



BOARD OF GOVERNORS

NOTICE OF MEETING

April 12, 2018

Please be advised that the next meeting of the Board of Governors of Concordia University will take place **at 4 p.m., on Wednesday, April 18, 2018**, 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-621, 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, April 18, 2018, 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 February 8, 2018 Minutes		Approval
	3. Membership of Evaluation Committee for the University Librarian (<i>Document BG-2018-2-D2</i>)		Information
	4. Request for use of Concordia name (<i>Document BG-2018-2-D3</i>)		Approval
	5. Collection of undergraduate student fee levies from all undergraduate students (<i>Document BG-2018-2-D4</i>)		Approval
	6. Collection of an undergraduate student fee levy from undergraduate students in the Faculty of Arts and Science (<i>Document BG-2018-2-D5</i>)		Approval
	7. Audit Committee report (<i>Document BG-2018-2-D6</i>)		Information
	8. Finance Committee report (<i>Document BG-2018-2-D7</i>)		Information
	9. Real Estate Planning Committee report (<i>Document BG-2018-2-D8</i>)		Information

REGULAR AGENDA

- | | | | |
|------|--|---------------------------|-------------|
| 4:05 | 10. Business arising from the Minutes not included on the Agenda | | |
| 4:10 | 11. President's report (<i>Document BG-2018-2-D9</i>) | A. Shepard | Information |
| 4:15 | 12. Report on compliance with environmental legislation and health and safety (EH&S) regulations (<i>Document BG-2018-2-D10</i>) | R. Côté | Information |
| 4:20 | 13. Finance Committee recommendations regarding policy review (<i>Document BG-2018-2-D11</i>) | G. Paulez/
D. Cossette | Approval |
| | 13.1 Revisions to <i>Policy for Travel and Other Allowable Expenses</i> (CFO-3) (<i>Document BG-2018-2-D12</i>) | | |
| | 13.2 Creation of <i>Policy on Hospitality, Meetings and Events</i> (CFO-10) (<i>Document BG-2018-2-D13</i>) | | |
| 4:45 | 14. Other business | | |
| 4:50 | 15. Adjournment | N. Hébert | |

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

Held on Thursday, February 8, 2018, 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*, Jeff Bicher, Antoinette Bozac, William Bukowski, Jarrett Carty, Gina P. Cody, Daniel Cross, Jean Pierre Desrosiers, Chaim Kuhnreich, Tony Loffreda (*via telephone*), Frédérica Martin, *Vice-Chair*, Michael Novak, Georges Paulez, Maria Peluso, Philippe Pourreaux, Suzanne Sauvage, Alan Shepard, *President and Vice-Chancellor*, Leyla Sutherland

Alternate Governor: Robert Young

Also attending: Philippe Beaugard, Nadia Bhuiyan, Sylvie Bourassa, Graham Carr, William Cheaib, Denis Cossette, Roger Côté, Bram Freedman, Christophe Guy, Frederica Jacobs, Lisa Ostiguy, Melodie Sullivan

ABSENT

Governors: Françoise Bertrand, *Vice-Chair*, Helen Antoniou, Gabriel Bran Lopez, Hélène Fortin, Claudine Mangen, Ted Stathopoulos

Non-voting Observer: Jonathan Wener, *Chancellor*

1. **Call to Order**

Mr. Hébert called the meeting to order at 4:03 p.m.

1.1 **Adoption of the Agenda**

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

R-2018-1-1 *That the Agenda be approved, including the items on the Consent Agenda.*

CONSENT2. Adoption of December 5, 2017 Minutes

R-2018-1-2 *That the Minutes of the meeting of the Open Session of December 5, 2017 be approved.*

3. Request for the use of the Concordia name (Document BG-2018-1-D1)

R-2018-1-3 *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:*

- MEDLIFE Concordia

REGULAR4. Business arising from the Minutes not included on the Agenda

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

5. President's report (Document BG-2018-1-D2)

As complimentary information to his written report, Prof. Shepard's oral report included the following:

- Over 2000 persons attended the President's Meet & Greet held on both campuses in January.
- He encouraged everyone to attend the Open House which will be held on Saturday, February 10.
- Enrolments are strong, on target and on budget.
- Following a discussion with the Audit Committee, a cyber security review has been launched. This review was not triggered by a specific event but rather to ensure that the University has the best systems and procedures in place to protect its electronic environment.

Pursuant to a question from Prof. Cross, at the President's request, Dr. Guy responded to concerns expressed by graduate students and faculty members regarding funding cuts to graduate student recruitment in the Faculty of Fine Arts. He explained that in 2016/2017, the School of Graduate Studies (SGS) allocated \$7.7 million for graduate student recruitment. In 2017/2018, SGS increased the amount to \$12.8 million, due to a one-time opportunity. This was communicated to all Faculties. For 2018/2019, the allocation is \$9.9 million, which is \$2.5 million less than for 2017/2018 but still \$2.2 million more than for 2016/2017. He added that the University is working to partially or fully address this gap, affirming that the need for competitive funding remains a priority.

Dr. Carr made the point that the envelope controlled by SGS for recruitment represents a small portion of the total investment, the bulk of funding being provided by the Faculties

themselves as well as researchers through grants. He assured the Board that sustaining new faculty hires and graduate funding remains a priority when looking at budget cuts. Prof. Shepard added that graduate funding is also a priority in the comprehensive campaign.

6. Presentation on the 4th Space

Dr. Nadia Bhuiyan, Vice-Provost, Partnerships and Experiential Learning, gave a power point presentation on the 4th Space. This project was initiated last year in collaboration with the Office of the Provost and the Office of Research. It constitutes an opportunity to transform the former bookstore space located on the first floor of the McConnell Building, which is a high traffic and high visibility area, into a window to the world, to showcase research in action, output and opportunities and to engage the community and the City.

This is a novel concept, since it is more than a gallery, more than a living lab, and more than a museum. It is a flexible, agile and adaptable space which can accommodate the needs of faculty, student, staff, researchers, etc. to showcase and disseminate their projects, through knowledge mobilization, research platform and experiential learning. It can also be used to host conferences and other events focused on collaboration and exchange.

Dr. Bhuiyan's presentation included slides showing the various potential uses of the space, such as growing plants, suspending humans, performing arts, research competitions, testing technologies, projecting videos, and becoming a night cinema. The 4th Space encompasses all of the nine strategic directions. It is expected to be launched this Fall.

7. Presentation on Canada Excellence Research Chair

Dr. Guy apprised the Board that last December the University received the great distinction of being awarded the Canada Excellence Research Chair (CERC) in Smart, Sustainable and Resilient Cities and Communities. This is marked success for Concordia since out of 54 applications reviewed, only 11 projects were selected.

The CERC program supports Canadian universities in their efforts to build on Canada's growing reputation as a global leader in research and innovation. These awards are among the most prestigious and are granted to world-renowned researchers and their teams up to \$10 million over seven years to establish ambitious research programs.

Dr. Guy observed that research and training activities undertaken will be organized around four interrelated axes: clean energy systems, integrated built environment design, smart technologies, and collaborative knowledge mobilization and policy implications. He noted that the search for the CERC Chair was launched last month and outlined the process for interested scholars to apply.

In conclusion, he acknowledged the work of Dr. Andreas Athienitis and key research administrative personnel in the Office of Research. Receiving this CERC demonstrates the

University's established – and growing – expertise in the areas of smart cities. It will continue to advance Concordia's profile on both the national and international stages.

8. Other business

In response to a query from Ms. Sutherland about whether the University intends to split the contracts of TRAC members, the President indicated that it is not appropriate to comment on ongoing labour negotiations.

Ms. Sutherland observed that the CSU had failed to receive the applications of undergraduate students wishing to be appointed to the Task Force on Sexual Misconduct and Sexual Violence. The President replied that those students had applied under the first model, and therefore it would not be appropriate to disclose any information they indicated in their nomination forms, adding that any student who had applied has been informed that they must reapply directly to the CSU.

9. Adjournment

The meeting adjourned at 4:29 p.m.



Danielle Tessier
Secretary of the Board of Governors



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of April 18, 2018**

AGENDA ITEM: Membership of the Evaluation Committee for the University Librarian

ACTION REQUIRED: For information

SUMMARY: The first term of the University Librarian, Guylaine Beaudry, is ending on June 30, 2019. Since she is seeking reappointment for a second term, in accordance with the *Policy on the Remuneration and Evaluation of Senior Administrators* ([BD-8](#)), the President has established an evaluation committee, whose membership is as follows:

- ⇒ Graham Carr (*chair*)
- ⇒ Helen Antoniou (*external board member*)
- ⇒ Christopher Bober, Karen Jensen, Michelle Lake and Geoffrey Little (*librarians*)
- ⇒ Fabienne Cyrius (*part-time faculty member*)
- ⇒ Kwabena Otchere (*administrative and support staff*)
- ⇒ Deepak Reddy Erropole (*graduate student*)
- ⇒ Omar Riaz (*undergraduate student*)

The Committee's report and recommendation will be presented by the President for Board approval in due course.

PREPARED BY:

Name: Danielle Tessier
Date: March 6, 2018



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of April 18, 2018**

AGENDA ITEM: Request for the use of the Concordia name

ACTION REQUIRED: For approval

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

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

Concordia Diplomatic Affairs (CDA), whose mandate is to promote awareness of diplomatic, international, political, social, economic and environmental affairs, as well as provide a professional and social network for students interested in international affairs and diplomacy.

DRAFT MOTION: That, subject to the conditions set out in the *Policy on the Use of Concordia University's Name, Logo and Related Insignia, and the Governance of its Visual Character and Digital Presence* ([SG-4](#)), the Board of Governors approve the following request to use the Concordia name:

- Concordia Diplomatic Affairs (CDA)

PREPARED BY:

Name: Danielle Tessier

Date: March 26, 2018



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of April 18, 2018**

AGENDA ITEM: Collection of undergraduate student fee levies from all undergraduate students

ACTION REQUIRED: For approval

SUMMARY: The Board of Governors is being asked to approve the collection by the University on behalf of the Concordia Student Union (CSU) of two fee levies from all undergraduate students, further to a referendum held from March 27 to 29, 2018.

BACKGROUND: The results of the vote have been validated by the Dean of Students as outlined in the attached memo.

DRAFT MOTIONS:

Concordia Community Solidarity Co-op Bookstore

That the Board of Governors authorize the University to collect an increased fee levy of \$0.14 per credit (an increase of \$0.04 per credit from \$0.10 per credit) from all undergraduate students to support the Concordia Community Solidarity Co-op Bookstore, annually adjusted to the Consumer Price Index of Canada, to be implemented with registration for the Fall 2018 (2018/2) term, in accordance with the University's tuition, refund and withdrawal policy.

Library Services Fund Project

That the Board of Governors authorize the University to collect a contribution of \$1 per credit from all undergraduate students to support the Library Services Fund Project for ten years (2020-2029), to be implemented with registration for the Winter 2020 (2019/4) term until the end of the Fall 2029 (2029/2) term, in accordance with the University's tuition, refund and withdrawal policy.

PREPARED BY:

Name: Danielle Tessier

Date: April 11, 2018

Office of the Dean of Students

INTERNAL MEMORANDUM

April 11, 2018

TO: Ms. Danielle Tessier, Secretary, Board of Governors
FROM: Andrew Woodall, Dean of Students
RE: CSU Election results March 2018

In the most recent Concordia Student Union elections held from March 27-29 2018, undergraduate students voted on the following referendum questions:

Concordia Community Solidarity Co-op Bookstore

Do you agree to increase the fee levy of the Concordia Community Solidarity Co-op Bookstore to \$0.14 per credit (an increase of \$0.04 per credit from \$0.10 per credit), annually adjusted to the Consumer Price Index of Canada, to be implemented with registration for the Fall 2018 (2018/2) term, in accordance with the University's tuition, refund and withdrawal policy?

Yes: 666
No: 326
Abstain: 300

Library Project

Do you agree to contribute \$1 per credit through the Concordia Student Union for the Library Services Fund Project for ten years (2020-2029), to be implemented with registration for the Winter 2020 (2019/4) term until the end of the Fall 2029 (2029/2) term, in order to maintain and increase existing services funded through the Library Services Fund, in accordance with the University's tuition, refund and withdrawal policy?

Yes : 724
No : 321
Abstain : 237



Andrew Woodall



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of April 18, 2018**

AGENDA ITEM: Collection of an undergraduate student fee levy from undergraduate students in the Faculty of Arts and Science

ACTION REQUIRED: For approval

SUMMARY: The Board of Governors is being asked to approve the collection by the University on behalf of the Arts and Science Federation of Associations (ASFA) of a fee levy from all undergraduate students in the Faculty of Arts and Science, further to a referendum held from March 27 to 29, 2018.

BACKGROUND: The results of the vote have been validated by the Dean of Students as outlined in the attached memo.

DRAFT MOTION:

Concordia University's Center for Creative Reuse (CUCCR)

That the Board of Governors authorize the University to collect a fee levy of \$0.04 per credit from all undergraduate students in the Faculty of Arts and Science, for the Concordia University's Center for Creative Reuse (CUCCR), to be implemented with registration for the Fall 2018 (2018/2) term, in accordance with the University's tuition, refund and withdrawal policy.

PREPARED BY:

Name: Danielle Tessier
Date: April 11, 2018

Office of the Dean of Students

INTERNAL MEMORANDUM
April 11, 2018

TO: Ms. Danielle Tessier, Secretary, Board of Governors
FROM: Andrew Woodall, Dean of Students
RE: ASFA Election results March 2018

In the most recent Arts and Science Federation of Associations elections held from March 27-29 2018, undergraduate students voted on the following referendum question:

Concordia University's Center for Creative Reuse (CUCCR): Do you agree with to pay a fee levy of \$0.04 per credit for the Concordia University's Center for Creative Reuse (CUCCR) for the purpose of enabling the future expansion of this project, to be implemented with registration for the Fall 2018 (2018/2) term, in accordance with the University's tuition, refund and withdrawal policy?

Yes: 268

No: 134

Abstain: 91



Andrew Woodall



**AUDIT COMMITTEE
REPORT TO THE BOARD OF GOVERNORS
Mr. Jean-Pierre Desrosiers, Chair
April 18, 2018**

This is a summary of the main items discussed by the Audit Committee at its meeting held on February 15, 2018.

The highlights of the external audit plan for the year ended April 30, 2018 were presented by the external auditors to the Committee.

The Internal Auditor, Kathleen Lizé, updated the Committee on the state of completion of the mandates included in the 2015/2016, 2016/2017 and 2017/2018 internal audit plans.

In keeping with the Committee's mandate which includes monitoring areas of significant risk to the University, including, but not limited to, legal claims, pending and threatened, Me Jacobs presented a report on litigation and pending litigation. This report outlines the legal claims involving the University which could pose a material financial or reputational risk to the University.

As a follow-up from a previous meeting, the Committee was updated on the creation and review process for University policies.

Finally, the Committee was updated on the status of external auditors' recommendations.



**FINANCE COMMITTEE
REPORT TO THE BOARD OF GOVERNORS
Mr. Georges Paulez, Chair
April 18, 2018**

This is a summary of the main items discussed by the Finance Committee at its meeting held on March 27, 2018.

The Committee reviewed revisions to the *Policy for Travel and Other Allowable Expenses* (CFO-3) as well as the creation of the *Policy on Hospitality, Meetings and Events* (CFO-10), which it is recommending for Board approval.

An update was provided regarding the status of the administrative renewal project in relation to the Human Resources Information System (HRIS) and the Financial Information System (FIS). Following the selection of the product earlier this year (SAP), an RFP was issued to select an integrator. This process should be completed by June, further to which a fit-gap analysis will be conducted. It is expected that Finance Committee and Board approval with respect to the awarding of the contract and the hiring of the integrator will be sought in early 2019.

The Chief Financial Officer reviewed the financial results for the third quarter, noting that they are in line with the 2017/2018 budget adopted by the Board last June. He also briefed the Committee on the highlights of the budget for the higher education sector announced by the Quebec government earlier the same day for 2018/2019, which include:

- A 5.9% overall increase in post-secondary education, totaling a \$208 million increase, including indexation.
- Of the \$208 million, \$50 million will be distributed among the universities (Concordia's share will be about \$5 million), while another \$50 million will be mostly targeted to support the implementation of the new funding formula in 2018/2019.
- Corridor funding will not be implemented in 2018/2019, and there is no change in the framework for students in deregulated programs for 2018/2019.
- Tuition fees for Quebec students and international students in regulated programs will be increased by 2.7% while those of out-of-province students and students from France will be increased by 3.28%.
- A separate envelope of \$282 million will be dedicated to digital strategy over the next five years for the higher education sector. The portion for universities will be announced later.
- PQIU (Plan quinquennal des investissements universitaires) funding will be increased by \$220 million over the next five years to support deferred maintenance, and an additional amount of \$62 million will be distributed for other initiatives.

