

CONCORDIA



BOARD OF GOVERNORS  
**ANNUAL REPORT**  
2017-2018

## CONTENTS

Chair's Message	1
Mandate	2
Standing Committees	2
Appeals Committee	
Audit Committee	
Employee Benefit Committee	
Executive Committee	
Finance Committee	
Governance and Ethics Committee	
Honorary Degree and Convocation Committee	
Human Resources Committee	
Part-time Employee Benefits Committee	
Real Estate Planning Committee	
Meetings	2
Policy documents and procedures	
Processes	
Strategic directions	
Budget	
Academic units	
Human Resources	
Pension plan	
Appointments	
Real Estate	
General	
Membership	5

## CHAIR'S MESSAGE

Concordia's capacity to maintain its upward trajectory year after year is impressive, and 2017/2018 was no different.

The research funding our scholars receive from major granting institutions continues to rise. In the QS 'Under 50' ranking, Concordia was named top university in Canada and second in North America. We also tied for best university in the nation in the Times Higher Education Top 150 Young Universities ranking. Such recognitions led to another year of record applications and enrolment.

Our Strategic Directions continue apace, with the strong and enthusiastic participation of faculty, students and staff this year at our consultations for our Digital Strategy – a key differentiator for our next-gen university.

We are happy to carry this momentum into our most ambitious fundraising effort in the university's history: The Campaign for Concordia: Next-Gen. Now, launched in November. Thanks to the generosity of our strong networks, we've already secured more than half of our \$250-million goal.

All this good news certainly helps us attract and retain talented Board members, whose judgment and vision are crucial to the university's success. I would like to thank those whose term of service concluded at the end of June 2018 and welcome all incoming members as of July 1.

On behalf of all our Board members, it is both an honour and a pleasure to help carry out Concordia's mission to improve society, one educated citizen at a time.



Norman Hébert jr.

## MANDATE

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

## STANDING COMMITTEES

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

### APPEALS COMMITTEE

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

### AUDIT COMMITTEE

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

### EMPLOYEE BENEFIT COMMITTEE

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

### EXECUTIVE COMMITTEE

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

### FINANCE COMMITTEE

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

### GOVERNANCE AND ETHICS COMMITTEE

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

### HONORARY DEGREE AND CONVOCATION COMMITTEE

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

### HUMAN RESOURCES COMMITTEE

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

### PART-TIME EMPLOYEE BENEFITS COMMITTEE

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

### REAL ESTATE PLANNING COMMITTEE

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

## MEETINGS

Board members were convened to eight meetings during the 2017/2018 academic year:

August 24, 2017 *	February 8, 2018
September 13, 2017	April 18, 2018
October 25, 2017	May 23, 2018
December 5, 2017	June 18, 2018

\* Restricted Closed Session

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

## POLICY DOCUMENTS AND PROCEDURES

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

- The *Terms of Reference of the Ombuds Office (BD-2)* were revised mainly to update some terminology and employ gender neutral language.
- The *By-Laws* were amended to modify the composition of Senate to account for the addition of one part-time faculty member from the Faculty of Engineering and Computer Science as a non-voting member, to incorporate the mandate of newly-established Part-Time Employee Benefits Committee and modify the mandate of the Employee Benefits Committee to include changes stemming from the creation of the Part-Time Employee Benefits Committee.
- Approval was obtained to petition the Government of Quebec so that it amend the University's Act of Incorporation (commonly referred to as its "*Charter*") via decree in order to increase the value of the maximum borrowing capacity of the University from \$700 million to \$1 billion and to increase the replacement value of the real estate properties owned by the University from \$1.5 billion to \$2.2 billion.
- Major revisions to the *Policy for Travel and Other Allowable Expenses (CFO-3)* were approved in conjunction with the establishment of the *Policy on Hospitality, Meetings and Events (CFO-10)*. There is now a clear segregation of expenses related to travel (transportation, accommodations, meals, visitors and local conferences), which are included in *CFO-3*, while those related to hospitality (venue rentals, promotional and business meals, gifts and official internal events and training) are included in *CFO-10*.

## PROCESSES

Pursuant to the parameters set out in the *Policy on Contract Review, Signing and Required Approvals (BD-1)* which require Board approval of all major contracts, the Board approved the awarding of a security services contract as well as the hiring of the carriers for the employee group insurance.

## STRATEGIC DIRECTIONS

During the academic year, the Board received updates in connection with the strategic planning process following the approval of the *strategic directions* by the Board in June 2015.

An update on the key performance indicators was given at the September Board meeting, which focused on four of the nine strategic directions: Double our Research, Teach for

Tomorrow, Grow Smartly, and Take Pride.

At the October meeting, the Board received a two-part update on the *strategic directions*, the first focusing on a review of the *first moves* accomplished during the previous academic year following the implementation of the strategic directions, the second looking as to how the strategic directions can contribute to the attainment of the University's vision and ultimate objective of becoming a next-generation university.

## BUDGET

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

Following the government-mandated 3.28% increase of the tuition fees in all regulated programs effective for September 2018, the Board approved the same increase for international undergraduate students in ENCS and JMSB Cycle I deregulated programs as well as an increase of 2.7% for some administrative fees.

The 2018/2019 operating budget was approved at the May Board meeting, with a projected deficit of \$1.9 million. The 2017/2018 to 2020/2021 capital budget was also approved at the May Board meeting. This budget comprises funds provided by the Ministère de l'Éducation et de l'Enseignement supérieur (MEES) under a specific envelope dedicated to capital assets and which cannot be transferred to the operating budget.

