



BOARD OF GOVERNORS

NOTICE OF MEETING

March 7, 2019

Please be advised that the next meeting of the Board of Governors of Concordia University will take place **at 4 p.m., on Wednesday, March 13, 2019**, in Room GM 410 (Board of Governors Meeting Room), located on the 4th floor of the Guy-Metro Building, 1550 de Maisonneuve Blvd. West, on the SGW Campus. Refreshments and light fare will be provided.

Kindly confirm your attendance to Evelyne Loo as soon as possible at evelyne.loo@concordia.ca or at 514-848-2424, ext. 4814.

Members of the University community who wish to view the meeting are invited to go to the observers' room EV 002.301, Located on Floor S2 of the Engineering, Computer Science, and Visual Arts Integrated Complex.

A handwritten signature in blue ink that reads "D. Tessier".

Danielle Tessier
Secretary of the Board of Governors

**AGENDA OF THE OPEN SESSION
OF THE MEETING OF THE BOARD OF GOVERNORS**

Wednesday, March 13, 2019, at 4 p.m.
Room GM 410 (Board of Governors Meeting Room)
SGW Campus

Time	Item	Presenter/s	Action
4:00	1. Call to order	N. Hébert	
	1.1 Adoption of the Agenda	N. Hébert	Approval
	CONSENT AGENDA	N. Hébert	
	2. Adoption of January 23, 2019 Minutes		Approval
	3. Membership of the President Search Committee <i>(Document BG-2019-2-D1)</i>		Approval
	4. Professional liability waiver for an in-house architect <i>(Document BG-2019-2-D2)</i>		Approval
	5. Requests for the use of the Concordia name <i>(Document BG-2019-2-D3)</i>		Approval
	6. Collection of undergraduate student fee levies <i>(Document BG-2019-2-D4)</i>		Approval
	REGULAR AGENDA		
4:05	7. Business arising from the Minutes not included on the Agenda		

4:10	8.	President's report (<i>Document BG-2019-2-D5</i>)	A. Shepard	Information
4:15	9.	Finance Committee recommendation: Tuition fee increase in the Goodman Institute of Investment Management programs (<i>Document BG-2019-2-D6</i>)	A.-M. Croteau/ P. Kelley	Approval
5:15	10.	Report on compliance with environmental legislation and health and safety (EH&S) regulations (<i>Document BG-2019-2-D7</i>)	R. Côté	Information
5:20	11.	Other business		
5:25	12.	Adjournment	N. Hébert	

**MINUTES OF THE OPEN SESSION MEETING
OF THE BOARD OF GOVERNORS**

Held on Wednesday, January 23, 2019, at 4 p.m.
in Room GM 410 (Board of Governors Meeting Room)
located on the 4th floor of the Guy-Metro Building,
1550 de Maisonneuve Blvd. West
on the SGW Campus

PRESENT

Governors: Norman Hébert jr., *Chair*, Helen Antoniou, *Vice-Chair*, Jeff Bicher, Patrice Blais, Antoinette Bozac (*via telephone*), Ken Brooks (*via telephone*), Stéphane Brutus, William Bukowski, Jarrett Carty, Gina P. Cody (*via telephone*); Daniel Cross, Adriana Embiricos Rana Ghorayeb, Sophie Hough-Martin, Chaim Kuhnreich, Tony Loffreda, Frédérica Martin, *Vice-Chair*, Michael Novak, Georges Paulez, Suzanne Sauvage, Alan Shepard, *President and Vice-Chancellor*, Ted Stathopoulos

Alternate Governor: Eunbyul Park

Non-voting Observer: Jonathan Wener, *Chancellor*

Also attending: Guylaine Beaudry, Philippe Beauregard, Graham Carr, Paul Chesser, Denis Cossette, Roger Côté, Paul Fournier, Christophe Guy, Frederica Jacobs, Lisa Ostiguy, Anne Whitelaw

ABSENT

Governors: Françoise Bertrand, Philippe Pourreaux

1. **Call to Order**

The Chair called the meeting to order at 4:05 p.m. He welcomed Stéphane Brutus and congratulated Françoise Bertrand who has been selected as one of the recipients of the 2019 Institute of Corporate Directors Fellowship Awards.

1.1 **Adoption of the Agenda**

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

R-2019-1-1 *That the Agenda be approved, including the items on the Consent Agenda.*

CONSENT

2. Adoption of December 12, 2018 Minutes

R-2019-1-2 *That the Minutes of the meeting of the Open Session of December 12, 2018 be approved.*

3. Revisions to the membership of the Council of the John Molson School of Business (Document BG-2019-1-D1)

R-2019-1-3 *That, on recommendation of the Council of the John Molson School of Business and Senate, the Board of Governors approve of the membership of the Council of the John Molson School of Business, as outlined in Document BG-2019-1-D1.*

4. Revisions to the CIBC Wood Gundy banking resolution (Document BG-2019-1-D2)

R-2019-1-4 **WHEREAS** CIBC Wood Gundy ("**CIBC**") is an investment management firm with which Concordia University (the "**University**") currently does business;

WHEREAS CIBC has asked that the Board of Governors pass a resolution confirming this fact and detailing those individuals possessing signing authority on behalf of the University to generally commit the University with respect to trades effected through the specific trading account used to receive and sell securities that are donated to the University and to enter into and oversee such trades with CIBC pertaining thereto and to sign and execute on behalf of the University all documentation that CIBC may require from time to time in connection thereto;

BE IT RESOLVED:

1. THAT CIBC be confirmed as an investment management firm with which the University currently does business, pursuant to the terms and conditions of the agreement(s) governing this business relationship.
2. THAT as soon as possible after the date hereof, the University will utilize CIBC Account number 311-0759515 (the "**Account**") solely for the purposes of receiving and selling securities that are donated to the University and all transactions in relation thereto (collectively, the "**Trades**").
3. THAT the University will be opening and closing brokerage accounts (the brokerage accounts together with the Account are hereinafter referred to as the "**Accounts**"), transferring securities between the Accounts and from external parties to the Accounts and instructing cash transfers from the Accounts to the University (collectively, the "**Operations**").
4. THAT any two of the persons holding the following positions with the University, from either List 1 or List 2:

List 1	<i>The Chief Financial Officer</i>
	<i>The Vice-President, Advancement</i>
	<i>The Associate Vice-President, Development</i>

	<i>The Treasurer and Investment Officer</i>
List 2	<i>The Senior Director, Advancement Services</i>
	<i>The Manager, Accounting and Gift Stewardship</i>
	<i>The Director, Investments</i>
	<i>The Senior Advisor, Investment Portfolio</i>

(the persons forming part of List 1 and List 2 are collectively referred to as the "Signatories")

shall, together, be and they are hereby authorized to:

- a) *Oversee the Trades and to sign for and on behalf of the University, all documentation that CIBC may require from time to time in connection therewith;*
 - b) *Deal with CIBC in connection with the Trades;*
 - c) *Issue instructions with respect to the Trades that may be given using any of the following means: fax, telephone, e-mail or mail;*
5. *THAT any two of the Signatories, provided always one is from List 1 and one is from List 2, shall, together, be and they are hereby authorized to:*
- a) *Designate, and advise CIBC of the identity of persons who, in relation to the Accounts and the Trades, have:*
 - i. *authority to receive and administer user procedures, client and user numbers and codes, passwords and other identification data and procedures; and*
 - ii. *authority to instruct CIBC on set-up and security procedures, client and user number and codes, passwords and other identification data.*
 - b) *Issue written instructions with respect to the Operations that must be sent either by fax, e-mail or mail.*
6. *THAT any one of the Signatories be and they are hereby authorized to receive all monthly statements in relation to the Accounts, the Trades and the Operations and to carry out any other non-transactional, administrative tasks in relation to the Accounts as may be required from time to time.*
7. *THAT all transactions in connection with the Accounts will be governed by the provisions of the agreement(s) pertaining to the Accounts.*
8. *THAT any previous resolution dealing with the Account be hereby abrogated and replaced by the present Resolution.*
9. *THAT a certified copy of this Resolution be delivered to CIBC for its guidance and information and that this Resolution remain valid, in full force and effect until it is revoked or a Resolution abrogating the same shall have been passed and a certified copy thereof delivered to CIBC.*

5. Business arising from the Minutes not included on the Agenda

There was no business arising from the Minutes not included on the Agenda.

6. President's report (Document BG-2019-1-D3)

As complementary information to his written report, Prof. Shepard noted that enrolments continue to be strong and solid. He informed Governors that both welcome-back get-togethers were very well attended and urged Governors to attend the Open House which will be held on February 16 on both campuses. He spoke of the 4th SPACE opening which was held last week, thanking Nadia Bhuyian and her team for coming up with the initial idea and bringing it to fruition.

7. Presentation on digital strategy

Vice-Provost, Digital Strategy and University Librarian, Guylaine Beaudry, accompanied by Paul Fournier, Digital Strategist, gave a presentation entitled "*Digital Strategy - Eight Projects to Make it Happen*".

Dr. Beaudry presented a short video which summarized the activities included in Phase 1 of the digital strategy, comprised of a public consultation phase of listening and researching. Those activities included consultations with students, faculty and staff via focus groups, individual interviews, creative workshops, a student survey, an environmental scan, a speaker series as well as the establishment of personas of student, faculty and staff user profiles to understand their experience to map their journeys.

Key themes emerged from those consultations which led to an initial list of 25 projects curated down to 8 and which shaped the draft roadmap for Phase 2. The community was invited to provide feedback on the draft roadmap. She noted that the main recommendation which emerged from the consultations is that users should be at the centre of the improvement processes and services; in other words; people before technology, and not the other way around.

Dr. Beaudry summarized the objective of the following eight projects, showing the action plan for each one:

- Process review and service redesign
- Concordia hub
- Teaching and learning innovation lab
- AR (augmented reality), VR (virtual reality) and simulations
- Course recordings
- Open Educational Resources (OER)
- Digital capabilities
- Orientation

She also showed a slide illustrating the Digital Strategy Steering Committee priorities, process review and service redesign being the top priority, closely followed by orientation.

Phase 2 of the digital strategy will span between January 2019 to April 2020 and will be led by the Digital Strategy Steering Committee composed of academic and services' leaders. It will comprise the implementation of the eight above-noted projects, involving 26 staff and faculty in different cross-sector teams working with project management good practices, a user-centered/user-experience approach for all projects and excellent communications practices, supported by UCS. During that phase, a Digital Charter will also be created to communicate the University's commitment to transform its practices and bring them in the digital culture.

Following her presentation, Dr. Beaudry responded to questions.

8. Presentation on the strategic research plan (Document BG-2019-1-D4)

Vice-President, Research and Graduate Studies, Christophe Guy, made a presentation entitled "*Next-Generation Research at Concordia*". Dr. Guy gave an overview of some of the forward-thinking, next-generation research being conducted at Concordia. Concordia's sponsored annual research revenues increased from \$22.5 million in 2003/2014 to \$53.1 million in 2016/2017 and is expected to further increase to \$55.7 million in 2017/2018.

He added that Concordia has 32 federally-funded research chairs: 26 Canada Research Chairs, five Industrial Research Chairs and one NSERC (National Sciences and Engineering Research Council of Canada) Chair. In addition, there are 66 Concordia University Research Chairs and 21 research units formally recognized by Senate.

In 2018, Concordia placed 8th in research revenue in the Canadian university comprehensive category and 4th for corporate research income growth, with a 93% increase. In the most recent *Times Higher Education World University Rankings*, Concordia improved its scores in pillars directly related to research activity – research, citations and industry income.

Dr. Guy apprised Governors that Senate had approved the 2018/2023 strategic research plan in December 2018, comprised of the following six major themes:

- Health, Development and Well-being of the Person across the Lifespan and in Society
- Arts, Culture, History and Identity
- People, Organizations and Society
- Enabling and Disruptive Technologies and their Foundations
- Advanced Materials and their Applications
- Natural Systems and Sustainability

During the course of his presentation, Dr. Guy outlined a number of cutting-edge fields where Concordia researchers are making significant advances, highlighting some of the University's top faculty members who are making significant headway in each of these

areas. He spoke of a number of other research successes, including leadership of numerous SSHRC Partnership Grants in diverse research areas such as aging, communication and technologies and Indigenous Futures.

Dr. Guy concluded his presentation by apprising Governors of three exciting areas of research advances at Concordia: the Genome Foundry, 4th SPACE, and the Loyola Science Hub.

Pursuant to his presentation, Dr. Guy responded to queries and comments.

9. Other business

There was no other business to bring before the Open Session meeting.

10. Adjournment

The meeting adjourned at 5:17 p.m.



Danielle Tessier
Secretary of the Board of Governors



**BOARD OF GOVERNORS
Open Session
Meeting of March 13, 2019**

AGENDA ITEM: Membership of the President Search Committee

ACTION REQUIRED: For approval

SUMMARY: Pursuant to the establishment by the Board of the President Search Committee on November 29, 2018, the Board is being asked to ratify its membership.

BACKGROUND: Article 8 of the *Policy on Senior Administrative Appointments* (BD-5) specifies that the President Search Committee shall be composed of 12 members as follows:

- Chair (*the individual to whom the position reports*)
- 3 external members of the Board, appointed by the Executive Committee of the Board
- 4 full-time faculty members, 1 from each Faculty, elected in accordance with the Election Procedures which may be adopted from time to time
- 1 part-time faculty member, elected in accordance with the Election Procedures which may be adopted from time to time
- 1 representative of the administrative and support staff, elected in accordance with the Election Procedures which may be adopted from time to time
- 1 graduate student, appointed by the Graduate Students' Association
- 1 undergraduate student, appointed by the Concordia Student Union

DRAFT MOTION: That the Board of Governors ratify the following membership for the President Search Committee:

Chair

Norman Hébert jr.

