



BOARD OF GOVERNORS

NOTICE OF MEETING

September 13, 2021

The Agenda and documents for the Open Session meeting of the Board of Governors of Concordia University held on Thursday, September 17, 2021, are now posted on the website.

Please note that while there is an Open Session, given that the meeting is being held by video conference, only Governors, resources and invited guests will be admitted to the meeting.

Exceptionally, the Open Session meeting will be recorded and made available for viewing on the [Board website](#) for one week following the meeting. The recording will be removed and deleted thereafter.

Shelina Houssenaly
Secretary of the Board of Governors



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

Thursday, September 16, 2021, at 4 p.m.
via Zoom video conferencing

Time	Item	Presenter(s)	Action
4:00	1. Call to order	H. Antoniou	
	1.1 Approval of the Agenda	H. Antoniou	Approval
	CONSENT AGENDA		
	2. Approval of June 16, 2021 Minutes		Approval
	3. Requests for the use of the Concordia name (Document BG-2021-6-D1)		Approval
	4. Professional liability waiver for an in-house architect (Document BG-2021-6-D2)		Approval
	5. Commitment to restore budgetary balance in the event of a deficit (Document BG-2021-6-D3)		Approval

REGULAR AGENDA

- | | | | |
|------|--|------------------------|-------------|
| 4:05 | 6. Business arising from the Minutes not included in the Agenda | | |
| 4:10 | 7. President's report (Document BG-2021-6-D4) | G. Carr | Information |
| 4:30 | 8. Human Resources Committee recommendations (Document BG-2021-6-D5) | C. Jamet/
F. Jacobs | Approval |
| | 8.1 Revisions to <i>Policy on Senior Administrative Appointments</i> (BD-5) | | |
| | 8.2 Revisions to <i>Policy on the Employment and Remuneration of the Academic Deans and the University Librarian</i> (BD-17) and other selected employment and remuneration policies | | |
| 4:40 | 9. Other business | | |
| 4:45 | 10. Adjournment | H. Antoniou | |

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

Held on June 16, 2021,
immediately following the joint meeting of the Closed
Session of the Board of Governors and the Corporation
via Zoom Video Conferencing

PRESENT

Governors: Helen Antoniou, *Chair*, Françoise Bertrand, Jeff Bicher, Antoinette Bozac, William Bukowski, Graham Carr, *President and Vice-Chancellor*, Gina P. Cody, Roy Cross, Selvadurai Dayanandan, Adriana Embiricos, Rana Ghorayeb, Caroline Jamet, Claude Joli-Coeur, *Vice-Chair*, Isaiah Joyner, Frédérica Martin, *Vice-Chair*, Georges Paulez, Philippe Pourreaux, Suzanne Sauvage, Robert Soroka, Ted Stathopoulos

Alternate Governor: Chelsea Okankwu

Also attending: Philippe Beauregard, Sylvie Bourassa, William Cheaib, Paul Chesser, Denis Cossette, Michael Di Grappa, Nadia Hardy, Frederica Jacobs, Shelina Houssenaly, Lisa Ostiguy, Karan Singh, Anne Whitelaw, Paula Wood-Adams

ABSENT

Governors: Ken Brooks, Pat Di Lillo, Odile Joannette, Claudine Mangen, Prasanth Shunmugan

Non-voting observer: Jonathan Wener, *Chancellor*

1. **Call to Order**

The Chair called the meeting to order at 6:00 p.m. and congratulated fellows Governors:

- Suzanne Sauvage, appointed an Officer of the Order of Quebec;
- Georges Paulez, awarded the Benoît Pelland Distinguished Service Award by the Concordia University Alumni Association (CUAA); and
- Isaiah Joyner, awarded the Concordia Medal by the CUAA as well as being one of three Concordia undergraduate students awarded Quebec's Lieutenant Governor's Youth Medal.

1.1 **Adoption of the Agenda**

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

R-2021-5-12 *That the Agenda be approved, including the items on the Consent Agenda.*

CONSENT

2. Adoption of the May 19, 2021 Minutes

R-2021-5-13 *That the Minutes of the meeting of May 19, 2021 be approved.*

3. Audit Committee report (BG-2021-5-D9)

4. Sundry fees report (BG-2021-5-D10)

These reports were submitted for information.

REGULAR

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 (BG-2021-5-D11)

As complementary information to his written report, Dr. Carr's remarks are summarized as follows:

- He thanked all Board members for their support, encouragement and good advice during an extraordinary year, stating publicly, once more, his pride in the University community and its accomplishments under the conditions of the past year. We have continued to deliver the academic and research mission of the University, carried out our operations under challenging circumstances and continued to make progress on key strategic directions.
- The University is in the throws of planning the return to campus in the fall, following the announcement of Minister McCann on May 31. Dr. Carr reiterated that the goal is to prioritize on-campus student experiences both through in-person teaching but also high-impact individual and group activities. The course schedule will be announced in July and will take into account the lessons learned from the past 16 months, including student preferences for the flexibility of mixed in-person and online course components, faculty development with regard to deploying technology in the classroom, and much serious reflection on how to make in-person classes or components of classes - plus other student services - as meaningful and effective as possible.
- We are also very focused on anticipated, unique challenges that fall may bring as we welcome two cohorts of students who have had a difficult, social isolating experience because of the pandemic and also very conscious that this will be the first time on campus, or back on campus, for various groups of students whose communities have been the object of social injustice including different forms of

hatred. A number of initiatives are being developed to raise our community's awareness that the principles of respectful behavior are non-negotiable and to reinforce our expectations about comportment in person and online.

- The Quebec government has indicated that the green light for full return is pending a target of 75% full vaccination of Quebec's adult population with a particular focus on the 16- to 29-year-old cohort. Accordingly, the University has been strongly communicating with students and other members of its community about the vaccine priority.
- Dr. Carr noted that the challenging dossier with regard to fall return continues to be travel guidelines for international students. It is a complex dossier with multiple agencies and ministries involved at the federal and provincial levels. The University is maintaining regular contact with international students, the majority of whom have submitted their visa application dossiers well in time to be processed for arrival in late August. That said, it is unclear whether they will be permitted to travel to Canada and, if so, under what conditions. As a contingency plan, the University has identified courses and programs that typically have a higher-than-average international registration with a view to developing some online options to allow those individuals to begin their programs remotely.
- Since the Minister's announcement about fall and with the vaccine rollout, we have noticed that the number of people coming onto campus daily has dramatically increased, going from an average of 1,500 on campus a week a month ago to 3,500. This increase is driven by student demands for research facility access but also more faculty members coming to labs and offices. We have also begun to pilot a return to campus for non-academic personnel in key sectors, particularly student services.
- We are developing a back-to-campus plan for the University as a whole, which includes transition measures for remote work and partial return to campus. Understandably, there is some anxiety about return to campus which we continue to address through adherence to public health and safety protocols, as well as our willingness to make exceptions for individuals who have very particular medical conditions or who are caregivers for other vulnerable individuals.
- Despite the significant increase in traffic in recent weeks, we continue to record zero COVID-related cases. We are also developing a longer-term plan for the future of work focusing on unit-level assessments of tasks that require full-time, part-time, limited time presence on campus, as well as principles and protocols that would guide decisions with respect to future remote work.
- The President concluded his report by noting that while June is normally convocation month, convocation ceremonies have once again been postponed. In lieu thereof, he urged everyone to participate in the virtual celebration of Spring 2021 graduates which will be held tomorrow evening through CU Celebrates.

7. Senate recommendation regarding the establishment of the School of Health (BG-2021-5-D12)

Drs. Whitelaw and Wood-Adams conveyed the highlights of the proposal via a PowerPoint presentation.

Dr. Whitelaw began by underlining the transformative potential of this School for interdisciplinary research and teaching on health. She explained that COVID has underlined the importance of research and training in the area of health while making the point that the wide-ranging issues that have accompanied the pandemic underline that the importance of research on health is not just at the clinical or the treatment levels but also at the level of wider social impact.

As an interdisciplinary faculty, with researchers from across the university, the School of Health will be able to facilitate the kind of collaborations and new approaches to health research at large that does not happen in traditional medical or health faculties. The need for and importance of this kind of approach has been highlighted by a number of external researchers and organizations, all of them having told us that they see this School as filling a much-needed gap in the Montreal and Quebec health landscapes.

As we conceive a faculty that approaches health in this way, it is clear that the School of Health aligns with many of Concordia's values including a commitment to the UN's SDG goals. The School of Health will also facilitate training of the next generation of researchers and other highly trained personnel. While the University remains committed to existing doctoral programs in health, we are seeing a high number of students in our interdisciplinary doctoral programs working on health-related topics, demonstrating sustained interest from our students in pursuing interdisciplinary research in health.

Consultations over the past number of years suggest that Biomedical Science and Engineering and Community Health are two areas that are ripe for the development of inaugural doctoral programs to be housed in the School of Health. The final nature of those programs – and others that will come to light as we continue the process of working with researchers in health over the coming years – will be determined by the Dean of the School in collaboration with researchers from the School.

Dr. Wood-Adams spoke of Concordia's existing high-impact research in health as spanning over nine research units and 27 research chairs, with major contributions from researchers in several departments as well as from the PERFORM Centre, a leader in preventative health. She explained how establishing a School of Health would provide an opportunity for Concordia to massively increase its research funding, citing the example of Simon Fraser University.

Examples of growing interest in health research across the University include emerging areas of strength such as health economics, Indigenous approaches to health, and arts in wellness. Several researchers are well networked in the Quebec context with affiliations and partnerships. Students and post-doctoral fellows are also active in health research and innovation.

Health was identified in 2015 as key to the University's *Double our Research* strategic direction. Since then, consultations with researchers resulted in the identification of six transdisciplinary research clusters in 2017, which have been grouped into three hubs which will give structure to the School. The commitment to interdisciplinary research and training will give Concordia a competitive edge by providing a unique position in Montreal and Canada's health ecosystem.

Dr. Whitelaw continued by speaking of the structure of the School, which will be led by a Dean to ensure the presence of "health" at the weekly meetings of the Academic Cabinet. Its status as a faculty will also facilitate the development and stewardship of graduate programs, while the absence of a standard departmental structure will reduce silos and facilitate the kind of interdisciplinary approach to research and training that will be unique to Concordia in the Montreal landscape.

Three transversal hubs came out of the consultations with researchers and the identification of the six transdisciplinary research clusters referred to above. These three areas are where Concordia has existing or emerging strengths. Interdisciplinarity of the hubs is central to their functioning and will be a gathering place for researchers from across the University in key areas. The PERFORM Centre remains an important contributor to the School of Health, but it will be restructured and its resources deployed differently so it can better support the diversity of health research and health researchers across the University.

Dr. Whitelaw spoke of the extensive consultations, making the point that this has been an iterative process with opportunities for input at every turn, and of the governance approvals, which led to a formal proposal being overwhelmingly approved by Senate, which is recommending Board approval. She noted that at its last meeting, the Board approved a budget that included an investment in the School of Health.

Dr. Wood-Adams reviewed the financial implications of the School, explaining how the expenses of the PERFORM Centre resources will be deployed to the School and that creating the School will require an incremental investment of \$4.7 million over seven years to reach financial sustainability. She outlined the assumptions, including a conservative enrolment projection. She concluded the presentation by apprising Governors of the next steps, pending Board approval.

Following the presentation, a discussion ensued during which several Governors expressed their enthusiasm for this initiative, and Drs. Whitelaw and Wood-Adams responded to questions regarding the School's structure and financial projections.

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

R-2021-5-14 That, on recommendation of Senate, the Board of Governors approve the establishment of the School of Health.

8. Request for the use of the Concordia name by the Concordia University Sport Shooting Association (BG-2021-5-D13)

While this item is normally placed on the Consent Agenda, the Chair apprised Governors of the context leading to the Executive Committee's decision to place it on the Regular Agenda. She referred to the list prepared by Me Jacobs stating the pros and cons related to granting the use of the name.

Making the point that the existence of the Association is not in question, she asked each Governor to briefly share their view as to whether or not the Board should grant the use of the Concordia name to the Sport Shooting Association, a student group under the CSU.

Pursuant to the tour de table, the quasi-totality of Governors opined that the use of the name should not be granted for the following reasons:

- While it was acknowledged that sport shooting is a legitimate activity and Olympic discipline, the Association's mandate also covers other areas regarding the use of firearms.
- The Association can operate without bearing the Concordia name.
- Use of the Concordia name is a privilege not a right.
- Questions were raised about what benefit, if any, would come to the University by being associated with such an association.
- The University has the responsibility to manage its reputation and granting the name would undoubtedly be polarizing and constitute an unnecessary risk.
- Granting the name would be insensitive to Concordia's tragic history and politically questionable, particularly in the context of Quebec higher education.
- It would be difficult to explain, both externally and internally, how the activities of the Association, including its advocacy mission, would align with the University's values.

