



BOARD OF GOVERNORS

NOTICE OF MEETING

May 23, 2019

Please be advised that the next meeting of the Board of Governors of Concordia University will take place **at 4 p.m., on Tuesday, May 28, 2019**, 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 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 EV 002.301, Located on Floor S2 of the Engineering, Computer Science, and Visual Arts Integrated Complex.

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**

Tuesday, May 28, 2019, 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 April 17, 2019 Minutes		Approval
	3. Request for use of Concordia name (<i>Document BG-2019-4-D2</i>)		Approval
	4. Line of Credit Framework (<i>Document BG-2019-4-D3</i>)		Approval
	5. Audit Committee report (<i>Document BG-2019-4-D4</i>)		Information
	6. Human Resources Committee report (<i>Document BG-2019-4-D5</i>)		Information
	REGULAR AGENDA		
4:05	7. Business arising from the Minutes not included on the Agenda		
4:10	8. President's report (<i>Document BG-2019-4-D6</i>)	A. Shepard	Information

4:20	9. Report on compliance with environmental legislation and health and safety (EH&S) regulations (<i>Document BG-2019-4-D7</i>)	R. Côté	Information
4:30	10. Profile of President and Vice-Chancellor (<i>Document BG-2019-4-D8</i>)	N. Hébert	Approval
4:40	11. Finance Committee recommendations:	G. Paulez/ A. Shepard	Approval
	11.1 Tuition fee model for international students in deregulated programs (<i>Document BG-2019-4-D9</i>)		
	11.2 Administrative fee (<i>Document BG-2019-4-D10</i>)		
	11.3 Technology Infrastructure fee (<i>Document BG-2019-4-D11</i>)		
5:10	12. Other business		
5:15	13. Adjournment	N. Hébert	

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

Held on Wednesday, April 17, 2019, at 4 p.m.
in Room GM 410 (Board of Governors Meeting Room)
located on the 4th floor of the Guy-Metro Building,
1550 de Maisonneuve Blvd. West
on the SGW Campus

PRESENT

Governors: Norman Hébert jr., *Chair*, Helen Antoniou (*via telephone*), Patrice Blais, Jeff Bicher, Antoinette Bozac (*via telephone*), Ken Brooks, Stéphane Brutus, William Bukowski, Jarrett Carty, Gina. P. Cody, Daniel Cross, Rana Ghorayeb, Sophie Hough-Martin, Chaim Kuhnreich, Tony Loffreda, Frédérica Martin, *Vice-Chair*, Michael Novak, Georges Paulez, Philippe Pourreaux, Alan Shepard, *President and Vice-Chancellor*, Ted Stathopoulos

Alternate Governor: Eunbyul Park

Also attending: Philippe Beauregard, Sylvie Bourassa, Graham Carr, William Cheaib, Paul Chesser, Denis Cossette, Roger Côté, Christophe Guy, Frederica Jacobs, Lisa Ostiguy, Anne Whitelaw

Non-voting observer: Jonathan Wener, *Chancellor*

ABSENT

Governors: Françoise Bertrand, *Vice-Chair*, Adriana Embiricos, Kim Thuy Ly Thanh, Suzanne Sauvage

1. **Call to Order**

Mr. Hébert called the meeting to order at 4:01 p.m., congratulating Gina Cody for being named to the Ordre of Montréal, an honour which recognizes people who have made remarkable contributions to the City's development and reputation.

1.1 **Adoption of the Agenda**

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

R-2019-3-1 *That the Agenda be approved, including the items on the Consent Agenda.*

CONSENT2. Adoption of March 13, 2019 Minutes

R-2019-3-2 *That the Minutes of the meeting of the Open Session of March 13, 2019 be approved.*

3. Collection and discontinuance of the collection of fee levies from all undergraduate students (Document BG-2019-3-D1)R-2019-3-3 World University Service of Canada

That the Board of Governors authorize the University to collect a new fee levy of \$0.09 per credit from all undergraduate students, adjusted annually to the Consumer Price Index of Canada, in support of the World University Service of Canada, to be implemented with registration for the Summer 2019 (2019/1) term, in accordance with the University's tuition, refund and withdrawal policy.

Association pour la Voix Étudiante au Québec (AVÉQ)

That the Board of Governors authorize the University to discontinue the collection of a fee levy of \$3.61 per term from all undergraduate students, to support the Association pour la Voix Étudiante au Québec (AVÉQ), effective for the Summer 2019 (2019/1) term.

4. Collection and discontinuance of the collection of fee levies from undergraduate students in the Faculty of Fine Arts (Document BG-2019-3-D2)R-2019-3-4 VAV Gallery

That the Board of Governors authorize the University to collect an increased fee levy of \$0.85 per credit (increase of \$0.05 per credit from \$0.80 per credit) from all undergraduate students in the Faculty of Fine Arts, for the VAV Gallery, to be implemented with registration for the Summer 2019 (2019/1) term, in accordance with the University's tuition, refund and withdrawal policy.

Concordia Undergraduate Journal of Art History (CUJAH)

That the Board of Governors authorize the University to collect an increased fee levy of \$0.24 per credit (increase of \$0.12 per credit from \$0.12 per credit) from all undergraduate students in the Faculty of Fine Arts, for the Concordia Undergraduate Journal of Art History (CUJAH), to be implemented with registration for the Fall 2019 (2019/2) term, in accordance with the University's tuition, refund and withdrawal policy.

Association pour une solidarité syndicale étudiante (ASSÉ)

That the Board of Governors authorize the University to discontinue the collection of a fee levy of \$1.50 per term from all undergraduate students in the Faculty of Fine Arts, to support the Association pour une solidarité syndicale étudiante (ASSÉ), effective for the Fall 2019 (2019/2) term.

5. Requests for the use of the Concordia name (Document BG-2019-3-D3)

R-2019-3-5 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:

- **Concordia Student Parents Club**
- **Concordia University Taekwondo Club**

REGULAR

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

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

7. President's report (Document BG-2019-3-D4)

The President noted a correction to the last paragraph of his written report, which should indicate that he has met with several hundred alumni, in lieu of over 100 as reported.

As complementary information, he urged Governors to attend Convocation which will be held in June. The list of honorary degree recipients who will be honored at those ceremonies will be made public in early May. He apprised the Board that the Indigenous Directions action plan was launched on April 4.

The President congratulated the Men's and Women's Hockey teams for making it to the national finals as well as the Men's Rugby team for winning the national finals. He also underlined some grant announcements, including Ursula Eicker who has been named as Concordia's new Canada Excellence Research Chair (CERC) in Smart, Sustainable and Resilient Communities and Cities, which comes with a \$10 million grant, and the government of Canada Future Skills Centre investment of \$2.5 million to support Concordia's new Future Skills Innovation Network.

Prof. Shepard thanked the members of the community who attended the end-of-term get-together held on both campuses, which provided him an opportunity to express his appreciation for their support throughout the years. He concluded by apprising Governors that the provincial government budget announcement in March includes deregulation of tuition fees for Cycle 1 and some Cycle 2 international students. The University's budget will be presented at the next Board meeting.

8. Presentation on concerns of international students regarding tuition fee deregulation (Document BG-2019-3-D5)

Ms. Hough-Martin began her presentation by debunking the three most common myths in relation to international students as follows:

- They should pay higher tuition since they do not pay taxes: International students contribute significantly to the local and national economies. They pay consumer taxes as well as income taxes if they employed in a Canadian job. A large number of them plan to apply for permanent residency. In 2014, Quebec international students spent about \$1.5 billion.
- International students are typically well off so they can afford to pay higher tuition: In fact, many of them report difficulties in finding part-time jobs, and financial aid is not always sufficient to cover their basic living expenses. A study conducted in 2018 by the Canadian Bureau for International Education revealed that almost half of international students feel very concerned about the status of their housing.
- International student pay less to attend university in Canada than they do in other countries: This is not true, since the average cost of tuition for international students in European countries is about \$12,297 a year, which is almost \$7,000 more a year than the average paid by international students attending Concordia.

Representing 18% of all students enrolled in for credit courses, international students are at the heart of the University's student life and contribute to the diversity that attracts many students to Concordia.

Ms. Hough-Martin referred to Article 26 of the UN Declaration of Human Rights featured in the Hall Building which states that higher education shall be equally accessible to all on the basis of merit, making the point that this includes international students and that the Board and the University as a whole have a duty to uphold that value.

She argued that provincial funding is critical and that deregulation is the first step to defunding the entire system. She apprised the Board that a petition, now bearing the signature over 2,600 students, is asking the University to:

- ✓ publicly oppose the Quebec government's decision to privatize education for international students;
- ✓ encourage other universities to follow suit; and
- ✓ implement a tuition freeze, so that education can remain equally accessible.

In response to comments or queries, the following elements were clarified:

- Not all Cycle 2 students are subject to deregulation, only those in non-thesis Master's programs.
- The Board Chairs and Presidents have expressed their concerns and views to the government, and some of the mitigation partly results from those representations.
- The approval of tuition is included in the budget process. The Finance Committee will review and make a recommendation to the Board of Governors.

9. Other business

Responding to a comment from Me Blais, Ms. Hough-Martin noted that while the fee levy sought for the World University Service of Canada is administered by the CSU, the amount to be collected is set by each fee levy group.

10. Adjournment

The meeting adjourned at 4:29 p.m.



Danielle Tessier
Secretary of the Board of Governors



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of May 28, 2019**

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:

- **Katalis - Concordia**, whose mandate is to encourage under-represented parties of STEM (Science, Technology, Engineering and Mathematics) from Secondary 1 to CEGEP across Montreal to pursue their passion through teaching and mentorship and to provide access to STEM education to under-developed countries.

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:

- **Katalis - Concordia**

PREPARED BY:

Name: Danielle Tessier

Date: May 14, 2019



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of May 28, 2019**

AGENDA ITEM: Line of Credit Framework

ACTION REQUIRED: For approval

SUMMARY: On recommendation of the Finance Committee, Board approval is sought to revise the University's global line of credit capacity as well as a mechanism to allow flexibility within the allocation method.

BACKGROUND: The University currently has a total of \$245 million of available credit facilities with BMO (\$75 million), Royal Bank (\$70 million), TD Bank (\$60 million) and Caisse Centrale Desjardins (\$40 million) that may be used to finance its operational cash flow needs, accumulated deficit, capital investments, the temporary financing of maturing capital bonds, payment of outstanding loans made to the University by Financement-Quebec, funding of the University's working capital due to timing differences between the collection of revenues and disbursement of expenses as well as financing of the University's restricted funds and other short-term needs.

As a result of the University's growing needs as expressed through its operating and capital budgets, as well as experienced delays in collecting grant receivables from the government, with a view to comply with the University's funding and financing policies and in order to ensure that Concordia has enough cash to pay for its financial commitments over the short term, it is recommended to increase the short-term borrowing capacity of the University.

It is therefore proposed to increase the total available short-term credit from \$245 million to \$330 million (the "**Global Threshold**"). Moreover, in lieu of approving an amount per financial institution, in order to allow for flexibility, approval is being sought for the establishing of a Line of Credit Framework, the whole as set out in the following draft motion.

Concomitant with the depositing of the Capital and Cash Budget with the Finance Committee, a yearly update on the Line of Credit Framework and the use of the Global Threshold will be provided to the Finance Committee, it being understood that any increase in the Global Threshold or any exception to the Line of Credit Framework will be subject to review by the Finance Committee and approval by the Board.

DRAFT MOTION:

Whereas Concordia University (the "**University**") currently has a total of \$245 million of available credit facilities, via lines of credit, with BMO (\$75 million), Royal Bank (\$70 million),

TD Bank (\$60 million) and Caisse Centrale Desjardins (\$40 million) (collectively the “**Current Facilities**”) that may be used to finance its operational cash flow needs, accumulated deficit, capital investments, the temporary financing of maturing capital bonds and payment of outstanding loans made to the University by Financement-Quebec, funding of the University’s working capital due to timing differences between the collection of revenues and disbursement of expenses as well as financing of the University’s restricted funds and other short-term needs (the “**Short-Term Loans Purposes**”).

Whereas as a result of the University’s growing needs as expressed through its operating and capital budgets, as well as due to delays in collecting grant receivables from the government, with a view to comply with the University’s funding and financing policies and in order to ensure that Concordia has enough cash to pay for its financial commitments over the short term, the University requires an increase to its the short-term borrowing capacity to an aggregate amount not to exceed \$330 million CAD (the “**Global Threshold**”).

Whereas, approval is being sought for the establishing of a line of credit framework, as more specifically set out in paragraph 1 of the present resolution (the “**Line of Credit Framework**”), that will allow for allocation of the Global Threshold among any member of the Desjardins Group, including Caisse Centrale Desjardins, and the institutions, as at December 31, 2018, listed in Schedule I of the Bank Act, S.C. 1991, c.46, (“**Schedule I of the Bank Act**”), a copy of which is annexed to this resolution as Schedule A (collectively the “**Approved Institutions**” or one “**Approved Institution**”) without the need to seek Board approval on a per credit facility basis.

Whereas pursuant to “SPECIAL BY-LAW “E” REGARDING BORROWING”, the Board of Governors is, among other things, authorized to engage in such borrowing and to delegate such powers and designate directors and officers of the University to sign any contract or instrument on behalf of the University for the purposes of the Borrowing By-Law;

Whereas the Board wishes to increase the Global Threshold and to delegate by resolution to the two (2) individuals that are described in paragraph 5 below (the “**Agreement Signatories**”) the authority to sign, execute and deliver any agreement to be entered into by the University to obtain short-term borrowing facilities with any Approved Institution (a “**Facility**” or collectively “**Facilities**”) for and on behalf of the University and to do all such other acts as are ancillary to the execution of any such Facility and as are necessary to give effect to any such Facility;

Whereas the Board wishes to delegate by resolution to any two (2) of the individuals that are described in paragraph 6 below (the “**Transaction Signatories**”) the authority for and on behalf of the University to: (i) use any Facility for the benefit of the University in accordance with the terms and conditions of the relevant Facility; and (ii) conclude with any Approved Institution all such other related, ordinary course transactions; and

Whereas the University may only use the Facilities only for the Short-Term Loan Purposes;

Be it resolved:

1. That the Line of Credit Framework is hereby approved and is comprised of the following conditions:
 - a. The aggregate total of all available credit under the Facilities available to the University, including the Current Facilities, cannot exceed the Global Threshold of \$330 million CAD;
 - b. The University may enter into one or more Facilities with any of the Approved Financial Institutions;
 - c. The University cannot enter into any Facilities with an Approved Financial Institution when the total aggregate value of the available credit under all of the Facilities with said Approved Financial Institution represent more than 45% of the Global Threshold;
 - d. One or more Facilities may be in US dollars;
 - e. The Facilities can only be used for the Short-Term Loan Purpose; and
 - f. The terms and conditions of any Facility must be submitted to, examined, approved and executed by the Agreement Signatories.

2. That for any Facility that meets with the Line of Credit Framework, the University is hereby authorized to enter into any such Facility without any need to seek any other Board approval.

