

CONCORDIA



BOARD OF GOVERNORS  
**ANNUAL REPORT**  
2018-2019

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## CHAIR'S MESSAGE

Concordia's sustained momentum in 2018/2019 can be clearly seen in all its key performance indicators.

Funding from external granting agencies for our next-gen research remains very strong. We continue to rise in the rankings, now topping both the QS and Times Higher Education lists for Canadian schools under 50. Our applications and enrolment, especially among graduate students, set year-over-year records once again. And thanks to some extraordinary large gifts and widespread generosity throughout the Concordia community, the university continues apace toward its \$250-million goal in its Campaign for Concordia.

Donor generosity is one way Concordia is financing its bright future. The Board also approved other means in 2018/2019: new frameworks for the university's global short-term credit capacity and long-term borrowing. The latter included an innovation – Concordia became the first Canadian university to issue a sustainable bond, clearly communicating that, right through to its bottom line, Concordia is next-gen now.

All this positive news acts as a magnet for board members with the capacity to work collegially to guide our university in the right direction. I would like to thank those whose term of service concluded at the end of June 2019 and welcome all incoming members as of July 1.

On behalf of all our Board members, it is a great honour and privilege to serve an institution that fulfills so successfully its mission of strengthening our society by educating the individual.



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 ten 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, except for plans that are exclusively for employee groups with primary membership of part-time employees, makes recommendations 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 recommendations to the Board in connection with the collective bargaining mandates as well as tenure and sabbatical leave of academic personnel.

### PART-TIME EMPLOYEE BENEFITS COMMITTEE

Reviews, monitors and makes recommendations to the Board regarding modifications to employee group insurance and benefits plans that are exclusively for employee groups with primary membership of part-time employees.

### 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.

## MEETINGS

Members of Board members were convened to 10 meetings during the 2018/2019 academic year:

July 24, 2018 *	March 13, 2019
September 17, 2018	April 17, 2019
October 24, 2018	May 28, 2019
November 29, 2018**	June 17, 2019
January 23, 2019	

\* Restricted Closed Session

\*\* Special Closed Session

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:

- *New Omnibus Policy on the Remuneration of Senior Administrative Personnel (BD-11)* to ensure compliance with the Ministère de l'Éducation et de l'Enseignement supérieur (MEES) modifications to section 5.11 of the Règles Budgétaires regarding the conditions governing the remuneration of certain members of senior administrative personnel.
- *Revisions to the Policy regarding Sexual Violence (PRVPA-3)*, originally approved in May 2016, thereby updating its stand-alone sexual violence policy to meet the Quebec government's requirements of *An Act to Prevent and Fight Sexual Violence in Higher Education Institutions (Bill 151)*. The updated policy seeks to use more accessible, survivor-centric language and provide clarity on process and support services available to the Concordia community.
- Updated *Pension Plan Funding Policy*, which includes all the new legislation requirements and the new cost-sharing arrangements between the pension plan's active members and the University, which took effect January 1, 2018, as mandated by the [Supplemental Pension Plans Act of Quebec](#).
- Amendments to the *Policy on Contract Review, Signing and Required Approvals (BD-1)*, mainly of a housekeeping nature to update titles as well as the names of University departments and units and government agencies and policies.
- Amendments to the *Policy concerning Gift Acceptance and Receipting (VPA-1)* to reflect more accurately the practices in the Office of Advancement and Alumni Relations and to incorporate other changes of a housekeeping nature.
- Revisions to the [Membership of the Council of the Gina Cody School of Engineering and Computer Science](#) to streamline and simplify the wording and change the status of the part-time faculty member from an observer to a voting member of Council.
- Revisions to the [Membership of the Council of the John Molson School of Business](#) to update the membership as well as to streamline and simplify the wording.

## 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 renewal of a contract for the University's multi-function devices (copiers) and printers.