The following motion was then made and seconded: *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: Concordia University Sport Shooting Association.*

However, given that only one Governor voted in favor, the motion was defeated by an overwhelming majority.

9. Other business

Noting that today is Mr. Bicher, Ms. Bozac, Mr. Joyner, Ms. Okankwu and Mr. Shunmugam's last meeting, Ms. Antoniou thanked them for their service and contributions during their tenure on the Board.

She also underlined that today was Ms. Tessier's last meeting and thanked her for her service.

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

R-2021-5-15 *That the Board of Governors express its deep and sincere appreciation to Danielle Tessier for her rigour, tenacity, creativity, fearlessness and dedication to Concordia University during her tenure as our Board and Senate Secretary, our governance encyclopedia and our Associate Secretary-General.*

A video tribute to Ms. Tessier followed.

10. Adjournment

The Chair declared the meeting adjourned at 7:54 p.m.



Danielle Tessier
Secretary of the Board of Governors



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of September 16, 2021**

AGENDA ITEM: Request 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 use of name request was forwarded to the Secretary of the Board:

- **Academics for Development Montréal at Concordia University**, whose mandate is to further growth and awareness of social entrepreneurship and sustainable impact.
- **Concordia Badminton Club**, whose mandate is to provide opportunities for students to play badminton.
- **Concordia Business Review**, whose mandate is to publish business news on business, development, economic welfare, finance, health care and technology.
- **Concordia Flag Football**, whose mandate is to allow Concordia University to form at least one sports team to compete in a university flag football league.
- **Concordia Global Affairs Association**, whose mandate is to further the understanding of global issues amongst their members and improve Concordia's ranking in the North American Best Delegate Rankings.
- **Concordia InterVarsity**, whose mandate is to provide a place where everyone can learn about Christianity.
- **Concordia Yoga Club**, whose mandate is to provide an accessible and supportive environment for students to learn, practice and share their appreciation and knowledge of yoga by means of yoga classes and yoga-related activities.
- **Concordia Marketing Aid Clinic (CMAC)**, whose mandate is to provide free marketing services to local businesses and non for profit organizations and provide Concordia students with opportunities to learn and develop their skills by partnering with small Montréal businesses.
- **School of Music Montreal (SoMM) Concordia**, whose mandate is to create accessible music education opportunities for children in underserved communities in Montréal by providing free music lessons and workshops led by student volunteers to young students in public schools.

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:

- Academics for Development Montréal at Concordia University
- Concordia Badminton Club
- Concordia Business Review
- Concordia Flag Football
- Concordia Global Affairs Association
- Concordia InterVarsity
- Concordia Yoga Club
- Concordia Marketing Aid Clinic (CMAC)
- School of Music Montreal (SoMM) Concordia

PREPARED BY:

Name: Shelina Houssenaly

Date: September 9, 2021



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of September 16, 2021**

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.

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

DRAFT MOTION:

Considérant que Natalie Tornatora, architecte, est au service exclusif de l'Université Concordia;

Considérant que Natalie Tornatora, 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 Natalie Tornatora dans l'exercice de ses fonctions.

PREPARED BY:

Name: Shelina Houssenaly
Date: July 5, 2021



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of September 16, 2021**

AGENDA ITEM: Concordia University's commitment to restore budgetary balance in the event of a deficit

ACTION REQUIRED: For approval

SUMMARY: The *ministère de l'Enseignement supérieur* requires universities to adopt a resolution on their commitment to restore budgetary balance in the event of a deficit.

BACKGROUND: In order to comply with section 5.8 of the *Règles budgétaires et calcul des subventions de fonctionnement aux universités 2020-2021* and *Règles budgétaires et calcul des subventions de fonctionnement aux universités 2021-2022* and to secure the University's annual conditional grant (\$28M for 2020-2021), the *ministère de l'Enseignement supérieur* requires the Board to pass a resolution as stated above.

DRAFT MOTION:

ATTENDU la règle 5.8 des *Règles budgétaires et calcul des subventions de fonctionnement aux universités 2020-2021*;

ATTENDU que le ministère de l'Enseignement supérieur demande un engagement du conseil d'administration à lui transmettre dans l'éventualité où l'équilibre budgétaire n'est pas atteint, une liste de mesures entreprises si le rétablissement est prévu s'effectuer au cours de l'année suivante, ou un plan de redressement si le rétablissement est prévu s'effectuer à plus long terme;

ATTENDU que dans l'éventualité où l'équilibre budgétaire n'est pas atteint, ces mesures ou ce plan de redressement seront transmis au Ministère suivant la transmission du rapport SIFU sur la base des échéanciers suivants :

- pour l'exercice terminé le 30 avril 2021, au plus tard le 31 décembre 2021;
- pour les exercices subséquents, au plus dans les 60 jours suivant la transmission du rapport SIFU.

IL EST RÉSOLU d'adopter la transmission au ministère de l'Enseignement supérieur de cet engagement du conseil d'administration.

PREPARED BY:

Name: Shelina Houssenaly

Date: August 11, 2021



REPORT TO THE BOARD OF GOVERNORS

GRAHAM CARR
PRESIDENT AND VICE-CHANCELLOR

SEPTEMBER 2021

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INTRODUCTION

A new academic year commences and, for many members of our community, this marks their first time on campus ever, or back on campus in 18 months. Though we're offering a greater number of online and hybrid courses, a significant number of students will once again populate our classrooms, labs, studios, libraries and more. The safety and health of our community remains a priority. Toward this objective, life on campus will come with important caveats and resources. Procedure masks are required indoors when a two-metre distance can't be maintained. We're adopting Quebec's vaccination passport system, requiring proof of vaccination for non-academic services, such as Le Gym. Ventilation in our buildings has been enhanced, as have cleaning protocols. And even though Quebec is one of the most vaccinated populations in the world, we're offering vaccine info kiosks, vaccine clinics on both campuses and a mobile vaccine unit.

Just in time for our community's return to campus, the **redesign and renovation** of the sixth floor of the **Henry F. Hall Building** is complete. The project improved spaces for student services, relocated the Centre for Teaching and Learning, and transformed all classrooms to an Active Learning Classroom format. The space also includes the Dean of Students offices, an enlarged Otsenhákta Student Centre, the Sexual Assault Resource Centre, an Integrated Volunteer Centre and *The Link*. Construction was completed in June and finishing touches were added in August.

Our university's 25th research unit was approved – the **Concordia Materials Characterization Platform** (CMCP). The platform federates our highly specialized materials characterization tools into one place, housed in the Engineering, Computer Science and Visual Arts Integrated Complex. This new development will enhance the information gathering process for students and faculty, making it easier to conduct multiple studies and compare results. The CMCP is led by **Mamoun Medraj** (Department of Mechanical, Industrial and Aerospace Engineering).

In an update to a story that has deeply affected our community, the **Wingspan Award** has reached **\$436,830** from 6,284 donors as of September 9th, the most ever for a fundraising initiative of this kind. The award was launched by Professor **Nadia Chaudhri** (Department of Psychology) to support students from underrepresented backgrounds who are pursuing studies in neuroscience. Nadia was diagnosed with terminal cancer and is currently in palliative care. Though fighting for her life over the course of the past year, Nadia's irrepressible passion for supporting students led her to create the Wingspan Award and to call on others to contribute. Her courage has inspired our community and well beyond.

TEACHING, RESEARCH, INNOVATION

Recent graduate **Claire Staton** (BSc 21) earned a **Clarendon Scholarship** to attend the University of Oxford. The extremely competitive award is offered to 130 academically outstanding students to assist them through their studies. The scholarship covers the student's entire tuition and

provides a yearly stipend for living expenses. Claire’s accomplishments at Concordia include working at our Student Success Centre as strategic leader for the Strategic Learning program, a Co-op placement at Agilent Technologies and a Natural Sciences and Engineering Research Council of Canada research internship with **Christopher Brett** (Department of Biology) focusing on exosome biology.

Jamilah Dei-Sharpe (PhD student in Social and Cultural Analysis) received a **2021 Senior Women Academic Administrators of Canada (SWAAC) Graduate Student Award of Merit**. This award was established to recognize women who have demonstrated outstanding leadership in their university and in the community while maintaining an exemplary academic record.

Parnian Afshar (PhD student, Concordia Institute for Information System Engineering) was awarded a **Borealis AI Global Fellowship** to further support her research in the 2021 winter and summer terms. The Royal Bank of Canada established the Borealis AI research institute, which promotes the latest developments in artificial intelligence and state-of-the-art machine learning. Parnia was one of 10 graduate students selected for the \$10,000 fellowship, which corresponds to a six-and-a-half month tenure through summer 2021.

Melanie Brouillard (graduate student, Psychology) was awarded a **SSHRC Vanier Canada Graduate Scholarship** for her work on bilingual upbringings and the family factors that shape infant language learning.

Eloïse Fairbank (PhD student, Psychology and SSHRC Doctoral CGS recipient) received a **national SSHRC Nelson Mandela honorary mention**. The CGS award to honour Nelson Mandela recognizes and supports graduate students conducting research in one or more of five areas championed by Nelson Mandela during his lifetime: national unity; democracy, freedom and human rights; leadership; children’s participation in society; and children’s health.

Lilian Sales is the latest Concordia recipient of the **Banting Postdoctoral fellowship** (NSERC). In collaboration with professors Pedro Peres-Neto, Jean-Philippe Lessard and Damon Matthews, Sales postdoctoral research will focus on how to predict and mitigate changes to global biodiversity.

Jason Lewis (Department of Design and Computation Arts) was selected as a **Fellow of the Royal Society of Canada** and **Kathleen Vaughan** (Department of Art Education) and **Thanh Dang-Vu** (Department of Health, Kinesiology and Applied Physiology) have both been invited to be **members of the College of New Scholars, Artists and Scientists**.

Concordia is the only Quebec university and one of only six Canadian institutions to make the first-ever list of **200 universities worldwide as leaders in maker education**. The 2021 list of Best Maker Schools in Higher Education from *Make:* and *Newsweek* includes schools of various sizes “that have invested in innovative maker-focused programs and on-campus makerspaces, the schools that

makers themselves want to attend to deepen their skills and broaden their scope,” according to *Make:* and *Newsweek*, the two media outlets that teamed up to create the list. Maker culture is about interdisciplinary, experiential education that embodies do-it-yourself tinkering using disruptive technologies, biomaterials and recycled items.

Concordia’s John Molson School of Business is partnering with the **Prince Albert II of Monaco Foundation** (FPA2) (CANADA) office for a number of collaborative sustainability projects. Founded in June 2008, the FPA2 (CANADA) is dedicated to the protection of the environment and the promotion of sustainable development on both a local and global scale. It supports concrete initiatives of public and private organizations through support for research and studies, technological innovation and socially aware practices. It aims to further sustainability, equity, social innovation, democratization of innovation and community building. In partnership with the school, the MBA program’s Community Service Initiative is working with the foundation to develop and rebrand its online presence in Canada. The current project will assess and reposition its marketing and social media strategy to grow overall recognition and attract a larger and younger following.

FutureReady, Concordia’s extremely popular skills-development program, has a new name: **FutureBound**. The change reflects the evolution of the program’s diverse offerings. Staff in the student service sector, University Communications Services and current and past FutureBound participants helped pick the name through a consultation process. Offered through the Student Success Centre, FutureBound has been in operation since fall 2018. Through engaging workshops, the program is designed to help undergraduate students develop skills they need to successfully transition from university into the workplace.

The **Sustainability Action Fund** (SAF) is celebrating the work of 20 Concordia students. This year’s awards selection committee picked their 13 research projects based on innovation, feasibility and potential for advancing sustainability at the university. Though SAF remains the driving force behind the Sustainability Research Awards, the 2021 edition was also made possible thanks to a new partnership with the Gina Cody School of Engineering and Computer Science and the continued support of the Faculty of Fine Arts. This year’s call for submissions drew a record number of entries. Among the winners are six graduate and seven undergraduate research teams or students. Winning graduate projects received \$1,500 each, while undergraduate ones received \$800 each. There was also an increase in the number of projects focusing on social sustainability: they made up nearly half compared to environmental sustainability projects. The next call for student research funding will be announced in fall 2021.

