



BOARD OF GOVERNORS

NOTICE OF MEETING

October 19, 2017

Please be advised that the next meeting of the Board of Governors of Concordia University will take place **at 4 p.m., on Wednesday, October 25, 2017**, in Room GM 410 (Board of Governors Meeting Room), located on the 4th floor of the Guy-Metro Building, 1550 de Maisonneuve Blvd. West, on the SGW Campus. Refreshments and light fare will be provided.

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

Members of the University community who wish to view the meeting are invited to go to the observers' room H 629, located on the 6th floor of the Hall Building, on the SGW Campus.

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

Danielle Tessier
Secretary of the Board of Governors

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

Wednesday, October 25, 2017, at 4 p.m.
Room GM 410 (Board of Governors Meeting Room)
SGW Campus

Time	Item	Presenter/s	Action
4:00	1. Call to order	N. Hébert	
	1.1 Adoption of the Agenda	N. Hébert	Approval
	CONSENT AGENDA	N. Hébert	
	2. Adoption of September 13, 2017 Minutes		Approval
	3. Requests for the use of the Concordia name (<i>Document BG-2017-8-D1</i>)		Approval
	4. Audit Committee recommendation: Système d'information financière des universités (SIFU) for the year ended April 30, 2016 (<i>Document BG-2017-8- D2</i>)		Approval
	5. Undergraduate student fee levies (<i>Document BG- 2017-8-D3</i>)		Approval
	REGULAR AGENDA		
4:05	6. Business arising from the Minutes not included on the Agenda		
4:10	7. President's report (<i>Document BG-2017-8-D4</i>)	A. Shepard	Information

4:20	8.	Concordia University Alumni Association Strategic Plan (<i>Document BG-2017-8-D5</i>)	K. Fuller	Information
4:25	9.	Annual report from the Office of Rights and Responsibilities (<i>Document BG-2017-8-D6</i>)	L. White	Information
4:40	10.	Annual report from the Ombuds Office (<i>Document BG-2017-8-D7</i>)	A. Fish	Information
4:55	11.	Update on strategic directions	A. Shepard/ G. Carr	Information
5:30	12.	Other business		
5:35	13.	Adjournment	N. Hébert	

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

Held on Wednesday, September 13, 2017, at 4 p.m.
in Room GM 410 (Board of Governors Meeting Room)
located on the 4th floor of the Guy-Metro Building,
1550 de Maisonneuve Blvd. West
on the SGW Campus

PRESENT

Governors: Norman Hébert jr., *Chair*, Helen Antoniou Molson, Sandra Betton, Jeff Bicher, Antoinette Bozac (*via telephone*), William Bukowski, Jarrett Carty, Gina P. Cody, Daniel Cross (*via telephone*), Jean Pierre Desrosiers, Chaim Kuhnreich, Tony Loffreda, Frédérica Martin, *Vice-Chair*, Maria Peluso, Michael Novak (*via telephone*), Georges Paulez, Philippe Pourreaux, Suzanne Sauvage, Alan Shepard, *President and Vice-Chancellor*, Ted Stathopoulos

Alternate Governor: Robert Young

Also attending: Philippe Beauregard, Sylvie Bourassa, Graham Carr, William Cheaib, Denis Cossette, Roger Côté, Bram Freedman, Christophe Guy, Frederica Jacobs, Lisa Ostiguy

ABSENT

Governors: Françoise Bertrand, *Vice-Chair*, Gabriel Bran Lopez, Hélène Fortin, Mélanie La Couture

Non-voting Observer: Jonathan Wener, *Chancellor*

1. **Call to Order**

Mr. Hébert called the meeting to order at 4:03 p.m., welcoming new Board members as well as Christophe Guy, whose term as Vice-President, Research and Graduate Studies commenced on August 1.

While noting that new Board members received orientation, the Chair reminded returning members of their obligations with respect to understanding their role as a Governor, respecting confidentiality and adhering to good meeting practices.

1.1 **Adoption of the Agenda**

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

R-2017-7-1 *That the Agenda be approved, including the items on the Consent Agenda.*

CONSENT

2. Adoption of June 9, 2017 Minutes

R-2017-7-2 *That the Minutes of the meeting of the Open Session of June 9, 2017 be approved.*

3. Requests for the use of the Concordia name (Document BG-2017-7-D1)

R-2017-7-3 *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 requests to use the Concordia name:*

- *Artificial Intelligence Society Concordia*
- *ConcordiaCompost.ca (by the "Waste Not, Want Not" project)*
- *Concordia Fashion Business Association*
- *Concordi'ART*
- *W.U.S.C. Concordia*

4. Appointment of a member to the Administrative and Support Staff Tribunal Pool (AaSSTP) (Document BG-2017-7-D2)

R-2017-7-4 *That the appointment of Vidya Khan as a member of the Administrative and Support Staff Tribunal Pool for a term beginning immediately and ending on August 31, 2019 be approved.*

5. Delegation regarding liquor and bar permits (Document BG-2017-7-D3)

R-2017-7-5 *That the Board of Governors authorize any one of the following persons:*

- *Alan Shepard, President and Vice-Chancellor, ex-officio member of the Board of Governors*
- *Frederica Jacobs, Secretary-General and General Counsel*
- *Roger Côté, Vice-President, Services*

to manage all matters relating to liquor permits, regardless of their type or their location at Concordia University (the "University"), held or sought by University and to sign, on behalf of members of the Board of Governors, all documentation related to such permits including but not limited to any applications for new permits or modifications sought to existing permits;

That Marie-Josée Allard, Director, Hospitality, be designated as the person responsible for the day-to-day management of the bar in the MB-9 Conference Centre and, as such, be authorized to sign any document in relation to the day-to-day management of that bar.

6. Audit Committee report (Document BG-2017-7-D4)

This report is provided for information purposes.

REGULAR

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

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

8. President's report (Document BG-2017-7-D5)

As complimentary information to his written report, Prof. Shepard conveyed the record number of registrations, with Concordia welcoming approximately 9,500 new undergraduate and graduate students on campus this Fall.

He updated Governors on the status of construction projects, including the completion of the final phase of the Webster Library on the SGW Campus and the construction of the new applied science incubator which can now begin on the Loyola Campus, following the minor zoning change recently accepted by the NDG Borough Council.

He apprised the Board that Concordia was mourning the loss of Associate Vice-President, Facilities Management, Michel Nadeau, who passed away suddenly on September 3.

9. Audit Committee recommendations:

The Chair of the Audit Committee, Mr. Desrosiers, apprised the Board that the Audit Committee had met on September 5 to review the audited financial statements and the interfund transfers and is recommending their approval.

9.1 Audited financial statements for the year ended April 30, 2017 (Document BG-2017-7-D6)

In order to enhance Board members' understanding of the basis on which the financial statements are prepared, Mr. Cossette gave a short presentation to explain fund accounting.

He presented the highlights of the audited financial statements for the year ended April 30, 2017 and responded to questions. The series of notes included in the financial statements are the same as last year's, save for Note 2, which shows the impact on the operating fund balance of a prior year adjustment brought by the University in relation to the calculation of vacation payable and retroactively adjusted. This is non-recurrent adjustment.

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

R-2017-7-6 *That, on recommendation of the Audit Committee, the Board of Governors approve the financial statements for the fiscal year ended on April 30, 2017, as reported by*

Concordia's external auditors Raymond Chabot Grant Thornton and outlined in Document BG-2016-7-D6; and

That the Chair of the Board of Governors and the President and Vice-Chancellor be designated to sign the financial statements on behalf of the University.

9.2 Interfund transfers for the year ended April 30, 2017 (Document BG-2017-7-D7)

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

R-2017-7-7 *That, on recommendation of the Audit Committee, the Board of Governors approve the interfund transfers disclosed under Note 17 to the financial statements for the fiscal year ended on April 30, 2017, as set out in Document BG-2017-7-D7.*

10. Report on compliance with environmental legislation and health and safety (EH&S) regulations (Document BG-2017-7-D8)

Mr. Côté highlighted the key elements of the report, specifying that emphasis continues to be placed on prevention interventions and awareness raising. As a follow-up from the May Board meeting, the report now indicates how many of the total reported injuries are related to sports.

Following his summary, he responded to questions and comments.

11. Other business

Mr. Hébert thanked Sandra Betton and Mélanie La Couture for their contributions, both of whom will be stepping down from the Board.

12. Adjournment

The meeting adjourned at 4:50 p.m.



Danielle Tessier
Secretary of the Board of Governors



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of October 25, 2017**

AGENDA ITEM: Requests for the use of the Concordia name

ACTION REQUIRED: For approval

SUMMARY: Associations or groups wishing to use the Concordia name must obtain the permission of the Board of Governors, as set out in the *Policy on the Use of Concordia University's Name, Logo and Related Insignia, and the Governance of its Visual Character and Digital Presence* ([SG-4](#)).

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

- **Alpha Epsilon Phi Concordia**, a sorority affiliated with the Inter-Fraternity Council Concordia, whose goal is to provide fun, philanthropic, leadership programs and fundraising and events for young women who are students at Concordia.
- **Comité des Jeunes Péquistes de Concordia**, whose objective is to organize events and campaigns to promote Quebec sovereignty and issues surrounding Quebec nationalism.
- **Concordia Debate Society**, whose primary objective is to provide Concordia students with the opportunity to participate in parliamentary-style debate, thereby allowing them to improve skills such as critical thinking and public speaking.
- **Concordia Pool & Snooker Club**, whose main mission is to promote and develop skills in all cue sports for anyone interested in a recreational setting and to organize tournaments, fundraisers and social events in alcohol and/or gambling-free environments.
- **Concordia Triathlon Club**, whose mandate is to bring together members of the Concordia community who love the sport of triathlon as well as to introduce the sport to newcomers.
- **Pakistani Students Association Concordia**, whose main goal is to promote Pakistani culture within Concordia University and the Montreal community and liaise with Pakistani students who wish to attend the University.

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 requests to use the Concordia name:

- Alpha Epsilon Phi Concordia
- Comité des Jeunes Péquistes de Concordia
- Concordia Debate Society
- Concordia Pool & Snooker Club
- Concordia Triathlon Club
- Pakistani Students Association Concordia

PREPARED BY:

Name: Danielle Tessier
Date: October 12, 2017



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of October 25, 2017**

AGENDA ITEM: Audit Committee recommendation: Système d'information financière des universités (SIFU) for the year ended April 30, 2017

ACTION REQUIRED: For approval

SUMMARY: Following review at its meeting of October 17, 2017, the Audit Committee is recommending Board approval of the SIFU.

BACKGROUND: Under the "*Loi sur les établissements d'enseignement de niveau universitaire*", the University is required to produce the report entitled Système d'informations financières des universités (SIFU) on an annual basis in addition to our regular financial statements.

This report constitutes a complete set of financial statements (excluding cash flow statement) including a specific auditor's report using the format mandated by the government. It differs from the University's regular financial statements in that it is based on a specific chart of accounts and different funds structure mandated by the government. The objective is to standardize the information between all Quebec universities.

DRAFT MOTION: That, on recommendation of the Audit Committee, the Board of Governors approve the Système d'information financière des universités (SIFU) for the year ended April 30, 2017, as set out in Document BG-2017-8-D2.

PREPARED BY:

Name: Danielle Tessier
Date: October 17, 2017

Rapport sur les résultats de l'application de procédures d'audit spécifiées portant sur l'information financière de l'Université Concordia

Au ministère de l'Éducation et de l'Enseignement supérieur

Nous avons appliqué les procédures d'audit spécifiées mentionnées au *Mandat d'application de procédures d'audit spécifiées sur l'information financière des universités 2016-2017* de l'Université Concordia. Le sommaire des résultats de l'application des procédures est présenté ci-dessous :

4.1.1 Concordance du Système d'information financière des universités (SIFU) par rapport aux états financiers audités

Page du SIFU	Total des familles de comptes	Fonds de fonctionnement (en milliers de dollars)	Fonds avec restrictions (en milliers de dollars)	Fonds d'immobilisations (en milliers de dollars)	Fonds de dotation (en milliers de dollars)	Autres fonds (en milliers de dollars)	Total des fonds (en milliers de dollars)	Annexe pour conciliation
	État de la situation financière							
	Actif à court terme	+116 634	+40 530	-	-	-	-	A
	Actif à long terme	-116 634	-40 530	-	-	-	-	A
	Total des actifs	-	-	-	-	-	-	A
1	Passif à court terme	+48 759	-27 480	+121 377	-	-	-	A
	Passif à long terme	-48 759	+27 480	-121 377	-	-	-	A
	Total des passifs	-	-	-	-	-	-	A
	Soldes de fonds de l'état de la situation financière	-	-	-	-	-	-	A
2	Produits	+1 040	-	-	-	-	-	A
	Charges	+1 040	-	-	-	-	-	A
3	Excédent (insuffisance) des produits par rapport aux charges							A
4	Soldes à la fin de l'exercice	-	-	-	-	-	-	A
Aucun écart relevé <input type="checkbox"/>								

4.2.1 Concordance des annexes tributaires des mêmes données financières que les pages 1 à 4 du SIFU

L'onglet « Transmissions » ne présente aucune cohérence non respectée <input checked="" type="checkbox"/>			
Annexes modifiées à la suite de l'application des procédures d'audit spécifiées	Cellule(s) visée(s)	Nature de la modification	Commentaires
1			
2			
3			
4			
7			
9			
10			
12			
13			
14			
15			
16			
20			

4.2.2 Montants versés à titre de droits de scolarité pour des activités ou des programmes autofinancés

	Commentaires
Le classement à la ligne 1, colonne 1 de l'annexe 10 du SIFU est adéquat.	<input checked="" type="checkbox"/>
En raison d'une erreur de classement à la ligne 1, colonne 1 de l'annexe 10 du SIFU, l'annexe 10 a été corrigée par l'Université à la suite de l'application des procédures d'audit spécifiées.	<input type="checkbox"/>
Nous avons relevé aucun échec sur les 10 tests effectués.	

4.2.3 Informations additionnelles sur les virements interfonds

Volet 1	Tous les tests sur les projets inscrits à l'annexe 12A du SIFU indiquent que ces projets sont correctement identifiés.	<input checked="" type="checkbox"/>
	Les totaux correspondants entre les annexes 12 et 12A sont effectivement égaux.	<input checked="" type="checkbox"/>
	L'écart entre les totaux correspondants des annexes 12 et 12A n'est dû qu'au fait que l'annexe 12A indique seulement les virements interfonds de plus de 100 000 \$.	<input type="checkbox"/>
Volet 2	Une nouvelle annexe 12 a été produite par l'Université à la suite de l'application des procédures d'audit spécifiées.	<input type="checkbox"/>
	Une nouvelle annexe 12A a été produite par l'Université à la suite de l'application des procédures d'audit spécifiées.	<input type="checkbox"/>

4.3.1 Validation des virements interfonds

	Présence	Absence	Montant (\$)	Commentaires
Approbation des virements interfonds par le conseil d'administration	\$37 798 859	\$0		
Dépassement des virements interfonds par rapport au montant autorisé par le conseil d'administration			\$0	

4.3.2 Revenus faisant l'objet d'une affectation d'origine externe

Nombre de transactions répertoriées : 18		Total des transactions répertoriées : 5 180 779,75 \$	
Les revenus échantillonnés font tous l'objet d'une affectation d'origine externe <input checked="" type="checkbox"/>			
Identification des revenus :			
— qui ne font pas l'objet d'une affectation d'origine externe		Montants (\$)	Commentaires
— qui sont des :			
<ul style="list-style-type: none"> • dotations • apports affectés à l'acquisition d'immobilisations 			
À la suite des tests effectués, aucun écart n'a été relevé.			

4.3.3 Inscription des montants forfaitaires réglementés des droits de scolarité des étudiants étrangers

Les résultats des tests sur le poste n° 402 du SIFU ne présentent que des montants forfaitaires réglementés des droits de scolarité des étudiants étrangers.			<input checked="" type="checkbox"/>
Advenant le cas où les résultats des tests sur le poste n° 402 du SIFU démontrent que ce poste contient des opérations autres que les montants forfaitaires réglementés des droits de scolarité des étudiants étrangers, l'auditeur indépendant doit mentionner la nature et le montant de ces autres opérations.			
Nature des opérations non conformes aux dispositions du <i>Cahier des définitions</i>	Montants (\$) en cause	Commentaires	
À la suite des tests effectués, aucune opération non conforme aux dispositions du <i>Cahier des définitions</i> n'a été relevée.			

4.3.4 Inscription des montants forfaitaires des droits de scolarité des étudiants canadiens non résidents du Québec

Les résultats des tests sur le poste n° 403 du SIFU ne présentent que des montants forfaitaires des droits de scolarité des étudiants canadiens non résidents du Québec <input checked="" type="checkbox"/>		
Advenant le cas où les résultats des tests sur le poste n° 403 du SIFU démontrent que ce poste contient des opérations autres que les montants forfaitaires des droits de scolarité des étudiants canadiens non résidents du Québec, l'auditeur indépendant doit mentionner la nature et le montant de ces autres opérations.		
Nature des opérations non conformes aux dispositions du <i>Cahier des définitions</i>	Montants (\$) en cause	Commentaires
À la suite des tests effectués, aucune opération non conforme aux dispositions du <i>Cahier des définitions</i> n'a été relevée		

Nous n'avons pas procédé à un audit du SIFU et, par conséquent, nous n'exprimons pas d'opinion à ce sujet.

Ce rapport est destiné uniquement au ministère de l'Éducation et de l'Enseignement supérieur et ne devrait pas être diffusé à d'autres parties.

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Montréal

Le ●

¹ CPA auditeur, CA permis de comptabilité publique n° AXXXX

Université Concordia

Systeme d'information financière des universités 2016-2017

Responsable des ressources financières

Date

*Éducation,
Enseignement
supérieur
et Recherche*
Québec 

Université Concordia

Système d'information financière des universités 2016-2017

TABLE DES MATIÈRES

	PAGE
ÉTATS FINANCIERS	
ÉTAT DE LA SITUATION FINANCIÈRE	1
ÉTAT DES PRODUITS	2
ÉTAT DES CHARGES	3
ÉVOLUTION DES SOLDES DE FONDS	4
INFORMATIONS COMPLÉMENTAIRES	ANNEXE
ANNEXE 1 : PRODUITS PAR FONCTION (FONDS DE FONCTIONNEMENT)	1
ANNEXE 2 : CHARGES PAR FONCTION (FONDS DE FONCTIONNEMENT)	2
ANNEXE 3 : PRODUITS PAR FONCTION (FONDS AVEC RESTRICTIONS)	3
ANNEXE 4 : CHARGES PAR FONCTION (FONDS AVEC RESTRICTIONS)	4
ANNEXE 5 : CONCILIATION SUBVENTION MELS	5
ANNEXE 6 : AJUSTEMENTS APPORTÉS À LA SUBVENTION MELS	6
ANNEXE 7 : PRODUITS REPORTÉS	7
ANNEXE 8 : AFFECTATIONS D'ORIGINE INTERNE	8
ANNEXE 9 : DÉTAIL AUTRES ACTIFS-PASSIFS	9
ANNEXE 10 : DÉTAIL AUTRES PRODUITS-CHARGES	10
ANNEXE 11 : REDRESSEMENTS DES SOLDES DE FONDS	11
ANNEXE 12 : AVANCES ET INTERFONDS	12
ANNEXE 12A : INFORMATIONS ADDITIONNELLES SUR LES VIREMENTS INTERFONDS	12A
ANNEXE 13 : ÉLÉMENTS EXTRAORDINAIRES	13
ANNEXE 14 : AVANTAGES SOCIAUX	14
ANNEXE 15 : DÉPENSES TERRAINS-BÂTIMENTS	15
ANNEXE 16 : DÉPENSES D'IMMOBILISATIONS	16
ANNEXE 17 : SALAIRE MOYEN PAR CATÉGORIE DE PERSONNEL	17
ANNEXE 18 : FRAIS INSTITUTIONNELS OBLIGATOIRES (FIO)	18
ANNEXE 19 : INFORMATION POUR L'ANALYSE DE LA CONDITIONNELLE	19
ANNEXE 20 : NOTES AUX ÉTATS FINANCIERS ET AUX ANNEXES	20

ACTIF		Annexe et note à compléter	Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation 4	Autres fonds 5	Ajustements 6	Total 7	
Actif à court terme										
1	Encaisse (001)	s/o	16,599,964	0	0	0	0		16,599,964	1
2	Placements à court terme (005)	s/o	31,743	(0)	0	0	100,098		131,840	2
3	Intérêts courus à recevoir (010)	s/o	0	0	0	0	0		\$	3
4	Fonds détenus par un fiduciaire (090)	s/o	0	0	0	0	0		\$	4
5	Subventions à recevoir Ministère (015)	Note 2 (annexe 20)	44,832,362	---	---	---	---		44,832,362	5
6	Comptes débiteurs - Droits de scolarité (020)	s/o	5,570,191	---	---	---	---		5,570,191	6
7	Autres montants à recevoir (025, 026, 030, 170)	s/o	7,302,805	3,431,493	5,365,490	0	0		16,099,787	7
8	Encaissements exigibles à court terme (141, 142)	s/o	0	0	0	0	0		\$	8
9	Avances à d'autres fonds (040, 045, 050, 055, 060, 065)	Annexe 12	121,902,996	45,733,367	0	278,646	2,746,632		170,661,641	9
10	Frais payés d'avance (070)	s/o	5,731,635	0	61,525	0	0		5,793,160	10
11	Stocks (075)	s/o	2,572,067	0	---	0	0		2,572,067	11
Total de l'actif court terme			204,543,761	49,164,859	5,427,015	278,646	2,846,730	\$	262,261,011	
Actif à long terme										
12	Frais reportés (080)	s/o	3,092,461	0	0	0	0		3,092,461	12
13	Subventions et autres apports à recevoir à long terme (171, 172, 173, 174)	s/o	0	0	103,211,806	0	0		103,211,806	13
14	Avances à d'autres fonds à long terme (185)	Annexe 12	0	0	0	0	0		\$	14
15	Placements à long terme (125, 130)	s/o	0	996,858	0	0	(0)		996,858	15
16	Effets à recevoir à long terme (124)	s/o	0	0	0	0	0		\$	16
17	Prêts hypothécaires et autres prêts (135, 140)	s/o	0	0	0	0	0		\$	17
18	Immobilisations (105)	Annexe 16	---	---	821,432,676	---	---		821,432,676	18
19	Contributions du siège social aux constituantes de l'UQ (110)	s/o	---	---	0	---	---		\$	19
20	Autres actifs (085, 115, 150, 155, 160, 165)	Annexe 9	5,269,070	8,229,549	0	0	0		13,498,619	20
21	Juste valeur des instruments financiers dérivés (180)	s/o	0	0	0	0	0		\$	21
22	TOTAL DE L'ACTIF		212,905,293 \$	58,391,266 \$	930,071,498 \$	278,646 \$	2,846,730 \$	- \$	1,204,493,431 \$	22

