



Concordia

YOUR UNIVERSITY SERVICES

WORKING TOGETHER TO BUILD A BETTER UNIVERSITY
FOR OUR STUDENTS, FACULTY AND STAFF

SERVICES SECTOR ANNUAL REPORT

2013-14

CONCORDIA



MESSAGE FROM ROGER CÔTÉ, VICE-PRESIDENT, SERVICES

This has been a productive year in the Services sector, one we can be proud of.

Work on the new Student Information System (SIS) has continued since the project kick-off in March 2013. Now, the university's largest IT implementation project to date launches in January 2015. [Read more on the next page.](#)

An impressive nine collective agreements were signed: CUUSS-TS, CUPEU, CUFA, CULEU, United Steelworkers (Loyola and Sir George Williams), CUSSU, TRAC, TAs and RAs.

A number of facilities were renovated to reach the highest standards in their respective industries. In November 2013, we launched an NHL-class upgrade to the [Ed Meagher Arena](#). The conversion of the chapel in the Grey Nuns Building into the [Reading Room](#) was shortlisted for an award from the Quebec Religious Heritage Council.

The [Alumni Auditorium \(H-110\)](#) and [J.A. DeSève Cinema](#) received renovations to meet state-of-the-art digital cinema technology standards, making them film-festival quality. And the Mel Hoppenheim School of Cinema is

also using the [next-generation digital cinema technology](#), a major shift that positions the school as one of the best cinema schools in Canada ([pages 4 and 5](#)).

We continue to support a number of sustainable initiatives ([page 10](#)) and were recognized as Quebec's most energy-efficient university for the 17th consecutive year. Read about this award and others bestowed upon us this past year on [page 8](#).

We made a number of innovations on behalf of the university, such as being the first Quebec university bookstore to offer eCoursepacks, and one of the first three Canadian universities to offer a self-cook station in the cafeteria. We are all a bit safer on campus with a new security IT infrastructure installed by the Department of Security, along with HD surveillance cameras.

And progress continues with several IT pilot projects on the go in the academic sector. ([see page 9 for all innovations](#)). And on [pages 12 to 15](#), you'll read about just a few of our star employees who contribute to our success.

But first, read about our major accomplishments this year.



THINKING BIG, MOVING FORWARD

Some major university projects worked on this year span multiple years.

Although only approved by the Board of Governors in October 2014, the Webster Library Transformation project began in earnest in 2013 with stringent planning by **Facilities Management** in order to increase available space. By expanding onto the fifth floor of the J.W. McConnell Building, the total area of the R. Howard Webster Library will increase by 27% to 16,240 m² from 12,795 m². The finished product will result in more than double the number of study seats as well as additional group study rooms and seminar/conference/multi-functional rooms, and new technology and furniture. "Our goal is to play a positive role in the transformation of the student learning experience by designing a next-generation library — one that provides students with the best digital learning and interactive environment to promote critical thinking, research and innovation," says University Librarian Guylaine Beaudry. "This exciting two-year project, a close collaborative effort between Concordia's Libraries and Facilities Management, kicks off in winter 2015 and is slated for delivery in fall 2017."

The intensive project to replace the Student Information System (SIS) is underway and the first phase is to launch in January 2015. In partnership with the Office of the Registrar, **Instructional and Information Technology Services** (IITS) is implementing a state-of-the-art integrated information system that will replace a number of legacy systems. "This is a major investment for the university that will result in improved services for our faculty, staff and students," says Terry Too, SIS project director. *Read about Tim Ni's experience rolling out the SIS on [page 13](#).*

The Ed Meagher Arena has received a major upgrade, raising it to NHL standards and generating up to 60% more ice time for the varsity, intramural and other teams that use the arena. "The additional ice time allowed us to host the National Junior Team Development Camp in August, including three exhibition games between Team Canada, the Czech Republic and Russia," notes Athletic Director Patrick Boivin. "And it creates additional time for the hockey skills camps offered to the public throughout the year." The arena also boasts two new locker rooms, a warmer seating area for the fans, and a new carbon-dioxide refrigeration system that is both safer and less expensive to use.

