



BOARD OF GOVERNORS ANNUAL REPORT

2014–2015



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CHAIR'S MESSAGE

Despite the strained financial context we and all Quebec universities continued to face in 2014/2015, Concordia saw its success and reputation grow.

This was an important year for Concordia, as the Board and hundreds of others at the university worked tirelessly to develop the new Strategic Directions initiative, Concordia's road map for the years ahead.

I would like to thank those whose term of service concluded at the end of June 2015 and welcome all incoming members as of July 1.

The Board's effectiveness stems not only from the intelligence, experience and dedication of its members, but also from a series of best practices we have successfully integrated in recent years. Our retreats and new-member orientation have fostered a collaborative atmosphere that allows Concordia's Board to function smoothly, while our capacity to prioritize long-term thinking allows us to advance worthy initiatives and, therefore, Concordia's mission.

In the years ahead, our university will continue to provide the next generation the opportunities it needs to strengthen society and improve our world. Viewed from Concordia, the future looks very bright.



Norman Hébert jr.

MANDATE

The Board of Governors is the University's senior governing body and, as such, is responsible for establishing its legal and administrative framework, which includes the adoption of the University's mission and strategic directions, the approval of the budget, the appointment of senior administrators, the establishment of policies, procedures and regulations in connection with the University's governance, the adoption of tuition fees, and the conferment of honorary degrees. The detailed list of the Board's functions and powers is found in [Section 9](#) of the By-Laws.

STANDING COMMITTEES

The work of the Board is supported by its nine standing committees which regularly report to the Board and bring forward recommendations as required. A full description of each committee's composition and mandate is included in the [Mandates of the Standing Committees of the Board of Governors](#).

APPEALS COMMITTEE

Reviews and makes recommendations regarding any matter referred to it by the Chair of the Board in accordance with its superintending power over decisions affecting the University.

AUDIT COMMITTEE

Monitors the internal audit function and enterprise risk management process, reviews and makes recommendations to the Board regarding changes to accounting policies and practices, the approval of the audited financial statements and the appointment of the external auditors.

EMPLOYEE BENEFIT COMMITTEE

Reviews, monitors and makes recommendation to the Board regarding modifications to employee group insurance and benefits plans, makes recommendation to the Board regarding modifications to the Pension Plan.

EXECUTIVE COMMITTEE

Reviews draft Board agendas and documentation, decides on matters requiring urgent attention between Board meetings.

FINANCE COMMITTEE

Reviews and makes recommendations to the Board regarding the annual operating and capital budgets and examines and reports on the quarterly results and projections in relation thereto, reviews and recommends all major university borrowings, financings and expenditures.

GOVERNANCE AND ETHICS COMMITTEE

Reviews and makes recommendations to the Board regarding governance rules and related policies and procedures, oversees the application of the Code of Ethics, recommends the appointment of external Governors, Board Chair and Vice-Chairs, Chancellor and Deputy Chancellor, evaluates the performance of the Board.

HONORARY DEGREE AND CONVOCATION COMMITTEE

Approves matters relating to convocation policy, reviews and makes recommendations regarding proposals for honorary degree and Faculty awards of distinction recipients.

HUMAN RESOURCES COMMITTEE

Recommends and oversees the implementation and application of human resources policies for the University's employees and senior management personnel, makes recommendation to the Board in connection with the collective bargaining mandates as well as tenure and sabbatical leave of academic personnel.

REAL ESTATE PLANNING COMMITTEE

Reviews and makes recommendations to the Board regarding plans for the management and development of the University's real estate, makes recommendations regarding policies and major expenditures with respect to the construction, expansion, repairs and renovations of buildings, facilities, premises and properties as well as the acquisition or disposal thereof.

ORIENTATION AND RETREAT

An orientation and welcome session was held on September 2, 2014 which focused on general information and University governance, provided an academic overview and addressed the University's financing. Moreover, a Board retreat was held on January 28, 2015 designed around the theme "The Future of the University and the Future of Learning".

