
- HUMAN RESOURCES COMMITTEE
- REAL ESTATE PLANNING COMMITTEE

4 ORIENTATION AND RETREAT

4 MEETINGS

- GOVERNANCE
- CHARTER OF VALUES
- STRATEGIC DIRECTIONS
- FINANCE
- HUMAN RESSOURCES
- REAL ESTATE

8 MEMBERSHIP

CHAIR'S MESSAGE

Concordia saw its momentum build in 2013/2014 despite the strained financial context we and all Quebec universities faced. In fact, this was our strongest year ever for research funding.

It was likewise a strong year for the Board of Governors. I am extremely proud of the collaborative atmosphere we have created and our adherence to governance best practices, which allowed us to advance on many fronts. The quality of the exchanges and our emphasis on big-picture, long-term priorities was clear throughout the year, especially at our retreat focusing on philanthropy. And the Board and Senate demonstrated exemplary bi-cameral governance in jointly establishing Concordia's official position on the draft Bill 60, the "Quebec Charter."

The Board's capacity to guide the University depends entirely on the quality and dedication of its members. I would like to thank those whose term of service concluded at the end of June: Tim Brodhead, Edward Little, Erik Chevrier and Melissa Kate Wheeler. In July, I was pleased to welcome five new, high-calibre members: Françoise Bertrand, Gina Cody, Daniel Cross, Benjamin Prunty and Firas Al Hammoud.

As Concordia celebrates the 40th anniversary of the union of its two founding institutions this year, we are reminded of both our strong traditions and our limitless horizons. In the years ahead, Concordia will continue to provide opportunities that help the next generation lead Montreal and Quebec toward a bright future.



Norman Hébert jr.

MANDATE

The Board of Governors is the University's senior governing body and, as such, is responsible for establishing its legal and administrative framework, which includes the adoption of the University's mission and strategic directions, the approval of the budget, the appointment of senior administrators, the establishment of policies, procedures and regulations in connection with the University's governance, the adoption of tuition fees, and the conferment of honorary degrees. The detailed list of the Board's functions and powers is found in [Section 9](#) of the By-Laws.

STANDING COMMITTEES

The work of the Board is supported by its nine standing committees which regularly report to the Board and bring forward recommendations as required. A full description of each committee's composition and mandate is included in the [Mandates of the Standing Committees of the Board of Governors](#).

APPEALS COMMITTEE

Reviews and makes recommendations regarding any matter referred to it by the Chair of the Board in accordance with its superintending power over decisions affecting the University.

AUDIT COMMITTEE

Monitors the internal audit function and enterprise risk management process, reviews and makes recommendations to the Board regarding changes to accounting policies and practices, the approval of the audited financial statements and the appointment of the external auditors.

EMPLOYEE BENEFIT COMMITTEE

Reviews, monitors and makes recommendation to the Board regarding modifications to employee group insurance and benefits plans, makes recommendation to the Board regarding modifications to the Pension Plan.

EXECUTIVE COMMITTEE

Reviews draft Board agendas and documentation, decides on matters requiring urgent attention between Board meetings.

FINANCE COMMITTEE

Reviews and makes recommendations to the Board regarding the annual operating and capital budgets and examines and reports on the quarterly results and projections in relation thereto, reviews and recommends all major university borrowings, financings and expenditures.

GOVERNANCE AND ETHICS COMMITTEE

Reviews and makes recommendations to the Board regarding governance rules and related policies and procedures, oversees the application of the Code of Ethics, recommends the appointment of external Governors, Board Chair and Vice-Chairs, Chancellor and Deputy Chancellor, evaluates the performance of the Board.

HONORARY DEGREE AND CONVOCATION COMMITTEE

Approves matters relating to convocation policy, reviews and makes recommendations regarding proposals for honorary degree and Faculty awards of distinction recipients.

HUMAN RESOURCES COMMITTEE

Recommends and oversees the implementation and application of human resources policies for the University's employees and senior management personnel, makes recommendation to the Board in connection with the collective bargaining mandates as well as tenure and sabbatical leave of academic personnel.

REAL ESTATE PLANNING COMMITTEE

Reviews and makes recommendations to the Board regarding plans for the management and development of the University's real estate, makes recommendations regarding policies and major expenditures with respect to the construction, expansion, repairs and renovations of buildings, facilities, premises and properties as well as the acquisition or disposal thereof.