3. That the two Agreement Signatories be and they are hereby authorized and directed for and on behalf of the University to sign, execute and deliver any Facility that complies with the Line of Credit Framework and all documents in relation thereto, together with such amendments or variations as they may deem necessary, appropriate and expedient (provided that such modifications to any Facility do not have the effect of increasing the Global Threshold) (collectively referred to as "**Required Modifications**");

4. That the two Agreement Signatories be and they are hereby authorized and directed for and on behalf of the University to sign, execute and deliver all such other documents, instruments or other writings and perform and do all such acts and things as they in their discretion may consider to be necessary, appropriate and expedient, provided that such acts do not have the effect of increasing the Global Threshold (collectively referred to as "**Required Acts**" and individually referred to as a "**Required Act**");

5. That:
 - a) The President and Vice-Chancellor; and
 - b) The Chief Financial Officer.

(the "**Agreement Signatories**")

shall, together, be and they are hereby authorized and directed for and on behalf of the University to sign, execute and deliver: (i) any Facility (with or without any Required Modifications); and (ii) any Required Act and any Facility so executed as well as any other obligation created pursuant to a Required Act shall be binding upon the University;

6. That for all accounts under any Facility, any two of the persons holding the following positions with the University:
- a) The President and Vice-Chancellor;
 - b) The Chief Financial Officer;
 - c) Any Vice-President;
 - d) The Secretary-General;
 - e) The Controller;
 - f) The Treasurer and Investment Officer;
 - g) The Senior Director, Financial Planning and Budgets; and
 - h) The Director, Capital and Financing.

(the “**Transaction Signatories**”)

shall, for any Facility that complies with the Line of Credit Framework, together, be and they are hereby authorized to:

- i) use any such Facility for the benefit of the University (for credit to the University’s account only) in accordance with the terms and conditions of said Facility by executing and delivering all such documentation as may be required by the relevant Approved Financial Institution for this purpose;
 - ii) receive from an Approved Financial Institution, and where applicable grant receipt for, all statements of accounts (pass books), cancelled cheques and other debit vouchers, unpaid and unacceptable bills of exchange and other negotiable instruments; and
 - iii) negotiate, deposit with or transfer to any relevant Approved Financial Institution (but for the credit of the University’s account only) all or any promissory notes, bills of exchange or other negotiable instruments and orders for the payment of money including drafts, letters of credit, treasury bills and bankers’ acceptances and for the said purpose, to draw, sign, endorse (by rubber stamp or otherwise) all or any of the foregoing, and such signatures or stamping shall be binding upon the University;
7. That a certified copy of this resolution be delivered, as required for any new Facility or otherwise, to any relevant Approved Financial Institution for its guidance and information and that this resolution be valid until a resolution abrogating the same shall have been passed and a certify copy thereof delivered to said Approved Financial Institution.

PREPARED BY:

Name: Danielle Tessier and Valérie Gastebled
Date: May 16, 2019

SCHEDULE A
APPROVED INSTITUTIONS

Desjardins Group and any member of the Desjardins group, including Caisse Centrale Desjardins, as well as all of the financial institutions listed in Schedule I of the Bank Act, as at December 31, 2018, being:

Bank
SCHEDULE I

Banques
ANNEXE I

SCHEDULE I

(Section 14)

As at December 31, 2018

Name of Bank	Head Office
ADS Canadian Bank	Ontario
B2B Bank	Ontario
Bank of Montreal	Quebec
Bank of Nova Scotia (The)	Nova Scotia
Bridgewater Bank	Alberta
Caisse populaire acadienne Itée	New Brunswick
Canadian Imperial Bank of Commerce	Ontario
Canadian Tire Bank	Ontario
Canadian Western Bank	Alberta
Coast Capital Savings Federal Credit Union	British Columbia
Concentra Bank	Saskatchewan
Continental Bank of Canada	Ontario
CS Alterna Bank	Ontario
DirectCash Bank	Alberta
Equitable Bank	Ontario
Exchange Bank of Canada	Ontario
First Nations Bank of Canada	Saskatchewan
General Bank of Canada	Alberta
Haventree Bank	Ontario
Home Bank	Ontario
HomeEquity Bank	Ontario
Laurentian Bank of Canada	Quebec
Manulife Bank of Canada	Ontario
Motus Bank	Ontario
National Bank of Canada	Quebec
President's Choice Bank	Ontario
Rogers Bank	Ontario
Royal Bank of Canada	Quebec
Street Capital Bank of Canada	Ontario
Tangerine Bank	Ontario
Toronto-Dominion Bank (The)	Ontario
Vancity Community Investment Bank	British Columbia
VersaBank	Ontario
Wealth One Bank of Canada	Ontario
Zag Bank	Alberta

1991, c. 46, Sch. I; 2005, c. 54, s. 139; 2007, c. 6, s. 131(F); *Canada Gazette* Part I, Volume 153, page 473.

ANNEXE I

(article 14)

au 31 décembre 2018

Dénomination sociale de la banque	Siège
Banque canadienne ADS	Ontario
B2B Banque	Ontario
Banque de Montréal	Québec
Banque de Nouvelle-Écosse (La)	Nouvelle-Écosse
Banque Bridgewater	Alberta
Caisse populaire acadienne Itée	Nouveau-Brunswick
Banque Canadienne Impériale de Commerce	Ontario
Banque Canadian Tire	Ontario
Banque canadienne de l'Ouest	Alberta
Coopérative de crédit fédérale Coast Capital Savings	Colombie-Britannique
Banque Concentra	Saskatchewan
Banque Continentale du Canada	Ontario
Banque CS Alterna	Ontario
Banque DirectCash	Alberta
Banque Équitable	Ontario
Banque de change du Canada	Ontario
Banque des Premières Nations du Canada	Saskatchewan
General Bank of Canada	Alberta
Banque Haventree	Ontario
Banque Home	Ontario
Banque HomeEquity	Ontario
Banque Laurentienne du Canada	Québec
Banque Manuvie du Canada	Ontario
Banque Motus	Ontario
Banque Nationale du Canada	Québec
Banque le Choix du Président	Ontario
Banque Rogers	Ontario
Banque Royale du Canada	Québec
Banque Street Capital du Canada	Ontario
Banque Tangerine	Ontario
Banque Toronto-Dominion (La)	Ontario
Banque d'investissement communautaire Vancity	Colombie-Britannique
VersaBank	Ontario
Banque Wealth One du Canada	Ontario
Banque Zag	Alberta

1991, ch. 46, ann. I; 2005, ch. 54, art. 139; 2007, ch. 6, art. 131(F); *Gazette du Canada* Partie I, volume 153, page 473.



**AUDIT COMMITTEE
REPORT TO THE BOARD OF GOVERNORS
Georges Paulez, Chair
May 28, 2019**

At its meeting held on May 9, 2019, the Audit Committee was updated on the state of completion of the mandates included in the 2018/2019 internal audit plan. It reviewed and approved the audit plan for 2019/2020 proposed by the Director, Internal Audit.

The Director, Internal Audit also presented the review of the processes and procedures deployed by the Purchasing Services in awarding contracts. Her analysis concluded that overall the procedures and processes were followed in the awarding of these contracts.

The University Treasurer and Investment Officer presented the annual review of the University's underwriting program. He also provided a summary in connection with the initiatives undertaken by the Enterprise Risk Management Committee during the past year.

An update was also given on the status of the cyber security risk assessment as well as the state of completion of the elements included in the cyber security action plan.

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, a report on litigation and pending litigation was presented, outlining the legal claims involving the University which could pose a material financial or reputational risk to the University.

In accordance with the process stipulated in the *Policy on the Internal Audit Function* (BD-13), on recommendation of the President, the Audit Committee approved the reappointment of Kathleen Lizé as Director, Internal Audit, for a second five-year term commencing on September 3, 2019.



**HUMAN RESOURCES COMMITTEE
REPORT TO THE BOARD OF GOVERNORS**

Jeff Bicher, Chair

May 28, 2019

At its meeting held on May 3, 2019, the Committee reviewed the tenure recommendations which require Board approval.

In keeping with article 5 of the *Policy on the Remuneration and Evaluation of Senior Administrators (BD-8)*, the Chair of the Board sought input from the Committee with respect to the President's annual confidential performance review, the conclusions of which were presented for approval by the Executive Committee and will be reported during the Closed Session of the Board.

The Committee discussed and approved other items reportable under various remuneration policies and also reviewed and approved a collective bargaining settlement for recommendation to the Board.

An update was provided on the status of the negotiations with groups at the bargaining table as follows:

ACUMAE

(Association of Concordia University Management and Administrative Employees)

The parties have reached an agreement in principle.

CARE (PSAC)

(Public Service Alliance of Canada - Research Associates & non-student RA's)

The parties began negotiations in November 2014. The parties began meeting in conciliation in April 2017. The union made a request to the "Tribunal administratif du travail" (TAT) to merge this accreditation with CARE - Professional and technical staff. This request was granted on May 18, 2017. The union made a request for arbitration for the settlement of the first agreement. Arbitration began in July 2018. Next sessions are scheduled for July 3, 4 and 15, 2019.

CUCEPTFU

(Concordia University Continuing Education Part-time Faculty Union)

(Confédération des syndicats nationaux (CSN))

The parties began negotiations in January 2019. The parties have been meeting regularly since then. Next meetings are scheduled for April 25, May 8 and 23, 2019.

CUFA

(Concordia University Faculty Association)

The parties signed the new collective agreement on April 15, 2019. The agreement is in effect until May 31, 2021.

CULEU

(Concordia University Library Employee Union)
(Confédération des syndicats nationaux (CSN))

The collective agreement is in effect until August 31, 2017. Negotiations for the renewal of the collective agreement began in May 2018 and the parties have been meeting regularly since then. During a period of four months, the parties did not meet due to absences of key members from both parties. The parties were scheduled to meet in April 2019, however the meeting was cancelled.

CUPEU

(Concordia University Professional Employees Union)
(Confédération des syndicats nationaux (CSN))

The parties began negotiations in January 2019 and have met four (4) times. Next meetings are scheduled for May 15, and June 5 and 19, 2019.

CUPFA

(Concordia University Part-time Faculty Association)

The collective agreement is in effect until December 31, 2017. The parties are currently in negotiations for the renewal of the collective agreement. Meetings are regularly scheduled until end of May.

CUSSU

(Concordia University Support Staff Union)
(Confédération des syndicats nationaux (CSN))

Negotiations began in 2018. The parties have been meeting regularly since then. The most recent meeting was held on March 22, 2019.

CUUSS-TS

(Concordia University Union of Support Staff – Technical Sector)
(Confédération des syndicats nationaux (CSN))

Negotiations began in 2018. The parties have been meeting regularly since then. The most recent meeting was held on March 8, 2019.

Invigilators (PSAC)

(Public Service Alliance of Canada)

The unit was certified in December 2014. Negotiations began in November 2015. The parties began meeting in conciliation April 2017. The union made a request for arbitration for the negotiation of the first collective agreement. The parties continued negotiations until October 30, 2018 and met with the arbitrator on December 3, 2018. The next arbitration session is scheduled on May 21 and May 31, 2019.

MÉTALLOS LOCAL 9358 (Trades) LOYOLA

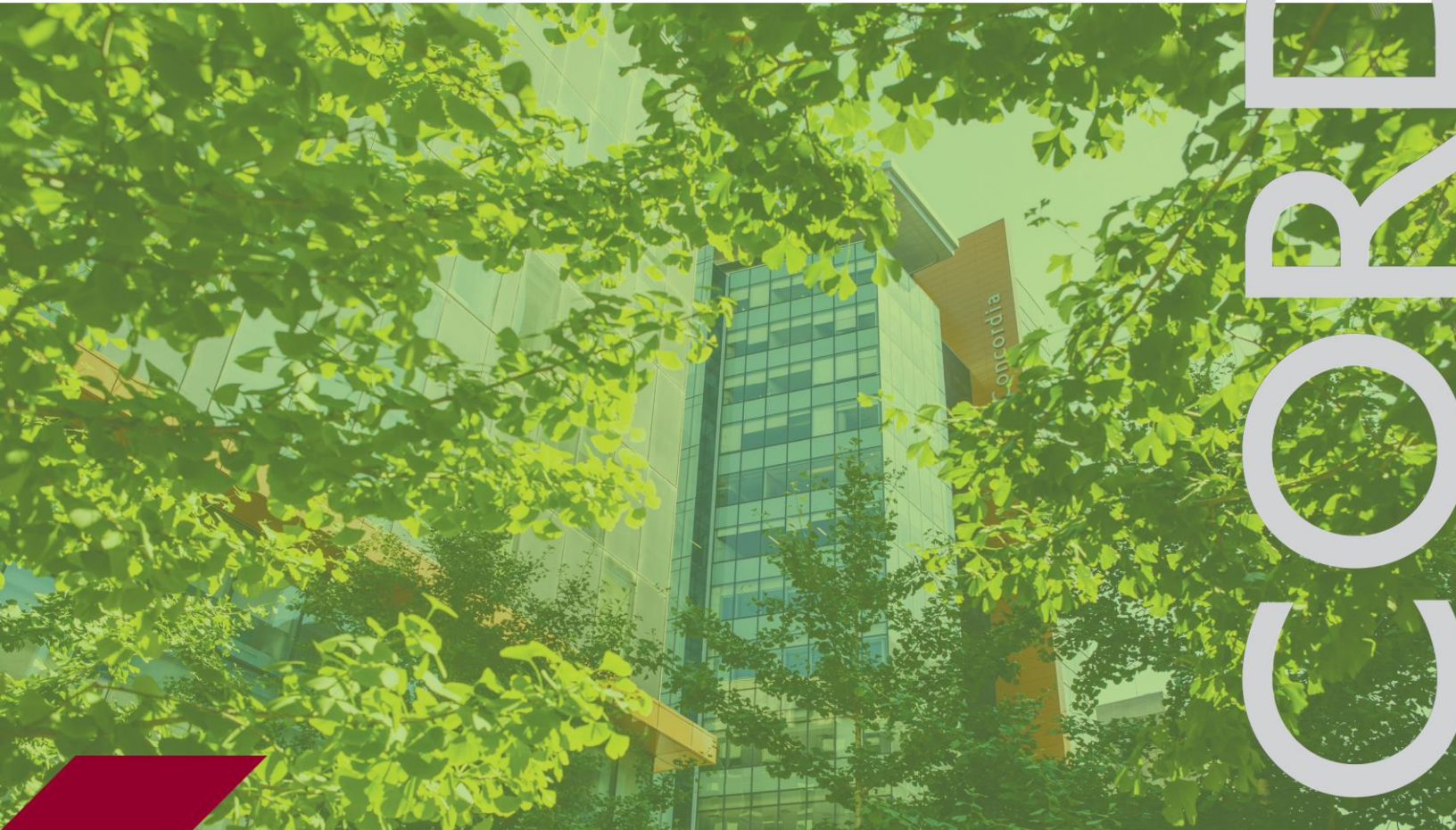
(United Steelworkers – Local 9358 Loyola Campus)

The parties have reached an agreement in principle and are discussing the MOA.

TRAC TA and RA (students) (PSAC)

(Public Service Alliance of Canada - Teaching Assistants)

The parties reached an agreement and have signed the renewal agreement for a term of five years – May 1, 2016 to May 31, 2021.



REPORT TO THE BOARD OF GOVERNORS

ALAN SHEPARD
PRESIDENT AND VICE-CHANCELLOR

MAY 2019

CONCORDIA

INTRO

Concordia announced several next-generation partnerships. Our **District 3 Center for Innovation and Entrepreneurship** has teamed with the **Fond de recherche du Québec**. The goal is to convert research into promising business opportunities.

The university – home of Canada’s only Genome Foundry – is one of 15 founding members of the **Global Biofoundry Alliance**. Announced at Kobe University in Japan on May 9th, the initiative will align efforts and resources to enhance cutting-edge biotechnology research.

In philanthropic news, Concordia announced the largest donation in its history: a **\$30 million planned gift**. An anonymous donor has pledged the amount to our Campaign for Concordia.

TEACHING, RESEARCH, INNOVATION

Ursula Eicker was named the **Canada Excellence Research Chair in Smart, Sustainable and Resilient Cities**. Eicker was the scientific director of the Research Centre for Sustainable Energy Technologies at the Stuttgart University of Applied Sciences in Germany. The Honourable **Kirsty Duncan**, Canada’s Minister of Science and Sport, announced the news on April 17th. The chair comes with \$10 million in funding over seven years.