		Annexe et note à compléter	Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation 4	Autres fonds 5	Ajustements 6	Total 7	
PASSIF										
Passif à court terme										
23	Découvert de banque (201)	s/o	0	0	0	0	0			\$ 23
24	Emprunts à court terme (205)	Note 4 (annexe 20)	105,000,000	0	0	0	0		105,000,000	24
25	Dépôts de garantie et retenues sur contrats (305, 310)	s/o	0	0	0	0	0			\$ 25
26	Subventions à rembourser au Ministère (210)	Note 2 (annexe 20)	1,613,527	---	---	---	---		1,613,527	26
27	Salaires et charges sociales à payer (255, 256, 257, 258)	s/o	55,360,524	0	---	0	0		55,360,524	27
28	Avantages sociaux futurs à payer (259)	s/o	0	0	---	0	0			\$ 28
29	Comptes créditeurs (215, 220)	s/o	27,538,893	8,229,549	5,354,008	0	0		41,122,450	29
30	Produits reportés (260)	Annexe 7	13,735,845	0	---	---	0		13,735,845	30
31	Apports reportés à court terme (261, 262, 263, 264)	s/o	0	0	0	0	0			\$ 31
32	Portion de la dette exigible à court terme (314)	s/o	0	0	40,181,508	0	0		40,181,508	32
33	Avances d'autres fonds (225, 230, 235, 240, 245, 250)	Annexe 12	48,758,645	0	121,902,996	0	0		170,661,641	33
Total du passif à court terme			252,007,435	8,229,549	167,438,512	\$	\$	\$	427,675,495	
Passif à long terme										
34	Avantages sociaux futurs à payer à long terme (370)	s/o	161,802,800	0	0	0	0		161,802,800	34
35	Dettes à long terme (315, 320, 325, 330)	s/o	0	0	524,772,000	0	0		524,772,000	35
36	Obligations découlant des contrats de location - acquisition (335)	s/o	0	0	0	0	0			\$ 36
37	Apports reportés (360, 361, 362, 363)	s/o	0	50,161,717	77,477,936	---	---		127,639,653	37
38	Juste valeur des instruments financier dérivés (365)	s/o	0	0	525,813	0	0		525,813	38
39	Autres passifs (265, 270, 275, 280, 285)	Annexe 9	0	0	(0)	0	2,835,973		2,835,972	39
40	TOTAL DU PASSIF		413,810,235 \$	58,391,266 \$	770,214,260 \$	- \$	2,835,973 \$	- \$	1,245,251,734 \$	40

SOLDES DE FONDS

41	Grevé d'affectations d'origine interne (290)	Annexe 8	67,304,512	0	0	(0)	0		67,304,512	41
42	Grevé d'affectations d'origine externe (302 FD et AF)	s/o	---	---	---	278,646	10,757		289,403	42
43	Non grevé d'affectation (295 FF)	s/o	(268,209,454)	---	---	---	---		(268,209,454)	43
44	Produits nets non transférés d'affectation d'origine interne (350 FD)	s/o	---	---	---	0	---			\$ 44
45	Produits nets non transférés d'affectation d'origine externe (355 FD)	s/o	---	---	---	0	---			\$ 45
46	Investi en immobilisations (304 FI)	s/o	---	---	159,857,237	---	---		159,857,237	46
47	TOTAL DES SOLDES DE FONDS		(200,904,942) \$	- \$	159,857,237 \$	278,646 \$	10,757 \$	- \$	(40,758,302) \$	47

48	TOTAL DU PASSIF ET DES SOLDES DE FONDS		212,905,293 \$	58,391,266 \$	930,071,498 \$	278,646 \$	2,846,730 \$	- \$	1,204,493,431 \$	48
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	Annexe et note à compléter	Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation (Note 1) 4	Autres fonds 5	Ajustements 6	Total 7		
1	Droits de scolarité (401)	s/o	71,878,161	---	---	---	---	71,878,161	1	
2	Montants forfaitaires réglementés des étudiants étrangers (402)	s/o	34,544,545	---	---	---	---	34,544,545	2	
3	Montants forfaitaires des étudiants canadiens non-résidents au Québec (403)	s/o	11,482,763	---	---	---	---	11,482,763	3	
4	Montants forfaitaires supplémentaires des étudiants étrangers (404)	s/o	19,064,640	---	---	---	---	19,064,640	4	
5	Cotisations des étudiants (455)	s/o	11,305,260	---	---	---	---	11,305,260	5	
6	Autres frais communs exigés à des groupes d'étudiants ciblés et pénalités (450)	s/o	23,717,083	---	---	---	---	23,717,083	6	
7	Locations et ventes de biens et services aux étudiants (461)	s/o	3,676,519	---	---	---	---	3,676,519	7	
8	TOTAL DES PRODUITS PROVENANT DES ÉTUDIANTS		175,668,971	\$	\$	\$	\$	175,668,971	8	
9	Subventions du Ministère (515)	Annexe 5	243,958,536	1,024,886	33,143,931	---	---	278,127,353	9	
10	Autres subventions provinciales (405, 410, 495)	s/o	0	5,220,286	832,169	0	0	6,052,455	10	
11	Subventions du gouvernement du Canada (415, 420)	s/o	4,772,248	23,017,545	(0)	0	0	27,789,792	11	
12	Autres produits et autres aides (425, 426, 427)	s/o	0	0	0	0	0	0	12	
13	Contributions du siège social aux constituantes de l'UQ (520)	s/o	---	---	0	---	---	\$	13	
	Amortissement des apports reportés afférents aux immobilisations:									
14	Ministère (530)	s/o	---	---	(16,503,239)	---	---	(16,503,239)	14	
15	Entités incluses dans le périmètre comptable du gouvernement du Québec autre que le Ministère (531)	s/o	---	---	1,164,450	---	---	1,164,450	15	
16	Gouvernement du Canada (532)	s/o	---	---	3,433,332	---	---	3,433,332	16	
17	Autres (533)	s/o	---	---	0	---	---	\$	17	
18	TOTAL DES SUBVENTIONS		248,730,783	29,262,717	22,070,644	\$	\$	\$	300,064,144	18
19	Intérêts et dividendes (435)	s/o	629,540	381,758	17,206	0	8,131	1,036,635	19	
20	Intérêts sur les avances interfonds (440)	s/o	0	0	0	0	0	\$	20	
21	Produits provenant du fonds de dotation (445)	s/o	0	0	0	---	0	\$	21	
22	Produits provenant d'une fondation (446)	s/o	10,835,328	4,455,835	535,786	0	536,518	16,363,466	22	
23	Subventions et dons non gouvernementaux (430)	Note 1 (annexe 20)	(0)	16,431,314	1,335,437	0	887,290	18,654,041	23	
24	Gains sur vente de placements (526)	s/o	0	0	0	0	0	\$	24	
25	Gains sur la cession d'immobilisations (525)	s/o	---	---	0	---	---	\$	25	
26	Recouvrement des coûts indirects (465)	s/o	1,040,750	---	---	---	---	1,040,750	26	
27	Ventes externes (460)	s/o	27,630,110	1,921,613	284,227	-	0	29,835,950	27	
28	Autres produits (466, 470)	Annexe 10	5,208,141	1,213,966	3,250	0	0	6,425,358	28	
29	TOTAL DES PRODUITS AUTRES		45,343,869	24,404,485	2,175,907	\$	1,431,938	\$	73,356,199	29
30	TOTAL DES PRODUITS		469,743,623 \$	53,667,202 \$	24,246,550 \$	- \$	1,431,938 \$	- \$	549,089,314 \$	30

	Annexe et note à compléter	Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation (Note 1) 4	Autres fonds 5	Ajustements 6	Total 7	
1	Masses salariales								1
2	Direction	s/o	28,545,860	535,022	-	-	-	29,080,882	2
3	Gérance	s/o	11,851,795	63,566	-	-	-	11,915,361	3
4	Enseignants-chercheurs	s/o	101,425,153	1,595,663	-	-	-	103,020,816	4
5	Chargés de cours	s/o	22,041,248	0	-	-	-	22,041,248	5
6	Personnel associé à l'enseignement et à la recherche	s/o	3,350,213	6,278,980	-	-	-	9,629,192	6
7	Personnel auxiliaire à l'enseignement et à la recherche	s/o	9,258,918	4,038,119	-	-	-	13,297,037	7
8	Personnel professionnel non enseignant	s/o	59,792,729	1,949,993	-	-	0	61,742,722	8
9	Personnel de soutien technique	s/o	9,498,868	230,127	-	-	-	9,728,995	9
10	Personnel de soutien de bureau	s/o	33,145,405	145,530	-	-	-	33,290,935	10
11	Personnel de métier et ouvrier	s/o	6,853,868	143	-	-	-	6,854,011	11
12	Avantages sociaux (700)	Annexe 14	69,503,912	3,290,086	-	-	0	72,793,997	12
13	TOTAL DES MASSES SALARIALES ET AVANTAGES SOCIAUX		355,267,969	18,127,227	\$	\$	\$	373,395,197	13
14	Avantages sociaux futurs (704)	s/o	8,292,300	-	-	-	-	8,292,300	14
15	Variation de la provision pour heures supplémentaires, maladie, vacances, congés sociaux et autres avantages (701, 702, 703)	s/o	22,783	0	-	-	0	22,783	15
16	Frais pour congés sabbatiques et d'études (705)	s/o	115,404	0	-	-	0	115,404	16
17	Stagiaires postdoctoraux (706)	s/o	752,347	1,771,765	-	-	0	2,524,112	17
18	Formation et perfectionnement (710)	s/o	3,574,802	2,831,253	-	-	0	6,406,054	18
19	Frais de déplacement et de représentation (715, 720, 725, 730)	s/o	5,564,004	1,941,438	-	-	0	7,505,442	19
20	Bourses (735)	s/o	14,549,193	15,418,512	-	-	647,898	30,615,602	20
21	Subventions, cotisations et transferts (740, 871, 872)	s/o	1,968,104	1,383,813	0	0	0	3,351,917	21
22	Fournitures et matériel (745)	s/o	11,827,313	2,871,103	-	-	0	14,698,417	22
23	Coûts des marchandises vendues (755)	s/o	9,335,120	0	-	-	0	9,335,120	23
24	Frais de services (760, 765, 770, 775, 780, 785, 790, 795, 800)	s/o	28,437,497	2,462,131	0	-	2,347	30,901,975	24
25	Volumes et périodiques (750)	s/o	568,864	218,080	-	-	0	786,944	25
26	Charges reliées aux terrains et aux bâtiments (805, 810, 815, 820, 826)	s/o	13,791,885	21,424	0	-	0	13,813,308	26
27	Location de locaux et de bâtiments (840, 845)	s/o	1,356,959	17,414	-	-	0	1,374,373	27
28	Location-exploitation (830)	s/o	735,940	74,718	-	-	0	810,658	28
29	Transfert de coûts indirects (865)	s/o	-	1,040,750	-	-	-	1,040,750	29
30	Pertes sur vente de placements (886)	s/o	0	0	0	0	0	0	30
31	Biens sous le seuil de capitalisation (892)	Note 3 (annexe 20)	1,806,402	343,137	2,403,053	-	2,249	4,554,841	31
32	Biens de nature non capitalisable (893)	Note 3 (annexe 20)	0	0	0	-	-	0	32
33	Frais bancaires et charges d'intérêts (850, 851, 852, 853)	s/o	1,404,357	4,258	11,054,590	0	0	12,463,205	33
34	Intérêts relatifs aux avances interfonds (855)	s/o	0	0	0	0	0	0	34
35	Perte sur la cession d'immobilisations (885)	s/o	-	-	0	-	-	0	35
36	Amortissement des immobilisations (890)	s/o	-	-	41,291,600	-	-	41,291,600	36
37	Amortissements des autres éléments de l'actif (891)	s/o	-	-	3,466,126	-	-	3,466,126	37
38	Autres charges (860, 870)	Annexe 10	1,748,359	6,206,258	13,100,000	0	194,362	21,248,980	38
39	TOTAL DES AUTRES CHARGES		105,851,633	36,606,053	71,315,369	\$	846,857	214,619,912	39
40	Ventes internes (878)	s/o	(2,938,181)	0	-	-	0	(2,938,181)	40
41	Gains et pertes latents (879)	s/o	0	0	(96,391)	0	0	(96,391)	41
42	TOTAL AUTRES CHARGES AVANT ÉLÉMENTS EXTRAORDINAIRES		102,913,452	36,606,053	71,218,978	\$	846,857	211,585,340	42
43	Éléments extraordinaires (880)	Annexe 13	0	0	0	0	0	0	43
44	TOTAL DES CHARGES		458,181,422 \$	54,733,281 \$	71,218,978 \$	- \$	846,857 \$	584,980,537 \$	44
45	EXCÉDENT (INSUFFISANCE) DES PRODUITS PAR RAPPORT AUX CHARGES		11,562,202 \$	(1,066,079) \$	(46,972,428) \$	- \$	585,081 \$	(35,891,223) \$	45

Note 1: Dans le cadre de la méthode du report, le fonds de dotation sert uniquement à présenter les ressources détenues à titre de dotation. Ainsi, les nouvelles dotations doivent être présentées en augmentation directe du solde de fonds à la page 4 (ligne 8 "Apports reçus à titre de dotations"). Normalement, il n'y a pratiquement rien qui devrait passer par l'état des produits ou par l'état des charges.

	Annexe à compléter	Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation (Note 1) 4	Autres fonds 5	Ajustements 6	Total 7	
1	SOLDE AU DÉBUT DE L'ANNÉE		(205,948,984)	(0)	169,028,999	380,128	658,858	(35,881,000)	1
2	Redressement des années précédentes	Annexe 11	(9,000,000)	0	0	0	0	(9,000,000)	2
3	Solde de fonds redressé		(214,948,984)	(0)	169,028,999	380,128	658,858	\$ (44,881,000)	3
4	Produits de l'année	Annexes 1 et 3	469,743,623	53,667,202	24,246,550	0	1,431,938	549,089,314	4
5	Charges de l'année	Annexes 2 et 4	458,181,422	54,733,281	71,218,978	0	846,857	584,980,537	5
6	Excédent (insuffisance) des produits par rapport aux charges		11,562,202	(1,066,079)	(46,972,428)	\$	585,081	\$ (35,891,223)	6
7	Rééval. autres éléments afférents au régime de retraite et d'avantages complé. de retraite	s/o	40,280,699	-	-	-	-	40,280,699	7
8	Apports reçus à titre de dotations	s/o				(266,778)		(266,778)	8
9	Apports reçus pour le financement d'actifs non amortissables	s/o						\$	9
10	Virements d'autres soldes de fonds	Annexes 12 et 12a	0	1,066,079	37,800,666	165,296	(1,233,182)	37,798,859	10
11	Virements vers d'autres soldes de fonds	Annexes 12 et 12a	37,798,859	0	0	0	0	37,798,859	11
12	Sous-total		14,044,042	0	(9,171,762)	(101,482)	(648,101)	\$ 4,122,698	12
18	SOLDE À LA FIN DE L'EXERCICE		(200,904,942) \$	(0) \$	159,857,237 \$	278,646 \$	10,757 \$	- \$ (40,758,303) \$	18

Note 1: Dans le cadre de la méthode du report, le fonds de dotation sert uniquement à présenter les ressources détenues à titre de dotation. Ainsi, les nouvelles dotations doivent être présentées en augmentation directe du solde de fonds (ligne 8 "Apports reçus à titre de dotations"). Normalement, il n'y a pratiquement rien qui devrait passer par l'état des produits ou par l'état des charges.

Université Concordia
Produits par fonction - Fonds de fonctionnement
de l'exercice terminé le 30 avril 2017

Annexe 1

	Enseignement	Recherche	Soutien à l'enseignement et à la recherche	Administration	Terrains et bâtiments Détail Annexe 15	Services à la collectivité	Services aux étudiants	Entreprises auxiliaires	Ajustements	Total												
	1	2	3	4	5	6	7	8	9	10												
1	Droits de scolarité (401)	66,490,798	---	---	---	5,387,363	---	---		71,878,161	1											
2	Montants forfaitaires réglés des étudiants étrangers (402)	---	---	---	34,544,545	---	---	---		34,544,545	2											
3	Montants forfaitaires des étudiants canadiens non-résidents au Québec (403)	---	---	---	11,482,763	---	---	---		11,482,763	3											
4	Montants forfaitaires supplémentaires des étudiants étrangers (404)	---	---	---	19,064,640	---	---	---		19,064,640	4											
5	Cotisations des étudiants (455)	---	---	---	---	---	11,305,260	---		11,305,260	5											
6	Admissions, inscriptions, amendes, frais de stage ou de supervision, etc. (450)	1,151,006	0	0	22,021,078	362,061	0	182,937		23,717,083	6											
7	Locations et ventes de biens et services aux étudiants (461)	3,341,795	0	0	219,707	0	0	115,018		3,676,519	7											
8	Total des produits provenant des étudiants	70,983,599	\$	\$	87,332,733	\$	5,749,424	11,305,260	297,955	\$	175,668,971	8										
9	Subventions du Ministère (515)	---	---	0	241,727,736	---	2,230,800	---		243,958,536	9											
10	Autres subventions provinciales (405, 410, 495)	0	0	0	0	0	0	0		\$	10											
11	Subventions du gouvernement du Canada (415, 420)	0	0	0	4,772,248	0	0	0		4,772,248	11											
12	Autres produits et aides des gouvernements autres que ceux du Québec et du Canada (425, 426, 427)	0	0	0	0	0	0	0		\$	12											
13	Total des subventions	\$	\$	\$	246,499,983	\$	2,230,800	\$	\$	248,730,783	13											
14	Intérêts et dividendes (435)	---	---	---	629,540	---	0	0		629,540	14											
15	Intérêts sur les avances interfonds (440)	0	0	0	0	0	0	0		\$	15											
16	Produits provenant du fonds de dotation (445)	---	---	---	0	---	0	0		\$	16											
17	Produits provenant d'une fondation (446)	0	0	0	10,835,328	0	0	0		10,835,328	17											
18	Subventions et dons non gouvernementaux (430)	(0)	(0)	0	0	0	0	0		(0)	18											
19	Gains sur vente de placement (526)	0	0	0	0	0	0	0		\$	19											
20	Recouvrement des coûts indirects (465)	22,500	15,000	0	1,003,250	0	0	0		1,040,750	20											
21	Ventes externes (460)	1,703,956	61,721	324,174	1,292,906	6,204	2,443,609	3,017,790	18,779,750	27,630,110	21											
22	Autres produits (466, 470)	4,030	38,303	0	355,092	0	11,791	4,798,925		5,208,141	22											
23	Total des produits autres	1,730,486	115,025	324,174	14,116,115	6,204	2,455,400	3,017,790	23,578,675	\$	45,343,869	23										
24	TOTAL DES PRODUITS	72,714,085	\$	115,025	\$	324,174	\$	347,948,832	\$	6,204	\$	8,204,824	\$	16,553,850	\$	23,876,630	\$	-	\$	469,743,623	\$	24

Université Concordia
Charges par fonction - Fonds de fonctionnement
de l'exercice terminé le 30 avril 2017

Annexe 2

	Enseignement	Recherche	Soutien à l'enseignement et à la recherche	Administration	Terrains et bâtiments Détail Annexe 15	Services à la collectivité	Services aux étudiants	Entreprises auxiliaires	Ajustements	Total	
	1	2	3	4	5	6	7	8	9	10	
1	Masses salariales										
2	17,576,646	211,746	1,647,927	7,636,326	777,958	194,148	467,745	33,365		28,545,860	2
3	4,903,580	62,209	920,096	1,982,047	1,165,074	676,310	1,075,698	1,066,781		11,851,795	3
4	100,579,173	628,160	15,108	68,935	0	132,730	1,047	0		101,425,153	4
5	20,148,809	5,000	0	1,529	0	1,885,910	(0)	0		22,041,248	5
6	1,304,468	1,471,522	750	283,004	0	248,632	41,837	0		3,350,213	6
7	8,091,966	707,165	875	264,248	0	93,370	101,294	0		9,258,918	7
8	15,936,837	362,764	10,677,640	20,988,381	2,967,139	1,985,233	6,470,805	403,930		59,792,729	8
9	5,523,914	177,387	2,422,347	62,343	466,074	779,337	67,467	0		9,498,868	9
10	11,800,645	244,933	5,209,844	9,182,591	1,275,161	786,922	2,341,884	2,303,425		33,145,405	10
11	983	0	0	0	5,637,410	(0)	1,147,210	68,265		6,853,868	11
12	45,392,997	814,004	5,019,187	9,918,927	2,950,275	1,683,475	2,802,615	922,432		69,503,912	12
13	231,260,018	4,684,889	25,913,776	50,388,331	15,239,091	8,466,065	14,517,600	4,798,198	\$	355,267,969	13
14	Avantages sociaux futurs (704) --- --- --- --- --- --- --- --- --- 8,292,300 8,292,300 14										
15	8,447	118	3,497	4,790	2,618	506	2,033	774		22,783	15
16	128,316	(12,912)	0	0	0	0	0	0		115,404	16
17	211,111	541,158	0	0	0	78	0	0		752,347	17
18	1,488,849	825,533	124,380	503,436	58,191	476,057	91,322	7,034		3,574,802	18
19	1,981,863	345,131	47,931	1,791,709	37,267	390,345	804,021	165,737		5,564,004	19
20	8,077,082	5,748,024	0	14,000	0	263,264	446,823	0		14,549,193	20
21	795,191	201,947	102,597	301,079	74,064	44,322	320,520	128,385		1,968,104	21
22	2,499,415	972,843	3,095,751	2,821,056	1,383,194	493,554	391,664	169,836		11,827,313	22
23	2,373	3,912	240	876	759,064	26,038	37,274	8,505,342		9,335,120	23
24	7,456,193	443,554	605,168	3,237,054	13,441,776	1,327,700	250,399	1,675,654		28,437,497	24
25	332,307	42,699	35,513	90,104	3,354	61,259	3,553	76		568,864	25
26	547,423	(8,249)	533,963	54,788	9,985,125	590,634	367,300	1,720,899		13,791,885	26
27	555,996	60,136	0	100	(1,433,336)	809,699	69,620	1,294,745		1,356,959	27
28	14,901	26,649	38,274	13,477	652,124	(26,079)	15,256	1,340		735,940	28
29	0	0	0	0	0	0	0	0		\$	29
30	503,198	150,381	(8,706)	218,435	241,202	33,692	560,723	107,478		1,806,402	30
31	0	0	0	0	0	0	0	0		\$	31
32	86	591	0	1,115,398	7	87,825	34,392	166,058		1,404,357	32
33	0	0	0	0	0	0	0	0		\$	33
34	249,811	(162,157)	5,620	1,158,278	1,896	231,334	52,535	211,042		1,748,359	34
35	24,852,561	9,179,359	4,584,229	11,324,578	25,206,546	4,810,227	3,447,434	14,154,401	8,292,300	105,851,633	35
36	(776,293)	8,127,681	(846,789)	(3,322,518)	(2,332,081)	(850,000)	0	0		\$	36
37	(126,542)	(8,763)	(85)	(184)	(1,020)	(38,638)	(1,623)	(2,761,327)		(2,938,181)	37
38	0	0	0	0	0	0	0	0		\$	38
39	255,209,745	21,983,166	29,651,130	58,390,207	38,112,536	12,387,655	17,963,411	16,191,272	8,292,300	458,181,422	39
40	0	0	0	0	0	0	0	0		\$	40
41	255,209,745 \$	21,983,166 \$	29,651,130 \$	58,390,207 \$	38,112,536 \$	12,387,655 \$	17,963,411 \$	16,191,272 \$	8,292,300 \$	458,181,422 \$	41

Université Concordia
Produits par fonction - Fonds avec restrictions
de l'exercice terminé le 30 avril 2017