External members of the Board

Helen Antoniou

Françoise Bertrand

Jeff Bicher

Full-time faculty members

Reena Atanasiadis (JMSB)

Heather Igloliorte (FA)

Jennifer McGrath (A&S)

Radu Zmeureanu (GCS)

Part-time faculty member

Nick Papatheodorakos

Administrative and support staff

Joanne Beaudoin

Graduate student

Chaim Kuhnreich

Undergraduate student

Mikaela Clark-Gardner

PREPARED BY:

Name: Danielle Tessier

Date: February 21, 2019



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of March 13, 2019**

AGENDA ITEM: Professional liability waiver for an in-house architect

ACTION REQUIRED: For approval

SUMMARY: The Board is being asked to adopt a resolution stating that the University, as the employer, will stand surety for an in-house architect in case of any error or omission on his part in the course of his professional duties.

BACKGROUND: The Regulations respecting professional liability insurance for members of the Ordre des architectes du Québec provide for mandatory participation by its members in a group professional liability insurance plan. However, the Regulations also set out the circumstances under which members may be exempted, such as those who work exclusively for an employer. Please refer to the attached declaration.

Similar resolutions were adopted in the past for engineers and architects employed by the University.

DRAFT MOTION:

Considérant que Shawn Moscovitch, architecte, est au service exclusif de l'Université Concordia;

Considérant que Shawn Moscovitch, architecte, ne pose des actes professionnels que pour des édifices destinés à l'usage exclusif de l'Université Concordia et non destinés à la revente;

IL EST RÉSOLU de déclarer aux fins du Règlement sur la souscription obligatoire au Fonds d'assurance de la responsabilité professionnelle de l'Ordre des architectes du Québec (chapitre A-21, r. 13) que l'Université Concordia se porte garant et s'engage à prendre le fait et cause et répondre financièrement des conséquences de toute erreur ou omission de Shawn Moscovitch dans l'exercice de ses fonctions.

PREPARED BY:

Name: Danielle Tessier
Date: February 5, 2019



ANNEXE 1 (A.4) – DEMANDE D'EXEMPTION

Je demande d'être exempté de souscrire au Fonds d'assurance responsabilité professionnelle de l'Ordre des architectes du Québec parce que :

- 1 Je suis au service exclusif du gouvernement du Québec et nommé suivant la Loi sur la fonction publique (chapitre F-3.1.1).
- 2 Je suis au service exclusif d'un organisme dont le gouvernement du Québec ou l'un de ses ministres nomme la majorité des membres, dont la loi ordonne que le personnel soit nommé suivant la Loi sur la fonction publique ou dont le fonds social fait partie du domaine de l'État, ou d'un organisme mandataire du gouvernement et désigné comme tel dans la loi.
- 3 Je suis au service exclusif de l'Assemblée nationale, d'un organisme dont celle-ci nomme les membres ou d'une personne qu'elle désigne pour exercer une fonction qui en relève, ou je suis moi-même une telle personne.
- 4 Je suis au service exclusif du cabinet du lieutenant-gouverneur visé à l'article 2.1 de la Loi sur l'exécutif (chapitre E-18), du cabinet d'un ministre visé à l'article 11.5 de la Loi sur l'exécutif ou du cabinet d'une personne visée à l'article 124.1 de la Loi sur l'Assemblée nationale (chapitre A-23.1).
- 5 Je suis au service exclusif de la «fonction publique» du Canada suivant la définition qu'en donne l'article 2 de la Loi sur les relations de travail dans la fonction publique (L.C. 2003, c. 22), des «Forces canadiennes» au sens de l'article 14 de la Loi sur la Défense nationale (L.R.C. 1985, c. N-5) ou d'une «société d'état» au sens du paragraphe 1 de l'article 83 de la Loi sur la gestion des finances publiques (L.R.C. 1985, c. F-11) et mentionnée dans les annexes de cette loi.
- 6 Je suis au service d'une municipalité, d'une municipalité régionale de comté, de la Communauté métropolitaine de Montréal, de la Communauté métropolitaine de Québec, de la Ville de Gatineau, d'une commission scolaire ou du Comité de gestion de la taxe scolaire de l'Île de Montréal et mon employeur se porte garant et s'engage à prendre mon fait et cause et à répondre financièrement des conséquences de toute erreur ou omission de ma part dans l'exercice de mes fonctions.
* Joindre l'Annexe 2
- 7 Je suis au service exclusif d'un employeur pour le bénéfice duquel je n'exécute les actes visés à l'article 2 du Règlement sur la souscription obligatoire au Fonds d'assurance de la responsabilité professionnelle de l'Ordre des architectes du Québec (chapitre A-21, r. 13) que pour des édifices dont il est ou sera le propriétaire. De plus ce dernier se porte garant de ma responsabilité face aux tiers et il s'est engagé à prendre mon fait et cause face à toute réclamation éventuelle contre moi.
* Joindre l'Annexe 3
- 8 J'exerce ma profession exclusivement à l'extérieur du Québec.
- 9 J'exerce ma profession principalement à l'extérieur du Québec, mais je pose au Québec à l'occasion l'un des actes mentionnés à l'article 2 du Règlement sur la souscription obligatoire au Fonds d'assurance de la responsabilité professionnelle de l'Ordre des architectes du Québec. J'ai souscrit à une assurance de la responsabilité professionnelle au moins équivalente à celle que procure le fonds et cette assurance couvre les actes que je pose au Québec.
* Joindre la police d'assurance.
- 10 J'exerce ma profession au service exclusif d'un architecte qui a souscrit au Fonds ou d'architectes qui exercent leur profession en société ou sous une autre forme de regroupement et qui ont souscrit au Fonds.

T 514 937-6168 • 1 800 599-6168 | info@oaq.com | oaq.com

420, RUE MCGILL • BUREAU 200, MONTRÉAL (QUÉBEC) H2Y 2G1

7 # exemption 15 janvier 2019 Date d'entrée en vigueur

SHAWN MDSCOVITCH Nom A4617 # permis / # stagiaire [Signature] Signature





**BOARD OF GOVERNORS
OPEN SESSION
Meeting of March 13, 2019**

AGENDA ITEM: Requests for the use of the Concordia name

ACTION REQUIRED: For approval

SUMMARY: Associations or groups wishing to use the Concordia name must obtain the permission of the Board of Governors, as set out in 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](#)).

BACKGROUND: The following request was reviewed by the Dean of Students and the Office of the Secretary-General who are recommending Board approval:

- **Canadian Students for Sensible Drug Policy Concordia Chapter**, whose goals are to promote and educate students and faculty on harm reduction initiatives for drug use, to facilitate workshops, lectures, and educational events that are rooted in evidence, and to suggest drug policy reform at Concordia that works in conjunction with logic, dignity, and evidence.
- **Queer Engineers Concordia**, whose mandate is to provide professional networking and foster a community for LBGTQIA (lesbian, gay, bisexual, transgender, queer or questioning, intersex, and asexual or allied) students in engineering and computer science as well as break down LBGTQIA stereotypes and misconceptions in engineering at Concordia University.
- **Revolutionary Student Movement Concordia**, whose mission is to support and maintain the peoples' struggles against capitalism, imperialism, colonialism, exploitation, alienation and all forms of oppression, both in Canada and internationally.

DRAFT MOTION: That, subject to the conditions set out in 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](#)), the Board of Governors approve the following request to use the Concordia name:

- **Canadian Students for Sensible Drug Policy Concordia Chapter**
- **Queer Engineers Concordia**
- **Revolutionary Student Movement Concordia**

PREPARED BY:

Name: Danielle Tessier
Date: January 31, 2019



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of March 13, 2019**

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 (CSU) of revised fee levies from all undergraduate students, following a referendum held from January 15 to 17, 2019.

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

DRAFT MOTION:

CSU Operating

That the Board of Governors authorize the University to collect an increased fee levy of \$2.31 per credit (increase of \$0.20 per credit from \$2.11 per credit), annually adjusted to the Consumer Price Index of Canada, from all undergraduate students to support the CSU Operating fee, to be implemented with registration for the Summer 2019 term (2019/1), in accordance with the University billing, refund and withdrawal policy.

CSU Advocacy Center

That the Board of Governors authorize the University to collect an increased fee levy of \$0.30 per credit (increase of \$0.06 per credit from \$0.24 per credit), annually adjusted to the Consumer Price Index of Canada, from all undergraduate students to support the CSU Advocacy Center, to be implemented with registration for the Summer 2019 term (2019/1), in accordance with the University billing, refund and withdrawal policy.

CSU Student Space, Accessible Education and Legal Contingency Fund

That the Board of Governors authorize the University to collect an decreased fee levy of \$0.39 per credit (decrease of \$0.36 per credit from \$0.75 per credit), annually adjusted to the Consumer Price Index of Canada, from all undergraduate students to support the CSU Student Space, Accessible Education and Legal Contingency Fund, to be implemented with registration for the Summer 2019 term (2019/1), in accordance with the University billing, refund and withdrawal policy.

CSU Clubs

That the Board of Governors authorize the University to collect an increased fee levy of \$0.30 per credit (increase of \$0.10 per credit from \$0.20 per credit), annually adjusted to the Consumer Price Index of Canada, from all undergraduate students to support the CSU Clubs, to be implemented with registration for the Summer 2019 term (2019/1), in accordance with the University billing, refund and withdrawal policy.

PREPARED BY:

Name: Danielle Tessier

Date: January 29, 2019

STUDENT SERVICES

Dean of Students Office



INTERNAL MEMORANDUM
January 24, 2019

TO: Ms. Danielle Tessier, Secretary, Board of Governors
FROM: Andrew Woodall, Dean of Students
RE: CSU By-Elections 2019

In the most recent Concordia Student Union by-elections held from January 15-17 2019, undergraduate students voted on the following referendum question:

CSU Fees

Do you agree to the following changes to CSU Fee levies, annually adjusted to the Consumer Price Index of Canada, to be implemented with registration for the Summer 2019 (2019/01) term, in accordance with the University's tuition, refund and withdrawal policy?

- Decrease the Concordia CSU Student Space, Accessible Education, and Legal Contingency Fund fee levy to \$0.39 per credit (a decrease of \$0.36 per credit from \$0.75 per credit)
- Increase the Concordia CSU Operating Fee levy to \$2.31 per credit (an increase of \$0.20 per credit from \$2.11 per credit),
- Increase the Concordia CSU Advocacy Center fee levy to \$0.30 per credit (an increase of \$0.06 per credit from \$0.24 per credit)
- Increase the Concordia CSU Clubs fee levy to \$0.30 per credit (an increase of \$0.10 per credit from \$0.20 per credit)

Fee Type	2018-2019 fees	Change	2019-2020 fees
CSU Operating	\$ 2.11	\$ +0.20	\$ 2.31
Housing & Off-Campus Job Office	\$ 0.24		\$ 0.24
Advocacy Services	\$ 0.24	\$ +0.06	\$ 0.30
Legal Information Clinic	\$ 0.17		\$ 0.17
Student Space, Accessible Education, & Legal Contingency Fund	\$ 0.75	\$ -0.36	\$ 0.39
Clubs	\$ 0.20	\$ +0.10	\$ 0.30
Total	\$ 3.71	\$ -	\$ 3.71

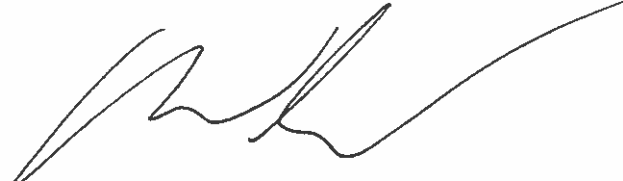
Results:

YES - 1,314 (62.5%)

NO - 788 (37.5%)

Total Votes: 2,699

Abstentions: 597 (22.1%)

A handwritten signature in black ink, appearing to read 'Andrew Woodall', written in a cursive style with a long, sweeping tail.

Andrew Woodall



REPORT TO THE BOARD OF GOVERNORS

ALAN SHEPARD
PRESIDENT AND VICE-CHANCELLOR

MARCH 2019

CONCORDIA

INTRODUCTION

This February, Concordia became the first Canadian university to issue a **sustainable bond**. The \$25 million, 20-year senior unsecured bond is due February 10th, 2039. It will support our new Science Hub on Loyola Campus, scheduled for completion this fall. The bond reflects our commitment to values outlined in the United Nations' Sustainable Development Goals.

TEACHING, RESEARCH, INNOVATION

Two Faculty of Fine Arts graduate students were longlisted for the **New Generation Photography Award**. **Matthew Brooks** and **Zinnia Naqvi** are contenders for the three available \$10,000 prizes. The award was introduced last year by Scotiabank and the Canadian Photography Institute to support artists 30 years old and younger. Winners will be announced April 3rd.

Nine engineering students and one from fine arts designed and built a sled for the **Great Northern Concrete Toboggan Race**, which took place in Edmonton from January 30th to February 3rd. Each year, 30 university teams from Canada and several from the United States come together to compete at a different school. Concordia's team placed fourth in the main "King of the Hill" contest, with their craft reaching a top speed of 45 kilometres per hour. They also earned the Most Sustainable Team Award.

Seven **Indigenous artists** participated in the 16th edition of Montreal's **Nuit Blanche** on March 2nd. The group worked on an installation piece during an intensive workshop at the Indigenous Futures Cluster at Concordia's Milieux Institute for Arts, Culture and Technology. The result was displayed in the FOFA Gallery outdoor courtyard. One of the project's organizers is Heather Igloliorte, Concordia University Research Chair in Indigenous Art History and Community Engagement.

David Heurtel is the university's first **Public Administration Scholar-in-Residence**. Heurtel was the Quebec Minister of Immigration, Diversity and Inclusiveness. Based in the Department of Political Science, Heurtel connects the Concordia community to public administrators. His residency includes a speaker series and participation in the department's National Annual Public Administration Case Competition.

Arcade 11 is being held March 4th to 8th at Concordia's 4TH SPACE. The event is organized by members of Concordia's Technoculture, Art and Games Research Centre and the Milieux Institute for Arts, Culture and Technology. Participants can test alternative video games and provide feedback on games that are in development.

The **Technoculture Art and Games (TAG)** Research Centre also held the 2019 **Global Game Jam** from January 25th to 27th. It's the world's largest game-creation event, taking place at different locations. TAG welcomed 70 participants and produced 17 short works.

Concordia's **Winter Open House** attracted more than 4,500 visitors on February 16th. Grad Corner debuted this year, providing resources to aspiring master's and PhD students and access to ambassadors from GradProSkills. As part of the event, more than 4,000 people viewed recruitment videos on Instagram, with questions being answered in real time.