Nadia Myre (Department of Studio Arts) was named to the **Ordre des arts et des lettres du Québec**. The distinction honours those who have contributed to the development, promotion or dissemination of the arts and letters. Concordia Board of Governor’s member and honorary doctorate recipient **Kim Thúy** was also appointed.

Concordia is launching the **Academic Leadership Institute**, with the inaugural program taking place July 2nd to 6th. The initiative is designed to train higher education leaders. Led by the Office of the Provost and Vice-President, Academic, the institute will provide training and research activities. Themes include: managing talent, advancement and strategic planning.

Stand-Out Graduate Research Awards were given to PhD candidates **Nura Jabagi** (Business Technology Management) and **Lola Remy** (Film Studies). The \$1,000 award recognizes investigations released in the past seven months that are of public importance. Jabagi’s research examines the rise of the gig economy and its implications. Remy is studying the use of documentary cinema in Indigenous counter-mapping initiatives.

A team of eight Concordia students won the \$2,000 **Jury’s Special Award** at the **Ubisoft Game Lab Competition**. The group envisioned and created Witchin’ Kitchen, a working prototype of a video game. In it, players collect cooking ingredients while other participants run interference. The team

was also nominated in the categories of Best Prototype, and Best Creativity and Integration of the Theme.

Department of Journalism student **Lina Forero** is one of eight selected for a **Joan Donaldson CBC News Scholarship**. The award will fund a four-month paid internship at CBC News in Toronto, which Forero will commence shortly after she graduates this June.

Concordia's 2019 **Public Scholars** have debuted. The program connects PhD students with the wider community through digital media, electronic publications, lectures and traditional journals. The new cohort, and their corresponding areas of research, are:

- **Zeina Ismail-Allouche** (Individualized Program), transracial and intercountry adoption
- **Naghmeh Bandari** (Mechanical Engineering), tactile sensors for minimally invasive surgery
- **Sherif Goubbran** (Individualized Program), Canada's sustainable building designs
- **Heather Herriot** (Psychology), pathways to successful aging
- **Lea Kabiljo** (Art Education), oral history as a teaching tool
- **Seyed Mohammad Mirjalili** (Electrical and Computer Engineering), optical devices
- **Amir Molaei** (Mechanical Engineering), surgical robots
- **Matthew-Robin Nye** (Interdisciplinary Humanities), notion of "utopia" in queer studies
- **Aryana Soliz** (Sociology and Anthropology), non-motor transport in Central Mexico
- **Emilie St-Hilaire** (Humanities), lifelike "reborn" doll collecting from a feminist perspective

Jean-Philippe Warren (Department of Sociology and Anthropology) won a **Canada Prize in the Humanities and Social Sciences** for co-authoring *Le Piège de la liberté. Les peuples autochtones dans l'engrenage des régimes coloniaux* (Les éditions du Boréal, 2017). The recognition is for a scholarly book that has received funding from the Awards to Scholarly Publications Program. Warren's book offers reflections on the history of exchanges between Indigenous peoples in America and European societies.

Department of Chemistry and Biochemistry graduate student **Newsha Arezi** is a finalist in this year's Canada-wide **Three Minute Thesis (3MT) competition**. She's also a finalist for the People's Choice Award. Her presentation, "Deliver it to the right address," is about her research into more effective cancer treatment.

Concordia International hosted the **Quebec CBIE Regional Meeting** on May 9th and 10th. The two-day conference attracted more than 200 professionals working in international recruitment, admissions, student services and research.

The **PERFORM Centre Research Week** took place May 6th to 10th. The culmination was the 6th annual PERFORM Centre Research Conference on the final day. More than 250 participants attended, with expert speakers joining from Canadian, American and German universities. The

focus of the conference was managing chronic health conditions through nutrition and physical activity.

The inaugural Raymond Chabot Grant Thornton – John Molson School of Business **Person of the Year Awards gala** was held May 9th. The top honour went to Lino Saputo Jr., BA 89, chairman and CEO of Saputo Inc. The annual event was designed to bring the academic and business communities closer together. The award recognizes a leader who has elevated their organization.

The following funding results were received:

- Forty-six **Discovery Grants** totalling **\$8,154,240**
- Two **Discovery Award Supplements** totalling **\$240,000**
- Fourteen **Discovery Launch Supplements** totalling **\$175,000**
- One **Engage Grant** of **\$25,000**
- Two **IC-IMPACTS** awards totalling **\$120,000**

Twenty-three **Fonds de recherche du Quebec** (FRQNT, FRQS, FRQSC) grants were awarded totalling **\$1,784,132**.

Seven **Québec Bio-Imaging Network** (QBIN) awards were provided totalling **\$100,000**.

Tanja Tajmel (Centre for Engineering and Society) received **\$163,567** over two years from the **New Frontiers in Research Fund**.

Pascale Biron (Department of Geography, Planning and Environment) was awarded **\$113,916** from the **Regroupement des organismes de Bassins Versants du Québec** (ROBVQ) and **Réseau Québec Maritime** (RQM).

Twenty-five students received a total of **\$150,700** in **MITACS** funding through the Outbound Mitacs Globalink Research Awards, Outbound Mitacs JSPS Research Awards, and Inbound Mitacs Globalink Research Awards programs.

SERVICES SECTOR

Sustainability Champions Awards were given out at the Engagement Awards Gala last month. These recognize and encourage students, staff and faculty members who are making contributions towards the social, ecological and economic well-being of the university.

Concordia launched an **Office of Sustainability**. While such efforts have been coordinated within Environmental Health and Safety, the creation of this new office provides greater physical and digital prominence. The office's role includes upholding the university's Sustainability Policy and promoting best practices in ecological, economic and social sustainability. The office will also work

on Concordia's 2019-2024 Sustainability Plan, which will cover food, waste, climate, research and curriculum.

UNIVERSITY ADVANCEMENT

A gift-in-kind from **Croesus Finansoft Inc.** will give students in JMSB hands-on experience through portfolio management software valued at **\$293,760**.

JSVB Investments Inc. made an outright gift of **\$198,951** towards the Van Berkom Small-Cap Investment Management Program at JMSB.

Vice-Provost of Digital Strategy and University Librarian **Guylaine Beaudry** made a planned gift of **\$150,000** with her husband **G rard Boismenu**. The Guylaine Beaudry and G rard Boismenu Fund will help advance the Concordia Library.

Business leader **Mark Sherman** made a gift of **\$100,000** to support students, faculty and research at JMSB.

A new pledge of **\$100,000** from **Shane R. Hollett**, BSc 70, will fund the Marjorie Dalwood Hollett PhD Scholarship in English Literature.

A **\$100,000** gift from the **Entwistle Family Foundation** will support next-generation initiatives at Concordia.

A gift of **\$25,283** from the **Estate of Ragai Ibrahim** will help students through the Ragai Ibrahim Graduate Award in Biology.

Alumni engagement

The **Alumni Recognition Awards** were presented on May 2nd. Twelve honourees were celebrated at a sold-out event at Pointe- -Calli re Museum. The evening was hosted by the Concordia University Alumni Association and emceed by **Mutsumi Takahashi**, BA 79, MBA 95, LLD 13, chief news anchor for CTV Montreal News.

This year's recipients and their awards were:

- **Peter Kruyt**, BComm 78, Humberto Santos Award of Merit
- **Morton Minc**, BA 67, John F. Lemieux Medal
- **Alan Shepard**, Honorary Life Membership
- **Christine Lengvari**, BSc 72, Beno t Pelland Distinguished Service Award
- **Vivek Venkatesh**, MA 03, PhD 08, Alumnus of the Year
- **Kenneth Brooks**, MBA 99, MBA Alumnus of the Year
- **Winston Kan**, BAdmin 81, International Excellence Award

- **Eva Pomeroy**, Alumni Award for Innovative Teaching
- **Alain Tessier**, Outstanding Staff Award
- **Antoine Labranche**, BA 09, Young Alumnus of the Year
- **Brandon Montour**, Outstanding Student Leader Award
- **Constantina Roumeliotis**, Outstanding Student Leader Award



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of March 13, 2019**

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: May 23, 2019



**ENVIRONMENTAL
HEALTH AND SAFETY**

Report on Due Diligence for Concordia University Board of Governors

Reporting Period

2019 Q1

(January, February, March)

Pietro Gasparini, C.I.H.
Director, Environmental Health & Safety
May 5, 2019

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. Through a multitude of safety programs, EHS 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. Education is a key component of all risk mitigation strategies and providing high quality, relevant safety training is one of EHS’s main responsibilities.

Section A presents the University’s Leading Safety Key Performance Indicators (KPIs) which measure safety performance and help reflect the safety culture within the University. **Section B** presents the traditional Lagging Safety KPIs which are retrospective and which now include four incident/injury rates.

Section A: Leading Safety Key Performance Indicators

1. Safety & Security Training

New for 2019, the safety training key performance indicator has been modified to include security training. The Security Department offers several training courses to the university community, including: First Aid in the Workplace Training, Cardiopulmonary Resuscitation Training, Concordia Emergency Response Team Training, Emergency Procedures Training for Music/Theatre Ushers, Portable Extinguishers on Real Fire Training, Concordia Emergency Procedures Training, and Non-Violent Crisis Intervention Training. The number of security training courses offered and the number of Concordia’s who participate in this training have a positive impact on the university’s safety performance and the safety culture.

For the period of January 1 to March 31, 2018, **67** safety and security training sessions took place with **474** participants. The process of entering 2018 security training data into EHS Safety and Compliance Training Database is ongoing. Data from Q1 2018 has been entered in order to allow comparison between Q1 2019 and Q1 2018. The 2018 Full Year data will be updated to include all security training in the Q2 2019 report.

The total number of training session in Q1 2019 was relatively the same compared to Q1 2018, however the total number of participants this year was 40% less when compared to 2018. As mentioned in the 2018 year-end report, the updating of the University’s Workplace Hazardous Materials Information System (WHMIS) training at the end of 2018 affected this safety training obligation. Two WHMIS training courses were combined into one and, given that this safety training courses is required by all staff, faculty and students working with hazardous materials, this has resulted in a decrease in the total number of training participants.

	Q1 2018 <i>Jan, Feb, Mar</i>	2018 <i>Full Year</i>	Q1 2019 <i>Jan, Feb, Mar</i>	2019 <i>Year To Date</i>
Total Training Sessions	72	207	68	68
Total Participants	795	2322	474	474

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 is prioritized.

For the period of January 1 to March 31, 2019, 7 injury and near-miss investigations were conducted. The number of injury and near-miss investigation in Q1 2019 was slightly less compared to Q1 2018 due to the lower number of total injuries (Sections 7 and 8) and near-misses (Section 11) reported in Q1 2019.

	Q1 2018 <i>Jan, Feb, Mar</i>	2018 <i>Full Year</i>	Q1 2019 <i>Jan, Feb, Mar</i>	2019 <i>Year To Date</i>
Injury Investigations	8	42	6	6
Near-Miss Investigations	2	11	1	1
TOTAL	10	53	7	7

3. Preventative Internal Inspections & Assessments

Preventative internal inspections and assessments (total number) refer to workplace inspections and risk assessments conducted by, or in collaboration with, EHS staff on university premises (e.g., research laboratories, workshops, art studios, mechanical rooms).

Workplace inspections involve a walkthrough of a workplace (e.g. research laboratory, studio, workshop, mechanical room) to determine the degree of compliance with both government regulations and internal policies and procedures. Inspections result in internal non-compliance citations (Section 4) and required corrective actions (Section 5). Audit checklists are used and permit an easy on-the-spot recording of findings.

Workplace risk assessments are a more thorough evaluation of the workplace with the objective to identify all hazards and determining if the hazards can be eliminated. If elimination of the hazard is not possible, the risk assessment determines if the hazards are adequately controlled.

Workplace inspections are conducted on a more routine basis (annually or bi-annually), whereas risk assessments, which take more time, are conducted once and repeated when there is a major change in the level or area of activity in the workplace.

Routine workplace inspections and workplace risk assessments are complimentary and together form an integral part of the University's comprehensive health and safety program. Both will serve as a mechanism to determine compliance with government regulations and internal policies and procedures.

For the period of January 1 to March 31, 2019, EHS conducted **12** preventative internal inspections and assessments.

The number of preventative internal inspections and assessments in Q1 2019 is less than in Q1 2018. In Q1 2018, EHS reported on the comprehensive risk assessments of 45 elevator mechanical rooms completed over several months. In 2018, EHS began conducting comprehensive roof risk assessments and the results of these assessments will be reported in Q2 2019.

Year	Preventative Internal Inspections & Assessments
Q1 2018 <i>Jan, Feb, Mar</i>	52
2018 <i>Year to Date</i>	52
Q1 2019 <i>Jan, Feb, Mar</i>	12
2019 <i>Year to Date</i>	12

Over the past 2 years, EHS has been systematically completing risk assessments of specialized work areas, such as elevator mechanical rooms, cooling towers and, most recently, roofs. These areas are not frequented by many employees and have very restricted access due to the risks present. Working closely with Facilities Management, the unit responsible for these areas, once the risk assessments are completed, action plans are developed in order to ensure that the safety and non-compliance issues identified are corrected. Due to the complexity of these areas, often the corrective actions require a significant capital investment. Until such investments are made, special safety procedures are put into place to ensure the safety of those employees required to work in these areas.

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 March 31, 2019, **87** internal non-compliance citations were issued. The number of internal non-compliance citations in Q1 2019 is less than in Q1 2018. This difference is because in Q1 2018, the comprehensive risk assessments of 45 elevator mechanical rooms resulted in 208 non-compliance citations.

Year	Internal Non-Compliance Citations
Q1 2018 <i>Jan, Feb, Mar</i>	236
2018 <i>Year To Date</i>	236
Q1 2019 <i>Jan, Feb, Mar</i>	87
2019 <i>Year To Date</i>	87

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 non-compliance citations (internal and external) must be resolved in a timely manner. External non-compliance citations from external bodies received during external inspection (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 target deadlines. This metric tracks the percentage of assigned corrective actions that are completed. This is tracked by calendar year until all actions are completed.

Year	Corrective Action Completion Rate
2014	99%

As of March 31, 2019, 99% (137) of Corrective Actions assigned in **2014** (138) were completed. The remaining corrective action is currently in progress.

Year	Corrective Action Completion Rate
2015	99.6%

As of March 31, 2019, 99.6% (448) of Corrective Actions assigned in **2015** (450) were completed and 0.4% (2) are currently in progress.

Year	Corrective Action Completion Rate
2016	98%

As of March 31, 2019, 98% (213) of Corrective Actions assigned in **2016** (217) were completed, 1.5% (3) are currently in progress and 0.5% (1) has yet to begin.

Year	Corrective Action Completion Rate
2017	92%

As of March 31, 2019, 92% (339) of Corrective Actions assigned in **2017** (369) were completed, 4% (16) are currently in progress and 4% (14) have yet to begin.

Year	Corrective Action Completion Rate
2018	55%

As of March 31, 2019, 55% (418) of Corrective Actions assigned in **2018** (755) were completed, 14% (104) are currently in progress and 31% (233) have yet to begin.

Year	Corrective Action Completion Rate
2019	59%

As of March 31, 2019, 59% (51) of Corrective Actions assigned in the first quarter of **2019** (87) were completed, 1% (1) is currently in progress and 40% (35) have yet to begin.

Escalating 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 to March 31, 2019, 10 EHS Research Compliance Reviews were completed.

Year	EHS Research Compliance Reviews
Q1 2018 <i>Jan, Feb, Mar</i>	3
2018 <i>Year To Date</i>	3
Q1 2019 <i>Jan, Feb, Mar</i>	10
2019 <i>Year To Date</i>	10

Section B: 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 January 1 to March 31, 2019, **57** injuries were reported, 34% less than the reported injuries during the same period in 2018.