Virtual Student Orientation took place on August 17th (undergraduate) and August 19th (graduate). Virtual orientations have allowed students to join live chat rooms and Zoom sessions but also to view pre-recorded sessions for up to a month following the event, on themes such as time management, effective study skills, getting involved, and infusing career planning into a degree. Second year students who haven’t had a campus experience were invited and made up almost 10

per cent of the 1,403 students who attended the live **undergraduate orientation**. Parents were also able to attend and special sessions were held for their information. Over 30 per cent of the undergraduate orientation attendees were from outside Canada. Additional programming was available to students leading up to the orientations and was well attended, and the in-person Fall Welcome (August 23rd - September 10th) event had strong numbers of student and parent attendees. Trained upper-year student staff from the Welcome Crew will also be continuing their summer call campaign, checking in with new students throughout the academic year.

Concordia's **Psychology Internship Program was re-accredited** for a period of five years by the Canadian Psychological Association's Accreditation Panel for Doctoral Programmes and Internships in Professional Psychology. The re-accreditation panel noted strengths of the program that include integration of science and practice, support from the host institution, the quality of didactic and practical training and the variety and depth of training opportunities. Also re-accredited is Concordia's **Clinical Psychology Graduate Program**, which was given a six-year renewal. A typical renewal is two to five years; the extended timeframe is a testament to the quality of the program. Major strengths include the integration of science and practice, including an in-house training clinic – the Applied Psychology Centre – which trains students to become therapists and sends them to local hospitals and clinics in the Montreal area and beyond.

Sandeep Bhagwati (Department of Music) is Concordia's project lead on an international research collaboration for the project entitled "Digital Scores – investigating the technological transformation of the music score" funded by the European Research Council Executive Agency (ERCEA). Together with De Montfort University (UK), Monash University (Australia), the Central Conservatory of Music (China) and the University of California (USA), the research team will aim to: 1) determine scientific knowledge of how digital scores stimulate new creative opportunities and experiences within a range of music practices; 2) develop a theoretical framework for digital scores as an important transdisciplinary area of research; and 3) build a scientific study of inclusive digital musicianship through the transformative potential of the digital score. ERCEA's contribution to Concordia is \$177,000; The total project value is \$2,979,909.

Susan Liscouet-Hanke (Department of Mechanical, Industrial and Aerospace Engineering) is participating in the multinational **Consortium AGILE 4.0**: Towards cyber-physical collaborative aircraft development as part of the Horizon 2020 call for proposals. Concordia's participation is supported through contributions by Bombardier, CRIAQ and NSERC towards the project entitled "MDAO-NextGen: Developing next generation multi-disciplinary design, analysis, and optimization capabilities for next generation aircraft." This project will investigate novel system architecting methodologies in order to increase electrification, in particular the integration between aircraft-level propulsion system architectures and non-propulsive power system architectures. The CRIAQ/Bombardier/NSERC contribution to Concordia is \$242,626; the total program value is \$9,310,610.

Twenty-one **SSHRC Insight Development Grants** totalling **\$1,188,120** were awarded.

Angela Alberga (Department of Health, Kinesiology and Applied Physiology) received **\$105,000** over three years from the **CIHR Operating Grant: Early Career Investigator Grants in Maternal, Reproductive, Child & Youth Health** competition for her project entitled “Conversation Cards for Moms: A mixed methods study to create and evaluate a new clinical tool for use in maternity care settings.”

Catherine Mulligan (Department of Building, Civil and Environmental Engineering) received **\$100,000** under the *FRQ Programme IMPULSION – appui à la relance économique, appel Énergie verte/hydrogène* for her project “*Application de l'énergie verte dans l'industrie minière*” and **Shannon Hebblethwaite** (Department of Applied Human Sciences) received **\$99,949** under the *FRQ Programme IMPULSION – appui à la relance économique, appel Vieillessement* for her project “*Les organismes sans but lucratif et la COVID-19: Comprendre, cartographier et améliorer les soins communautaires pour les personnes âgées à Montréal.*”

Helena Osana (Department of Education) received a **SSHRC Partnership Engage Grant** of **\$24,982** for her project entitled “The Numeracy Kit for Kindergarten 5-Year-Olds: Just-in-Time Formative Assessment in Early Numeracy Environments.”

Sylvia Kairouz (Department of Sociology and Anthropology) received a **SSHRC Partnership Engage Grant** of **\$24,904** for her project entitled “ShaP/Ring gambling in the community of Kahnawà:ke.”

David Secko (Department of Journalism) received **\$19,888** in the **NSERC 2021 Science Communication Skills (pilot) grant competition** for his project entitled “Projected Futures Open: Inclusive Training in Experimental Science Journalism Studies.”

Activities at the Leonard & Bina Ellen Art Gallery include:

- The SIGHTINGS cube’s programming was relocated from the Henry F. Hall Building to the Gallery website. **SIGHTINGS 32 – HOLOGRAPHIC KI** by Montreal dancer **Hanako Hoshimi-Caines**, launched on June 21st and will be available for viewing until mid-September.
- As part of the ongoing outreach project **Mumtalakat** for Arabic speaking Montrealers, the Gallery held a reading event, ***What Remains is Language***, in Arabic, French and English on August 11th. This was the first public event held in the gallery’s space since the beginning of the pandemic.
- Starting September 1st, the gallery will present **Poetic Disorder** by **Beatriz Santiago Muñoz**, as part of the 2021 edition of **MOMENTA Biennale de l’image**.

In late summer, 4TH SPACE collaborated once again with the Innovation Lab to showcase the result of three **summer 2021 innovation challenges** whereby students collaborated with partners and

mentors to design solutions to complex problems. The event was followed by a co-creative exercise hosted by the Decolonial Perspectives and Practices Hub whereby faculty and students worked together in small groups to deconstruct and decolonize a sample syllabus in real time.

As of mid-August, 4TH SPACE has opened its doors to participate in **Fall Term Welcome** activities run in tandem with the Student Success Centre. Student-facing initiatives, such as the Black Perspectives Office, SHIFT, and the Sustainability Office, as well as numerous student groups, Space Concordia, SAE, and Concordia's concrete toboggan team, among others, animated the space daily by introducing incoming students to their services and activities. This three-week orientation period has been incredibly successful by all accounts, providing new students the opportunity to get involved in research groups with peers and network in-person.

In collaboration with the Library and Student Success Center, **GradProSkills** held its first hybrid version of the **Thesis Boost Writing Retreat** event between June 14th and 18th. Students had the option to join the retreat virtually on Zoom or in-person on the third floor of the Webster Library. The event welcomed 57 students representing all faculties, where 27 of them attended the event in person. During this 9th edition of the writing retreat, GradProSkills offered five workshops, individual library and writing consultations and focused writing time.

GradProSkills launched its redesigned seven-week **Graduate Leadership Development** Program seminar during the 2021 summer session, supported by the *Entente Canada-Québec* program. The seminar comprises seven modules that introduce students to the leadership principles in both academic and non-academic contexts. The redesign allowed the integration of pre- and post-workshop activities, the addition of CliftonStrengths self-assessment and a systematic update to the existing content based on feedback from the over 1,000 participants in the workshops since 2016. Twenty-five students attended the new iteration of the seminar this summer.

GradProSkills was a key partner in the delivery of **the New Graduate Student Orientation** on August 19th that welcomed 892 students. GradProSkills offered four on-demand presentations on teaching assistantship opportunities for graduate students, time management skills, adapting to online learning, and effective reading strategies.

From July 9th to July 11th, **Technoculture, Art and Games (TAG)** hosted the first ever international online **GAMERella Global Game Jam**, in collaboration with EA Motive. The jam generated a record number of 37 game submissions, with 307 participants from 37 countries. Racha Abdallah (EA Motive) delivered the keynote speech, reminding audience members that there is no defined learning path. This edition also featured the first ever jury-reviewed awards for favourite games. An experimental poem on the event was produced and featured in the PHI Foundation newsletter.

PhD student **Suzanne Kite's** video work *Listener* was among the works featured in the group exhibition **Mantle**, at artist project space and residency centre Céline Bureau. Milieux wrote a review of the exhibition that was the first exhibition review for the space which is an essential

independent locale for emerging contemporary artists to engage in experimentation and access useful platforms and opportunities for their work and practice.

Artist and undergraduate fellow **Shaya Ishaq**'s multidisciplinary installation *Library of Infinities*—a participatory work that turned the gallery space into a library filled with works and records by Black artists housed in beautiful shelving with modular seating designed by the artist, as well as an accompanying curated programming of workshops, talks and readings by local Black artists—was the long-awaited reopening show for SAW Gallery in Ottawa. The exhibition was reviewed in the *Ottawa Citizen*.

Fenwick McKelvey (Department of Communication Studies) co-edited, with **Joshua Neves** (Mel Hoppenheim School of Cinema), the most recent issue of the online academic journal *Review of Communication*, published by Taylor & Francis. The issue's theme is "Optimization: Towards a Critical Concept."

Orit Halpern (Department of Sociology and Anthropology) delivered the opening keynote at this year's edition of **MUTEK** in the Online Forum, in discussion with Benjamin Bratton. Many members were featured throughout the festival, including in Hexagram's curated platform *New Frontiers in Digital and Sound*. Miranda Smitheram led the panel *Mediating the Future of Fashion: E-Textiles and Biotechnology*, featuring current member Jacqueline Beaumont and alum WhiteFeather Hunter. New member Maurice Jones curated the AI section, *Exploring Imaginaries of Artificial Intelligence*, and Anna Eyler's participatory collaboration with Nicolas Lapointe, *Dance of the Techno-Demons*, was featured in the publication *Time Out*.

Members Orit Halpern, Jill Didur, Rilla Khaled along with student TAG members were featured at **Hexagram's EMERGENCE/Y pavilion at Ars Electronica** from September 8th to September 12th.

SERVICES AND SUSTAINABILITY SECTOR

Human Resources continues to be actively involved in assisting and supporting the community with **Return to Campus planning**. Drop-in Q&A sessions have been held throughout the summer and will continue into September to assist managers, faculty and staff.

The availability of the **Employee Assistance Program (EAP)** to all Concordia employees – including their spouses and dependent children – has been extended until May 31st, 2022.

Multi-Factor authentication has been deployed on two additional institutional systems: the Student Information System and Moodle. The remaining deployments are planned to be completed before the end of November for the new SAP systems and the Virtual Private Connection system which allows employees to connect to Concordia's network remotely.

Deployment of the new antivirus solution **SentinelOne** is complete. The solution provides advanced capabilities to protect all Concordia's end-point devices e.g. laptops, desktops, etc.

The **24/7 security operations service** is now targeted to come into effect in November 2021. An RFP was launched and will close on September 9th.

Concordia's **information security recovery plan** was submitted to the Government of Quebec in July, as requested, and was formally approved.

To help enable work to be performed remotely and on-campus at Concordia, IITS has started **installing computer and audio-visual equipment** (primarily portable) in meeting rooms for hybrid meetings with participants on campus and joining remotely.

The **installation of new IT equipment** in classrooms and teaching labs continues in order to support hybrid teaching models being implemented for the fall term.

A **detailed assessment of Concordia's network capacity**, including Wi-Fi capacity in buildings, was completed to support the expected increase of videoconference sessions (i.e. Zoom and Teams) on-campus. Improvements are currently being deployed with a targeted completion date of mid-September.

A new **online exam platform** for students was delivered successfully in July, in time for summer exams. The new platform is integrated to Concordia's Learning Management System (Moodle) and replaces a third-party platform that was used temporarily for the duration of the pandemic. The project was executed in collaboration with Concordia's partner, KnowledgeOne.

A new web-based curriculum submission tool, the **Concordia Curriculum Management System**, was launched in August.

The new, mobile-friendly intranet for Concordia employees, **Carrefour**, was deployed successfully in August. The new solution, developed in collaboration with University Communication Services, replaces legacy portals MyConcordia and Cspace.

A new version of the **mobile application** for students was released in August to address technology obsolescence issues.

A tool to explore and pilot **hot desking/hotelling** for office spaces (Libcal) was deployed for the use of all Concordia's sectors and departments.

ER Fit-out Rental Space: the project involves the long-term rental (i.e. 20 years) of space in the Monit tower to reduce Concordia's space deficit, implement a new research chair, increase academic space, provide new graduate student space and allow other initiatives. The addition of

new space on the SGW campus (8.5 floors, 11,182 m²) is an opportunity to relocate some units to optimize space, provide growth opportunities and create better synergies. The 14th floor was delivered in June with the occupants moving in. The 9th, 10th, 11th and 12th floors were delivered in early August, ready for move-in. The 6th and 7th floors will be delivered in September, while delivery of the ground and 1st floors is planned for October 2021. The project is on target with regards to the schedule and the budget.