The new **Acts of Listening Lab** launched at Concordia's Centre for Oral History and Digital Storytelling on February 15th. The lab is the result of research by Luis Carlos Sotelo Castro (Department of Theatre and Canada Research Chair in Oral History Performance). For the project, one person gives a testimony that is recorded; a performer then plays it back and delivers the testimony. This technique keeps the source anonymous.

A new **CEO shadowing program** is being offered by the Bob and Raye Briscoe Centre in Business Ownership Studies at Concordia's John Molson School of Business (JMSB) in partnership with the Institute for Co-operative Education. As part of the initiative, five MBA students are selected to work alongside Montreal-based CEOs for 12 to 15 weeks.

JMSB students have had amazing showings at various **case competitions**. They won first place in the Academic Cup; finished third in the JDC Central at Guelph University; took second place in the 2019 Organizational Behaviour Case Competition at Ryerson University; and reached the podium in five out of six disciplines at the Inter-Collegiate Business Competition at Queen's University.

The **John Molson Undergraduate Case Competition (JMUC)** ran from February 24th to March 2nd. There were 24 competing institutions at this 11th edition of the JMUC, which is the largest event of its kind. Queen's University finished first overall, the American University of Beirut finished second, and the University of Florida finished third.

Students from the Gina Cody School of Engineering and Computer Science and JMSB organized the 2019 edition of the **Engineering Case Commerce Competition (ECCC)**, which was held from February 19th to 23rd. The ECCC involved teams from 16 academic institutions, including eight international ones. Concordia placed third in the competition.

Indigenous staff at Concordia partnered with the Montreal Urban Aboriginal Community Strategy Network to complete the **Indigenous Ally Toolkit**. The resource answers questions of what it means to be a good ally to Indigenous peoples.

Funding

Shimon Amir and **Jean-Philippe Gouin** (both from the Department of Psychology) received five-year Canadian Institutes of Health Research (CIHR) Project Scheme Grants of **\$745,875** and **\$669,375**, respectively.

Chunjiang An (Department of Building, Civil and Environmental Engineering) received funding of **\$4.38 million** over four years from Fisheries and Oceans Canada. An's project aims to better understand processes in the removal of oil from shorelines. The objective is to develop tools to aid in decision-making regarding intervention, reduction of environmental risk and recovery of the environment.

Nadia Bhuiyan (Department of Mechanical, Industrial and Aerospace Engineering) is collaborating with École de Technologie Supérieure on an **NSERC Collaborative Research and Development** sponsored by Siemens Canada and valued at **\$1.4 million**. The research team will draw on Industry 4.0 technologies in developing methodologies and tools for smart supply chain planning. The project is an important step to further the digitization of the Canadian aerospace industry.

Gregory Butler (Department of Computer Science) received **\$600,000** from **Genome Canada** over three years.

On January 30th, the Honourable Kirsty Duncan, Minister of Science and Sport, publicly announced that more than **\$3 million** over two years was awarded in the Spring 2018 **Insight Development Grant and Talent** funding competitions. Fourteen faculty researchers and 55 graduate students received awards.

Viviane Namaste (Simone de Beauvoir Institute) was awarded a **\$13,575 CIHR Planning and Dissemination Grant – Institute Community Support**.

Two **Global Affairs Canada – Emerging Leaders of the Americas Program** totalling **\$12,167** were awarded.

Five **Mitacs Globalink Research Awards** (for Concordia graduate students to conduct research abroad) totalling **\$30,000** were awarded.

Other funding results include:

- Three **NSERC Engage Grants** totalling **\$75,000**
- One **SSHRC Partnership Engage Grant** of **\$25,000**
- One **European Union Erasmus + Award** of **\$7,606**

SERVICES SECTOR

Concordia was named a **Top Montreal Employer** for the fourth year in a row. Criteria include training and development opportunities as well as the physical and social aspects of the workplace. The evaluators were the editors of Canada's Top 100 Employers.

The university was selected to host the 12th **International Conference on Entrepreneurship, Innovation and Regional Development**. About 300 people are expected to attend this prestigious conference on sustainable entrepreneurship in August 2019.

ADVANCEMENT & EXTERNAL RELATIONS

A **\$100,000** gift from **Ghislain Arsenault**, BComm 85, will help students in the JMSB.

René C. Balcer, BA 78, LLD 08, made a gift of archival materials to Concordia Library worth **\$54,808**.

A gift of **\$200,000** from **André Desmarais**, BSc 74, will support new endeavours at Concordia.

Lorraine Gosselin, BA 97, pledged **\$50,000** to create the Lorraine Gosselin Scholarship in Physics.

Jack Lazare made a gift of **\$30,000** to create the Lazare Family Graduate Award in Photography for students in our Faculty of Fine Arts.

The **Naim S. Mahlab Foundation** renewed its support of Concordia's Faculty of Arts and Science with a gift of **\$200,000**. A portion of the funding will support students entering or pursuing a Master of Arts or PhD at the Concordia Institute for Jewish Studies. The remainder is for a partnership between the District 3 Innovation Center and the non-profit Our Generation Speaks.

Tommy Petrogiannis, BEng 88, pledged support of **\$100,000** to create the Petrogiannis Family Award for Women in Engineering at the Gina Cody School of Engineering and Computer Science.

Ludo A. Segers, BA 94, MBA 96, made a **\$250,000** gift to create the Albert and Ludo Segers Endowment in support of graduate students studying in the field of cell biology.

A **\$50,000** gift from **Lise Watier**, LLD 17, will support Concordia Continuing Education, which offers distinctive opportunities to better answer the personal, professional and organizational growth needs of society.

Separate anonymous donors made the following gifts:

- **\$250,000** for next-generation initiatives at Concordia
- An outright gift of **\$150,000** to Concordia
- **\$50,000** toward Concordia's Faculty of Arts and Science

- **\$50,000** for Concordia's Greatest Needs
- **\$40,000** toward Concordia's Library Development Fund



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of March 13, 2019**

AGENDA ITEM: Finance Committee recommendation: Tuition fee increase in the Goodman Institute of Investment Management programs

ACTION REQUIRED: For approval

SUMMARY: Board approval is being sought with respect to the proposed tuition fee increases in the Goodman Institute of Investment Management (GIIM) programs.

BACKGROUND: The mandate of the Board includes approval of fixing and determining all fees and charges paid by students. GIIM is a private three-year program that does not receive any government grants. It pays all of its own costs, and the proposed increases will assist in covering the costs related to course delivery and services to the students. GIIM offers the three following programs:

- Diploma in Investment Management (DIM)
- Masters in Investment Management (MIM)
- MBA in Investment Management (IMBA)

The last tuition increase was approved for the 2011/2012 year. Please refer to the attached memo from Dean Croteau as well as the appended presentation which outline the details regarding GIIM's background and the rationale for the tuition fee increase.

The Finance Committee reviewed the proposal at its meeting of January 24, 2019, and is recommending approval thereof.

DRAFT MOTION:

That, on recommendation of the Finance Committee, the Board of Governors approve an increase in the annual tuition fee for new students registering in the following programs in the Goodman Institute of Investment Management:

- Diploma in Investment Management (DIM);
- Master of/Magisteriate in Investment Management (MIM); and
- Master of/Magisteriate in Business Administration (Investment Management Option) (IMBA)
-

as follows:

For students entering the program in the Fall term of 2019 (2019/2)

- Domestic students (Quebec and rest of Canada), from \$18,000 to \$22,000 per year (representing a total tuition of \$66,000 for the duration of the three-year program)
- International students, from \$18,000 to \$27,000 per year (representing a total tuition of \$81,000 for the duration of the three-year program)

For students entering the program in the Fall term of 2020 (2020/2) and for the duration of the three-year program

- Domestic students (Quebec and rest of Canada), from \$22,000 to \$23,000 per year (representing a total tuition of \$69,000 for the duration of the three-year program)
- International students, from \$27,000 to \$28,000 per year (representing a total tuition of \$84,000 for the duration of the three-year program)

For students entering the program in the Fall term of 2021 (2021/2) and for the duration of the three-year program

- Domestic students (Quebec and rest of Canada), from \$23,000 to \$24,000 per year (representing a total tuition of \$72,000 for the duration of the three-year program)
- International students, from \$28,000 to \$29,000 per year (representing a total tuition of \$87,000 for the duration of the three-year program)

That all students currently registered in the program will continue to pay an annual tuition fee of \$18,000 until the completion of their program.

PREPARED BY:

Name: Danielle Tessier
Date: January 25, 2019

To: Members of the Board of Governors

From: Anne-Marie Croteau, Dean, John Molson School of Business
Graham Carr, Provost and Vice-President, Academic Affairs
Denis Cossette, Chief Financial Officer

Date: February 25th, 2019

Subject: **Goodman Institute of Investment Management Tuition Increase for Fall 2019**

Attached, please find a copy of the Goodman Institute for Investment Management presentation regarding a tuition increase that will be applied to new incoming students only.

The Goodman Institute of Investment Management (GIIM) is a private and three-year program that does not receive any grants from the provincial government. The program pays all of its own costs. The increase will assist in covering the costs related to course delivery and services to the students.

It proposes a raise of its tuition fees from \$18,000 per year to \$22,000 per year for domestic students (Quebec and rest of Canada) and to \$27,000 for international students, effective for admissions for the Fall Term 2019. Following the academic year of 2019-2020, we propose to increase the tuition fees by \$1,000 for the following academic years (2020-2021 and 2021-2022), for both domestic and international students.

Over a three-year period, the current total fees are of \$54,000 and it is proposed to increase the total tuitions fees for:

2019-2020 to \$66,000 for domestic students, \$81,000 for international students,
2020-2021 to \$69,000 for domestic students, \$84,000 for international students, and
2021-2022 to \$72,000 for domestic students, \$87,000 for international students.

This raise is proposed for all three of its individual 3-year private programs including the Diploma in Investment Management (DIM), the Masters in Investment Management (MIM), and the MBA in Investment Management (MBA). At least 95% of GIIM students are pursuing the MBA degree. These programs are offered in Montreal and Toronto. Following is some information that will help justify this request.

Past Tuition Increases

The GIIM has been in operation for nearly sixteen years. The program has been financially successful for seven of the last eight years and is on track to earn a small surplus this year. Costs, however, keep increasing each year and the last tuition increase was implemented 7 years ago.

Competition

The core of mission of the Goodman Program is to provide an MBA in Investment Management and close integration with the CFA curriculum and to prepare the Goodman cohorts to meet the CFA Charter holder requirements. Each and every student entering the Program has an Undergraduate degree at a minimum.

This program has no direct competitor in Quebec. HEC Montréal has an undergraduate program and a graduate diploma in Finance. Université de Sherbrooke has an MSc in Finance and Université Laval has an MBA in Finance. All of these programs are relatively short in nature and do not possess the formal link to the CFA as the GIIM MBA offers. Ontario-based competition comes from several major universities operating in the Toronto area and Ontario (U of Toronto, York, Queen's, and Western). All similar Ontario programs are shorter and mostly expensive. They do not offer the depth and breadth when it comes to the CFA curriculum coverage.

Value Proposition

The Goodman Program has been in operation since 2001 and has graduated more than 300 students with MBA degrees during this period. Around 60% of the program's enrolment is composed of international students. Many of these graduates now occupy middle and upper management positions in the finance industry in both Montreal and Toronto and a growing number are reaching this level in prominent financial centers in the Far East and in the Middle East. For example:

- Mr. Sam Younes, MBA (2004), President and CEO at Altium Wealth Architecture
- Mr. Ben Vendittelli, MBA (2004), Co-President and Co-Chief Executive Officer at Laurentian Bank Securities
- Mr. Naocum Tabet, MBA (2006), Vice President and Director at TD Asset Management
- Mr. Amer Haddad, MBA (2006), Head of Treasury Sales at Ahli United Bank (Kuwait)
- Ms. Marlene Osaganian, MBA (2010), Vice President and Assistant Portfolio Manager, Fiera Capital

The pass rates for CFA Level I of the Goodman students are typically twice that of world-wide pass rate (for 2018 85% for Concordia participants / 43% for the rest of world). The program has helped produce 114 CFA charter holders (the Gold Standard according to The Economist when it comes to finance industry-based education) since inception and has promoted the CFA designation by recommending approximately 200 JMSB undergraduate and graduate students for CFA scholarships which help significantly in defraying the cost of obtaining the Charter.

Student satisfaction with the program is very high and due to its close correlation with the CFA curriculum, necessary curriculum revisions are required every year. Many workshops are regularly offered to students in the program who recognize that a well-rounded industry-focused education depends on more than the delivery of knowledge in the traditional sense.

Goodman students have won the MBA Gold Medal four times at convocation. This medal is awarded to the highest-ranking student graduating with the degree of Master of / Magisteriate in Business Administration in the John Molson School of Business. This achievement is indicative of the high caliber of students studying in the Goodman Program.

Tutorials in quantitative analysis and ethics augment the standard three and four-day review sessions conducted by industry experts and alumni in May of each year leading up to the globally administered set of CFA exams that takes place on the first Saturday in June.

Justification for the tuition increase

Students needs:

Our students have special needs when it comes to career development activities, given the niche market that they are getting ready for. Moreover, given the fact that more than half of our students are international, some of them need to improve their language skills and require some cultural training in order to be fully prepared for the job market. To offer better access to this program, the program is also planning to offer more scholarships.

Operations needs:

The videoconference systems are requiring updates every year. The rent in Toronto keeps increasing and the cost of marketing and recruitment is also high, especially in Toronto. We also need to cover the costs of phasing over the Assistant Program Director from one person to another in planning for retirements / changes in personnel in Montreal and Toronto.

As mentioned, the Goodman Institute of Investment Management is a flagship program for The John Molson School of Business. It needs a stream of investment to keep it that way and to ensure it is current with student needs to be prepared for the job market. All this compounded by the fact that there has been no tuition increase for the past 7 years. A financial status quo is not a viable option. The Program will turn to a loss situation in the next years.