Year	Total Injuries
Q1 2018 <i>Jan, Feb, Mar</i>	87
2018 <i>Full Year</i>	239
Q1 2019 <i>Jan, Feb, Mar</i>	57
2019 <i>Year To Date</i>	57

Sports Injuries Included in Total Injuries

Sports Injuries are a sub-set of Total Injuries. Currently the Sports Injuries that are reported to the University via the Injury/Near-Miss Report Form are those injuries (trauma) or illnesses (repetitive stress) suffered by a Member (staff/student) or Non-Member (visitor) of the university community. These injuries occur during the course of a voluntary activity (personal time), either participating in team or individual sport activities or personal physical conditioning, on Concordia property. The majority of the injuries within this category are reported to EHS by the Security Department given that external medical attention (ambulance) is required to treat the injury.

2019	Sports Injuries	Details
Q1	15	Football=1 Frisbee=2 Hockey=3 Rugby=1 Soccer=8

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 when warranted, an investigation report with corrective actions is submitted to the employee's supervisor.

For the period January 1 to March 31, 2019, **14** of the **57** reported injuries (Section 7) were work-related.

Year	Work-Related Injuries
Q1 2018 <i>Jan, Feb, Mar</i>	17
2018 <i>Full Year</i>	67
Q1 2019 <i>Jan, Feb, Mar</i>	14
2019 <i>Year To Date</i>	14

Recordable Injury Rate (RIR)

The Recordable Injury Rate, also commonly referred to as the recordable incident rate, is calculated by multiplying the number of Work-Related Injuries by 200,000, and then dividing that number by the number of labor hours during that period.

Year	Recordable Incident Rate
Q1 2018 <i>Jan, Feb, Mar</i>	0.50
2018 <i>Full Year</i>	0.57
Q1 2019 <i>Jan, Feb, Mar</i>	0.29

The Q1 2019 Recordable Injuries Rate was 0.29 work-related injuries per 100 full-time employees.

9. Workers' 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 January 1 to March 31, 2019, there were **2 accepted worker's compensation claims**. Of the accepted claims, 1 was Lost-Time Injury (see Section 10).

Year	Accepted Compensation Claims
Q1 2018 <i>Jan, Feb, Mar</i>	3
2018 <i>Full Year</i>	11
Q1 2019 <i>Jan, Feb, Mar</i>	2

Year	Accepted Compensation Claims
2019 <i>Year To Date</i>	2

The following table provides details on the 2019 accepted workers' compensation claims and indicates the lost-time days associated with the claim.

Table: Accepted Workers' Compensation Claims

Date	Description	Department	Diagnosis	Lost-Time Days
22-Jan-2019	The employee missed a step and sustained a left ankle injury.	Health, Kinesiology & Applied Physiology	Left Ankle Sprain	0
12-Feb-2019	The employee fell off the ladder and sustained a right knee sprain.	Facilities Operations	Right Knee Sprain	32

10. 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 to March 31, 2019, there was 1 Lost-Time Work-Related Injury (See the Accepted Worker Compensation Claims table in Section 9 for details) which incurred **32 lost-time days**.

Year	Lost-Time Days
Q1 2018 <i>Jan, Feb, Mar</i>	86
2018 <i>Full Year</i>	203
Q1 2019 <i>Jan, Feb, Mar</i>	32
2019 <i>Year To Date</i>	32

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, and then dividing that number by the number of labor

hours during that period.

Year	Lost-Time Injury Rate
Q1 2018 <i>Jan, Feb, Mar</i>	0.17
2018 <i>Full Year</i>	0.19
Q1 2019 <i>Jan, Feb, Mar</i>	0.10

The Q1 2019 Lost-Time Injury Rate was 0.10 lost-time injuries per 100 full-time employees.

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, and then dividing that number by the number of labor hours during that period. The Q1 2019 Lost-Time Day Rate was **3.08** lost-time days per 100 full-time employees.

Year	Lost-Time Day Rate
Q1 2018 <i>Jan, Feb, Mar</i>	8.53
2018 <i>Full Year</i>	5.52
Q1 2019 <i>Jan, Feb, Mar</i>	3.08

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 lost-time work-related injuries. The Q1 2019 Severity Rate was **32.0** lost-time days per lost-time injury.

Year	Severity Rate
Q1 2018 <i>Jan, Feb, Mar</i>	43.0
2018 <i>Full Year</i>	29.0
Q1 2019 <i>Jan, Feb, Mar</i>	32.0

11. 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 underreported, 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 and emphasizing Near-Miss reporting during safety training and new Principal Investigator orientation sessions.

For the period of January 1 to March 31, 2019, **8** Near Misses were reported, 38% more than during the same period in 2018.

Year	Near Misses
2018 Q1 <i>Jan, Feb, Mar</i>	5
2018 <i>Full Year</i>	41
2019 Q1 <i>Jan, Feb, Mar</i>	8
2019 <i>Year To Date</i>	8

12. 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 to March 31, 2019, there was 3 external inspections. Two inspection were conducted by inspectors from the Commission des normes, de l’équité, de la santé et de la sécurité du travail (CNESST) as a continuation of the CNESST’s 2018 university machine safety initiative and the third was a Transport Canada inspection.

Year	External Inspections
2018 Q1 <i>Jan, Feb, Mar</i>	1
2018 <i>Year to date</i>	1
2019 Q1 <i>Jan, Feb, Mar</i>	3
2019 <i>Year to date</i>	3

CNESST Inspections

1st inspection - Building mechanical rooms (3 Inspections, 38 regulatory citations)

As of March 31, 2019, all non-compliance issues were corrected however the CNESST has not official closed the file given the follow-up inspection is scheduled for after April 19, 2019.

Details: All 3 building mechanical room inspections in the LB, Hall and VA buildings took place on July 5, 2018. The University received 38 non-compliance citations, with a deadline of September 3, 2018, to correct all non-compliances. Due to the time required to determine how best to correct the machine safety issues, an extension was granted by the CNESST to October 18, 2018. Due to delays caused by the external contractor hired to implement the corrective actions required on the equipment, a second and third deadline extension were requested. The CNESST granted a final extension to April 19, 2019.

2nd inspection - Academic, research and operations workshops, studios and laboratories (2 inspections, 59 regulatory citations)

As of March 31, 2019, all non-compliance citation were corrected and the CNESST has official closed the file related to the academic, research and operations workshops, studios and laboratories in the Hall, VA and LB buildings.

Details: On June 21, 2018, the Faculty of Fine Arts academic workshops and studios in the VA were inspected. A total of 24 machines were inspected and the University received 29 non-compliance citations with a deadline of October 14, 2018. All non-compliance issued were corrected by the deadline and a follow-up inspection was conducted by the CNESST inspector on October 18, 2018.

On September 18, 2018, the Facilities Management carpentry and plumbing workshops in the Hall Building were inspected. A total of 18 machines were inspected in three separate workshops. The inspection resulted in 5 non-compliance citations with a deadline of October 14, 2018. All non-compliance issued were corrected by the deadline and a follow-up inspection was conducted by the CNESST inspector on October 18, 2018.

On October 3 and 4, 2018, the Gina Cody School of Engineering and Computer Science academic and research workshops and laboratories in the Hall building were inspected. The University received 23 non-compliance citations with a deadline of December 2, 2018. Only 15 of the 23 non-compliance issues were corrected by the deadline. On December 10, 2018, the inspector returned and provided the University with an extension until February 24, 2019, to complete the corrective actions required for the 8 remaining non-compliance issues. During the December 10 follow-up visit, the University received two additional non-compliance citations, with the deadline of February 24, 2019, to complete the corrective actions required to bring the machines up to code. On February 28, the CNESST conducted follow-up inspections and acknowledged the correction of all corrective actions. During the follow-up visit, the University received five additional non-compliance citations, with the deadline of March 17, 2019, to correct them. The 5 non-compliance issues were immediately corrected and the final follow-up inspection took place on March 19, 2019.

Transport Canada

3rd Inspection - On March 28, 2019, Transport Canada conducted an inspection of the Loyola Campus to verify compliance with the Transportation of Dangerous Goods Act 1992 and Regulations.

The Transport Canada inspector verified:

- training of EHS staff involved in the shipping and receiving of dangerous goods;
- the content of internal safety training provided by EHS staff to university employees and students involved in the shipping of dangerous goods;
- documentation related to transportation of dangerous goods and to the elimination of hazardous waste (chemicals and biological materials);
- the waste containers used to collect hazardous waste.

The inspection resulted in one minor non-compliance citation related to the segregation of chemical products according to compatibility. The required change was made to our internal procedures to avoid future reoccurrence of this issue.

13. 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.

Year	Regulatory Citations
2018 Q1 <i>Jan, Feb, Mar</i>	5
2018 <i>Year To Date</i>	5
2019 Q1 <i>Jan, Feb, Mar</i>	8
2019 <i>Year To Date</i>	8

For the period of January 1 to March 31, 2019, there were **8** regulatory citations: 5 citations related to the February 28, 2019 inspection by the CNESST (See Section 12), 2 from the *Service de sécurité incendie de Montréal* associated with fire alarms and 1 from the March 22, 2019 inspection by Transport Canada (see section 12).

14. Regulatory Fines

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

Year	Fines Received
Q1 2018 <i>Jan, Feb, Mar</i>	\$2700
2018 <i>Year to Date</i>	\$2700
Q1 2019 <i>Jan, Feb, Mar</i>	\$2700
2019 <i>Year to Date</i>	\$2700

For the period of January 1 to March 31, 2019, Concordia received **1** regulatory fine totaling **\$2700** from the *Service de sécurité incendie de Montréal* associated with 1 of the false fire alarm citations that occurred during the same period.

False fire alarm fines are determined by the number of false alarms over a 12-month period for each civic address. Fines are incremental.

15. Hazardous Materials Spills 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.

Year	Hazardous Material Spills Responses
Q1 2018 <i>Jan, Feb, Mar</i>	3
2018 <i>Year to Date</i>	3
Q1 2019 <i>Jan, Feb, Mar</i>	3
2019 <i>Year to Date</i>	3

For the period of January 1 to March 31, 2019, there were **3** hazardous materials spill.



Pietro Gasparrini, C.I.H.
Director, Environmental Health & Safety



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of May 28, 2019**

AGENDA ITEM: Profile of President and Vice-Chancellor

ACTION REQUIRED: For approval

SUMMARY: Board approval is being sought with respect to the profile of President and Vice-Chancellor.

BACKGROUND: As provided in the *Policy on Senior Administrative Appointments* (BD-5), the President Search Committee drafted the profile of the ideal candidate and circulated same to the University for opportunity to comment. Once approved by the Board, the profile will guide the Committee's deliberations.

DRAFT MOTION: That the Board of Governors approve the profile of President and Vice-Chancellor, as outlined in Document BG-2019-4-D8.

PREPARED BY:

Name: Danielle Tessier
Date: May 17, 2019



PROFILE OF THE IDEAL CANDIDATE
PRESIDENT AND VICE-CHANCELLOR
CONCORDIA UNIVERSITY

The President and Vice-Chancellor provides leadership and overall strategic direction for the operation of the academic and business affairs of the University and is an *ex officio* member of the Board of Governors and of Senate. Under the By-Laws of Concordia University, the President is formally responsible for carrying out all decisions of the Board of Governors and of Senate. The President has such powers as required to carry out these duties, as well as many other powers and duties that may be assigned by the Board under Article 6 of the By-Laws.

Dedicated to the development of all sectors of the University, the ideal candidate has demonstrated success through leadership experiences in an academic setting.

Background

A combination of education and experience that would command respect from all sectors of the University community would typically suggest:

- Ph.D. or highest credential in the discipline along with an exceptional record of achievement in teaching, research/scholarly activity and university or similar service, having achieved the highest academic or administrative rank.
- Candidates may also be leaders of established national presence, with a demonstrated comprehensive understanding of universities or other research or related institutions, their cultures and processes, and their role in society.

Interpersonal skills

- Works effectively and efficiently with others to build a clear sense of direction and achieve results.
- Unifying and visionary leader with demonstrated ability to identify key levers for opportunities to make change.
- Unites people through listening to and synthesizing ideas, and helping people reach the best decisions. Articulates strong and clear academic vision and engenders excitement, engagement, and passion in others. Builds bridges with the community, government, granting agencies, and other higher education institutions.
- Demonstrates excellent listening, oral, and written communication skills, and commitment to dialogue, collaboration, and transparency in working at all levels. Presents diplomatically and deals effectively with the media.
- Can work well with all sectors of the University, including students, staff, faculty, unions, senior management, Board, Senate, and alumni. Enjoys sharing success and credit – is generous in the celebration of achievement of others.
- Delegates effectively. Leads without micromanaging. Shows a willingness to learn and seek advice from others, but has the strength to make the final decision, recognizing that not all decisions will meet with unanimous acceptance.

- Demonstrates a welcoming manner that is transparent and conducive to cooperative interaction, listening to the concerns of all groups and developing a positive environment.

Experience: academic leadership

- Commitment to academic freedom. Responsive to our dedicated, talented faculty who value excellence in education and the autonomy to convey enthusiasm for their areas of expertise.
- Experience in working with a Board and helping it work with the realities of a complex organization in defining overall strategic direction for an institution and in monitoring performance. Experience with governing bodies in universities or similar institutions and demonstrated ability to work with them effectively in a manner that is clear, accountable and positive. Demonstrates commitment to collegial decision-making processes.
- Evidence of success in developing conceptual and tactical strategies to strengthen an academic organization, including inspiring others to address significant challenges; strong record as an academic leader in a setting where changes were introduced to:
 - Enhance teaching and the learning experience of students
 - Promote research, encourage researchers, and optimize research resources
 - Foster constructive decision-making processes
 - Establish linkages and partnerships within Canada and internationally
 - Develop facilities and infrastructure.
- Commitment and prior experience in advancing equity, diversity and inclusion, such as issues around the Truth and Reconciliation Commission's calls to action, the Indigenization and decolonization of the academy, religious accommodation, access to higher education, diversification within disciplines, sexual violence prevention and accountability measures.

Experience: operations

- Established record of experience building and working with, and delegating to an effective leadership team whose members bring skills to implement strategies and deliver measurable results.
- Guides timely operational decisions with common sense administration, transparent bureaucratic mandates, and creative thinking when meeting new operational challenges and pioneering future opportunities.
- Demonstrated ability to attract and retain top-level talent, with an understanding of the challenges of staff renewal in a competitive climate. Experience in fostering competitive conditions for faculty and staff would be an asset.
- Evidence of strong fiscal management, including leadership with university budgeting processes, fund accounting, financial solvency, and successful experience with employee relations in a unionized setting.
- Highly knowledgeable and sensitivity to student issues, such as tuition, debt, accessibility, program needs and employment opportunities. Appreciation of how student support services can enhance Concordia University's competitive advantage and knowledgeable about current trends in student development theory and approaches.

- Sensitivity to the cultural diversity of students, faculty and staff. Promotes diversity and an inclusive atmosphere of our intellectual community at all levels.
- Experience with innovative and effective strategies that build an international presence in teaching, research and scholarship, and service.
- Familiarity with progressive management practices in universities.

Experience: external relations

- Has a global vision and is articulate and persuasive in representing the University in order to gain the support of diverse constituents locally, nationally and internationally.
- Has worked strategically within the frameworks that government provides and is comfortable working in a non-partisan way with government and opposition parties.
- Success in increasing the income to an organization through government sources, granting councils, private partnerships, and fundraising.
- Comfortable in taking on a high profile role in the community, and in presenting opportunities for community leaders to contribute as volunteers and donors to the University.
- Ability to assist those in the academic environment and work collaboratively with those in the wider community and is a goodwill ambassador with the skills to build and maintain relationships with local, national, and international communities.
- Can work within the unique situation of Québec, and is sensitive to differences in culture, management, and Québec's particular perspective on educational policy.

