



BOARD OF GOVERNORS  
**ANNUAL REPORT**  
2015-2016

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## CHAIR'S MESSAGE

Concordia sustained its momentum and advanced its reputation in 2015/2016. These achievements are that much more impressive given that, amidst the continued strained financial context for Quebec universities, Concordia maintained the lowest debt among them.

This was an important year for Concordia's future. Across the university many members of the community, including Board members, worked tirelessly to finish the development of the new Strategic Directions initiative, Concordia's road map for its future. Implementation of this project will begin in the year ahead, guided by President and Vice Chancellor Alan Shepard, whom the Board voted unanimously to renew for a second five-year term.

I am pleased to report that 2015/2016 was yet another effective year at Concordia's Board of Governors. I would like to thank those whose term of service concluded at the end of June 2016 and welcome all incoming members as of July 1. The dedication and collegiality of our membership foster a collaborative atmosphere that allows us to examine the details before us while always keeping the horizon in sight.

As we continue to develop talent – be it in our next generation or in citizens returning to retool and upgrade for a rapidly changing world – Concordia fulfills its mission of providing opportunity and, ultimately, strengthening our society. I know I speak for all our Board members when I say it is an honour to contribute to that grand endeavour.



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 2, 2015 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 January 27, 2016 designed around the theme "*Shaping our Directions*".

## MEETINGS

Board members were convened to eight meetings during the 2015/2016 academic year:

September 16, 2015	April 13, 2016
October 28, 2015	April 22, 2016*
December 9, 2015	May 20, 2016
February 17, 2016	June 21, 2016
	*(Closed session)



The highlights of the main topics discussed during those meetings are summarized below.

### POLICY DOCUMENTS

During the academic year, the Board approved the following policy documents:

- On recommendation of Senate, the Board approved revisions to the membership of the [Council of the Faculty of Engineering and Computer Science](#), which had not been updated since March 1999.
- The *Policy regarding Sexual Violence (PRVPAA-3)* was created in response to a recommendation of the Sexual Assault Policy Review Working Group that the University adopt a stand-alone policy on sexual violence. It links to existing policies, applies to all members of the Concordia community and includes a definition of sexual violence, a definition of consent aligned with the Criminal Code, sections specifically related to sexual harassment and sexual assault, and a link to procedures manual that describes the process and available support services.
- Revisions to the *Policy on the Use of Concordia University's Name, Logo and Related Insignia, and the Governance of its Visual Character and Digital Presence (SG-4)* were approved to incorporate administrative and housekeeping changes, including the addition of reference to the digital presence. A [Procedures Handbook](#), appended to the Policy, was presented for information purposes and will be updated by the University Communications Services as required.
- Pursuant to a recommendation of the Audit Committee, minor amendments to article 8 of *Code of Ethics and Safe Disclosure Policy* applicable to Employees of Concordia University ([BD-4](#)) were approved in order to reinforce the confidentiality of the existing mechanism for safe disclosure.

### PROCESSES

The current Banner system, over 15 years old, is no longer sophisticated or robust enough considering the current and future needs of the University. A three-year analysis review determined that a new advancement information system (AIS) is required to facilitate growth of fundraising results, improve fundraising operations, ameliorate donor base and relationship building as well as improving all aspects of data gathering, reporting, mass communication, tax receipting, etc. Following a detailed presentation in February 2016, the Board authorized the University to proceed with the implementation of a new AIS in accordance with the financial parameters presented to the Board.

### STRATEGIC DIRECTIONS

During the academic year, the Board received regular updates in connection with the strategic planning process following the approval of the [strategic directions](#) by the Board in June 2015.

At the October meeting, the Board was presented with a summary of Phase I, which consisted of strategic visioning and included a broad consultation process, Idea Cafés, working groups, surveys, etc., and resulted in nine high-level strategic directions. Governors were also provided with an overview of Phase II, consisting in action planning which will be done at the level of units (Faculties, Libraries and large administrative areas) to determine their game plan (vision, top 5 big goals, top 5 transformative actions and ways and means), concurrently with the development of cross-institutional strategies in five key areas.

At the May meeting, following the brainstorming sessions and presentations given at Senate and at the Board retreat in January, the Board was presented with a draft [preliminary game plan](#), which identifies first moves and places emphasis on the four cross-institutional directions:

- Double our research
- Teach for tomorrow
- Grow Smartly
- Embrace the city, embrace the world

Units are finalizing their own plans. The next steps include validating targets and metrics, gearing up for the implementation of the game plan, integrating the strategic directions priorities into the comprehensive campaign and launching the resource optimization project.

### BUDGET

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

Following the government-mandated 1.5% increase of the tuition fees in all regulated programs effective for September 2016, the Board approved the same increase for international students in some ENCS and JMSB deregulated programs as well as some administrative fees.

The 2016/2017 operating budget was approved at the June Board meeting, with a projected deficit of \$6.3 million. It is increasingly difficult for the University to go into a deficit and maintain its long-term sustainability. Faced with limited increases in revenues from grant and tuition fees, the University needs to reduce costs by addressing its *masse salariale*. It is within this context that the University is offering a voluntary retirement program (VRP) to its full-time faculty and staff members who meet specific criteria,

to help address the impact of budget shortfalls. The VRP will impact the 2017/2018 budget.