Annexe 3

		Enseignement	Recherche	Soutien enseignement recherche	Administration	Terrains et bâtiments	Services à la collectivité	Services aux étudiants	Entreprises auxiliaires	Ajustements	Total	
		1	2	3	4	5	6	7	8	9	10	
1	Subvention du Ministère (515)	0	47,826	0	0	0	0	977,060	0		1,024,886	1
2	Autres subventions provinciales (405, 410, 495)	76,375	5,143,911	0	0	0	0	0	0		5,220,286	2
3	Subventions du gouvernement du Canada (415, 420)	219,236	22,793,561	1,179	3,569	0	0	0	0		23,017,545	3
4	Autres produits et aides des gouvernements que ceux du Québec et du Canada (425, 426, 427)	0	0	0	0	0	0	0	0		0	4
5	Total des subventions	295,611	27,985,298	1,179	3,569	\$	\$	977,060	\$	\$	29,262,717	5
6	Intérêts et de dividendes (435)	17,723	0	0	363,990	0	46	(0)	0		381,758	6
7	Intérêts sur les avances interfonds (440)	0	0	0	0	0	0	0	0		\$	7
8	Produits provenant du fonds de dotation (445)	0	0	0	0	0	0	0	0		\$	8
9	Produits provenant d'une fondation (446)	2,640,176	43,153	47,387	1,040,828	0	24,215	660,076	0		4,455,835	9
10	Subventions et dons non gouvernementaux (430)	3,865,307	7,599,889	49,064	3,880,683	0	535,117	501,254	0		16,431,314	10
11	Gains sur vente de placements (526)	0	0	0	0	0	0	0	0		\$	11
12	Ventes externes (460)	1,766,385	6,005	0	99,700	0	27,020	22,502	0		1,921,613	12
14	Autres produits (466, 470)	1,148,292	19,298	0	0	0	550	45,826	0		1,213,966	14
15	Total des produits autres	9,437,882	7,668,345	96,451	5,385,201	\$	586,949	1,229,657	\$	\$	24,404,485	15
16	TOTAL DES PRODUITS	9,733,493 \$	35,653,643 \$	97,631 \$	5,388,769 \$	- \$	586,949 \$	2,206,717 \$	- \$	- \$	53,667,202 \$	16

Université Concordia
Charges par fonction - Fonds avec restrictions
de l'exercice terminé le 30 avril 2017

	Enseignement 1	Recherche 2	Soutien enseignement recherche 3	Administration 4	Terrains et bâtiments 5	Services à la collectivité 6	Services aux étudiants 7	Entreprises auxiliaires 8	Ajustements 9	Total 10	
1	Masses salariales										1
2	Direction	175,740	359,282	0	0	0	0	0	0	535,022	2
3	Gérance	3,432	0	0	0	0	60,134	0	0	63,566	3
4	Enseignants-chercheurs	392,108	1,203,554	0	0	0	0	0	0	1,595,663	4
5	Chargés de cours	0	0	0	0	0	0	0	0	\$	5
6	Personnel associé à l'enseignement et à la recherche	352,472	5,825,877	0	8,321	0	92,310	0	0	6,278,980	6
7	Personnel auxiliaire à l'enseignement et à la recherche	171,508	3,739,784	0	0	0	126,827	0	0	4,038,119	7
8	Personnel professionnel non enseignant	843,962	213,564	0	770,510	0	121,957	0	0	1,949,993	8
9	Personnel de soutien technique	24,416	202,472	0	0	0	3,239	0	0	230,127	9
10	Personnel de soutien de bureau	198,116	(391,721)	11	35,821	0	246,230	0	0	145,530	10
11	Personnel de métier et ouvrier	(0)	0	0	143	0	0	0	0	143	11
12	Avantages sociaux (700) - Complétez l'annexe 14	494,167	2,377,967	3	224,033	0	15,278	178,637	0	3,290,086	12
13	Total des masses salariales et des avantages sociaux	2,655,921	13,530,780	15	1,038,828	\$ 72,350	829,334	\$	\$	18,127,227	13
14	Variation de la provision heures supplémentaires, maladie, vacances, congés sociaux et autres avantages (701, 702, 703)	0	0	0	0	0	0	0	0	\$	14
15	Frais pour congés sabbatiques et d'études (705)	0	0	0	0	0	0	0	0	\$	15
16	Stagiaires postdoctoraux (706)	86,957	1,684,808	0	0	0	0	0	0	1,771,765	16
17	Formation et perfectionnement (710)	311,612	2,450,702	2,089	3,540	0	19,489	43,820	0	2,831,253	17
18	Frais de déplacement et de représentation (715, 720, 725, 730)	462,380	1,233,790	5,168	144,084	0	31,589	64,427	0	1,941,438	18
19	Bourses (735)	4,878,670	8,897,843	1,285	185,085	0	30,503	1,425,126	0	15,418,512	19
20	Subventions, cotisations et transferts (740, 871, 872)	58,843	1,318,725	1,027	5,218	0	0	0	0	1,383,813	20
21	Fournitures et matériel (745)	194,943	2,476,621	22,375	105,851	0	15,165	56,149	0	2,871,103	21
22	Coûts des marchandises vendues (755)	0	0	0	0	0	0	0	0	0	22
23	Frais de services (760, 765, 770, 775, 780, 785, 790, 795, 800)	595,121	1,612,987	158	173,780	0	(0)	80,085	0	2,462,131	23
24	Volumes et périodiques (750)	53,618	105,261	58,408	117	0	676	0	0	218,080	24
25	Charges reliées aux terrains et aux bâtiments (805, 810, 815, 820, 826)	13,806	7,572	0	0	0	26	20	0	21,424	25
26	Location de locaux et de bâtiments (840, 845)	6,416	10,998	0	0	0	0	0	0	17,414	26
27	Location exploitation (830)	5,747	64,501	0	1,183	0	3,288	0	0	74,718	27
28	Transfert de coûts indirects (865)	0	1,040,750	0	0	0	0	0	0	1,040,750	28
29	Pertes sur vente de placements (886)	0	0	0	0	0	0	0	0	\$	29
30	Biens sous le seuil de capitalisation (892)	173,048	153,485	306	14,989	0	304	1,006	0	343,137	30
31	Biens de nature non capitalisable (893)	0	0	0	0	0	0	0	0	\$	31
32	Frais bancaires et charges d'intérêts (850, 851, 852, 853)	4,339	(81)	0	0	0	0	0	0	4,258	32
33	Intérêts relatifs aux avances interfonds (855)	0	0	0	0	0	0	0	0	\$	33
34	Autres charges (860, 870)	1,105,331	1,130,640	7,110	3,227,788	(100,688)	270,786	565,292	0	6,206,258	34
35	Total des charges autres	7,950,831	22,188,603	97,926	3,861,634	(100,688)	371,824	2,235,924	\$	\$ 36,606,053	35
36	Virements interfonctions (877)	(150,001)	(0)	0	132,074	0	140,880	(122,953)	0	(0)	36
37	Ventes internes (878)	0	0	0	0	0	0	0	0	\$	37
38	Gains et pertes latents (879)	0	0	0	0	0	0	0	0	\$	38
39	Total avant éléments extraordinaires	7,800,830	22,188,603	97,926	3,993,708	(100,688)	512,704	2,112,971	\$	\$ 36,606,053	39
40	Éléments extraordinaires (880)	0	0	0	0	0	0	0	0	\$	40
41	TOTAL DES CHARGES	10,456,751 \$	35,719,383 \$	97,941 \$	5,032,536 \$	(100,688) \$	585,054 \$	2,942,305 \$	- \$	- \$ 54,733,281 \$	41

	Sommes comptabilisées au fonds de fonctionnement	Sommes comptabilisées au fonds avec restrictions	Sommes comptabilisées au fonds d'immobilisations	Sommes en Fiducie	Total	Montant selon calculs définis	Écarts
	1	2	3	4	5 = 1 + 2 + 3 + 4	6	7 = 5 - 6
1 Subvention générale					\$		1
2 Allocations relatives aux membres de grades universitaires					\$		2
3 Frais indirects de la recherche subventionnée					\$		3
4 Subvention de transition - FIR					\$		4
5 Subvention de recherche - FIR					\$		5
6 Location de locaux					\$		6
7 Soutien à l'enseignement médical					\$		7
8 Soutien à l'insertion professionnelle					\$		8
9 Soutien et complément aux bibliothèques et à l'accès aux équipements pour les étudiants					\$		9
10 Services aux étudiants					\$		10
11 Soutien à l'intégration des personnes handicapées dans les communautés autochtones et fonds des services aux collectivités					\$		11
12 Reconfiguration de l'offre de services					\$		12
13 Subvention de contrepartie					\$		13
14 Programmes études-travail pour les étudiants étrangers					\$		14
15 Saines habitudes de vie					\$		15
16 Aide aux universités de taille modeste situées en région					\$		16
17 Programme de mobilité internationale					\$		17
18 Autres projets					\$		18
19 Compte à payer de 53 M\$					\$		19
20 Gouvernance et perfectionnement de la fonction publique					\$		20
21 Allocation particulière pour la médecine					\$		21
22 Collaboration entre les universités et les collèges					\$		22
23 soutien, bourses d'enseignement et renouvellement du corps professoral en génie et en informatique					\$		23
24 Aide à la formation des maîtres					\$		24
25 Formation d'apprenti aux immigrants					\$		25
26 Démarrage de certains programmes en sciences de la santé					\$		26
27 Redistribution de l'écart de financement en 08-09 et ajustement transitoire - déreglementation					\$		27
28 Autres ajustements particuliers					\$		28
29 Programme de bourses pour de courts séjours à l'étranger du Québec					\$		29
30 Sommes accordées pour des activités para-universitaires					\$		30
31 Bourses aux diplômés en sciences infirmières					\$		31
32 Aide au siège social de l'Université du Québec					\$		32
33 Réinvestissement provincial annoncé en 2006					\$		33
34 Estimation effectif 2010-2011					\$		34
35 Ajustement recomptage 2009-2010					\$		35
36 Ajustement recomptage 2008-2009					\$		36
37 Ajustement recomptage 2007-2008					\$		37
38 Impacts compression					\$		38
39 Récupération des sommes non dépensées (chantiers)					\$		39
40 Total apparaissant aux calculs définis du MELS	\$	\$	\$	\$	\$	\$	\$ 40
41 Ajustements (donnez la description):							
42					\$		42
43					\$		43
44					\$		44
45 Ajustements effectués par le Siège Social de l'UQ (complétez Annexe 6)	0	0	0	0	\$		45
46					\$		46
47 Autres ajustements (complétez Annexe 6)	0	0	0	0	\$		47
48 Total des subventions comptabilisées	- \$	- \$	- \$	- \$	- \$		48

Ne pas compléter

Ne pas compléter

Université Concordia
Produits reportés
Exercice 2016-2017

Annexe 7

		Fonds de fonctionnement	Fonds avec restrictions	Fonds d'immobilisations	Fonds de dotation	Autres fonds
		1	2	3	4	5
1	Droits de scolarité institutionnels (trimestre été)			s.o.	s.o.	
2	Forfaitaires des étudiants étrangers (trimestre été)			s.o.	s.o.	
3	Forfaitaires des étudiants canadiens non-résidents (trimestre été)			s.o.	s.o.	
4	Activité de recherche			s.o.	s.o.	
5	Frais de confirmation et autres dépôts étudiants	7,772,942		s.o.	s.o.	
6	Subvention du Ministère - Programme de mobilité internationale	2,795,055		s.o.	s.o.	
7	Subvention du Ministère - Plan d'action pour la réussite	1,379,428		s.o.	s.o.	
8	Droits de scolarité - institutionnels	1,107,196		s.o.	s.o.	
9	Droits de scolarité - formation continue	278,937		s.o.	s.o.	
10	Location d'espaces	204,198		s.o.	s.o.	
11	Autres revenus reportés	179,963		s.o.	s.o.	
12	Droits de scolarité - Programmes autofinancés	18,127		s.o.	s.o.	
13				s.o.	s.o.	
14				s.o.	s.o.	
15				s.o.	s.o.	
16				s.o.	s.o.	
17				s.o.	s.o.	
18				s.o.	s.o.	
19				s.o.	s.o.	
20	Total	13,735,845 \$	- \$	s.o.	s.o.	- \$

Université Concordia
Affectations internes des soldes de fonds
Exercice 2016-2017

Annexe 8

	Nature de l'affectation (matérialité de 50 000\$)	Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation - Capital 4	Fonds de dotation - Produits nets non distribués 5	Autres fonds 6
1	Projets Institutionnels	16,864,127					
2	Services aux étudiants	9,581,677					
3	Fonds de bourses d'études	6,773,444					
4	Soutien à l'enseignement, autres	4,604,294					
5	Plan directeur Enseignement et Recherche	3,993,698					
6	Infrastructure de recherche	3,902,001					
7	Service à la communauté	3,681,717					
8	Fonds général à l'usage des chercheurs subventionnés	2,864,532					
9	Chaire de recherche de Concordia	2,461,339					
10	Recherche financée par les frais généraux	2,111,899					
11	Programme de développement de la recherche du corps professoral	2,096,243					
12	Fonds de développement professionnel du corps professoral	1,502,660					
13	Initiatives de recherche et infrastructure	1,197,533					
14	Autres programmes d'aide aux activités de recherche	1,165,547					
15	Financement de démarrage de recherches	722,907					
16	Programme de soutien aux activités de recherche	690,329					
17	Programme de distinction scolaire	622,302					
18	Recrutement	604,017					
19	Programmes de formation du personnel	584,808					
20	Technologies de l'information	419,760					
21	Laboratoires de recherche	281,722					
22	Projets d'immobilisations et projets spéciaux	221,032					
23	Programme d'optimisation des installations	207,720					
24	Centre d'étude sur l'apprentissage et la performance	149,204					
25							
26							
27							
28	Montant en bas du seuil de 50 000 \$						
29							
30	Total des affectations des soldes de fonds	67,304,512 \$	- \$	- \$	- \$	- \$	- \$

Université Concordia
 Détail Autres actifs - Autres passifs
 Exercice 2016-2017

Matérialité de 50 000\$

#	Autres actifs	Informations additionnelles sur les autres actifs				
		Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation 4	Autres fonds 5
1	Instruments financiers dérivés					
2	Avances à la fondation de l'Université Concordia, (court terme)	5,269,070	8,229,549			
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13	Montants en bas du seuil de 50 000 \$					
14						
15	TOTAL ⁽¹⁾	5,269,070 \$	8,229,549 \$	- \$	- \$	- \$

Matérialité de 50 000\$

#	Autres passifs	Informations additionnelles sur les autres passifs				
		Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation 4	Autres fonds 5
16	Swaps de flux trésorerie					
17	Instruments financiers dérivés					
18	Apports reportés					2,835,973
19						
20						
21						
22						
23						
24						
25						
26						
27						
28						
29	Montants en bas du seuil de 50 000 \$					
30						
31	TOTAL ⁽²⁾	- \$	- \$	- \$	- \$	2,835,973 \$

Note 1: Ce total doit être égal à la ligne 20 de la page 1 pour chacun des fonds concernés.

Note 2: Ce total doit être égal à la ligne 39 de la page 1 pour chacun des fonds concernés.

Université Concordia
 Détail Autres produits - Autres charges
 Exercice 2016-2017

Annexe 10

	Fonds de Fonctionnement			Fonds avec restrictions		Fonds d'immobilisations		Fonds de dotation		Autres fonds		
	Ventes aux étudiants Fonction enseignement	Autres produits	Autres charges	Autres produits	Autres charges	Autres produits	Autres charges	Autres produits	Autres charges	Autres produits	Autres charges	
	1	2	3	4	5	6	7	8	9	10	11	
Matérialité de 50 000\$												
1	Montants versés à titre de droits de scolarité pour les programmes autofinancés	3,389,280	---	---								
2	Récupérations de salaires ou prêts de service	---	---									
3	Créances douteuses	---	---	417,545		1,001,214					-1,102	
4	Programme de carte affinity		264,282									
5	Loyers commerciaux et recouvrement de frais		4,787,855				3,250					
6	Honoraires		156,004	908,625	35,178	66,475						
7	Frais-Services aux étudiants				1,008,329							
8	Redistribution de surplus sur contrats				170,459							
9	Autres			367,989		10,846						
10	Royautés			575,709								
11	Transfert à la fondation de l'Université Concordia			1,000,000		3,382,844					462,081	
12	Ajustement des salaires des années précédentes			-279,056		1,167						
13	Frais d'obligations Série A						1,444,200					
14	Intérêts-Obligations série A						11,655,800					
15	Inter-Universités et Agences			191,321		43,321						
16	Redistribution des frais indirects			65,875		-65,875						
17	Recouvrement de salaires											
18	-Chaires de recherche du Canada			-100,000		100,000						
19	-Programme étude-travail			-80,202		80,202						
20	-Instituts de recherche en Santé du Canada (IRSC)			-512,758		512,758						
21	Recouvrement de dépenses:											
22	-Support à la recherche			-306,436		306,436						
23	- Centre de Psychologie appliquée			-85,333		85,333						
24	-Support à un programme			-273,725		540,342					-266,617	
25	Frais de surveillance d'examen			-141,195		141,195						
26												
27												
28												
29												
30	Total	3,389,280 \$	5,208,141 \$	1,748,359 \$	1,213,966 \$	6,206,258 \$	3,250 \$	13,100,000 \$	- \$	- \$	- \$	194,362 \$

Université Concordia
Redressements des soldes de fonds
Exercice 2016-2017

Annexe 11

	Solde de fonds Fonds de fonctionnement 1	Solde de fonds Fonds avec restrictions 2	Solde de fonds Fonds d'immobilisations 3	Solde de fonds Fonds de dotation 4	Solde de fonds Autres fonds 5
1 Redressements relatifs aux modifications comptables:	---	---	---	---	---
2 Provision pour vacances courues des années antérieures	-9,000,000				
3 Provision pour congés de maladie courus des années antérieures					
4 Provision pour heures supplémentaires courues des années antérieures					
5 Charge au titre des crédits d'enseignement en réserve des années antérieures					
6 Application de la politique de capitalisation					
7 Provision pour congés sociaux (maternité, paternité, etc.)					
8 Provision pour avantages sociaux futurs					
9 Utilisation de la méthode du report pour la constatation des apports					
10					
11					
12 Autres redressements des années antérieures (il faut préciser):	---	---	---	---	---
13					
14					
15					
16					
17					
18					
19					
20 Total des redressements des soldes de fonds	(9,000,000) \$	- \$	- \$	- \$	- \$

AVANCES INTERFONDS DU		VERS					Total des avances aux autres fonds 6
		Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation 4	Autres fonds 5	
1	Fonds de fonctionnement			121,902,996			121,902,996
2	Fonds avec restrictions	45,733,367					45,733,367
3	Fonds d'immobilisations						\$
4	Fonds de dotation	278,646					278,646
5	Autres fonds	2,746,632					2,746,632
6	Total des avances reçues d'autres fonds	48,758,645 \$	- \$	121,902,996 \$	- \$	- \$	170,661,641 \$

VIREMENTS INTERFONDS ^{Notes 1 et 2} DU		VERS					Total des virements vers d'autres fonds 6
		Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation 4	Autres fonds 5	
7	Fonds de fonctionnement		1,066,079	37,800,666	165,296	(1,233,182)	37,798,859
8	Fonds avec restrictions						\$
9	Fonds d'immobilisations						\$
10	Fonds de dotation						\$
11	Autres fonds						\$
12	Total des virements reçus d'autres fonds	- \$	1,066,079 \$	37,800,666 \$	165,296 \$	(1,233,182) \$	37,798,859 \$

Note 1: Les montants saisis dans le tableau des virements interfonds doivent être saisis en positif.

Note 2: Il faut compléter l'annexe 12a concernant les informations additionnelles sur les virements interfonds.

Université Concordia
 Informations additionnelles sur les virements interfonds
 Exercice 2016-2017

Annexe 12 a

Matérialité de 100 000\$

Informations additionnelles sur les virements du fonds de fonctionnement							
#	Description du projet	Vers le fonds avec restrictions	Vers le fonds d'immobilisations	Vers le fonds de dotation	Vers d'autres fonds	Total	Participation (subvention) du Ministère si connue (3)
1	contribution pour l'achat d'équipements	(729,334)	12,057,418			11,328,085	
2	contribution de l'intérêt sur la dette à long terme		11,945,642			11,945,642	
3	contribution à des projets de rénovations ou de construction majeurs	(24,552)	13,325,673		(65,621)	13,235,500	
4	contribution pour l'achat de documents de bibliothèque		469,923			469,923	
5	contribution à des projets spécifiques de l'Université	1,585,770	(164,601)	165,296	(1,167,561)	418,904	
6	contribution au réseau de télécommunications RISQ		150,856			150,856	
7	Aide aux étudiants de premier et deuxième cycle	608,078	15,755			623,834	
8	Surplus d'investissements du partenariat de recherche	(373,884)				(373,884)	
9						\$	
10						\$	
11						\$	
12						\$	
13						\$	
14	Total ⁽¹⁾	1,066,079 \$	37,800,666 \$	165,296 \$	(1,233,182) \$	37,798,859 \$	- \$

Matérialité de 100 000\$

Informations additionnelles sur les virements vers le fonds de fonctionnement							
#	Description du projet	Du fonds avec restrictions	Du fonds d'immobilisations	Du fonds de dotation	D'autres fonds	Total	Participation (subvention) du Ministère si connue (3)
15			s.o			\$	
16			s.o			\$	
17			s.o			\$	
18			s.o			\$	
19			s.o			\$	
20			s.o			\$	
21			s.o			\$	
22			s.o			\$	
23			s.o			\$	
24			s.o			\$	
25			s.o			\$	
26			s.o			\$	
27			s.o			\$	
28	Total ⁽²⁾	- \$	s.o	- \$	- \$	- \$	- \$

Note 1: Le total de la ligne 14 colonne 6 doit correspondre à la ligne 7 colonne 6 de l'annexe 12.

Note 2: Le total de la ligne 28 colonne 6 doit correspondre à la ligne 12 colonne 1 de l'annexe 12.

Note 3: Indiquer, s'il est possible, la participation du Ministère pour chaque montant indiqué dans la colonne 6.

