



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

Wednesday, December 9, 2020, at 4 p.m.  
via Zoom Video Conferencing

Join Zoom Meeting: <https://concordia-ca.zoom.us/j/93444097334>

Meeting ID: 934 4409 7334

Passcode: 702802

Join by conference call: 1-438-809-7799

<b>Time</b>	<b>Item</b>	<b>Presenter/s</b>	<b>Action</b>
4:00	1. Call to order	H. Antoniou	
	1.1 Adoption of the Agenda	H. Antoniou	Approval
<b>CONSENT AGENDA</b>			
	2. Adoption of the October 21, 2020 Minutes		Approval
	3. Audit Committee report (Document BG-2020-8-D1)		Information
	4. Finance Committee report (Document BG-2020-8-D2)		Information
	5. Governance and Ethics Committee report (Document BG-2020-8-D3)		Information
	6. Human Resources Committee report (Document BG-2020-8-D4)		Information
	7. Collection of undergraduate student fee levies (Document BG-2020-8-D5)		Approval
	8. Request for the use of the Concordia name (Document BG-2020-8-D6)		Approval

- |  |    |  |  |             |
|--|----|--|--|-------------|
|  | 9. | Report on compliance with environmental legislation and health and safety (EH&S) regulations (Document BG-2020-8-D7) |  | Information |
|--|----|--|--|-------------|

**REGULAR AGENDA**

- |      |     |   |                            |             |
|------|-----|---|----------------------------|-------------|
| 4:05 | 10. | Business arising from the Minutes not included on the Agenda  |                            |             |
| 4:10 | 11. | President's report (Document BG-2020-8-D8)  | G. Carr                    | Information |
| 4:20 | 12. | Audit Committee recommendation regarding <i>Information Technology Policy</i> (Document BG-2020-8-D9)                   | G. Paulez/<br>M. Di Grappa | Approval    |
| 4:40 | 13. | Human Resources Committee recommendation regarding selected employment and evaluation policies (Document BG-2020-8-D10) | J. Bicher/<br>F. Jacobs    | Approval    |
| 5:15 | 14. | Presentation on future of teaching and e-learning (Document BG-2020-8-D11)  | S. Gabriele/<br>R. Cassidy | Information |
| 5:45 | 15. | Other business  |                            |             |
| 5:50 | 16. | Adjournment   | H. Antoniou                |             |

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

Held on Wednesday, October 21, 2020, at 4 p.m.  
via Zoom Video Conferencing

**PRESENT**

**Governors:** Helen Antoniou, *Chair*, Françoise Bertrand, Jeff Bicher, Patrice Blais, Antoinette Bozac, Ken Brooks, William Bukowski, Graham Carr, *President and Vice-Chancellor*, Gina P. Cody, Roy Cross, Selvadurai Dayanandan, Pat Di Lillo, Adriana Embiricos, Rana Ghorayeb, Caroline Jamet, Odile Joannette, Claude Joli-Coeur, *Vice-Chair*, Isaiah Joyner, Claudine Mangen, Frédérica Martin, *Vice-Chair*, Georges Paulez, Philippe Pourreaux, Ted Stathopoulos

**Alternate Governor:** Chelsea Okankwu

**Non-voting observer:** Jonathan Wener, *Chancellor*

**Also attending:** Philippe Beauregard, Sylvie Bourassa, William Cheaib, Paul Chesser, Denis Cossette, Roger Côté, Michael Di Grappa, Nadia Hardy, Frederica Jacobs, Lisa Ostiguy, Anne Whitelaw, Paula Wood-Adams

**ABSENT**

**Governors:** Rana Ghorayeb, Suzanne Sauvage

1. **Call to Order**

The Chair called the meeting to order at 4:02 p.m., welcoming Michael Di Grappa and thanking Roger Côté for his contributions throughout the years. She also welcomed Odile Joannette who was attending her first meeting.