ORIENTATION AND RETREAT

An orientation and welcome session was held on September 3, 2013 which focused on general information and University governance, provided an academic overview and addressed the University's financing. Moreover, a Board retreat was held on April 2, 2014 designed around the theme "Creating a Culture of Philanthropy".

MEETINGS

Board members were convened to seven meetings during the 2013/2014 academic year:

- September 19, 2013
- October 16, 2013
- December 11, 2013
- February, 2014
- April 16, 2014
- May 21, 2014
- June 17, 2014
(Closed Session)

The summary and highlights of the main topics discussed during the year are summarized hereinafter:

GOVERNANCE

Following a public request for proposals for audit services, Raymond Chabot Grant Thornton was re-appointed as the University's external auditors for the next three fiscal years.

Presentations were given and discussions held regarding eConcordia and KnowledgeOne (K1), with the objective of clarifying their legal structure as well as the business and operational relationship between K1 and the University.

A presentation was given and discussion held regarding philanthropy in higher education to sensitize the Board about the role and importance of philanthropy within the activities of the University.

The Board approved the renewal of a copyright license agreement which entailed a reduction in the copyright fee charged to students.

The Board also approved the merger of Corporation Valéo Inc., a research enhancement corporation created in 2001 with another, MSBi Valorisation Inc. This merger allowed the implementation of an innovative model based on the rigorous management, protection and commercialization of intellectual property (Valéo model) and a model of investment in pre-seed and seed funding recognized by academia and all stakeholders in the chain of private investors in Quebec (MSBi model).

Originally approved in 2006 as the School of General Studies, the School of Extended Learning brought together academic and entrepreneurial cultures which were never fully integrated, and its original mandate was never fully realized. A revised mandate was therefore proposed and approved whereby the School's activities will focus on continuing education and non-credit language instruction. The academic functions currently covered by the School will be transferred to the Faculties. It is expected that it will take about one year to implement the changes and modifications which result from the revised mandate.

Following the Board's authorization in November 2012 that the University proceed with the implementation of a new student information systems (SIS) project, the Board received updates from the Audit Committee regarding the project's progression. The Board also received updates from the Audit Committee regarding the status of all major contracts awarded by the University.

Pursuant to the parameters set out in the [Policy on Contract Review, Signing and Required Approvals \(Policy BD-1\)](#) which require Board approval of all major contracts, the Board approved the renewal of the computer provisioning contract, the security services contract as well as the one-year option cleaning services contract.

During the academic year, the Board also approved amendments to the following policy documents:

- [Policy on Contract Review, Signing and Required Approvals \(Policy BD-1\)](#)
- [Travel Policy and Other Allowable Expenses \(Policy CFO-3\)](#)
- [By-Laws](#)

CHARTER OF VALUES

Following the introduction by the Quebec government in the fall 2013 of a proposed Charter of Secular Values, the Board discussed the tenor of a proposed response and agreed on a process to delegate to the Executive Committee, in conjunction with Senate's Steering Committee, the task of approving the final wording of a joint Senate/Board statement affirming its disagreement with some key elements of the Charter.

STRATEGIC DIRECTIONS

The President provided updates throughout the year regarding some key areas of focus and some selected key performance indicators and proposed some potential institutional directions for consideration for inclusion in the next institutional plan.

FINANCE

Throughout the year, the Board was kept apprised of the process of the budget model and the University's evolving financial situation via the reports provided by the Finance Committee, the Chief Financial Officer as well as the President.

At the April 2014 meeting, the key elements of the 2014/2015 operating budget were presented, taking into account the annual compression of \$13.2 million announced by the government in 2012 and made permanent last year, further to which the Board approved the 2014/2015 operating budget with a projected deficit of \$2.8 million. The deficit had been authorized by the provincial government in light of the permanence of the aforementioned compression.

However, at the June meeting, the Board was apprised that, subsequent to the adoption of the budget, the newly-elected provincial government announced measures during its budget speech which could amount to a significant additional compression to its 2014/2015 operating budget and that the University might not be allowed to run a deficit as previously authorized. The administration is working on various scenarios, and a revised budget will be presented to the Board in the fall once more clarity is known.