- Additional funds of \$20 million to support research will be provided from Fonds de recherche du Québec and \$10 million for incubators.

The details of the above will be communicated by the government to universities via the *orientations budgétaires* in May.

On recommendation of the Real Estate Planning Committee, the Committee reviewed and approved an acquisition which will be presented for Board approval. The Committee was also updated on the status of the Applied Science Incubator project on the Loyola Campus.



**REAL ESTATE PLANNING COMMITTEE
REPORT TO THE BOARD OF GOVERNORS
Dr. Gina Cody, Chair
April 18, 2018**

The following items were discussed at the February 8, 2018 meeting of the Real Estate Planning Committee:

- An update was provided in connection with the campus signage and visibility project. Members reviewed some proposed signage concepts, further to which once was selected. Once the prototype is installed, the Committee will revisit the issue in order to determine the desirability and feasibility of moving forward with the full signage program.
- The Committee reviewed the Major Projects Dashboard, which is presented to the Committee at each meeting so that it can track major projects that it approved together with those just below the \$3 million threshold.
- The Committee was also updated on the status of some ongoing projects as well as some potential acquisitions.

Moreover, at a meeting held on March 26, 2018, the Committee reviewed a proposed acquisition which it has recommended for Finance Committee and Board approval.



REPORT TO THE BOARD OF GOVERNORS

ALAN SHEPARD
PRESIDENT AND VICE-CHANCELLOR

APRIL 2018



INTRODUCTION

Two monumental donations were announced in March, both from steadfast Concordia supporters.

The first is a **\$10-million gift** from University Chancellor **Jonathan Wener**, and **Susan Wener**. Their generosity will create a Centre for Real Estate at the John Molson School of Business, and fund bursaries and scholarships. It is wonderful to see two of Concordia's greatest, most enduring champions invest in our work in this developing field.

Former Concordia Board of Governors member and long-time supporter **Miriam Roland** has made an extraordinary pledge toward adding world-class talent to Concordia. Her substantial **\$3-million donation** creates the Miriam Aaron Roland Graduate Fellowships, which go toward recruiting top doctoral students.

Sincere thanks to Jonathan and Susan Wener, and to Miriam Roland for their firm commitment to Concordia.

Concordia's **Webster Library** celebrated its grand reopening on March 23rd following a three-year transformation. Renovations delivered a forward-looking 21st century library that features 22 types of spaces, 3,300 study seats (a 113% increase), a technology sandbox and much, much more. **Hélène David**, minister for Higher Education and minister for the Status of Women; and **François Croteau**, borough mayor of Rosemont-La-Petite-Patrie and member of Montreal's Executive Committee, participated in the event.

I recently returned from India where I focused on building new academic partnerships, relationships with industry and government officials, and growing our alumni network. Meetings were held with the Governor of the State of Maharashtra, Chennamaneni Vidyasagar Rao; the High Commissioner of Canada in India, Nadir Patel; and at Infosys with Executive Vice-President and COO Tan Moorthy, among others. I opened the Shastri Indo-Canadian Institute's Golden Jubilee Lecture Series with a well-received talk titled "The Future of Higher Education." University visits included the University of Delhi, the Indian Institute of Technology – Delhi, the TERI School of Advanced Studies, the Indian Institute of Management Bangalore, the Centre for Excellence in Basic Sciences, and the University of Mumbai. Alumni events were held in Delhi, Mumbai and Bangalore. It was a full and productive trip.

TEACHING, RESEARCH, INNOVATION

The university climbed in the **2018 QS Rankings by Subject**. Concordia rose in three areas: we entered the top 100 in art and design; rose within the top 300 in mechanical, aeronautical, and

manufacturing engineering; and also within the top 300 in sociology. The criteria are academic and employer reputation, and citations per faculty.

Concordia placed 10th among Canadian engineering schools in **Maclean's 2018 Program Rankings**, up six spots from last year. Computer science advanced three spots into 11th position this year.

Vivek Venkatesh (Department of Education) was named a **co-chair on the Prevention of Radicalization and Violent Extremism** by UNESCO. A first of its kind, the chair underscores the role of education in countering the spread of terrorism. The other UNESCO co-chairs are David Morin from Université de Sherbrooke and Ghayda Hassan from Université du Québec à Montréal.

Concordia joined 120 world-class research institutions and industry partners to take part in creating **SCALE.AI, the AI-Powered Supply Chain Supercluster**. SCALE.AI combines global supply chain management with artificial intelligence (AI). It is one of only five projects to receive funding from the Government of Canada's **Innovation Superclusters Initiative**.

Recent funding announcements included:

- **27 SSHRC Insight Grants** totalling **\$3,538,695**.
- Three **SSHRC Partnership Development** grants totalling **\$557,261**.
- 19 **NSERC Engage** and **NSERC Engage Plus** grants totalling **\$425,000**.
- Three **SSHRC Partnership Engage** grants totalling **\$75,000**.

Concordia has successfully renewed its **SSHRC Institutional Grant** in the amount of **\$455,901** over the next three years. This provides funding for small-scale research and research-related activities in the social sciences and humanities.

The **Concordia Stingers women's hockey team** won the **RSEQ championship**, defeating the Carabins from l'Université de Montréal 3-1 on March 4th. This is the first time the team has won since 2005, earning them a spot at the **U SPORTS women's hockey national championship** where they took bronze.

Five graduate students received **FRQSC funding** for the Scholarship for Internship in a Practice Environment program. Students are given \$1,500 per month, with internships lasting between two to six months.

Concordia fine arts students **Annabelle Daoust** and **Fany Rodrigue** won the inaugural **Legado Public Art Competition**, announced on March 19th. Their installation "Misty Valley" will be given a prominent place in Montreal's Griffintown. The competition was launched by Natalie Voland, president of real estate developer Gestion Immobilière Quo Vadis, in collaboration with the university's Faculty of Fine Arts.

The School of Graduate Studies presented **Truth & Consequences: 10 short talks by Concordia's Public Scholars** on March 20th. The event was hosted by Lucinda Chodan, editor-in-chief of the *Montreal Gazette* and vice-president, content, of the eastern region of Postmedia. Each scholar, from the inaugural public scholars group, delivered a five-minute presentation on the impact of their research.

Concordia's **second cohort of 10 Public Scholars** was also announced. These PhD researchers will look at areas such as emerging food practices and reintegration of war-affected mothers in Northern Uganda. They will actively share their findings with the community through social media, traditional and electronic publications, and lectures.

Younes Medkour, a PhD candidate in biology and a 2018 Public Scholar, was shortlisted for **NSERC's Science, Action!** video competition, which showcases short videos about science and engineering research. From the 25 entries on the shortlist, 15 finalists will win cash prizes and be featured in museum exhibitions and science fairs, and during Science Odyssey and Science Literacy Week. Medkour's video "The Fountain of Youth" features his research on aging.

Yann-Gaël Guéhéneuc (Department of Computer Science and Software Engineering) was awarded a grant of \$33,427 from the Agence universitaire de la Francophonie's Soutien aux Projets Interuniversitaires de Solidarité dans les Amériques. He will work with collaborators from the Federal University of Rio Grande do Sul in Brazil and the University of the Republic of Uruguay on the project "Évaluation empirique des environnements de développement logiciel."

Twenty-one Concordia faculty members have been awarded **Mitacs Globalink Research Internships** for 2018-19. This will enable faculty to host students from India, Mexico, China, Brazil, and Tunisia.

Chemistry PhD student **Arman Moini Jazani** and master's engineering students **Amir-Ali Ommi** and **Seyed Reza Razavi** received **Mitacs Globalinks Research Awards** to conduct research projects in China this summer.

Faculty of Arts and Science undergraduate student **Noah Furlani** belonged to the winning team at the forum "The Crisis in the Humanities: Reconsidering the Studies of the Humanities in the Age of Technology and Innovation." The event was hosted by the Canadian Embassy in Tokyo from February 16th to the 25th.

The Leonard and Bina Ellen Art Gallery exhibition **Who Speaks? / Qui parle?** opened on March 7th and runs until April 21st. Max Stern Curator of Research **Katrie Chagnon** brought together the gallery's recent acquisitions to investigate the artist's identity in language.

The exhibition / symposium **The Material Turn** is on until April 13th. It is being held at Concordia's FOFA Gallery, Black Box Theatre and Milieux Institute, and features 13 artists, including those from the wider community, who explore digital technologies through weaving and textiles.

Enable Montreal launched on March 9th. This design contest challenges students, researchers, activists and other community members to envision a city that is more inclusive for people with disabilities. The project was developed by Concordia's Office of Community Engagement and SHIFT, the university's social innovation hub.

For the 11th consecutive year, students and volunteers slept on the streets in support of **5 Days for the Homeless**, a nation-wide initiative aimed at raising awareness of homelessness. Organized by the Commerce and Administration Students Association, this fundraiser took place from March 11th to 16th. All proceeds went to Dans La Rue, which supports at-risk teens, and Chez Doris, a day shelter for women.

The **Garnet Key** "Loonies for Learning" community project took place the week of March 26th. Proceeds from the fundraiser will go toward a technology lab and school supplies for students at Verdun's Riverview Elementary School.

SERVICES SECTOR

The **Global Infrastructure Leadership Forum** took place at Concordia's Conference Centre in the John Molson Building on March 27th and 28th. This international event gathered close to 150 professionals from engineering, construction, and technology firms, among others. Topics covered included the future of transportation and smart cities. Mayor Valérie Plante delivered a keynote at the forum, discussing Montreal's \$6.38 billion infrastructure program.

ADVANCEMENT & EXTERNAL RELATIONS

Fundraising

New support of **\$25,000** from **Christopher Thierry**, BComm 99, will benefit students through the JMSB Business Technology Management Scholarship.

A pledge of **\$200,000** from the **Doggone Foundation** will create the Elspeth McConnell Fine Arts Awards, supporting experiential learning opportunities for students in Concordia's Faculty of Fine Arts. Eighteen internships at non-profit arts organizations in Montreal and beyond will be created.

Donald E. Meehan, BA 72, made a gift of **\$50,000** towards the Donald E. Meehan Athletics Scholarship and Bursary.

Fondation J.A. DeSève's gift of **\$75,000** will support Concordia's Department of Creative Arts Therapies, which benefits disadvantaged groups throughout Montreal and Quebec by providing resources to community art hives.

Ian Wooden, BComm 06, pledged **\$25,000** to create the Ian Wooden Scholarship in Finance for students at JMSB.

The **Jarislowsky Foundation** has renewed its commitment to the Jarislowsky Chair in Canadian Art in the Department of Art History with a gift of **\$500,000**.

Julien BriseBois, MBA 07, made a gift of **\$25,000** towards the JMSB women's hockey student athletes.

The **Lloyd Carr Harris Foundation** renewed its support of Concordia's Centre for the Arts in Human Development.

Mahesh Sharma, professor in the Department of Supply Chain and Business Technology Management, pledged **\$35,000** towards the Mahesh Sharma Family Endowment to benefit JMSB students.

Maurice Samuels, BA 81, pledged **\$25,000** towards Concordia's Greatest Needs.

A gift of **\$26,000** from **Metro Inc.** will support the Metro Award at JMSB.

The **Naim S. Mahlab Foundation** made a gift of **\$100,000** towards the Naim Mahlab Fellowships Endowment in the Faculty of Arts and Science.

A **\$30,000** gift from **Pasquale De Marco**, BComm 82, GrDip 83, will support the Nadia and Pasquale De Marco Endowment at JMSB.

Raymond Chabot Grant Thornton made a gift of **\$190,000** towards the Raymond Chabot Grant Thornton Scholarships to benefit students at the John Molson School of Business (JMSB).

Richard Paterson, BComm 64, made a donation of **\$50,000** towards the Richard Paterson Scholarship for JMSB students.

Robert Wallace made a gift of **\$30,000** to create the Tasha Wallace Endowment at JMSB.

The **Rossy Family Foundation** made a **\$500,000** donation to support Concordia's Faculty of Fine Arts Campus Art Hives Fund. Art hives are small, free community studios.

Rudy Kerklaan, BSc 75, MBA 77, pledged **\$100,000** towards Concordia's Greatest Needs. Kerklaan is west coast vice-chair of the Campaign for Concordia: Next-Gen. Now.

An anonymous donor gave **\$100,000** to establish a scholarship in support of graduate students in chemistry or biochemistry.

A **\$25,000** gift from an anonymous donor will support the Bright Future Bursary, the MBA Community Service Initiative and Career Management Services.

Alumni Relations

The **Donor and Student Awards** welcomed 300 attendees on March 22nd. A panel discussion featured President Alan Shepard, Provost Graham Carr, and Concordia donor Christine Lengvari, BSc 72, president and CEO of Lengvari Financial Inc. The emcee was Mutsumi Takahashi, BA 79, MBA 95, LLD 13, chief anchor at CTV Montreal News.

The **Young Alumni Real Estate** webinar was hosted on February 15th. It provided an opportunity to gain expertise and advice from industry leaders in Montreal, Toronto, and New York City.

Jeremy Clark (Institute for Information Systems Engineering) delivered a sold-out talk on bitcoin and cryptocurrency on February 22nd. The event was a partnership between Thinking Out Loud and The Campaign for Concordia's lecture series: This is Concordia. Now.

The **Alumni Matters Graduation Conference** took place on March 7th and 8th. It consisted of five workshops, seven roundtables, a webinar, and a networking cocktail. The annual conference guides students in the transition to professional life. It attracted 200 guests.

IN OTHER GOOD NEWS

Concordia hosted the **Hydro-Québec Montreal Regional Science and Technology Fair** from March 25th to 27th. About 200 students aged 13 to 20, most of them winners of local school science fairs, showcased their work.

Nine journalism students and Concordia's first journalist-in-residence, Patti Sonntag, received an honourable mention from the **8th Canadian Hillman Prize** judges on March 20th. The prize recognizes excellence in journalism. Sonntag and her fellow Concordians were part of a larger team that investigated the oil and gas industry in Saskatchewan and Ontario.



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of April 18, 2018**

AGENDA ITEM: Report on compliance with environmental legislation and health and safety (EH&S) regulations

ACTION REQUIRED: For information

SUMMARY: This report is provided to members of the Board of Governors on a quarterly basis to apprise them of matters concerning EH&S at Concordia and to allow them to ask questions.

PREPARED BY:

Name: Danielle Tessier

Date: April 10, 2018



Report on Due Diligence for Concordia University Board of Governors

Reporting Period
2017 Q4
(October, November, December)
&
2017 Full Year

Pietro Gasparini, C.I.H.
Director, Environmental Health & Safety
March 28, 2018

Environmental Health & Safety (**EHS**) supports the academic, research and operational activities of the University and promotes a safe, healthy and sustainable campus environment. EHS manages and coordinates programs and services that minimize health, safety, environmental and regulatory risks. EHS also monitors compliance with federal and provincial health and safety legislation and internal university policies. We identify and evaluate risks, develop control strategies and implement appropriate internal procedures.

Section 1 presents the University's Leading Safety Key Performance Indicators (KPIs) which measure safety performance and help reflect the safety culture within the University. Section 2 presents the University's Lagging Safety KPIs which are retrospective and include four incident/injury rates. The Recordable Injury Rate (RIR) is presented in Section 8, whereas the Loss-Time Injury Rate (LTIR), the Lost-Time Day Rate (LTDR) and the Severity Rate (SR) are presented in Section 10. Although all rates will be reported quarterly, the overall annual rate is the value that will be the most noteworthy. Government agencies use industry-specific incident and injury rates to determine which sectors may require additional program assistance.

2017 Executive Summary

Overall, 2017 was a positive year in terms of prevention, with the implementation the new Occupational Health, Control of Hazardous Energy and Confined Space Training programs. For the eighth year in a row, there was an increase in the quantity of safety training provided to the university community. These and other activities had a positive impact on the University's Recordable Incident Rate (down 40%), Lost-Time Day Rate (down 68%), and Severity Rate (down 66%); the Lost-Time Incident Rate is stable. There were less work-related injuries and the University's insurance cost (personalized insurance rate) has decreased for the third consecutive year.

As stated in the Q3 2017 report, the implementation of the Occupational Health Program is complete. There are 247 employees enrolled in the program (93 for hearing conservation, 96 for respiratory protection and 58 for working with blood, bodily fluids and tissues). In 2017, a total of 51 Job Hazards Analysis were completed and 38 Fitness for Duty Evaluations.

In October 2017, the Chemical Safety Officer resigned (one of four professionals within EHS) and as a result, there was a decrease in the total number of workplace inspections in 2017. The Chemical Safety Officer was leading the new workplace inspection program; therefore, the updating of this program was put temporarily on hold. The introduction of new safety programs impacts the current work done by the department. In November, a new Safety Advisory was hired to provide additional support for these new programs and recruitment for the Chemical Safety Officer was kicked off in December with hopes of hiring a replacement by March 2018.