1.1 **Adoption of the Agenda**

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

R-2020-7-4 *That the Agenda be approved, including the items on the Consent Agenda.*

**CONSENT**

2. Requests for the use of the Concordia name (Document BG-2020-7-D2)

R-2020-7-5 *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 Film Society
- Concordia Sports Management Group
- Themed Entertainment Association (TEA) Concordia

3. Audit Committee recommendations:

3.1 Système d'information financière des universités (SIFU) for the year ended April 30, 2020 (Document BG-2020-7-D3)

R-2020-7-6 *That, on recommendation of the Audit Committee, the Board of Governors approve the Système d'information financière des universités (SIFU) for the year ended April 30, 2020.*

3.2 Interfund transfers for the year ended April 30, 2020 (Document BG-2020-7-D4)

R-2020-7-7 *That, on recommendation of the Audit Committee, the Board of Governors approve the interfund transfers disclosed under Note 19 of the financial statements for the fiscal year ended on April 30, 2020.*

4. Borrowing from Financement-Québec (Document BG-2020-7-D5)

R-2020-7-8 *ATTENDU QUE, conformément à l'article 78 de la Loi sur l'administration financière (RLRQ, chapitre A-6.001), l'Université Concordia (l'« Emprunteur ») souhaite instituer un régime d'emprunts, valide jusqu'au 30 juin 2021, lui permettant d'emprunter à long terme auprès de Financement-Québec, pour un montant n'excédant pas 49 895 120 \$;*

*ATTENDU QUE, conformément à l'article 83 de cette loi, l'Emprunteur souhaite prévoir, dans le cadre de ce régime d'emprunts, que le pouvoir d'emprunter et celui d'en approuver les conditions et modalités soient exercés par au moins deux de ses dirigeants;*

*ATTENDU QU'il y a lieu d'autoriser ce régime d'emprunts, d'établir le montant maximum des emprunts qui pourront être effectués en vertu de celui-ci, ainsi que les caractéristiques et limites relativement aux emprunts à effectuer et d'autoriser des dirigeants de l'Emprunteur à conclure tout emprunt en vertu de ce régime et à en approuver les conditions et modalités;*

*ATTENDU QUE la ministre de l'Enseignement supérieur (la « Ministre ») a autorisé l'institution du présent régime d'emprunts, selon les conditions auxquelles réfère sa lettre du 24 septembre 2020;*

**IL EST RÉSOLU :**

1. QU'un régime d'emprunts, valide jusqu'au 30 juin 2021, en vertu duquel l'Emprunteur peut, sous réserve des caractéristiques et limites énoncées ci-après, effectuer des emprunts à long terme auprès de Financement-Québec, pour un montant n'excédant pas 49 895 120 \$, soit institué;
2. QUE les emprunts à long terme effectués par l'Emprunteur en vertu du présent régime d'emprunts soient sujets aux caractéristiques et limites suivantes :
  - a) malgré les dispositions du paragraphe 1 ci-dessus, l'Emprunteur ne pourra, au cours de chacune des périodes de **quinze mois** s'étendant du 1<sup>er</sup> avril au 30 juin et comprises dans la période visée au paragraphe 1, effectuer des emprunts qui auraient pour effet que le montant total approuvé pour l'Emprunteur, pour une telle période, par le Conseil du trésor au titre de la programmation des emprunts à long terme des établissements universitaires, soit dépassé;
  - b) l'Emprunteur ne pourra effectuer un emprunt à moins de bénéficier d'une subvention du gouvernement du Québec conforme aux normes établies par le Conseil du trésor, au titre de l'octroi ou de la promesse de subventions aux Universités, ainsi qu'aux termes et conditions déterminés par la Ministre et pourvoyant au paiement en capital et intérêt de l'emprunt concerné même si, par ailleurs, le paiement de cette subvention est sujet à ce que les sommes requises à cette fin soient votées annuellement par le Parlement;
  - c) chaque emprunt ne pourra être effectué qu'en monnaie légale du Canada auprès de Financement-Québec;
  - d) le produit de chaque emprunt ne pourra servir, outre le paiement des frais inhérents à l'emprunt concerné, qu'aux fins suivantes :
    - i) le financement des dépenses d'investissement faites par l'Emprunteur aux termes d'un plan d'investissement approuvé par le gouvernement du Québec;
    - ii) le refinancement d'une partie ou de la totalité d'emprunts antérieurs venus à échéance; ou
    - iii) le remboursement d'emprunts bancaires contractés en attente du financement à long terme ou de refinancement.
3. QU'aux fins de déterminer le montant total auquel réfère le paragraphe 1 ci-dessus, il ne soit tenu compte que de la valeur nominale des emprunts effectués par l'Emprunteur;
4. QU'en plus des caractéristiques et limites énoncées précédemment, les emprunts comportent les caractéristiques suivantes :
  - a) l'Emprunteur pourra contracter un ou plusieurs emprunts pendant toute la durée du régime d'emprunts jusqu'à concurrence du montant qui y est prévu, et ce, aux termes d'une seule et unique convention de prêt à conclure entre l'Emprunteur et Financement-Québec;