Concordia Field Research Facility for Buildings of the Future: this Canada Foundation for Innovation-approved project is a new engineering testing centre to conduct research on intelligent net-zero energy buildings and develop sustainable living solutions. As part of this project, the old solar station was demolished in December 2019 to make way for the new structure. Construction was completed and the building was delivered to the research group over the summer.

The Office of Sustainability worked with Department of Biology Professor **Carly Ziter** and her students in July to plant a new **pollinator garden** at the Loyola campus, using a grant from the World Wildlife Federation Canada.

The newly developed **Sustainability Ambassadors Program** was launched in August; 81 applications were received from students in all faculties at bachelor's, master's and PhD levels. The program begins September 7th and will provide a sustainability leadership experience for students.

Return to Campus Safety Plans were prepared for all departments and units – they were reviewed and approved by Environmental Health & Safety, in anticipation of their return to campus. Preparation is complete with measures including mandatory masks in identified areas, physical distancing, “hot desking” /rotational staff presence on campus, plexiglass installation for reception areas, signage installation, enhanced cleaning and disinfection, and the distribution of cleaning kits to every department.

Health and safety protocols have been developed for **residences** specifically and implemented in line with governmental directives and Public Health.

The newly implemented **Quebec Government Vaccine Passport** will be applied in certain locations for non-essential activities and events – a guide regarding which university activities will require a vaccine passport has been developed by Environmental Health and Safety and reviewed by the University Secretariat. Communications have been circulated to the community.

UNIVERSITY ADVANCEMENT

Advancement celebrated a gift of **\$2 million** to the Campaign for Concordia from **National Bank** to accelerate **MentorConnect**, a program that provides valuable mentorships for startup entrepreneurs at Concordia’s District 3 Innovation Hub. One hundred people registered for the

virtual announcement on June 18th. The gift was widely promoted in newsletters and on social media.

The **RBC Foundation** made a gift of **\$1 million** to support the **Beat the Odds program** at the Office of Experiential Learning as well as the Non-Profit Sector Internships program at the Institute for Co-operative Education. A virtual event to announce and celebrate the gift has been scheduled for the month of October.

The **Flanagan Foundation** made a gift of **\$1 million** to support Concordia's **Social Justice Centre**. The centre's goal is to promote research and events at Concordia related to social justice.

Harry Weiner, BA 68, has generously left a percentage of his estate to the **Recreation and Athletics Development Fund**.

Dario Mazzarello, BComm 93, made a gift of **\$100,000** to establish a new award to encourage Department of Finance students at the John Molson School of Business.

Two gifts from the **Commerce and Administration Students' Association** provided **\$80,000** of support to John Molson School students in financial need and from historically underrepresented backgrounds.

A gift of **\$50,000** from **Viswanath Tata**, BEng 81, MEng 88, a part-time faculty member with the Department of Mechanical, Industrial and Aerospace Engineering, will establish an award named for his parents, L.K. Rao and Ramasita Tata. The award will support female master's students from India at the Gina Cody School of Engineering and Computer Science.

A gift of **\$50,000** from **David P. O'Brien** will support the Chancellor's First Generation and Permanent Resident Bursary Fund.

The **John Molson Competition Committee** made a gift of **\$48,400** to offset fees for student case-competition participants.

Montreal technology firm **Quadbridge** gave **\$45,000** to fund scholarships for female students in software engineering or business technology management.

The **Carole Epstein Foundation** made a gift of **\$41,000** to fund bursaries and scholarships for Department of English students pursuing majors in creative writing.

An anonymous gift of **\$40,000** will fund the **Narges Fund for Creative Care**, which promotes community-centred patient-care practices. The gift will be used for student support, platform development and knowledge dissemination.

A gift of **\$38,997** from **David Knowles**, BComm 77, grew the scholarship endowment fund established in honour of his late father, Frank Knowles, long-time member of Concordia's Board of Governors and president of Power Corp. from 1986 to 1991.

Andrea E. Bolger, MBA 86, helped fund software licenses, database development and more at Concordia's Career Management Services with a gift of **\$37,500**.

Department of Chemistry and Biochemistry professor emeritus **Peter Bird**, a Concordia Heritage Society member, made a gift of **\$30,000** to further support graduate students with Triskellion Fellowships in Chemistry and Biochemistry.

Via the Vancouver Foundation, **Fred Green**, BComm 78, and **Karen Green** made a gift of **\$25,000** to support John Molson School case competition participants.

An anonymous planned gift has been made to provide support for the **Library Development Fund** and the **Gina Cody School of Engineering and Computer Science Development Fund**.

The summer 2021 edition of *Concordia University Magazine* was published with features on systemic racism, the new age of space exploration and advances in the field of sports-related head trauma.

Concordia's Virtual **Shuffle 31** and **CU Cares** received international recognition in June from the **Council for Advancement and Support of Education**. Respectively, the initiatives won silver and bronze Circle of Excellence Awards, honours shared by teams across the Advancement sector.

The second virtual edition of **Concordia Homecoming** will take place from September 21st to 25th, with a number of special events planned. A pre-Homecoming event on September 17th will feature a conversation with Emmy Award-winning actress **Annie Murphy**, BFA 10, of *Schitt's Creek* fame.

The months of May, June and July saw over 3,400 alumni and supporters attend a total of 21 **CU at Home** events.

More than 1,600 people attended eight **virtual workshops** on topics such as mental health, consumer behaviour, decolonization of art exhibits and how to advance careers in sports entertainment and marketing.

More than 600 students attended **virtual convocation**-related events under the **CU Celebrate** banner. These included the first-ever celebration for Black graduates, the annual graduation ceremony for the Kenneth Woods Portfolio Management Program and a virtual dance party open to the entire Concordia community.

A **virtual information session** held by the **Concordia University Alumni Association** drew more than 130 attendees. This was followed by a Town Hall moderated by **Debra Arbec**, BA 89, host of CBC News Montreal at 6, with a live attendance of 200 people.

Alumni Relations worked with fundraising and faculty colleagues to host **reunions and celebratory panels** for departments and special constituent groups:

Six virtual events were attended by over 600 guests, from the **Garnet Key alumni celebration to milestone anniversary events** for the **Goodman Institute of Investment Management** and the **Centre for the Arts in Human Development**.

A **retirement event** in honour of beloved Department of Mathematics and Statistics professor **José Garrido** raised more than **\$50,000** for an actuarial mathematics award.

July 15th saw the launch of Concordia's **FUTURE OF** series. The inaugural event, focused on fashion and media and attended by 182 guests, featured **Samira Nasr**, BA 93, the first Black editor-in-chief of Harper's Bazaar, in conversation with **Isabelle Racicot**, BA 95.



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of September 16, 2021**

AGENDA ITEM: Human Resources Committee recommendations: Revisions to the *Policy on Senior Administrative Appointments* (BD-5) and *Policy on the Employment and Remuneration of the Academic Deans and the University Librarian* (BD-17) and other selected employment and remuneration policies.

ACTION REQUIRED: For approval

SUMMARY: The Board is being asked to approve the revisions to the *Policy on Senior Administrative Appointments* as well as existing employment and remuneration policies related to senior administrative and management personnel.

BACKGROUND: Further to the Board of Governors' approval of the new School of Health on June 16, 2021, and in anticipation of the imminent launch for the international search for the new position of Dean, School of Health, amendments to the *Policy on Senior Administrative Appointments* and to the *Policy on Employment and Remuneration of the Academic Deans and the University Librarian* were required. Editorial changes were also made to the *Policy on Senior Administrative Appointments* to align the document with the University's most recent policy framework.

The complete marked and clean versions of the *Policy on Senior Administrative Appointments* and *Policy on Employment and Remuneration of the Academic Deans and the University Librarian* are attached. For ease of reference, substantive changes are highlighted in grey in all versions.

In addition, minor revisions were made to existing employment and remuneration policies to provide greater clarity regarding the approval process of certain elements of the remuneration of senior administrative and management personnel. Only the marked and clean versions of the relevant section which was amended in each policy is attached.

DRAFT MOTION:

That, on recommendation of the Human Resources Committee, the Board of Governors approve the revisions to the:

- *Policy on Senior Administrative Appointments* (BD-5);
- *Policy on Employment and Remuneration of the Academic Deans and the University Librarian* (BD-17);

- *Policy on Employment and Remuneration of Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents (BD-8);*
- *Policy on Employment and Remuneration of Academic Administrators (HR-40); and*
- *Policy on Employment and Remuneration of Managerial and Other Employees not Governed by a Collective or Other Employment Agreement (HR-39).*

PREPARED BY:

Name: Shelina Houssenaly

Date: September 3, 2021

POLICY ON SENIOR ADMINISTRATIVE APPOINTMENTS

Effective Date: [insert date]

Approval Authority: Board of Governors

Supersedes /Amends: December 14, 2016

Policy Number: BD-5

PURPOSE

The purpose of this Policy is to establish the parameters for the search and selection process of Senior Administrators (as defined below).

SCOPE

This Policy shall apply to all Senior Administrators who are appointed by the Board of Governors (the “Board”).

DEFINITIONS

For the purposes of this Policy, the following definitions shall apply:

“Advisory Search Committee” means a committee established by the Board for the search of the President and Vice-Chancellor (the “President”) or established by the President for the search of a Senior Academic Administrator (as defined below).

“Chair” means the person who chairs an Advisory Search Committee, namely the Chair of the Board, the President or a Vice-President, as applicable, based upon the person to whom the position being searched reports.

“Election Procedures” means the relevant election procedures, which may be adopted from time to time by a particular union or other relevant group in the context of appointments of their members to committees.

“Evaluation Committee” refers to any evaluation committee established in accordance with the *Policy on Employment and Remuneration of Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents* ([BD-8](#)).

“Senior Academic Administrator” means an individual who is appointed by the Board in an academic leadership position, including the Provost and Vice-President, Academic, the Vice-

POLICY ON SENIOR ADMINISTRATIVE APPOINTMENTS

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President, Research and Graduate Studies, the Academic Deans, the University Librarian and any other position of equivalent rank and responsibility as determined by the Board.

“Senior Administrator” means the President, any Senior Academic Administrator, any Senior Non-Academic Administrator and any other position of equivalent rank and responsibility as determined by the Board.

“Senior Non-Academic Administrator” means an individual who is appointed by the Board in a non-academic leadership position and any other position of equivalent rank and responsibility as determined by the Board.

POLICY

Search Process for the President and Senior Academic Administrators

1. The term of office for the President and for a Senior Academic Administrator shall normally be five years. A standard termination date shall normally be June 30.
2. A President or a Senior Academic Administrator may serve a maximum of two consecutive five-year terms in a given office.
3. An Evaluation Committee shall be established when an incumbent has indicated that they wish to seek a second term.
4. An Advisory Search Committee shall be established in the following cases:
 - when an incumbent is completing their second consecutive term as President or as a Senior Academic Administrator in a given office;
 - when the President or a Senior Academic Administrator has indicated that they do not wish to seek a second term;
 - when the President or a Senior Academic Administrator who is completing a first term has indicated that they wish to seek a second term but has not been recommended for re-appointment;
 - when the position of President or of a Senior Academic Administrator is or is known to imminently become vacant; or
 - when a new Senior Academic Administrator position is established.