	La nature des faits et des opérations en cause	Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation 4	Autres fonds 5
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20	Total des éléments extraordinaires	- \$	- \$	- \$	- \$	- \$

Université Concordia
Avantages sociaux
Exercice 2016-2017

Annexe 14

	Composition des avantages sociaux	Fonds de fonctionnement 1	Fonds avec restrictions 2	Autres fonds 3	Total 4
1	Régime de retraite de l'université	26,648,069	1,261,432		27,909,500
2	Régimes de retraite provinciaux : RRE, RRF et RREGOP				\$
3	Régie des rentes du Québec	9,672,059	457,843		10,129,902
4	Régime québécois d'assurance parentale	1,731,964	81,985		1,813,949
5	Financement des programmes de santé	12,091,148	572,355		12,663,504
6	Commission de la santé et de la sécurité au travail	1,172,771	55,515		1,228,286
7	Commission de l'assurance-emploi	3,191,502	151,075		3,342,578
8	Assurance-vie	1,054,704	49,926		1,104,630
9	Assurance santé et salaire	8,158,633	386,203		8,544,836
10	Exonération des droits de scolarité	531,252	25,148		556,400
11	Régime des rentes pour déficit actuariel	5,251,810	248,603		5,500,413
12	Autre (décrire):				\$
13	Autre (décrire):				\$
14	Autre (décrire):				\$
15	TOTAL	69,503,912 \$	3,290,086 \$	- \$	72,793,997 \$

Université Concordia
 Détail des charges Terrains - Bâtiments (FF)
 Exercice 2016-2017

Annexe 15

	Direction 1	Sécurité 2	Entretien ménager et gestion des produits dangereux 3	Entretien courant et réparations mineures 4	Autres 5	TOTAL 6	
1 Masses salariales							1
2 Direction	525,849	127,735	0	124,373	0	777,958	2
3 Gérance	49,432	200,701	94,724	521,834	298,383	1,165,074	3
4 Enseignants-chercheurs	0	0	0	0	0	\$	4
5 Chargés de cours	0	0	0	0	0	\$	5
6 Personnel associé à l'enseignement et à la recherche	0	0	0	0	0	\$	6
7 Personnel auxiliaire à l'enseignement et à la recherche	0	0	0	0	0	\$	7
8 Personnel professionnel non enseignant	825,341	495,961	152,874	828,139	664,825	2,967,139	8
9 Personnel de soutien technique	180,620	0	178,867	104,339	2,249	466,074	9
10 Personnel de soutien bureau	362,852	236,263	500	79,332	596,215	1,275,161	10
11 Personnel de métier et ouvrier	0	263,125	273,936	2,771,314	2,329,035	5,637,410	11
12 Avantages sociaux (700)	503,888	292,157	179,748	1,096,596	877,887	2,950,275	12
13 Total de la masse salariale et des avantages sociaux	2,447,981	1,615,942	880,649	5,525,926	4,768,593	15,239,091	13
14 Heures supplémentaires, maladie, vacances, congés sociaux et autres avantages (701, 702, 703)	470	270	117	1,044	717	2,618	14
15 Frais pour congés sabbatiques et d'études (705)	0	0	0	0	0	\$	15
16 Stagiaires postdoctoraux (706)	0	0	0	0	0	\$	16
17 Formation et perfectionnement (710)	27,474	6,258	1,679	6,753	16,027	58,191	17
18 Frais de déplacement et de représentation (715, 720, 725, 730)	11,764	6,830	641	7,533	10,499	37,267	18
19 Bourses (735)	0	0	0	0	0	\$	19
20 Subventions, cotisations et transferts (740, 871, 872)	25,631	3,157	505	43,527	1,245	74,064	20
21 Fournitures et matériel (745)	79,552	69,886	22,461	87,605	1,123,690	1,383,194	21
22 Coûts des marchandises vendues (755)	0	0	0	310	758,754	759,064	22
23 Frais de services (760, 765, 775, 780, 785, 790, 795, 800)	392,305	6,291,665	4,587,423	123,156	2,047,227	13,441,776	23
24 Volumes et périodiques (750)	372	2,491	314	0	177	3,354	24
25 Charges reliées aux terrains et aux bâtiments (805, 810, 815, 820, 826)	16,411	69,292	605,796	1,375,208	7,918,418	9,985,125	25
26 Location de locaux et de bâtiments (840, 845)	-2,665	0	0	0	-1,430,671	(1,433,336)	26
27 Location-exploitation (830)	140	2,766	0	8,951	640,267	652,124	27
28 Pertes sur vente de placement (886)	0	0	0	0	0	\$	28
29 Biens sous le seuil de capitalisation (892)	63,567	77,611	886	-1,363	100,502	241,202	29
30 Biens de nature non capitalisable (893)	0	0	0	0	0	\$	30
31 Frais bancaires et charges d'intérêts (850, 851, 852, 853)	0	0	0	0	7	7	31
32 Intérêts relatifs aux avances interfonds (855)	0	0	0	0	0	\$	32
33 Mauvaises créances (860)	0	0	0	4,461	-4,398	63	33
34 Autres charges (870)	0	0	0	0	1,834	1,834	34
35 Total des autres charges	615,021	6,530,226	5,219,822	1,657,184	11,184,293	25,206,546	35
36 Virements interfonctions (877)	0	0	0	0	-2,332,081	(2,332,081)	36
37 Ventes internes (878)	0	-1,020	0	0	0	(1,020)	37
38 Gains et pertes latents (879)	0	0	0	0	0	\$	38
39 Total avant éléments extraordinaires	3,063,002	8,145,148	6,100,471	7,183,110	13,620,805	38,112,536	39
40 Éléments extraordinaires (880)	0	0	0	0	0	\$	40
41 Total des charges	3,063,002 \$	8,145,148 \$	6,100,471 \$	7,183,110 \$	13,620,805 \$	38,112,536 \$	41

	Immobilisations brutes au début de l'année	Acquisitions de l'année						Total des acquisitions de l'année	Solde à reporter
		Financé par le gouvernement du Québec	Fonds de fonctionnement	Fonds avec restriction	Fonds de dotation	Autres fonds, Fondations et dons	Autres sources		
	1	2	3	4	5	6	7	8	9
1 Projets en cours	0						133,174	133,174	133,174
2 Terrains	44,908,172						564,273	564,273	45,472,445
3 Aménagement de terrains	4,126,057						63,179	63,179	4,189,236
4 Bâtiments	608,476,033						293,431	293,431	608,769,464
5 Bâtiments - construction prestigieuse	0							\$	\$
6 Améliorations majeures aux bâtiments	307,620,471	19,728,675					3,574,871	23,303,547	330,924,018
7 Améliorations locatives	415,660							\$	415,660
8 Équipements informatiques	9,604,600	561,664	828,110	624,945		2,250	2,263,983	4,280,953	13,885,553
9 Équipements de communication multimédia	9,121,873	296,682	116,287	61,253		6,850	1,195,080	1,676,152	10,798,025
10 Mobilier et équipement de bureau	2,554,306	297,133	155,904	8,408		16,525	530,289	1,008,259	3,562,565
11 Autres équipements	43,897,045	150,312				40,015		190,327	44,087,372
12 Équipements spécialisés liés à l'enseignement et à la recherche	28,832,895	2,334,531	795,484	849,626		63,096	2,423,587	6,466,324	35,299,219
13 Documents de bibliothèques	35,856,242		469,923	59,956		500,024	2,325,100	3,355,003	39,211,245
14 Manuels pédagogiques	0							\$	\$
15 Matériels roulants	36,464	157,324	1,042	36,492				194,858	231,322
16 Réseaux de télécommunications	0							\$	\$
17 Biens loués en vertu d'un contrat de location-acquisition	963,041							\$	963,041
18 Autres actifs corporels (note A)	0							\$	\$
19 Actifs non amortissables	2,937,050							\$	2,937,050
20 Logiciels (note B)	5,647,871	297,510	240,866	69,061			148,549	755,986	6,403,857
21 Développements informatiques (note B)	32,449,456	1,871					2,305,429	2,307,301	34,756,756
22 Autres actifs incorporels	3,287,414		150,856					150,856	3,438,270
23 TOTAL	1,140,734,652 \$	23,825,704 \$	2,758,472 \$	1,709,740 \$	- \$	628,760 \$	15,820,945 \$	44,743,621 \$	1,185,478,273 \$

Annexe 16 (suite)

	Solde reporté	Vente ou radiation d'actifs (crédit)	Virements débit (crédit)	Immobilisations brutes à la fin de l'année	Amortissement accumulé				Immobilisations nettes à la fin de l'année
					Solde au début de l'année	Plus amortissement	Moins annulation	Solde à la fin de l'année	
24 Projets en cours	133,173.7			133,174	0			\$	133,174
25 Terrains	45,472,445.3			45,472,445	0			\$	45,472,445
26 Aménagement de terrains	4,189,236.5			4,189,236	539,076	209,447		748,523	3,440,714
27 Bâtiments	608,769,463.9			608,769,464	156,098,953	12,611,868		168,710,821	440,058,643
28 Bâtiments - construction prestigieuse	\$			\$	0			\$	\$
29 Améliorations majeures aux bâtiments	330,924,017.6	834,548		331,758,565	73,778,134	11,009,648	879,476	83,908,305	247,850,260
30 Améliorations locatives	415,660.0	(415,660)		0	415,660		415,660	(0)	0
31 Équipements informatiques	13,885,552.8	(3,910,710)		9,974,843	6,033,759	3,645,633	3,910,710	5,768,682	4,206,161
32 Équipements de communication multimédia	10,798,025.5	(998,803)		9,799,222	5,076,597	1,959,845	998,803	6,037,639	3,761,583
33 Mobilier et équipement de bureau	3,562,565.4	(342,219)		3,220,346	1,351,916	644,069.21	342,219	1,653,766	1,566,581
34 Autres équipements	44,087,371.6	(4,882,643)		39,204,729	34,338,561	2,613,567	4,873,379	32,078,749	7,125,980
35 Équipements spécialisés liés à l'enseignement et à la recherche	35,299,219.2			35,299,219	11,270,516	3,373,182		14,643,698	20,655,521
36 Documents de bibliothèques	39,211,244.5	(3,847,953)		35,363,291	18,626,488	3,547,858	3,847,953	18,326,393	17,036,898
37 Manuels pédagogiques	\$			\$	0			\$	\$
38 Matériels roulants	231,322.2			231,322	27,683	58,209		85,892	145,430
39 Réseaux de télécommunications	\$			\$	0			\$	\$
40 Biens loués en vertu d'un contrat de location-acquisition	963,041.3			963,041	963,041			963,041	0
41 Autres actifs corporels (note A)	\$			\$	0			\$	\$
42 Actifs non amortissables	2,937,050.3			2,937,050	0			\$	2,937,050
43 Logiciels (note B)	6,403,857.0	(1,550,171)		4,853,686	3,985,167	1,617,895	1,550,171	4,052,890	800,796
44 Développements informatiques (note B)	34,756,756.3	(339,940)		34,416,816	5,829,179	3,093,017		8,922,197	25,494,620
45 Autres actifs incorporels	3,438,269.8			3,438,270	2,318,039	373,411		2,691,450	746,820
46 TOTAL	1,185,478,273 \$	(15,453,552) \$	- \$	1,170,024,721 \$	320,652,769 \$	44,757,648 \$	16,818,371 \$	348,592,046 \$	821,432,676 \$

Note A: Il faut communiquer avec le Ministère pour inscrire un actif dans cette catégorie.

Note B: Il faut consulter la Politique de capitalisation des immobilisations pour les établissements des réseaux de l'éducation et de la santé et des services sociaux (Avril 2012) pour la comptabilisation de ces catégories.

Université Concordia
Salaire moyen par catégorie de personnel
Exercice 2016-2017

Annexe 17

CATÉGORIES DE PERSONNEL		PERSONNEL RÉGULIER	PERSONNEL NON RÉGULIER
1	Direction	138,014 \$	139,746 \$
2	Gérance	84,235 \$	73,471 \$
3	Enseignants-chercheurs	114,949 \$	63,221 \$
4	Auxiliaires à l'enseignement et à la recherche		12,586 \$
5	Associés à l'enseignement et à la recherche	64,979 \$	47,198 \$
6	Professionnel non enseignant	78,232 \$	77,709 \$
7	Soutien technique	62,566 \$	40,965 \$
8	Soutien de bureau	53,358 \$	35,706 \$
9	Métiers et ouvriers	51,170 \$	36,313 \$
		VALEUR MOYENNE D'UNE CHARGE DE 3 CRÉDITS	
10	Chargés de cours	7,968 \$	

Frais institutionnels obligatoires (FIO) ^(note1)
Exercice 2016-2017

No ligne	Comptes susceptibles d'inclure des FIO	Nature des frais	1 Revenus FIO	2 Revenus Non FIO	3 Revenus totaux	No ligne
1	Cotisations des étudiants (455)	Services aux étudiants (SAE) et centres sportifs		11,305,260	11,305,260	1
2		Assurances obligatoires		---	\$	2
3		Assurances étudiants étrangers	---		\$	3
4		Autres			\$	4
5	Sous-total pour le compte 455 ^(note 2 et 3)		\$	11,305,260	11,305,260	5
6	Autres frais communs exigés à des groupes d'étudiants ciblés et pénalités (450)	Admission	4,680,430	---	4,680,430	6
7		Inscription	3,059,326	---	3,059,326	7
8		Changement de cours ou de programme, test de classement, reprise d'examen, révision de notes, etc.	23,645		23,645	8
9		Frais de rédaction de thèse	264,880		264,880	9
10		Frais technologiques	4,101,739		4,101,739	10
11		Frais de droits d'auteur	454,763		454,763	11
12		Amendes, pénalités, duplicata		1,232,132	1,232,132	12
13	Autres	8,573,666	1,326,501	9,900,167	13	
14	Sous-total pour le compte 450 ^(note 4)		21,158,449	2,558,633	23,717,082	14
15	Locations et ventes de biens et services aux étudiants (461)	Droits de scolarité pour les autofinancés	---	3,389,280	3,389,280	15
16		Notes de cours et photocopies			\$	16
17		Acquisition de matériel ou d'équipements			\$	17
18		Achat de services (transport, hébergement, etc.)			\$	18
19		Autres		287,240	287,240	19
20	Sous-total pour le compte 461 ^(note 5)		\$	3,676,520	3,676,520	20
21	TOTAL		21,158,449 \$	17,540,413 \$	38,698,862 \$	21

Note 1: Voir la définition des frais institutionnels obligatoires à la règle budgétaire 3.3.1.

Note 2: Les comptes ne sont pas présentés en ordre numérique, afin de faciliter la comparaison avec les exercices antérieurs.

Note 3: Le total inscrit à la ligne 5 de la colonne 3 doit correspondre au total inscrit à la ligne 4 de la colonne 10 de l'annexe 1 du SIFU.

Note 4: Le total inscrit à la ligne 14 de la colonne 3 doit correspondre au total inscrit à la ligne 5 de la colonne 10 de l'annexe 1 du SIFU.

Note 5: Le total inscrit à la ligne 20 de la colonne 3 doit correspondre au total inscrit à la ligne 6 de la colonne 10 de l'annexe 1 du SIFU.

Informations nécessaires aux fins d'analyse de l'octroi de la subvention conditionnelle ^(note 1)

Exercice 2016-2017

	Fonds de fonctionnement
Produits (2)	469,743,623
Charges (3)	458,181,422
Excédent (insuffisance) des produits par rapport aux charges (4) = (2) - (3)	11,562,202
Virements du fonds de fonctionnement vers d'autres fonds (5)	37,798,859
Virements des autres fonds vers le fonds de fonctionnement (6)	\$
Annulation des coûts des avantages sociaux futurs ^(note 2) (7)	8,292,300
Annulation des gains (-) et pertes latents ^(note 3) (8)	\$

Établissements de l'Université du Québec seulement

Annulation des revenus (-) et charges relatifs au décret du 24 mars 2010 (9)	
Surplus/déficit annuel ajusté servant à l'octroi de la subvention conditionnelle (10) = (4) - (5) + (6) + (7) + (8) + (9)	(17,944,357.37) \$

Note 1: Voir la règle budgétaire 5.8 (2016-2017)

Note 2 : Correspond au montant du compte de charges "Avantages sociaux futurs (704)" au fonds de fonctionnement. Note

3 : Correspond au montant du compte de charges "Gains et pertes latents (879)" au fonds de fonctionnement.

Note informative : Une somme exceptionnelle de 13 649 956\$ est incluse dans les charges ci-dessus. Ce montant correspond au programme de retraite volontaire mis en place en 2016. Conséquemment, le déficit s'établit à 4 292 401.37 \$ en excluant le coût du programme de retraite volontaire.

Détails des montants aux états financiers et aux annexes
Exercice 2016-2017

Note # 1: Ventilation du compte n° 430 - Subventions et dons non gouvernementaux

	Fonds de fonctionnement	Fonds avec restrictions	Fonds d'immobilisations	Fonds de dotation	Autres fonds
Dons en espèce		4,992,071	772,850		887,290
Dons en nature		3,082,844	66,000		
Autres (Il faut préciser. Si le nombre de lignes est insuffisant, il faut aviser le Ministère)	---	---	---	---	---
Autre 1 Subventions de l'industrie		5,954,547	263,076		
Autre 2 Autres subventions		2,117,617	226,078		
Autre 3 Commandites		284,236	7,433		
Autre 4					
Autre 5					
Autre 6					
Autre 7					
Autre 8					
Autre 9					
Autre 10					
Total	- \$	16,431,315 \$	1,335,437 \$	- \$	887,290 \$

Note # 2: Détails des estimations sur le recomptage de clientèle (Fonds de fonctionnement)

	Compte 015	Compte 210
2016-2017 (T)	6,077,966	
2015-2016 (T-1)		305,393
2014-2015 (T-2)		

Note # 3: Portion des dépenses financées par les subventions du Ministère (enveloppes MAO-TIC¹ et PQI²)

	Fonds de fonctionnement	Fonds d'immobilisations
Biens sous le seuil de capitalisation (892)		763,560
Biens de nature non capitalisable (893)		

¹ Matériel, appareils, outillage, technologie de l'information et de la communication

² Plan quinquennal d'investissement

Note # 4: Limite maximale d'emprunt temporaire utilisé mensuellement au cours de la période du 1er juin 2016 au 31 mai 2017

	Limite maximale utilisée											
	juin	juillet	août	septembre	octobre	novembre	décembre	janvier	février	mars	avril	mai
2016-2017	160,600,000	173,100,000	168,800,600	158,801,800	139,300,000	117,000,000	82,000,000	69,000,000	59,000,000	91,000,000	118,000,000	115,000,000

CONCILIATION DES BILANS SELON LES ETATS FINANCIERS
Année financière terminée le 30 avril 2017
(*000s)

États financiers ÉF	ÉF	SIFU	ÉF	SIFU	Fonds grevés d'affectations		SIFU	SIFU	SIFU	ÉF	SIFU	SIFU
					Fonds de recherche	Fonds désigné						
	Total des fonds	Total	Fonds de fonctionnement	Fonds de fonctionnement	Fonds de recherche	Fonds désigné	Fonds avec restrictions	Fonds de Dotation	Autres fonds	Fonds d'immobilisations	Fonds d'immobilisations	
ACTIF												
Court terme												
Encaisse	16,732	16,600	16,632	16,600		100						1 Encaisse (001)
		132		32					100			2 Placements à court terme (005)
Subventions à recevoir (note 4)	51,805		45,285		1,125	30				5,365		4 Fonds détenus chez le fiduciaire (090)
Subsidies receivable (Note 4) - LT		44,832		44,832								5 Subventions à recevoir Ministère (015)
		16,099		7,303			3,431				5,365	7 Autres montants à recevoir (025, 026, 030, 170)
		5,570		5,570								6 Comptes débiteurs - Droits de scolarité à recevoir (020)
Comptes clients et autres créances (note 5)	14,696		12,420		2,171	105						
Stocks	2,572	2,572	2,572	2,572								11 Stocks (075)
Autres actifs et frais payés d'avance	8,824		8,824									
	62	5,794		5,732						62	62	10 Frais payés d'avance (070)
		3,092		3,092								12 Frais reportés (080)
Long terme												
Montant à recevoir du MEES (note 6)	103,212	103,212								103,212	103,212	Subventions et autres apports à recevoir à long terme (171, 172, 173, 174)
Futurs Benefits												
Avances à la Fondation de l'Université Concordia, sans intérêt	13,499		5,269			8,230						20 Autres actifs (085,115, 150,155,160, 165)
		13,499		5,269			8,230					15 Placements à long terme (125,130)
Investissement en partenariat de recherche	565	997			565		997					
Autres actifs et frais payés d'avance	432	0				432						
Immobilisations corporelles (note 7)	795,192	821,433								795,192	821,433	18 Immobilisations (105)
Actifs incorporels (note 8)	26,241									26,241		
Avances au fonds d'immobilisations, sans intérêt	121,903	170,662	121,903	121,903			45,734	279	2,746			Avances à d'autres fonds (040, 045, 050, 055, 060, 9 065)
Avances au fonds de fonctionnement, sans intérêt	48,759	0			23,979	24,780						
		0										
	1,204,494	1,204,494	212,905	212,905	27,840	33,677	58,392	279	2,846	930,072	930,072	TOTAL DE L'ACTIF
PASSIF												
Court terme												
Découvert bancaire												23 Découvert de banque (201)
Emprunts bancaires (note 9)	105,000	105,000	105,000	105,000								24 Emprunts à court terme (205)
		0										31 Apports reportés à court terme (261, 262, 263, 264)
Comptes fournisseurs et autres dettes de fonctionnement	80,403	35,769	72,173	27,539		8,230	8,230					29 Comptes créditeurs (215,220)
Montant à payer au MEES	1,614	1,613	1,614	1,613								26 Subventions à rembourser au Ministère (210)
		55,361		55,361								Salaires et charges sociales à payer (255,256,257,258)
Comptes d'agences et en fiducie	10,726		10,726									
Produits reportés	13,735	13,735	13,735	13,735								30 Produits reportés (260)
		0										31 Apports reportés
Passif de la valeur de marchands d'un instrument financier (note 11 (ii))	526									526		38 Juste valeur des instruments financier dérivés (365)
Intérêts sur la dette à long terme à payer	5,355	5,354								5,355	5,354	29 Comptes créditeurs (215,220)
Tranche de la dette à long terme échéant à moins de un an (note 11)	40,181	40,182								40,181	40,182	32 Portion de dette exigible à courte terme (314)
	257,540	257,540	203,248	203,248		8,230	8,230			46,062	46,062	
Long terme												
Passif au titre des prestations constituées (note 12)	161,803	161,803	161,803	161,803								34 Avantages sociaux futurs à payer à long terme (370)
Apports reportés (note 10)	130,476	127,640			27,840	25,158	50,162			77,478	77,478	37 Apports reportés (360, 361, 362, 363)
		2,836							2,836			39 Autres passifs (265, 270, 275, 280, 285)
Dus aux fonds grevés d'affectations, sans intérêt	48,759	48,759	48,759	48,759								33 Avances d'autres fonds (225, 230, 235, 240, 245, 250)
Dus au fonds de fonctionnement, sans intérêt	121,903	121,903								121,903	121,903	33 Avances d'autres fonds (225, 230, 235, 240, 245, 250)
Dette à long terme (note 11)	524,772	524,772								524,772	524,772	35 Dettes à long terme (315,320,325,330)
	1,245,253	1,245,253	413,810	413,810	27,840	33,388	58,392		2,836	770,215	770,215	
SOLDES DE FONDS (NÉGATIFS)												
Déficit non grevé d'affectations	(268,211)	(268,209)	(268,211)	(268,209)								43 Non grevé d'affectation (295 FF)
Grevé d'affectations d'origine interne (note 13)	67,306	67,304	67,306	67,304								41 Grevé d'affectations d'origine interne (290)
	289								279	10		42 Grevé d'affectations d'origine externe (302 FD et AF)
		289										
Investi en immobilisations	159,857	159,857								159,857	159,857	46 Investi en immobilisations (304 FI)
	(40,759)	(40,759)	(200,905)	(200,905)		289	0	279	10	159,857	159,857	47 Total des Solde de fonds

CONCILIATION DU SIFU AVEC LES ÉTATS FINANCIERS													
Pour l'exercice se terminant le 30 avril 2017													
fond de fonctionnement													
('000s)	Selon ÉF	SIFU									Total	ÉCARTS	Montant concilié
		Enseignement	Recherche	Soutien ens.	Administration	Terrains et Bâtiments	Serv. coll.	Serv. étudiants	Entrep.auxil.	SIFU			
Produits													
Droits de scolarité	131,583	66,491			65,092					131,583	\$	-	
Subventions gouvernementales													
Gouvernement du Québec	241,727				241,728					241,728	\$	(1)	
Gouvernement du Canada	4,772				4,772					4,772	\$	-	
Subventions non gouvernementales										-	\$	-	
Honoraires et autres produits	31,150	6,223	115	324	25,522	6				32,190	\$	(1,040)	
Dons										-	\$	-	
Fondation de l'Université Concordia	10,835				10,835					10,835			
Produits nets de placements										-	\$	-	
	420,067	72,714	115	324	347,949	6	-	-	-	421,108	\$	(1,041)	
Immeubles locatifs	4,794	-	-	-		-			4,794	4,794	\$	-	
Services à la collectivité	8,205	-	-	-		-	8,205	-		8,205	\$	-	
Services aux étudiants	16,554	-	-	-		-	-	16,553	-	16,553	\$	1	
Services auxiliaires (note 14)													
Magasins de vente au détail	9,588								9,588	9,588	\$	-	
Services d'alimentation	1,658								1,658	1,658	\$	-	
Stationnement	1,727								1,727	1,727			
Autres services	241								241	241	\$	-	
Publicité	118								118	118	\$	-	
Résidences	5,751								5,751	5,751	\$	-	
	19,083	-	-	-	-	-	-	-	19,083	19,083	\$	-	
	468,703	72,714	115	324	347,949	6	8,205	16,553	23,877	469,743	\$	(1,040)	
		Annexe 1	Annexe 1	Annexe 1	Annexe 1	Annexe 1	Annexe 1	Annexe 1	Annexe 1				