Personal qualities

- Innovative and energetic.
- Ethical, honest, and committed to equity and fairness.
- The ability to communicate in both English and French.
- Focused on goals and persistent in meeting objectives.
- Exercises good judgment in difficult circumstances, taking into account both short- and long-term consequences and due process.



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of May 28, 2019**

AGENDA ITEM: Tuition fee model for international students in deregulated programs

ACTION REQUIRED: For approval

SUMMARY: Following review and discussion at its meeting held on May 15, 2019, the Finance Committee is recommending Board approval of a new tuition fee model for international students in Cycle 1 (undergraduate) and Cycle 2 (professional or non-research Masters) deregulated programs.

BACKGROUND: Please refer to the attached memo and presentation which outline the details of this proposal.

DRAFT MOTION:

That, on recommendation of the Finance Committee, the Board of Governors approve the new tuition fee model for international students, effective as of the Fall term of 2019 (2019/2) until the end of the Summer term of 2024 (2024/1), to be reviewed by the Board of Governors for the period beginning in the Fall term of 2024 (2024/2), or at such earlier date as deemed appropriate by the Provost and Vice-President, Academic following consultation with the Chief Financial Officer, as follows:

All international students currently registered for a term ending before August 31, 2019 in deregulated Cycle 1 (undergraduate) and Cycle 2 (Professional or non-research Masters) programs: Tuition fees be increased annually at the same rate as the increase mandated by the Government of Quebec for students from France, Belgium and the rest of Canada, until the completion of the program;

All new international students registered for a term starting as of September 1, 2019 in deregulated Cycle 1 (undergraduate) programs: Tuition fees be increased annually between 4.25% and 8.25%, the rate of such increase being dependent upon the program, as determined by the Provost and Vice-President, Academic in consultation with the Chief Financial Officer. Once determined, the rate of such annual increase shall be fixed for each of the students in that cohort for each of the years until completion of their program; and

All new international students registered for a term starting as of September 1, 2019 in deregulated Cycle 2 (Professional or non-research Masters) programs: Tuition fees be increased annually between 4.25% and 8.25%, the rate of such increase being dependent upon the program, as determined by the Provost and Vice-President, Academic in consultation with the Chief Financial Officer and representing a one-time increase for the duration of the program.

PREPARED BY:

Name: Danielle Tessier

Date: May 23, 2019



To: Concordia University Board of Governors

From: Graham Carr, Provost and Vice-President, Academic
Denis Cossette, Chief Financial Officer

Date: May 23, 2019

Subject: **A framework for international tuition and student support in a changing context**

Attached please find a copy of the presentation regarding a new tuition fee framework that we are proposing in response to changes in the funding model for some international students recently announced by the Government of Quebec.

International students are a vital part of the Concordia community. They add to our diversity and innovation, bring unique cultural experiences and points of view, and raise the global outlook and profile of our city, province and region.

Having consulted prospective international students about the factors that are most important to them in choosing where to study, we are proposing a new tuition framework. It will not affect returning students. Nor will it affect future PhD or research Masters students.

For prospective undergraduate and professional or non-research Masters students, the new framework will provide predictability regarding the cost of their studies, maintain accessibility, and better reflect the value of a Concordia degree by comparison with other Canadian universities.

Modestly increasing fees will allow us to further advance our academic mission by, among other things, providing enhanced support for international students through additional scholarships and bursaries, expanded language training, on-campus work opportunities, and funding to offset emergencies.

The Government of Quebec's decision

On March 21, 2019, the Government of Quebec announced a change to its university funding formula with regard to international students. As of September 1, 2019, Quebec will no longer provide any funding for international undergraduate students, and professional or non-research Masters students. These students will be considered 'de-regulated.'

Consistent with existing Government practice, the new government policy does not apply to French and French-speaking Belgian students. Significantly, in contrast to the rest of Canada, Quebec will continue to fund universities for international PhD and research Masters students. This is important because the ongoing funding will allow us to continue building our research capacity both here at Concordia and more widely, in Montreal and Quebec.

Going forward, universities will be allowed to keep 100% of the tuition fees they charge deregulated international students instead of having to return a portion to the Government through

a clawback that currently exists. Nevertheless, when measured against the elimination of all Government grants, the Government itself calculates that the net impact to Concordia of this change in policy will be \$6.6 million of lost funding annually.

Concordia will exempt returning international students from tuition increases linked to the change in policy. Only future deregulated international students – those beginning their studies in 2019-20 or later – are affected by the new government policy.

There are approximately 3,850 returning international students for whom Concordia will no longer receive government funding. Some of these students are three-to-four years away from graduation (depending on their program). As a one-time measure, the Government is providing Concordia with \$6.6 million in funding to assist with the transition.

A principles-based approach

Going forward, the framework we propose to address the new funding reality stemming from the Government policy change aims to continue to advance our academic mission by building on five principles that reflect our values at Concordia.

First, we will be fiscally responsible in how we address the loss of government funding.

Second, as part of our strategic enrollment management planning and to reflect the importance of internationalization as an asset for Concordia, we want to maintain the international portion of our student body at approximately 20 per cent.

Third, we are proposing a tuition pricing framework that preserves accessibility and provides cost predictability to prospective students.

Fourth, we aim to protect and enhance the global reputational value of a Concordia degree by better aligning our tuition with the norms at comparator universities in Canada (i.e., Ryerson, Carleton, York, Simon Fraser, Waterloo), as well as with McGill and, for certain disciplines, other Quebec universities such as HEC and Ecole Polytechnique.

Finally, we intend to use the tuition revenue we receive to support our academic mission, including by providing additional support to international students who choose to study at Concordia.

Current reality of Concordia tuition

Concordia's international tuition levels are currently among the lowest in Canada. In key fields such as undergraduate engineering, computer science and business, we charge significantly less -- sometimes 40-50% less -- than our major competitors in Quebec and across Canada. These gaps are forecast to grow as many universities across the country have already announced substantial new increases for 2019-20 in international student tuition.

While Concordia's costs to deliver education are similar to those of our competitors, other universities derive substantially more revenue from international tuition fees to support their academic mission.

What we propose

Our framework is designed to bring Concordia's fees more in line with the average of its comparators through fee increases that are modest by comparison with national trends while absorbing the impact of lost funding through a multi-year plan.

Type of student	Approach	Increase in 2019-20
Quebec and regulated international students (Thesis Masters and PhDs)	Status quo; Yearly increase as mandated by Government of Quebec	3.6%
France, Belgium and rest of Canada (ROC)	Status quo; Yearly increase as mandated by Government of Quebec	4.25%
Returning deregulated international students	Status quo: yearly increase aligned with France, Belgium and ROC (i.e., exempt from new de-regulation)	4.25%
New international deregulated students	New: Yearly increase by a range of between 4.25% and 8.25%, depending on program	4.25% - 8.25%

At the same time, we plan to establish two models of predictable cohort pricing. For international undergraduate students, fees would increase incrementally with each year of study, depending on their program. For professional and non-research Masters students, on the other hand, we propose a flat-rate fee increase for the full two-year program. These two approaches reflect how tuition costs are currently determined and billed for students in those categories.

Rationale and value proposition of new framework

Over time, the proposed framework will allow us to generate some additional tuition revenue that will allow us to further build on our recent pattern of record investments in scholarships and student support, elements that are integral to the fulfillment of Concordia’s academic mission.

In addition, we believe that the model we propose both reflects and constructively leverages the factors that prospective students consistently identify as positive attributes for studying at Concordia. These include the quality and distinctiveness of our academic programs, our global reputation, and the unique attraction of Montreal as one of the world’s top five destination cities for students.

Finally, we believe that the proposed tuition model better reflects the market value of a Concordia education in the Canadian and international context, aligning positively with our position as the top North American University under 50 years of age, boasting an engineering school that ranks among the top 10 in Canada, a business school that ranks among the top 100 in the world, and a fine arts faculty that ranks not only as the best in Canada but also among the top 100 in the world.

Proposed investments in academic mission and student support

It is important to contextualize our proposed future approach to international tuition by emphasizing that Concordia’s proposed budget for 2019-2020 includes unprecedented levels of investment in support of international students.

This includes the introduction of \$1.1 million of recurring fee remissions for international PhD students and \$900,000 of recurring entrance scholarships for new international undergrads. The latter represents a significant jump from the \$100,000 in entrance scholarships existing today, bringing the total allocation for entrance scholarships to \$1 million.

Our proposed tuition framework will allow us to invest further in international students by supporting language training to enable them to join the Quebec labour market, expanding on-campus work opportunities, and providing funding to offset emergencies such as currency fluctuations.

The framework will also allow us to invest further in the overall academic mission of the university to the benefit all students.

Risks of not adopting new tuition framework

It is clear to us that maintaining the status quo is not an option. Changes in the Government of Quebec's funding formula for universities are signals that, going forward, we must modify some of our long-held financial assumptions and practices.

In the immediate term, the risk is that if we do not offset the gap in government funding for international students, this could negatively affect our capacity to support our academic mission. It could also jeopardize our ability to achieve a balanced budget -- a key objective of the Board of Governors and a long-time commitment that we have made to the Government of Quebec.

In the longer term, the risk of not adopting the new framework in the permanent absence of government funding for deregulated students could necessitate a reassessment of the impact on our academic mission, including our capacity to recruit and host future international students.

Recommendation

We recommend that the Board of Governors approve the following:

- Our proposed tuition fee framework for new international undergraduate students
- Our proposed tuition fee framework for new international professional or non-research Masters students
- Future fee increases aligned with annual government mandates for all students, with the added provision that for the next five years, the university may increase fees for international undergraduate and professional/non-research Masters up to a threshold of 8.25% in programs where Concordia tuition falls below the average of comparator Quebec and Canadian institutions.



A framework for international tuition and student support in a changing context

Presentation to the Board of Governors
May 28, 2019



Agenda

- Government of Quebec's decision
- Current tuition reality
- Proposed international tuition fees and tuition framework
- Rationale and value proposition for the proposal
- Request for Board approval



Why this issue matters

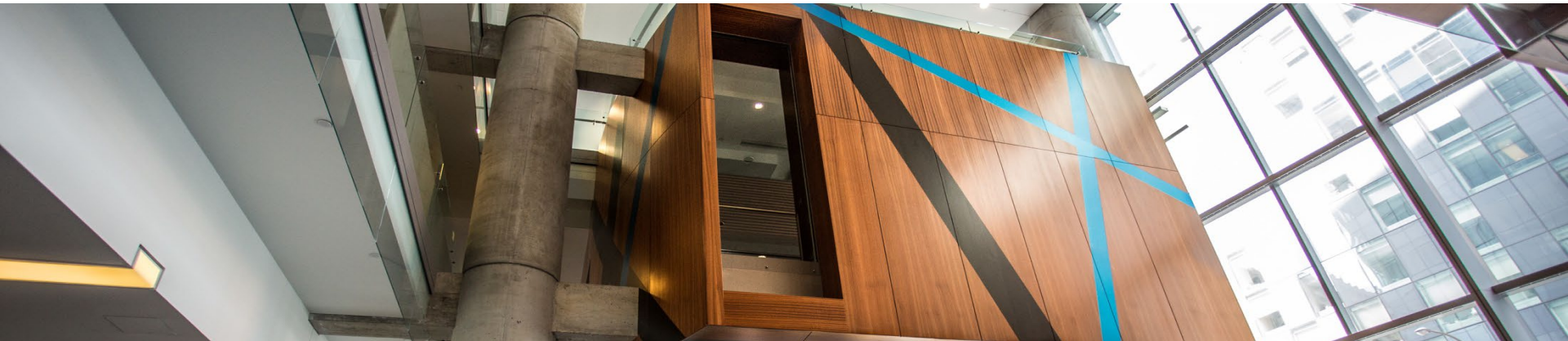
- Board of Governors must approve proposed tuition rate increases, including those that are aligned with Government of Quebec mandates
- The Government of Quebec has significantly modified its funding policy for universities
- Because one aspect of that policy change pertains to future funding for non-research international students, it merits particular attention
- The change in government policy with respect to funding for international students will have an impact on Concordia's budget; this must be taken into account for financial reasons and as part of our recruitment strategy
- The decisions Concordia makes with regard to future tuition will be material to prospective international students who are choosing where to enroll



**GOVERNMENT OF QUEBEC'S DECISION:
CHANGING THE FUNDING MODEL
FOR INTERNATIONAL STUDENTS**

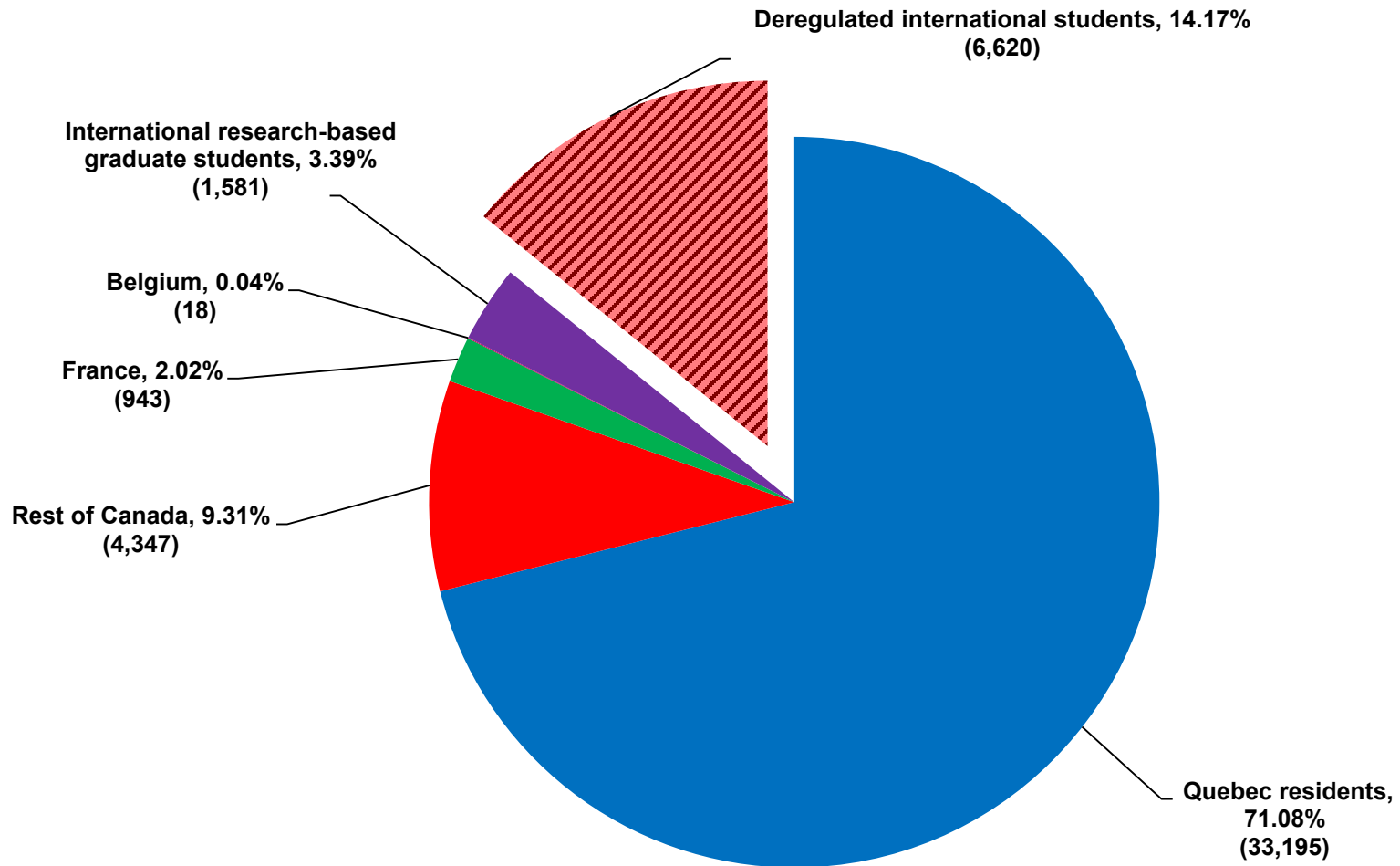
Key facts

- 21 Mar. 2019: Government of Quebec announces a change to its university funding formula for international students (except those from France and Belgium)
- As of 1 Sept. 2019: Quebec will no longer provide funding for international
 - undergraduate students; and
 - professional or non-research Masters students
- In contrast to the rest of Canada, Quebec will continue to fund universities for international PhD and research Masters students
- In exchange for the withdrawal of government grants for international students, universities may keep full tuition fees charged to deregulated students
- Net impact for Concordia: reduction of \$6.6 million in funding annually