POLICY ON SENIOR ADMINISTRATIVE APPOINTMENTS

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5. Without undertaking an evaluation, the Board may extend the terms of the positions below by a period not exceeding one year:
 - a) President; and
 - b) Senior Academic Administrator, on recommendation of the President.
6. When one of the conditions of [section 4](#) is met, the relevant Advisory Search Committee shall be established by the Board or the President, as applicable.
7. The responsibility of the Advisory Search Committee shall include publicizing the vacancy, receiving and evaluating applications, interviewing suitable applicants and selecting a candidate for recommendation to the Board or to the President, as applicable.
8. The establishment of an Advisory Search Committee shall normally be initiated by the Board or the President, as applicable, no later than one year prior to the end of the incumbent's term of office.
9. The President Search Committee shall be composed of 12 members as follows and its membership shall be ratified by the Board:
 - Chair
 - Three external members of the Board, appointed by the Executive Committee of the Board (the "Executive Committee")
 - Four full-time faculty members, one from each faculty, elected in accordance with the Election Procedures
 - One part-time faculty member, elected in accordance with the Election Procedures
 - One representative of the administrative and support staff, elected in accordance with the Election Procedures
 - One graduate student, appointed by the Graduate Students' Association
 - One undergraduate student, appointed by the Concordia Student Union
10. The Advisory Search Committee for the Provost and Vice-President, Academic and the Vice-President, Research and Graduate Studies shall be composed of 12 members as follows:

POLICY ON SENIOR ADMINISTRATIVE APPOINTMENTS

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- Chair
- One external member of the Board, appointed by the Executive Committee
- Five full-time faculty members, two from the Faculty of Arts and Science and one from each of the other faculties, elected in accordance with the Election Procedures
- One part-time faculty member, elected in accordance with the Election Procedures
- One librarian, elected in accordance with the Election Procedures
- One representative of the administrative and support staff from the unit where the position is being searched, elected in accordance with the Election Procedures
- One graduate student, appointed by the Graduate Students' Association
- One undergraduate student, appointed by the Concordia Student Union

11. Advisory Search Committees for the Deans of the Faculty of Arts and Science, the Faculty of Fine Arts, the Gina Cody School of Engineering and Computer Science, and the John Molson School of Business shall be composed of 10 members as follows:

- Chair
- One external member of the Board, appointed by the Executive Committee
- Four full-time faculty members from the faculty where the position is being searched, elected in accordance with the Election Procedures
- One part-time faculty member from the faculty where the position is being searched, elected in accordance with the Election Procedures
- One representative of the administrative and support staff from the faculty where the position is being searched, elected in accordance with the Election Procedures
- One graduate student from the faculty where the position is being searched, appointed by the Graduate Students' Association
- One undergraduate student from the faculty where the position is being searched, appointed by the Concordia Student Union

12. The Advisory Search Committee for the Dean of the School of Health shall be composed of 12 members as follows:

- Two Co-Chairs, namely the Provost and Vice-President, Academic and the Vice-President, Research and Graduate Studies
- One external member of the Board, appointed by the Executive Committee
- Five full-time faculty members, two from the Faculty of Arts and Science and one from each of the other faculties, elected in accordance with the Election Procedures

POLICY ON SENIOR ADMINISTRATIVE APPOINTMENTS

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- One part-time faculty member with health-related expertise, elected in accordance with the Election Procedures
 - One representative of the administrative and support staff from the School of Health, elected in accordance with the Election Procedures
 - One doctoral student working in a health-related field, appointed by the Graduate Students' Association
 - One postdoctoral fellow working in a health-related field, chosen through a process monitored by the School of Graduate Studies
13. The Advisory Search Committee for the Dean of Graduate Studies shall be composed of 10 members as follows:
- Chair
 - One external member of the Board, appointed by the Executive Committee
 - Five full-time faculty members, two from the Faculty of Arts and Science and one from each of the other faculties, elected in accordance with the Election Procedures
 - One representative of the administrative and support staff from the School of Graduate Studies, elected in accordance with the Election Procedures
 - Two graduate students, one of whom shall hold a part-time teaching contract, appointed by the Graduate Students' Association
14. The Advisory Search Committee for the University Librarian shall be composed of 10 members as follows:
- Chair
 - One external member of the Board, appointed by the Executive Committee
 - Four librarians, elected in accordance with the Election Procedures
 - One part-time faculty member, elected in accordance with the Election Procedures
 - One representative of the administrative and support staff from the Libraries, elected in accordance with the Election Procedures
 - One graduate student, appointed by the Graduate Students' Association
 - One undergraduate student, appointed by the Concordia Student Union
15. The eligibility requirements to serve on the Board set forth in the University By-Laws shall apply, adapted as required, to faculty members, librarians, members of the

POLICY ON SENIOR ADMINISTRATIVE APPOINTMENTS

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administrative and support staff, and students appointed to serve on all Advisory Search Committees established under this Policy.

16. Members of an Advisory Search Committee shall sit as individuals and not as delegates of their constituencies. Each member is called upon to exercise their own judgment in the best interests of the University.
17. A profile of the ideal candidate shall be prepared by the relevant Advisory Search Committee and approved by the Board in the case of a search for a President. Members of the University community shall be provided an opportunity to comment on a draft profile prior to it being finalized. The profile shall guide the Advisory Search Committee's deliberations.
18. A [Handbook for Advisory Search Committees](#), prepared and updated by the University Secretariat, shall be provided to each member of an Advisory Search Committee before its first meeting and shall be used by the Advisory Search Committee to promote fairness and objectivity in the exercise of its functions.
19. When advertising the position, the qualifications and experience needed for the position shall be described in a way that encourages a diverse pool of qualified candidates to apply.
20. Decisions shall be carried by a majority vote unless an Advisory Search Committee decides to set a higher standard. Voting shall be by secret ballot upon request of any member.
21. The Chair shall only vote when the outcome of a vote results in a tie. This in no way limits the Chair's right of expression during any or all proceedings.

Confidentiality

22. All Advisory Search Committees and any other committee struck in accordance with this Policy shall meet *in camera* and their deliberations shall be strictly confidential, including the identity of all candidates, all documentation related to the search and the expression of opinions in deliberations.

POLICY ON SENIOR ADMINISTRATIVE APPOINTMENTS

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23. By agreeing to serve on an Advisory Search Committee or any other committee struck in accordance with this Policy, members undertake to respect confidentiality to preserve the integrity of the process. Members shall, at all times, respect the standards of integrity, civility and ethical behavior.
24. In cases where a breach of confidentiality has taken place, or for any other valid reasons, the Chair may take any appropriate action including, but not limited to, the exclusion of the concerned member(s) from the Advisory Search Committee, with or without a replacement.

Appointment of the President

25. The Advisory Search Committee shall select up to three candidates comprising the short-list for presentation to a Special Committee of the Board (the “Special Committee”) whose members shall be appointed by the Executive Committee. The Special Committee shall be comprised of eight members: the Chancellor of the Board, who shall act as Chair; and seven members of the Board, five of whom shall be external members and none of whom serve on the Advisory Search Committee.
26. The Special Committee shall be provided with the relevant documentation and the reasons why the candidates are short-listed for the position and shall have the opportunity to meet with the short-listed candidates. Following the review of the short-listed candidates, the Special Committee shall confer with the Advisory Search Committee to decide which candidate shall be presented to the Board.
27. In the event that the Special Committee agrees with the Advisory Search Committee’s recommendation, that candidate shall be presented to the Board. In the event that the Special Committee and the Advisory Search Committee do not agree upon the candidate, a meeting shall be convened between those two committees during which the Special Committee shall convey its reasons for not supporting the Advisory Search Committee’s recommendation. Following that meeting, in the event that both committees still disagree on the candidate to be presented to the Board, the Advisory Search Committee shall resume the search.
28. The report of the Advisory Search Committee shall contain a reasoned recommendation, reflect its conclusions and indicate the numerical vote.

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29. The recommended candidate shall be presented at a meeting of the Board by way of a motion embodying the Advisory Search Committee's recommendation and shall be moved by the Chair of the Board.

Appointment of Senior Academic Administrators

30. In the case when the President is not the Chair of an Advisory Search Committee, the Chair shall confer with the President prior to finalizing the recommendation. In the event that the President does not agree with the recommendation, they shall direct that the search resume or that it be postponed.
31. The report of the Advisory Search Committee to the President shall contain a reasoned recommendation, reflect its conclusions and indicate the numerical vote.
32. The recommended candidate shall be presented at a meeting of the Board by way of a motion embodying the Advisory Search Committee's recommendation and shall be moved by the President.

Appointment of Senior Non-Academic Administrators

33. The terms of office of Senior Non-Academic Administrators shall normally be for a period of 5 years and are renewable.
34. The President shall recommend to the Board the appointment of Senior Non-Academic Administrators. The President shall consult with members of the administrative units who will report to the Senior Non-Academic Administrator and individuals who would most likely interact with them.
35. Prior to making the recommendation to the Board, the President shall provide the Human Resources Committee of the Board (the "Human Resources Committee") with the opportunity to meet with the candidate.
36. The Human Resources Committee shall be provided with the relevant documentation and the reasons why the candidate is the person being recommended by the President to the Board. If the Human Resources Committee disagrees with or has strong reservations about the recommendation, it shall so inform the President and shall provide the

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President with the reasons why it finds the recommended candidate unacceptable. If the President nevertheless decides to make the recommendation to the Board, they shall inform the Board as to the Human Resources Committee's disagreement with the recommendation.

37. On recommendation of the President, the Board may extend the term of a Senior Non-Academic Administrator by a period not exceeding one year without undertaking an evaluation.

Policy Responsibility and Review

38. The overall responsibility for implementing and recommending amendments to this Policy shall rest with the Secretary-General.

Approved by the Board of Governors on January 17, 2001; and amended on September 18, 2002, May 18, 2006, June 23, 2011, June 7, 2013, May 20, 2015, December 14, 2016, and [insert date].

POLICY ON SENIOR ADMINISTRATIVE APPOINTMENTS

Effective Date: ~~December 14, 2016~~ **Originating Office** [insert date]
Approval Authority: Board of Governors

Supersedes /Amends: ~~May 20, 2015~~ December 14, 2016 **Policy Number:** BD-5

PURPOSE

The purpose of this Policy is to ~~set out~~ establish the ~~rules and procedures to be followed in conducting~~ parameters for the search and selection process of Senior Administrators. (as defined below).

SCOPE

This Policy shall apply to all Senior Administrators who are appointed by the Board of Governors (the “Board”).

DEFINITIONS

For the purposes of this Policy, the following definitions shall apply:

“Advisory Search Committee” means a committee established by the Board for the search of the President and Vice-Chancellor (the “President”) or established by the President for the search of a Senior Academic Administrator (as defined below).

“Chair” means the person who chairs an Advisory Search Committee, namely the Chair of the Board, the President or a Vice-President, as applicable, based upon the person to whom the position being searched reports.

“Election Procedures” means the relevant election procedures, which may be adopted from time to time by a particular union or other relevant group in the context of appointments of their members to committees.

“Evaluation Committee” means ~~therefers to any~~ evaluation committee established in accordance with the *Policy on ~~the~~ Employment and Remuneration and Evaluation of Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents (BD-8).*

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“Senior Academic Administrator” means an individual who is appointed by the Board in an academic leadership position, including the Provost and Vice-President, Academic ~~Affairs~~, the Vice-President, Research and Graduate Studies, the Academic Deans, the University Librarian and any other position of equivalent rank and responsibility as determined by the Board.

“Senior Administrator” means the President ~~and Vice-Chancellor~~, any Senior Academic Administrator ~~or~~, any Senior Non-Academic Administrator and any other position of equivalent rank and responsibility as determined by the Board.

“Senior Non-Academic Administrator” means an individual who is appointed by the Board in a non-academic leadership position and any other position of equivalent rank and responsibility as determined by the Board.

~~The eligibility requirements set out in the General By Laws shall apply, adapted as required, to faculty members, librarians, members of the administrative and support staff and students appointed to serve on all Advisory Search Committees established under this Policy.~~

POLICY

Search Process for the President and ~~Vice-Chancellor~~ Senior Academic Administrators

1. The term of office for the President and ~~Vice-Chancellor (the “President”)~~ for a Senior Academic Administrator shall normally be five years. A standard termination date shall normally be June 30.
2. A President or a Senior Academic Administrator may serve a maximum of two consecutive five-year terms in ~~that a~~ given office.
3. An Evaluation Committee shall be established when an incumbent has indicated that ~~he/she wish~~ they wish to seek a second term.
4. An Advisory Search Committee ~~for the President (the “President Search Committee”)~~ shall be established in the following cases:
 - when an incumbent is completing ~~his/her~~ their second consecutive term as President; ~~or~~ or as a Senior Academic Administrator in a given office;

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- when the President or a Senior Academic Administrator has indicated that ~~he/she does~~they do not wish to seek a second term; ~~or~~
- when the President or a Senior Academic Administrator who is completing a first term has indicated that ~~he/she wishes~~they wish to seek a second term but has not been recommended for re-appointment; ~~or~~
- when the position of President or of a Senior Academic Administrator is or is known to imminently become vacant; ~~or~~
- when a new Senior Academic Administrator position is established.

Without undertaking an evaluation, the

5. ~~The~~ Board may extend the ~~term~~terms of the ~~President~~positions below by a period not exceeding one year ~~without undertaking an evaluation.~~

a) President; and

b) Senior Academic Administrator, on recommendation of the President.

6. ~~When one of the conditions of section 4~~article 4 is met, the ~~Board shall establish a~~President relevant Advisory Search Committee shall be established by the Board or the President, as applicable.