Recommendation

The Goodman Institute of Investment Management (GIIM) proposes a raise of its tuition fees from \$54,000 in total to \$66,000 for domestic students and to \$81,000 for international students effective for admissions for 2019-2020, for new students enrolled in three of its individual 3-year private programs including the Diploma in Investment Management (DIM), the Masters in Investment Management (MIM), and the MBA in Investment Management (MBA). A total increase of \$3,000 for 2020-2021 and 2021-2022 respectively will thereafter be applied. There has been no increase in seven years since 2012-2013. Uses of the additional revenues:

- (1) A portion of the additional revenues will be used for additional career services and networking events to assist students in finding better workplace opportunities.
- (2) The GIIM will take the opportunity to increase and enhance its scholarships to better support our students.
- (3) There have been real and continuing increases in expenses in teaching salaries, space expenses, travel costs, recruiting costs, etc.
- (4) That JMSB has an urgent need to actively promote this program to continue to attract more high-quality students in both Montreal and Toronto in an effort to ensure the long-term sustainability of the program. Recruitment activities are costly and must be intensified, especially in Toronto.
- (5) A portion of the additional revenues will be used for upgrades to videoconferencing equipment.



Tuition Increase for the Goodman Institute for Investment Management

MBA with CFA accreditation

Anne-Marie Croteau, Dean of the John Molson School of Business



Executive Summary

- Current total fees
 - **\$54,000** for both domestic (Quebec and rest of Canada) and international students
- Proposed total tuition fees are for **new students only**
- 2019-2020
 - **\$66,000** for domestic students
 - **\$81,000** for international students
- 2020-2021
 - **\$69,000** for domestic students
 - **\$84,000** for international students
- 2021-2022
 - **\$72,000** for domestic students
 - **\$87,000** for international students

Rationale for Increase

- We need a **financially healthy** Program in order to make the changes necessary to keep the Program as one of the top offerings of JMSB
- **Challenges** ahead of us:
 - **Cost increases** will not cease (technology, space, etc)
 - Program will turn to a **loss situation** given no increase in the last 7 years
 - Increase of **international students enrolment**
 - Increase of **students needs** related to professional and career development support

Background

- The Goodman Institute in Investment Management delivers three privatized programs:
 - Diploma in Investment Management (DIM)
 - Masters in Investment Management (MIM)
 - MBA in Investment Management (MBA)
- Program has been in place since 2001-2002 and is delivered simultaneously between Montreal and Toronto via videoconferencing system
- Concordia was the 1st Canadian partner institution with the CFA Institute
- Concordia Level I “pass rates” are amongst the highest in the world for the CFA standard world wide exams (85% JMSB vs 43% world)
- Program is seen as amongst the top CFA Partner Programs offered

CONSIDERED A “FLAGSHIP PROGRAM” FOR JMSB

Program Perspective

- Student **cohorts** now run between 95 and 117 over a **three-year timeframe** for completing the program
- Core activities in the programs include education in CFA requirements and preparation for the **CFA Level 1, 2 and 3 exams**
- **300 alumni world wide**, with some reaching senior positions in the financial industry
- Student **satisfaction** with the Program is **high**:
 - Close coordination with the CFA curriculum
 - Quality of instruction
 - Quality of the students
- Goodman students have won the **MBA Gold Medal** four times since program inception

Program Perspective

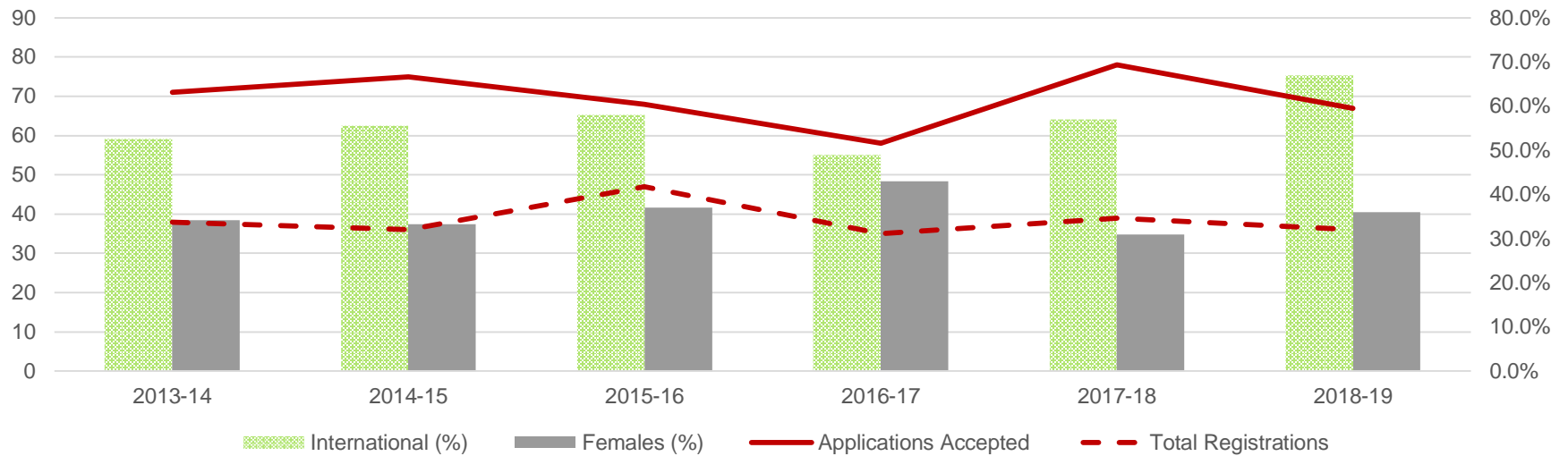
- Program is **fully privatized**, it covers full cost of delivery, and receives no subsidies from Concordia / Government
- Financially successful 8 of the last 9 years but **margins have narrowed** significantly with continuously increasing costs
- **No price increase since 2012**
- **Cost of operations has increased each year because of:**
 - Space
 - Teaching
 - Travel between Montreal and Toronto
 - Services to students

Needs for Additional Revenues

- Additional **career development and services** to students
- Improved **language and cultural training** to ensure students are fully prepared for the job market
- Need for more **scholarships**
 - Currently, total student support (from donors): \$55,000
 - Financed from program budget: \$60,000
 - Aim to increase this to \$150,000
- Increase the quality of the **student experience**
- Updates of the **videoconference systems**
- Increased **rent** in Toronto
- Increased costs of **marketing and recruiting**, especially in Toronto

Enrolment Trends

Investment Management MBA



General stats
(2017/2018)

Age: 26
GPA: 3.28

Competitive Landscape

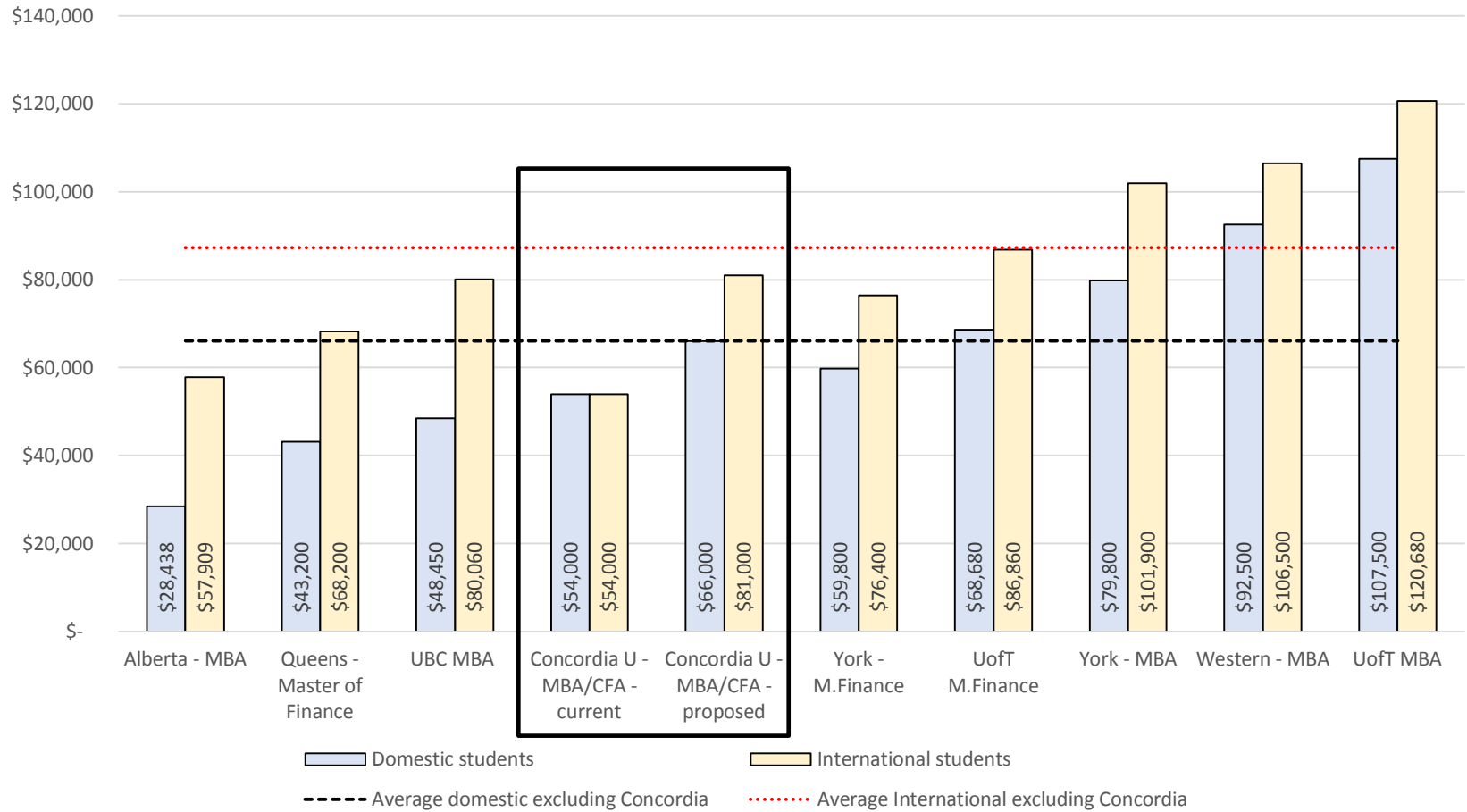
- In Quebec there is no direct competitor
- HEC Montréal, Université Laval and Université de Sherbrooke have limited linkages to the CFA curriculum
- In Ontario, the competition from Queens, U of T, York, Western
 - Much more expensive
 - Limited coverage of the CFA curriculum

Concordia offers the most integrated Program
of MBA / CFA Curriculum Preparation

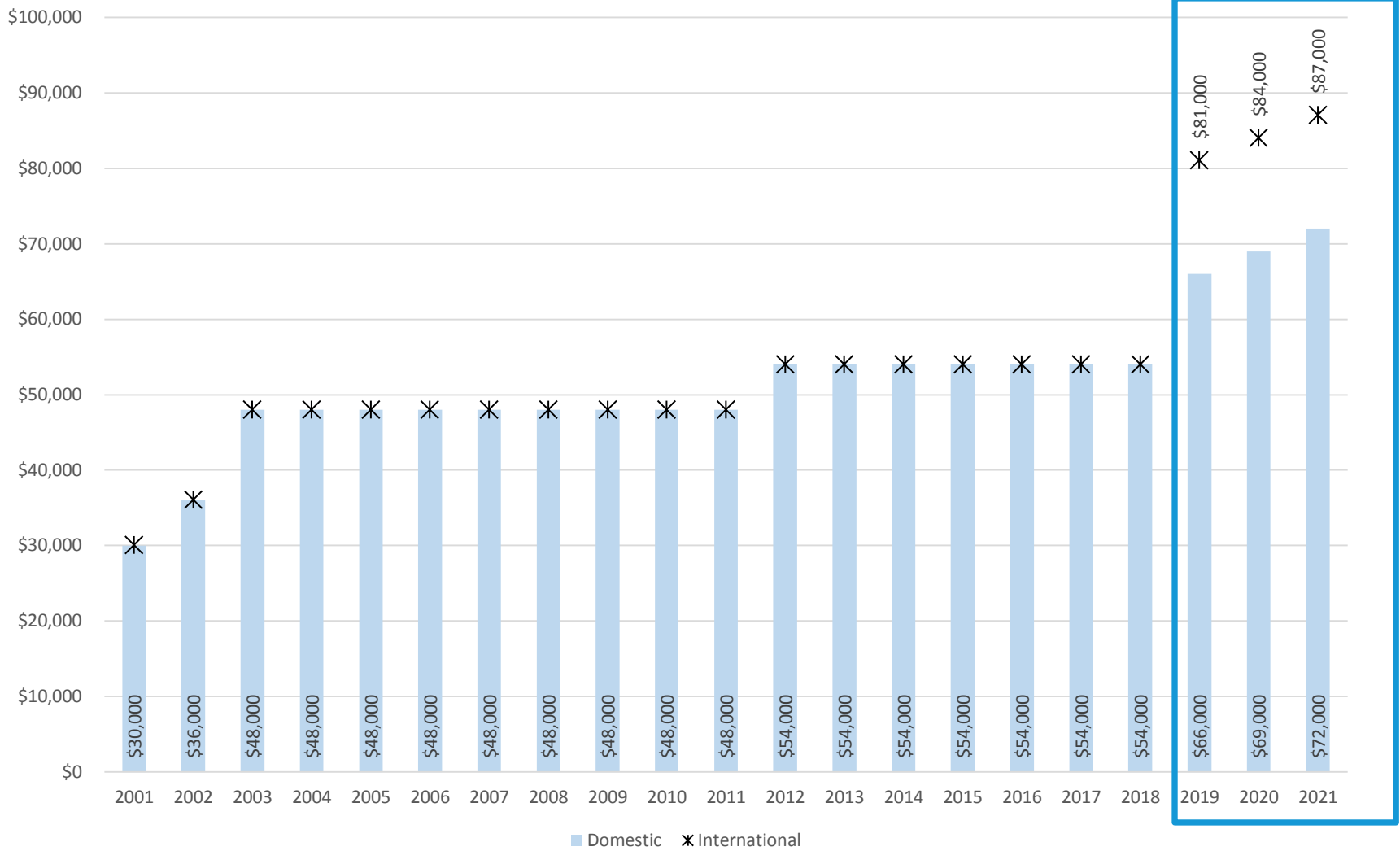
Recommended Total Tuition Fees Increase

- Current total fees
 - **\$54,000** for both domestic and international students
- Proposed for **2019-2020**
 - **\$66,000** for domestic students
 - **\$81,000** for international students
- Proposed for **2020-2021**
 - **\$69,000** for domestic students
 - **\$84,000** for international students
- Proposed for **2021-2022**
 - **\$72,000** for domestic students
 - **\$87,000** for international students

Goodman Program - Total Tuition Comparison to other Canadian Finance programs



Evolution of Total Tuition



Recommended Annual Tuition Fees Increase

- Annual tuition price increase for Fall 2019 by
 - \$4,000 for domestic students
 - \$9,000 for international students
- For Fall 2020 and Fall 2021
 - \$1000 each year for each type of students
- Increase of \$15,000 for the total tuition fees for international students is based on the average differentiator between domestic and international students currently requested by competitors

Impact of a CFA charter on median salary

Median total compensation*

Bachelor degree



Graduate degree



■ Non-Charterholder
■ CFA Charterholder

*Median total compensation figures listed do not control for other variables such as years of experience and job title.