2018-19 Concordia student population profile

Total number of students in 2018-19:
46,704*



*Excluding visiting or Continuing Education students

Transition measure

- Concordia will exempt returning international students from tuition increases linked to the change in policy
- There are ~3,850 returning international students for whom Concordia will no longer receive any government funding
- Many of these students are 3-4 years away from graduation (depending on their program)
- As a one-time measure, the Government is providing Concordia with transition funding of \$6.6 million





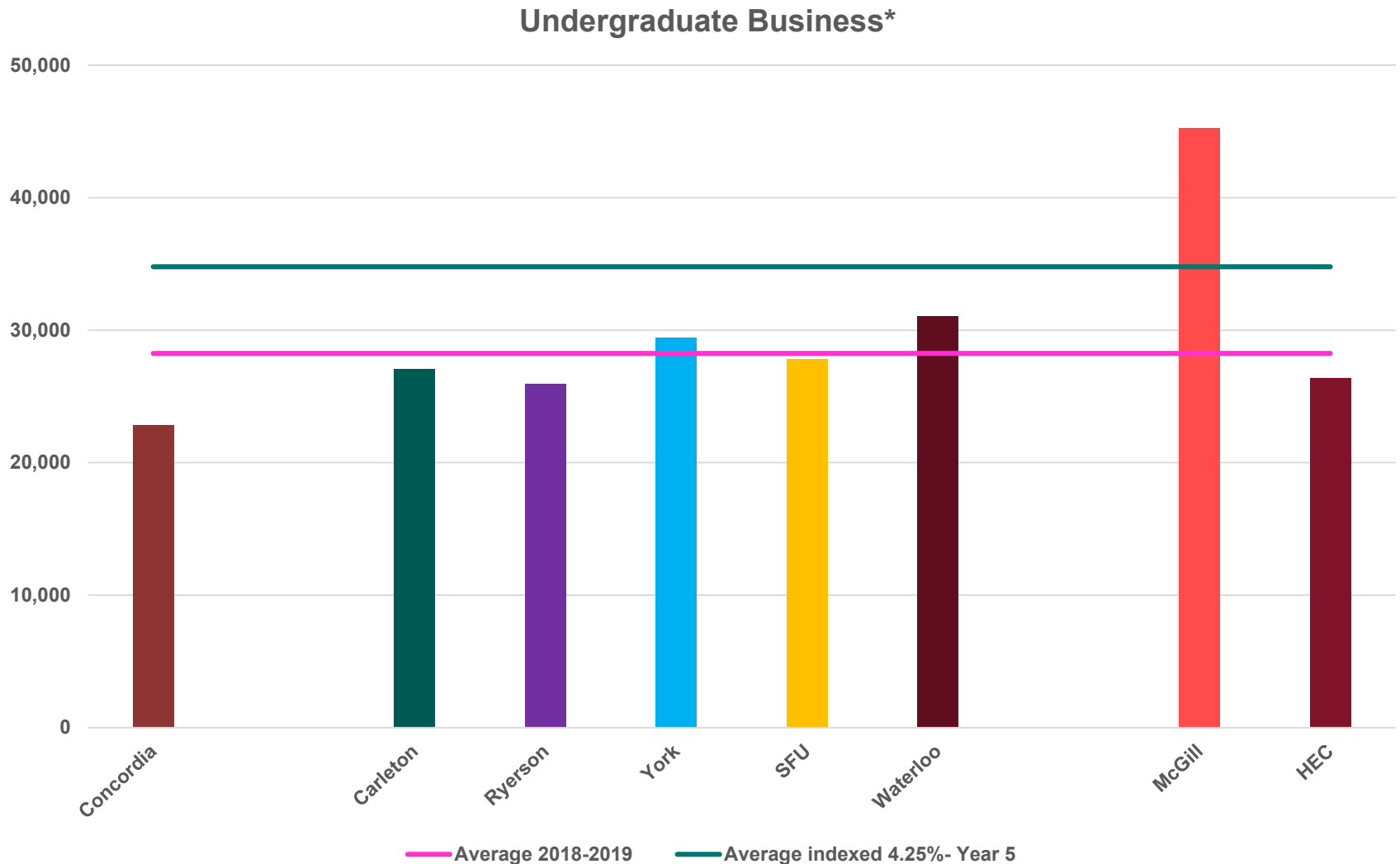
CURRENT TUITION REALITY

Current reality of Concordia tuition

- Our tuition levels are among the lowest in Canada
- In key fields such as undergraduate engineering, computer science and business, we charge significantly less (sometimes 40-50% less) than our major competitors in Quebec and across Canada
- These gaps are forecast to grow as many universities across the country have already announced substantial (often double digit) new increases in international student tuition for 2019-20
- While Concordia's costs to deliver education are similar to those of our competitors, other universities derive substantially more revenue from international tuition fees to support their academic mission



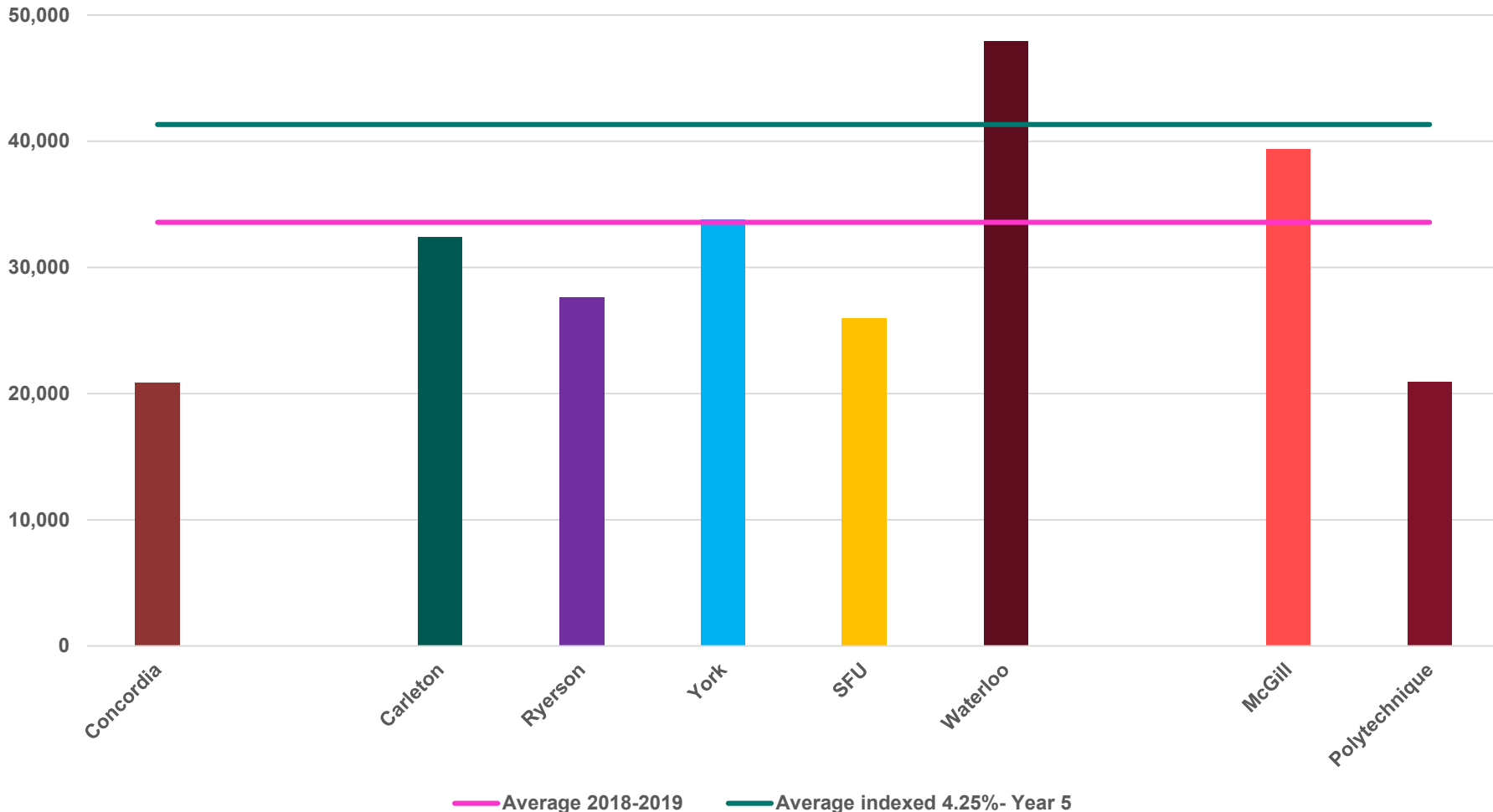
Today, Concordia fees are among the lowest in the country vs. its peers



* Data on other families can be found in the Appendix section of this document.

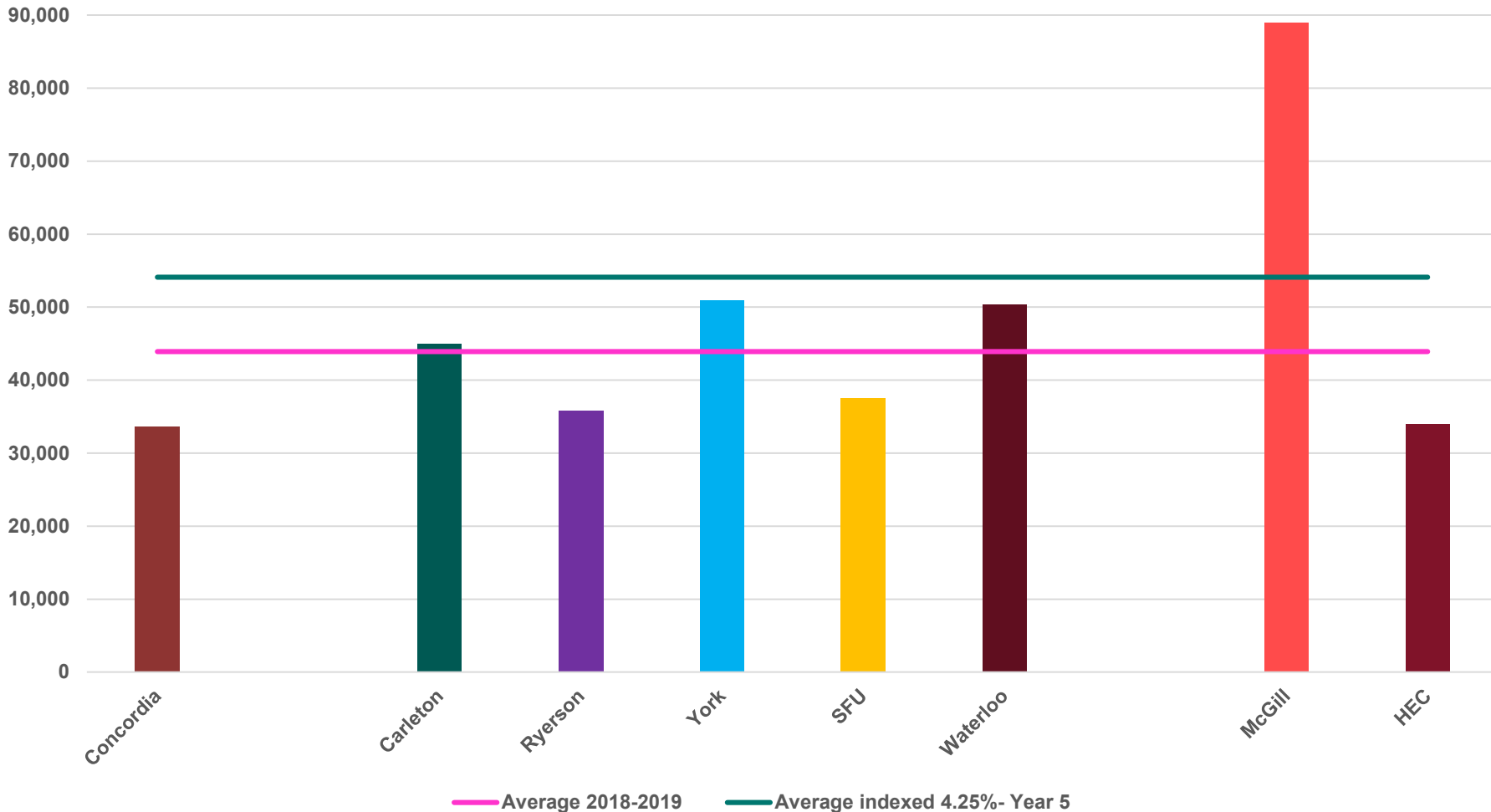
Today, Concordia fees are among the lowest in the country vs. its peers

Undergraduate Engineering*



Today, Concordia fees are among the lowest in the country vs. its peers

Masters of Business Administration (MBA)*



* Data on other families can be found in the Appendix section of this document.