6.7. ~~The~~ ~~whose responsibilities~~responsibility of the Advisory Search Committee shall include publicizing the vacancy, receiving and evaluating applications, interviewing suitable applicants and selecting a candidate for recommendation to the Board or to the President, as applicable.

7.8. ~~The~~ establishment of ~~the President~~an Advisory Search Committee shall normally be initiated by the Board or the President, as applicable, no later than one year prior to the end of the incumbent's term of office.

8.9. ~~The~~ President Search Committee shall be composed of 12 members as follows and its membership shall be ratified by the Board:

• Chair

Three

• ~~Chair~~

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- ~~3~~ external members of the Board, appointed by the Executive Committee of the Board (the “Executive Committee”)
- ~~4~~Four full-time faculty members, ~~1~~one from each faculty, elected in accordance with the Election Procedures ~~which may be adopted from time to time~~
- ~~1~~One part-time faculty member, elected in accordance with the Election Procedures ~~which may be adopted from time to time~~
- ~~1~~One representative of the administrative and support staff, elected in accordance with the Election Procedures ~~which may be adopted from time to time~~
- ~~1~~One graduate student, appointed by the Graduate Students’ Association
- ~~1~~One undergraduate student, appointed by the Concordia Student Union

10. The ~~membership of the President Advisory Search Committee for the Provost and Vice-President, Academic and the Vice-President, Research and Graduate Studies~~ shall be composed of 12 members as follows:

- Chair~~ratified~~
- One external member of the Board, appointed by the ~~Board~~ Executive Committee
- Five full-time faculty members, two from the Faculty of Arts and Science and one from each of the other faculties, elected in accordance with the Election Procedures
- One part-time faculty member, elected in accordance with the Election Procedures
- One librarian, elected in accordance with the Election Procedures One representative of the administrative and support staff from the unit where the position is being searched, elected in accordance with the Election Procedures
- One graduate student, appointed by the Graduate Students’ Association
- One undergraduate student, appointed by the Concordia Student Union

11. ~~Advisory Search Committees for the Deans of the Faculty of Arts and Science, the Faculty of Fine Arts, the Gina Cody School of Engineering and Computer Science, and the John Molson School of Business~~ shall be composed of 10 members as follows:

- Chair
- One external member of the Board, appointed by the Executive Committee
- Four full-time faculty members from the faculty where the position is being searched, elected in accordance with the Election Procedures One part-time faculty member from the faculty where the position is being searched, elected in accordance with the Election Procedures

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- One representative of the administrative and support staff from the faculty where the position is being searched, elected in accordance with the Election Procedures
- One graduate student from the faculty where the position is being searched, appointed by the Graduate Students' Association
- One undergraduate student from the faculty where the position is being searched, appointed by the Concordia Student Union

12. The Advisory Search Committee for the Dean of the School of Health shall be composed of 12 members as follows:

- Two Co-Chairs, namely the Provost and Vice-President, Academic and the Vice-President, Research and Graduate Studies
- One external member of the Board, appointed by the Executive Committee
- Five full-time faculty members, two from the Faculty of Arts and Science and one from each of the other faculties, elected in accordance with the Election Procedures
- One part-time faculty member with health-related expertise, elected in accordance with the Election Procedures
- One representative of the administrative and support staff from the School of Health, elected in accordance with the Election Procedures
- One doctoral student working in a health-related field, appointed by the Graduate Students' Association
- One postdoctoral fellow working in a health-related field, chosen through a process monitored by the School of Graduate Studies

13. The Advisory Search Committee for the Dean of Graduate Studies shall be composed of 10 members as follows:

- Chair
- One external member of the Board, appointed by the Executive Committee
- Five full-time faculty members, two from the Faculty of Arts and Science and one from each of the other faculties, elected in accordance with the Election Procedures
- One representative of the administrative and support staff from the School of Graduate Studies, elected in accordance with the Election Procedures
- Two graduate students, one of whom shall hold a part-time teaching contract, appointed by the Graduate Students' Association

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14. The Advisory Search Committee for the University Librarian shall be composed of 10 members as follows:

- Chair
- One external member of the Board, appointed by the Executive Committee
- Four librarians, elected in accordance with the Election Procedures
- One part-time faculty member, elected in accordance with the Election Procedures
- One representative of the administrative and support staff from the Libraries, elected in accordance with the Election Procedures
- One graduate student, appointed by the Graduate Students' Association
- One undergraduate student, appointed by the Concordia Student Union

15. The eligibility requirements to serve on the Board set forth in the University By-Laws shall apply, adapted as required, to faculty members, librarians, members of the administrative and support staff, and students appointed to serve on all Advisory Search Committees established under this Policy.

9.16. Members of ~~the President~~an Advisory Search Committee shall sit as individuals and not as delegates of their constituencies. Each member is called upon to exercise ~~his/her~~their own judgment in the best interests of the University.

10.17. A ~~draft~~ profile of the ideal candidate shall be prepared by the relevant Advisory Search Committee and approved by the Board in the case of a search for a President-Search Committee. Members of the University community shall be provided an opportunity to comment on ~~the~~a draft profile prior to ~~its submission to the Board for approval. Once approved by the Board, it being finalized.~~ The profile shall guide the ~~President~~Advisory Search Committee's deliberations.

11.18. A Handbook for Advisory Search Committees~~Handbook for Advisory Search Committees,~~ prepared and updated by the ~~Office of the General Counsel~~University Secretariat, shall be provided to each member of ~~the President~~an Advisory Search Committee before its first meeting and ~~which~~ shall be used by the ~~President~~Advisory Search Committee to promote fairness and objectivity in the exercise of its functions.

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~~12.19.~~ When advertising the position, the qualifications and experience needed for the position shall be described in a way that encourages a diverse pool of qualified candidates to apply.

~~13.20.~~ Decisions shall be carried by a majority vote, unless ~~the President~~ an Advisory Search Committee decides to set a higher standard. Voting shall be by secret ballot upon request of any member.

~~14.21.~~ The Chair ~~of the President Search Committee~~ shall only vote when the outcome of a vote results in a tie. This in no way limits the Chair's right of expression during any or all proceedings.

Confidentiality

~~22.~~ All Advisory Search Committees and any other committee struck in accordance with this Policy shall meet *in camera* and their deliberations shall be strictly confidential, including the identity of all candidates, all documentation related to the search and the expression of opinions in deliberations.

~~23.~~ By agreeing to serve on an Advisory Search Committee or any other committee struck in accordance with this Policy, members undertake to respect confidentiality to preserve the integrity of the process. Members shall, at all times, respect the standards of integrity, civility and ethical behavior.

~~24.~~ In cases where a breach of confidentiality has taken place, or for any other valid reasons, the Chair may take any appropriate action including, but not limited to, the exclusion of the concerned member(s) from the Advisory Search Committee, with or without a replacement.

Appointment of the President

~~15.25.~~ The ~~President~~ Advisory Search Committee shall select up to ~~3~~ three candidates comprising the short-list for presentation to a Special Committee of the Board (the "Special Committee") whose members shall be appointed by the Executive Committee ~~of the Board.~~ The Special Committee shall be comprised of ~~8~~ eight members: the Chancellor of the Board, who shall act as Chair; and ~~7~~ seven members of the Board, ~~5~~ five of whom shall

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be external members and none of whom serve on the PresidentAdvisory Search Committee.

~~16.26.~~ The Special Committee shall be provided with the relevant documentation and the reasons why the candidates are short-listed for the position and shall have the opportunity to meet with the short-listed candidates. Following the review of the short-listed candidates, the Special Committee shall confer with the PresidentAdvisory Search Committee to decide which candidate shall be presented to the Board.

~~17.27.~~ In the event that the Special Committee agrees with the Advisory Search Committee's recommendation, that candidate shall be presented to the Board. In the event that the Special Committee and the PresidentAdvisory Search Committee do not agree upon the candidate ~~to be presented to the Board~~, a meeting shall be convened between those two committees during which the Special Committee shall convey its reasons for not supporting the PresidentAdvisory Search Committee's ~~candidate recommendation~~. Following that meeting, in the event that both committees still disagree on the candidate to be presented to the Board, the PresidentAdvisory Search Committee shall resume the search.

~~18.28.~~ The report of the PresidentAdvisory Search Committee shall contain a reasoned recommendation, ~~shall~~ reflect its conclusions and ~~shall~~ indicate the numerical vote.

~~19.29.~~ The recommended candidate shall be presented at a meeting of the Board by way of a motion embodying the PresidentAdvisory Search Committee's recommendation and shall be moved by the Chair of the Board.

Appointment of Senior Academic Administrators

~~20. — The term of office for Senior Academic Administrators shall normally be five years. A standard termination date shall normally be June 30.~~

~~21. — A Senior Academic Administrator may serve a maximum of two consecutive five year terms in a given office.~~

~~22. — An Evaluation Committee shall be established when an incumbent has indicated that he/she wishes to seek a second term.~~

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- ~~23. — In the case when the President is not the Chair of an Advisory Search Committee (the “Search Committee”) shall be established:~~
- ~~a) — when an incumbent is completing his/her second consecutive term as a Senior Academic Administrator; or~~
 - ~~b) — when a Senior Academic Administrator has indicated that he/she does not wish to seek a second term; or~~
 - ~~c) — when a Senior Academic Administrator who is completing a first term has indicated that he/she wishes to seek a second term but has not been recommended for re-appointment; or~~
 - ~~d) — when the position of a Senior Academic Administrator is or is known to imminently become vacant.~~
- ~~24. — On recommendation of the President, the Board may extend the term of a Senior Academic Administrator by a period not exceeding one year without undertaking an evaluation.~~
- ~~25. — When one of the conditions of article 23 is met, the President shall establish a Search Committee whose responsibilities shall include publicizing the vacancy, receiving and evaluating applications, interviewing suitable applicants and selecting a candidate for recommendation to the President.~~
- ~~26. — The establishment of the Search Committee shall normally be initiated by the President no later than one year prior to the end of the incumbent’s term of office.~~
- ~~27. — The Search Committee for the Provost and Vice President, Academic Affairs and the Vice President, Research and Graduate Studies shall be composed of 12 members as follows:~~
- ~~• — Chair~~
 - ~~a) — 1 external member of the Board, appointed by the Executive Committee of the Board~~
 - ~~b) — 5 full-time faculty members, 2 from the Faculty of Arts and Science and 1 from each of the other Faculties, elected in accordance with the Election Procedures which may be adopted from time to time~~
 - ~~c) — 1 part-time faculty member, elected in accordance with the Election Procedures which may be adopted from time to time~~

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- ~~d) 1 librarian, elected in accordance with the Election Procedures which may be adopted from time to time~~
 - ~~e) 1 representative of the administrative and support staff from a unit where the position is being searched, elected in accordance with the Election Procedures which the Board may adopt from time to time~~
 - ~~f) 1 graduate student, appointed by the Graduate Students' Association~~
 - ~~g) 1 undergraduate student, appointed by the Concordia Student Union~~
28. ~~The Search Committee for the Academic Deans other than the Dean of Graduate Studies shall be composed of 10 members as follows:~~
- ~~● **Chair**~~
 - ~~● 1 external member of the Board, appointed by the Executive Committee of the Board~~
 - ~~a) 4 full time faculty members from the Faculty where the position is being searched, elected in accordance with the Election Procedures which may be adopted from time to time~~
 - ~~b) 1 part time faculty member from the Faculty where the position is being searched, elected in accordance with the Election Procedures which may be adopted from time to time~~
 - ~~c) 1 representative of the administrative and support staff from the Faculty where the position is being searched, elected in accordance with the Election Procedures which may be adopted from time to time~~
 - ~~d) 1 graduate student from the Faculty where the position is being searched, appointed by the Graduate Students' Association~~
 - ~~e) 1 undergraduate student from the Faculty where the position is being searched, appointed by the Concordia Student Union~~
29. ~~The Search Committee for the Dean of Graduate Studies shall be composed of 10 members as follows:~~
- ~~● **Chair**~~
 - ~~● 1 external member of the Board, appointed by the Executive Committee of the Board~~
 - ~~a) 5 full time faculty members, 2 from the Faculty of Arts and Science and 1 from each of the other Faculties, elected in accordance with the Election Procedures which may be adopted from time to time~~