CFA Societies of Madison and Milwaukee
2018 compensation report:

Canadian Market conditions for CFA charterholders

	Average Compensation for Canadian CFA Charterholders		
	2011	2014	%change
Base salary	\$119k	\$128k	7.56%
Total salary	\$239k	\$280k	17.15%

Toronto CFA charter holder compensation survey, 2015

Globe and Mail, May 11, 2018:

“In Canada in 2011:

- base salary of a financial analyst: \$60,000 to \$100,000
- average CFA (working as a financial analyst) salary: \$239,215
- starting salary of top 25% of Canadian CFA’s: \$260,000”



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**BOARD OF GOVERNORS
OPEN SESSION
Meeting of March 13, 2019**

AGENDA ITEM: Report on compliance with environmental legislation and health and safety (EH&S) regulations

ACTION REQUIRED: For information

SUMMARY: This report is provided to members of the Board of Governors on a quarterly basis to apprise them of matters concerning EH&S at Concordia and to allow them to ask questions.

PREPARED BY:

Name: Danielle Tessier
Date: March 6, 2019



Report on Due Diligence for Concordia University Board of Governors

Reporting Period
2018 Q4
(October, November, December)
&
2018 Full Year

Pietro Gasparini, C.I.H.
Director, Environmental Health & Safety
February 21, 2019

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. EHS 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 1 presents the University's Leading Safety Key Performance Indicators (KPIs) which measure safety performance and help reflect the safety culture within the University. Section 2 presents the University's Lagging Safety KPIs which are retrospective and include four incident/injury rates. The Recordable Injury Rate (RIR) is presented in Section 8, whereas the Loss-Time Injury Rate (LTIR), the Lost-Time Day Rate (LTDR) and the Severity Rate (SR) are presented in Section 10. Although all rates will be reported quarterly, the overall annual rate is the value that will be the most noteworthy. Government agencies use industry-specific incident and injury rates to determine which sectors may require additional program assistance.

2018 Executive Summary

The preventative activities of EHS are crucial to ensuring that the University is a responsible employer and is proactively identifying and controlling the risks encountered by our community's activities. It is encouraging to report that in 2018, the majority of the leading safety KPIs increased.

The quantity of safety training provided to the university community decreased slightly compared to 2017; however, in the same period the number of Injury and Near-miss Investigations increased by 26%. EHS continued to focus on conducting Preventative Internal Inspections and Assessments, increasing the number by 285%, from 47 in 2017 to 181 in 2018. We continued to put emphasis on the evaluation of restricted areas, including elevator mechanical rooms (45 risk assessments) and building cooling towers (14 risk assessments). Although these areas are only accessible to a limited number of authorized staff, the risks within these areas are significant and, therefore, need to be identified and adequately controlled. In the fall of 2018, a comprehensive risk assessment of all university roofs was launched. This work is being done in close collaboration with Facilities Management and the risk assessment reports will be completed by the end of Q1 2019.

The increase in Preventative Internal Inspections and Assessments resulted in an increase in Internal Non-Compliance Citations – 527 in 2018, compared to 47 in 2017. Non-compliance citations identified internally allows us to correct situations that could have resulted in a member of the university community being injured. In addition to this, preventative workplace inspections and risk assessment allow us to demonstrate to government inspectors that the University takes its responsibility to maintain a safe work environment very seriously. A testament to this is the fact that the University did not receive any non-compliance citations following the CNESST inspections of several elevator mechanical rooms in June, given that we had conducted risk assessments of all elevator mechanical rooms six months earlier. The Corrective Action Completion Rates continue to increase, with those actions requiring capital investment often being the last to complete.

With regards to the University's injury statistics, although there was an increase in the number of Total Injuries and Work-Related Injuries, these increases did not greatly influence the number of accepted Worker Compensation Claims, nor the number of Lost-Time Days. There was a decrease in the University's Severity Rate (39%) in 2018. Work-related injuries that are occurring are less severe,

meaning employees return to health and work faster. This is great news.

The increase in the number of Regulatory Inspections (21), specifically due to the *Commission des normes, de l'équité, de la santé et de la sécurité du travail* initiative to improve machine safety in universities, had an impact on the ability of the unit to advance some projects. We hoped to implement new workplace inspection software in 2018; however, this was delayed in part due to the quantity of Regulatory Inspections.

Optimism is the mindset for 2019. We are encouraged by the results of the time and energy invested in improving existing and implementing new safety programs over the past several years. Although we will be required to devote resources in 2019 to managing the outcomes of the 2018 CNESST inspections, EHS will do its utmost to maintain the level of prevention activities in an effort to continue to improve safety at Concordia University.

Section A: Leading Safety Key Performance Indicators

1. Safety Training

For the period of October 1 to December 31, 2018, **38** safety training sessions took place with **381** participants. Compared to 2017, in 2018 there was a slight decrease in the number of training sessions (7%) and in the number individuals trained (9%).

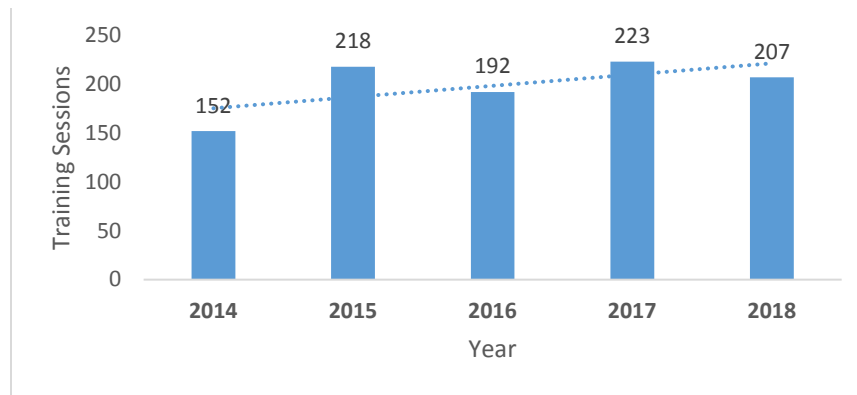
Amendments to the federal Hazardous Products Act and Hazardous Products Regulations, as well as the provincial Act Respecting Occupational Health and Safety and Hazardous Products Information Regulation, required us to update the University's Workplace Hazardous Materials Information System (WHMIS) training. In 2018, EHS completed the transition of our WHMIS training and combined two courses into one. This has optimized the WHMIS safety training obligations of staff, faculty and students. As a result, there was a reduction in the overall number of training sessions and participants in 2018.

In 2018, 19% of the safety training provided was delivered on-line.

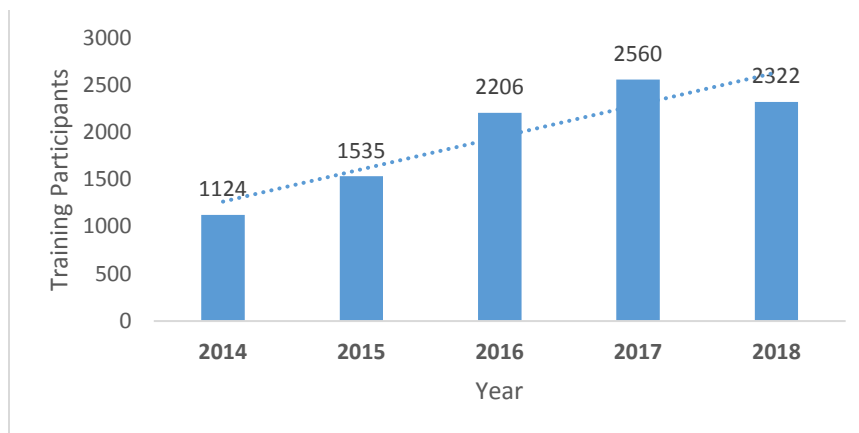
	2017 Q4 <i>Oct, Nov, Dec</i>	2017 <i>Full Year</i>	2018 Q4 <i>Oct, Nov, Dec</i>	2018 <i>Full Year</i>
Total Safety Training Sessions	58	223	38	207
Total Participants	551	2560	381	2322

As noted by the trend lines in both Graph 1 and Graph 2, the 5-year trend is an increase in safety training provided to university employees and students.

Graph 1: Total Number of Safety Training Sessions per Year



Graph 2: Total Number of Individuals Trained 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 in partnership with supervisors. Investigations are conducted in order to determine the root causes; prevent similar injuries and near misses in the future; determine compliance with applicable safety regulations; and collect information for workers' compensation claims (if applicable).

In some instances, injury and near miss investigations result in the identification of corrective actions that can prevent injury and near miss reoccurrence (see Section 5). The investigation of work-related injuries and near misses are prioritized.

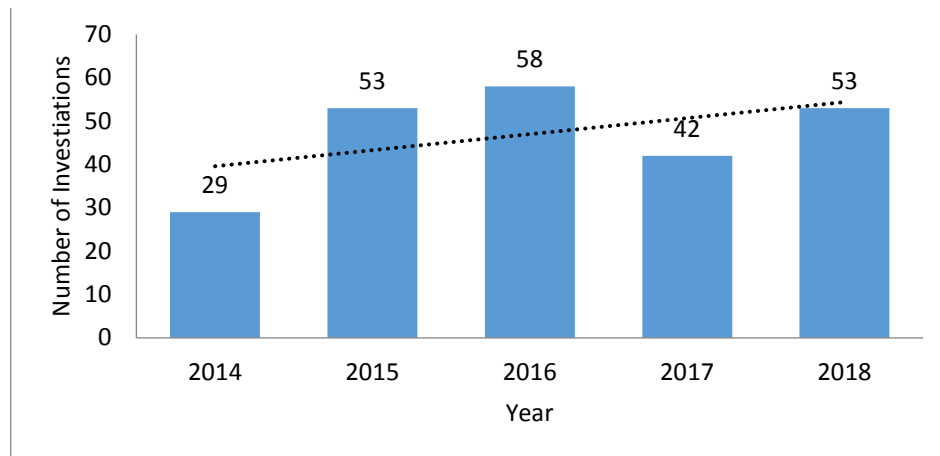
For the period of October 1 to December 31, 2018, EHS conducted **11** injury investigations and **2** near-miss investigations, bringing the 2018 totals to **42** injury investigations and **11** near-miss investigations. Compared to 2017, in 2018 there was an increase (62%) in the number of injury investigations but a decrease in the number of near-miss investigations (30%) in 2018. In 2018, there was a 31% increase in the number of work-related injuries (see Section 8) and 35% increase in the total number of injuries (see Section 9). There were more injury investigations because there were more injuries. Due to the limited capacity of the unit to conduct investigations, less time was available to dedicate to near-miss

investigations.

	2017 Q4 <i>Oct, Nov, Dec</i>	2017 <i>Full Year</i>	2018 Q4 <i>Oct, Nov, Dec</i>	2018 <i>Year To Date</i>
Injury Investigations	4	26	11	42
Near-Miss Investigations	2	16	2	11
TOTAL Investigations	6	42	13	53

The 5-year average number of Injury & Near-Miss Investigations per year is 47. As noted by the trend lines in both Graph 3, the 5-year trend is increasing for the total number of injury and near-miss investigations.

Graph 3: Total Number of Injury & Near-Miss Investigations per Year



3. Preventative Internal Inspections & Assessments

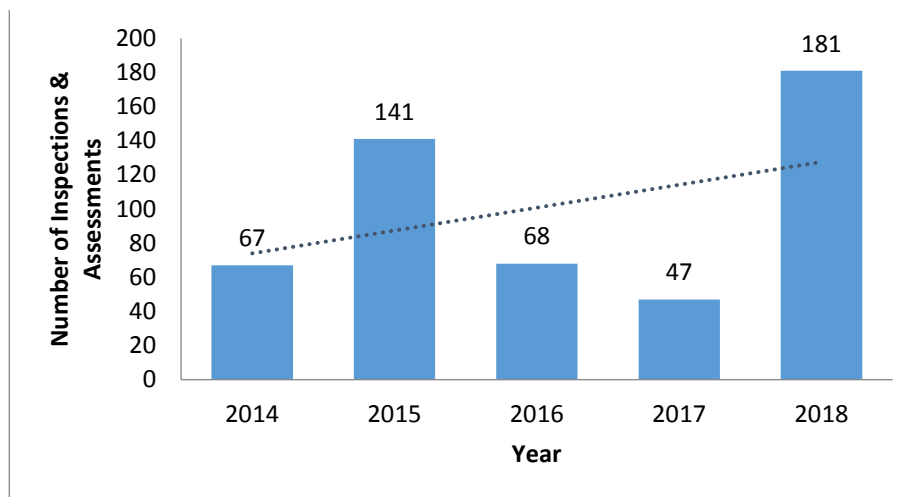
Preventative internal inspections and assessments refer to both workplace risk assessments and workplace inspections conducted by EHS staff on university premises (e.g., research laboratories, workshops, art studios, mechanical rooms). Both risk assessments and inspections help prevent injuries and illnesses by identifying hazards. Risk assessments and inspections are complimentary and together form an integral part of the University’s comprehensive health and safety program. Both will serve as a mechanism to monitor compliance with government regulations and internal policies and procedures.