HUMAN RESOURCES

Regular reports on the status of the labour negotiations were provided to Governors throughout the year. While negotiations are ongoing with some unions, the Board approved several settlements as follows:

- Concordia University Library Employees' Union (CULEU)
- Concordia University Union of Support Staff – Technical Sector (CUUSS – TS)
- Concordia University Continuing Education Part-time Faculty Union (CUCEPFU)
- United Steel Workers (Local section 9538 (SGW) (Métallos - SGW)
- United Steel Workers (Local section 9538 (Loyola) (Métallos – Loyola)
- Concordia University Professional Employee Union (CUPEU)
- Concordia University Support Staff Union (CUSSU)
- Association of Concordia University Management and Administrative Employees (ACUMAE)
- PSAC Teaching Assistants (TRAC – TA)
- PSAC Research Assistants (TRAC – RA)

Following successful searches, the following senior administrators were appointed during the course of the year:

- Dr. Paula Wood-Adams as Dean of Graduate Studies for a term beginning on August 1, 2013
- Dr. Guylaine Beaudry as University Librarian for a term beginning on May 1, 2014
- Dr. André Roy as Dean of the Faculty of Arts and Science for term beginning on August 1, 2014
- Dr. Amir Asif as Dean of the Faculty of Engineering and Computer Science on August 1, 2014

Following a successful evaluation, Mr. Philippe Beauregard was re-appointed as Chief Communications Officer for a second term beginning on January 11, 2015.

At its May meeting the Board also appointed a new Chancellor, effective January 1, 2015, as well as Governors Emeriti, the details of which will be announced in the fall.

REAL ESTATE

In keeping with the University's short and long-term space development plan, Board approval was sought and obtained in connection with the relocation project for the Education Department.

MEMBERSHIP

The membership of the Board of Governors included 25 members as well as one non-voting observer and one alternate Governor.

MEMBERS

Ex-officio

Dr. Alan Shepard
President and Vice-Chancellor

External members

Mr. Jeff Bicher, CFRE
CEO, Executive Director
Hillel Montreal

Me Antoinette Bozac
former Chief Legal Officer
& Vice President, Corporate
Affairs and Human Resources
Canada Lands Company/
Société immobilière du
Canada

Dr. Tim Brodhead
Interim President
Pierre Elliot Trudeau
Foundation

Me Francesco Ciampini
Attorney

Mr. Jean-Pierre Desrosiers,
FCA, Associé
Fasken Martineau DuMoulin
S.E.N.C.R.L.

Ms. Hélène F. Fortin, FCA
Partner, Gallant & Associés,
S.E.N.C.R.L.

Mr. Norman Hébert, Jr.
(Chair of the Board)
President and CEO
Groupe Park Avenue Inc.

Ms. Mélanie La Couture
Executive Director
Montreal Heart Institute
Foundation

Me John Lemieux
Consultant/Counsel
Dentons Canada S.E.N.C.R.L.

Me Marie-José Nadeau
(Vice-Chair of the Board)
Executive Vice-President,
Corporate Affairs and
Secretary-General
Hydro-Québec

Mr. Michael Novak
Senior Advisor and Consultant

Mr. Georges Paulez
Managing Director and CEO
Mirabaud Canada Inc.

Ms. Suzanne Sauvage
President and Chief
Executive Officer
McCord Museum

Ms. Annie Tobias
Director, Leadership Institute
The Jewish Community
Foundation of Montreal

Representing the Faculty

Dr. Shimon Amir
(Vice-Chair of the Board)
Professor
Department of Psychology/
CSBN

Dr. Sandra Betton
Associate Professor
Department of Finance

Dr. Edward Little
Professor
Department of Theatre

Dr. Norman Ingram
Professor
Department of History

Dr. William E. Lynch
Professor and Chair
Department Electrical and
Computer Engineering

Prof. Maria Peluso
Part-time Faculty Member
Department of Political
Science

Representing Graduate Students

Mr. Erik Chevrier

Representing Undergraduate Students

Ms. Melissa Kate Wheeler

Ms. Melanie Hotchkiss
(alternate)

**Representing the Administrative
and Support Staff**

Mr. Craig Buchanan
Manager, Academic Facilities
& Services, IITS

NON-VOTING
OBSERVER

Mr. L. Jacques Ménard, C.C., O.Q.
Chancellor

Mr. Jonathan Wener, C.M.
Deputy Chancellor *

*in the absence of Chancellor

SECRETARY-GENERAL

Me Bram Freedman
Vice-President, Development
and External Relations, and
Secretary-General

SECRETARY OF THE
BOARD OF GOVERNORS

Ms. Danielle Tessier
Director, Board and Senate
Administration