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- b) ~~1 representative of the administrative and support staff from the School of Graduate Studies, elected in accordance with the Election Procedures which may be adopted from time to time~~
- c) ~~2 graduate students, 1 of whom shall hold a part-time teaching contract, appointed by the Graduate Students' Association~~
30. ~~The Search Committee for the University Librarian shall be composed of 10 members as follows:~~
- ~~• Chair~~
 - ~~• 1 external member of the Board, appointed by the Executive Committee of the Board~~
 - a) ~~4 librarians, elected in accordance with the Election Procedures which may be adopted from time to time~~
 - b) ~~1 part-time faculty member, elected in accordance with the Election Procedures which may be adopted from time to time~~
 - c) ~~1 representative of the administrative and support staff from the Libraries, elected in accordance with the Election Procedures which may be adopted from time to time~~
 - d) ~~1 graduate student, appointed by the Graduate Students' Association~~
 - e) ~~1 undergraduate student, appointed by the Concordia Student Union~~
31. ~~Members of the Search Committee shall sit as individuals and not as delegates of their constituencies. Each member is called upon to exercise his/her own judgment in the best interests of the University.~~
32. ~~A draft profile of the ideal candidate shall be prepared by the Search Committee. Members of the University community shall be provided an opportunity to comment on the draft profile prior to its finalization by the Search Committee. Once finalized, the profile shall guide the Search Committee's deliberations.~~
33. ~~A Handbook for Advisory Search Committees, prepared and updated by the Office of the General Counsel, shall be provided to each member of the Search Committee before its first meeting and which shall be used by the Search Committee to promote fairness and objectivity in the exercise of its functions.~~

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- ~~34. — When advertising a position, the qualifications and experience needed for the position shall be described in a way that encourages a diverse pool of qualified candidates to apply.~~
- ~~35. — Decisions shall be carried by a majority vote, unless the Search Committee decides to set a higher standard. Voting shall be by secret ballot upon request of any member.~~
- ~~36. — The Chair of the Search Committee shall only vote when the outcome of a vote results in a tie. This in no way limits the Chair's right of expression during any or all proceedings.~~
- ~~37.30. Prior to finalizing its recommendation to the President, the Chair of the Search Committee for a Dean or the University Librarian shall confer with the President. prior to finalizing the recommendation. In the event that the President does not agree with the recommendation, ~~the President~~they shall direct that the search resume or that it be postponed.~~
- ~~38.31. The report of the Advisory Search Committee to the President shall contain a reasoned recommendation, ~~shall~~ reflect its conclusions and ~~shall~~ indicate the numerical vote.~~
- ~~32. The recommended candidate shall be presented at a meeting of the Board by way of a motion embodying the Advisory Search Committee's recommendation and shall be moved by the President.~~

Appointment of Senior Non-Academic Administrators

- ~~39. — The ~~term~~terms of office of Senior Non-Academic Administrators shall ~~be~~ normally be for a ~~defined term but may be for an indefinite~~ period.~~
- ~~40.33. In the case of a defined term appointment, the term shall be normally for a period not exceeding five~~5~~ years. Defined term appointments and are renewable.~~
- ~~41.34. The President shall recommend to the Board the appointment of Senior Non-Academic Administrators. The President shall consult with members of the administrative units who will report to the Senior Non-Academic Administrator ~~or persons and individuals~~ who would most likely interact with ~~the Senior Non-Academic Administrator~~them.~~

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~~42.35.~~ Prior to making the recommendation to the Board, the President shall provide the Human Resources Committee of the Board (the "Human Resources Committee") with the opportunity to meet with the candidate ~~for Senior Non-Academic Administrator.~~

~~43.36.~~ The Human Resources Committee shall be provided with the relevant documentation and the reasons why the candidate is the person being recommended by the President to the Board. If the Human Resources Committee disagrees with or has strong reservations about the recommendation, it shall so inform the President and shall provide the President with the reasons why it finds the recommended candidate unacceptable. If the President nevertheless decides to make the recommendation to the Board, he/she/they shall inform the Board as to the Human Resources Committee's disagreement with the recommendation.

~~44.37.~~ ~~In the case of a defined term appointment~~ On recommendation of the President, the Board may extend the term of a Senior Non-Academic Administrator by a period not exceeding one year without undertaking an evaluation.

Policy Responsibility and Review

~~38.~~ The overall responsibility for implementing and recommending amendments to this Policy shall rest with the Secretary-General.

Approved by the Board of Governors on January 17, 2001; and amended on September 18, 2002, May 18, 2006, June 23, 2011, June 7, 2013, May 20, 2015, December 14, 2016, and [insert date].

Confidentiality

~~45.1.~~ ~~By agreeing to serve on a Search Committee, members are presumed to undertake to respect the limits of confidentiality and owe a duty to one another to protect the free expression of opinion in deliberations as to preserve the integrity of the process. Members shall, at all times, respect the standards of integrity, civility and ethical behavior.~~

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~~46. — All Search Committees shall meet *in camera* and their deliberations shall be strictly confidential, including the identity of all candidates and all documentation related to the search.~~

~~47. — In cases where a material breach of confidentiality has taken place and after a due process, exclusion from the Search Committee may follow without a replacement. In cases where a breach of confidentiality is deemed less severe, a minor sanction, such as a reprimand, may ensue. Due process, defined as applying the rules of natural justice, comprises two elements:~~

~~a) *Audi alteram partem* — the duty to give a person against whom a complaint is made a reasonable opportunity to present his/her case;~~

~~*Nemo iudex in causa sua debet esse* — the duty to ensure that all steps leading to a decision are untainted by bias.~~

**POLICY ON EMPLOYMENT AND REMUNERATION
OF THE ACADEMIC DEANS AND THE UNIVERSITY LIBRARIAN**

Effective Date: [insert date]

Approval Authority: Board of Governors

Supersedes /Amends: December 9, 2020

Policy Number: BD-17

SCOPE

This Policy shall apply to the Academic Deans and the University Librarian.

This Policy shall be read in conjunction with any applicable legislation and any other applicable University policy, guideline, directive and the like.

PURPOSE

The purpose of this Policy is to establish the parameters of the Remuneration as well as the evaluation process for the Academic Deans and the University Librarian.

DEFINITIONS

For the purposes of this Policy, the following definitions shall apply:

“Administrative Leave” means a paid transition period during which the Academic Dean or the University Librarian may benefit from their Remuneration without having to perform the duties related to their administrative appointment. The purpose of this paid transition is to enable the Academic Dean or the University Librarian to update their skills, reintegrate into research networks and/or carry out any activity that would enable them to deepen their knowledge in order to exercise their professorial duties. The Administrative Leave shall not exceed 12 months.

“Benefits” means the benefits for which University employees may be eligible, such as group insurance, pension, leaves and the like, as amended from time to time.

“Chair” means the person who chairs an Evaluation Committee, namely the Provost and Vice-President, Academic or the Vice-President, Research and Graduate Studies, as applicable, based upon the person to whom the position being evaluated reports.

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“Election Procedures” means the relevant election procedures, which may be adopted from time to time by a particular union or other relevant group in the context of appointments of their members to committees.

“General Increase” means the base salary increase provided to the Academic Deans and the University Librarian to recognize their additional experience and development in their position. The General Increase is one of the two components of the formula to determine the progression in the salary scale.

“Legislative Provisions” means any applicable legislative provision, budgetary rule, guideline, directive and the like.

“Nominal Academic Salary” means the salary an Academic Dean or the University Librarian would earn as a faculty member, i.e. the Concordia University Faculty Association (“CUFA”) grid salary, plus supplements if applicable.

“Remuneration” means any amount paid for the fulfilment of any employment duties, including, but not limited to, annual base salary, stipends, lump sums, allowances and the like.

POLICY

Employment agreements

1. The employment of an Academic Dean or the University Librarian shall be governed by an employment agreement that specifies the position, term, Remuneration, Benefits, severance and, when applicable, any Administrative Leave and any other relevant conditions of employment.
2. The employment agreement must conform to the University employment contract template and must be prepared by the Secretary-General, in consultation, when appropriate, with the Associate Vice-President, Human Resources, prior to its signature. It shall bear the signatures of the Academic Dean or the University Librarian, the relevant Vice-President and the President.

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Teaching Responsibilities

3. An Academic Dean or the University Librarian may be assigned teaching responsibilities as part of their appointment, at the discretion of the relevant Vice-President. All such assigned courses shall be considered as part of the duties eligible for performance review. Such teaching responsibilities shall only be assigned to an Academic Dean or the University Librarian who holds a position in the CUFA bargaining unit before their appointment, or for whom a position in CUFA or a comparable position is held upon the conclusion of the term of their administrative appointment.

Remuneration

4. The salary scale for the Academic Deans and the University Librarian is contained in Appendix A and shall apply at the time of appointment. The salary scale shall be reviewed annually, normally with effect June 1.
5. The Remuneration of the Academic Deans and the University Librarian at the time of appointment shall be approved by the President and reported to the Human Resources Committee of the Board of Governors (the "Human Resources Committee"). The Remuneration, Benefits and severance shall be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.
6. Any exceptions to the Remuneration, Benefits or severance provided for in this or any other applicable University policy to which an Academic Dean or the University Librarian would normally be entitled must be in accordance with applicable Legislative Provisions and shall be approved by the Human Resources Committee and reported to the Executive Committee of the Board of Governors (the "Executive Committee").
7. The Academic Deans and the University Librarian's progression in the applicable salary scale shall be based on two components: the annual General Increase and the increase on the basis of the performance review, in each case, when applicable. Any such increases must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.

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- a) The Academic Deans and the University Librarian's salary shall, when applicable, progress in the applicable salary scale on the basis of an annual General Increase.
 - b) The Academic Deans and the University Librarian's salary shall, when applicable, progress in the applicable salary scale on the basis of an annual confidential performance review conducted by the relevant Vice-President for recommendation to the President. The conclusions of the performance review exercise, including any salary increases, shall be reported to the Human Resources Committee on an annual basis.
8. Any salary adjustments resulting from the above must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions, and shall normally be made effective June 1.
 9. The Academic Deans and the University Librarian shall be excluded from the CUFA bargaining unit during the term of their administrative appointment and subsequent Administrative Leave. For the purposes of determining the salary of Academic Deans or the University Librarian who return to the CUFA bargaining unit upon the conclusion of the term of their administrative appointment, a Nominal Academic Salary shall be notionally maintained during the term of the administrative appointment and subsequent Administrative Leave by applying all of the adjustments accorded to members of CUFA to the Nominal Academic Salary of the Academic Deans or the University Librarian on the day they took office. The same conditions shall apply, adapted as required, to Academic Deans and the University Librarian appointed from outside of the University for whom a position in CUFA is held upon the conclusion of the term of their administrative appointment.
 10. In addition to base salary, Benefits and the Administrative Leave specific to the Academic Deans and the University Librarian outlined in [sections 36 to 44](#), the following benefits shall be provided to the Academic Deans and to the University Librarian:

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- a) A professional development allowance which shall not exceed the amount contained in Appendix B and enables the Academic Deans and the University Librarian to maintain their professional activities or assist them with remaining current in their area of expertise.

All expenses incurred for this purpose shall be governed by all applicable University policies, guidelines, directives and the like, and must be approved in advance by the relevant Vice-President. In no event may the professional development allowance be a personal advantage for the Academic Deans or the University Librarian.

- b) An annual vacation of 25 days in addition to the various legal and University holidays. A maximum of 10 days may be carried from 1 year to the next, and this for 2 consecutive years. Should the accumulated vacation not be taken in the 3rd year, it shall be forfeited unless otherwise agreed upon with the relevant Vice-President, in consultation with the Associate Vice-President, Human Resources.
- c) The reimbursement of membership fees of a professional order, subject to the approval of the relevant Vice-President.
- d) Other applicable benefits in accordance with the relevant [Human Resources policies](#), as amended from time to time.

Scholarly research allowance

11. The Academic Deans and the University Librarian may receive a scholarly research allowance to maintain their research activities over the course of the term of their administrative appointment. This allowance, which does not constitute Remuneration, is made available for research purposes, including, but not limited to, the employment of research staff, the funding of graduate students and other research-related expenses. In no event may the scholarly research allowance be a personal advantage for the Academic Deans and the University Librarian.