- b) *chaque emprunt sera constaté par un billet fait à l'ordre de Financement-Québec;*
- c) *le taux d'intérêt payable sur les emprunts sera établi selon les critères déterminés par le gouvernement en vertu du décret numéro 430-2018 du 28 mars 2018, tel que ce décret pourra être modifié ou remplacé de temps à autre; et*
- d) *afin d'assurer le paiement à l'échéance du capital de chaque emprunt et des intérêts dus sur celui-ci, la créance que représente pour l'Emprunteur la subvention qui lui sera accordée par la Ministre, au nom du gouvernement du Québec, sera affectée d'une hypothèque mobilière sans dépossession en faveur de Financement-Québec.*
5. *QUE l'Emprunteur soit autorisé à payer, à même le produit de chaque emprunt contracté en vertu du présent régime, les frais d'émission et les frais de gestion qui auront été convenus;*
6. *QUE l'un ou l'autre des dirigeants suivants :*
- Le recteur et vice-chancelier;*  
*Le chef de la direction financière; ou*  
*La secrétaire générale et directrice, service des affaires juridiques;*
- de l'Emprunteur, **pourvu qu'ils soient deux agissant conjointement**, soit autorisé, au nom de l'Emprunteur, à signer la convention de prêt, les conventions d'hypothèque mobilière et les billets, à consentir à toute clause et garantie non substantiellement incompatible avec les dispositions des présentes, à livrer les billets, à apporter toutes les modifications à ces documents non substantiellement incompatibles avec les présentes ainsi qu'à poser tous les actes et à signer tous les documents, nécessaires ou utiles, pour donner plein effet aux présentes;*
7. *QUE, dans la mesure où l'Emprunteur a déjà adopté une résolution instituant un régime d'emprunts pour les mêmes fins, la présente résolution remplace la résolution antérieure, sans pour autant affecter la validité des emprunts conclus sous son autorité avant la date du présent régime d'emprunts.*

5. Audit Committee report (Document BG-2020-7-D6)
6. Finance Committee report (Document BG-2020-7-D7)

These reports were submitted for information purposes.

#### REGULAR

7. President's report (Document BG-2020-7-D8)

As complementary information to his written report, Dr. Carr spoke of the upcoming Open House, which will be held virtually on October 24. At this point more than 3,700 undergraduate and graduate students from 111 countries have registered.

He informed Governors that since September, there have been seven confirmed cases of COVID-19 on campus, with one individual currently awaiting test results and two other cases under investigation. All cases originated off campus and have not affected academic activities. Dr. Carr underlined the impact that COVID-19 is having on remote teaching and learning for faculty and students as well as the health and productivity of staff and conveyed some recommended actions being looked into.

8. Finance Committee recommendations:

Committee Chair Ken Brooks introduced both items which are being recommended by the Finance Committee, further to review at its meetings of September 16 and October 14.

8.1 Adoption of the Endowment Policy (Document BG-2020-7-D9)

Mr. Cossette presented the highlights of this new policy, which codifies current practices on how the endowment funds are spent and provides governance in relation to the spending rate, capital encroachment, pay-out and reinvestment.

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

R-2020-7-9 *That, on recommendation of the Finance Committee, the Board of Governors approve the Endowment Policy.*

8.2 Revisions to the Capital Asset Management and Financing Policy (CFO-4) (Document BG-2020-7-D10)

Mr. Cossette presented the background leading to the proposed revisions and outlined the highlights, noting that they link the policy with the integrated budget framework and provide visibility and transparency with our strategic initiatives by introducing a second key funding indicator, the Strategic Debt/FTE.