In August 2013, **IITS** and University Communications Services (UCS) reached a major milestone in the Web Content Management System (WCMS) project with the launch of Concordia.ca, as well as the first faculty and staff private intranet called Cspace. IITS and UCS are now migrating more than 200 websites into the new system, providing improved information accuracy and architecture and improved access to information, as well as a consistent visual identity. "The WCMS project is a considerable undertaking for which we rely on the support and expertise of our IT department," explains Lucy Niro, director of Web Communications within UCS. "This universal system facilitates web content publishing and management, thereby making it possible for us to create and maintain a dynamic web presence to better serve the needs of our diverse audiences, especially our prospective and current students."





CONTRIBUTING TO OUR LOCAL COMMUNITY

As an innovative, urban university, Concordia is committed to being an engaged neighbour and an active community player. Not only is it important to give back in the way of contributing towards charities, but also to win the attention and engagement of our neighbours, community groups and other institutions and contribute to the rich fabric of Montreal life.

The H-110 Alumni Auditorium is now fully digitized with projectors and screens that meet Digital Cinema Package (DCP) standards, the worldwide model for distributing and projecting movies in a digital format. With a vastly improved sound system, additional wheelchair seating and an energy-efficient LED lighting system that allows for much more control and flexibility, the venue is film-festival-quality and promises to keep popular festivals coming back year after year, such as Fantasia, the International Festival of Films on Art and the Rencontres internationales du documentaire de Montréal (RIDM). RIDM's director of programming, Charlotte Selb, says the festival strengthened its ties with the university this year in large part because of the major upgrades. "It's really one of the best theatres in town."

The upgraded J.A. DeSève Cinema also promises a top-of-the-line viewing experience. With new AV, sound and lighting technology, and the replacement of its 20-year-old screen, the DeSève is now fully digitized and also meets DCP standards. Yet, an "interesting distinction about our cinemas is that we're maintaining the analog technology as well (35mm and 16mm film), which is still ... very attractive to festivals who want to show older and archival films," says Katie Gilkes, manager of Cinemas in IITS. "Finding a theatre in Montreal that has the staff and equipment to screen films on all formats is becoming increasingly rare."

The Concordia team for the 2014 Pedal for Kids fundraising campaign raised \$26,180.31, the third-highest contribution of the 29 teams that took part. Co-coordinated by staff in **Human Resources**, our team rode the custom-built Mighty Bike for 30 in support of the Montreal Children's Hospital. To raise money, they also held a bake sale, raffle and silent auction in May. Raised funds go towards buying equipment, funding research and the construction of the new hospital.



SUPPORTING OUR INTERNAL COMMUNITY

The Grey Nuns Building garnered a lot of attention when it was officially re-opened in September. Renovations by **Facilities Management** to the east wing saw 355 residence beds added, upgrades to the cafeteria and kitchen facilities, as well as the conversion of the chapel into a 350-seat Reading Room. It's obvious our students were impressed: The Grey Nuns was the hottest topic on social media for the month of September! The transformation of this historical landmark, which represents the history of the Grey Nuns congregation, was lauded as "stunning" by media outlets such as University Affairs, and the Montreal Gazette called it a " 'tour de force' in adapting the historic convent to the needs of a modern, non-denominational university while protecting the integrity of the 145-year-old structure."

And now all filmmaking students in the Mel Hoppenheim School of Cinema are working with digital cinema technology. This is a major shift from a primarily analog-based academic program to a state-of-the-art digital film production academic program, securing its place as one of the best cinema schools in Canada. Students can take advantage of more than 50 high-end digital cameras, in addition to more than twenty Mac Pro editing suites, supported with cutting-edge tools such as Rohde & Schwarz DVS Clipsters,

and DaVinci Resolve colour-correction workstations. "Students have access to the fastest broadband speeds of any Canadian university cinema department," asserts Daniel Cross, chair of the school of cinema. "The support and cooperation from **IITS** following the transition from analog to digital provided what the school needed in the way of storage and networking support."

In addition to having signed nine collective agreements over the year, **Human Resources** has enhanced the collective bargaining framework and worked with employee group leadership to draft a set of guiding principles to frame negotiations moving forward. The university has more than 13 employee groups.

The university's growing cohort of retirees now has its own space on Concordia.ca, thanks to the team in **HR**. The [Pensioners' Corner](#) is a handy repository of information tailored to life after employment, including details on the health plans and insurance, and links to the Concordia University Pensioners' Association website and the government pension plans.

The **HR** team also created [Working at Concordia](#), a web space that highlights our innovative and rich working environment for those seeking employment at the university.