For the period of October 1 to December 31, 2018, EHS conducted **98** preventative internal inspections and assessments. Reported in Q4 are the radiation safety program inspections (11), biosafety program inspections (86) and an assessment of the Faculty of Fine Arts’ foundry. In 2018, there was a total of **181** preventative internal inspections and assessments, compared to 47 in 2017; a 285% increase.

Year	Preventative Internal Inspections & Assessments
2017 Q4 <i>Oct., Nov., Dec.</i>	17
2017 <i>Full Year</i>	47
2018 Q4 <i>Oct., Nov., Dec.</i>	98
2018 <i>Full Year</i>	181

The 5-year average number of Preventative Internal Inspections & Assessments per year is 101. The number of preventative internal inspections and assessments will fluctuate annually. Preventative Internal Inspections & Assessments allow the University to identify hazards and non-compliance issues and then put in place controls to mitigate those hazards or take actions to correct the non-compliance. In so doing, the University is continuously becoming safer.

Graph 4: Total Number of Preventative Internal Inspections & Assessments per Year



4. Internal Non-Compliance Citations

EHS is mandated to monitor compliance with both 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.

The majority of internal non-compliance citations result from preventative internal inspections and assessments, as well as 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. Often, a single internal workplace inspection or injury investigation can generate several non-compliance citations.

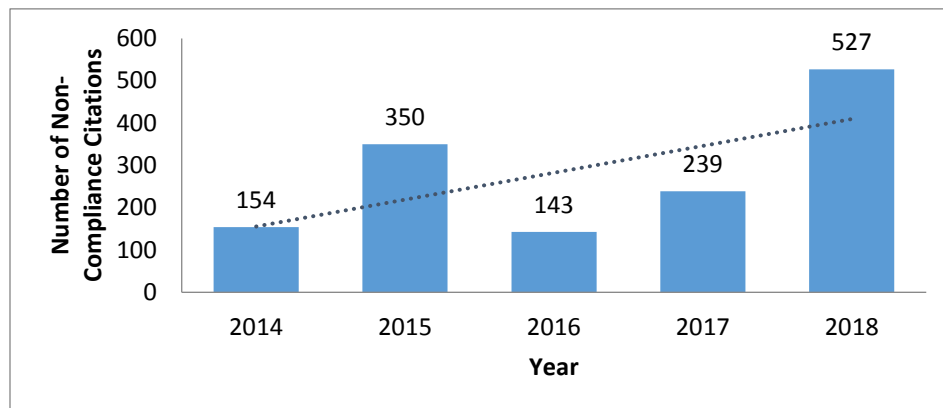
For the period of October 1 to December 31, 2018, **163** internal non-compliance citations were assigned, bringing the 2018 total to **527**. This increase was expected given the increase in the total number of preventative internal inspections and assessments in 2018.

As reported in Q1, the risk assessments of the elevator mechanical rooms alone resulted in 208 non-compliance citations; however, it is important to note that these citations do not compromise or influence the safety of the elevators. The risk assessments of building cooling towers reported in Q2 added another 35 non-compliance citations. In both instances, access to these areas is highly restricted and employees require specialized training to enter. When required, temporary measures, including modified work practices, were implemented to ensure the safety of employees while the necessary permanent corrective actions are executed.

Year	Internal Non-Compliance Citations
2017 Q4 <i>Oct., Nov., Dec.</i>	78
2017 <i>Full Year</i>	239
2018 Q4 <i>Oct., Nov., Dec.</i>	163
2018 <i>Year To Date</i>	527

The 5-year average number of Internal Non-Compliance Citations per year is 239. Although the total number of Internal Non-Compliance Citations fluctuates annually, the 5-year trend is increasing. This was expected given that EHS is putting time and resources in conducting risk assessments in areas of the University that have not been subject to much attention in the past.

Graph 5: Total Number of Internal Non-Compliance Citations per Year



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. Corrective Actions are assigned to the supervisor responsible for the area where the citation occurred or for the individuals involved.

All safety and regulatory non-compliance citations (internal and external) must be resolved in a timely manner. External non-compliance citations from regulatory or government bodies received during external 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 targeted deadlines. This metric tracks the percentage of assigned corrective actions that are completed. EHS will track this metric by calendar year until all actions are completed.

2014

As of December 31, 2018, **99%** (137) of Corrective Actions assigned in **2014** (138) were completed with the remaining corrective actions in progress.

Year	Corrective Action Completion Rate
2014	99%

2015

As of December 31, 2018, **99.6%** (448) of Corrective Actions assigned in **2015** (450) were completed, 0.4% (2) are currently in progress.

Year	Corrective Action Completion Rate
2015	99.6%

2016

As of December 31, 2018, **98%** (213) of Corrective Actions assigned in **2016** (217) were completed, 1.5% (3) are currently in progress and 1 (0.5%) has not yet begun. Over the course of 2018, the Corrective Action Completion Rate for 2016 went from 85% to 98%.

Year	Corrective Action Completion Rate
2016	98%

2017

As of December 31, 2018, **91%** (336) of Corrective Actions assigned in **2017** (369) were completed, 5% (17) are currently in progress and 4% (16) have not yet begun. Over the course of 2018, the Corrective Action Completion Rate for 2017 went from 72% to 91%.

Year	Corrective Action Completion Rate
2017	91%

2018

In 2018, there were a total of **755** corrective actions assigned - 97 of the 755 corrective actions were associated with *Commission des normes, de l'équité, de la santé et de la sécurité du travail* regulatory citations (Section 12).

As of December 31, 2018, **47%** (358) of Corrective Actions assigned in **2018** were completed, **18%** (137) are currently in progress and **34%** (260) have yet to begin.

Year	Corrective Action Completion Rate
2018	47%

The escalation of open corrective actions to supervisors and management has resulted in better compliance. Corrective Actions that remain incomplete for over 1 to 2 years are often due to the cost associated with completing the corrective action. EHS staff continues to follow-up and offer assistance to supervisors. Notifications for follow-up continue to be escalated to department chairs and the area's management as required.

6. EHS Research Compliance Reviews

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

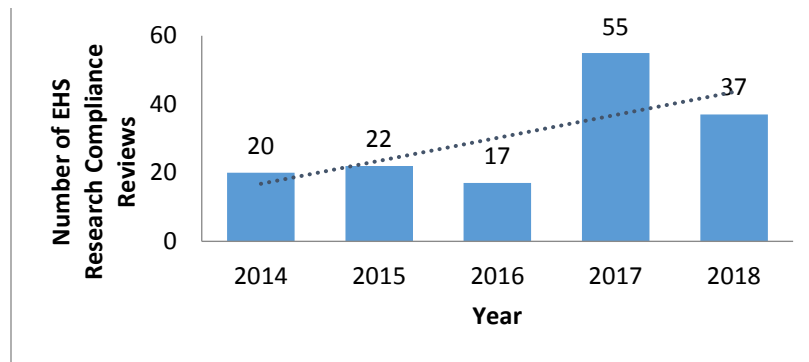
For the period of January 1 to December 31, 2018, there were **37** EHS Research Compliance Reviews, of which **5** were from Q4 (October 1 to December 31, 2018).

Year	EHS Research Compliance Reviews
2017 Q4 <i>Oct, Nov, Dec</i>	6
2017 <i>Full Year</i>	55

Year	EHS Research Compliance Reviews
2018 Q4 <i>Oct, Nov, Dec</i>	5
2018 <i>Full Year</i>	37

The 5-year average number of EHS Research Compliance Reviews per year is 30 and the overall 5-year trend is increasing.

Graph 6: Total Number of EHS Research Compliance Reviews per Year



Section 2: Traditional (Lagging) Safety Key Performance Indicators

7. Total Injuries

An injury refers to the occurrence of a sudden and unforeseen event arising out of, or in the course of, 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.

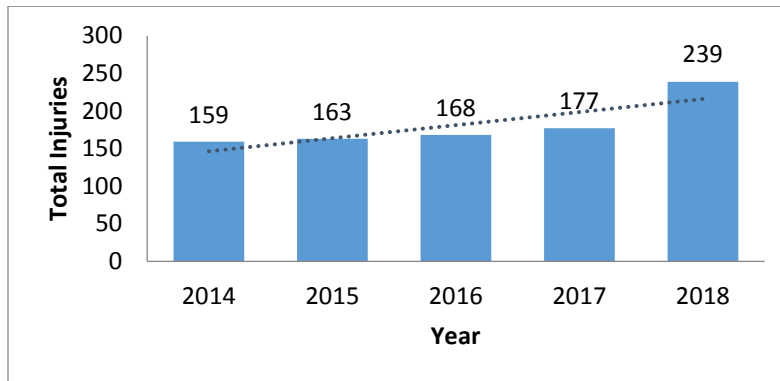
For the period October 1, 2018, to December 31, 2018, **61 injuries** were reported, bringing the 2018 total to **239**. An increase was seen in 2018 (35%) in total injuries when compared to 2017. In 2018, the number of slips and falls due to weather conditions was double that of 2017. Facilities Management has improved the manner in which they respond to adverse weather conditions in an effort to reduce these types of injuries.

Year	Total Injuries
2017 Q4 <i>Oct., Nov., Dec.</i>	46
2017 <i>Full Year</i>	177

Year	Total Injuries
2018 Q4 <i>Oct., Nov., Dec.</i>	61
2018 <i>Full Year</i>	239

The 5-year average number of total injuries per year is 181 and the 5-year trend is increasing.

Graph 7: Total Injuries per Year



8. Work-Related Injuries

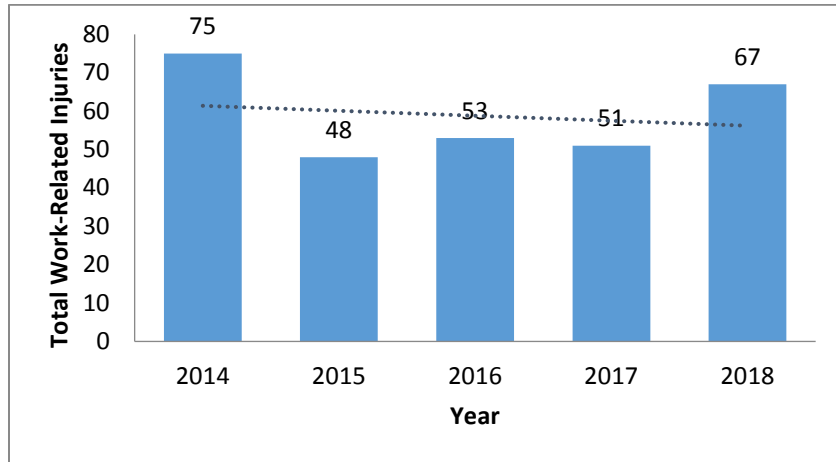
Work-Related Injuries are a subset of Total Injuries whereby the injured person is a worker (staff or faculty). An injury or illness is considered work-related when an employee is involved and if an event, or exposure in the work environment, either caused or contributed to the resulting condition or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

For the period October 1, 2018 to December 31, 2018, **16** of the 61 reported injuries (Section 7) were work-related, bringing the 2018 total to **67**. In 2018, the total number of work-related injuries (67) increased (31%) compared to 2017.

Year	Work-Related Injuries
2017 Q4 <i>Oct, Nov, Dec</i>	14
2017 <i>Full Year</i>	51
2018 Q4 <i>Oct, Nov, Dec</i>	16
2018 <i>Full Year</i>	67

The 5-year average number of work-related injuries per year is 59. Although the number of Total Injuries is on an increasing trend, the number of Work-Related Injuries is on a decreasing trend over the last 5 years.

Graph 8: Work-Related Injuries per Year



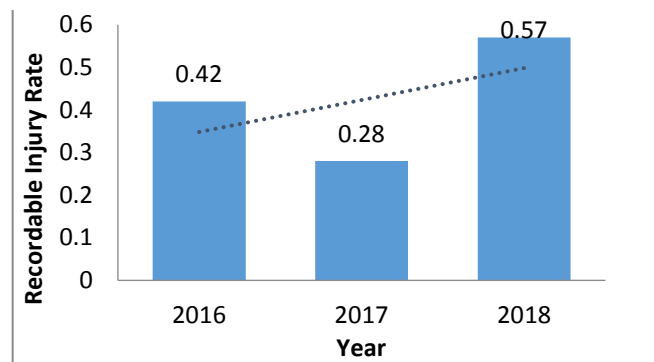
Recordable Injury Rate (RIR)

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, and who work 50 weeks per year. The calculated rate is per 100 employees.

Year	Recordable Incident Rate
2017 <i>Full Year</i>	0.28
2018 <i>Full Year</i>	0.57

The University's 2018 Recordable Injuries Rate was 0.57 work-related injuries per 100 full-time employees, compared to 0.28 in 2017. The higher RIR in 2018 is a direct result of the increase in number of work-related injuries. Furthermore, 2018 was the third year that this data was collected.

Graph 9: Recordable Injury Rate per Year



9. Worker 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 October 1, 2018 to December 31, 2018, there were **2** accepted worker's compensation claims, 1 from a work-related injury that occurred in Q3 but only accepted by the CNESST on November 28, 2018 and 1 from Q4. The 2018 total number of accepted claims was **11**, one additional claim compared to 2017 (10% increase).

Year	Accepted Compensation Claims
2017 Q4 <i>Oct, Nov, Dec</i>	1
2017 <i>Full Year</i>	10
2018 Q4 <i>Oct, Nov, Dec</i>	2
2018 <i>Full Year</i>	11

The following table provides details on all accepted worker compensation claims for 2018. For each claim, the total number of lost-time days in 2018 is indicated, if applicable.