In this report, for most of the indicators, trend data is presented. The outlook for 2018 is positive. We will continue to improve our existing programs, focus on respiratory protection and begin to explore the issues around animal allergens and laser safety. The Occupational Health Program will expand to introduce new occupational health screening procedures and we will resume working on the new workplace inspection program.

As in the past, the efforts of EHS continue to be supported by the university's senior administration, which is absolutely critical to meet our goal of a creating and nurturing a strong safety culture.

Section A: Leading Safety Key Performance Indicators

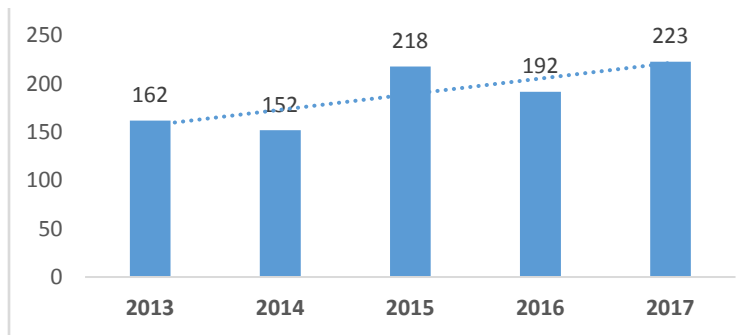
1. Safety Training

For the period of October 1 to December 31, 2017, **58** safety training sessions took place with **551** participants. Compared to 2016 (full year), in 2017 (full year) there was a 15% increase in the number of training sessions and a 15% increase in the number individuals trained. EHS offers several safety courses online and the total number of participants noted below includes those who have taken courses online. In 2017, 19% of the safety training provided was delivered on-line.

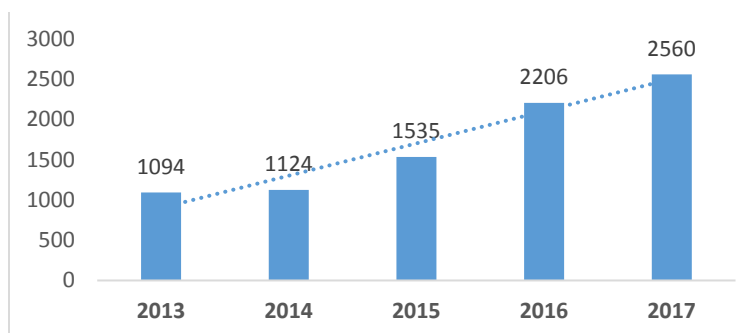
	2016 Q4 <i>Oct, Nov, Dec</i>	2016 <i>Full Year</i>	2017 Q4 <i>Oct, Nov, Dec</i>	2017 <i>Full Year</i>
Total Safety Training Sessions	40	192	58	223
Total Participants	579	2206	551	2560

As noted by the trend lines in both Graph 1 and Graph 2, there has been a continuous increase in the amount of safety training provided to university employees and students. The implementation of new safety programs for Control of Hazardous Energy and Confined Space Entry contributed to this year's increase.

Graph 1: Total Number of Safety Training Sessions per Year



Graph 2: Total Number of Individuals Trained per Year



Supervisor's Health & Safety Responsibilities Training

A demonstration of the University's commitment to safety is the implementation of Supervisor's Health & Safety Responsibilities Training. The training is aimed at academic and non-academic supervisors with the objective of informing them of their legal responsibilities for the health and safety of their staff and students. This training reviews the role and legal duties of supervisors, helps them understand what it means by demonstrating due diligence, and highlights the importance of promptly dealing with non-compliance issues. This training emphasizes the role of supervisors in taking leadership to improve workplace health and safety, in implementing and promoting the University's safety programs, and in fostering a positive safety culture.

In 2017, 281 supervisors attended Supervisor's Health & Safety Responsibilities Training, during one of the 14 sessions provided. This training will be offered throughout 2018.

2. Injury & Near-Miss Investigations

Depending on the circumstances surrounding a reported injury or near miss, EHS staff will conduct a formal investigation in partnership with supervisors. Investigations are conducted in order to determine the root causes; prevent similar injuries and near misses in the future; determine compliance with applicable safety regulations; and collect information for workers' compensation claims (if applicable).

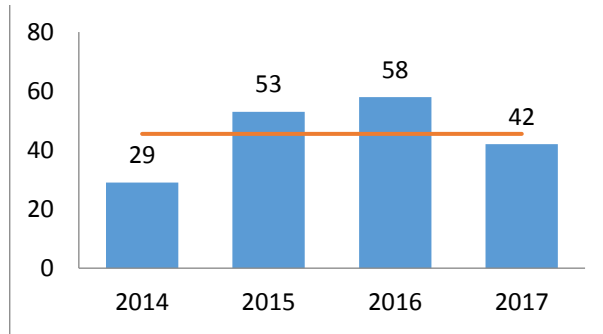
In some instances, injury and near miss investigations result in the identification of corrective actions that can prevent injury and near miss reoccurrence (see Section 5). The investigation of work-related injuries and near misses are prioritized.

For the period of January 1 to December 31, 2017, EHS conducted **26** injury investigations and **16** near-miss investigations, for a total of **42**, compared to 58 in 2016.

	2016 Q4 <i>Oct, Nov, Dec</i>	2016 <i>Full Year</i>	2017 Q4 <i>Oct, Nov, Dec</i>	2017 <i>Year To Date</i>
Injury Investigations	10	42	4	26
Near-Miss Investigations	5	16	2	16
TOTAL	9	58	6	42

The 4-year average number of Injury & Near-Miss Investigations per year is 46 (trend line in Graph 3).

Graph 3: Total Number of Injury & Near Miss Investigations per Year



3. Preventative Internal Inspections & Assessments

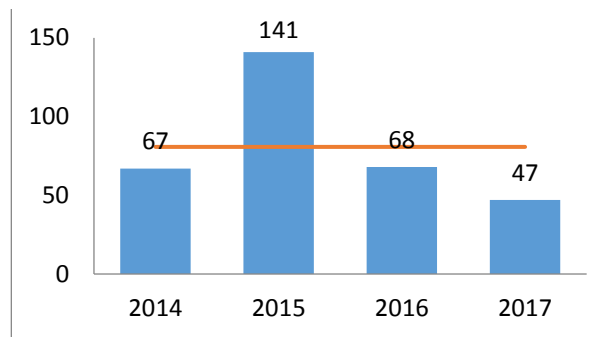
Preventative internal inspections and assessments refer to both workplace risk assessments and workplace inspections conducted by, or in collaboration with, EHS staff on University premises (e.g., research laboratories, workshops, art studios, mechanical rooms). Both risk assessments and inspections help prevent injuries and illnesses by identifying hazards. Risk assessments and inspections are complimentary and together form an integral part of the University’s comprehensive health and safety program. Both will serve as a mechanism to monitor compliance with government regulations and internal policies and procedures.

For the period of October 1 to December 31, 2017, EHS conducted **17** preventative internal inspections and assessments. The 2017 total was **47** preventative internal inspections and assessments.

Year	Preventative Internal Inspections & Assessments
2016 Q4 <i>Oct., Nov., Dec.</i>	42
2016 <i>Full Year</i>	68
2017 Q4 <i>Oct., Nov., Dec.</i>	17
2017 <i>Full Year</i>	47

The 4-year average number of Preventative Internal Inspections & Assessments per year is 81 (trend line in Graph 4).

Graph 4: Total Number of Preventative Internal Inspections & Assessments per Year



4. Internal Non-Compliance Citations

EHS is mandated to monitor compliance with both government regulations and internal safety policies and procedures. Compliance monitoring allows us to ensure the safety and well-being of the University community and to mitigate external non-compliance citations.

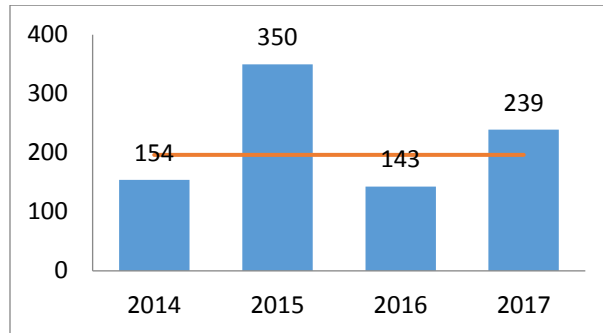
The majority of internal non-compliance citations result from preventative internal inspections and assessments, and injury and near-miss investigations. Identification of non-compliance issues and their subsequent correction improves the overall safety performance of the University prior to the intervention of regulatory bodies. Often, a single internal workplace inspection or injury investigation can generate several non-compliance citations.

For the period of January 1 to December 31, 2017, **239** internal non-compliance citations were assigned, of which **78** were from Q4 (October 1 to December 31, 2017). Although there was a decrease in the total number of preventative internal inspections and assessments in 2017, given that more assessments were completed, which is a more comprehensive evaluation of safety, there was an increase in the number of internal non-compliance citations in 2017.

Year	Internal Non-Compliance Citations
2016 Q4 <i>Oct., Nov., Dec.</i>	83
2016 <i>Full Year</i>	143
2017 Q4 <i>Oct., Nov., Dec.</i>	78
2017 <i>Year To Date</i>	239

The 4-year average number of Internal Non-Compliance Citations per year is 197 (trend line in Graph 5).

Graph 5: Total Number of Internal Non-Compliance Citations per Year



Although the total number of preventative internal inspections and assessments decreased in 2017, the total number of internal non-compliance citations increased. This increase is due to the fact that EHS has been prioritizing workplace assessments which are more comprehensive and focus on ensuring that all workplace hazards are identified and appropriately controlled. The number of non-compliance citations resulting from a workplace assessment are typically greater than routine workplace inspections.

5. Corrective Action Completion Rate

Corrective Actions are assigned as the result of an intervention by EHS, including injury investigations and internal inspections. When non-compliance issues are identified, corrective actions are generally required. Corrective Actions are assigned to the supervisor responsible for the area where the citation occurred or for the individuals involved.

All safety and regulatory non-compliance citations (internal and external) must be resolved in a timely manner. External non-compliance citations from regulatory or government bodies received during external inspections (Section 12) are accompanied by obligatory corrective actions and imposed deadlines. Internal Non-Compliance Citations (Section 4) are also accompanied by obligatory corrective actions and targeted deadlines. This metric tracks the percentage of assigned corrective actions that are completed. EHS will track this metric by calendar year until all actions are completed.

As of December 31, 2017, **99%** (137) of Corrective Actions assigned in **2014** (138) were completed with the remaining corrective action in progress.

Year	Corrective Action Completion Rate
2014	99%

As of December 31, 2017, **97%** (438) of Corrective Actions assigned in **2015** (450) were completed, 2% (9) are currently in progress and 1% (3) have not yet begun.

Year	Corrective Action Completion Rate
2015	96%

As of December 31, 2017, **85%** (184) of Corrective Actions assigned in **2016** (217) were completed, 6% (14) are currently in progress and 9% (19) have not yet begun. The target is to close all actions in the first semester of 2018.

Year	Corrective Action Completion Rate
2016	85%

In 2017, there were a total of **369** corrective actions assigned.

As of December 31, 2017, **72%** (264) of Corrective Actions assigned in **2017** were completed, **5%** (18) are currently in progress and 24% (87) have yet to begin.

Year	Corrective Action Completion Rate
2017	76%

The escalation of open corrective actions to supervisors and management has resulted in better compliance. Even as information on the status of corrective actions has improved, completing these actions in a timely manner still remains a challenge. EHS staff continues to follow-up and offer assistance to supervisors. Notifications for follow-up continue to be escalated to department chairs and the area's management as required.

6. EHS Research Compliance Reviews

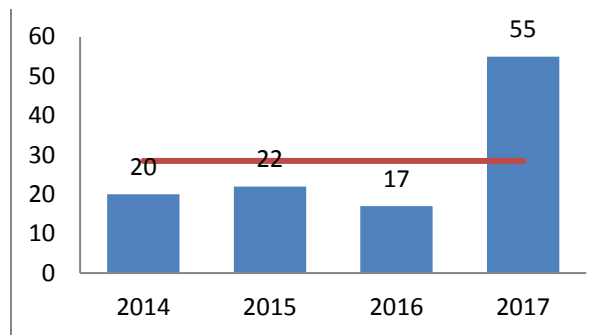
In collaboration with the Office of Research, EHS reviews research and teaching activities that involve hazardous materials, in order to ensure compliance with applicable government regulations and internal policies and procedures.

For the period of January 1, 2017 to December 31, 2017, there were **55** EHS Research Compliance Reviews. The dramatic increase (106%) was in part due to the 2017 Summer Concordia University Student Research Awards. The Offices of the Vice-President, Research and Graduate Studies and Provost and Vice-President, Academic Affairs oversee the Concordia Undergraduate Student Research Awards program. This program provides funding to students to stimulate their interest in research, participatory research, or research-creation work that will complement undergraduate coursework and enhance preparation for graduate studies or research-related careers. Administered by the Office of Research, student research projects involving hazardous materials were required to undergo an EHS Research Compliance Review prior to releasing funding. The Concordia Undergraduate Student Research Awards program is being repeated in 2018; therefore, a further increase in EHS Research Compliance Reviews is expected.

Year	EHS Research Compliance Reviews
2016 Q4 <i>Oct, Nov, Dec</i>	1
2016 <i>Full Year</i>	17
2017 <i>Oct, Nov, Dec</i>	6
2017 <i>Full Year</i>	55

The 4-year average number of EHS Research Compliance Reviews per year is 29 (trend line in Graph 6). The average was impacted greatly by 2017.

Graph 6: Total Number of EHS Research Compliance Reviews per Year



Section 2: Traditional (Lagging) Safety Key Performance Indicators

7. Total Injuries

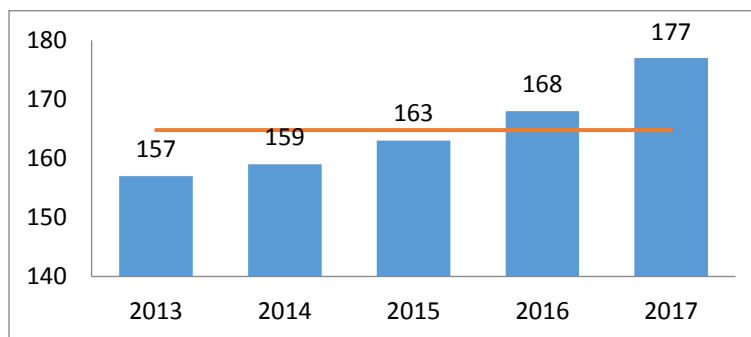
An injury refers to the occurrence of a sudden and unforeseen event arising out of, or in the course of, a university sanctioned activity attributable to any factor that caused an injury or an occupational disease (an exposure to conditions or substances that resulted in a disease). Injuries are grouped as work-related (involving staff and faculty), student or visitor/contractor.

For the period October 1, 2017, to December 31, 2017, **46 injuries** were reported, bringing the 2017 total to 177. A slight increase was seen in 2017 (5%) in total injuries when compared to 2016.

Year	Total Injuries
2016 Q4 <i>Oct., Nov., Dec.</i>	38
2016 <i>Full Year</i>	168
2017 Q4 <i>Oct., Nov., Dec.</i>	46
2017 <i>Full Year</i>	177

The 5-year average number of total injuries per year is 165 (trend line in Graph 7).

Graph 7: Total Injuries per Year



8. Work-Related Injuries

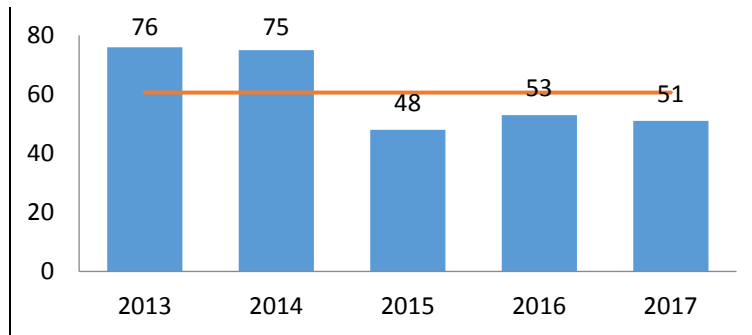
Work-Related Injuries are a subset of Total Injuries whereby the injured person is a worker (staff or faculty). An injury or illness is considered work-related when an employee is involved and if an event, or exposure in the work environment, either caused or contributed to the resulting condition or significantly aggravated a pre-existing injury or illness. Work-related injuries are investigated by EHS staff and an investigation report with corrective actions is submitted to the employee's supervisor.