The 2015/2016 to 2018/2019 capital budget was also approved at the June Board meeting. This budget comprises funds provided by the Ministère de l'Éducation et de l'Enseignement supérieur (MEES) under a specific envelope dedicated to capital assets and which cannot be transferred to the operating budget.

### HUMAN RESOURCES

Reports on the status of the labour negotiations were provided to Governors throughout the year. The Board approved collective bargaining mandates as follows:

- Concordia University Part-time Faculty Association (CUPFA)
- Public Service Alliance of Canada (PSAC)/Invigilators

The Board also ratified settlements between the University and:

- Association of Concordia University Management and Administrative Employees (ACUMAE)
- Concordia University Faculty Association (CUFA)

### PENSION PLAN

An extensive update was provided at the May meeting with respect to the Quebec government pension reforms and potential implications for the Concordia Employee Pension Plan. The Board was apprised of the two primary solutions which are under consideration and of the underlying considerations to arrive at the proposed solutions. The pension legislation was adopted by the National Assembly in June. Work is ongoing at the Pension Sustainability Working Group, and a recommendation from the Employee Benefits Committee for a revised Pension Plan will be presented for Board approval in the Fall 2016.

### APPOINTMENTS

Frederica Jacobs was appointed Secretary-General and General Counsel for a five-year term beginning on December 1, 2015.

Following successful searches, Amy Fish was appointed Ombudsperson for a two-year term beginning on March 14, 2016, and Denis Cossette was appointed Chief Financial Officer for a five-year term beginning on August 1, 2016.

In accordance with the terms of the *Policy on Senior Administrative Appointments* (BD-5), the

President established advisory search committee for a Provost and Vice-President, Academic Affairs. Vice-President, Research and Graduate Studies Graham Carr was appointed Interim Provost effective May 1, 2016 until such time that a permanent incumbent will have been appointed.

An advisory search committee was also established by the President to fill the position of Dean of the John Molson School of Business. The Board appointed Associate Dean Stéphane Brutus Interim Dean effective December 1, 2015. However, the search committee was dissolved in May and will be re-established once the new Provost will have been appointed to allow the latter to lead the search for this key academic leadership role.

In December 2015, the President confirmed to the Chair of the Board that he was seeking a second term. As provided for under the *Policy on the Remuneration and Evaluation of Senior Administrators* (BD-8), the Board established an evaluation committee, led by the Chair of the Board. At the May Board meeting, the Board unanimously approved the evaluation committee's recommendation that Alan Shepard be reappointed President and Vice-Chancellor for second five-year term beginning on August 1, 2017.

### 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 Loyola Sports Complex expansion project, renovations on the 7<sup>th</sup> floor of the Hall Building to house the [Student Success Centre](#), complementary renovation opportunities on the 6<sup>th</sup> and 7<sup>th</sup> floors of the Hall building, the construction project with respect to the conference centre and JMSB graduate student work space on the 9<sup>th</sup> floor of the John Molson building as well as for some other acquisition opportunities.

In order to take advantage of opportunities under the federal government's \$2 billion Post-Secondary Institutions Strategic Investment Fund (SIF) for research and innovation projects, the Board authorized the University to submit four applications. Of those four applications, the University secured the approval of the most substantial project in connection with the construction of the Applied Science Incubator on the Loyola Campus. Board approval was obtained in connection with the parameters of that project at the June Board meeting.

### GENERAL

To deepen their knowledge and understanding of the University's operations, academic



life, ongoing initiatives and partnerships, during the year Governors benefited from presentations on the [Student Success Centre](#), the preliminary comprehensive campaign plan and highlights of the 2016 reputation survey.

A presentation was also given on the [Concordia University Press](#), the creation of which was endorsed by the Board.

## 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

Mrs. Helen Antoniou Molson  
*Executive Coach and Strategy Consultant*

Ms. Françoise Bertrand (Vice-Chair of the Board)  
*President and CEO Fédération des chambres de commerce du Québec (FCCQ)*

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

Me Antoinette Bozac  
*Corporate and Legal Services Executive*

Mr. Gabriel Bran Lopez  
*Founding President  
Youth Fusion*

Dr. Gina Cody  
*President  
CCI Group Inc.*

Mr. Jean-Pierre Desrosiers, FCA  
*Strategic Advisor  
PSB Boisjoli S.E.N.C.R.L. - LLP*

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*

Mr. Tony Loffreda, CPA  
*Regional Vice President, Commercial Financial Services,  
Québec Headquarters, RBC Royal Bank*

Mr. Michael Novak  
*Senior Advisor and Consultant*

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

Mr. Philippe Pourreaux  
*Manager, Business Analysis  
Rio Tinto Alcan*

Ms. Suzanne Sauvage  
*President and Chief Executive Officer  
McCord Museum*

### Representing the Faculty

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

Dr. Sandra Betton  
*Associate Professor, Department of Finance  
Director, MBA and GDBA Programs*

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*

Dr. Haidee Wasson  
*Associate Professor  
Mel Hoppenheim School of Cinema*

### Representing Graduate Students

Mr. Alex Ocheoha

### Representing Undergraduate Students

Mr. Terry Wilkings  
Mr. Benjamin Prunty (alternate)

### Representing the Administrative and Support Staff

Ms. Frédérica Martin  
*Manager  
Academic Programs and Development*

### Non-voting observer

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

### Secretary-General

Me Frederica Jacobs  
*Secretary-General and General Counsel*

### Secretary of the Board of Governors

Ms. Danielle Tessier  
*Assistant Secretary-General*

