

CONCORDIA



BOARD OF GOVERNORS  
**ANNUAL REPORT**  
2016-2017

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## CHAIR'S MESSAGE

It is clear that Concordia maintained its momentum in 2016/2017. The year saw the rollout of the Strategic Directions Game Plan, whose "first moves" have already borne fruit. The establishment of the Department of Chemical and Materials Engineering is one such benefit; record research funding in a tight financial context, and record enrolment during a demographic dip, are others.

These accomplishments speak to Concordia's commitment to, and reputation as, a next-generation university, as confirmed by its advance of 30 places in the 2018 QS World University Rankings. By that measure, Concordia finds itself in the top 1.6 per cent of the world's universities.

Pride in such recognition motivates the Board as we oversee the financial and operational processes that make this major institution tick. The combination of big-picture thinking and attention to detail we require of our Board members is rare. Our ever-improving reputation and collegial atmosphere allow us to attract and keep such talent. I would like to thank those whose term of service concluded at the end of June 2017 and welcome all incoming members as of July 1.

On behalf of all our board members, it is an honour to serve Concordia's mission of providing our next generation the keys to success, in the process strengthening the very fabric of society.



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 7, 2016 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 19, 2017 designed around the theme "Experiential Learning".

## MEETINGS

Board members were convened to eight meetings during the 2016/2017 academic year:

September 26, 2016	March 8, 2017
November 2, 2016	April 19, 2017
December 14, 2016	May 24, 2017
January 19, 2017	June 9, 2017

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

## POLICY DOCUMENTS AND PROCEDURES

During the academic year, the Board approved, amended or was apprised of the following policy documents and procedures:

- The adoption of the *Sustainability Policy* ([BD-7](#)) formalized Concordia's recognized leadership role and commitment in sustainability. This new policy will help coordinate and align the multitude of initiatives with a coherent strategy for better integration and consistency.
- The *Policy concerning Gift Acceptance and Receipting* ([VPAER-1](#)) was revised to incorporate housekeeping changes to update the terminology and nomenclature and clarify procedures as well as current best practices following an in-depth review of the policies at analogous institutions.
- The *Policy concerning the Management, Access, and Use of Institutional Advancement Data* ([VPAER-2](#)) as well as the *Policy on the Naming of University Spaces, Buildings, and Other Assets, Programs or Activities* ([VPAER-3](#)) were revised to incorporate administrative changes as well as current best practices following an in-depth review of the policies at analogous institutions.
- Last reviewed in 2012, the University *By-Laws* were amended to address issues regarding eligibility requirements of members, to revise some quorum and voting requirements and to effect some housekeeping changes.
- To ensure consistency with the By-Laws with respect to eligibility requirements, revisions to the "Definitions" section of the *Policy on Senior Administrative Appointments* ([BD-5](#)) and the *Policy on the Remuneration and Evaluation of Senior Administrators* ([BD-8](#)) were also approved.
- Amendments were brought to the *Code of Rights and Responsibilities* ([BD-3](#)) primarily to:
  - render the Code's terminology gender neutral;
  - harmonize and clarify some procedural delays and re-number paragraphs;
  - incorporate recommendations made by the Office of Rights and Responsibilities;
  - harmonize the wording, definitions and infractions regarding sexual violence between the *Code* and the *Policy on Sexual Violence* ([PRVPAA-3](#));
  - modify the sanctions that the Hearing Panel may impose to allow the Panel to impose restricted access conditions; and
  - provide that emergency temporary suspension of a student can now be effected by a vice-president or delegate thereby allowing for more flexibility in urgent case.

- In order to comply with *An Act to facilitate the disclosure of wrongdoings relating to public bodies* (*Bill 87*) which came into force on May 1, 2017, the University established a *Procedure to Facilitate Employee Disclosure of Wrongdoings*, which identifies a Designated Official who is responsible for receiving and treating the disclosure of wrongdoings. The Director, Internal Audit, Kathleen Lizé, is the Designated Official.

## PROCESSES

Pursuant to the parameters set out in the *Policy on Contract Review, Signing and Required Approvals* ([BD-1](#)) which require Board approval of all major contracts, the Board approved the awarding of a computer provisioning contract.

The Board also approved a four-year renewal of the copyright license agreement with COPIBEC, resulting in the approval of a decreased Copyright Fee charged to students.

## 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.

An update on the key performance indicators was given at the November Board meeting, which focused on four of the nine strategic directions: Double our Research, Teach for Tomorrow, Grow Smartly, and Take Pride. At the March Board meeting, a high-level summary was presented regarding some of the ongoing initiatives under the guidance of the [game plan](#), developed at the conclusion of the strategic planning process, detailing a priority list of "first moves" undertaken in 2016/2017.

## 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 2.7% increase of the tuition fees in all regulated programs effective for September 2017, the Board approved the same increase for international undergraduate students in ENCS and JMSB Cycle I 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 2017/2018 operating budget was approved at the June Board meeting, with a projected deficit of \$3.9 million. The 2016/2017 to 2019/2020 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.