For the period October 1, 2017 to December 31, 2017, 14 of the **38** reported injuries (Section 7) were work-related, bringing the 2017 total to **51**. In 2017, the total number of work-related injuries (51) decreased slightly (4%) compared to 2016.

Year	Work-Related Injuries
2016 Q4 <i>Oct, Nov, Dec</i>	12
2016 <i>Full Year</i>	53
2017 Q4 <i>Oct, Nov, Dec</i>	14
2017 <i>Full Year</i>	51

The 5-year average number of work-related injuries per year is 61 (trend line in Graph 8).

Graph 8: Work-Related Injuries per Year



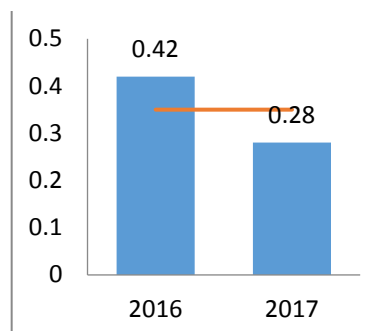
Recordable Injury Rate (RIR)

The Recordable Injury Rate (RIR), also commonly referred to as the recordable incident rate, is calculated by multiplying the number of Work-Related Injuries by 200 000 labour hours, and then dividing that number by the number of labour hours during that period. Furthermore, 200 000 labour hours equates to 100 employees, who work 40 hours per week, and who work 50 weeks per year. The calculated rate is per 100 employees.

Year	Recordable Incident Rate
2016 <i>Full Year</i>	0.42
2017 <i>Full Year</i>	0.28

The university's 2017 Recordable Injuries Rate was 0.28 work-related injuries per 100 full-time employees. 2017 was the second year that this data was collected. 2016 served as the baseline RIR for Concordia and in comparison, 2017 was a marked improvement (40% lower).

Graph 9: Recordable Injury Rate per Year



Worker Compensation Claims

Employees who sustain a work-related injury may be eligible for compensation from the *Commission des normes, de l'équité, de la santé et de la sécurité du travail* (CNESST).

For the period October 1, 2017 to December 31, 2017, there was an additional 1 accepted worker's compensation claim, bringing the 2017 total to **10 accepted** claims submitted to the CNESST.

Year	Accepted Compensation Claims
2016 Q4 <i>Oct, Nov, Dec</i>	2
2016 <i>Full Year</i>	13
2017 Q4 <i>Oct, Nov, Dec</i>	1
2017 <i>Full Year</i>	10

The following table provides details on all accepted worker compensation claims for 2017. For each claim, the total number of lost-time days in 2017 is indicated, if applicable.

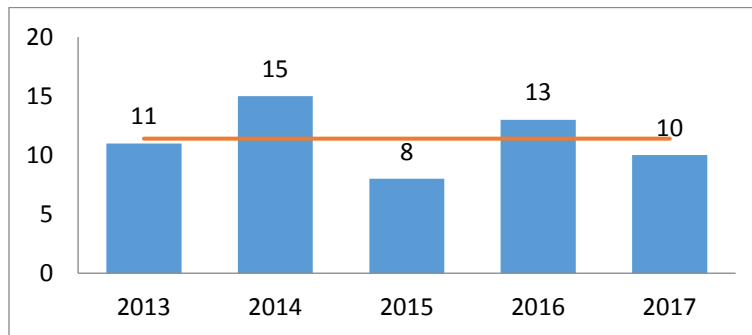
Table: 2017 Accepted Worker Compensation Claims

Date	Description	Department	Diagnosis	Lost-Time Days YTD
19-Jan-2017	An employee fell on the sidewalk on Guy Street and injured his right knee.	Facilities Ops-Electrical	Right Knee Sprain	44
09-Jan-2017*	The employee tripped on a doorsill and hit her head, knee and wrist.	Library	Multiple Contusions	6
03-Apr-2017	The employee pulled the projector screen and sustained multiple injuries.	ENCS-ECE	Minor Craniocerebral Trauma	0
26-Apr-2017	The employee fell while working on a water tower and sustained a left leg laceration.	Facilities Operations	Left Leg Laceration	10
12-Jun-2017	The employee was manipulating a metal plate and sustained a contusion to the right foot.	Facilities Operations	Right Foot Contusion	1

Date	Description	Department	Diagnosis	Lost-Time Days YTD
09-Jul-2017	The employee was replacing a CPU from the podium and sustained a shoulder strain.	IITS	Right Shoulder Strain	0
11-Jul-2017	The employee slipped and fell coming out of the copier room and sustained a right shoulder fracture.	JMSB	Right Shoulder Fracture	149
24-Jul-2017	The employee was pushing a cart and sustained a right calf strain.	Facilities Operations	Right Calf Strain	0
20-Sep-2017	The employee tripped on a wire and sustained a left radial head fracture.	Engineering & Comp. Science	Left Radial Head Fracture	0
18-Oct-2017	The employee fell in his office and sustained a left humeral head fracture.	IITS	Left Humeral Head Fracture	74

The 5-year average number of accepted worker’s compensation claims per year is 11 (trend line in Graph 10). In 2017, there were 10 accepted worker’s compensation claims, a decrease (26%) compared to 2016.

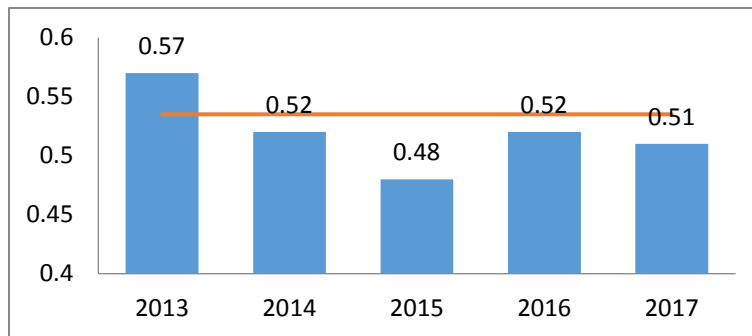
Graph 10: Accepted Worker Compensation Claims per Year



Every year, the *Commission des normes, de l'équité, de la santé et de la sécurité du travail* (CNESST) assigns the University a personalized insurance rate that is based in part on the University’s past worker’s compensation claims.

The following graph indicates the University’s personalized insurance rate over the last 5 years. The 5-year average is \$0.52 per \$100 of insurable payroll.

Graph 11: Concordia’s Personalized Insurance Rate per Year



The University’s personalized rate increased in 2016; however, it has resumed a downward trend. In 2016, the base contribution paid to the CNESST was \$1,212,082, calculated on the insurable payroll for 2016 (earnings up to \$71,500). In 2017, although the rate decreased to \$0.51 per \$100 of insurable payroll, the base contribution paid to CNESST was slightly higher at \$1,248,566, based on insurable payroll (earnings up to \$72,500). These amounts, calculated using the University’s personalized insurance rate, only represents an approximation of the true cost of insurance. The true cost is only finalized 4 years following the year of the claim. This allows the CNESST to make adjustments to the cost of insurance based on the severity of the compensation claims from any given year.

In 2018, the University’s personalized insurance rate will again decrease; it will be \$0.50 per \$100 of insurable payroll. All efforts to reduce workplace injuries and to reduce the total number of lost-time days, including temporarily reassigned, help contribute to lowering the cost of the university’s insurance costs.

Quebec universities are part of the sector *Enseignement collégial ou universitaire, bibliothèque, laboratoire ou centre de recherche*. In 2017, the CNESST assigned those institutions who are not using a personalized insurance rate a general sector rate of \$0.57 per \$100 of payroll.

9. Lost-Time Days

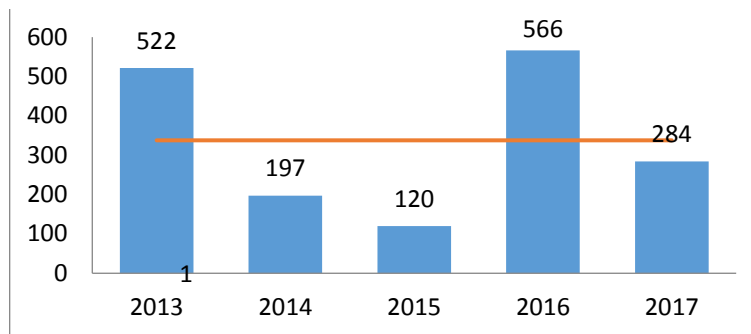
A Lost-Time Work-Related Injury is defined as a work-related injury or illness that results in days away from work, other than the day of injury or the day the illness began. Lost-Time Days refers to the total number of calendar days employees are away from work due to a work-related injury or illness.

For the period of January 1, 2017 to December 31, 2017, there was a total of 6 Lost-Time Work-Related Injury incurred **284 lost time days**. In Q4 there was only one Lost-Time Work-Related Injury that incurred 74 lost days and a Lost-Time Work-Related Injury reported in Q3 incurred an additional 68 lost time days in Q4. See Accepted Worker Compensation Claims table in Section 9 for details.

Year	Lost-Time Days
2016 Q4 <i>Oct, Nov, Dec</i>	103
2016 <i>Full Year</i>	566
2017 Q4 <i>Oct, Nov, Dec</i>	142
2017 <i>Full Year</i>	284

The 5-year average number of accepted worker’s compensation claims per year is 338 (orange trend line in Graph 12). In 2017, there were 284 lost time days, a 66% decrease compared to 2016.

Graph 12: Total Lost-Time Days per Year



Lost-Time Injury Rate (LTIR)

The Lost-Time Injury Rate measures the occurrence of work-related injuries that resulted in an employee’s inability to work the next workday. It represents the number of lost-time injuries per 100 full-time employees in the stated period. The LTIR is calculated by multiplying the number of Lost-Time Work-Related Injuries by 200 000 labour hours and then dividing that number by the number of labour hours during that period. Therefore, 200 000 labour hours equates to 100 employees, who work 40 hours per week, and who work 50 weeks per year. The calculated rate is per 100 employees.

Year	Lost-Time Injury Rate
2016 <i>Full Year</i>	0.17
2017 <i>Full Year</i>	0.17

The University’s 2017 Lost-Time Injury Rate is 0.17 lost-time injuries per 100 full-time employees. 2017 was the second year that this data was collected and this year’s LTIR is the same as 2016.

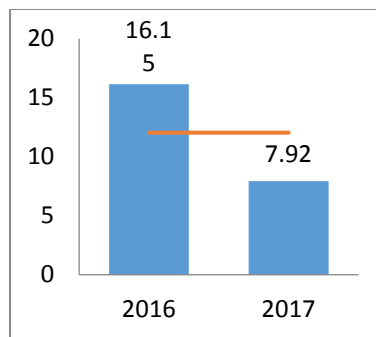
Lost-Time Day Rate (LTDR)

The Lost-Time Day Rate is a rate that measures the length of time an employee is away from work due to a work-related injury. It represents the number of lost-time days per 100 full-time employees in the stated period. The LTDR is calculated by multiplying the number of Lost-Time Days by 200 000 labour hours and then dividing that number by the number of labour hours during that period. Therefore, 200 000 labour hours equates to 100 employees, who work 40 hours per week and who work 50 weeks per year. The calculated rate is per 100 employees.

Year	Lost-Time Day Rate
2016 <i>Full Year</i>	16.15
2017 <i>Full Year</i>	7.92

The University's 2017 LTDR was 7.92 lost-days per 100 full-time employees. 2017 was the second year that this data was collected. 2016 served as the baseline LTDR for Concordia and in comparison, 2017 was a marked improvement (68%). The 2-year average LTDR is 12.04 lost-days per 100 full-time employees (trend line in Graph 13).

Graph 13: Lost-Time Day Rate per Year



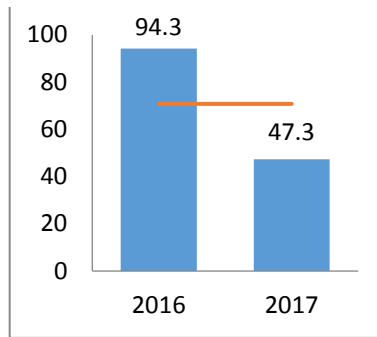
Severity Rate

The Severity Rate provides an average of the number of Lost-Time Days per Lost-Time Work-Related Injury. The Severity Rate is calculated by dividing the total number of lost-time days by the total number of work-related injuries with lost-time. The Severity Rate is a cumulative rate calculated at the end of each quarter.

Year	Severity Rate <i>average lost-time days per lost-time injury</i>
2016 <i>Full Year</i>	94.3
2017 <i>Full Year</i>	47.3

The University’s 2017 Severity Rate was 47.3 - the average lost-time days per lost-time injury. 2017 was the second year that this data was calculated. 2016 served as the baseline Severity Rate for Concordia and in comparison, 2017 was a marked improvement (66%). The two-year average Severity Rate is 70.8 average lost-time days per lost-time injury (trend line in Graph 14).

Graph 14: Severity Rate per Year



10. Near Misses

A Near Miss is the occurrence of an event on university property, arising out of, or in the course of, a university sanctioned activity attributable to any factor that could have caused either an injury or material damage. For example, events such as tripping on a stair or slipping in a water puddle, where no injury occurred, would be categorized as a near miss. As per the University’s Policy on Injury Reporting and Investigation (VPS-42), reporting of Near Misses is required. Traditionally, Near Misses go unreported, due to the fact that no injury has occurred. Steps have been taken to encourage Near Miss reporting, including discussing the importance of Near Miss reporting at safety committee meetings, during safety training and new Principal Investigator orientation sessions.

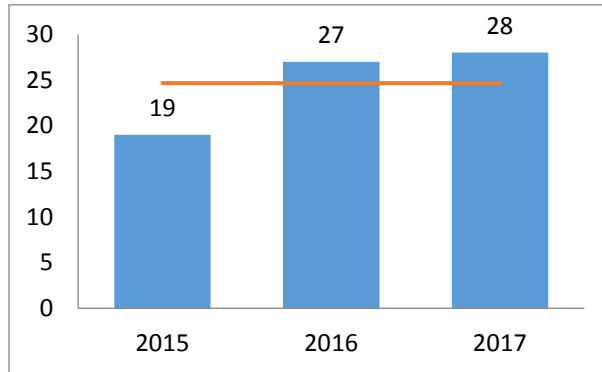
For the period of January 1, 2017 to December 31, 2017, a total of **28** Near Misses were reported, of which 6 were from Q4.

Year	Near Misses
2016 Q4 <i>Oct, Nov, Dec</i>	10
2016 <i>Full Year</i>	27
2017 Q4 <i>Oct, Nov, Dec</i>	6
2017 <i>Full Year</i>	28

Only tracked since 2015, the reporting of Near Misses is a good indication of safety awareness. Near Misses are traditionally underreported, whereby employees do not often see the relevance of reporting a Near Miss. According to the accident causation model proposed by Henry Heinrich (one of several models that exist), for every 300 near misses there will be 29 minor injuries and 1 major injury. It would be unreasonable to expect that all near misses at the university are reported. Near miss reporting is

correlated to the safety culture of the institution and the visibility of safety, which is impacted by the quantity of safety training provided and other communications and outreach activities. The three-year average number of reported Near Misses is 25 per year (trend line in Graph 15). The trending in Near Miss reporting is increasing (slightly), which is a positive indicator as to the university’s continuously improving safety culture.

Graph 15: Total number of Near Misses per year



11. External Inspections

External inspections refer to inspections or audits of the University premises or safety programs conducted by government agencies or third parties (e.g., insurance provider). Third-party audits include those performed at the request of Environmental Health & Safety. These inspections and audits ensure that the University’s activities and facilities are in compliance with all applicable legislation and regulations.

For the period of January 1, 2017 to December 31, 2017, there were a total of **6 external inspections**, of which 1 occurred in Q4.

Year	External Inspections
2016 Q4 <i>Oct, Nov, Dec</i>	1
2016 <i>Full Year</i>	12
2017 Q4 <i>Oct, Nov, Dec</i>	1
2017 <i>Full Year</i>	6

Controlled Good Program Government Inspection

On November 30, 2017, an Inspector from the Compliance Inspections Division of the Controlled Goods Directorate visited the University to conduct an inspection. Controlled goods are primarily goods, including components and technical data that have military or national security significance, which are

controlled domestically by the Government of Canada and defined in the Defence Production Act. The university was found to be compliant with the Controlled Goods Regulations.