CONCILIATION DU SIFU AVEC LES ÉTATS FINANCIERS

Pour l'exercice se terminant le 30 avril 2017

fond de fonctionnement

(*000s)

Charges	Selon ÉF	SIFU									Total	ÉCARTS	Montant concilié	
		Enseignement	Recherche	Soutien ens.	Administration	Terrains et Batiments	Serv. coll.	Serv. étudiants	Entrep.auxil.	SIFU				
Services et soutien à l'enseignement (note 15)														
Enseignement	224,805	224,836										224,836	(31)	Remboursement des Frais indirects contrats
Bibliothèque	12,081			12,081								12,081	-	
Soins aux animaux	-			93								93	(93)	Soins aux animaux inclus avec Recherche dans EF
Services d'enseignement et des technologies de l'information	13,367			13,367								13,367	-	
	250,253	224,836	-	25,541	-	-	-	-	-	-	-	250,377	(124)	
Soutien institutionnel (note 15)														
Administration	48,236			49,336								49,336	(1,100)	Remboursement des Frais indirects contrats
Services opérationnels	35,429					35,429						35,429	-	
Locations de locaux	94					94						94	-	
	83,759				49,336	35,523						84,859	(1,100)	
Dons à la Fondation de l'Université Concordia	1,000				1,000							1,000	-	
Services à la collectivité	11,695							11,695				11,695	-	
Intérêts sur les emprunts bancaires	590				590							590	-	
Intérêts sur la dette à long terme												-	-	
Frais liés aux obligations et frais de courtage	78				78							78	-	
Recherche	21,800		21,722									21,722	78	Remboursement des Frais indirects contrats et soins aux animaux inclus avec Recherche dans ÉF
Programme de retraite volontaire	13,649	9,183		1,551	902	785	211	754	263			13,649	-	
Avantages sociaux futurs	43,416	21,191	77	2,555	14,963	1,804	482	1,764	580			43,416	-	
Services aux étudiants	15,551							15,445				15,445	106	bourses 106k EF Soutien Institutionnel
Immeubles locatifs	2,245								2,245			2,245	-	
Services auxiliaires (note 16)	13,104								13,104			13,104	-	
	457,140	255,210	21,799	29,647	66,869	38,112	12,388	17,963	16,192			458,180	(1,040)	Remboursement des Frais indirects contrats
		Annexe 2	Annexe 2	Annexe 2	Annexe 2	Annexe 2	Annexe 2	Annexe 2	Annexe 2	Annexe 2				

CONCILIATION DU SIFU AVEC LES ÉTATS FINANCIERS										
Pour l'exercice se terminant le 30 avril 2017										
fond de recherche et désigné										
('000s)										
	Selon EF			SIFU			Total SIFU	ÉCARTS	Montant concilié	Ecart final
	Fonds grevés d'affectations		TOTAL EF	Fonds grevés d'affectations						
	Recherche	Désigné		Restriction	Dotation	Souscription				
Produits										
Subventions gouvernementales										
Gouvernement du Québec	5,218	1,027	6,245	6,245			6,245	\$	-	-
Gouvernement du Canada	22,795	223	23,018	23,018			23,018	\$	-	-
Subventions non gouvernementales	7,471	902	8,373	8,373			8,373	\$	-	-
Honoraires et autres produits	378	3,130	3,508	3,500		8	3,508	\$	-	-
Dons	139	8,822	8,961	8,074		887	8,961	\$	-	-
Fondation de l'Université Concordia		4,993	4,993	4,456		537	4,993	\$	-	-
	36,001	19,097	55,098	53,666	-	1,432	55,098	\$	-	-

CONCILIATION DU SIFU AVEC LES ÉTATS FINANCIERS

Pour l'exercice se terminant le 30 avril 2017

fond de recherche et désigné ('000s)	Selon ÉF		TOTAL ÉF	SIFU			Total SIFU	ECARTS	Montant concilié	Écart final
	Fonds grevés d'affectations			Fonds grevés d'affectations						
	Recherche	Désigné		Restriction	Dotation	Souscription				
Charges										
Recherche	35,628		35,628	35,628			35,628	\$ -		\$ -
Dons à la Fondation de l'Université Concordia		3,844	3,844	3,380		464	3,844	\$ -		\$ -
Projets de dotations et avec restrictions		16,108	16,108	14,657		1,451	16,108	\$ -		\$ -
	35,628	19,952	55,580	53,665	-	1,915	55,580	\$ -	-	\$ -
				Page 3	Page 3	Page 3			-	

CONCILIATION DU SIFU AVEC LES ÉTATS FINANCIERS							
Pour l'exercice se terminant le 30 avril 2017							
fond de IMMOBILISATION							
('000s)		Selon ÉF IMMOBILISATION	Selon ÉF TOTAL	SIFU IMMOBILISATION	ÉCARTS	Montant concilié	Écart final
Charges							
	Intérêts sur les emprunts bancaires	\$ 448	\$ 448	\$ 448	\$ -		
	Intérêts sur la dette à long terme	\$ 10,606	\$ 10,606	\$ 10,606	\$ -		
	Frais liés aux obligations et frais de courtage	\$ 13,100	\$ 13,100	\$ 13,100	\$ -		\$ -
	Biens sous le seuil de capitalisation	\$ 2,403	\$ 2,403	\$ 2,403	\$ -		
	Autres	-\$ 96	-\$ 96	-\$ 96	\$ -		\$ -
	Amortissement des immobilisations corporelles et incorporelles	\$ 44,757	\$ 44,757	\$ 44,757	\$ -		\$ -
		\$ 71,218	\$ 71,218	\$ 71,218	\$ -		\$ -



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of October 25, 2017**

AGENDA ITEM: Undergraduate student fee levies

ACTION REQUIRED: For approval

SUMMARY: Board approval is being sought to approve the discontinuance of the collection of a fee levy and the collection of any increased fee levy.

BACKGROUND: Further to a referendum held in March 2017, the undergraduate students voted in favor of approving some new fee levies and reorganizing a number of existing fee levies. Accordingly, at its meeting of April 19, 2017, the Board of Governors adopted several motions to implement the collection of these fee levies.

However, it was recently brought to our attention that an error of interpretation with respect to one of the referendum questions resulted in approving the collection of a new and separate fee levy of \$0.04 per credit for the Dish Project, while the intention was that the \$0.04 per credit be collected through an increase of the CSU operating fee, and that the CSU would then transfer the equivalent amount to the Dish Project. In other words, it was not intended that the Dish Project be subject to a distinct fee levy.

DRAFT MOTIONS:

Dish Project

That the Board of Governors authorize the University to discontinue the collection of a fee levy of \$0.04 per credit from all undergraduate students to support the Dish Project, to be implemented with registration for the Winter 2018 term (2017/4), to reflect the results of the referendum held on the subject during the CSU regular election of March 2017, in accordance with the University billing, refund and withdrawal policy.

CSU operating fee

That the Board of Governors authorize the University to collect an increased fee levy of \$2.11 per credit (increase of \$0.04 per credit from \$2.07 per credit) from all undergraduate students to support the CSU Operating fee, annually adjusted to the Consumer Price Index of Canada, to be implemented with registration for the Winter 2018 term (2017/4), in accordance with the University billing, refund and withdrawal policy.

PREPARED BY:

Name: Danielle Tessier
Date: October 16, 2017



REPORT TO THE BOARD OF GOVERNORS

ALAN SHEPARD
PRESIDENT AND VICE-CHANCELLOR

OCTOBER 2017

INTRODUCTION

While our students are hard at work this autumn, we are getting ready to open our doors to prospective Concordians as part of our Open House on October 28th. It will feature a Virtual Open House that future students around the world can tune into.

There's a new site on the corner of De Maisonneuve Boulevard W. and Mackay Street. In honour of Montreal's 375th and Canada's 150th anniversaries, Concordia Chancellor **Jonathan Wener**, BComm 71, and his wife **Susan Wener**, BEd 75, donated a major kinetic sculpture to Concordia and the city. *Di-Octo* by American artist Anthony Howe was celebrated in the presence of 150 Concordians, elected officials and media on September 28th.

Fall convocation is fast approaching. On November 20th Concordia students will join a network of 200,000 alumni. The university will welcome three honorary doctorate recipients at the ceremonies. Business leader Isabelle Hudon (John Molson School of Business), explorer Bernard Voyer (Faculty of Arts and Science), and technology entrepreneur Kon Leong (Faculty of Engineering and Computer Science).

TEACHING, RESEARCH, INNOVATION

Robert Tittler (Distinguished Professor Emeritus, Department of History) was named a **Fellow of the Royal Society of Canada**. **Louis Patrick Leroux** (Department of English and Département d'études françaises) was named to the **Royal Society of Canada's College of New Scholars, Artists, and Scientists**. Both will be inducted on November 24th.

A **\$3.9 million** investment from **Hydro-Québec** was announced on October 11th. About \$2.5 million will finance industrial research chairs in Concordia's Faculty of Engineering and Computer Science. The remainder will support 68 student awards at the undergraduate and graduate levels.

A total of **\$998,750** in funding was received through the **NSERC Strategic Project Competition**. Vincent Martin (Department of Biology and the Centre for Applied Synthetic Biology) received \$504,450 and Emad Shihab (Department of Computer Science and Software Engineering) received \$494,300. Two **NSERC Engage** grants totaling **\$50,000** were also received.

Kim McDonough (Department of Education and Centre for the Study of Learning and Performance) along with Caroline Payant (UQAM) were awarded a **Paragon Research Grant** of **\$29,399** for their project related to Canadian Academic English Language test performance.

Suong Van Hoa (Department of Mechanical, Industrial and Aerospace Engineering) was awarded a second five-year term for his **Industrial Research Chair (IRC) in Automated Composites**

Manufacturing. The chair, in continued collaboration with Bell Helicopter Textron Canada, will build on progress in composites manufacturing. The research program is valued at **\$2.091 million** over the next five years.

Mourad Debbabi (Concordia Institute for Information Systems Engineering) received **\$102,847** from **Canarie Inc.** for a six-month project. Debbabi and a team, comprised of one master's and two PhD students, will develop a platform to aid in the detection and prevention of cyberattacks.

Andreas Athienitis (Department of Building, Civil and Environmental Engineering) was awarded a contract valued at **\$711,685** from the **Ministère des transports, de la mobilité durable et de l'électrification des transports** (MTMDET, formerly MTQ) for a two-year project in the context of the MTMDET's action plan to execute major renovations and structural upgrades to the Louis-Hippolyte-Lafontaine Tunnel.

Philip Abrami (Department of Education and Centre for the Study of Learning and Performance) accepted the **UNESCO King Sejong Literacy Prize 2017** for the **Learning Toolkit** (LTK) on September 8th. Anne Wade (Department of Education) is the manager and coordinator of LTK.

The university launched a new research initiative that considers all aspects of getting older. **EngAGE: Concordia's Centre for Research on Aging**, takes a wide-angle approach to studying the topic and training future generations of thinkers and doers in this area.

Concordia's John Molson School of Business (JMSB) recently won the **Premio Venezia** from the Italian Chamber of Commerce in Canada, in recognition of a course offered in family business.

The Milieux Institute for Arts, Culture and Technology reported lots of activity. From September 28th to the 30th, Milieux hosted the **Indie Interfaces Symposium**. It included a roster of influential members of the indie gaming design and research world. Graduate students in sociology who attended are producing an account of the cross-field interactions between academic and industry participants.

On October 6th, Milieux co-presented a workshop on the theme of **artificial intelligence and the transdisciplinary arts**. Guest speakers included Roger Malina, Executive Editor of Leonardo Publications at MIT Press; Christa Sommerer of the University of Linz, Austria, a pioneer in interactive art; and Louise Poissant, Scientific Director of the Fonds de recherche du Québec – Société et culture (FRQSC).

The Performing Arts Research Cluster (LePARC) joined the Milieux family. [LePARC](#) is made up of faculty from the departments of theatre, contemporary dance and music.

A new six-credit seminar course was added, called **Feminist University**. The first section is on gender and sound, which seeks to address gender imbalances in electroacoustics. Gender and Sound features participation of the Simone de Beauvoir Institute and the Department of Music.

On September 1st and 21st, GradProSkills held its annual **Grad School Base Camp** for new graduate students. The event is a condensed version of six GradProSkills workshops that cover fundamental topics aimed at preparing students for a successful start to graduate school.

Postdoctoral researcher Ehsan Rezabeigi, PhD 15, is one of 20 finalists for [La preuve par l'image](#), run by l'Association francophone pour le savoir (Acfas). Ehsan's image of a microbead, captured by a scanning electron microscope, is among 20 in the running for this year's Acfas photo prize.

On September 14th, more than 1,200 members of Concordia's community attended the first-ever **Concordia Day** at the Montreal Museum of Fine Arts. Faculty, staff, students and alumni directly contributed to the programming. It included a variety of experiential workshops and museum tours offered by Faculty of Fine Arts students and faculty, a film screening and a luncheon for alumni.

SERVICES SECTOR

The **Webster Library Transformation Project** was completed and opened to the community in mid-September, 2017. It now offers a total of 3,316 sitting places for students. The grand opening is planned for early next year.

The official opening of **MB-9 Conference Centre** took place on October 2nd. The multi-functional area features 81 seats, an interview room and a kitchenette. It also includes a lounge specifically for PhD students.

The **Secure Web Gateway and Secure Email Gateway** project is complete. The old email gateway was replaced and a new service is in place to reduce the risk of access to malicious websites. This adds one more layer of protection against malware.

Concordia held its first **Campus Safety Awareness Week** from September 22th to 26th, part of a new campaign, *Campus Safety: Be Informed, Get Connected*. Activities included walk and texting obstacle course and the release of two new animated videos, produced by students. These short videos, geared to students, focus on promoting awareness of the Alertus+ app and the Security telephone number.

Concordia has just reaffirmed its **leadership in campus sustainability** — receiving a STARS gold rating from the Association for the Advancement of Sustainability in Higher Education (AASHE). The top marks come after ranking silver in last year's evaluation.

The Emergency Meal Plan is now being offered to a larger number of students, including members of the **Student Parents Centre** and the **Aboriginal Students Resource Centre**. The Hive Café was added to the pool of Food Services locations where students in need can visit. That pool includes Mother Hubbard's Cupboard, the Student Emergency Food Fund at the Multi-faith and Spirituality Centre, the CSU Emergency Food Voucher, and The People's Potato which provides free meals.

ADVANCEMENT & EXTERNAL RELATIONS

Fundraising

An anonymous **\$1-million** gift endowment will support students at the Faculty of Engineering and Computer Science. While investing in knowledge and creation, the purpose of the **Leonard F. Ruggins Engineering PhD Scholarships**, named in memory of the late Leonard F. Ruggins, BSc 68, is to attract and retain the best and brightest PhD students in research-oriented programs at Concordia's engineering faculty.

The **Jean-Louis Lévesque Foundation** confirmed **\$500,000** to support the PERFORM Centre's **Scientist in Human-Centered Engineering, Science and Healthy Living**.

Michael Williams, BComm 76, made a gift of **\$81,000** to Concordia to create the Michael R. Williams Business Studies Bursary at JMSB.

A combined gift of **\$50,000** from the Colubriale family will support the creation of the Giuseppe Colubriale and Raffaella Galati endowment at JMSB.

The **Bina and Leonard Ellen Family Foundation** pledged **\$50,000** in support for Concordia's Centre for the Arts in Human Development.

Robert Calderisi, BA 68, LLD 17, pledged **\$35,000** to supplement a generous bequest that he previously made towards undergraduate support in biochemistry.

A pledge of **\$25,000** from **Steven Tabac**, BA 74, was made towards JMSB's suspense account.

Jieling Sheng, BEng 98, and **Chrystian Roy**, BEng 98, met when they were students in Concordia's Department of Electrical and Computer Engineering. They made a **\$25,000** gift to create an entrance scholarship for graduate students in electrical engineering.

A **\$25,000** gift from **Transcontinental Inc.** will go towards the Transcontinental In-Course Bursary in Finance at JMSB.

Donald Poole, BSc 72, and **Bonnie Poole**, BComm 86, made a third gift of **\$25,000** to Concordia's Merit Scholarships to address one of the university's main priorities: graduate student support. Each of the \$25,000 grants were made from their fund with Gift Funds Canada.

Alumni Relations

Concordia welcomed over 1,600 alumni and friends to more than 15 Homecoming events held during the third week of September. The events featured over 20 alumni speakers and emcees.

IN OTHER GOOD NEWS

The official designation of Concordia's Grey Nuns Building as a National Historic Site was formalized with a plaque unveiling at a press conference on October 12th. During the event, an announcement was also made on behalf of the Honourable Catherine McKenna, Minister of Environment and Climate Change, and Minister responsible for Parks Canada, that the Government of Canada will be investing **\$851,000 towards the conservation of the building**. The funding is part of Canada's national cost-sharing program for heritage places.

Since the launch of the Concordia **mobile app** in early September, the university continues to make improvements to the app, incorporating many suggestions from students. This includes the addition of the "GPA" and "My account balance" to the "My Account" section. There have been more than 15,000 downloads of the app, a joint initiative between University Communications Services and Instructional and Information Technology Services.



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of October 25, 2017**

AGENDA ITEM: Concordia University Alumni Association Strategic Plan

ACTION REQUIRED: For information

SUMMARY: The President of the Concordia University Alumni Association (CUAA), Kim Fuller, will present the highlights of the CUAA strategic plan which was implemented following the merger of the three alumni associations. A summary of her presentation is attached.

PREPARED BY:

Name: Danielle Tessier
Date: October 17, 2017

CUAA ACTION PLAN: 2 year review

Since the amalgamation of the three alumni associations into one, we created and implemented a strategic plan that would allow us to live out our mission:

- Foster a lifetime connection through meaningful professional, academic and social opportunities for alumni, the University and the community.
- Spark active participation of current and future alumni to strengthen Concordia's reputation and outreach worldwide.
- Partner with the university and its supporters to create lasting positive change.

Our 2015 strategic priorities were based on how we could best serve the 9 strategic directions set forth by the University and ours included to:

1. Further Concordia's vision, mission and strategic directions
2. Enhance the Volunteer Experience
3. Strengthen the Student and Young Alumni experience and engagement
4. Bolster the Alumni Network

Among our completed tasks is the Memorandum of Understanding (MOU) with the University, which had not been revised for over ten years. Our board considers the MOU as the next step in unifying the CUAA post merger and will help establish a meaningful basis for financial and strategic understanding with Alumni Relations. The Alumni Relations office has developed a very strong team in the last 24 months and is now equipped with well organized systems. So robust and so self-sufficient that the CUAA needs to rethink its purpose in relation to the full time staff supporting alumni.

Questions that we seek answers to are:

- What is our purpose?
- How do we contribute in more meaningful ways?
- How do we live out the MOU?

Our new strategic plan is underway and we are aiming to have it ready by December in order to implement it starting early Spring 2018.

We held a successful Board Retreat (the first in over 5 years) on September 8th and our objectives for the retreat were met. We were able to:

- 1) get know each other better
- 2) get to discuss and establish our shared purpose
- 3) enjoy some social time together (relationship building)

It was the perfect activity to get everyone on the same page and prepare for a strong strategy going forward.

During the retreat we spent a lot of time looking at the MOU and what it actually means. For the CUAA board members, this is not a document that we simply check off our to-do list and throw it in a drawer. It's the document on which we base our relationship and interactions with Alumni Relations and the University. We want to make sure that we each (CUAA and AR) understand the document the same way and have actions planned that align with it. We looked at actions, roles and responsibilities and will continue to discuss these with AR to shape our strategy going forward.

We also set up a buddy system so that each board member is accountable to another for their Commitment Statements. In the Commitment Statements we each wrote down specific ways we want and will contribute to the CUAA Board and the Concordia community at large.

There was a very big emphasis on playing a bigger role in setting revenue goals and how to attain them.

Our board members have also been looking into how to strengthen our volunteer experience through mentoring. Both being a mentor and receiving it. As part of our goal to enhance the volunteer experience, we chose to start with ourselves - to walk the walk!

We also have achieved 100% giving at the board level. Again, our goal is to set an example for the alumni community, so we're starting with ourselves to literally put our money where our mouth is.

In the coming months we will be working closely with Alumni Relations to see how our board (and our respective networks) can assist in the University's capital campaign.

We look forward to our next opportunity to bring the Board of Governor's up to speed on our activities!

CUAA president, Kim Fuller, is available any time to take questions or comments: feel free to reach out by phone or email: 514.993.2211 or kim@phil.ca

~ THANK YOU ~



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of October 25, 2017**

AGENDA ITEM: Annual report from the Office of Rights and Responsibilities

ACTION REQUIRED: For information

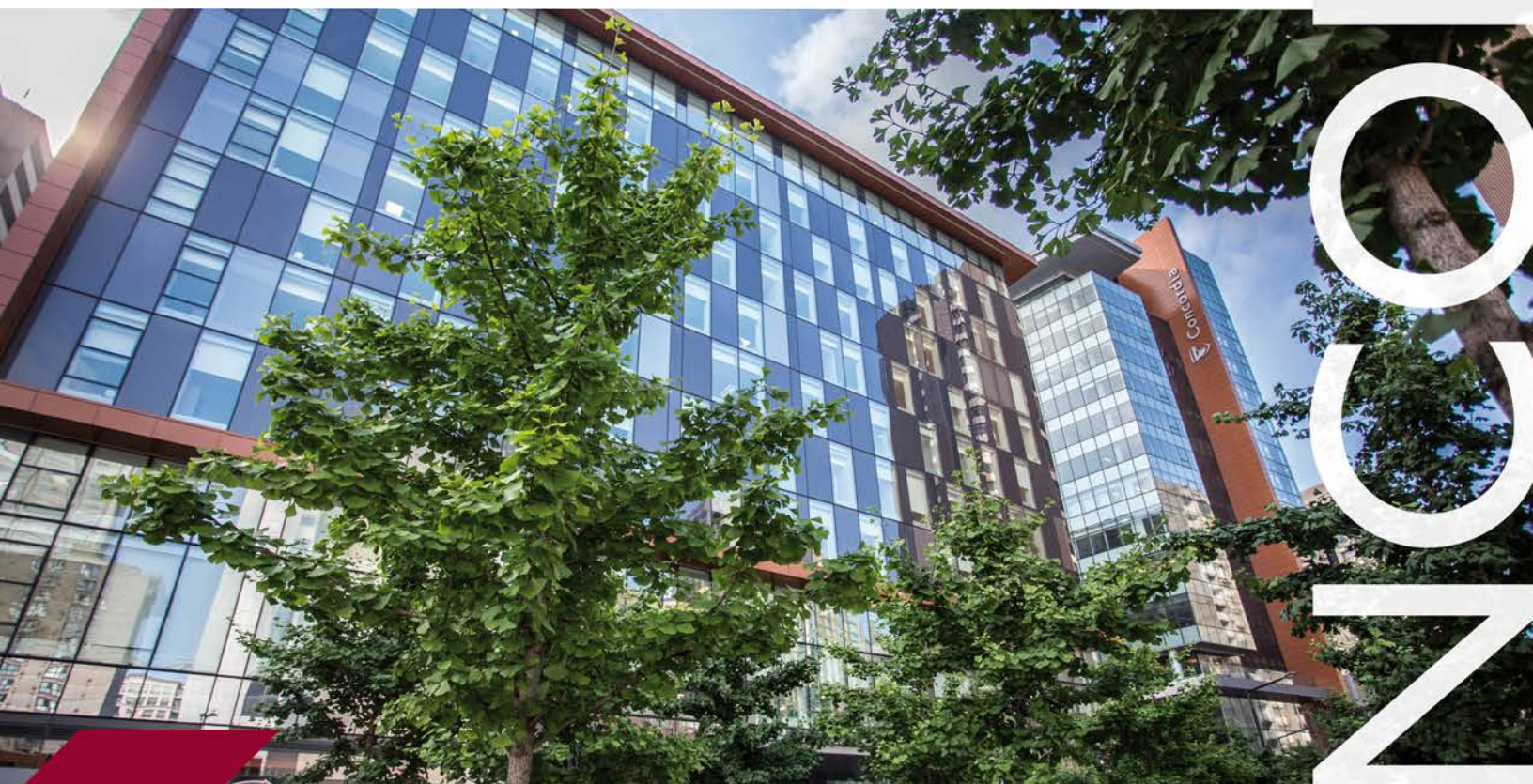
SUMMARY: The *Code of Rights and Responsibilities* ([BD-3](#)) provides for the filing of an annual report detailing the activities of the Office of Rights and Responsibilities, including statistics on the complaints received, a copy of which shall be submitted to the Board of Governors for information purposes. The highlights of the report will be presented by the Interim Director, Lisa White.