FACTS & FIGURES



FINANCIAL FIGURES

Budget by area in \$M	
Facilities Management	30.0
Business operations	25.6
Instructional and Information Technology Services	12.7
Security	6.2
Human Resources	5.1
Provisions for strategic initiatives	2.2
Environmental Health and Safety	1.8
Office of the Vice-President, Services	1.1
Total	84.7

Revenues	
Campus Retail Stores	16.6
Commercial leases	6.0
Hospitality Concordia	3.4
Residences	3.0
Ancillary revenues	0.3
Total	29.3
Net expenditures	55.4

AWARDS

For the 17th consecutive year, Concordia was named Quebec's most energy-efficient of the major Quebec universities, thanks to **Yves Gilbert**, director of Engineering and Building Performance, and his talented colleagues in **Facilities Management**. His skill and perseverance has made our building automation and energy savings program such a success that Concordia consumes the least energy per square metre. "It is a challenge to maintain this ranking," explains Gilbert, now retired. "Our commitment to sustainability certainly helps." He went on to explain that Concordia follows the Leadership in Energy and Environmental Design (LEED) principles and that heat recovery is the most efficient way to reduce costs. "We made sure to incorporate as many energy efficiency features as possible while keeping costs at a reasonable level."

The event management system implemented last year by **Hospitality Concordia** was recognized by the Canadian Association of University Business Officers (CAUBO) with a Quality and Productivity award. Measured on innovation and the impact on quality and productivity, MyEvents placed third in the themed category (one of only two categories) because the centralization of processes and documents has simplified event organization at the university and

has reduced response time by 75% and now requires 80% fewer follow-ups. As reported in the summer 2014 issue of CAUBO's University Manager, "A simpler process means more events on campus and enhances community engagement."

An award was presented to **Marie-Josée Allard** at this year's Sustainability Champions Gala for her role as the logistical committee chair for the [Acfas Congress](#). The director of Hospitality Concordia worked with the Acfas team to implement a series of eco-responsible measures at the congress.

Nancy Curran was honoured with an Outstanding Faculty/Staff Award during the Alumni Recognition Award ceremony held in 2013. She was recognized for her passion and commitment to many volunteer causes, such as Concordia's Magical Penny Jar, the annual Shuffle walkathon and the Concordia Toastmasters Club, and is instrumental in Concordia's annual Centraide campaign as the university's events ambassador. Her previous honours include the Concordia Council on Student Life Outstanding Contribution Award, two Engineering and Computer Science Council on Student Life staff awards, the Garnet Key Award and the Concordia Volunteer Recognition Award.



INNOVATION

When the Buzz Bistro on the Loyola Campus was refurbished, a self-cook station called MyPantry was added, matching the great facilities at the Grey Nuns and making Concordia one of the first three Canadian universities to offer this innovative service that allows students to cook for themselves instead of choosing an option prepared by someone else. And the students love it!

IITS is leading the charge in providing multiple innovative tools to support our teachers and students. Three pilot projects were introduced in 2013-14:

- A lecture-capture technology was tested with a dozen teachers
- A distance-learning technology was tested with half a dozen teachers
- The learning management system known as Moodle was updated to its latest version, providing more features to teachers and students, including a new library service feature.

As the first university bookstore in Quebec to offer eCoursepacks, the **Campus Retail Stores** offers students a savings of up to 50% compared to a paper coursepack,

and it's in line with our sustainability objectives. Accessible on any device with an internet connection, eCoursepacks offer the ability to highlight, underline, and add notes, drawings and annotations, all of which are saved automatically. What began in the summer of 2013 with 6 titles has expanded to include more than 80% of all 800 coursepacks, and 1,155 have been sold so far. "Since almost every student has a compatible device, this format is expected to continue growing in popularity," says Ken Bissonnette, Operations and Text Manager.

The **Security Department** has completed a complex, five-year modernization project in 2014, and they did it under budget! They combined a number of disparate, aging technologies into one integrated security system that not only improves the safety of the Concordia community but has also reduced their cost of operations. The old closed circuit television system has been replaced by high-definition technology using fibre-optic cables, and cameras with 180- or 360-degree field of vision. This new equipment supports our objectives of providing a safe environment.