12. Regulatory Citations

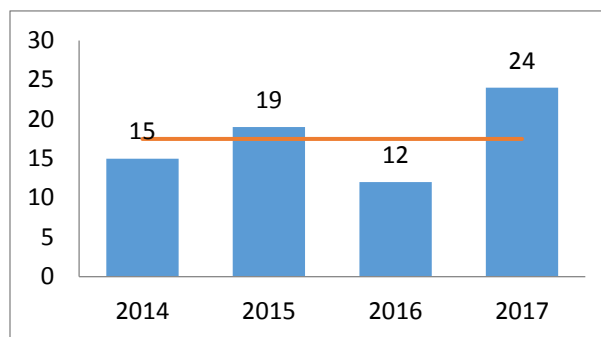
The University may receive regulatory citations for non-compliance with federal, provincial or municipal laws, regulations or by-laws. Regulatory citations can be the outcome of government inspections or interventions (e.g., CNESST, Public Health Agency of Canada, Canadian Nuclear Safety Commission) or violations of regulations and by-laws (e.g., false fire alarm citation from the *Service de sécurité incendie de Montréal*). This metric tracks the total number of regulatory citations received by the University.

For the period of October 1, 2017 to December 31, 2017, there was **8 regulatory citation** from the *Service de sécurité incendie de Montréal* associated with a false fire alarm, for a 2017 total of 24. Compared to the 12 citations in 2016, this year there was a 67% increase. Of the 24 Regulatory Citations, 67% (16) were related to Fire Safety.

Year	Regulatory Citations
2016 Q4 <i>Oct, Nov, Dec</i>	1
2016 <i>Full Year</i>	12
2017 Q4 <i>Oct, Nov, Dec</i>	8
2017 <i>Full Year</i>	24

The 4-year average number of Regulatory Citations per year is 18 (trend line in Graph 16).

Graph 16: Regulatory Citations per Year



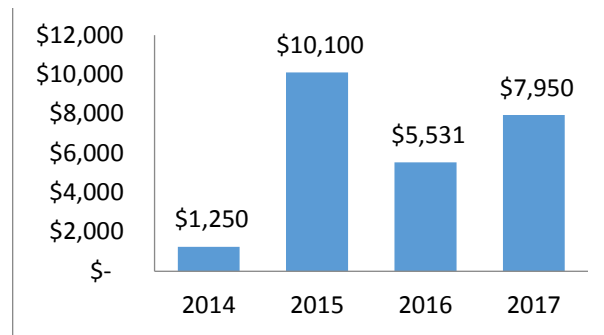
13. Regulatory Fines

Regulatory Citations (Section 13) may have associated monetary fines or penalties that are issued to the University.

For the period of October 1, 2017 to December 31, 2017, Concordia receive **3 regulatory fines** from the *Service de sécurité incendie de Montréal* associated with a false fire alarm – the value of those fines was **\$3700**. The total value of regulatory fines paid in 2017 is \$7950, a 76% increase from 2015.

Year	Fines Received
2016 Q4 <i>Oct, Nov, Dec</i>	\$0
2016 <i>Full Year</i>	\$5531
2017 Q4 <i>Oct, Nov, Dec</i>	\$3700
2017 <i>Full Year</i>	\$7950

Graph 16: Regulatory Fine Received per Year



14. Hazardous Materials Spill Responses

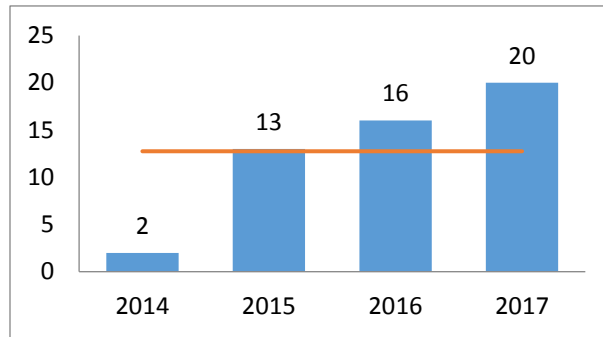
The University’s Hazardous Materials Spill Response Team responds to hazardous material spills that occur on university premises. Service providers are called upon to assist when a major spill occurs and additional resources are required.

For the period of January 1, 2017 to December 31, 2017, there were a total of **20 hazardous materials spill** responses by the Hazardous Materials Spill Response Team, of which 2 occurred during Q4.

Year	Hazardous Material Spill Responses
2016 Q4 <i>Oct, Nov, Dec</i>	4
2016 <i>Full Year</i>	16
2017 Q4 <i>Oct, Nov, Dec</i>	2
2017 <i>Full Year</i>	20

The 4-year average number of Hazardous Materials Spill Responses per year is 13 (trend line in Graph 17).

Graph 17: Total Hazardous Materials Spill Responses per Year



FINANCIAL SERVICES

POLICY REVIEW PRESENTATION

BOARD OF GOVENORS

April 18, 2018



TODAY'S PRESENTATION

1. Our approach
2. Policies for approval
 - ✓ Travel & Conference Policy
 - ✓ Policy on Hospitality, Meetings and Events
3. Highlights and Important Changes
4. Communication Strategy
5. Deployment Plan

1. APPROACH

BENCHMARKING with:

- Other Universities
 - ✓ U of Ottawa, McGill, UQAM, Laval, U of Mtl, Ryerson, U of Toronto, SFU
- Governmental bodies
 - ✓ Conseil du Trésor du Québec, National Joint Council

EXTENSIVE INTERNAL CONSULTATION:

- discussions with key stakeholders
 - ✓ Provost, VP External Relations, Deans, Financial Administrators & frequent travellers and many others

2. POLICIES OVERVIEW

TRAVEL & CONFERENCE & MISCELLANEOUS POLICY (no alcohol)	HOSPITALITY, MEETINGS & EVENTS POLICY (alcohol may be allowed)
<ul style="list-style-type: none"> ○ Transportation ○ Accommodations ○ Meals (no alcohol) ○ Visitors ○ Local Conferences ○ Miscellaneous non-travel expenses <p>TRAVEL HANDBOOK for details.</p>	<p><u>External Events</u></p> <ul style="list-style-type: none"> ○ Entertainments ○ Fundraising ○ Public Relations ○ Networking ○ Promotional & Business Meals ○ Recruitment <p><u>Internal Events</u></p> <ul style="list-style-type: none"> ○ <i>Official Receptions</i> <p><i>HOSPITALITY HANDBOOK for details</i></p>

3. HIGHLIGHTS AND IMPORTANT CHANGES:

1. Clear segregation between Travel & Hospitality
2. Policy focus: Principles, framework, responsibilities
3. Handbook focus: How, process, rates, forms, declarations, etc..
 - ✓ Per diem rates: approach to encourage greater use and lower paperwork
4. Simplifications:
 - ✓ Business Class available > 9 hours flight time
 - ✓ Clarity about approvals

3. HIGHLIGHTS AND IMPORTANT ELEMENTS: HOSPITALITY

- ❑ When cost is OVER \$5,000 → P.E.G.
PRIOR approval
in all situations
- ❑ When alcohol is involved → Dean or Director
PRIOR approval
- ❑ When number of Concordia members at external events is over 6 → Dean or Director
PRIOR approval

COMMUNICATION STRATEGY & DEPLOYMENT PLAN

COMMUNICATION STRATEGY

- ✓ Consultation January – mid March 2018
- ✓ Finance Committee approval (March 27, 2018)
- ✓ April 18, 2018 BOG approval
- ✓ Internal Communications / Workshops
 - End of April & throughout summer

DEPLOYMENT PLAN

- ✓ Big bang approach
- ✓ Effective date May 1st, 2018 (new fiscal year)
 - Soft launch:
 - Transitional period May 1 to August 31st 2018
between old and new Policy



Questions?



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of April 18, 2018**

AGENDA ITEM: Revisions to the *Policy for Travel and Other Allowable Expenses* (CFO-3)

ACTION REQUIRED: For approval

SUMMARY: On recommendation of the Finance Committee, Board approval is being sought with respect to the modifications to the *Policy for Travel and Other Allowable Expenses* (CFO-3), including its revised name, *Travel and Conference Policy*.

BACKGROUND: Modifications to this Policy were last approved by the Board in 2014. For the current review, the proposed changes were done following an in-depth review of policies at other universities and government bodies as well as consultations and discussions with the University's key stakeholders.

Revisions to this Policy were done in conjunction with the drafting of the new *Policy on Hospitality, Meetings and Events* (CFO-10), to clearly segregate expenses in relation to travel (transportation, accommodations, meals, visitors and local conferences) and hospitality (venue rentals, promotional and business meals, gifts and official internal events and training) as well as to simply and clarify certain processes and approvals.

The revisions were drafted so that the Policy will focus on principles, framework and responsibilities, while the supporting handbook will focus on the process itself and include information relative to rates, forms, declarations, etc. The handbook does not require Board approval and will be updated by Financial Services as required.

Following Board approval, information about the Policy will be widely disseminated.

In accordance with the process outlined in the *Guidelines on the approval of Official Policies*, any policy requiring Board approval must be reviewed by a committee of the Board before its presentation to the Board. This Policy was reviewed and approved by the Finance Committee at its meeting of March 27, 2018.

Marked and clean versions of the Policy are attached.

DRAFT MOTION: That, on recommendation of the Finance Committee, the Board of Governors approve the revisions to the *Policy for Travel and Other Allowable Expenses* (CFO-3), including its revised name, *Travel and Conference Policy* (CFO-3), as outlined in Document BG-2018-2-D12, effective May 1, 2018.

PREPARED BY:

Name: Danielle Tessier

Date: April 5, 2018

TRAVEL AND CONFERENCE POLICY

Effective Date: May 1, 2018

Originating Office: Office of the Chief
Financial Officer

Supersedes /Amends: January 5, 2015

Policy Number: CFO-3

PREAMBLE

The present Travel and Conference Policy (the “Policy”), and its supporting procedures, which can be found in the Travel and Conference Handbook (the “Handbook”), provide university-wide administrative guidelines for the approval, reporting and what constitutes Allowable Expenses incurred on behalf of Concordia University (the “University”).

Refer to the **Handbook** for details regarding items such as per diem rates, processing controls and procedures related to the application and interpretation of this Policy.

PURPOSE

The purpose of this Policy is to:

- Communicate what expenses constitute Allowable Expenses;
- Communicate that Allowable Expenses are to be incurred to promote the University’s activities while ensuring appropriate use of all University funds, including without limitation, all funds entrusted to the University to administer;
- Set out guidelines and general protocols for claiming and reporting Allowable Expenses;
- Set out the responsibilities for holders of a University Corporate Credit Card (“CCC”) with a view to ensure adherence to all credit card regulations stipulated by the University;
- Ensure accountability and compliance with internal and external reporting regulations.

SCOPE

This Policy applies to all Allowable Expenses incurred by a person for the University’s operations paid from all sources of funding administered by the University including, but not limited to, operating, research and restricted funds.

For Allowable Expenses incurred to support research activity and paid using research grants or contracts, claims presented for reimbursement must comply with this policy unless the granting



TRAVEL AND CONFERENCE POLICY

Page 2 of 10

agency or sponsor's policy is different, in which case the policy of the granting agency or sponsor will supersede this Policy.

DEFINITIONS

For the purpose of this Policy:

"Claimant" or "Traveler" are terms used interchangeably which mean the individual that submits and signs an Expense Report to initiate a claim for reimbursement of Allowable Expenses.

"Allowable Expenses" refer to University-related expenses (travel, Conference or other) that have been paid directly by a person such as faculty, principal investigator, staff, student or visitor, for the University's operations and which will be reimbursed to that person by the University from a source of funding administered by the University including, but not limited to, operating, research and restricted funds.

"Personal Expenses" refer to expenses and costs that are not Allowable Expenses and include expenses and costs which are personal in nature that relate to the Claimant or their family or are unrelated to the University's operations.

"Conferences" include symposiums, conferences, and training events taking place either locally or outside of the University's campuses.

"Approver" refers to an individual who approves an Expense Report of a Claimant and who must be at a hierarchal level higher than the Claimant and/or who is responsible to sign on the fund(s) being charged the Allowable Expenses. The Approver can be a delegate provided conditions explained in the **Handbook** are met.

POLICY

1. All members of the University (faculty, principal investigators, staff and students) must be prudent, mindful and responsible when using the University's funds, as these funds come from varied private and public sources. It is the responsibility of all faculty, principal investigators, staff and students to be as economical as possible when incurring Allowable Expenses.

TRAVEL AND CONFERENCE POLICY

Page 3 of 10

2. The University strongly encourages all Travellers to make transportation and all other choices with sustainability in mind. To be sustainable in our decisions and activities is to take a long-term perspective keeping the environment as a priority without compromising the needs of future generations.

General Policy Guidelines

3. Once the event has occurred, Allowable Expenses will be reimbursed by the University upon the submission of a properly completed and approved [Expense Report](#). The Expense Report must be supported by original detailed receipts and other supporting documentation as outlined in the [Handbook](#) and must be submitted to the Accounts Payable Unit of Financial Services (“Accounts Payable”) within the maximum number of days (as set out in the [Handbook](#)) of the return date of the event for which Allowable Expenses are being claimed.
4. Personal Expenses incurred by the Claimant, or the Claimant’s family, friends, or relatives will not be reimbursed by the University. Personal Expenses must be clearly shown as reduction of the total amount claimed by the Claimant on the Expense Report.
5. Faculty, principal investigators, staff and students are reimbursed via direct deposit in the amount equivalent to the approved Allowable Expenses incurred plus or minus any compliance related adjustment identified by Financial Services during the final verification process. Financial Services may make necessary adjustments to ensure the amount paid meets all stipulated regulations and guidelines as set out in this Policy and the Handbook.
6. If a receipt is missing, a “*Missing Receipt Form*” must be completed as per the procedures outlined in the Handbook.
7. For information on how to prevent out of pocket expenditures, please refer to the Handbook for details on booking airfare, train, hotels, etc.
8. The Expense Report must be comprehensive and include all Allowable Expenses that were incurred, less any Personal Expenses paid for by the University. See [Handbook](#) for details.

TRAVEL AND CONFERENCE POLICY

Page 4 of 10

9. The most senior member who is part of the event triggering Allowable Expenses must be the individual who pays directly for the charges and submits an Expense Report.
10. There are no exceptions to this Policy unless approved in writing by the Associate Vice-President and Controller or Chief Financial Officer of the University.

Foreign Currency and Visitors

11. Out of country visitors may claim Allowable Expenses in currencies other than the Canadian Dollar ("CAD") for Allowable Expenses incurred in foreign currencies.

Responsibilities

12. The Claimant is the individual who will be reimbursed for the Allowable Expenses being claimed. The Claimant is responsible for ensuring that the Expense Report is complete, accurate, legitimate, eligible, appropriate, and reasonable and signed by an Approver. The Claimant must also ensure that the Allowable Expenses were incurred for University purposes, in accordance to this Policy and will not be submitted for reimbursement against any other University funds or to third parties and that the Claimant will not claim any financial benefit for income tax purposes related to such Allowable Expenses.
13. It is the responsibility of the Claimant to ensure that an Expense Report is submitted in accordance with this Policy and the **Handbook**. Incomplete and/ or inaccurate Expense Reports will result in reimbursement delays. The University is not responsible for any interest or financing charges levied upon the personal credit card used for a Claimant's Allowable Expenses as a result of delays associated with incomplete and/or inaccurate Expense Reports.
14. All Allowable Expenses, including without limitation with regards to any travel or Conference, are subject to the availability of funds budgeted for their purpose and approval by the Approver.
15. If Allowable Expenses are charged to a research grant or contract or a sponsor contract, the grant holder or principal investigator is responsible for ensuring that the Allowable Expenses:

TRAVEL AND CONFERENCE POLICY

Page 5 of 10

- That are charged to the research grant or contract or sponsor contract comply with such contract and the granting agency or sponsor policies;
- Relate to the research for which the grant/contract was awarded;
- That any claim include sufficient documentation and description of the purpose of these Allowable Expenses;
- Are charged to the correct fund codes; and
- Are incurred under a research grant or contract or sponsor contract which has sufficient funds to cover these expenses.
- When Allowable Expenses are charged to a research grant or contract and the Claimant is not the principal investigator, the affiliation of the Claimant to the research grant or contract and / or to the principal investigator must be stated on the Expense Report (i.e. student, research assistant, visitor/guest etc.) and be compliant with the related research grant or contract requirements.

A clear description of the purpose and link for how these Allowable Expenses claimed relate to the research grant or contract must be provided on the [Expense Report](#). Please see [Handbook](#) for research related Allowable Expenses and travel requirements.

16. The Claimant is responsible for ensuring that all Allowable Expenses paid in advance by the University and Allowable Expenses reimbursable to the Claimant by any other party have been deducted from the Expense Report submitted. In the event that reimbursements for Allowable Expenses are subsequently received from other organizations and the University has already reimbursed the Claimant for these expenses, a refund must be made to the University by the Claimant as soon as it is known.
17. It is the Claimant's responsibility to ensure Allowable Expenses that have already been, or will be, reimbursed by the University or another organization comply with all personal income tax laws.
18. The University is responsible for maintaining appropriate records for all Expense Reports as per the University's document retention regulations.