PREPARED BY:

Name: Danielle Tessier
Date: October 17, 2017

OFFICE OF RIGHTS AND RESPONSIBILITIES

Promoting Fairness on Campus



ANNUAL REPORT 2016-17

SEPTEMBER 2017

TABLE OF CONTENTS

Introduction	1
Mandate of the Office and Key Policies	1
Education, Outreach, Promotion and Collaboration.....	1
Recommendations.....	2
Data Analysis and Statistical Review	2
<i>Activity Summary and Breakdown of Requests for Assistance</i>	2
Who is seeking assistance?	4
Who are complaints being made against?	5
Formal Complaints	10
Closing Remarks	11

CHARTS AND TABLES

Chart A: Distribution of Services (2016-2017)	3
Table 1: Requests for Assistance (2016-2017)	3
Table 2: 3 Year Annual Comparison	3
Table 3: Breakdown by Case Type – 3 Year Annual Comparison.....	4
Chart B: Complainant Demographics (cases).....	4
Chart C: Complainant Demographics (consultations)	5
Chart D: Respondent Demographics (cases)	5
Chart E: Respondent Demographics (consultations)	6
Table 4: Breakdown of cases (98) and consultations (188) by infractions.....	7
Chart F: Presenting Issues (cases) 2016 -2017.....	8
Chart G: Monthly Distribution of New Requests for Assistance (256).....	9
Chart H: Students-of-Concern Distribution	9
Chart I: Monthly Distribution of New Requests for Assistance - 3 Year Comparison.....	10

Office of Rights and Responsibilities - Annual Report 2016-2017

Introduction

As provided in article 16 of the *Code of Rights and Responsibilities* (the “Code”), annually, the *Office of Rights and Responsibilities* (referred interchangeably as “ORR” or the “Office”) submits a report to the Secretary-General covering the previous academic year. The report details the activities of the Office, including statistics on complaints received, and makes recommendations, as necessary, with regard to either the Code or the operations of the Office. The report is made available by way of the University's publications and it is submitted, for information purposes, to Senate and to the Board of Governors.

This 2016-2017 Annual Report refers to the activities of the Office from May 1, 2016 to April 30, 2017.

Mandate of the Office and Key Policies

The Office offers impartial, confidential, non-judgmental, and independent services to all University Members (students, faculty, and staff). It has jurisdiction over alleged infractions involving Members that take place on University premises or on other premises in the course of any University activity or event. Among other things, the Office:

- Provides support and redress to Members who have behavioural complaints and/or concerns
- Manages a complaint resolution process that may include a range of responses such as:
 - Informal procedures (clarifying perceptions, shuttle diplomacy, mediation, settlement agreements, providing strategies, etc.)
 - Formal procedures (adjudication, hearing tribunals, investigations, sanctions, etc.)
- Coordinates procedures for managing behaviour that may pose a danger, risk and/or threat
- Directs the University's response in handling urgent cases

In this context, most of the Office's work is focused on applying and/or administering the following key Policies:

- The Code ([Code of Rights and Responsibilities](#)), [BD-3](#)
- [Protocol on the Coordination of Urgent Cases of Threatening or Violent Conduct, BD-3 Protocol](#) (the “Protocol”),
- [Policy on Student Involuntary Leave of Absence, PRVPAA-15](#) (“POSILA”),
- [Policy On Harassment, Sexual Harassment and Psychological Harassment, HR-38](#)

For more information about the Office and its services, please refer to the [ORR website](#).

Education, Outreach, Promotion and Collaboration

ORR education, outreach programming and promotion take place throughout the year and include participation in student, faculty, and employee orientations, offering workshops, training and generally, providing information regarding harassment, dealing with disruptive Members, threatening or violent conduct, POSILA, and the Code.

In this context, throughout the 2016-2017 year, ORR participated in and/or presented at a variety of University events, fairs, and activities. Outreach activities also included providing information to other educational institutions and organizations regarding ORR policies and approaches to behavioural incidents and concerns.

Recommendations

As provided in Article 15 of the Code, the Office may, when warranted, make recommendations regarding situations within a unit, department, faculty, or the University as a whole, when such situations have the general effect of violating the rights that are sought to be protected by the Code. Often, these recommendations arise from specific issues or situations that are brought to the Office.

Similarly, and as provided in Article 16 of the Code, when necessary or warranted, the Office will also make certain recommendations regarding the Code and the operations of the Office. Additionally, to the extent that a member of the Concordia community is interested in bringing forward a recommendation for revision(s) to the Code, that member may submit the recommendation(s) in question to the Office for consideration.

General Recommendations

It is recommended that information sharing processes be reviewed with regard to “*Student of Concern*” (“**SOC**”) cases in which there are separate, yet related incidents, impacting various University units so as to ensure optimal coordination and response. In this regard, it is recommended that when such situations arise an *ad hoc* group is constituted for this purpose. The *ad hoc* group could be convened by Security Services which would normally have the reports of incidents across the University. The members of this group would normally include representation from the Office, from Legal Services and where applicable, other stakeholders.

Past Recommendations

Following collaboration with the Registrar’s Office, the Office is pleased to report that the 2015-2016 recommendation regarding the review of processes related to the re-admission of SOCs has been satisfactorily addressed. Additional measures have been developed such as a new method of implementing on-campus restrictions and training.

Data Analysis and Statistical Review

Activity Summary and Breakdown of Requests for Assistance

Below is a snapshot of the Office’s activity for the 2016-2017 academic year, including the breakdowns by type of contact, the distribution of services by classification and month, Complainant/Respondent demographics and types of infractions reported.

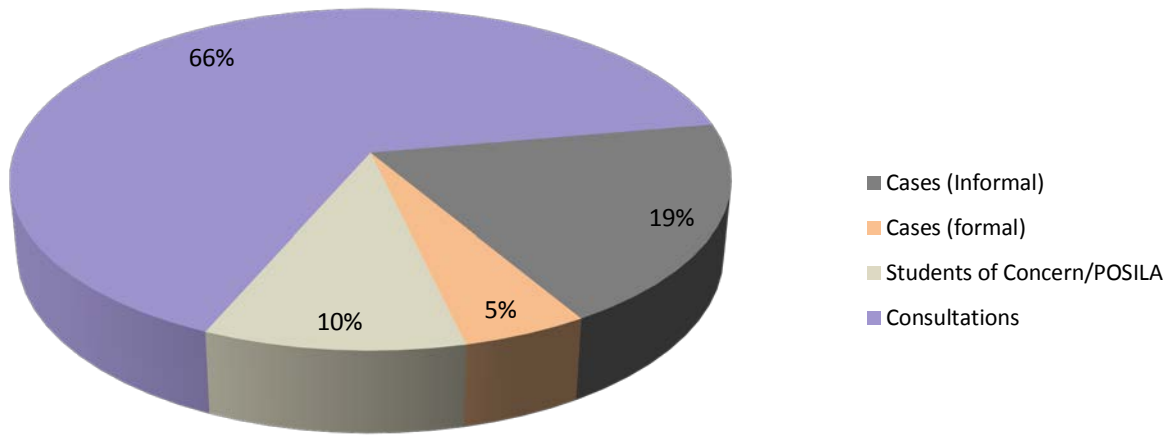
The Office may assist Members with behavioural complaints/concerns in the following ways:

- **Consultations** - the Advisor provides information and/or guidance but usually does not play an active or ongoing role in the situation, complaint, or concern
- **Cases** - the Advisor provides information and/or guidance and may also directly intervene, review evidence, or play an ongoing role in the situation, complaint, or concern

Depending upon the complaint, cases will be classified as “*formal*” or “*informal*.” A case typically begins as a consultation; however, if it ultimately evolves into a case, when reporting the data, it is only counted once. Cases (and consultations when applicable) are generally categorized as behavioural issues under the Code and/or the Protocol, or as Student of Concern (SOC) under POSILA.

Requests for assistance during 2016-2017 totaled 286. The breakdown by percentage is displayed in Chart A.

CHART A: DISTRIBUTION OF SERVICES (2016-2017)



Consultations accounted for a majority of all services provided. With regard to cases, informal resolution was employed significantly more often than formal resolution (19% versus 5%). 6 new formal complaints were processed this year in addition to 8 active formal complaints carried over from the previous reporting year, comprising approximately 5% of the Office’s activity.

The number of active cases involving SOCs and threat assessments was 29, up from the 19 administered in 2015-2016, and accounted for 10% of overall activity. SOC and threat assessment cases most often involve safety concerns, medical/mental health issues, and/or serious disciplinary matters, generally requiring an immediate response and intervention, and, more often than not, comprehensive cross-sectorial coordination.

TABLE 1: REQUESTS FOR ASSISTANCE (2016-2017)

2016-2017 Academic Year	Cases	Consultations	Total
May 1, 2016 - April 30, 2017	98	188	286

TABLE 2: 3 YEAR ANNUAL COMPARISON

Year	Months	Cases	Consultations	Total
2014-2015	12	126/144 ¹	162/164 ¹	288/308 ¹
2015-2016	12	95/147 ¹	184/192 ¹	279/339 ¹
2016-2017	12	98	188	286

¹ Includes additional consultations or complaints related to exceptional circumstances

Requests for assistance totalled 286 (98 cases and 188 consultations) as displayed in Tables 1 and 2 in 2016-2017. Overall requests for assistance (excluding those arising from exceptional circumstances) have remained stable throughout the last three year period. It should be noted that the statistics in Table 2 do not include requests of an administrative nature. In ORR reporting for years prior to this annual report, such requests were included and were referred to as “Other Requests”.

TABLE 3: BREAKDOWN BY CASE TYPE – 3 YEAR ANNUAL COMPARISON

Case Type	2016-2017	2015-2016	2014-2015
Informal	55	63/66 ¹	90
Formal	14	14/63 ¹	13/31 ¹
SOC/Threat Assessment	29	19 ²	23
Total Cases	98	95/147¹	126/144¹

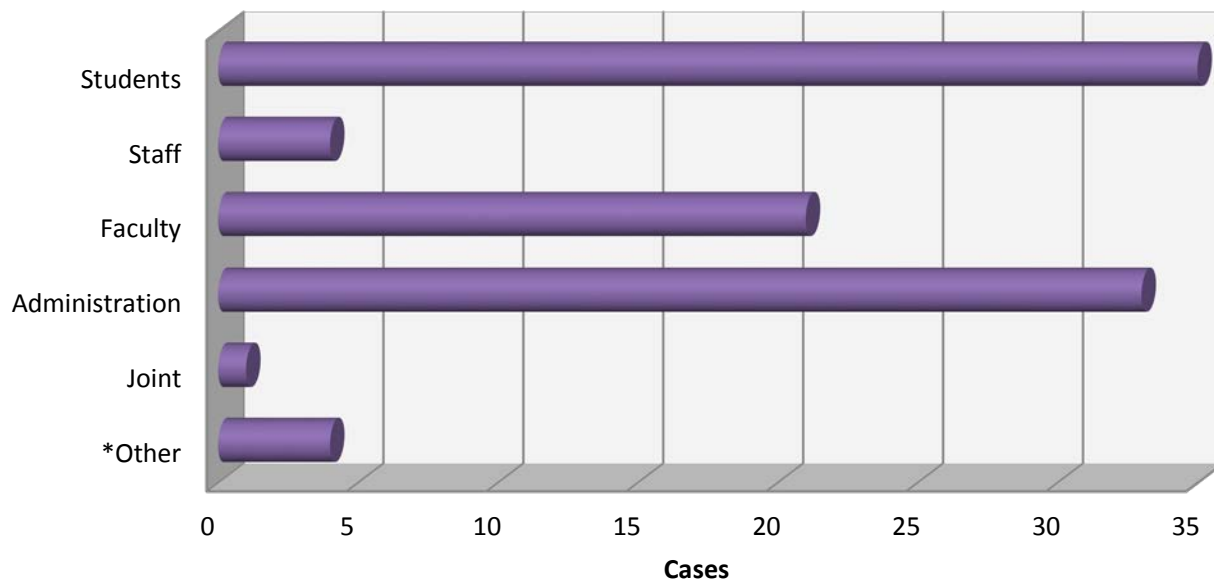
¹ Includes additional cases related to exceptional circumstances
² There were actually 18 SOC cases and one additional informal case that was also counted as an SOC case

Who is seeking assistance?

The term “Complainant” is used to refer to any member of the University community who is directly affected by someone’s behaviour and who raises a concern with the Office. The conduct in question should be within the scope of the Code. If warranted, a case file is opened regardless of whether informal resolution was sought or a formal complaint was launched.

CHART B: COMPLAINANT DEMOGRAPHICS (CASES)

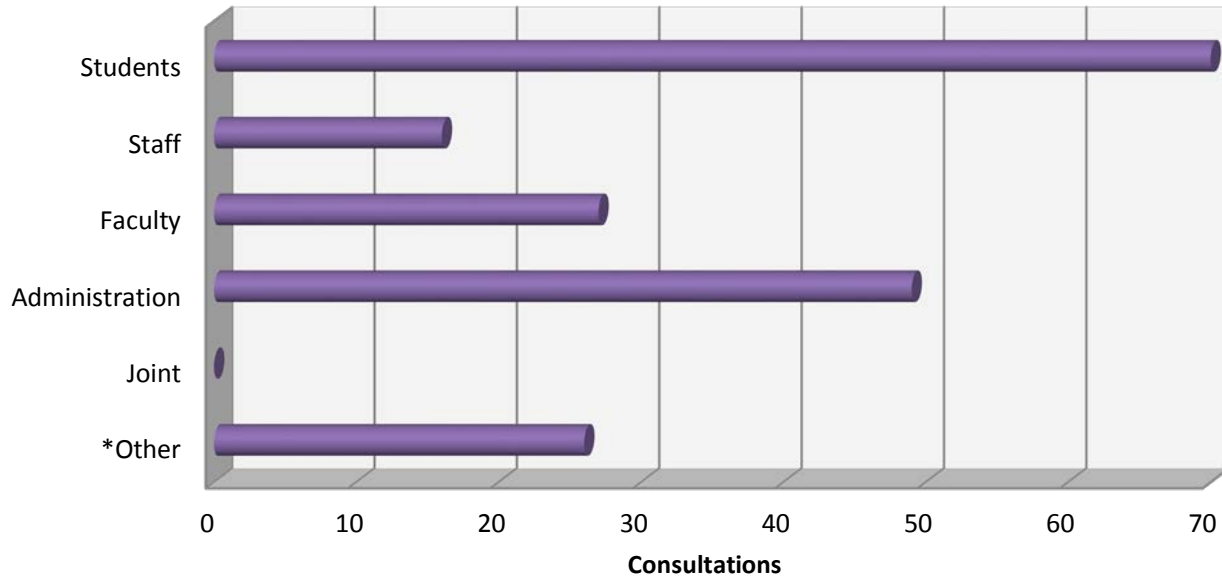
Requests for assistance/complaints were generated by:



*“OTHER” REFERS TO NON-MEMBERS, ALUMNI, ETC.

CHART C: COMPLAINANT DEMOGRAPHICS (CONSULTATIONS)

Requests for assistance/complaints were generated by:



*"OTHER" REFERS TO NON-MEMBERS, ALUMNI, ETC.

Who are complaints being made against?

The term "Respondent" refers to the person against whom a complaint is made. A "Respondent" is any Member who is alleged to be responsible for undesirable behaviour described as an offense/infraction under the Code, thereby giving rise to a Complainant seeking resolution within the scope of the Code.

CHART D: RESPONDENT DEMOGRAPHICS (CASES)

Complaints were generated against:

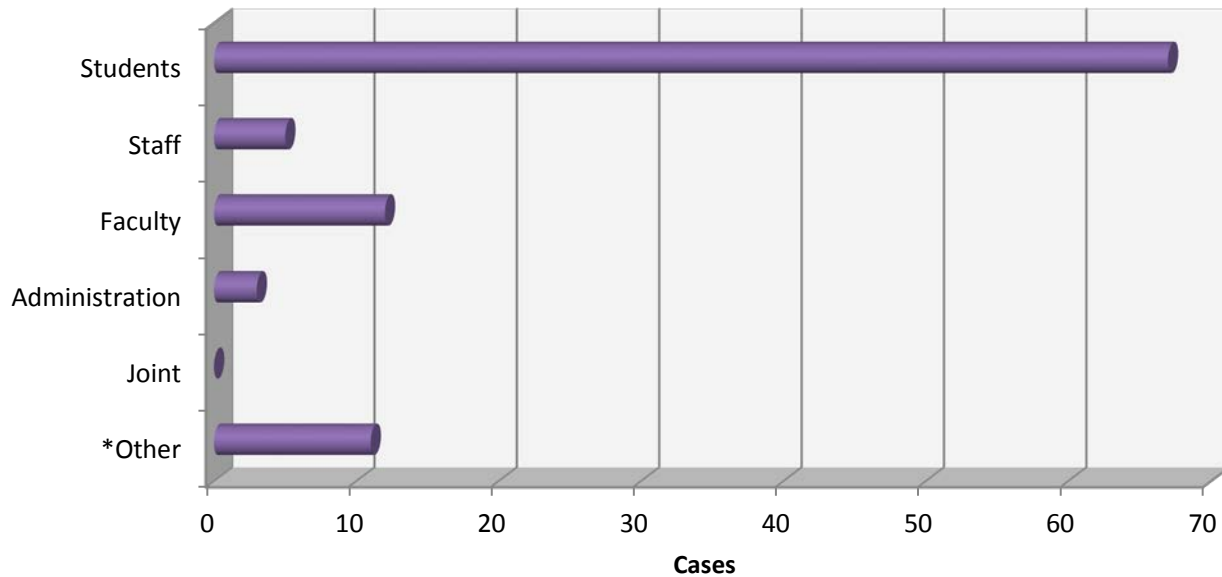
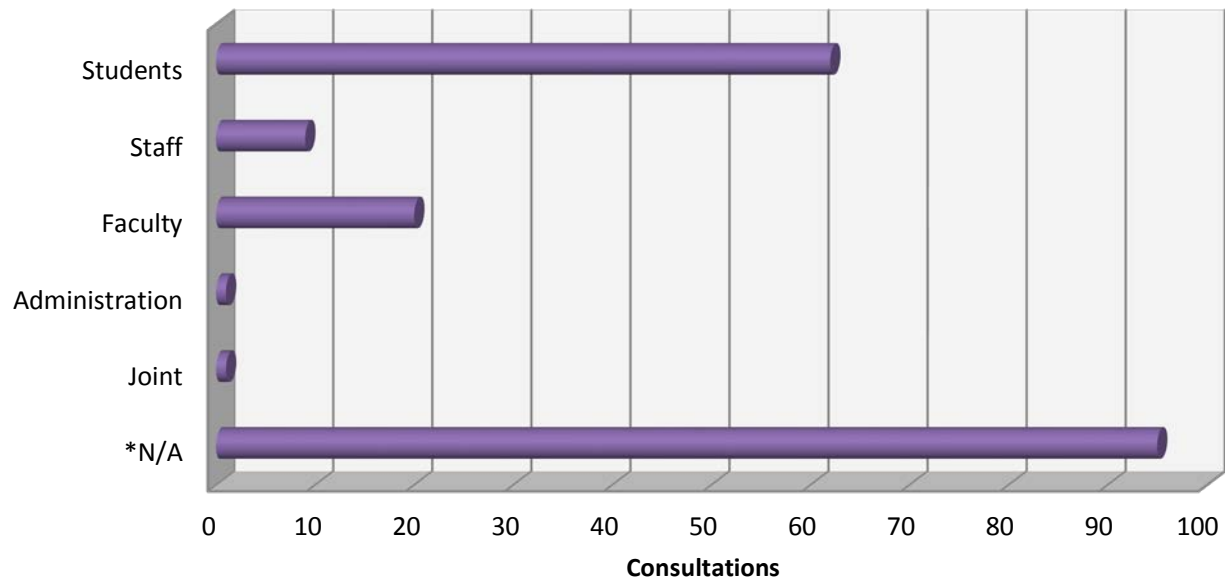


CHART E: RESPONDENT DEMOGRAPHICS (CONSULTATIONS)

Complaints were generated against:



**"OTHER" REFERS TO NON-MEMBERS, ALUMNI, ETC.*

***N/A REFERS TO CASES OR CONSULTATIONS IN WHICH THERE WAS NO RESPONDENT SPECIFIED*

TABLE 4: BREAKDOWN OF CASES (98) AND CONSULTATIONS (188) BY INFRACTIONS

Offence	Code	In 98 Cases	In 188 Consults	Total Infractions
Harassment	28a	34	33	67
Sexual Harassment	28b	15	8	23
Psychological Harassment	28c	6	3	9
Discrimination	28d	5	9	14
Communication of Discriminatory Matter	28e	3	7	10
Threatening or Violent Conduct	28f	17	4	21
Offences against property	29a	1	1	2
Furnishing False Information/Accusation/Emergency	29b	2	0	2
Maliciously activating fire alarms	29c	0	0	0
Bomb threats	29d	2	0	2
Theft or abuse of computing facilities or computer time	29e	1	0	1
Unauthorized entry into University property	29f	0	1	1
Obstruction or disruption of work or studies	29g	8	5	13
Camping or Lodging on University property	29h	0	0	0
Forging or altering University documents	29i	1	1	2
Hazing	29j	0	0	0
Unlawful use, sale, distribution, etc. of controlled substances	29k	0	0	0
Possession or use of explosives or destructive devices	29l	0	0	0
Possession or use of firearms, chemicals, or other weapons	29m	0	0	0
Unauthorized or duplication of University's name, logos, etc.	29n	0	0	0
Unlawful offense in the University context	29o	0	0	0
Student-of-concern/Threat Assessment/POSILA	(n/a)	29	4	33
*Miscellaneous Consultations	(n/a)	0	121	121

**MISCELLANEOUS CONSULTATIONS REFERS TO FILES/ISSUES THAT MAY INVOLVE PROBLEMATIC BEHAVIOUR NOT CLASSIFIED UNDER THE CODE, SITUATIONS OF ADMINISTRATIVE FOLLOW-UP, OR MATTERS IN WHICH THE OFFICE HAS LIMITED JURISDICTION, ETC.*

Some complaints and/or consultations allege more than one Code infraction. These complaints are still counted as a single file, regardless of the number of offences cited. Consultations more often than cases will not allege a complaint or issue that falls neatly under the Code. As such, these situations often require information and advice, do not evolve into cases and also, account for the high number in the “*Miscellaneous Consultations*” category.