Table: 2018 Accepted Worker Compensation Claims

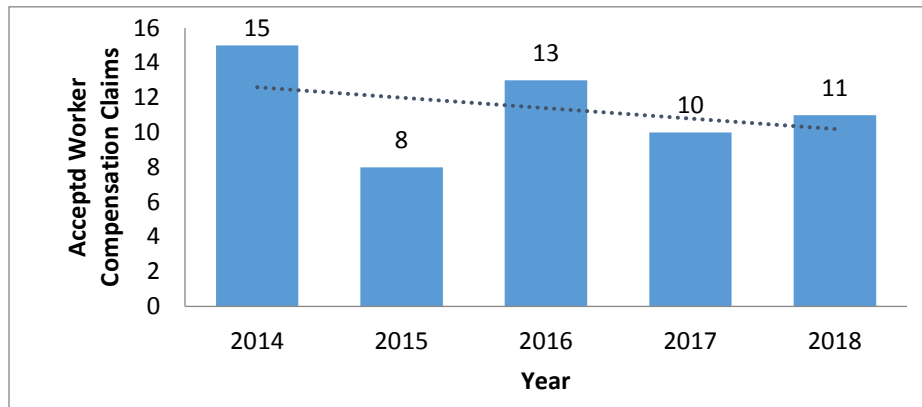
Date	Description	Department	Diagnosis	Lost-Time Days YTD
04-Jan-2018	An employee reached for a box of locks on the top shelf and sustained a left shoulder strain.	Facilities Op.- Architectural	Left Shoulder Strain	0

Date	Description	Department	Diagnosis	Lost-Time Days YTD
25-Jan-2018	An employee developed a right shoulder tendonitis and bursitis from shoveling snow.	Facilities Op.- Grounds	Right Shoulder Tendonitis and Bursitis	27
02-Feb-2018	An employee's regular duties include moving furniture and they developed an abdominal hernia.	Facilities Op.- Distribution	Abdominal Hernia	74 (Q1 59 +Q2 15)
16-Apr-2018	An employee slipped and sustained a left knee patellar tendinitis.	Facilities Operations	Left Knee Patellar Tendinitis	22
6-Jun-2018	An employee developed a work-related illness due to repetitive motion.	Facilities Operations	Left & Right Shoulder Tendonitis - Right Lateral Epicondylitis	32 (Q2 10 +Q3 22)
24-Jul-2018	An employee missed a step walking down the stairs and sustained a left ankle fracture.	Dean of Students	Left Ankle Fracture	0
31-Jul-2018*	An employee was hit by a basketball and sustained a concussion.	Recreation & Athletics	Concussion	5
03-Aug-2018	An employee pulled their shoulder going down the ramp with a cart.	Facilities Op.- Distribution	Left Shoulder Strain	28
09-Sep-2018	An employee missed a step on the stairs and injured their right ankle.	Rec & Athletics	Right Ankle Injury	0
19-Sep-2018	An employee sustained a right hand injury lifting.	ENCS-BCEE	Right Hand Contusion	0
30-Oct-2018	An employee hurt their lower back lifting.	Facilities Operations	Lower Back Pain	15

**Claim accepted by CNESST on November 28, 2018.*

The 5-year average number of accepted worker's compensation claims per year is 11. Even though there was an 31% increase in the number of Work-Related Injuries 2018 compared to 2017, there was only a 10% increase in the number of Accepted Worker Compensation Claims in 2018 (1 additional claim).

Graph 10: Accepted Worker Compensation Claims per Year



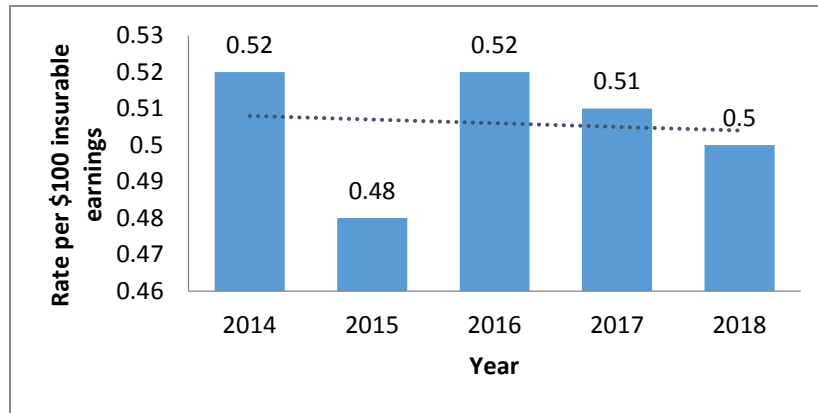
Every year, the Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNESST) assigns the University a personalized insurance rate that is based in part on the University's past worker's compensation claims.

The University's personalized rate increased in 2016; however, it has resumed a downward trend decreasing in both 2017 and 2018. The rate was \$0.50 per \$100 of insurable payroll in 2018. All efforts to reduce workplace injuries and to reduce the total number of lost-time days, including temporarily reassignment, help contribute to lowering the cost of the university's insurance costs.

In 2017, the base contribution paid to the CNESST was \$1,248,566, calculated on the insurable payroll for 2017 (earnings up to \$72,500). In 2018, although the rate decreased to \$0.51 per \$100 of insurable payroll, the base contribution paid to CNESST was slightly higher at \$1,276,442, based on insurable payroll (earnings up to \$74,000). These amounts, calculated using the University's personalized insurance rate, only represents an approximation of the true cost of insurance. The true cost is only finalized four years following the year of the claim. This allows the CNESST to make adjustments to the cost of insurance based on the severity of the compensation claims from any given year. Looking strictly at the personalized insurance rate, the difference in rate from \$0.51 in 2017 to \$0.50 in 2018 represents a savings of \$25,500.

Quebec universities are part of the sector Enseignement collégial ou universitaire, bibliothèque, laboratoire ou centre de recherche. In 2018, the CNESST assigned those institutions who are not using a personalized insurance rate a general sector rate of \$0.58 per \$100 of payroll, up from \$0.57 in 2017. Although our sector rate is increasing, the University's personalized rate is decreasing.

Graph 11: Concordia’s Personalized Insurance Rate per Year



10. Lost-Time Days

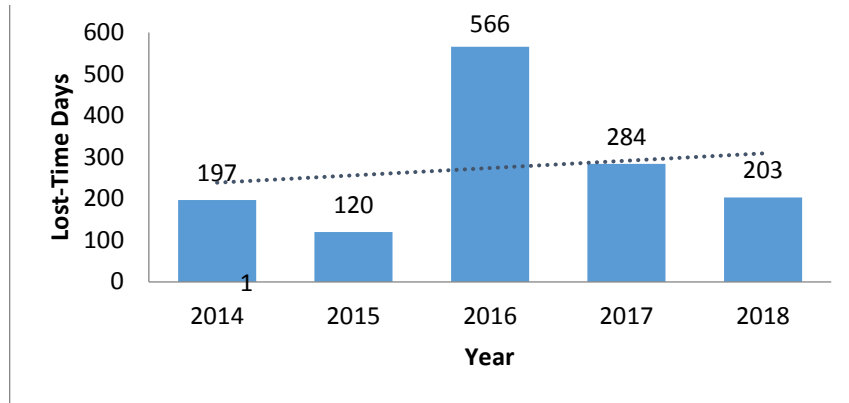
A Lost-Time Work-Related Injury is defined as a work-related injury or illness that results in days away from work, other than the day of injury or the day the illness began. Lost-Time Days refers to the total number of calendar days employees are away from work due to a work-related injury or illness.

For the period of January 1, 2018 to December 31, 2018, there were a total of **7** Lost-Time Work-Related Injury representing **203 Lost-Time Days**. In Q4 2018, the single Lost-Time Work-Related Injury resulted in 15 lost days. A Lost-Time Work-Related Injury that occurred in Q3 was accepted as a work-related injury in November 2018 and an additional 5 lost time days were added to the full year total. See Accepted Worker Compensation Claims table in Section 9 for details.

Year	Lost-Time Days
2017 Q4 <i>Oct, Nov, Dec</i>	142
2017 <i>Full Year</i>	284
2018 Q4 <i>Oct, Nov, Dec</i>	15
2018 <i>Full Year</i>	203

Even though there was a 31% and 10% increase in the number of Work-Related Injuries and Accepted Worker Compensation Claims respectfully in 2018 compared to 2017, there was a 29% decrease in the number of Lost-Time Days.

Graph 12: Total Lost-Time Days per Year



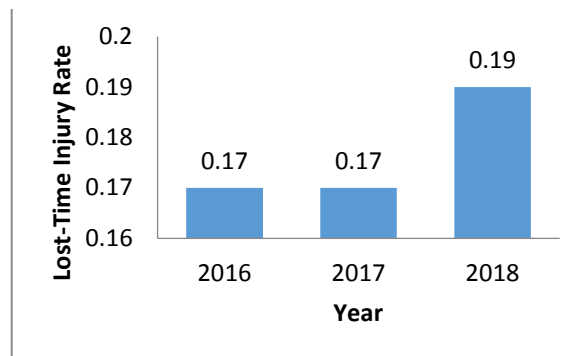
Lost-Time Injury Rate (LTIR)

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

Year	Lost-Time Injury Rate
2017 <i>Full Year</i>	0.17
2018 <i>Full Year</i>	0.19

The University’s 2018 Lost-Time Injury Rate is 0.19 lost-time injuries per 100 full-time employees - 2018 was the third year that this data was collected and this year’s LTIR is the slightly higher than 2017.

Graph 13: Lost-Time Injury Rate per Year



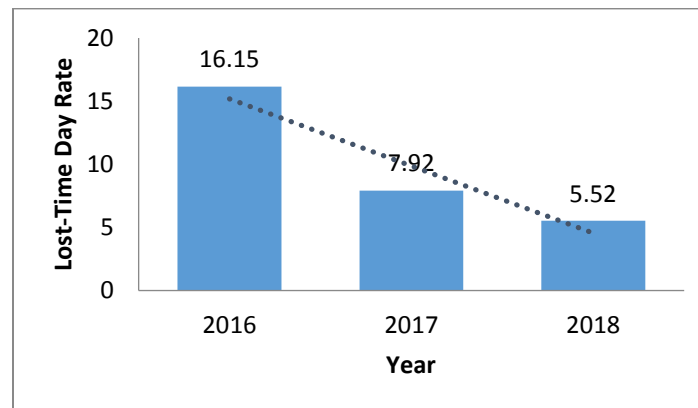
Lost-Time Day Rate (LTDR)

The Lost-Time Day Rate is a rate that measures the length of time an employee is away from work due to a work-related injury. It represents the number of lost-time days per 100 full-time employees in the stated period. 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. Therefore, 200 000 labour hours equates to 100 employees, who work 40 hours per week and who work 50 weeks per year. The calculated rate is per 100 employees.

Year	Lost-Time Day Rate
2017 <i>Full Year</i>	7.92
2018 <i>Full Year</i>	5.52

The University's 2018 LTDR was 5.52 lost-days per 100 full-time employees. Furthermore, 2017 was the third year that this data was collected and 2016 serves as the baseline LTDR for Concordia. In 2018, the LTDR continues to improve, with a 30% decrease from 2017 to 2018. The 3-year average LTDR is 9.85 lost-days per 100 full-time employees.

Graph 14: Lost-Time Day Rate per Year



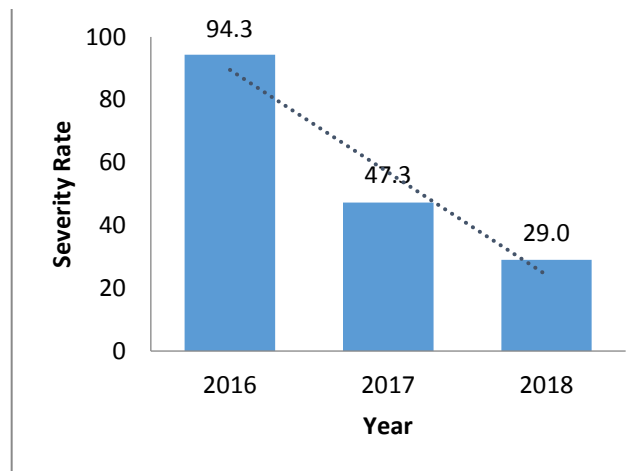
Severity Rate

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. The Severity Rate is a cumulative rate calculated at the end of each quarter.

Year	Severity Rate <i>average lost-time days per lost-time injury</i>
2017 <i>Full Year</i>	47.3
2018 <i>Full Year</i>	29.0

The University's 2018 Severity Rate was 29.0; this is the average number of lost-time days per lost-time injury. 2018 was the third year that this data was calculated and 2016 serves as the baseline Severity Rate for Concordia. The Severity Rate has improved significantly the last two years. Compared to 2017, the 2018 Severity Rate is 39% lower.

Graph 15: Severity Rate per Year



11. Near Misses

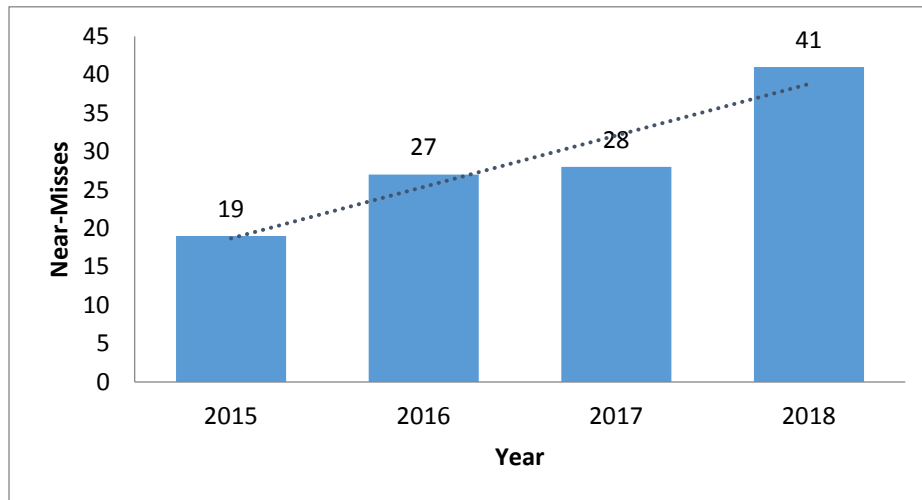
A Near Miss is the occurrence of an event on university property, arising out of, or in the course of, a university sanctioned activity attributable to any factor that could have caused either an injury or material damage. For example, events such as tripping on a stair or slipping in a water puddle, 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, due to the fact that 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, 2018 to December 31, 2018, a total of **41** Near Misses were reported, of which 12 were from Q4. Compared to 2017, there was a 46% increase in reported Near Misses in 2018.