University Corporate Credit Card

19. The CCC is available to permanent faculty, principal investigators and staff members who are expected to incur Allowable Expenses (*) in the course of discharging the responsibilities of their position. In rare cases, a non-permanent employee may require

TRAVEL AND CONFERENCE POLICY

Page 6 of 10

and obtain a CCC. In such cases, a request must be submitted to Financial Services for approval.

20. Allowable Expenses (*) charged to the CCC must have a clear University purpose. In the event of a personal item being charged to the CCC in error or due to travelling circumstances, a reimbursement to Concordia University must be made as soon as possible.
21. Any charge on a CCC that is not approved/accepted by Financial Services must be personally reimbursed by the Claimant when such charge or charges do not constitute Allowable Expenses.
22. All CCC claims must be supported by an approved Expense Report supported by detailed receipts in order for the CCC charges to be paid by Financial Services.
23. Cardholders are strongly encouraged to send their Expense Reports to Accounts Payable as soon as possible after receiving the monthly CCC statement.

It is the cardholder's responsibility to ensure that their approved and properly supported Expense Report is received by Accounts Payable no later than the maximum number of days (as set out in the **Handbook**) following the CCC statement date. The Expense Report submitted must be complete, accurate, correctly approved by the Approver and have fund availability.

Accounts Payable is not responsible for administrative delays within a faculty or department which happen before a claim is submitted to Accounts Payable.

Failure to comply with the deadline (as defined in the **Handbook**) will result in temporary deactivation of the CCC. Refer to the **Handbook** for details.

It is strongly recommended that faculty, principal investigators and staff who travel for university purposes use a CCC for all Allowable Expenses (*) incurred.

Recurring late submissions of Expense Reports may potentially result in the termination of CCC privileges. Details of administrative charges and CCC suspension is found in the **Handbook**.

TRAVEL AND CONFERENCE POLICY

Page 7 of 10

(*) The CCC is not intended to be used for miscellaneous or other expenses where the University provides more efficient processes for procurement of the items listed in the Miscellaneous section of the **Handbook**.

24. Failure to provide supporting documentation within the appropriate timeline will result in the application of the applicable tax regulations, as explained in the **Handbook**.
25. If a CCC is lost or stolen it is the cardholder's responsibility to contact the CCC's client support line at the number located behind the CCC as soon as possible. Failure to report a lost or stolen card could result in fraudulent charges on the faculty, principal investigator or staff member's CCC account.
26. Failure to use the CCC as prescribed by the terms and conditions of use will result in the cancelation of the card.

Please refer to the **Handbook** for an overview of the University's CCC program and terms and conditions of use.

27. See the Handbook for the information concerning the Waiver of Liability between the University and the CCC provider, including for details when the University is not responsible with the cardholder for charges incurred and posted to the CCC.
28. All cardholders must acknowledge the terms and conditions for using the CCC. All cardholders will be required to sign the "Responsibility Form" upon picking up the CCC. See the **Handbook** for this form.

Allowable Expenses

29. All travel arrangements should be made using the most economical, responsible and efficient route possible without resulting in any personal gain as per the General Policy Guidelines set forth in this Policy and the **Handbook**.

The University encourages the use of its official travel agencies to book travel. This will prevent Travelers from being "out of pocket" for the transportation cost of their trip.

The below expense categories are Allowable Expenses, when incurred in conformity with this Policy. See the **Handbook** guideline for all related details.

TRAVEL AND CONFERENCE POLICY

Page 8 of 10

- Air
- Train
- Kilometers for the use of private vehicles
- Rental vehicles
- Other transportation expenses
- Accommodations
- Meals
- Miscellaneous expenses

Ineligible Expenses

30. Allowable Expenses exclude any costs or expenses linked to Alcohol, including as part of travel or meal expenses and will not be reimbursed.

If alcohol is permitted by a research grant or contract it must be expensed under the *Policy on Hospitality, Meetings and Events* ([CFO-10](#)).

For the reimbursement of alcohol as a non-travel related expense, please see the *Policy on the Sale and Service of Alcohol on University Premises* ([VPS-3](#)).

31. Expenses that are Personal Expenses are not Allowable Expenses. Personal Expenses, such as the ones listed below, will not be reimbursed. Please note that this is not a comprehensive list of all Personal Expenses, and Personal Expenses could encompass expenses not listed below:

- Expenses that are personal in nature
- Expenses reimbursed by another organization or funding source
- Expenses of a travelling companion (*)
- Fees arising from failure to cancel transportation expenses, conference/seminar/event registrations or hotel reservations
- Any computer hardware or software purchases regardless of the dollar amount
- Any equipment (see [Handbook](#) for details about the monetary threshold level)
- Traffic violations

**Companions may accompany a University member during a University related trip, however all incremental costs constitute Personal Expenses and cannot be claimed as Allowable Expenses. An exception to this will be made only if expenses for a companion are expressly permitted by a research grant or contract.*

TRAVEL AND CONFERENCE POLICY

Page 9 of 10

Miscellaneous Non-Travel Expenses

32. Some Allowable Expenses of low value not directly captured on the *Policy on Petty Cash (CFO-8)* will be paid under this policy. Please refer to the **Handbook** for details.

Approvals

33. The Claimant must sign the Expense Report submitted. Please refer to the **Handbook** for the important details to ensure the claim is properly approved prior to submission to Accounts Payable for reimbursement.

Travellers are required to obtain approval when a travel agency is used to book flights, hotels or rail transport by way of filling out and signing the Travel Voucher Form at time of booking. See the **Handbook** for details.

34. The authority to approve an Expense Report may be delegated during temporary absences of the individual having signing authority. The delegation of signing authority has to be in accordance with the *Policy on Contract Review, Signing and Required Approvals (BD-1)*.
35. Approval and reimbursement of Allowable Expenses claimed on an Expense Report does not constitute final acceptance by the University. All Allowable Expenses reimbursements are subject to subsequent review and adjustment by Financial Services, Internal Audit, granting agencies, or at the request of the Claimant, faculties or departments. The final decision related to any adjustment rests with Financial Services.

RELATED POLICIES

Policy on Contract Review, Signing and Required Approvals (BD-1)

Policy on Hospitality, Meetings and Events (CFO-10)

Policy on Petty Cash (CFO-8)

Policy for Professional Development Allowance (Under Development)

Procurement Policy (CFO-20)



TRAVEL AND CONFERENCE POLICY

Page 10 of 10

Policy on the Sale and Service of Alcohol on University Premises ([VPS-3](#))

Policy on Travel Outside of Quebec ([VPS-53](#))

RELATED HANDBOOKS

Travel and Conference Policy Handbook

Hospitality, Meetings and Events Policy Handbook



POLICY FOR TRAVEL AND OTHER ALLOWABLE EXPENSES CONFERENCE POLICY

Effective Date: ~~January 5, 2015~~ May 1, 2018

Originating Office: Office of the Chief Financial Officer

Supersedes /Amends: ~~VPF 3/November 26, 2003~~ January 5, 2015 Policy Number: CFO-3

PREAMBLE

~~This~~ The present Travel and Conference Policy (the "Policy"), and its supporting procedures, which can be found in the Travel and ~~Other Allowable Expenses~~ Conference Handbook (~~"Handbook"~~ the "Handbook"), provide ~~University~~ university-wide administrative guidelines for the approval, reporting and approval of travel and allowable expenses ~~what constitutes Allowable Expenses~~ incurred on behalf of Concordia University (the "University").

Refer to the Handbook for details regarding items such as per diem rates, processing controls and procedures related to the application and interpretation of this Policy.

PURPOSE

The purpose of this Policy is to:

- ~~i. establish processes and controls for those who incur and/or approve travel and other allowable expenses;~~
 - ~~ii. outline guidelines and procedures for the reporting and documenting of travel and other allowable expenses.~~
- Communicate what expenses constitute Allowable Expenses;
 - Communicate that Allowable Expenses are to be incurred to promote the University's activities while ensuring appropriate use of all University funds, including without limitation, all funds entrusted to the University to administer;
 - Set out guidelines and general protocols for claiming and reporting Allowable Expenses;
 - Set out the responsibilities for holders of a University Corporate Credit Card ("CCC") with a view to ensure adherence to all credit card regulations stipulated by the University;
 - Ensure accountability and compliance with internal and external reporting regulations.

SCOPE

This Policy applies to all ~~University travel and other allowable expenses~~ Allowable Expenses incurred by a person for the University's operations paid from all sources of funding administered by the University including, but not limited to, operating ~~funds,~~ research and restricted funds ~~and professional development allowances.~~

~~Travel supported by~~ For Allowable Expenses incurred to support research activity and paid using research grants or contracts, claims presented for reimbursement must comply with this Policy unless ~~specifically indicated otherwise by~~ the granting agency or sponsor's policy is different, in which case the ~~policies~~ policy of the granting agency ~~must be followed or~~ sponsor will supersede this Policy.

DEFINITIONS

For the purpose of this Policy:

"Claimant" or "Traveler" are terms used interchangeably which mean the individual that submits and signs an Expense Report to initiate a claim for reimbursement of Allowable Expenses.

"Allowable Expenses" refers refer to University-related expenses (travel, Conference or other) that have been paid directly by all persons on behalf of the University or in conjunction with funds a person such as faculty, principal investigator, staff, student or visitor, for the University's operations and which will be reimbursed to that person by the University from a source of funding administered by the University including, but not limited to, operating, research and restricted funds. Such persons include faculty, staff, students and visitors.

"Personal Expenses" refer to expenses and costs that are not Allowable Expenses and include expenses and costs which are personal in nature that relate to the Claimant or their family or are unrelated to the University's operations.

"Conferences" include symposiums, conferences, and training events taking place either locally or outside of the University's campuses.

~~"Claimant" refers to the individual who will be reimbursed for the expense(s) being claimed.~~ Approver" refers to an individual who approves an Expense Report of a Claimant and who must be at a hierarchal level higher than the Claimant and/or who is responsible to sign on the fund(s) being charged the Allowable Expenses. The Approver can be a delegate provided conditions explained in the Handbook are met.

POLICY

1. ~~As~~ All members of the University is a public institution, everyone (faculty, principal investigators, staff and students) must be prudent, mindful and responsible when using its resources the University's funds, as these funds come from varied private and

public sources. It is the responsibility of all faculty, principal investigators, staff and students to be as economical as possible when incurring ~~travel and other allowable expenses~~ Allowable Expenses.

2. The University strongly encourages all Travellers to make transportation and all other choices with sustainability in mind. To be sustainable in our decisions and activities is to take a long-term perspective keeping the environment as a priority without compromising the needs of future generations.

~~1.~~ General Policy Guidelines

3. ~~1.1. Travel and other~~ Once the event has occurred, Allowable Expenses will ~~only~~ be reimbursed by the University upon the submission of a properly completed and approved ~~expense report (“Expense Report”)~~ Expense Report. The Expense Report must be ~~accompanied~~ supported by original detailed receipts and ~~invoices and should~~ other supporting documentation as outlined in the Handbook and must be submitted to the Accounts Payable Unit of Financial Services (“Accounts Payable”) within ~~a reasonable time frame of incurring the expenses~~ the maximum number of days (as set out in the Handbook) of the return date of the event for which Allowable Expenses are being claimed.

4. ~~1.2.~~ Personal ~~expenses~~ Expenses incurred by the Claimant, or ~~his/her~~ the Claimant’s family, friends, or relatives, will not be reimbursed by the University. Personal ~~expenses include costs which are not a necessary consequence of travel on behalf of the University or expenses unrelated to University business. Expenses which are of a personal nature~~ Expenses must be clearly shown as ~~reductions from~~ reduction of the total amount ~~payable to~~ claimed by the Claimant on the Expense Report.

~~1.3. — Expenses that have already been, or will be, reimbursed by another organization or that will be used for personal tax purposes may not be claimed from the University.~~

5. Faculty, principal investigators, staff and students are reimbursed via direct deposit in the amount equivalent to the approved Allowable Expenses incurred plus or minus any compliance related adjustment identified by Financial Services during the final verification process. Financial Services may make necessary adjustments to ensure the amount paid meets all stipulated regulations and guidelines as set out in this Policy and the Handbook.

6. If a receipt is missing, a “Missing Receipt Form” must be completed as per the procedures outlined in the Handbook.
7. For information on how to prevent out of pocket expenditures, please refer to the Handbook for details on booking airfare, train, hotels, etc.
8. ~~1.4. The University is not responsible for any interest or financing charges levied upon the Claimant as a result of incomplete and/or inaccurate Expense Reports that were returned.~~ The Expense Report must be comprehensive and include all Allowable Expenses that were incurred, less any Personal Expenses paid for by the University. See Handbook for details.
- ~~1.5. — Approval and reimbursement of expenses claimed on an Expense Report does not constitute final acceptance of the claim by the University. All expense reimbursements are subject to subsequent review and adjustment by Financial Services, Internal Audit, granting agencies, or at the request of the Claimant, faculties or departments. The final decision related to any adjustment rests with Financial Services.~~
- ~~1.6. — Any reimbursement that is not approved/accepted by Financial Services must be personally reimbursed by the Claimant.~~
9. The most senior member who is part of the event triggering Allowable Expenses must be the individual who pays directly for the charges and submits an Expense Report.
10. There are no exceptions to this Policy unless approved in writing by the Associate Vice-President and Controller or Chief Financial Officer of the University.
- ~~1.7. — Foreign visitors may claim expenses in currencies other than Canadian dollars for expenses incurred in foreign currencies. Reimbursement in the appropriate currency for the total amount claimed may be requested. In all instances, the source of funding will be charged in the equivalent Canadian dollars. Supporting documentation for conversion rate of foreign currency to Canadian dollars must be provided (e.g. XE.com). Wire transfers may be requested for reimbursements in currencies other than Canadian dollars and US dollars.~~ Foreign Currency and Visitors
- ~~1.8. — University faculty and staff members are generally reimbursed via direct deposit in the amount equivalent to the approved expenses incurred.~~

~~1.9.— The University encourages the use of its official travel agencies to book travel.
See appendix for the listing of the University’s official travel agencies.~~

~~2.— Expense Report~~

11. Out of country visitors may claim Allowable Expenses in currencies other than the Canadian Dollar (“CAD”) for Allowable Expenses incurred in foreign currencies.

Responsibilities

12. ~~2.1.~~ The Claimant is the individual who will be reimbursed for the Allowable Expenses being claimed. The Claimant is responsible for ensuring that ~~reported expenses are the~~ Expense Report is complete, accurate, legitimate, eligible, appropriate, and reasonable, and signed by an Approver. The Claimant must also ensure that the ~~expenses~~ Allowable Expenses were incurred for University purposes, in accordance ~~with~~ to this Policy and will not be ~~used~~ submitted for reimbursement against any other University funds or to third parties and that the Claimant will not claim any financial benefit for income tax purposes related to such Allowable Expenses.

13. It is the responsibility of the Claimant to ensure that an Expense Report is submitted in accordance with this Policy and the Handbook. Incomplete and/ or inaccurate Expense Reports will result in reimbursement delays. The University is not responsible for any interest or financing charges levied upon the personal credit card used for a Claimant’s Allowable Expenses as a result of delays associated with incomplete and/ or inaccurate Expense Reports.

14. All Allowable Expenses, including without limitation with regards to any travel or Conference, are subject to the availability of funds budgeted for their purpose and approval by the Approver.

15. If Allowable Expenses are charged to a research grant or contract or a sponsor contract, the grant holder or principal investigator is responsible for ensuring that the Allowable Expenses:

- That are charged to the research grant or contract or sponsor contract comply with such contract and the granting agency or sponsor policies;
- Relate to the research for which the grant/contract was awarded;
- That any claim include sufficient documentation and description of the purpose of these Allowable Expenses;

- Are charged to the correct fund codes; and
- Are incurred under a research grant or contract or sponsor contract which has sufficient funds to cover these expenses.
- When Allowable Expenses are charged to a research grant or contract and the Claimant is not the principal investigator, the affiliation of the Claimant to the research grant or contract and / or to the principal investigator must be stated on the Expense Report (i.e. student, research assistant, visitor/guest etc.) and be compliant with the related research grant or contract requirements.
A clear description of the purpose and link for how these Allowable Expenses claimed relate to the research grant or contract must be provided on the Expense Report. Please see **Handbook** for research related Allowable Expenses and travel requirements.