A PROPOSAL FOR A NEW TUITION FEE FRAMEWORK



Guiding principles

- **Maintain fiscal responsibility** in addressing the net impact of lost funding
- Continue to **value diversity** by maintaining international portion of student population at approximately 20%
- Develop tuition pricing that **preserves accessibility** and **provides cost predictability**
- **Better represent the value** of a Concordia degree by aligning with fee norms at comparator universities
- **Align the market value** of a Concordia education with our global reputation
 - Top North American University under 50 years of age
 - John Molson MBA: top 100 in world
 - Gina Cody School: top 10 in Canada
 - Fine Arts: #1 in Canada and top 100 in world
- **Leverage assets identified as important** in choosing where to study:
 - Quality of academic program
 - Institutional reputation
 - Location

What we propose

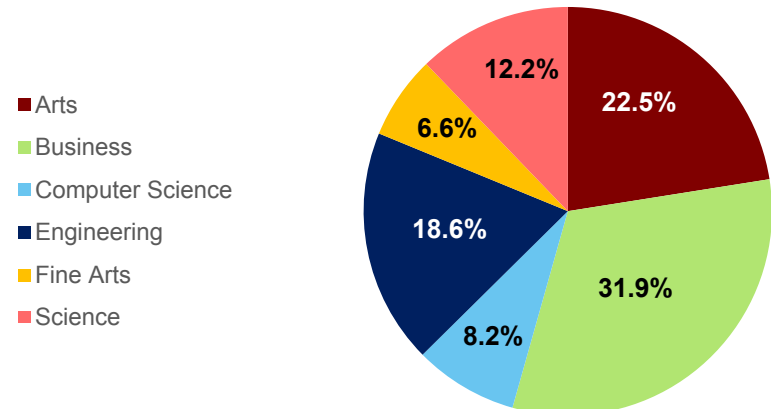
Type of student	Approach	Increase in 2019-20
Quebec and regulated international students (Thesis Masters & PhD students)	Status quo: yearly increase as mandated by Government of Quebec	3.6%
France, Belgium and rest of Canada (ROC)	Status quo: yearly increase as mandated by Government of Quebec	4.25%
Returning deregulated international students	Status quo: yearly increase aligned with France, Belgium and ROC (i.e., exempt from new de-regulation)	4.25%
New international deregulated students	New: Yearly increase by a range of between 4.25% and 8.25%, depending on program	4.25% - 8.25%

- Going forward, we will establish two models of predictable cohort pricing
 - **Undergraduate:** fees increase incrementally every year
 - **Professional or non-research Masters:** one increase for the full program
- Future annual increases will be linked to strategic enrolment management and budget planning

Proposed tuition fees for new international undergraduate students

- 30 credits per year; 4-5 years
- Fees increase incrementally in each year of study

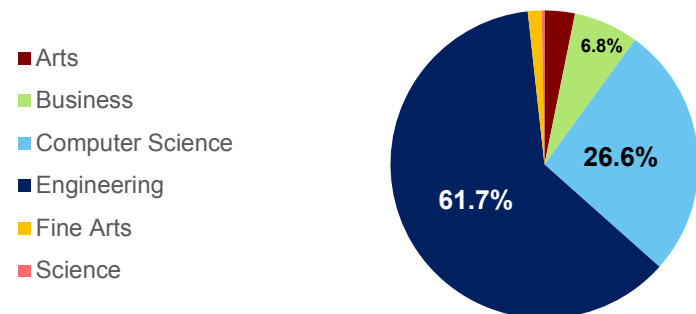
	Concordia 2018-19	2018-19 Comparator* Average	2019-20	2020-21	2021-22	2022-23	2023-24	Comparator* Indexed average 4.25% - 8.25%	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Arts	18,783	26,844	20,250	21,900	23,700	25,650	27,600	33,054	39,901
Business	22,837	28,245	24,600	26,550	28,650	30,900	33,300	34,779	41,984
Computer Science	20,881	31,345	22,500	24,300	26,250	28,350	30,600	38,597	46,592
Engineering	20,881	33,572	22,500	24,300	26,250	28,350	30,600	41,339	49,902
Fine Arts	18,783	21,995	20,250	21,900	23,700	25,650	27,600	27,083	32,694
Science	18,783	26,743	20,250	21,900	23,700	25,650	27,600	32,930	39,751



Proposed total tuition fees for new international professional or non-research Masters students

- **Total** cost of program based on year of entry
- 45 credits for the full 2-year program
- Flat-rate fee reflecting a total increase of 4.25% for all programs except for Business, which will see an increase of 8.25%

	Concordia 2018-19	2018-19 Comparator* Average	2019-20 Entry class	2020-21 Entry class	2021-22 Entry class	2022-23 Entry class	2023-24 Entry class	Comparator* Indexed average 4.25% - 8.25%	
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Arts	25,223	23,660	26,325	27,450	28,575	29,925	31,275	29,134	- 35,169
Business	33,623	57,554	36,225	39,150	42,300	44,098	46,125	70,869	- 85,550
Computer Science	25,223	23,423	26,325	27,450	28,575	29,925	31,275	28,842	- 34,816
Engineering	25,223	25,129	26,325	27,450	28,575	29,925	31,275	30,943	- 37,352
Fine Arts	25,223	29,683	26,325	27,450	28,575	29,925	31,275	36,551	- 44,122
Science	25,223	22,389	26,325	27,450	28,575	29,925	31,275	27,568	- 33,279



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**VALUE PROPOSITION
OF NEW FRAMEWORK**

Rationale and value proposition

- Absorbs the impact of lost funding over several years
- Fee increases are modest compared to national trends
- Consistent with findings of elasticity studies with prospective students:
 - Accessibility
 - Predictability
 - Price linked to perception of quality

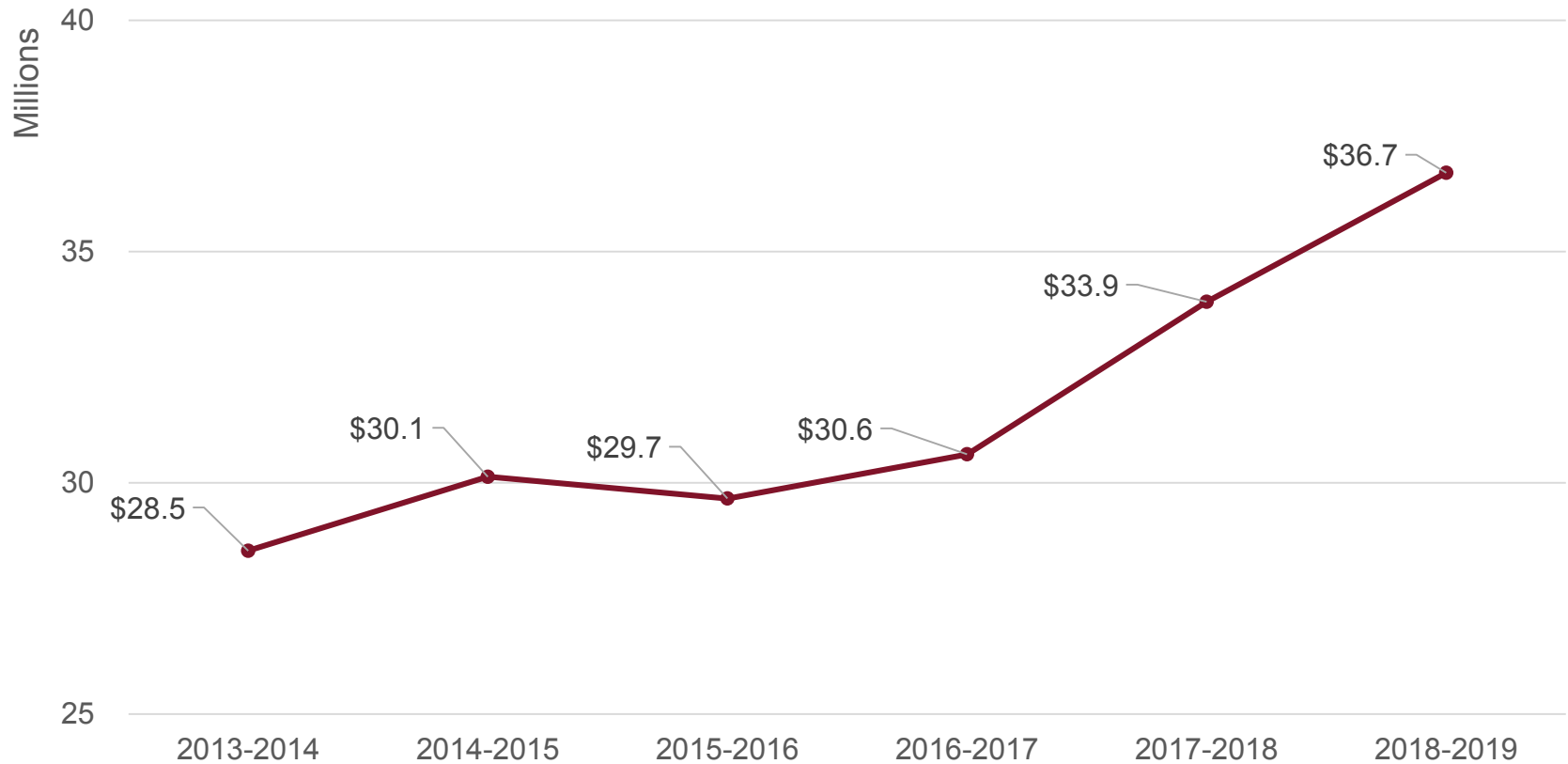


Proposed investments in academic mission and student support

- Concordia's budget for 2019-2020 includes unprecedented levels of investment in support of international students:
 - \$1.1M (recurring) in fee remissions for international PhD students
 - \$900,000 (recurring) in entrance scholarships for new international undergrads; **a significant jump from the \$100,000 existing today**
- Once the elimination of government grants has been offset, we plan to continue investing in international students by
 - Supporting language training to enable international students to join the Quebec labour market
 - Expanding on-campus work opportunities for international students
 - Providing funding to offset emergencies, such as currency fluctuations
- Additional revenue will also be used to invest in the overall academic mission of the university to benefit all students
- These will allow us to continue our recent pattern of record investments in student support

Recent investments in student support

Scholarships and Bursaries at Concordia
from 2013-2014 to 2018-2019



Risks of not adopting new model

Immediate consequences

- Impact on academic mission of being unable to offset lost government revenue during initial transition period
- Increased uncertainty of achieving balanced budget as a key objective of the Board of Governors and promised to the Government of Quebec

Longer-term consequences

- Potential cumulative impact on academic mission of recurring losses in government grants
- Potential need to reassess our capacity to host and support international students
- Possible need to reassess the nature and level of support we can offer to students

In summary

- We have taken a moderate and gradual approach to addressing the impact of lost funding
- Returning students are not affected
- Research-based students are not affected
- We will support international students and our academic mission with the tuition revenue we receive



Seeking Board approval

- Approve tuition fee framework for new international undergraduate students
- Approve tuition fee framework for new international professional or non-research Masters students
- Approve integration of annual tuition fee increases into regular annual budgeting process for the next five years