MEETINGS

Board members were convened to seven meetings during the 2014/2015 academic year:

- September 17, 2014
- October 22, 2014
- December 10, 2014
- February 11, 2015
- April 15, 2015
- May 20, 2015
- June 11, 2015

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

GOVERNANCE

Pursuant to the parameters set out in the *Policy on Contract Review, Signing and Required Approvals* ([BD-1](#)) which require Board approval of all major contracts, the Board approved the renewal of the cleaning services contract, the shuttle service contract and the food services contract.

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

- *Policy on Senior Administrative Appointments* ([BD-5](#))
- *Policy on the Remuneration and Evaluation of Senior Administrators* ([BD-8](#))
- *Policy on Enterprise Risk Management* ([BD-14](#))
- *Guidelines for the Awarding of Honorary Degrees* ([BD-15](#))
- [By-Laws](#)

As a follow-up of the approval of the *Policy on Enterprise Risk Management (ERM)*, two presentations were given on the structure of the ERM program and processes, the first focusing on the University's risk register, the second on the ERM objectives, goals and benefits.

In light of the Board's oversight of environment health and safety (EH&S) matters, a presentation was given at the December meeting on the EH&S governance framework, safety programs and data injury management.

Following approval in May 2014 of a revised mandate that focused the activities of the School of Extended Learning (SEL) on continuing education and non-credit language instruction, at its May meeting, pursuant to Senate's recommendation, the Board approved the discontinuance of SEL as an academic unit, effective June 1, 2015, with the proviso that any of SEL's remaining activities be continued under the [Centre for Continuing Education](#).

The Board received regular updates regarding the implementation and progression of the new student information system (SIS) project as well as updates from the Audit Committee regarding the status of all major contracts awarded by the University.

At its May meeting the Board appointed three new Emeriti members: Francesco Ciampini, John Lemieux and Annie Tobias.

STRATEGIC DIRECTIONS

During the academic year, the President regularly updated Governors on the strategic planning process, comprised of two phases. Formally launched in January, Phase 1 consisted of strategic visioning, including a speaker series, the establishment of the Strategic Directions Advisory Committee, working groups and idea cafés, brainstorming sessions at Senate and at the Board retreat as well as extensive community consultation and feedback.

Following this exercise, the nine draft strategic priorities drafted by the Strategic Directions Advisory Committee were unveiled at the April Board meeting, and pursuant to Senate's endorsement, the Board approved the [strategic directions](#) in June. Phase 2 will commence in the Fall 2015 and consist of action planning at the department and unit levels.

BUDGET

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

At the September 2014 meeting, following measures announced by the new provincial government during the summer, a revised 2014/2015 operating budget was approved. The implementation of the government-mandated directive regarding no deficit, reduction in revenues due to changes in base funding and some reinvestments together with cuts in portions of administrative salary mass and non-salary operating expenses resulted in a variance of \$15.7 million of less revenue than initially budgeted.

Following consideration and analysis of several options by the President and his team, the budget compressions for 2014/2015 were achieved by the establishment of a voluntary departure program (VDP) for administrative and support staff in the Fall 2014, expense reductions and delayed investments and enrolment growth.

The 2015/2016 operating budget was approved at the May Board meeting, with a projected deficit of \$8.2 million, which will be paid back over a period of four to five years, according to a payment schedule to be agreed upon between the University and the Ministère de l'Éducation, Enseignement supérieur et Recherche (MEESR).

The 2014/2015 to 2016/2017 capital budget was also approved at the May Board meeting. This budget is comprised of funds provided by the MEESR under a specific envelope dedicated to capital assets and which cannot be transferred to the operating budget.

At the June Board meeting, the Board approved per-credit tuition fee increases for international students in some ENCS and JMSB deregulated programs, representing an overall increase of 2.48% effective for the Fall 2015 term.