### ACADEMIC UNITS

On recommendation of Senate, the Board approved the establishment of the [Department of Chemical and Materials Engineering](#). This unique program supports three of the strategic directions.

The Board also approved Senate's recommendations to modify the name of the following units, in order to better align their names with the scope of their activities:

- Department of Religion to [Department of Religions and Cultures](#)
- School of Canadian Irish Studies to [School of Irish Studies](#)
- Department of Department of Mechanical and Industrial Engineering to [Department of Mechanical, Industrial and Aerospace Engineering](#)

### 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:

- Association of Concordia University Management and Administrative Employees (ACUMAE)
- Concordia University Faculty Association (CUFA)
- Concordia University Union of Support Staff – Technical Sector (CUUSS-TS)
- Public Service Alliance of Canada – TRAC (Teaching Assistants (TAs) & Research Assistants RAs)
- United Steelworks – Local 9358 Loyola Campus (Métallos Loyola)

The Board also ratified settlements between the University and:

- The Public Service Alliance of Canada /TRAC Union (PSAC Teaching Assistants / TRAC-TA)
- The Public Service Alliance of Canada /TRAC Union (PSAC Research Assistants / TRAC-RA)
- Concordia University Union of Support Staff – Technical Sector (CUUSS-TS)

### PENSION PLAN

Pursuant to the adoption by the National Assembly in June 2016 of Bill 75, *An Act respecting the restructuring of university-sector defined benefit pension plans and amending various legislative provisions* and the work of the Pension Sustainability Forum over the past three years, a recommendation from the Employee Benefits Committee for amendments to the Pension Plan was approved by the Board.

As of January 1, 2018 the cost sharing arrangements will be adjusted such that employees accruing service in the plan will pay 45% of total plan costs for service after December 31, 2015, while the employer will pay 55%. The current non-contributory participation option and its pension formula (1%) will be eliminated as of December 31, 2017; however, all previous cumulative years of service benefits will be maintained in the plan. A one-time option is provided for current active members to decide not to contribute to the plan and not to accumulate retirement benefits as of January 1, 2018. The benefits of the plan remain unchanged. An information campaign has been deployed to provide relevant information to every eligible employee.

### APPOINTMENTS

Following successful searches conducted in accordance with the *Policy on Senior Administrative Appointments (BD-5)*, the following senior administrators were appointed during the course of the year:

- Graham Carr as Provost and Vice-President, Academic Affairs for a term beginning on September 26, 2016 and ending on June 30, 2021.
- Anne-Marie Croteau as Dean of the John Molson School of Business for a term beginning on June 1, 2017 and ending on May 31, 2022.
- Christophe Guy as Vice-President, Research and Graduate Studies for a term beginning on August 1, 2017 and ending on July 31, 2022.

The fifth-year anniversary evaluation of Roger Côté, Vice-President, Services, was conducted in accordance with the *Policy on the Remuneration and Evaluation of Senior Administrators (BD-8)*. At the March Board meeting, the President reported the outcome of the positive evaluation.

At the June Board meeting, on recommendation of the Governance and Ethics Committee, Françoise Bertrand and Frédérica Martin were reappointed Board Vice-Chairs representing the external members and internal members, respectively, for a one-year term beginning on July 1, 2017, while Jonathan Wener was reappointed Chancellor for a three-year term beginning on January 1, 2018.

## 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 of the Records Management and Archives Department to the Faubourg Building. The University was also authorized to proceed with the Loyola Campus infrastructure renewal project associated with the Applied Science Incubator project.

## 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 in connection with the comprehensive campaign, the environmental health and safety awareness and prevention program and the Concordia Alumni Advisory Council on Women and Leadership.

## MEMBERSHIP

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

### 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)  
*Administratrice de sociétés*

Mr. Jeff Bicher, CFRE  
*Lead, JAB Strategies  
Director, Camp Massad*

Me Antoinette Bozac  
*Vice-President, Governance & Corporate Secretary  
Meridian Financial*

Mr. Gabriel Bran Lopez  
*Founding President  
Youth Fusion*

Dr. Gina Cody  
*President  
Gina Cody Foundation*

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  
*Vice-Chairman  
RBC Wealth Management*

Mr. Michael Novak  
*Senior Advisor and Consultant*

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

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

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

### Representing the Faculty

Dr. Sandra Betton  
*Director, MBA Program  
Graduate Admissions Program, JMSB*

Dr. Theresa Bianco  
*Assistant Professor  
Department of Psychology*

Prof. Daniel Cross  
*Associate Professor  
Department of Cinema*

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

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

Dr. Frances Shaver  
*Professor  
Sociology and Anthropology*

### Representing Graduate Students

Mr. Rahul Kumar

### Representing Undergraduate Students

Ms. Lucinda Marshall-Kiparissis  
Mr. Terry Wilkings (alternate)

### Representing the Administrative and Support Staff

Ms. Frédérica Martin (Vice-Chair of the Board)  
*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*