SUSTAINABILITY

A waste reduction pilot project was conducted by **Environmental Health and Safety (EHS)** on floors 4, 8 and 11 of the Guy-Metro Building that involved removing trash bins (landfill waste) from individual offices and adding compost bins to kitchenettes and washrooms, mainly for used paper towels. Through stakeholder collaboration, education and consultation, the pilot project allowed for the diversion of 80% of landfill waste to recycling and composting. [Acquiring a university-wide rate of 70% diversion of landfill would allow the university to reach the top-level certification by RECYC-QUÉBEC.](#)

The NHL-quality Ed Meagher Arena uses a new and innovative ice refrigeration system developed in Quebec that uses carbon dioxide (CO₂), a non-toxic and energy-efficient refrigerant. And the heat extracted from the ice-making process is reused for space and domestic-water heating, reducing gas consumption and greenhouse gas emissions. Furthermore, **Facilities Management** installed a very efficient LED lighting system that produces great light, contains no mercury, reduces electrical consumption and lasts much longer than the old system.

Let's face it: we're never going to be entirely paperless. But it doesn't mean we've stopped striving to reduce our paper consumption. Two major uses of paper have been eliminated this year: **Security's** incident reports are now paperless, and **HR** eliminated printed pay stubs.

The implementation of reusable biohazardous waste collection bins by **EHS** has reduced the cost of disposal by 14.4%. Not only are the bins now sterilized and returned to the university, which also reduces our environmental impact, the collection has been centralized on the Loyola Campus, reducing the service fees associated with multiple pick-up locations.

As the result of a large-scale collaboration across the university, a small garden behind the John Molson School of Business Building is supplying greens to the student-run Hive Cafés and newly created Concordia Farmers Market for consumption by our community. This initiative was undertaken by le Campus Potager (formerly known as Concordia Rooftop Garden Project), a part of Concordia Food Coalition initiatives, with the support of **Facilities Management** along with the City Farm School and Associate Professor Satoshi Ikeda and his students in a three-credit internship course in sustainability minor program. "Aside from access to fresh produce on campus, this project has provided a true example of experiential learning outside of the classroom," explains Ikeda.

Looking forward, **Facilities Management** has begun monitoring water use as part of a water reduction program with a goal of 20% reduction in use by 2017.



TALENTED STAFF

MELANIE BURNETT, DIGITAL STORES

Through her career at Concordia, Melanie Burnett is able to unite two great loves.

"It's my love of print and my love of sustainability working together," says Burnett, manager of Concordia's Digital Store, which encompasses the print store, print advising and the administration of DPrint.

Burnett first joined Concordia as a supervisor in November 2012, after spending 10 years in the field of book manufacturing.

"Printing gets a bad rap because people tend to automatically think of clear-cutting. At the Digital Store as a whole, we place a focus on bringing in eco-friendly products as much as possible," she explains. "We'd like to lead the way, so we're looking all the time at ideas of how to reduce our waste and increase the use of recycled goods."

Burnett oversees printing projects of all sizes, including the university's stationery and those too large to be handled in-house. She also manages Campus Corner, "a quick service area for students where we offer everything from passport photos to school supplies and snacks," she describes. "It's kind of like an on-campus convenience store, and it's new, so we're still learning about what sells, what people are looking for and what other items we can provide to help make students' lives a little easier."

Another key part of Burnett's job is ensuring customer satisfaction. "I not only try to make sure my clients are content but also that my team is content," beams Burnett. "A happy customer is a repeat customer, and a happy staff member helps keep that repeat customer."

MAHDI ZIANI, SECURITY DEPARTMENT

Mahdi Ziani couldn't agree more with William A. Foster about the importance of quality performance.

"'Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives,'" says Ziani (pictured, centre). The quality-control and training specialist in the Security Department continues, "Security does not just happen, there's a real effort behind it. That's why I like that quote."

For Ziani, security is about performing risk analyses and investigations and offering training and technical support where needed. "I also write internal security procedures, and produce various forms of presentations for the university's departments."

Ziani came to Concordia 11 years ago as a team supervisor in the Security Department. His current position was created in 2009.

"There are always new concepts, new trends, new methods, new challenges and new legislation. We follow the news and we see if there are any amendments to bylaws, and we amend our procedures that come from the federal, provincial and municipal levels," he explains. "I am very proud of the security at Concordia University. What we realize is that we have one of the best security services throughout Quebec."

Ziani, who works with a team of about 120 personnel, said feedback plays an important role in his team's success. "That's how we are able to make improvements. Whenever there's positive feedback about one of our security personnel, it tells me that my job has been done properly and we're going in the right direction."