The renewal process for the current Human Resources Information System (HRIS) and the Financial Information System (FIS) was initiated in 2016, since the existing platforms were no longer able to support the growing need among users. Following the selection of SAP as the software provider in 2017 and Deloitte as the integrator in 2018 and the analysis of the conclusions of the fit-gap exercise conducted in 2018, the Board approved the administrative system and process renewal project for Human Resources, Financial Services and Procurement Services.

## STRATEGIC DIRECTIONS

At the September meeting, the Board received an update in connection with the strategic planning process following the approval of the [strategic directions](#) by the Board in June 2015 as well as on the key performance indicators, which focused on four of the nine strategic directions: Double our Research, Teach for Tomorrow, Grow Smartly, and Take Pride.

## FINANCING, TUITION AND FUNDING

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.

The Board approved a new line of credit framework, including an increase to the University's global short-term credit capacity and a mechanism to allow flexibility within the allocation method between financial institutions.

The Board also approved a long-term borrowing framework, allowing the University to borrow up to \$100 million to invest in its infrastructure and development, including a \$25 million component to be implemented via the issuance of sustainable bonds. Further to this approval, Concordia issued a \$50 million bond to support its capital plan and enhance its facilities and infrastructure as well as a \$25 million sustainable bond to support the new Science Incubator on the Loyola Campus, becoming the first Canadian university to issue a sustainable bond.

At the request of the John Molson School of Business, the Board approved a tuition fee increase in the Goodman Institute of Investment Management (GIIM) programs, effective for the cohorts entering the programs in September 2019. All three GIIM programs are privatized and receive no subsidies from Concordia or the government. A portion of the additional revenues will be used for additional career development and services to students.

In light of the MEES policy regarding funding for international students, the Board approved a new tuition fee model for international students in deregulated programs. The fee model will

be in effect from the Fall 2019 term to the Summer 2024 term. As of September 2019, MEES will no longer provide grants for teaching, support services and space-related services for international students in Cycle 1 and for professional and non-thesis students in Cycle 2.

The Board approved the 2019/2020 operating budget with a projected surplus of \$1.2 million as well as the 2018/2019 to 2021/2022 capital budget. The latter comprises funds provided by 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 also ratified collective bargaining settlements between the University and:

- Association of Concordia University Management and Administrative Employees (ACUMAE)
- Concordia University Faculty Union (CUFA)
- Concordia University Support Staff Union (CUSU)
- Concordia University Union of Support Staff – Technical Sector (CUUSS-TS)
- Public Service Alliance of Canada / TRAC Union (PSAC Teaching & Research Assistants (TRAC))
- Syndicat des travailleuses et travailleurs des métiers de l'Université Concordia (Trades SGW)

## APPOINTMENTS

Following a successful search conducted in accordance with the *Policy on Senior Administrative Appointments (BD-5)*, Paul Chesser was appointed Vice-President, Advancement for a term beginning on December 1, 2018 and ending on November 30, 2023.

Following a successful evaluation conducted in accordance with the *Policy on the Remuneration and Evaluation of Senior Administrators (BD-8)*, Philippe Beaugard was reappointed Chief Communications Officer for a third term beginning on January 11, 2020 and ending on January 10, 2025.

As a result of the announcement of President Alan Shepard's departure at the end of June 2019, the Board established an advisory search committee and appointed:

- Graham Carr Interim President and Vice-Chancellor, beginning July 1, 2019 until such time that a permanent incumbent will have been appointed to the position; and

- Anne Whitelaw Interim Provost and Vice-President, Academic beginning July 1, 2019 until such time that a permanent incumbent will have been appointed to the position of President and Vice-Chancellor.

Helen Antoniou was appointed Vice-Chair of the Board representing the external members while Frédérica Martin was reappointed Vice-Chair of the Board representing the internal members, both for a one-year term beginning on July 1, 2019.

KPMG was appointed the University's external auditor firm for the fiscal years ending on April 30, 2019, April 30, 2020 and April 30, 2021, with the possibility of two one-year extensions.

## REAL ESTATE

In keeping with the University's short and long-term space development plan, Board approval was sought and obtained in connection with several renovation and construction projects as well as some strategic acquisitions around the SGW Campus.