In 2016-2017, the Office observed decreases in all harassment categories (general harassment, sexual harassment, and psychological harassment) and threatening/violent conduct while reported incidents of discrimination and communication of a discriminatory matter were higher. The Office also received an increase in new or ongoing requests for assistance involving Students of Concern and POSILA (up to 33 from 24 in 2015-

2016) and a significant decrease in complaints related to the obstruction/disruption of University activity. There were no other material variations in the number of reports regarding other Code infractions.

Data regarding sexual assault was manually generated this year as was the case in previous annual reports. In 2016-2017, the Office received a total of 23 reports involving sexual harassment (15 cases and 8 consultations). 2/15 of the cases under the umbrella of sexual harassment involved allegations of sexual assault. Of those 2, one was filed as a formal complaint. Out of 8 sexual harassment consultations, one of the Complainants reported incidents of sexual assault.

CHART F: PRESENTING ISSUES (CASES) 2016 -2017

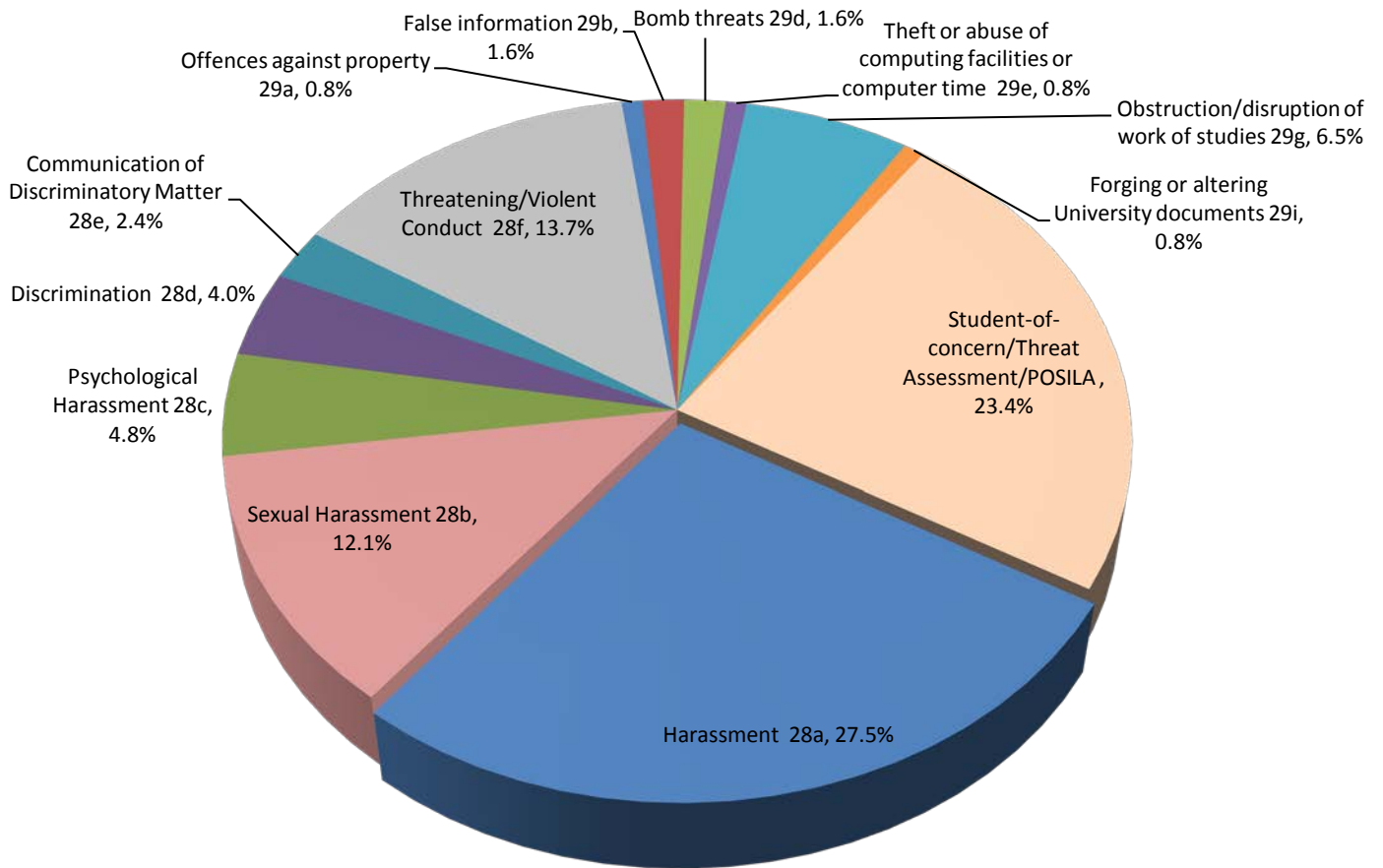
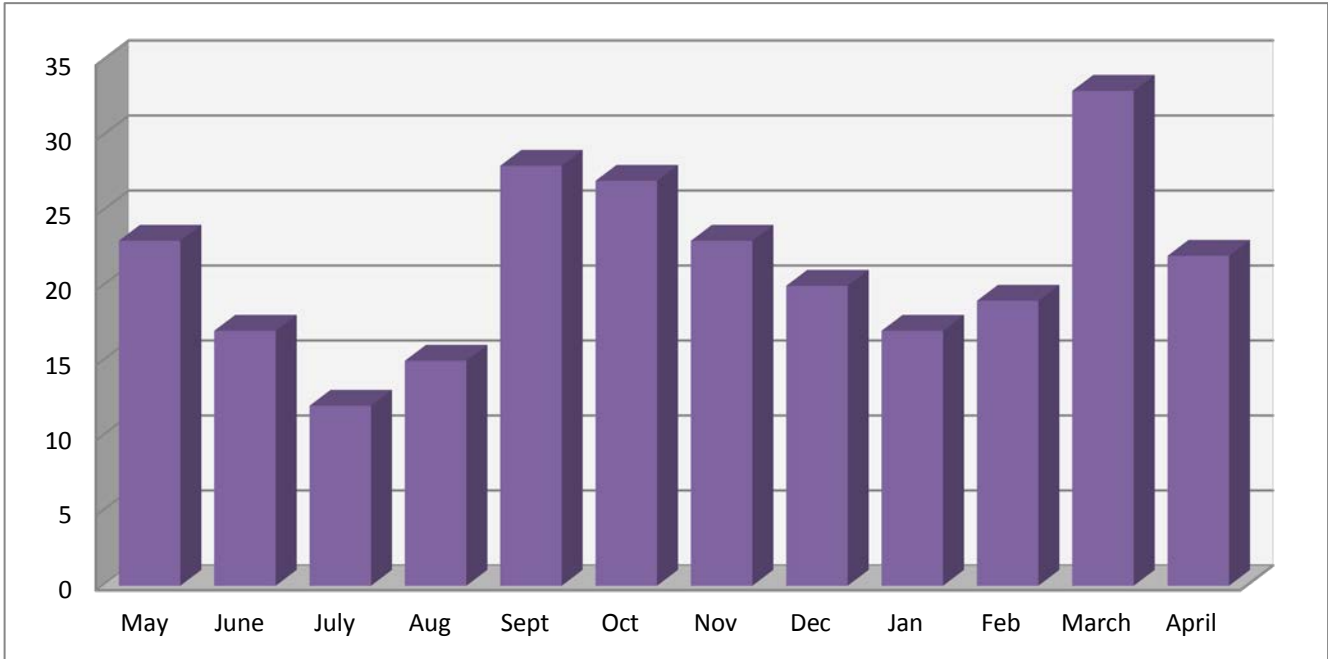


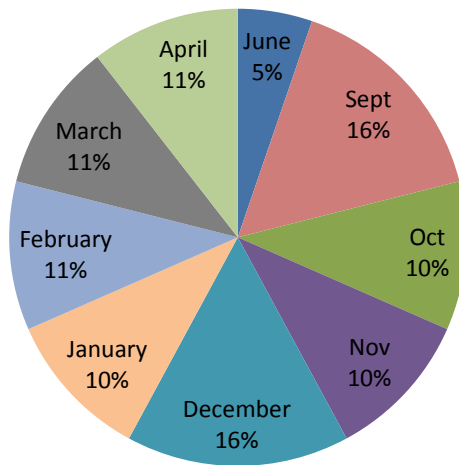
Chart F (above) provides an overview and percentage breakdown of the types of case offences reported.

CHART G: MONTHLY DISTRIBUTION OF NEW REQUESTS FOR ASSISTANCE (256)



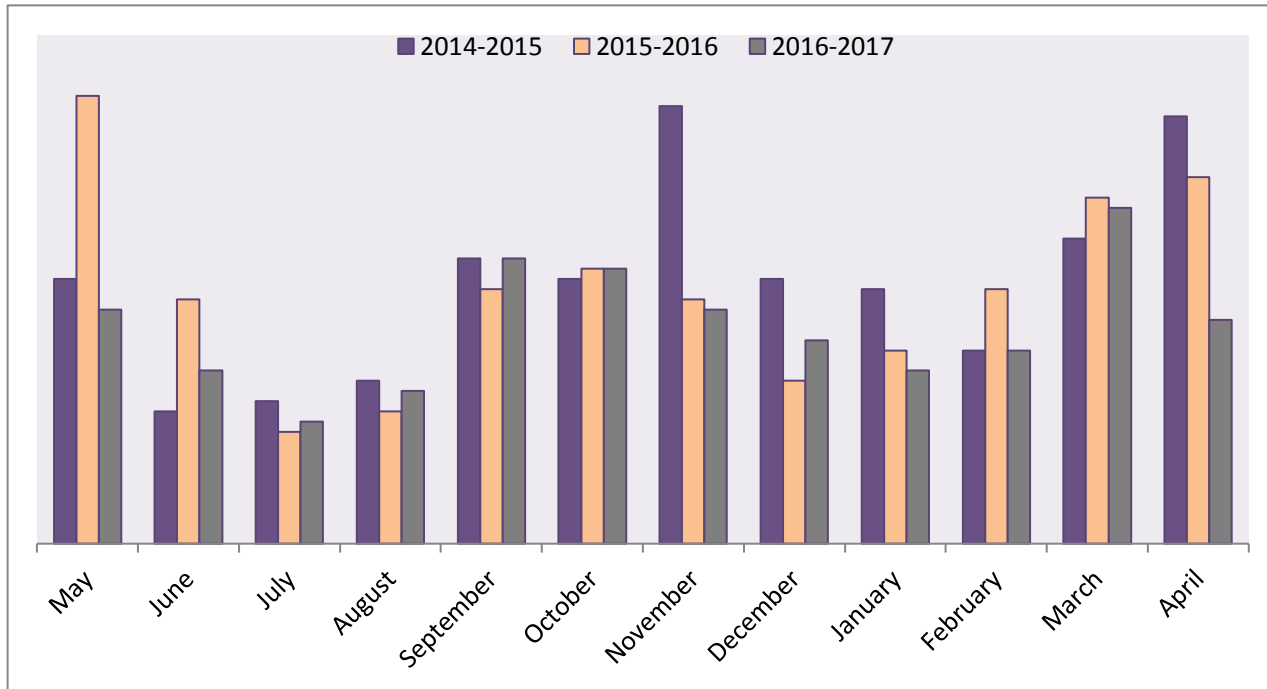
Note: 30 ongoing requests for assistance were carried over from 2015-2016 and are not reflected in this graph.

CHART H: STUDENTS-OF-CONCERN DISTRIBUTION



Of the 19 new SOC cases received in 2016-2017, there were none reported during the months of May, July and August. Only one SOC was placed on an involuntary leave of absence in 2016-17. To date, we have not observed a trend regarding time periods in which SOC files are most often brought to the attention of the Office, nevertheless we will continue to monitor the data for any relevant patterns.

CHART I: MONTHLY DISTRIBUTION OF NEW REQUESTS FOR ASSISTANCE (CASES AND CONSULTATIONS) - 3 YEAR COMPARISON:



Following last year’s distribution of the Annual Report to the Board of Governors, a request was made to identify trends in relation to when requests for assistance were most often received. In analyzing new requests for assistance over the last three year period (excluding exceptional circumstances), the Office typically receives more requests in the months of March, September, and October. Please note that requests of an administrative nature (“Other Requests”, also referred to at page 4 of this Report) which were historically reported are not represented in this graph and that the Office discontinued reporting such requests in 2016-2017.

Formal Complaints

In 2016-2017, there were 14 formal complaints filed with the Office. Formal complaints can be resolved informally or formally and a complaint can be withdrawn at any time prior to the start of a hearing or investigation. Additionally, an informal resolution may not work for any number of reasons and may end up going through a formal resolution process. Finally, even when there is a formal resolution, there is an appeal process which can be triggered in certain circumstances.

Closing Remarks

The number of requests for assistance received by the Office has remained relatively consistent throughout the preceding three years (excluding variations related to exceptional circumstances). Consultations are still the most requested form of assistance and informal resolution continues to be the preferred approach in resolving behavioural disputes with regard to cases. The 2016-2017 year included an increase in active SOC dossiers (29 from 19 reported last year). We will continue to monitor this increase while assessing ways in which students implicated in these dossiers can be proactively supported.

In closing, I would like to extend my thanks to Sraddha Bista, our Department Assistant, for her assistance throughout the year. I would also like to extend our thanks to the Secretary-General, our internal partners, and the Concordia community for their invaluable assistance to the Office in its work.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'L. White', with a long horizontal flourish extending to the right.

Lisa White
Associate Advisor, Rights and Responsibilities

DISRUPTIVE
BEHAVIOUR
EQUITY
DISCRIMINATION
COOPERATION
COLLEGIALITY
DIVERSITY
TRESPASSING
CIVILITY
HARASSMENT
THEFT
THREATS
CONNECTION
RESPECT
HARMONY



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of October 25, 2017**

AGENDA ITEM: Annual report from the Ombuds Office

ACTION REQUIRED: For information

SUMMARY: The *Terms of Reference of the Ombuds Office* ([BD-2](#)) provide for the filing of an annual report detailing the activities of the Ombuds Office, including statistics on the concerns and complaints received, a copy of which shall be submitted to the Board of Governors for information purposes. The highlights of the report will be presented by the Ombudsperson, Amy Fish.

PREPARED BY:

Name: Danielle Tessier
Date: October 17, 2017

OMBUDS OFFICE

Promoting fairness at Concordia

ANNUAL REPORT 2016–17





OMBUDS OFFICE

July 7, 2017

Members of the Board of Governors
Concordia University
1455 de Maisonneuve Blvd. West
Montreal, QC
H3G 1M8

To the Board of Governors;

As per article 29 of the Terms of Reference of the Ombuds Office, I am pleased to submit the **2016-2017 Annual Report of the Ombuds Office: Promoting Fairness at Concordia University.**

The purpose of this report is to provide you with:

- an overview of the roles and responsibilities of the Ombuds office;
- a description of the year's activities from May 1, 2016 to April 30, 2017;
- key statistics regarding the community we serve;
- some examples of recommendations offered; and
- plans for the upcoming year.

I look forward to presenting this report to you in person.

Sincerely,

amy fish

Amy Fish, MHSc.

Ombudsperson

Concordia University / Université Concordia

Table of Contents

Ombuds Office Overview	1
Ombuds Office 2016-2017	1
Highlights of 2016-2017	1
Slight Decrease in Files	1
Client Overview	2
Means of Initial Contact.....	3
Caseload per Month.....	3
Student Concerns	4
Student Academic Concerns.....	5
Student Non-Academic Concerns	6
Resolutions of Student Cases	6
Faculty and Staff Concerns.....	8
Academic Concerns	8
Academic Concerns	8
Non-Academic Concerns.....	8
Resolutions of Faculty and Staff Cases	9
Review of Prior Recommendations	10
Examples of Recommendations and Assistance Provided for 2016-2017.....	10

Ombuds Office Overview

Concordia University was one of the first Universities in Canada to establish an Ombuds Office. The office was founded in 1978, on the principles of impartiality, confidentiality, independence and accessibility.

The Ombuds Office reports directly to the Board of Governors to maintain its independent status.

The Ombudsperson is responsible for promoting fairness in the University.

This objective is achieved through:

- consulting with students, faculty and staff to prevent conflict;
- investigating potential complaints and/or allegations of unfairness;
- recommending improvements to policies and procedures where appropriate;
- developing materials to assist community members in conflict de-escalation; and
- offering workshops to groups requesting assistance in resolving conflict related issues.

Ombuds Office 2016-2017

This year was stable in terms of staffing, budget and mandate. No major changes took place.

Highlights of 2016-2017

Slight Decrease in Files

This year, the Ombuds Office treated 470 files, as compared to 514 the previous year.

Very few of these files became formal or serious complaints.

For the past five years, the number of files has hovered around 500. This is exactly what would be expected in a university of our size. Generally, the volume of Ombuds files is expected to be approximately 1% of the student population. When you consider that our office also accepts files from faculty and staff, we are well within and even below the industry standard.

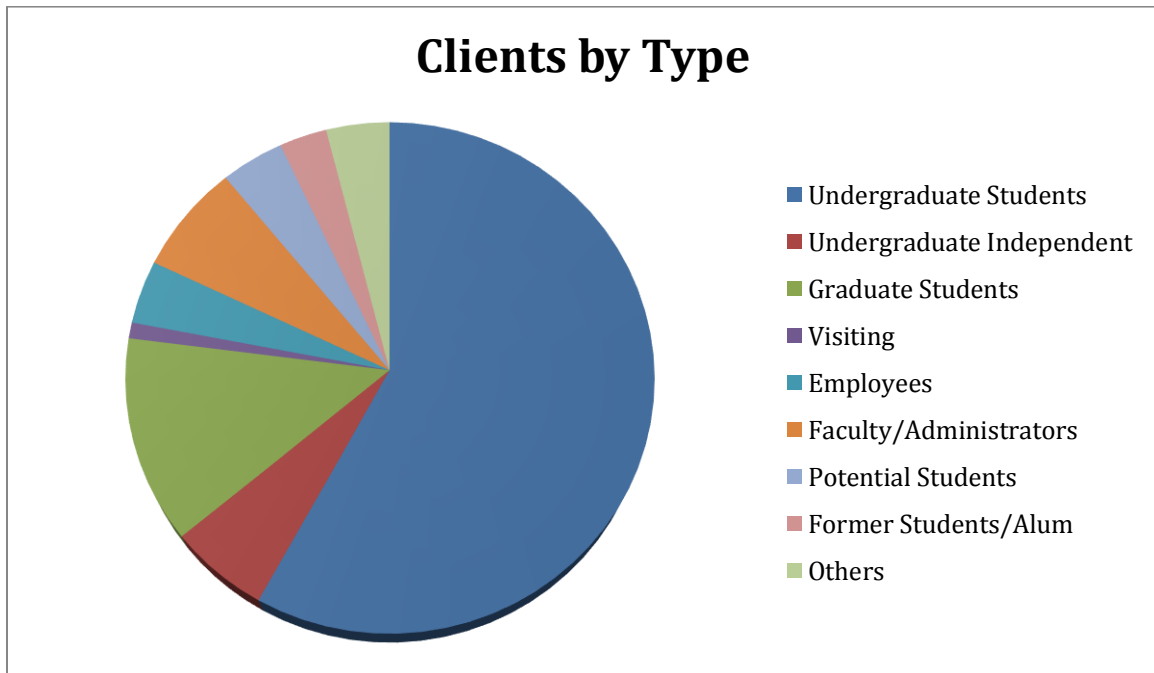
The decrease this year may be explained by a correction of the minor increase experienced last year with the advent of a new Ombudsperson.

This slight decrease does not appear to represent any significant change in the accessibility and/or the practice of the Ombuds office.

Client Overview

470 concerns were brought to the Ombuds Office this year, most of which came from students. Please see Chart A, below for a breakdown of what type of clients came to our office.

Chart A: Percentage of Clients by Type



Overall:

- Almost no change since last year;
- 78% of the concerns were brought forward by students;
- 11% came from faculty members or staff; and
- 11% came from other parties (e.g, alumni, potential students).

The 11% from “other” parties was expected to decline this year, however it grew by 1%. The Ombuds Office Terms of Reference (TOR) set guidelines for who is considered a community member, but do allow for exceptions based on the Ombudsperson’s discretion. This year, several files were treated from potential students (who had applied but not been accepted) as well as alumni with extenuating circumstances.

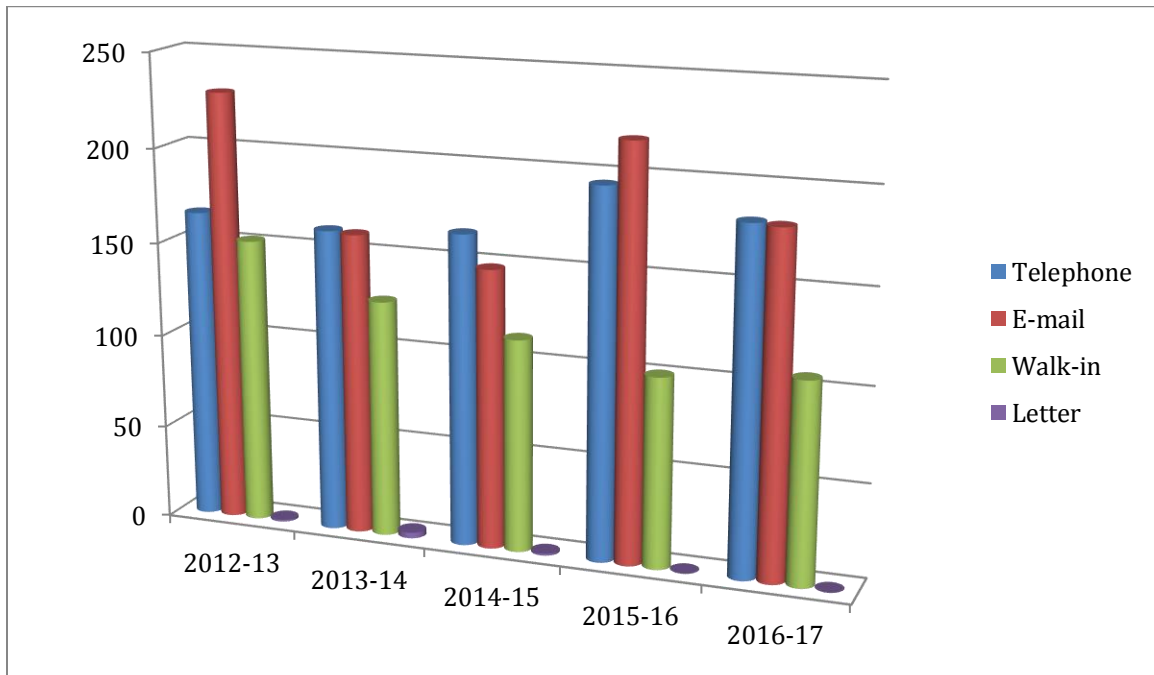
In 2017-2018, there will be a review of the TOR, and the definitions in this category will be clarified.

Parents were not classified separately this year, because they are only allowed to bring forward an issue with the express written consent of their child (who is a student). Therefore any parental concern is considered a student concern, and is classified by type of student.