TIM NI, INSTRUCTIONAL AND INFORMATION TECHNOLOGY SERVICES

When Concordia's new Student Information System launches in January 2015, proverbial wedding bells will ring.

"To me, it's sort of like a marriage," says Tim Ni, manager of Application Development for the Student Information System (SIS) at Concordia and technical lead on the new SIS project. "Our go-live will be the wedding ceremony. I think of it not as finishing a project, but just starting, because then we'll be learning all the ways we can leverage it for the next 20 years."

Ni, who was first employed as a program developer at Concordia in 2000, is responsible for all the programmers and developers at the university who have been working on the new SIS project for the last year and a half.

"Fifteen years ago, when I came to the job, online course registration was one of the first projects I worked on," said Ni. "I was the main programmer for that project and we've come a long way since then. It's kind of full circle because now I'm managing the team that's re-implementing online registration with a whole bunch of new features. It's very exciting."

Ni says working on the new SIS has provided him with a most valuable opportunity.

"In my 15 years here, I don't think we've ever done anything as big as this in terms of software, so I feel lucky to be on this project," he says with a smile. "It's probably a once-in-a-lifetime opportunity."





DANIEL PAGÉ, ENVIRONMENTAL HEALTH AND SAFETY DEPARTMENT

Teaching about possible dangers is a routine that Chemical Safety Officer Daniel Pagé must start from the beginning every single term.

“Essentially there are a lot of labs here working with chemicals, so I do a lot of training to make sure people are compliant with legislation,” explains Pagé. “I am educating, too, on the proper disposal of chemicals, because obviously there are some precautions that need to be taken when you’re working in a lab as opposed to when you’re working in an office.”

Chemical safety training is a requirement for all students, technicians, faculty members and those managing facilities where chemicals are present.

“In Quebec and Canada we are bombarded with ads about safety, so there’s already a basic education on safety,” he says. “Safety in some countries is not a priority the way it is here, so there is a real need for this type of education.”

Pagé has been employed by Concordia since 2012, coming from a career as a chemist in the pharmaceutical industry.

“The education and training is the first [step to working with chemicals] and this is a bit of a wake-up for some people who aren’t aware of the risks,” says Pagé, who receives emails daily from faculty and students who have questions or concerns.

“It’s a story that gets told again and again,” he says about chemical safety. “I refine it over time, and just try to help people understand in order to be safe.”



JOSY CIRELLA, HUMAN RESOURCES

Concordia's got talent, and Josy Cirella just might be the one person who would know that best of all.

"We recruit for trades, support staff, professional staff, technical staff and management staff, including senior directors," explains the employment advisor who has been with Concordia for 30 years.

Cirella got her start in the Human Resources department in 1984. In the late 80s, she was instrumental in introducing the university's Job Evaluation Program, which was implemented in 1991.

Involved in every aspect of the hiring process, she receives anywhere from four to more than 210 applications for a single job opening.

"I also receive many follow-up questions from employees after they have been hired," explains Cirella, who has held her current position since 1997. "These can include questions about vacation entitlement, and follow-up from managers regarding the hiring process."

Cirella feels fortunate for the many opportunities she has had thus far at Concordia.

For Cirella, the greatest job satisfaction comes from the interaction she has with both client and candidate. "It's the opportunity of meeting the employees of the university and the new hires coming in, and being able to give them the great news that they've been selected for a position," she says with a smile. "I really enjoy that part of my job. It's very rewarding."

LUC LAGACÉ, FACILITIES MANAGEMENT

With two student residences, research facilities, labs, classrooms, a gym, an arena and even a chapel to maintain, there's never any shortage of challenges for Luc Lagacé.

"When there's an emergency that I have to respond to, I gather my team, and we take care of it as a team," said Lagacé, the technical and mechanical supervisor of Concordia's Loyola Campus. "I must say that's always a very gratifying part of my job; being able to successfully answer to all the challenges every time."

Lagacé has been employed at Concordia since 2003, upon graduating from CEGEP in Techniques of Building Mechanics.

"Every day I work closely with the leaders of my three groups — electrical, plumbing and boiler room — to ensure everything runs smoothly within all our facilities."