He explained that while the latter indicator measures the resources needed to secure the University's long-term development capacity, representing the non-active business investments, the Active Debt/FTE indicator measures the resources required to deliver our academic and research mission, the going concern of the University.

Mr. Cossette responded to questions of clarifications.

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

R-2020-7-10 *That, on recommendation of the Finance Committee, the Board of Governors approve the revisions to the Capital, Asset Management, Funding and Financing Policy (CFO-4).*

9. Audit Committee recommendations:

Committee Chair Georges Paulez introduced both items which are being recommended by the Audit Committee, further to review at its meeting of October 5. He noted that the financial statements had been reviewed by management and the external auditors, KPMG, which has issued an opinion without reserve.

9.1 Consolidated financial statements for the year ended April 30, 2020 (Document BG-2020-7-11)

Mr. Cossette summarized the highlights contained in the executive summary. He made the point that the consolidation of the University's financial statements with those of the Concordia University Foundation constitute an important transformation, creating better visibility of the \$270 million assets of the University managed by the Foundation.

He reviewed the statement of operations which shows a deficit of \$9 million, caused by the additional cost of \$5 million related to COVID-19 and a reduction of \$15.1 million in total grants and tuition fees attributable to a flat student population growth. Mr. Cossette reviewed the details in the statement of financial position and internally restricted net assets and endowment funds.

He highlighted other key elements which impacted the 2019/2020 fiscal year, including a 6.4% increase in research revenue, capital investments exceeding \$90 million for a second year in a row, the issuance of a \$50 million loan to secure funding for the UNITY project and to refinance the Student Information System, a five-year tuition fee framework for new deregulated international students, maintaining a good balance between the delivery of research activities and the capacity of generate new awards, maintaining a Debt/FTE ratio below the \$12,000 threshold at \$7,346 and continuing to pledge support to the comprehensive campaign.

Mr. Cossette concluded by noting that a balanced budget for 2019/2020 had been achieved prior to the \$5 million in additional expenses to deal with the COVID-19 pandemic.

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

R-2020-7-11 *That, on recommendation of the Audit Committee, the Board of Governors approve the consolidated financial statements for the fiscal year ended on April 30, 2020, as prepared by Concordia and audited by the external auditors, KPMG; and*

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

9.2 État de traitement (statement of salaries) for the year ended April 30, 2020 (Document BG-2020-7-D12)

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



R-2020-7-12 *That, on recommendation of the Audit Committee, the Board of Governors approve the état de traitement (statement of salaries) for the year ended April 30, 2020.*

10. Sustainability Action Plan (Document BG-2020-7-D13)

Dr. Carr noted Concordia's commitment to fighting climate change, outlining various actions and partnerships over the last few years. Following the adoption of the *Sustainability Policy* in 2016, five stream topics were identified. Draft plans were developed and input was sought via community consultations and unit-level consultation. The President made the point that the 2020/2025 is a living plan that will evolve over the years. It is aspirational but also practical, all initiatives having been validated with our operational units. Reports will be provided annually to the Board on the attainment of the objectives.

Mr. Côté provided an overview of the history of the sustainability movement at Concordia, originally initiated by students in 2002, resulting in the adoption of the *Sustainability Policy* after community consultation to align the actions towards a concerted effort. The five topics of focus are Food, Waste, Climate, Research, and Curriculum, resulting in draft plans which were shared with the implicated units and departments to assess capacity for implementation and resource implications. Based on this input, strategies to keep in the plan and those to defer were prioritized and a five-year budget was developed.

Mr. Côté summarized the four high-level goals in connection with the Sustainable Food System Plan, Zero Waste Plan and Climate Action Plan, while Dr. Wood-Adams presented the four high-level goals of the Sustainability in Research Plan while Dr. Whitelaw presented those included in the Sustainability Curriculum Plan.

Mr. Di Grappa concluded the presentation by conveying the expected achievements by 2025 and the various stages of the plan implementation, including the governance framework, the funding commitment, baseline assessments, the Sustainability Living Lab, Sustainability Ambassadors and progress measurements and communications.

11. Other business

There was no other business to bring before the meeting.

12. Adjournment

The Chair declared the meeting adjourned at 5:28 p.m.