16. ~~2.2.~~ The Claimant is responsible for ensuring that all ~~expenses~~ Allowable Expenses paid in advance by the University and ~~expenses~~ Allowable Expenses reimbursable to the Claimant by any other party have been deducted from the Expense Report submitted. In the event that reimbursements for ~~expenses~~ Allowable Expenses are subsequently received from other organizations ~~when~~ and the University has already reimbursed the Claimant for these expenses, a refund must be made to the University by the Claimant ~~as soon as it is known.~~

~~2.3. — If travel and other allowable expenses are charged to a research grant or contract, the grant holder/principal investigator is responsible for ensuring that such expenses charged to his/her research account are compliant with the granting agency's or sponsor's regulations, relate to the research for which the grant/contract was awarded, and are charged to the correct funds and accounts.~~

~~2.4. — The Expense Report must be complete. As such:~~

- ~~a. — The expenses to be reported must include as applicable, transportation costs, detailed hotel bills, detailed meal receipts and other items. Original receipts are required for all expenses being claimed with the exception of mileage and per diem claims (please refer to the Handbook for mileage and per diem allowances) as well as recurring monthly charges such as internet, telephone, and subscriptions.~~
- ~~b. — For purchases made online, transaction confirmations vary widely depending upon the vendor. Please refer to the Handbook for~~

~~guidelines on what is considered acceptable supporting documentation for online purchases.~~

~~e. — Photocopies of receipts are not acceptable.~~

~~d. — Credit card statements are not acceptable to support an expense claim except for recurring monthly subscriptions (newspaper, magazines and periodicals). If a receipt is missing, please adhere to the procedures outlined in the Handbook.~~

~~2.5. — The Claimant must sign the Expense Report. If the Claimant is not available to sign the Expense Report, a written authorization in the form of an e-mail from the Claimant to Accounts Payable acknowledging responsibility for the expense(s) is (are) acceptable. In rare circumstances where the Claimant cannot be reached, the person submitting the claim must attach justification explaining why the Claimant's has not signed the Expense Report.~~

~~2.6. — Incomplete or inaccurate Expense Reports will be returned to the Claimant or to the approver of the report in the case of a visitor, and may result in reimbursement delays. Expense Reports which are re-submitted to Accounts Payable that still do not comply with this Policy and the Handbook will be returned to the approver of the Expense Report.~~

~~2.7. — To ensure compliance with the Canadian Income Tax Act, a Claimant cannot incur and subsequently claim reimbursement for out of pocket expenses for wages, honoraria, or services rendered (i.e. translation, editing, photography, etc.) by an individual and not a registered business. If a third party has incurred an expense on behalf of a University employee, then that organization or individual must submit an invoice (for an organization) or an expense reimbursement form (for an individual) to the University.~~

~~3. — Approval of Expense Report~~

~~3.1. — The individual who approves the Expense Report is responsible for ensuring that the expenses are for University purposes only, are in accordance with University policy, and are charged to the correct funds and accounts.~~

~~3.2. — All Expense Reports must be approved by the individual in direct authority over the Claimant or, in the case of indirect reporting, at a reporting or~~

~~management level above that of the Claimant who also has signing authority on the fund being charged.~~

~~3.3. — An individual cannot approve his/her own expenses. Where the Claimant is the person responsible for the account (i.e. the principal investigator of a research grant, or the department/unit head), the approval must come from the next hierarchical level within the University.~~

~~3.4. — The authority to approve an Expense Report may be delegated during temporary absences of the individual having signing authority. The delegate must be either:-~~

- ~~• The superior of the individual who has signing authority (up at least one hierarchical level); or~~
- ~~• The person named in an “acting” capacity to replace the position held by the regular signing authority.~~

~~The delegate’s name must be provided in writing to Financial Services along with a specimen signature, and the period of time for which the signing authority is valid.~~

~~4. — Corporate Credit Card~~

~~4.1. — Please refer to the Handbook for a more detailed ~~overview of the University’s Corporate Card program.~~~~

17. It is the Claimant’s responsibility to ensure Allowable Expenses that have already been, or will be, reimbursed by the University or another organization comply with all personal income tax laws.

18. The University is responsible for maintaining appropriate records for all Expense Reports as per the University’s document retention regulations.

University Corporate Credit Card

19. 4.2. The ~~Concordia University corporate card~~ CCC is available to permanent faculty, principal investigators and staff members who are likely expected to incur ~~travel and~~

~~other related expenses~~ Allowable Expenses (*) in the course of ~~carrying out University business, discharging the responsibilities of their position.~~ In rare cases, a non-permanent employee may require ~~the use of a corporate card. The~~ and obtain a CCC. In such cases, a request must be ~~approved by the University Controller~~ submitted to Financial Services for approval.

20. 4.3. Allowable Expenses (*) charged to ~~a corporate credit card~~ the CCC must have a clear University ~~business purpose. The corporate credit card is intended solely for the purposes of travel and other allowable expenses.~~ purpose. In the event of a personal item being charged to the CCC in error or due to travelling circumstances, a reimbursement to Concordia University must be made as soon as possible.

21. Any charge on a CCC that is not approved/accepted by Financial Services must be personally reimbursed by the Claimant when such charge or charges do not constitute Allowable Expenses.

22. All CCC claims must be supported by an approved Expense Report supported by detailed receipts in order for the CCC charges to be paid by Financial Services.

23. Cardholders are strongly encouraged to send their Expense Reports to Accounts Payable as soon as possible after receiving the monthly CCC statement.

~~4.4.— It is the cardholder's responsibility to ensure that his/her Expense Report is received by Accounts Payable in sufficient time to process the claim by the specified due date, as service charges relating to the late payment of credit card charges are the sole responsibility of the cardholder. Accounts Payable is not responsible for administrative delays within a faculty or department. Non conformity to this Policy, the procedures and guidelines laid out in the Handbook may also result in payment delays.~~ their approved and properly supported Expense Report is received by Accounts Payable no later than the maximum number of days (as set out in the Handbook) following the CCC statement date. The Expense Report submitted must be complete, accurate, correctly approved by the Approver and have fund availability.

~~4.5.— All corporate card purchases are subject to subsequent audit by Financial Services.~~

Accounts Payable is not responsible for administrative delays within a faculty or department which happen before a claim is submitted to Accounts Payable.

Failure to comply with the deadline (as defined in the Handbook) will result in temporary deactivation of the CCC. Refer to the Handbook for details.

It is strongly recommended that faculty, principal investigators and staff who travel for university purposes use a CCC for all Allowable Expenses (*) incurred.

Recurring late submissions of Expense Reports may potentially result in the termination of CCC privileges. Details of administrative charges and CCC suspension is found in the Handbook.

(*) The CCC is not intended to be used for miscellaneous or other expenses where the University provides more efficient processes for procurement of the items listed in the Miscellaneous section of the Handbook.

24. Failure to provide supporting documentation within the appropriate timeline will result in the application of the applicable tax regulations, as explained in the Handbook.
25. If a CCC is lost or stolen it is the cardholder's responsibility to contact the CCC's client support line at the number located behind the CCC as soon as possible. Failure to report a lost or stolen card could result in fraudulent charges on the faculty, principal investigator or staff member's CCC account.
26. ~~4.6.~~ Failure to use the ~~corporate credit card within~~ CCC as prescribed by the terms and conditions of use will result in the ~~cancellation~~ cancellation of the card.

Please refer to the Handbook for an overview of the University's CCC program and terms and conditions of use.
27. See the Handbook for the information concerning the Waiver of Liability between the University and the CCC provider, including for details when the University is not responsible with the cardholder for charges incurred and posted to the CCC.
28. All cardholders must acknowledge the terms and conditions for using the CCC. All cardholders will be required to sign the "Responsibility Form" upon picking up the CCC. See the Handbook for this form.

~~5. Transportation Expenses~~ Allowable Expenses

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- ~~5.1. For guidelines on booking travel, please refer to the Handbook.~~
- ~~5.2. Reimbursement of transportation expenses will not exceed economy class airfare and rail fare. However, when rail travel is used, business class is acceptable for day trips.~~
- ~~5.3. Claims for air and rail fares must be supported by the passenger's copy of the ticket or copy of e-ticket as well as boarding passes (original or copy of electronic boarding passes).~~
- ~~5.4. In cases where the traveler has booked and paid for airfare well in advance of a trip (using a personal credit card), the Claimant will obtain reimbursement only once the trip is completed and upon providing boarding passes with the Expense Report.~~
- ~~5.5. To avoid being "out of pocket" for the pre-payment of airfare and rail fare, travel may be booked using the University's Corporate Card or through one of the University's travel agencies.~~
- ~~5.6. Expenses related to stopovers that are unnecessary for University or research purposes and that are avoidable will not be reimbursed.~~
- ~~5.7. Flight cancellation insurance and additional medical coverage is an Allowable Expense. If the source of funding is a research account (grant or contract), prior approval is required. No other form of travel insurance shall be reimbursed.~~
- ~~5.8. Use of a private automobile should be limited to trips where no suitable form of transportation is available or where a private automobile is more efficient, considering all costs and time availability.~~
- ~~5.9. When a private automobile is used strictly for personal convenience and such expense exceeds the costs of equivalent transportation, only the cost of such equivalent transportation shall be reimbursed. The maximum reimbursement shall be equivalent to the value of a claim for economy airfare.~~

- ~~5.10.—When a private automobile is used for University business, the owner must ensure that his/her personal automobile insurance is adequate. A minimum of \$1,000,000 third party liability insurance is required.~~
- ~~5.11.—The mileage reimbursement rates currently in effect are outlined in the Handbook. Such rates shall be reviewed periodically, and are subject to change by Financial Services. When claiming mileage, the destination must be clearly identified on the Expense Report as well as the reason for the trip and the claim must be supported by a Google maps print out (or equivalent) showing the starting point and destination and the total distance (in kilometers) for the trip.~~
- ~~5.12.—If renting a car for University purposes, the University's name must appear on the rental contract and insurance should be purchased. The University has an official car rental company which should be used in order to take full advantage of their services and preferred rates (See appendix).~~
- ~~5.13.—Taxi fares related to University business are Allowable Expenses. The starting point and destination must be indicated on the Expense Report.~~
- ~~5.14.—Parking expenses related to off-campus University business are Allowable Expenses. The purpose of the trip must be indicated on the Expense Report. A receipt shall be required for lot parking and for metered parking (when applicable). On-campus parking by University members shall normally not be considered an Allowable Expense.~~

29. All travel arrangements should be made using the most economical, responsible and efficient route possible without resulting in any personal gain as per the General Policy Guidelines set forth in this Policy and the Handbook.

The University encourages the use of its official travel agencies to book travel. This will prevent Travelers from being “out of pocket” for the transportation cost of their trip.

The below expense categories are Allowable Expenses, when incurred in conformity with this Policy. See the Handbook guideline for all related details.

=

- Air
- Train
- Kilometers for the use of private vehicles
- Rental vehicles

- Other transportation expenses
- Accommodations
- Meals
- Miscellaneous expenses

Ineligible Expenses

30. Allowable Expenses exclude any costs or expenses linked to Alcohol, including as part of travel or meal expenses and will not be reimbursed.

If alcohol is permitted by a research grant or contract it must be expensed under the Policy on Hospitality, Meetings and Events (CFO-10).

For the reimbursement of alcohol as a non-travel related expense, please see the Policy on the Sale and Service of Alcohol on University Premises (VPS-3).

31. Expenses that are Personal Expenses are not Allowable Expenses. Personal Expenses, such as the ones listed below, will not be reimbursed. Please note that this is not a comprehensive list of all Personal Expenses, and Personal Expenses could encompass expenses not listed below:

- Expenses that are personal in nature
- Expenses reimbursed by another organization or funding source
- Expenses of a travelling companion (*)
- Fees arising from failure to cancel transportation expenses, conference/seminar/event registrations or hotel reservations
- Any computer hardware or software purchases regardless of the dollar amount
- Any equipment (see Handbook for details about the monetary threshold level)
- ~~5.15. Traffic violations, including parking tickets, are not Allowable Expenses.~~

~~6. Accommodation Expenses~~

~~6.1. University faculty and staff members should inquire with the University's official travel agencies in order to obtain the most reasonable room rates at major hotels. Reimbursement for lodging shall be limited to reasonable amounts in the particular circumstances. The University also has corporate rates with major hotel chains in Montreal (See appendix).~~

~~6.2. If University faculty and staff members do not use lodging accommodation and stay with family or friends, the relevant dates should be indicated on the~~

~~Expense Report and a per diem may be claimed where applicable (see Handbook). The per diem accommodation rate will be reimbursed in the currency of the country in which the Claimant is staying.~~

~~7. Meal Expenses~~

~~7.1. Expenses for meals while travelling on University business will be reimbursed by either of the following methods:~~

~~i. Claiming a per diem, no receipts required (see Handbook for per diem rates) or;~~

~~ii. Claiming actual cost of the meal (taxes and gratuities included).~~

~~For a given trip, the Claimant cannot combine claims as per diem and meal receipts. Only one of the above described reimbursement methods may be used.~~

~~7.2. When claiming a per diem while attending a conference, claims for meals that are not provided by the conference must be justified by the conference program. When claiming a meal expense or per diem for a meal that is clearly provided as part of a conference, justification must be provided.~~

~~7.3. When claiming a meal expense, providing the credit card sales slip with the Expense Report is not sufficient; a detailed receipt including taxes and gratuities must also be attached. If the meal was for more than one person, the nature and purpose of the event, including the names of the individuals present must be listed on the Expense Report or on the detailed receipt.~~

~~7.4. The most senior faculty or staff member in hierarchy that is present for a meal must be the one to incur the meal expense and submit the expense claim.~~

~~7.5. In the normal course of business, alcohol is not an acceptable meal expense and should be deducted from the Expense Report.~~

~~In certain specific circumstances, including celebrations with individuals or groups of individuals or promoting the University, alcohol may be an Allowable Expense.~~

~~By virtue of the regulations of Federal and Provincial funding agencies, alcohol must not be charged to research grants.~~

~~7.6.— The University does not, as a general rule, reimburse the meals of faculty or staff members during the course of normal business hours when on campus (please refer to section 7.1. for reimbursement of expenses for meals while travelling on University business). Please refer to the Handbook for additional information.~~

~~7.7.— Per diem meal allowances are in line with Provincial Government guidelines.~~

**Companions may accompany a University member during a University related trip, however all incremental costs constitute Personal Expenses and cannot be claimed as Allowable Expenses. An exception to this will be made only if expenses for a companion are expressly permitted by a research grant or contract.*

~~8.— Miscellaneous Non-Travel Expenses~~

~~8.1.— Charges for telephone usage and postage related to University business are Allowable Expenses. Original receipts must be submitted with the relevant Expense Report.~~

~~8.2.— Acceptable proof of payment must be attached to the Expense Report for the purchase of allowable books, magazine subscriptions and renewals related to University business. The title of the publication must be indicated on the Expense Report. Acceptable proof of payment includes a credit card sales slip or a cash register slip. For an online purchase, a copy of the transaction confirmation indicating the sales taxes (when applicable) must be attached.~~

~~8.3.— Membership and seminar fees for approved University business are Allowable Expenses. Membership fees are normally not an allowable expense on research grants unless otherwise stated by the relevant granting agency. The receipt from the organization and/or a copy of the application form together with proof of payment must be attached to the Expense Report.~~

APPENDIX

University appointed Travel Agencies

~~**Norko International Travel**~~

Contact: Arif A. Khan

~~Norko International Travel~~

~~514-871-8888~~

~~arif@norkotravel.com~~

~~**Uniglobe Voyages Lexus**~~

Contact: Ms. Giselda Savella

~~Corporate Travel Consultant~~

~~Uniglobe Voyages Lexus~~

~~514-397-9221 Ext. 236~~

~~giselda@uniglobelexus.com~~

~~**Voyages Groupe Ideal**~~

Contact: Lee (Lisa) Skanes

~~Voyages Groupe Ideal~~

~~514-342-9554 Ext. 235~~

~~Toll free Phone: 1-800-342-9554~~

~~leelisa@groupeideal.ca~~

32. [Some Allowable Expenses of low value not directly captured on the Policy on Petty Cash \(CFO-8\) will be paid under this policy. Please refer to the Handbook for details.](#)

Approvals

~~**University Car Rental Company**~~

~~**Discount Car Rental**~~

~~<http://www.discountcar.com/Reservation>~~

33. The Claimant must sign the Expense Report submitted. Please refer to the Handbook for the important details to ensure the claim is properly approved prior to submission to Accounts Payable for reimbursement.

Travellers are required to obtain approval when a travel agency is used to book flights, hotels or rail transport by way of filling out and signing the Travel Voucher Form at time of booking. See the Handbook for details.

Hotels

Montreal

34. The authority to approve an Expense Report may be delegated during temporary absences of the individual having signing authority. The delegation of signing authority has to be in accordance with the Policy on Contract Review, Signing and Required Approvals (BD-1).

35. Approval and reimbursement of Allowable Expenses claimed on an Expense Report does not constitute final acceptance by the University. All Allowable Expenses reimbursements are subject to subsequent review and adjustment by Financial Services, Internal Audit, granting agencies, or at the request of the Claimant, faculties or departments. The final decision related to any adjustment rests with Financial Services.