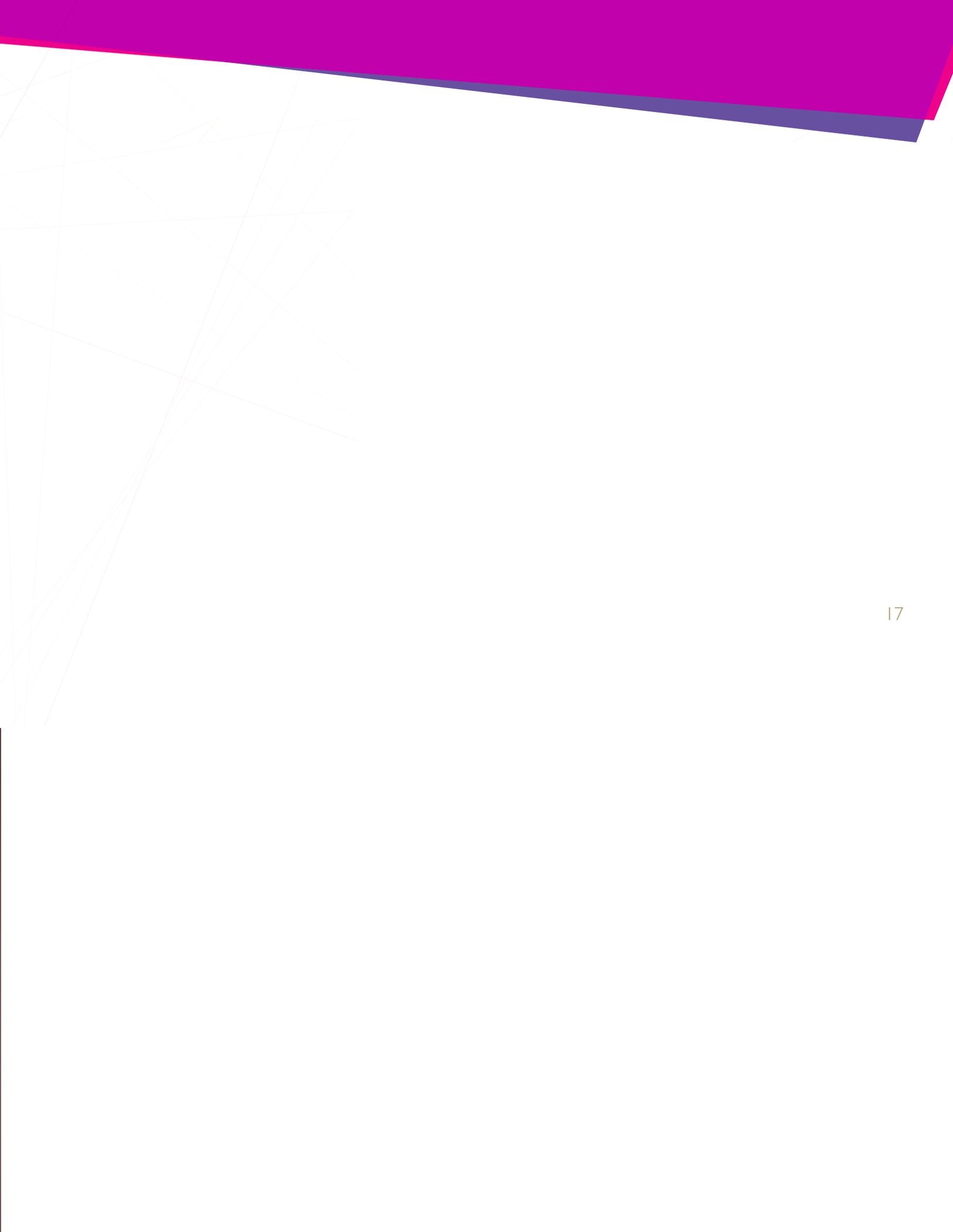
Successfully supervising the management of about 20 buildings also requires a lot of time on the computer, explains Lagacé.

"I do a lot of administration work, revising service contracts, emailing and following up with project managers and engineers to make sure all aspects of building maintenance are taken care of, and [that] our clients are happy," he says. "I have to make sure the plumbing, electrical and air quality are in good order at all times."

Throughout his years at Concordia, Lagacé has taken on many different responsibilities.

"I was first hired here as a technician in the boiler room, then I went on to become a commissioning agent, and then I applied for this position as a supervisor," recalls Lagacé. "That's something I'm very proud of — the path my career has taken."







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