## 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 and updates from the following individuals on the following topics:

- Robert Beauchemin: [KnowledgeOne](#)
- Christophe Guy: Concordia University's CRC and CFI [Strategic Research Plan 2018-2023](#)
- Guylaine Beaudry: [Digital Strategy – Eight Projects to Make it Happen](#)
- Anne Whitelaw: [Summer@Concordia](#)
- Paul Chesser: Next-Gen. Now. - [The Campaign for Concordia](#)
- Graham Carr: Foundations for the Future – Designing Next-Gen. Campuses. This presentation focused on the long-term development outlook and vision for space in relation to the University's momentum and direction.

## ANNUAL REPORT ON DISCLOSURE OF WRONGDOINGS REQUIRED UNDER ARTICLE 25 OF AN ACT TO FACILITATE THE DISCLOSURE OF WRONGDOINGS RELATING TO PUBLIC BODIES

In accordance with *An Act to facilitate the disclosure of wrongdoings relating to public bodies* (the "Act") which came into force on May 1, 2017, the University established a [Procedure to Facilitate Employee Disclosure of Wrongdoings](#), which identified the Director, Internal Audit as the Designated Official who is responsible for receiving and treating the disclosure of wrongdoings.

During the 2018/2019 academic year, the Designated Official received three disclosures, the processing of which was ended in each case and referred to the appropriate internal resource, given that the subject-matter of the disclosures did not fall within the Designated Official's mandate as prescribed by the Act.

The foregoing constitutes the public dissemination required under the Act.

## MEMBERSHIP

The membership of the Board of Governors, effective June 1, 2019, included 25 members as well as one non-voting observer and one alternate Governor.

### Ex-officio

Alan Shepard  
*President and Vice-Chancellor*

### External members

Helen Antoniou  
*Executive Coach and Strategy Consultant*

Françoise Bertrand (Vice-Chair of the Board)  
*Administratrice de sociétés*

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

Antoinette Bozac  
*Chief Legal and Human Resources Officer and  
Corporate Secretary  
York Region Rapid Transit Corporation*

Ken Brooks  
*Senior Vice-President  
Ernst & Young*

Gina Cody  
*President  
Gina Cody Foundation*

Adriana Embiricos Coumondouros  
*Portfolio Manager, Direct Investments  
Joddes Limited*

Rana Ghorayeb  
*President and Chief Executive Officer  
Otéra Capital*

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

Tony Loffreda, CPA  
*Vice-Chairman  
RBC Wealth Management*

Kim Thuy Ly Thanh  
*Writer*

Michael Novak  
*Senior Advisor and Consultant*

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

Philippe Pourreaux  
*Vice-President, Valuations  
PricewaterhouseCoopers LLP*

Suzanne Sauvage  
*President and Chief Executive Officer  
McCord Museum*

### Representing the Faculty

Patrice Blais  
*Vice-President, Collective Agreement and Grievance  
Concordia University Part-time Faculty Association*

Stéphane Brutus  
*Professor  
Department of Management*

William Bukowski  
*Professor and Director  
Centre for Research in Human Development*

Jarrett Carty  
*Professor  
Liberal Arts College*

Daniel Cross  
*Associate Professor  
Department of Cinema*

Ted Stathopoulos  
*Professor  
Department of Building, Civil and Environmental  
Engineering*

### Representing Graduate Students

Chaim Kuhnreich

### Representing Undergraduate Students

Sophie Hough-Martin  
Eunbyul Park (alternate)

### Representing the Administrative and Support Staff

Frédérica Martin (Vice-Chair of the Board)  
*Senior Advisor, Office of the Associate Dean  
AACSB Accreditation*

### Non-voting observer

Jonathan Wener, C.M.  
*Chancellor*

### Secretary-General

Frederica Jacobs  
*Secretary-General and General Counsel*

### Secretary of the Board of Governors

Danielle Tessier  
*Associate Secretary-General*