~~• Château Versailles~~

RELATED POLICIES

~~• Le Nouvel Hotel & Spa~~

Policy on Contract Review, Signing and Required Approvals (BD-1)

~~• Le Meridien Versailles~~

Policy on Hospitality, Meetings and Events (CFO-10)

~~• Marriott Residence Inn Montreal Westmount~~

Policy on Petty Cash (CFO-8)

~~• Loews Hotel Vogue~~

~~• The Hotel Novotel~~

~~• The Sheraton Hotel~~

~~• The Omni Hotel~~

Laurentians

- ~~Hotel Mont Gabriel~~

[Policy for Professional Development Allowance \(Under Development\)](#)

[Procurement Policy \(CFO-20\)](#)

[Policy on the Sale and Service of Alcohol on University Premises \(VPS-3\)](#)

[Policy on Travel Outside of Quebec \(VPS-53\)](#)

[RELATED HANDBOOKS](#)

[Travel and Conference Policy Handbook](#)

~~Appendix updated by Financial Services: January 2015~~

[Hospitality, Meetings and Events Policy Handbook](#)

Document comparison by Workshare 9 on April-11-18 9:07:12 AM

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Description	OLD -CFO-3 Travel and other expenses 2 (4)
Document 2 ID	file://C:\Users\mpetrovi\AppData\Local\Temp\Workshare\wmtmp22bc\REVISED-3 Travel and Conference Policy_April 10 2018.docx
Description	REVISED-3 Travel and Conference Policy_April 10 2018
Rendering set	Standard

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Inserted cell	
Deleted cell	
Moved cell	
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Padding cell	

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Deletions	202
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Moved to	15
Style change	0
Format changed	0
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**BOARD OF GOVERNORS
OPEN SESSION
Meeting of April 18, 2018**

AGENDA ITEM: Creation of the *Policy on Hospitality, Meetings and Events* (CFO-10)

ACTION REQUIRED: For approval

SUMMARY: On recommendation of the Finance Committee, Board approval is being sought to approve the creation of the *Policy on Hospitality, Meetings and Events* (CFO-10).

BACKGROUND: This is a new Policy, drafted following an in-depth review of policies at other universities and government bodies well as consultations and discussions with the University's key stakeholders.

This Policy was drafted in conjunction with revisions brought to the *Policy on Travel and Other Allowable Expenses* (CFO-3), to clearly segregate expenses in relation to travel (transportation, accommodations, meals, visitors and local conferences) and hospitality (venue rentals, promotional and business meals, gifts and official internal events and training) as well as to simply and clarify certain processes and approvals.

The Policy will focus on principles, framework and responsibilities, while the supporting handbook will focus on the process itself and include information relative to rates, forms, declarations, etc. The handbook does not require Board approval and will be updated by Financial Services as required.

Following Board approval, information about the Policy will be widely disseminated.

In accordance with the process outlined in the *Guidelines on the approval of Official Policies*, any policy requiring Board approval must be reviewed by a committee of the Board before its presentation to the Board. This Policy was reviewed and approved by the Finance Committee at its meeting of March 27, 2018.

DRAFT MOTION: That, on recommendation of the Finance Committee, the Board of Governors approve the *Policy on Hospitality, Meetings and Events* (CFO-10), as outlined in Document BG-2018-2-D13, effective May 1, 2018.

PREPARED BY:

Name: Danielle Tessier
Date: April 5, 2018

POLICY ON HOSPITALITY, MEETINGS AND EVENTS

Effective Date: May 1, 2018

Originating Office: Office of the Chief
Financial Officer

Supersedes/amends: N/A

Policy Number: CFO-10

PREAMBLE

This *Policy on Hospitality, Meetings and Events* (“Policy”), and its supporting procedures, which can be found in the Hospitality Handbook (“*Handbook*”), provide University-wide administrative guidelines for the approval and reporting of Allowable Expenses incurred on behalf of Concordia University (the “University”).

PURPOSE

The purpose of this Policy is to:

- Communicate Allowable Expenses in a Hospitality context when they are incurred to promote University activities and interests while ensuring to be prudent, mindful and responsible when using all University funds, including without limitation, all funds entrusted to the University to administer.
- Set out guidelines and general procedures for claiming Allowable Expenses and to support the University community managing such events.
- Ensure accountability and compliance with internal and external reporting regulations including but not limited to policies *Policy on Contract, Review, Signing and Required Approvals* ([BD-1](#)), *Travel and Conference Policy* ([CFO-3](#)), *Procurement Policy* ([CFO-20](#)), *Policy on the Sale and Service of Alcohol on University Premises* ([VPS-3](#)), *Policy on Food or Beverage Service on University Space* ([VPS-7](#)), *Policy on the Temporary use of University Space* ([VPS-24](#)), *Policy on Computer Provisioning* ([VPS-32](#)), *Policy on Travel Outside of Quebec* ([VPS-53](#)).

SCOPE

This Policy applies to all Hospitality related events, whether held on or off University Space, when such Hospitality events are paid for, or when such Allowable Expenses will be reimbursed by, University funds, including, but not limited to, operating, research and restricted funds.

POLICY ON HOSPITALITY, MEETINGS AND EVENTS

Page 2 of 9

Allowable Expenses incurred to support research activity and paid for using research grants or contracts must comply with this Policy unless the granting agency or sponsor's policy is different, in which case the policy of the granting agency or sponsor will supersede this Policy. Allowable Expenses must comply with rules and regulations prescribed by the source of funds used to support the activity.

There are no exceptions to this Policy unless approved in writing by the Chief Financial Officer of the University.

Faculties or units are free to enact more restrictive rules around the ones set out in this Policy.

This Policy does not govern Hospitality events sponsored or held by an External User, when such events are paid for entirely by said External User.

DEFINITIONS

For the purpose of this Policy:

"Hospitality" normally involves the hosting of internal or external events in promotional and / or other functions involving meals, refreshments, events or social gatherings, other amenities (such as gifts or awards) while occurring on or off University Space to promote the interests of the University.

"External parties" refers to guests, visitors, prospective faculty, prospective donors, benefactors and other external stakeholders.

"Types of Hospitality" normally consists of meals (breakfast, lunch, and dinner), event reception, refreshments, beverages or any combination of these. Refreshments refer to beverages and light snacks, and could include alcoholic beverages.

"Internal event(s)" are functions organized by internal parties to allow faculty, principal investigators, students or staff to celebrate significant occasions on or off University Space.

"External event(s)" are University sponsored events (whether paid entirely or in part by the University), involving both internal and External parties, held to promote the interests of the University on or off University Space. External events could include the following type of events:

- Entertainment : includes events when at least 1 visitor or guest is invited to participate in a meal, event or celebration
- Fundraising / Public Relations / Networking/ External Business meals

POLICY ON HOSPITALITY, MEETINGS AND EVENTS

Page 3 of 9

- Recruitment

“Claimant” means the individual that submits and signs an Expense Report to initiate a claim for reimbursement of Allowable Expenses.

“Allowable Expenses” refer to University-related Allowable Expenses that have been paid directly by a person such as faculty, principal investigator, staff, student or visitor, for a Hospitality event held to advance the University’s activities and interests and which will be reimbursed to that person by the University from a source of funding administered by the University including, but not limited to, operating, research and restricted funds. The *Handbook* outlines the detailed allowable expenses.

“Normal approval process” refers to obtaining an approval from the individual who is at a hierarchal level higher than the individual claiming Allowable Expenses and / or has authority to sign on the fund(s) being charged. See details in the Hospitality *Handbook*.

“Administrative Unit Head” refers to the highest position responsible for a unit and who has signing authority to sign on the funds being charged or used to reimburse Allowable Expenses.

“External User(s)” means persons, groups or organizations who are not members of the University and who wish to use University space. For greater certainty, faculty, principal investigator, staff, student and all academic and administrative units are not considered as being External Users and are subject to this Policy.

“University Space” means any interior or exterior space or facility which is occupied, owned or leased by the University.

POLICY

General Policy Guidelines

1. All members of the University (faculty, principal investigators, staff and students) must be prudent, mindful and responsible when using the University’s funds, as these funds come from varied private and public sources. It is the responsibility of all faculty, principal investigators, staff and students to be as economical as possible when incurring Allowable Expenses.
2. While the University recognizes that Allowable Expenses will be incurred in carrying out its teaching, research and operational activities, such expenses should be

POLICY ON HOSPITALITY, MEETINGS AND EVENTS

Page 4 of 9

commensurate with the purpose, scope and the significance of the event. Adhering to a different protocol, under certain circumstances, could be considered reasonable for certain expenses to be incurred.

3. To the extent University Space is available and suitable for the intended Hospitality related event, the University Space should be reserved and selected as the venue to host events covered by this Policy. The *Policy on the Temporary use of University Space* ([VPS-24](#)) must be followed.
4. Allowable Expenses can be incurred by an individual, charged directly to the University or requested through Hospitality Services, depending on the nature of the expenses and the venue.

Responsibilities

5. The Claimant is the individual who will be reimbursed for the Allowable Expenses being claimed. The Claimant is responsible for ensuring that the Expense Report is complete, accurate, legitimate, eligible, appropriate, reasonable and duly authorized. The Claimant must also ensure that the Allowable Expenses were incurred for University purposes, in accordance to this Policy and will not be submitted for reimbursement against any other University funds or to third parties and that the Claimant will not claim any financial benefit for income tax purposes related to such Allowable Expenses.
6. It is the responsibility of the Claimant to ensure that an Expense Report is submitted in accordance with this Policy and the *Handbook*. Incomplete and/ or inaccurate Expense Reports will result in reimbursement delays. The University is not responsible for any interest or financing charges levied upon the credit card used for a Claimant's Allowable Expenses as a result of delays associated with incomplete and/or inaccurate Expense Reports
7. The Expense Report shall contain a clear description of the University purpose for which the Hospitality event was held, while also identifying the names of the internal people and the External parties involved.

POLICY ON HOSPITALITY, MEETINGS AND EVENTS

Page 5 of 9

Approvals

8. When the total expense related to a Hospitality event is under \$ 5,000 the Normal approval process must be followed. In addition to the Normal approval process, when:
 - a. Internal Events include the consumption of alcohol, whether on or off University Space; OR
 - b. The number of internal attendees for an External event is greater than the maximum internal attendees allowed for such an event, as specified in the *Handbook*;Then, in the case of (a) and (b) above, an Academic Dean or Administrative Unit Head, must also approve this Hospitality event.
9. Before the Normal approval process is commenced, prior approval of the Hospitality event by a member of the Senior Administration must be obtained when the total Allowable Expense related to a Hospitality event is in excess of \$ 5,000;
10. For any Allowable Expenses which are claimed using an Expense Report, the processes found in the *Travel and Conference Handbook (CFO-3)* will apply. When Allowable Expenses are incurred using vendors or internal Hospitality Services, the approval of such Allowable Expenses must be obtained by the person with authority to sign on the fund(s) being charged.
11. The individual who approves the Allowable Expenses for a Hospitality event is responsible for ensuring that these expenses are consistent with the processes set forth in this Policy and that the Allowable Expenses are incurred for the benefit of the University.
12. The authority to approve an Expense Report may be delegated during temporary absences of the individual having signing authority, provided this delegation is made in accordance with the *Policy on Contract Review, Signing and Required Approvals (BD-1)*.
13. Approval and reimbursement of Allowable Expenses claimed on an Expense Report does not constitute final acceptance by the University. All Allowable Expenses reimbursements are subject to subsequent review and adjustment by Financial Services, Internal Audit, granting agencies, or at the request of the Claimant, faculties or departments. The final decision related to any adjustment rests with Financial Services.

POLICY ON HOSPITALITY, MEETINGS AND EVENTS

Allowable Expenses

14. Allowable Expenses related to the promotion of teaching, research and operational activities of the University can cover a variety of different types of Hospitality events. This Policy applies to any such Allowable Expenses.
15. With respect to the reimbursement of alcohol as an Allowable Expense, strict rules apply. Please refer to the sections and the table below and the **Handbook**.

<u>EXTERNAL EVENTS</u>			
CONDITIONS: →	EVENT TOTAL COST UNDER \$5,000	EVENT TOTAL COST UNDER \$5,000	EVENT TOTAL COST OVER \$5,000
		NO ALCOHOL AND THE MAXIMUM NUMBER OF INTERNAL PARTIES ATTENDING DOES NOT EXCEED THRESHOLD AS PER HANDBOOK	ALCOHOL OR THE MAXIMUM NUMBER OF INTERNAL PARTIES ATTENDING EXCEEDS THRESHOLD AS PER HANDBOOK
<i>Events such as:</i> <ul style="list-style-type: none"> • Entertainment • Fundraising • Public Relations • Networking • External Business Meals • Recruitment 	NO PRIOR APPROVAL NEEDED Normal approval process	PRIOR APPROVAL by: Dean or Administrative Unit Head <i>(see Handbook for included positions)</i>	PRIOR APPROVAL by: Senior Administration <i>(see Handbook for included positions)</i>

POLICY ON HOSPITALITY, MEETINGS AND EVENTS

<u>INTERNAL EVENTS</u>			
CONDITIONS: →	EVENT TOTAL COST UNDER \$5,000 <u>AND</u> NO ALCOHOL	EVENT TOTAL COST UNDER \$5,000 <u>AND</u> ALCOHOL	EVENT TOTAL COST OVER \$5,000, <u>WITH OR WITHOUT</u> ALCOHOL
<p>Events such as:</p> <ul style="list-style-type: none"> • Banquets • Ceremonies • Internal Events such as: • For / Principal Investigators / Staff appreciation recognition • Training (*) • Retreats <p>(*)Formal training such as: Seminars Workshops Training Webinars</p>	<p>NO PRIOR APPROVAL NEEDED</p> <p>Normal approval process</p>	<p>PRIOR APPROVAL by:</p> <p>Dean or Administrative Unit Head <i>(see Handbook for included positions)</i></p> <p>ALCOHOL MAY BE PERMITTED</p>	<p>PRIOR APPROVAL by:</p> <p>Senior Administration <i>(see Handbook for included positions)</i></p> <p>ALCOHOL MAY BE PERMITTED</p>

POLICY ON HOSPITALITY, MEETINGS AND EVENTS

Page 8 of 9

16. For the reimbursement of alcohol for Hospitality events, sections 8 and 9 above apply, and the prior approval must be obtained, where applicable. In addition, the grids above offer some clarification to determine when alcohol is an Allowable Expense for a Hospitality event.
17. Alcohol is allowable under certain circumstances except where prohibited by external or internal funding. In all Hospitality events where alcohol could be consumed (including events with more than the maximum number of internal people allowed as defined in the *Handbook*) prior approval must be obtained (as specified in sections 8 and 9 above). The use of alcohol must be in moderation and be served and consumed in a responsible manner in accordance with both this Policy and the *Policy on the Sale and Service of Alcohol on University Premises* ([VPS-3](#)).

Gifts

18. Gifts may be given to faculty, principal investigators or staff for special occasions or in sympathy. The gift should be of modest value. See **Handbook** for details.
19. Gift certificates (gift cards) that are given to faculty, principal investigators, staff or students for any reason are considered to be “near cash” by the Canada Revenue Agency (CRA) and therefore are a taxable benefit to the employee / student if the value of such gift is higher than \$ 500.
20. Gift cards from the Société des Alcools du Québec (SAQ) are not allowed under this policy.

Ineligible Expenses

21. Ineligible expenses include but are not restricted to:
 - Social events and memberships deemed to be personal in nature (do not have a University purpose)
 - Non-business related or personal expenses
 - Meals included in other reimbursable items
 - Expenses related to a spouse */ partner* (where in attendance to an event / meal in this capacity) unless pre-authorized and deemed required for University business
 - Political fundraising events

**Companions may accompany a University member during a University related trip, however all incremental costs are considered personal expenses and cannot be claimed as*

POLICY ON HOSPITALITY, MEETINGS AND EVENTS

Page 9 of 9

Allowable Hospitality Expenses. An exception to this will be made only if expenses for a companion are expressly permitted by a research grant or contract.

22. Special or particular circumstances may arise that warrant exceptions to the list of ineligible expenses. In these cases, the approver of the expense report must give specific approval of such expenses and explain the University purpose of these expenses. In such case, the approver must be a member of the senior administration.

RELATED POLICIES

Travel and Conference Policy ([CFO-3](#))

Policy on Petty Cash ([CFO-8](#))

Procurement Policy ([CFO-20](#))

Policy on the Sale and Service of Alcohol on University Premises ([VPS-3](#))

Policy on Contract Review, Signing and Required Approvals ([BD-1](#))

Policy on Food or Beverage Service on University Space ([VPS-7](#))

Policy on the Temporary use of University Space ([VPS-24](#))

Policy on Travel Outside of Quebec ([VPS-53](#))