HUMAN RESOURCES

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

- Association of Concordia University Management and Administrative Employees (ACUMAE)
- Concordia University Continuing Education Part-time Faculty Union (CUCEPTFU)
- Concordia University Faculty Association (CUFA)
- Concordia University Library Employees' Union (CULEU)
- Concordia University Professional Employee Union (CUPEU)
- Concordia University Support Staff Union (CUSSU)
- Concordia University Union of Support Staff – Technical Sector (CUUSS – TS)
- PSAC Teaching Assistants (TRAC – TA)
- PSAC Research Assistants (TRAC – RA)
- PSAC Non-student Research Assistants and Associates (PSAC)
- United Steel Workers (Local section 9538 (SGW) (Métallos - SGW)
- United Steel Workers (Local section 9538 (Loyola) (Métallos – Loyola)

The Board also ratified settlements between the University and:

- Concordia University Part-Time Faculty Association (CUPFA)
- United Steel Workers (Local section 9538 (Loyola) (Métallos – Loyola)

Following a successful search, Dr. Rebecca Duclos was appointed Dean of Fine Arts for a five-year term beginning on August 1, 2015.

REAL ESTATE

In keeping with the University's short and long-term space development plan, Board approval was sought and obtained in connection with the renovation and expansion of the Webster Library located on the SGW Campus as well as for some other acquisition opportunities.

GENERAL

To deepen their knowledge and understanding of the University's operations, academic life, ongoing initiatives and partnerships, during the year Governors benefited from presentations on [District 3 Centre for Innovation and Entrepreneurship](#), [Research strategies and successes](#) and the [Co-op program](#).

MEMBERSHIP

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

MEMBERS	Dr. Gina Cody President CCI Group Inc.	Me John Lemieux Consultant/Counsel Dentons Canada S.E.N.C.R.L.
Ex-officio		
Dr. Alan Shepard President and Vice-Chancellor	Mr. Jean-Pierre Desrosiers, FCA Associé Fasken Martineau DuMoulin S.E.N.C.R.L.	Me Marie-José Nadeau (Vice- Chair of the Board) Chair World Energy Council
External members		
Ms. Françoise Bertrand President and CEO Fédération des chambres de commerce du Québec (FCCQ)	Ms. Hélène F. Fortin, FCA Partner Gallant & Associés, S.E.N.C.R.L.	Mr. Michael Novak Senior Advisor and Consultant
Mr. Jeff Bicher, CFRE CEO, Executive Director Hillel Montreal	Mr. Norman Hébert, Jr. (Chair of the Board) President and CEO Groupe Park Avenue Inc.	Mr. Georges Paulez Managing Director and CEO Mirabaud Canada Inc.
Me Antoinette Bozac Deputy General Counsel Canada Mortgage and Housing Corporation (CMHC)	Ms. Mélanie La Couture Executive Director Montreal Heart Institute Foundation	Ms. Suzanne Sauvage President and Chief Executive Officer McCord Museum
Me Francesco Ciampini Attorney		Ms. Annie Tobias Director, Leadership Institute The Jewish Community Foundation of Montreal

Representing the Faculty

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

Dr. Sandra Betton
Associate Professor
Department of Finance

Dr. Daniel Cross
Associate Professor and Chair
Department of Cinema

Dr. Norman Ingram
Professor
Department of History

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

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

Representing Graduate Students

Mr. Firas Al Hammoud

Representing Undergraduate Students

Mr. Benjamin Prunty
Ms. Melanie Hotchkiss
(alternate)

Representing the Administrative and Support Staff

Ms. Frédérica Martin
Manager
Academic Programs and
Development

Non-voting observer

Mr. Jonathan Wener, C.M.
Chancellor

Secretary-General

Me Bram Freedman
Vice-President, Development
and External Relations, and
Secretary-General

Secretary of the Board of Governors

Ms. Danielle Tessier
Director, Board and Senate
Administration