Year	Near Misses
2017 Q4 <i>Oct, Nov, Dec</i>	6
2017 <i>Full Year</i>	28
2018 Q4 <i>Oct, Nov, Dec</i>	12
2018 <i>Full Year</i>	41

Near Misses are traditionally underreported since employees do not often see the relevance of reporting a Near Miss. Near miss reporting is correlated to the safety culture of the institution. With every activity undertaken by EHS, from safety training to risk assessments, the visibility of safety increases, which in turn influences our safety culture. The four-year trend for reported Near Misses is increasing, which is a positive indicator of the University’s continuously improving safety culture.

Graph 16: Total number of Near Misses per year



12. External Inspections

External inspections refer to inspections or audits of the 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 ensure that the University’s activities and facilities are in compliance with all applicable legislation and regulations.

For the period of January 1, 2018 to December 31, 2018, there were a total of **20 external inspections**, of which 4 occurred in Q4. In addition, 11 fire safety inspections by the Service de sécurité incendie de Montréal at the Loyola campus in September 2018 and an inspection by the Ministère de la Santé et des Services Sociaux in September 2018 (Q3) for compliance with anti-tobacco regulations was added to the Full Year total.

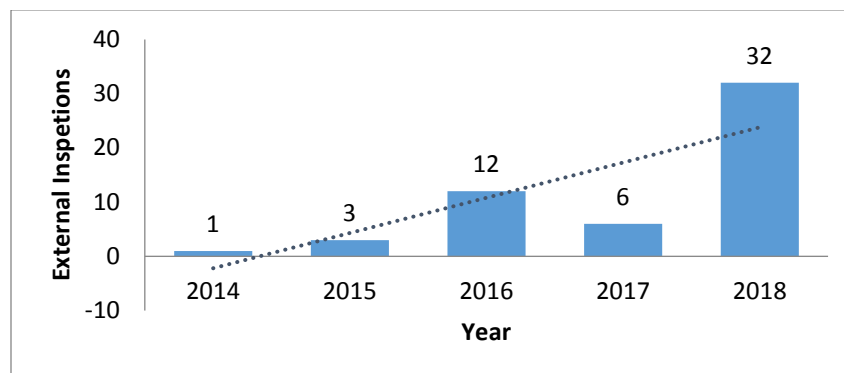
Year	External Inspections
2017 Q4 <i>Oct, Nov, Dec</i>	1
2017 <i>Full Year</i>	6
2018 Q4 <i>Oct, Nov, Dec</i>	4
2018 <i>Full Year</i>	32

Summary of 2018 Regulatory Inspections

- The CNESST in January following a complaint by the Concordia University Union of Support Staff - Technical Sector (CUUSS-TS) for two workshops in the Department of Theater.
- The Agence de la Santé et des Services Sociaux de Montréal in April to visit the District 3 Innovation Center at Loyola.
- The Direction régionale de santé publique de Montréal (Centre intégré universitaire de santé et de services sociaux) in May to review the University's management of hazardous materials (chemical, radioactive and biologicals) on the downtown campus.
- The Public Health Agency of Canada twice in July regarding compliance with regulations on the use and export of biological materials.
- The Controlled Goods Directorate in July for compliance with controlled goods regulations.
- The CNESST in July following a complaint by a Concordia University Support Staff Union for the Bookstore.
- The Ministère de la Santé et des Services Sociaux in September to verify compliance with anti-tobacco regulations.
- The City of Montreal in November to verify food safety compliance of People's Potato.
- 11 fire safety inspections by the Service de sécurité incendie de Montréal at the Loyola campus in September 2018.
- 13 CNESST inspections from June to December for compliance with machine safety and machine guarding regulations. See CNESST Inspections section below for details.

External regulatory inspection often require the attention and resources of the EHS department to shift immediately. A concerted effort is made to ensure a balanced allocation of department resources in order to ensure we continue with our planned preventative activities while managing regulatory inspection outcomes. In 2018, the initiative by the CNESST to target Montreal universities to verify compliance with machine safety and guarding regulations consumed a significant amount of time and will continue to influence our activities into 2019.

Graph 17: Total Number of External Inspections per year



CNESST Inspections

As reported in Q3, the CNESST contacted the University on June 4, 2018, regarding machine safety in academic, research and operations workshops, studios and laboratories; and elevator mechanical room safety. The CNESST inspector arbitrarily selected three buildings on the downtown campus (LB, Hall and VA). Due to the high number of workshops and laboratories in these buildings, the inspections were completed on seven separate days throughout 2018.

Elevator mechanical rooms (3 Inspections, 0 regulatory citations)

In summary, a total of 5 elevator mechanical rooms were visited on June 18, 2018 (4 in LB and 1 in Hall). The inspector noted machine safety non-compliance issues in all elevator mechanical rooms; non-compliance with the Regulation respecting occupational health and safety, Section 182 Controlling the danger zone and with the CSA Standard Z432 Safeguarding of machinery. Of the 9 elevators, 7 were identified as being non-compliant with CSA B44 Safety Code for Elevators and Escalators, specifically with regards to the tops of cabins (lack of railing and emergency stop).

As reported previous, EHS had conducted risk assessments in all 45 of the University's elevator mechanical rooms (serving 84 elevators) over the course of two months at the end of 2017. The inspector was provided with a copy of the EHS elevator mechanical risk assessment report. The CNESST acknowledged the work and effort by the University to improve the safety of our elevator mechanical rooms. In lieu of a series of non-compliance citations which would require the University to bring up to regulation the 5 elevator mechanical rooms and 9 elevators inspected, the CNESST allowed the University to submit an action plan that had to include correcting the same number of non-compliance issues identified during the June 18 inspections.

On August 14, 2018, after working closely with Facilities Management, EHS submitted an action plan that included correcting machine safety non-compliance in 8 elevator mechanical rooms and correcting the elevator top of cabin non-compliance issues for all elevators in the LB, Hall and VA buildings. The action plan represents an investment of approximately \$100,000 and the University committed to completing the all corrective actions by December 2019.

Building mechanical rooms (3 Inspections, 38 regulatory citations)

All 3 building mechanical room inspections in the LB, Hall and VA buildings took place on July 5, 2018. The University received 38 non-compliance citations, with a deadline of September 3, 2018, to correct all non-compliances. Due to the time required to determine how best to correct the machine safety issues, an extension was granted by the CNESST to October 18, 2019. Due to delays caused by the external contractor hired to implement the corrective actions required on the equipment, a second deadline extension was requested. The CNESST accepted the University's request. As of December 30, 2018, 10 of the 38 non-compliance issues were corrected and the remaining 28 were in progress with the deadline of January 16, 2019 for completion.

Academic, research and operations workshops, studios and laboratories (2 inspections, 42 regulatory citations)

On June 21, 2018, the Faculty of Fine Arts academic workshops and studios in the VA were inspected. A total of 24 machines were inspected and the University received 29 non-compliance citations with a deadline of October 14, 2018. All non-compliance issued were corrected by the deadline and a follow-up inspection was conducted by the CNESST inspector on October 18, 2018.

On September 18, 2018, the Facilities Management carpentry and plumbing workshops in the Hall Building were inspected. A total of 18 machines were inspected in three separate workshops. The inspection resulted in 5 non-compliance citations with a deadline of October 14, 2018. All non-compliance issued were corrected by the deadline and a follow-up inspection was conducted by the CNESST inspector on October 18, 2018.

On October 3 and 4, 2018, the Gina Cody School of Engineering and Computer Science academic and research workshops and laboratories in the Hall building were inspected. The University received 23 non-compliance citations with a deadline of December 2, 2018. Only 15 of the 23 non-compliance issues were corrected by the deadline. On December 10, 2018, the inspector returned and provided the University with an extension until February 24, 2019, to complete the corrective actions required for the 8 remaining non-compliance issues. During the December 10 follow-up visit, the University received two additional non-compliance citations, with the deadline of February 24, 2019, to complete the corrective actions required to bring the machines up to code.

Service de sécurité incendie de Montréal Fire Safety Inspections

Over several days in September, the *Service de sécurité incendie de Montréal* conducted inspections of all buildings on the Loyola campus. The University received 40 non-compliance citations. The Fire Prevention Officer is working closely with Facilities Management on correcting the non-compliance issues identified.

13. Regulatory Citations

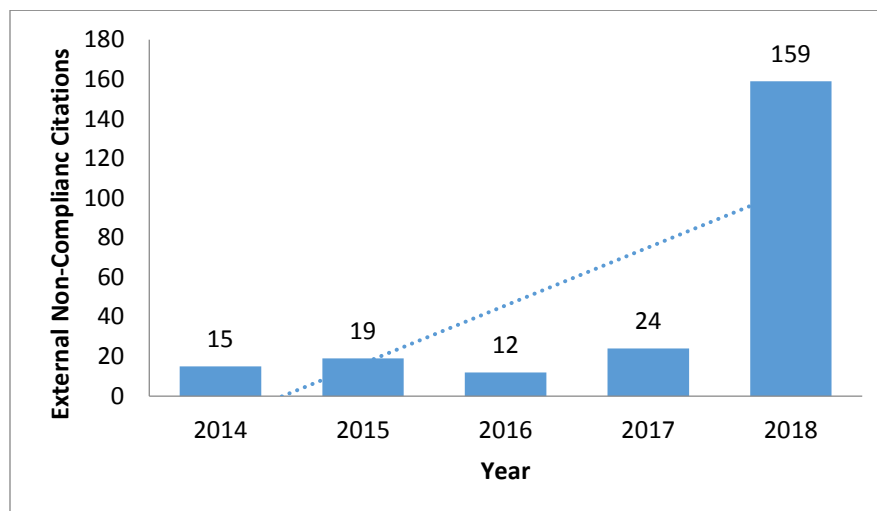
The University may receive regulatory citations for non-compliance with federal, provincial or municipal laws, regulations or by-laws. Regulatory citations can be the outcome of government inspections or interventions (e.g., CNESST, Public Health Agency of Canada, Canadian Nuclear Safety Commission) 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, 2018 to December 31, 2018, there were **30** additional **regulatory citations** receive by the University. Five citations were from the *Service de sécurité incendie de Montréal* associated with false fire alarms and the remaining 25 regulatory citations originated from the CNESST inspections that occurred in Q4. The 2018 Full Year total was increased by 40 regulatory citations which resulted from the September 2018 fire safety inspections of the Loyola campus by the *Service de sécurité incendie de Montréal*.

Year	Regulatory Citations
2017 Q4 <i>Oct, Nov, Dec</i>	8
2017 <i>Full Year</i>	24
2018 Q4 <i>Oct, Nov, Dec</i>	30
2018 <i>Full Year</i>	159

As is evident in the graph below, the number of External Non-Compliance citations increased in 2018 and the overall trend is increasing. Governmental regulatory bodies are investing more in compliance monitoring. Some agencies, such as the Public Health Agency of Canada and the Canadian Nuclear Safety Commission, have begun to conduct documentation audits. These audits require organizations to prepare specific documents and submit them to an inspector without the inspector coming on site. These audits are more frequent and in some instances require even more time than traditional on-site inspections.

Graph 16: Regulatory Citations per Year



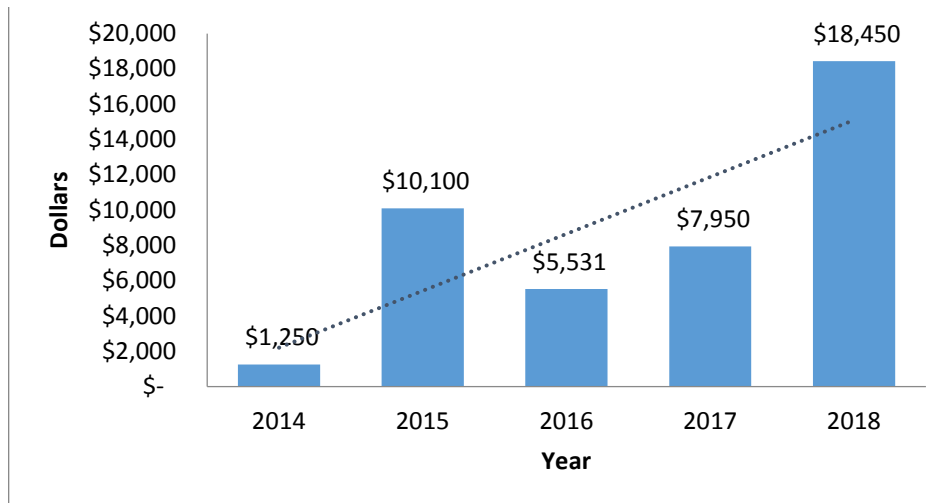
14. Regulatory Fines

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

For the period of October 1, 2018 to December 31, 2018, Concordia receive **2 regulatory fines** from the *Service de sécurité incendie de Montréal* associated with a false fire alarm – the value of those fines was **\$1000**. The total value of regulatory fines paid in 2018 is \$18,450, a 132% increase from 2017.

Year	Fines Received
2017 Q4 <i>Oct, Nov, Dec</i>	\$3700
2017 <i>Full Year</i>	\$7950
2018 Q4 <i>Oct, Nov, Dec</i>	\$1000
2018 <i>Full Year</i>	\$18,450

Graph 17: Regulatory Fine Received per Year



15. Hazardous Materials Spill Responses

The University’s Hazardous Materials Spill Response Team responds to hazardous material spills that occur on university premises. Service providers are called upon to assist when a major spill occurs and additional resources are required.

For the period of January 1, 2018 to December 31, 2018, there were a total of **20 hazardous materials spill** responses by the Hazardous Materials Spill Response Team, of which 4 occurred during Q4 and 1 that occurred in Q3 but was only reported in Q4.

Year	Hazardous Material Spill Responses
2017 Q4 <i>Oct, Nov, Dec</i>	2
2017 <i>Full Year</i>	20
2018 Q4 <i>Oct, Nov, Dec</i>	4
2018 <i>Full Year</i>	20

In the last two years, there total number of Hazardous Materials Spill Responses was the same. Given the increase in the volume of activity with hazardous materials, no change in the number of hazardous material spill is good news.

Graph 18: Total Hazardous Materials Spill Responses per Year