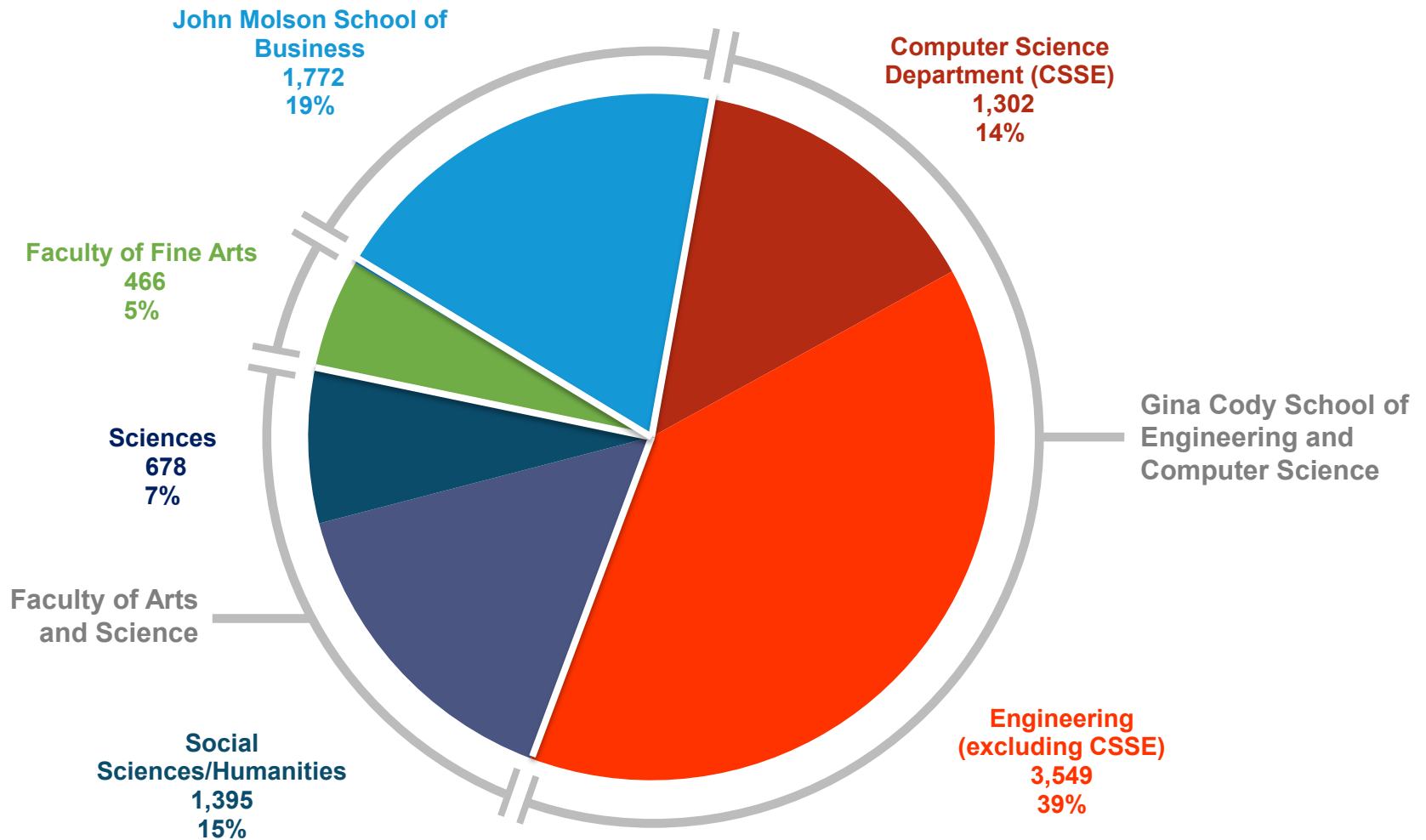


CONCLUSION

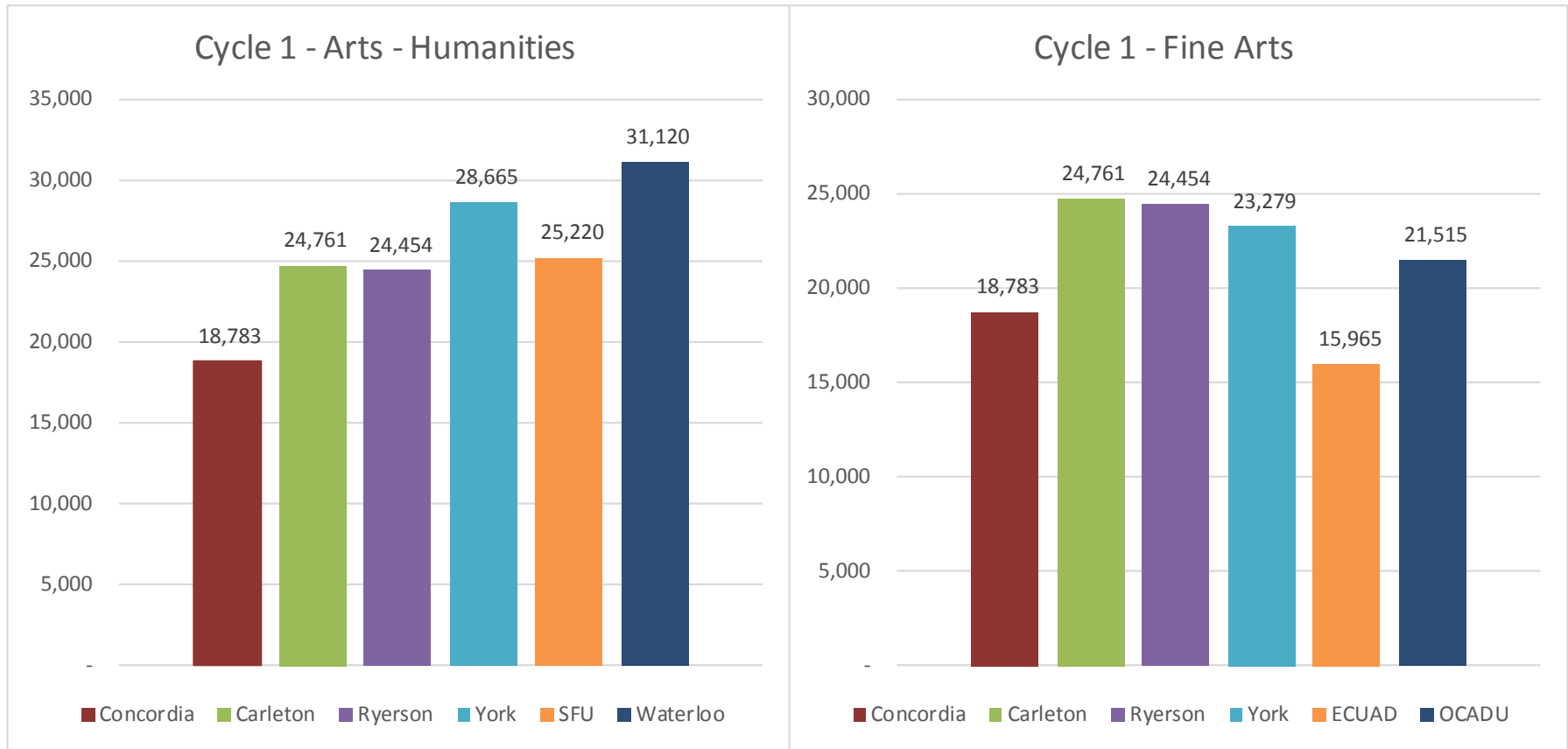
Appendix

International students at Concordia

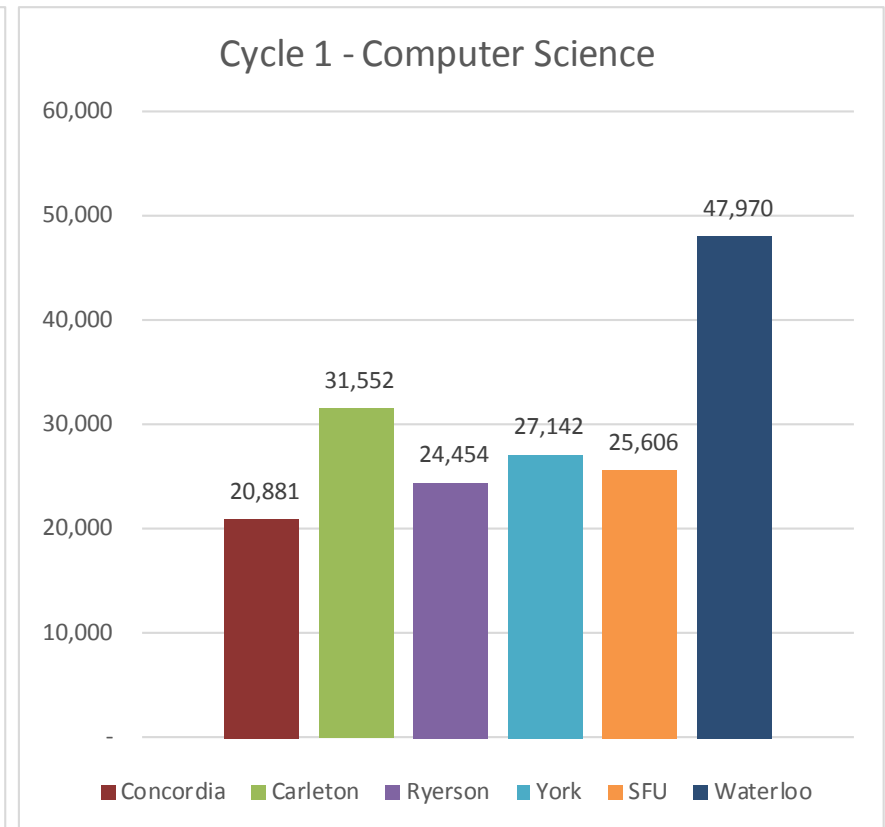
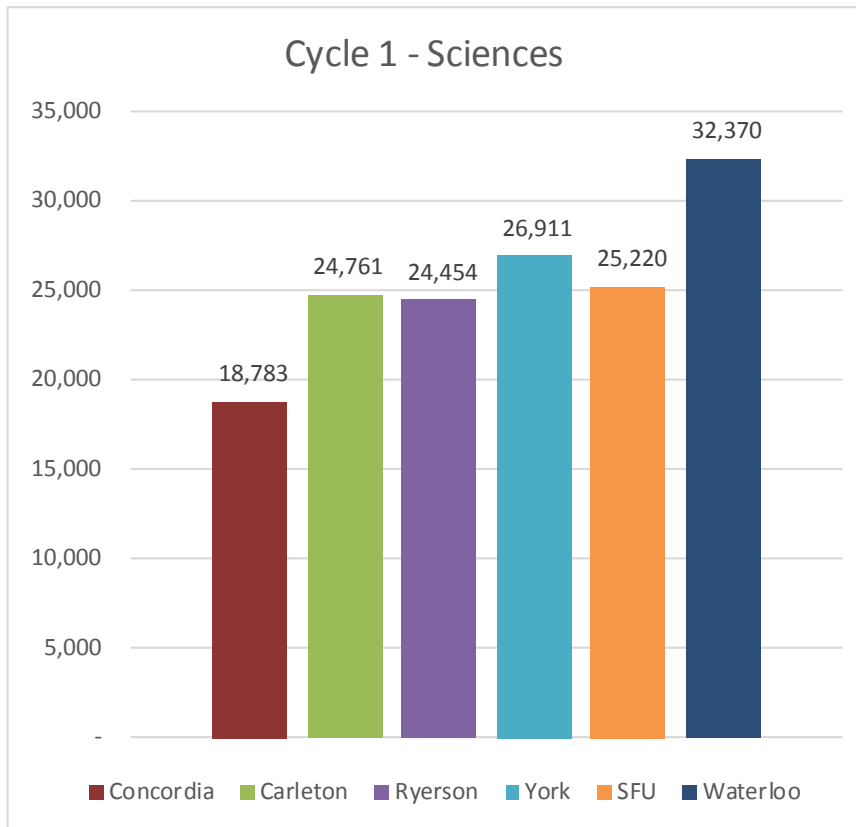
Total number of international students in 2018-19:
9,162



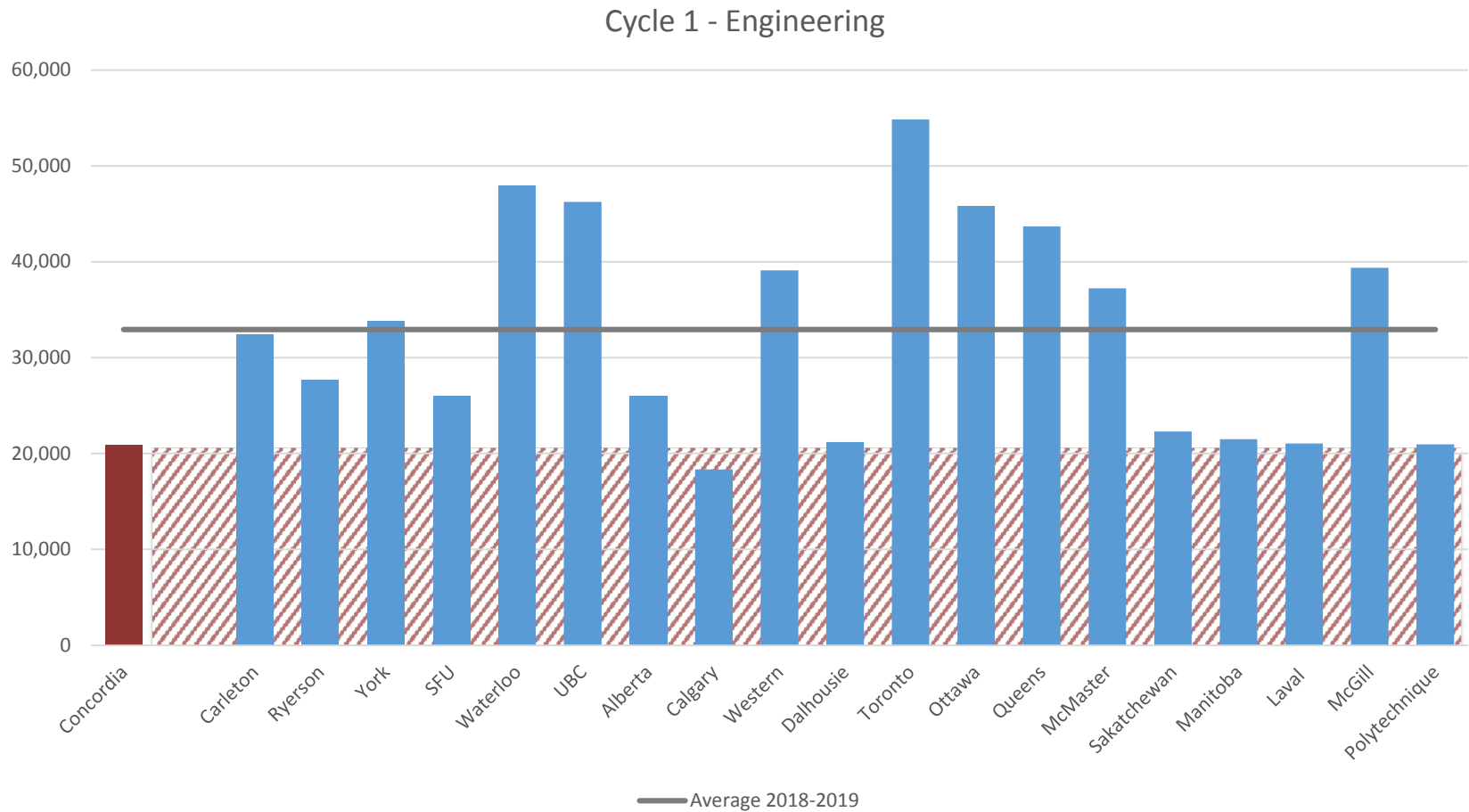
Today, Concordia fees are among the lowest in the country vs. its peers



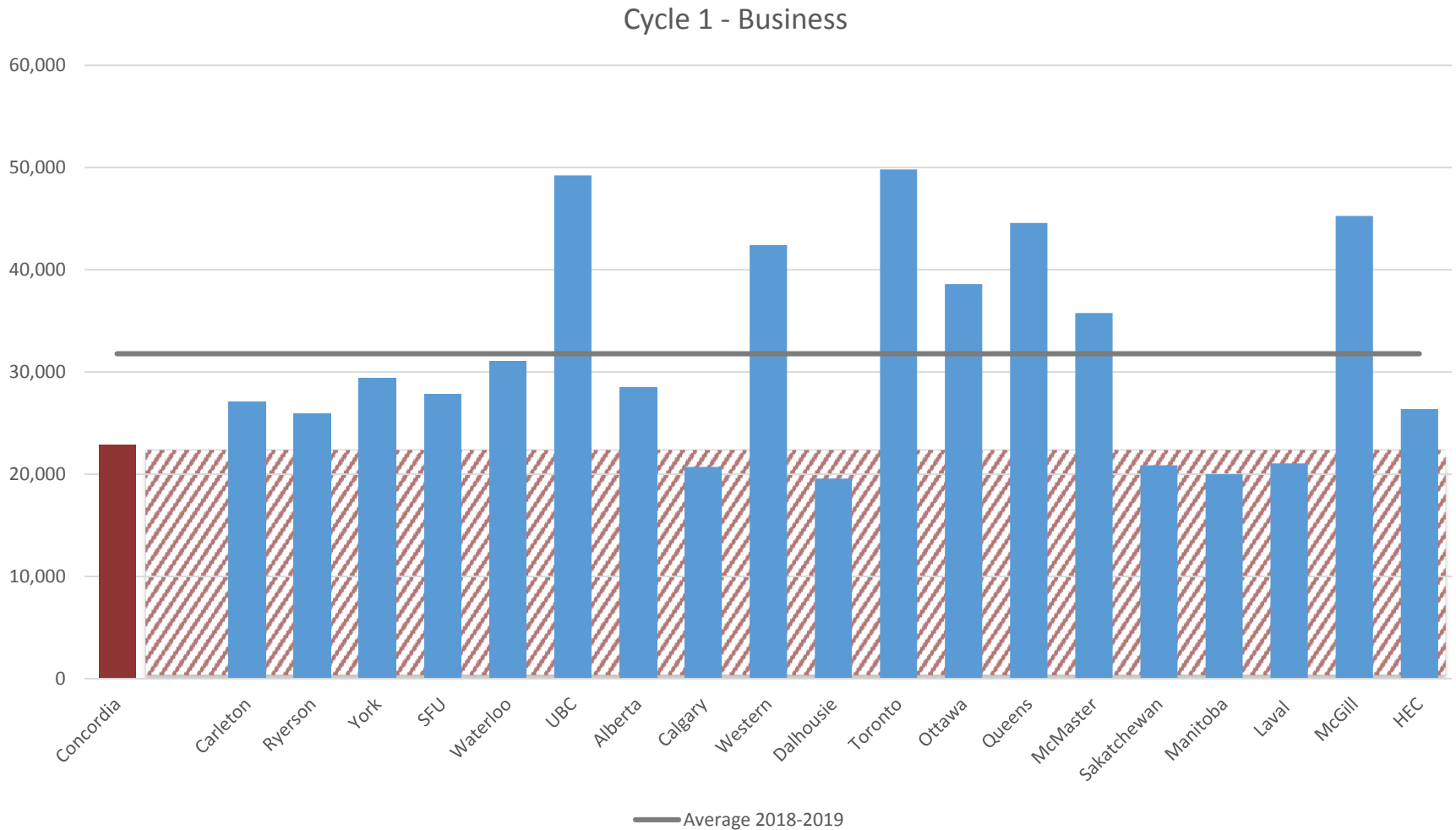
Today, Concordia fees are among the lowest in the country vs. its peers



Today, Concordia fees are among the lowest in the country



Today, Concordia fees are among the lowest in the country





**BOARD OF GOVERNORS
OPEN SESSION
Meeting of May 28, 2019**

AGENDA ITEM: Administrative fee

ACTION REQUIRED: For approval

SUMMARY: At its meeting held on May 15, 2019, the Finance Committee reviewed an increase to the Administrative fee charged to all students and is recommending Board approval.

BACKGROUND: This fee contributes in covering some of the administrative costs in relation to front-line services provided by various units throughout a student's academic career, from the Welcome Center, Birks Student Services Center, Student Accounts, Enrolment Services, Exams Office as well as the administration of the shuttle bus.

DRAFT MOTION:

Whereas the current Administrative fee being charged to all students is \$10.54 per credit; and

Whereas the government has allowed the University to increase this fee up to 3.6% for 2019/2020;

Be it resolved:

That, on recommendation of the Finance Committee, the Board of Governors approve the collection of an increased Administrative fee of \$10.92 per credit from all students, to be implemented with registration for the Fall term of 2019 (2019/2), in accordance with the University billing, refund and withdrawal policy.

PREPARED BY:

Name: Danielle Tessier

Date: May 23, 2019



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of May 28, 2019**

AGENDA ITEM: Technology Infrastructure fee

ACTION REQUIRED: For approval

SUMMARY: At its meeting held on May 15, 2019, the Finance Committee reviewed an increase to the Technology Infrastructure fee charged to all students and is recommending Board approval.

BACKGROUND: The funds collected for this fee are used to enhance certain technology services provided to students as well as to provide training and support to students in the use of new technology, including the University's wireless network and DPrint self-serve service for students.

DRAFT MOTION:

Whereas at the current Technology Infrastructure fee being charged to all students is \$5.05 per credit; and

Whereas the government has allowed the University to increase this fee up to 3.6% for 2019/2020;

Be it resolved:

That, on recommendation of the Finance Committee, the Board of Governors approve the collection of an increased Technology Infrastructure fee of \$5.23 per credit from all students, to be implemented with registration for the Fall term of 2019 (2019/2), in accordance with the University billing, refund and withdrawal policy.

PREPARED BY:

Name: Danielle Tessier

Date: May 23, 2019