## ACADEMIC UNITS

The Board approved Senate's recommendations to modify the name of the following units:

- Faculty of Engineering and Computer Science to the Gina Cody School of Engineering and Computer Science
- Department of Exercise Science to the Department of Health, Kinesiology and Applied Physiology

## HUMAN RESOURCES

On recommendation of the Human Resources Committee, the Board approved the formalization and updating of the parameters of the Supplemental Retirement Plans for Concordia Employees.

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

- Concordia University Continuing Education Part-Time Faculty Union (CUCEPTU)
- Concordia University Library Employees Union (CULEU)

- Concordia University Professional Employees Union (CUPEU)
- Concordia University Part-Time Faculty Association (CUPFA)
- Concordia University Support Staff Union (CUSSU)
- CSN Trades – Sir George Williams Campus (CSN Trades - SGW)

The Board also ratified settlements between the University and:

- Concordia University Continuing Education Part-Time Faculty Union (CUCEPTFU)
- Concordia University Library Employees Union (CULEU)
- Concordia University Professional Employees Union (CUPEU)
- Concordia University Part-Time Faculty Association (CUPFA)
- Concordia University Support Staff Union (CUSSU)
- CSN Trades – Sir George Williams Campus (CSN Trades - SGW)

#### APPOINTMENTS

Following successful evaluations conducted in accordance with the *Policy on the Remuneration and Evaluation of Senior Administrators* (BD-8), the following senior administrators were reappointed for a second term:

- Paula Wood-Adams as Dean, Graduate Studies for a term beginning on July 1, 2018 and ending on June 30, 2023.
- Guylaine Beaudry as University Librarian for a term beginning on July 1, 2019 and ending on June 30, 2024.
- Amir Asif as Dean, Faculty of Engineering and Computer Science for a term beginning on August 1, 2019 and ending on July 31, 2024.

In accordance with article 24 of Policy BD-8, the term of the Dean, Faculty of Arts and Science, André Roy, was extended for a one-year period beginning on August 1, 2019 and ending on July 31, 2020.

On recommendation of the Secretary-General, the Ombudsperson, Amy Fish, was reappointed for a five-year term beginning on March 14, 2018 and ending on March 13, 2023.

On recommendation of the Governance and Ethics Committee, Norman Hébert jr. was reappointed Chair of the Board of Governors, for a two-year term beginning on July 1, 2018, while Françoise Bertrand and Frédérica Martin were reappointed Vice-Chairs of the Board representing the external members and internal members, respectively, for a one-year term beginning on July 1, 2018.

On recommendation of the President, the Board of Governors appointed Marcel Dupuis Interim Vice-President, Advancement and External Relations effective July 6, 2018, until such time that a permanent incumbent will have been appointed.

#### 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 sale of a piece of the Grey Nuns' land to the Ministry of Education for the development of an elementary school, the acquisition of properties located on Guy Street and de Maisonneuve Blvd. West as well as renovation projects regarding the 3<sup>rd</sup>, 4<sup>th</sup>, 6<sup>th</sup> and 10<sup>th</sup> floors of the Hall Building and the 7th floor of the Webster Library Building.

#### GENERAL

To deepen their knowledge and understanding of the University's operations, academic life, ongoing initiatives and partnerships, during the year Governors benefited from presentations in connection with the Concordia University Alumni Association strategic plan, the Canada Excellence Research Chair, the 4<sup>th</sup> Space as well as District 3 and its arm Galilei, which provides services to startup companies and larger enterprises working on innovation.

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

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

The Director, Internal Audit has confirmed having received no disclosures under the Act during the 2017/2018 academic year. The foregoing constitutes the public dissemination required under the Act.

## MEMBERSHIP

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

### Ex-officio

Alan Shepard  
*President and Vice-Chancellor*

### External members

Helen Antoniou  
*Executive Coach and Strategy Consultant*

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

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

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

Gabriel Bran Lopez  
*Founding President  
Youth Fusion*

Gina Cody  
*President  
Gina Cody Foundation*

Jean-Pierre Desrosiers, FCA  
*Strategic Advisor  
PSB Boisjoli S.E.N.C.R.L. - LLP*

Hélène F. Fortin, FCA  
*Partner  
LF&B – CPA inc.*

Rana Ghorayeb  
*Senior Vice-President, Global Investment Infrastructure  
Caisse de dépôt et placement du Québec*

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

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

Michael Novak  
*Senior Advisor and Consultant*

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

Philippe Pourreaux  
*Senior advisor and consultant*

Suzanne Sauvage  
*President and Chief Executive Officer  
McCord Museum*

### Representing the Faculty

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

Jarrett Carty  
*Associate Professor  
Liberal Arts College*

Daniel Cross  
*Associate Professor  
Department of Cinema*

Claudine Mangen  
*Associate Professor  
Department of Accountancy*

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

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

### Representing Graduate Students

Chaim Kuhnreich

### Representing Undergraduate Students

Leyla Sutherland  
Robert Young (alternate)

### Representing the Administrative and Support Staff

Frédérica Martin (Vice-Chair of the Board)  
*Manager  
Academic Programs and Development*

### Non-voting observer

Jonathan Wener, C.M.  
*Chancellor*

### Secretary-General

Frederica Jacobs  
*Secretary-General and General Counsel*

### Secretary of the Board of Governors

Danielle Tessier  
*Associate Secretary-General*