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Evaluation of the Academic Deans and the University Librarian

12. The maximum term that may be served in a particular office by an Academic Dean or the University Librarian shall be set forth in the *Policy on Senior Administrative Appointments (BD-5)*, as amended from time to time.
13. The Chair shall write to the Academic Dean or to the University Librarian during the penultimate year of the first term of their administrative appointment, requesting confirmation as to whether they wish to seek a second term. The Academic Dean or the University Librarian shall respond, in writing, within 10 working days. An absence of response within the deadline shall be construed as an indication that they do not wish to seek a second term.
14. If the Academic Dean or the University Librarian responds in the affirmative, the President shall establish an Evaluation Committee.
15. Evaluation Committees for the Deans of the Faculty of Arts and Science, the Faculty of Fine Arts, the Gina Cody School of Engineering and Computer Science, and the John Molson School of Business shall be composed of 10 members as follows:
 - Chair
 - One external member of the Board of Governors (the “Board”), appointed by the Executive Committee
 - Four full-time faculty members from the faculty where the position is being evaluated, elected in accordance with the Election Procedures
 - One part-time faculty member from the faculty where the position is being evaluated, elected in accordance with the Election Procedures
 - One representative of the administrative and support staff from the faculty where the position is being evaluated, elected in accordance with the Election Procedures
 - One graduate student from the faculty where the position is being evaluated, appointed by the Graduate Students’ Association
 - One undergraduate student from the faculty where the position is being evaluated, appointed by the Concordia Student Union

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16. The Evaluation Committee for the Dean of the School of Health shall be composed of 12 members as follows:

- Two Co-Chairs, namely the Provost and Vice-President, Academic and the Vice-President, Research and Graduate Studies
- One external member of the Board, appointed by the Executive Committee
- Five full-time faculty members, two from the Faculty of Arts and Science and one from each of the other faculties, elected in accordance with the Election Procedures
- One part-time faculty member with health-related expertise, elected in accordance with the Election Procedures
- One representative of the administrative and support staff from the School of Health, elected in accordance with the Election Procedures
- One doctoral student working in a health-related field, appointed by the Graduate Students' Association
- One postdoctoral fellow working in a health-related field, chosen through a process monitored by the School of Graduate Studies

17. The Evaluation Committee for the Dean of Graduate Studies shall be composed of 10 members as follows:

- Chair
- One external member of the Board, appointed by the Executive Committee
- Five full-time faculty members, two from the Faculty of Arts and Science and one from each of the other faculties, elected in accordance with the Election Procedures
- One representative of the administrative and support staff from the School of Graduate Studies, elected in accordance with the Election Procedures
- Two graduate students, one of whom shall hold a part-time teaching contract, appointed by the Graduate Students' Association

18. The Evaluation Committee for the University Librarian shall be composed of 10 members as follows:

- Chair
- One external member of the Board, appointed by the Executive Committee
- Four librarians, elected in accordance with the Election Procedures

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- One part-time faculty member, elected in accordance with the Election Procedures
 - One representative of the administrative and support staff from the Library, elected in accordance with the Election Procedures
 - One graduate student, appointed by the Graduate Students' Association
 - One undergraduate student, appointed by the Concordia Student Union
19. The eligibility requirements to serve on the Board set forth in the University By-Laws shall apply, adapted as required, to faculty members, librarians, members of the administrative and support staff, and students appointed to serve on all evaluation committees established under this Policy.
 20. Members of the Evaluation Committee shall serve as individuals and not as delegates of their constituencies. Each member is called upon to exercise their own judgment in the best interests of the University.
 21. In conducting its review, the Evaluation Committee shall develop a list of criteria based upon the goals and objectives established at the time of the appointment as well as those established on an annual basis thereafter.
 22. The Academic Dean or the University Librarian shall submit a self-evaluation report of no more than 15 pages, excluding appendices.
 23. The Evaluation Committee shall solicit views from members of the University community in meetings and/or by inviting brief written submissions with respect to the evaluation criteria referred to in [section 21](#). Comments received shall be dealt with in accordance with the [*Protocol for Receiving and Transmitting Comments Submitted to Evaluation Committees*](#), as amended from time to time by the Executive Committee.
 24. The Evaluation Committee shall select a person, currently occupying or having recently occupied a comparable position at another University, to serve as a consultant to the Evaluation Committee.
 25. The Evaluation Committee shall examine any evidence that it feels it requires, solicited in the manner that it deems most appropriate.

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26. Decisions shall be carried by a majority vote, unless the Evaluation Committee decides to set a higher standard. Voting shall be by secret ballot upon request of any member of the Evaluation Committee.
27. The Chair shall only vote when the outcome of a vote results in a tie. This in no way limits the Chair's right of expression during any or all proceedings.
28. The Evaluation Committee shall meet *in camera*, and its deliberations shall be strictly confidential.
29. In conducting its review, the Evaluation Committee shall ensure that due process is followed. For the purpose of this section, due process is defined as applying the rules of natural justice which comprise two elements:
 - a) *Audi alteram partem* - the duty to give persons affected by a decision a reasonable opportunity to be heard;
 - b) *Nemo iudex in causa sua debet esse* - the duty to reach a decision untainted by bias.
30. The report of the Evaluation Committee shall contain a reasoned recommendation as to whether the Academic Dean or the University Librarian's performance warrants a second term and shall indicate the numerical vote.
31. The motion embodying the Evaluation Committee's recommendation shall be moved by the President.
32. In the event that the Chair does not agree with the recommendation of the Evaluation Committee for an Academic Dean or for the University Librarian, they shall inform the Board as to their reasons for not supporting the recommendation.

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Process for reaching a decision on a mid-term departure

33. For Academic Deans or the University Librarian whose performance has been unsatisfactory (either as part of the annual performance review or otherwise), the relevant Vice-President shall discuss the results with the Academic Dean or the University Librarian. The relevant Vice-President shall bring the matter to the attention of the President, and the relevant Vice-President shall consult with the Associate Vice-President, Human Resources to discuss the appropriate steps to be taken.
34. The Human Resources Committee shall establish the severance pay provisions for Academic Deans and the University Librarian positions. The severance pay may not exceed 1 year of the base salary that they receive at the time of their departure. Approval by the Human Resources Committee shall be required if the severance pay being paid differs from the contractual terms and same will be reported to the Board on a timely basis.
35. If an Academic Dean or the University Librarian's employment is terminated without cause, they shall, if applicable, elect whether they wish to return to the professorial ranks or not. Should they elect to return to the professorial ranks, their return shall take effect only when the number of months of base salary as Academic Dean or University Librarian represented by the severance pay has elapsed.

Administrative Leave

36. An Academic Dean or the University Librarian who completes one or two terms of an administrative appointment shall be entitled to a single, 1-year Administrative Leave. For greater clarity, an Administrative Leave shall not be prorated, and an Academic Dean or the University Librarian shall not be entitled to an Administrative Leave if they do not complete the first full term of their administrative appointment.
37. An Academic Dean or the University Librarian shall take their Administrative Leave as follows:
 - a) at the conclusion of the first term of their administrative appointment, if not re-appointed for a second term; or

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- b) at the conclusion of the second and final term of their administrative appointment or earlier, if they do not complete their second term.
38. The Administrative Leave shall be established as set forth below. If the Administrative Leave is taken after the completion of:
- a) the first term of the administrative appointment and at any time prior to the completion of the second term of the administrative appointment, it will be established on the basis of the average base salary earned during the first term of the administrative appointment; or
 - b) the second and final term of the administrative appointment, it will be established on the basis of the average base salary earned during the second term of the administrative appointment.
39. No monetary compensation in lieu of Administrative Leave shall be banked or otherwise deferred.
40. During the Administrative Leave, an Academic Dean or the University Librarian shall only be entitled to receive the base salary referred to in [section 38](#), the professional development allowance and the continuation of the Benefits, as applicable.
41. Subject to the approval from the relevant Vice-President, an Academic Dean or the University Librarian may, while on Administrative Leave, devote the equivalent of up to 1 day per week to relevant outside employment. If an Academic Dean or the University Librarian accepts any employment with another employer which exceeds the equivalent of 1 day per week, they must resign their position at the University and shall forfeit their entitlement to any Administrative Leave.
42. An Administrative Leave may be combined with a sabbatical leave, but the total duration of such combined leaves may not exceed 2 years. In cases where a combined Administrative Leave and sabbatical leave amounts to more than 2 years, monetary compensation must be paid in lieu of the appropriate portion of the Administrative Leave.

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43. The Academic Dean or the University Librarian must return to the CUFA bargaining unit in order to take advantage of any of the privileges provided by the CUFA collective agreement (leaves, early retirement, etc.). The term(s) of the administrative appointment and the Administrative Leave will not count towards sabbatical eligibility. The Academic Dean or the University Librarian who retires from the University under the relevant section of the CUFA collective agreement during or following the term(s) of their administrative appointments are eligible for retirement-related remuneration only at the Nominal Academic Salary effective at the time of their retirement.
44. An Academic Dean or the University Librarian shall not benefit from both severance pay and Administrative Leave. However, if an Academic Dean or the University Librarian leaves the University with severance pay during their Administrative Leave, the University may pay them the difference, if any, between the base salary received during the Administrative Leave and the value of severance pay to which they would have been entitled if they had not benefited from the Administrative Leave.

Policy Responsibility and Review

45. The Board shall approve this Policy. Following its initial approval, any modifications to the salary scale, the General Increase and the maximum eligible percentage increase for performance shall be approved by Human Resources Committee on an annual basis. Any modification to the professional development allowance amount shall be approved by the President.
46. The overall responsibility for implementing and recommending amendments to this Policy shall rest with the Secretary-General, in collaboration with the Associate Vice-President, Human Resources.

Approved by the Board of Governors on December 9, 2020, and amended on [insert date].

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APPENDIX A

Salary Scale for the Academic Deans and the University Librarian

Last Updated: June 1, 2021

Positions	Minimum	Midpoint	Maximum
Academic Deans and University Librarian	\$239,674	\$299,592	\$359,510

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APPENDIX B

Professional Development Allowance for the Academic Deans and the University Librarian

Effective Date: January 1, 2021

Positions	PDA Amount
Academic Deans and University Librarian	\$7,500

Amendments to other employment and remuneration policies

The following three policies were also amended:

1. *Policy on the Employment and Remuneration of Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents* ([BD-8](#))
2. *Policy on Employment and Remuneration of Academic Administrators* ([HR-40](#))
3. *Policy on Employment and Remuneration of Managerial and Other Employees not Governed by a Collective or Other Agreement* ([HR-39](#))

1- *Policy on the Employment and Remuneration of Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents* ([BD-8](#))

Marked version

Chapter 5: Policy Responsibility and Review

69. The Board shall approve this Policy.

Following its initial approval,:

- a) any modification to ~~the salary scales, the General Increase and the maximum eligible percentage increase for performance~~ appendices shall be approved on an annual basis by:
 - i. ~~the Executive Committee Board, on recommendation of the Human Resources Committee~~ in the case of the ~~Appendix A~~ President.
 - ii. ~~the President and reported to~~ the Human Resources Committee ~~on an annual basis~~ in the case of any other Senior Administrators ~~all other appendices~~.
- b) any modification to the professional development allowance amount shall be approved by:
 - i. the Executive Committee in the case of the President.
 - ii. the President in the case of any other Senior Administrators.

Clean version

Chapter 5: Policy Responsibility and Review

69. Following its initial approval:

- a) any modification to the salary scales, the General Increase and the maximum eligible percentage increase for performance shall be approved on an annual basis by:
 - i. the Executive Committee in the case of the President.
 - ii. the Human Resources Committee in the case of any other Senior Administrators.

- b) any modification to the professional development allowance amount shall be approved by:
 - i. the Executive Committee in the case of the President.
 - ii. the President in the case of any other Senior Administrators.

2- Policy on Employment and Remuneration of Academic Administrators ([HR-40](#))

Marked version

Policy Responsibility and Review

38. The Board of Governors shall approve this Policy. Following its initial approval, any modifications to the salary scales, the General Increase and the maximum eligible percentage increase for Performance Increment~~Appendix A~~ shall be approved by ~~the President and reported to~~ Human Resources Committee on an annual basis.

Clean version

Policy Responsibility and Review

38. The Board of Governors shall approve this Policy. Following its initial approval, any modifications to the salary scales, the General Increase and the maximum eligible percentage increase for Performance Increment shall be approved by Human Resources Committee on an annual basis.

3- Policy on Employment and Remuneration of Managerial and Other Employees not Governed by a Collective or Other Agreement ([HR-39](#))

Marked version

Policy Responsibility and Review

36. The Board of Governors shall approve this Policy. Following its initial approval, ~~any modifications to the appendices~~the General Increase applied to the stipends shall be approved by ~~the President and reported to~~ the Human Resources Committee on an annual basis. Any modification to the professional development allowance amount shall be approved by the President.

Clean version

Policy Responsibility and Review

36. The Board of Governors shall approve this Policy. Following its initial approval, the General Increase applied to the stipends shall be approved by the Human Resources Committee on an annual basis. Any modification to the professional development allowance amount shall be approved by the President.