Means of Initial Contact

The Ombuds Office receives complaints and concerns through telephone calls, e-mails and walk-ins. We conducted an analysis of the past five years to see if there were any major changes in this area. Please see findings below, in Chart B:

Chart B: Means of Initial Contact by Year



This chart represents only the first point of contact. Once the clients reach out to us, we schedule a follow up in person or over the phone, depending upon both their preference and the nature of the issue. Clients that walk-in are seen immediately whenever possible, or given a follow up meeting within the next few days.

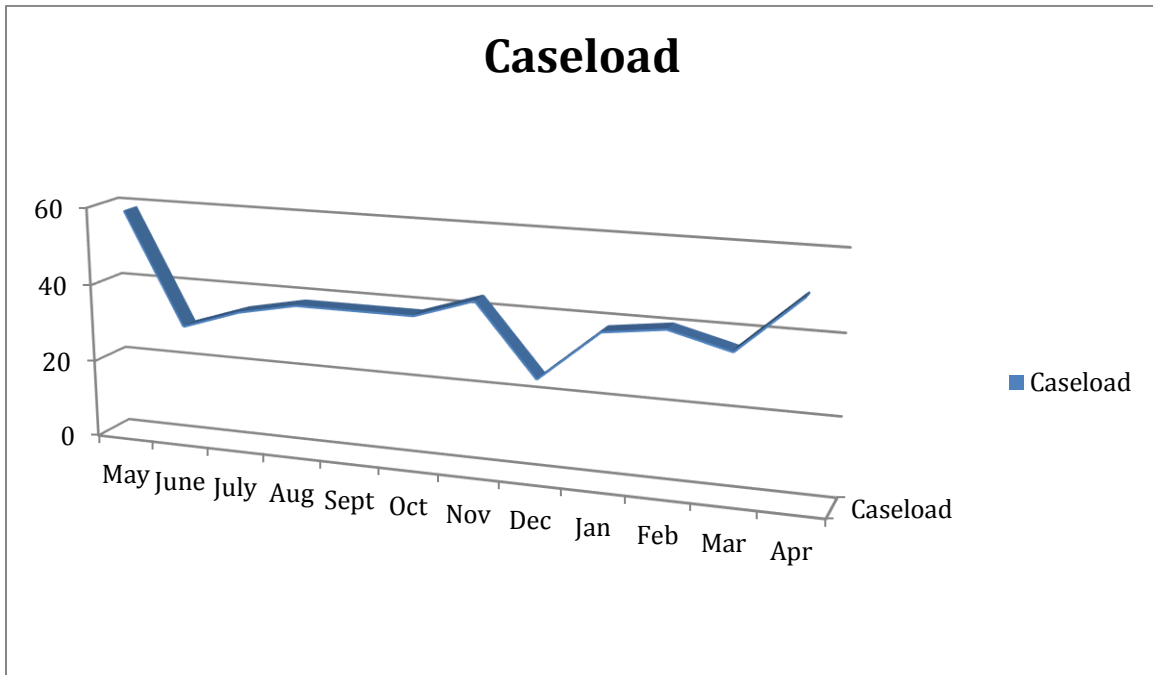
Although, walk-ins appeared to be trending downwards, this year they appear to be on a slight upswing. It is our hope that clients will continue to come directly to our office so that we can provide assistance as early in the process as possible.

With the exception of 2012-13, e-mail and telephone have been very close, with this year bringing only 1% variance between them. For the past five years, phone and e-mail have been the most common methods of communication, with walk-ins third, and letters only rarely.

Caseload per Month

Chart C, below shows a month by month breakdown of our caseload. As expected, some times of the year are significantly busier than others.

Chart C: Caseload by Month (2016-2017)



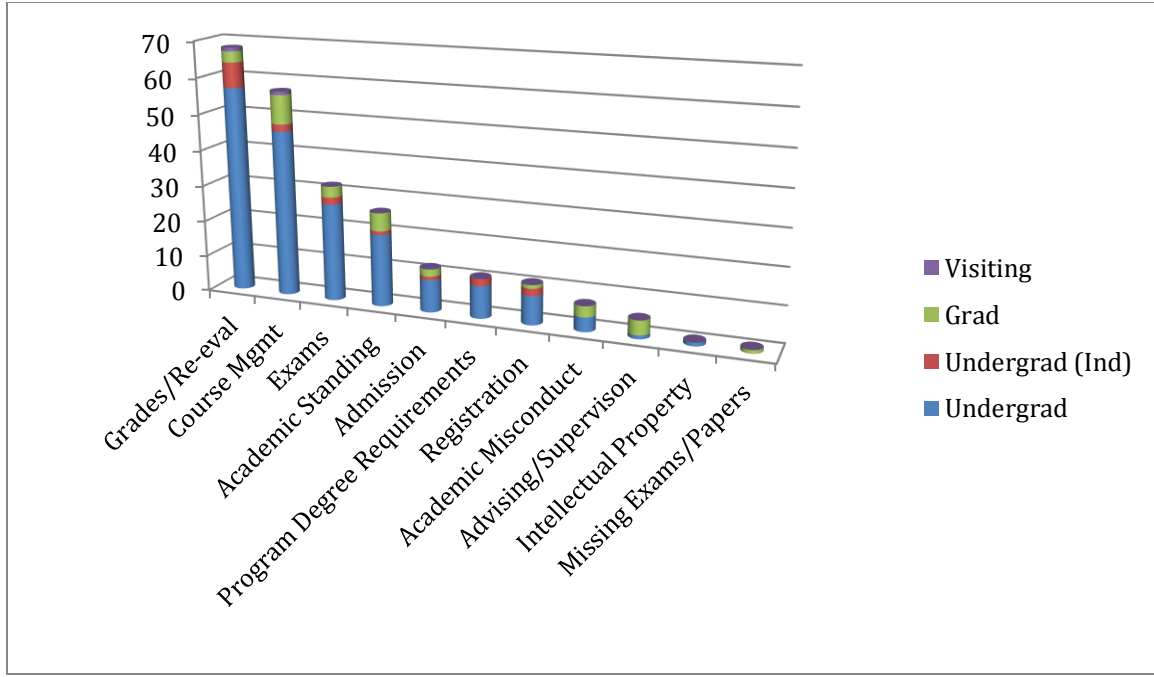
As would be expected, our highest volume months were April and May because of issues with graduation, final exams and program degree requirements. December was the quietest this year.

Student Concerns

Students bring a wide variety of concerns to our office. We separate the concerns into academic and non-academic issues. A full breakdown of academic concerns is presented in Chart D, below.

Student Academic Concerns

Chart D: Student Academic Concerns by Type (2016-17)

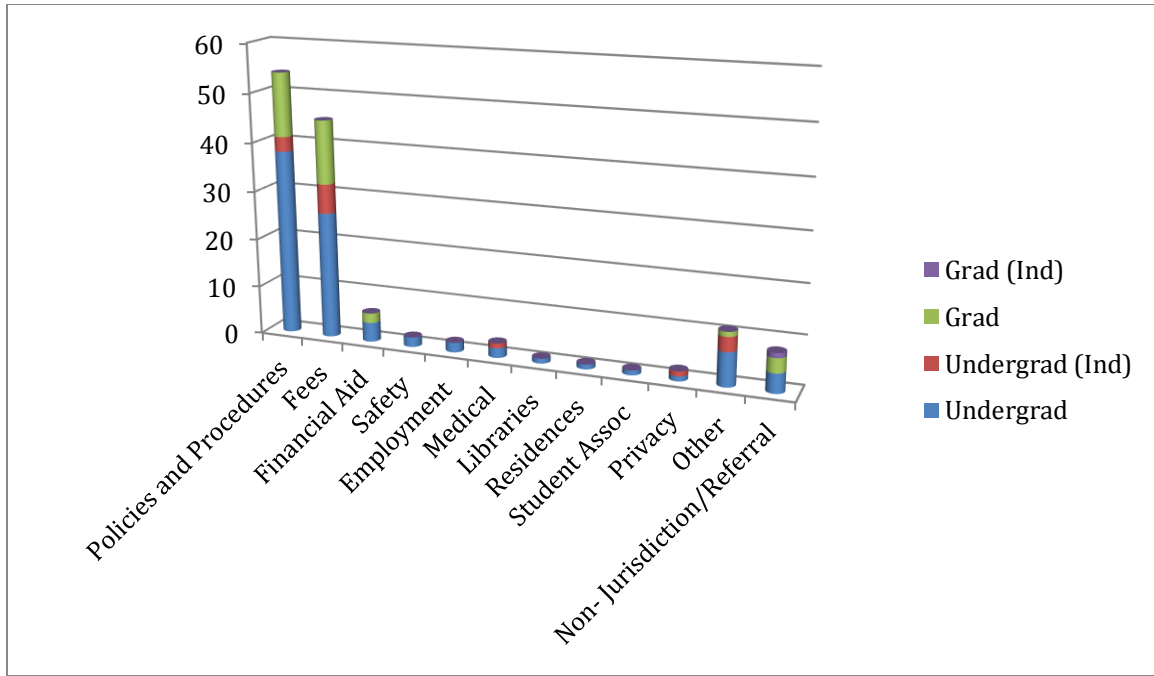


Similar to last year, Grades and Course Management represent the largest percentage of Student Academic concerns. This category includes any dispute regarding course requirements, unfair grading practices, applications for re-evaluation and/or grading policies in the classroom. Because these two categories represent over 20% of our concerns, next year they will be broken down even further. We have developed new categories for data collection for 2017-2018 that will illustrate the nature of our work in greater detail.

Different from last year, Exams are third in terms of Student Concerns, and Academic Standing is fourth. Program Degree Requirements and Registration became less of a concern this year. This may be because of continuous improvement in the area of the Student Information Service, and because of increased effort in communicating with students regarding requirements for graduation.

Student Non-Academic Concerns

Chart E: Student Non-Academic Concerns by Type (2016-2017)



The majority of non-academic concerns relate to Policies and Procedures and Fees. These complaints range from questions regarding when a student can write a supplemental exam to how a student who changes programs is billed. To better illustrate the detail of these issues, the categories will be broken down further in 2017-2018.

All other categories are very small and represent between one and five files. For example, there may be a question regarding whether a student can bring his or her child to the library which would fall under the category of Libraries. A student may call regarding a complex issue, which, once we begin to investigate, is determined to be outside of the jurisdiction of the Ombuds Office, and that client would then be referred to the appropriate department to assist them.

Resolutions of Student Cases

Depending upon the nature of the file brought to our office, we may use one of several techniques to provide assistance. For example, we might:

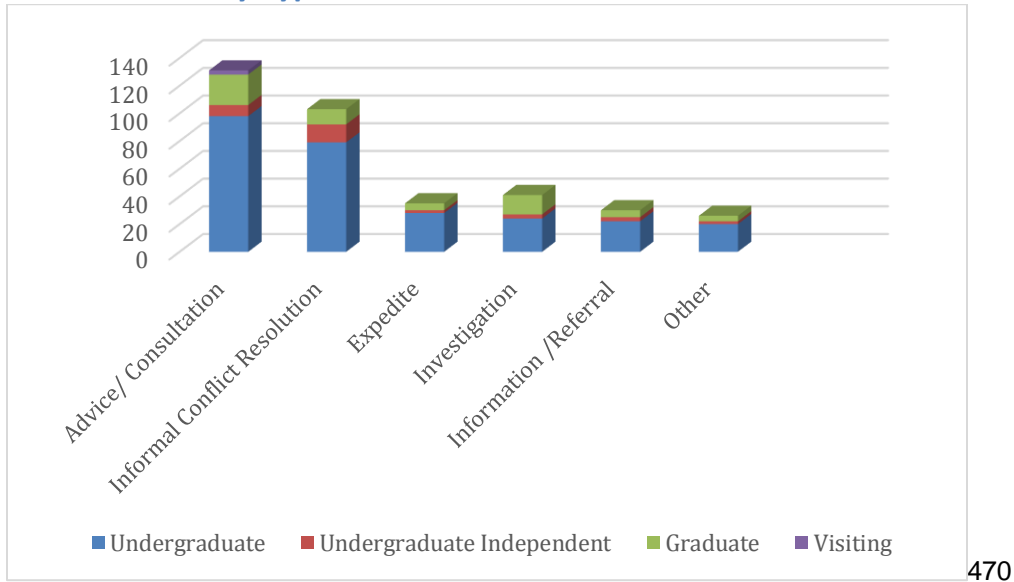
- Provide information and/or referral to a more appropriate resource;
- Offer coaching and/or advice;
- Assist with informal conflict resolution such as mediation; or
- Follow up on an issue and expedite where possible.

In some cases, following our initial consultation, the client may decide not to proceed with an investigation. Other times, the issue may resolve itself independent of the Ombuds Office's efforts. Both of these would fall under the category of "Withdrawn".

Please see Chart F, below for the breakdown of actions taken in student cases by type of student 2016-17,

Chart F: Actions Taken in Student Cases by Type of Student 2016-17

Actions Taken by Type of Student



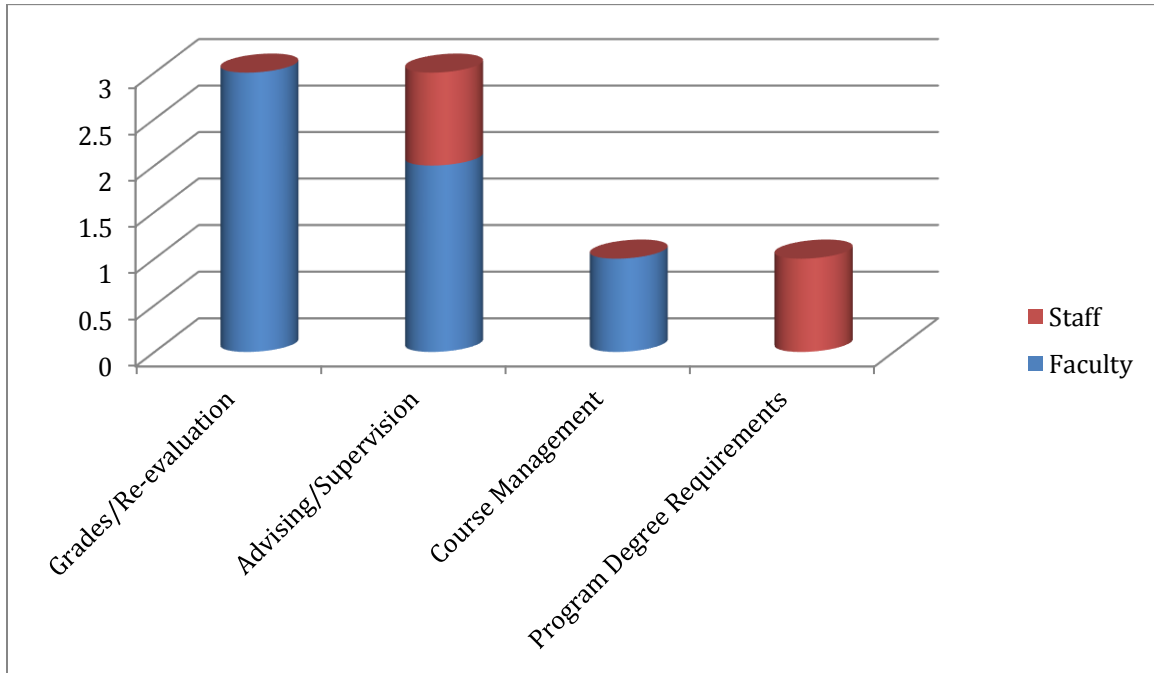
Since last year, the Ombuds Office has changed the categorization of Actions Taken to better break down the types of assistance that we provide. Specifically, the former category of Info/Advice/Referral/Non-Jurisdiction has been reclassified into three categories:

- Advice/Consultation;
- Information/Referral; and
- Withdrawn

This year, 22 files were Withdrawn before completion. The most common reason for this is that the situation resolved itself on its own without Ombuds intervention. The second reason is that the client decided not to proceed because they felt that the situation was no longer relevant (e.g., they graduated or completed the course and decided not to pursue their earlier concern). Finally, in fewer than five cases, the reason for the withdrawal was not given to the Ombuds Office.

Faculty and Staff Concerns

Academic Concerns



Faculty and Staff concerns represent approximately 10% of the files brought forward this year. These represent both academic and non-academic issues. Interestingly, no academic issues were brought to our attention by the Academic Administration this past year.

Academic Concerns

There were 8 academic concerns brought forward this year which are broken down as follows:

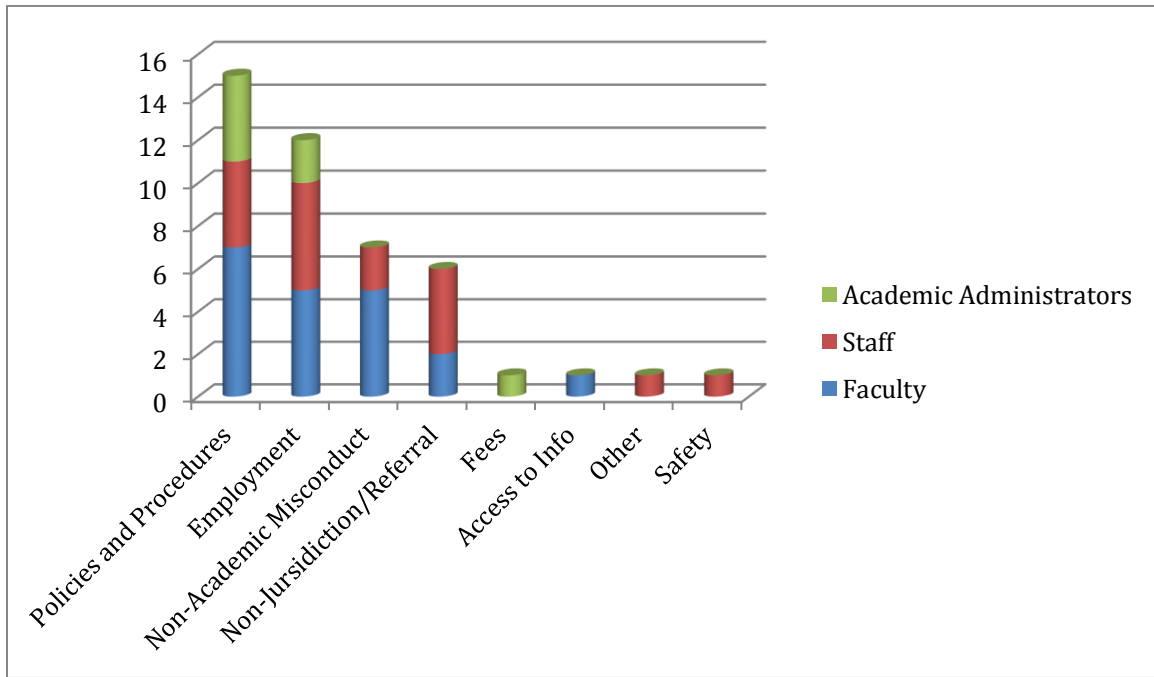
- Advising/Supervision: 3
- Grade Re-evaluation: 3
- Course Management: 1 and
- Program/Degree Requirements: 1.

Because the numbers are so small, an analysis of the type of client was not relevant and therefore will not be part of this report.

Non-Academic Concerns

The remaining 44 files relate to a variety of concerns as presented in Chart G, below.

Chart G: Faculty/Staff Non-Academic Concerns 2016-17



Here too, the numbers are very small. Policies and procedures are the biggest category with 15 files, followed by employment and misconduct.

There was one file regarding fees, one regarding access to information, and one regarding safety and security.

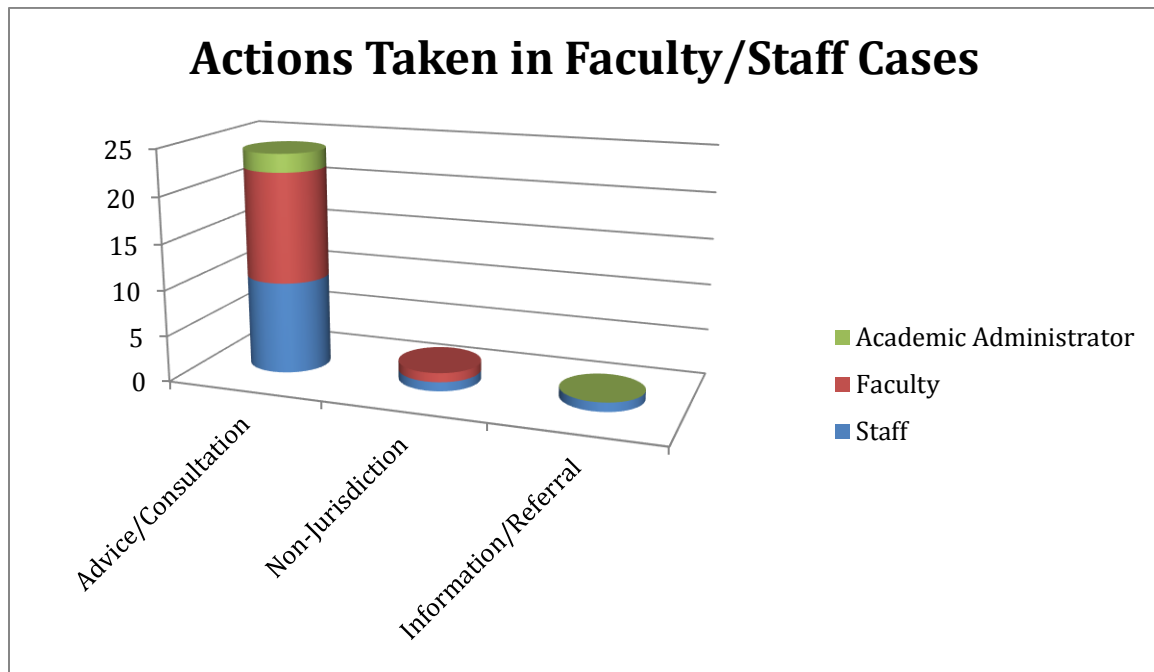
Six files were judged to be outside of the jurisdiction of the Ombuds Office and the clients were referred to a more appropriate office.

It is our goal to encourage faculty and staff to continue to consult with our office regarding concerns or challenging situations. Our intention is to continue to improve communication and to prevent the escalation of complaints at Concordia University.

Resolutions of Faculty and Staff Cases.

Chart H, below shows the actions taken in faculty/staff cases 2016-2017.

Chart H: Actions Taken by Type for Faculty/Staff Cases 2016-2017



Here, too, the main function of the Ombuds Office is to offer advice and consultation. Two files were judged to be outside of the Ombuds jurisdiction, and those clients were referred to the appropriate resource. In one case, the client requested information from us.

Review of Prior Recommendations

No formal recommendations were made in 2015-2016.

Examples of Recommendations and Assistance Provided for 2016-2017

Over the course of this year, the Ombuds Office has assisted many clients with their concerns. Some examples are as follows, with a few details changed to preserve confidentiality:

- A student contacted us regarding a quiz that was given in class and in her opinion, was graded incorrectly. The Chair investigated and determined that there was an error. Everyone in the class received five marks for the quiz. We recommended to the Chair that she provide additional assistance to the professor who appeared to be having some difficulties grading the quizzes and tests in the class.
- A former student contacted us more than twenty years after he left Concordia University. He wanted one of his grades to be taken off of his transcript. Upon further examination of the file, this student had never applied for a DISC (or to have this course removed). We recommended that he complete the appropriate paperwork, including as much detail as possible regarding his particular situation.

- A Professor contacted us because a student was contesting the grading scheme for the exam. We reviewed the Course Outline and determined that the Professor was not doing anything to contradict what had previously been agreed upon. We recommended to the Professor to continue grading as deemed appropriate as we saw no violation of any Concordia University policy.