Danielle Tessier  
Secretary of the Board of Governors





**AUDIT COMMITTEE  
REPORT TO THE BOARD OF GOVERNORS  
Georges Paulez, Chair  
December 9, 2020**

The following is a high-level summary of the main items discussed at the Audit Committee meeting held on November 25, 2020.

The main part of the meeting was dedicated to a presentation by the Associate Vice-President, Information Systems and Chief Information Officer regarding the new *Information Security Policy*, which the Committee is recommending for Board approval at its meeting of December 9, 2020.

The Committee also received update on the impacts and implications of the COVID-19 pandemic since its last meeting and a brief update on the status of the UNITY project. A full update of the UNITY project will be given at the Committee's next meeting.





**FINANCE COMMITTEE  
REPORT TO THE BOARD OF GOVERNORS  
Ken Brooks, Chair  
December 9, 2020**

The following is a high-level summary of the main items discussed at the Finance Committee at its meeting held on November 25, 2020.

Members were updated on the second quarter results of 2020/2021, including the financial impact of COVID-19 and the total net financial impact to date.

The financial position, including the cash position, of the University continues to be closely monitored on a monthly basis. The year-end anticipated deficit remains in the magnitude of \$38 million, including an estimated \$21 million COVID-19 impact.





**GOVERNANCE AND ETHICS COMMITTEE  
REPORT TO THE BOARD OF GOVERNORS  
Françoise Bertrand, Chair  
December 9, 2020**

At its meeting of November 9, 2020, the Governance and Ethics Committee made a recommendation for the awarding of the title of Governor Emeritus, in accordance with the criteria outlined in the *Policy on the Conferral of the Emeriti Title by the Board of Governors* ([SG-7](#)). This recommendation will be submitted for Board approval at its Closed Session meeting of December 9.

The Committee also reviewed the number of external Board members whose terms are ending effective July 1, 2021 and discussed the importance of appointing members possessing the required competencies with diverse backgrounds. A recommendation will be submitted for the Board's consideration in the Spring in view of replacing those members whose have attained their term limit.

The Committee also reviewed the content of the Board's current evaluation questionnaire and discussed whether or not it should consider any changes. It was decided that overall the questionnaire could remain the same but that some questions could be added. The Committee will review the final questionnaire at its next meeting.







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

**Jeff Bicher, Chair**

**December 9, 2020**

At its meeting held on November 20, 2020, the Committee reviewed the sabbatical leave recommendations for full-time faculty members and librarians which require Board approval and received information regarding other items reportable under the *Policy on the Remuneration and Evaluation of Senior Administrators* ([BD-8](#)).

The Committee also reviewed some selected employment and evaluation policies which it is recommending for Board approval at its meeting of December 9.

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 current agreement is in effect until May 31, 2021.

**CARE (PSAC)**

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

The current collective agreement is in effect until May 31, 2022. This is a first collective agreement.

**CUCEPTFU**

(Concordia University Continuing Education Part-time Faculty Union)

(Confédération des syndicats nationaux (CSN))

The Parties signed the new collective agreement on June 2, 2020. The agreement in effect until September 6, 2021.

**CUFA**

(Concordia University Faculty Association)

The Parties have agreed to extend the current collective agreement until May 31, 2023.

**CULEU**

(Concordia University Library Employee Union)

(Confédération des syndicats nationaux (CSN))

The Parties reached an agreement that has been ratified by the membership and subsequently approved by the Board of Governors on October 21, 2020. The new collective agreement is in effect until May 31, 2021.

**CUPEU**

(Concordia University Professional Employees Union)

(Confédération des syndicats nationaux (CSN))

The current collective agreement is in effect until May 31, 2021.

**CUPFA**

(Concordia University Part-time Faculty Association)

The current collective agreement is in effect until April 30, 2021. Negotiations for the renewal of the collective agreement are scheduled to begin November 2020.

**CUSSU**

(Concordia University Support Staff Union)

(Confédération des syndicats nationaux (CSN))

The current collective agreement is in effect until May 31, 2021.

**CUUSS-TS**

(Concordia University Union of Support Staff – Technical Sector)

(Confédération des syndicats nationaux (CSN))

The current collective agreement is in effect until May 31, 2021.

**Invigilators (PSAC)**

(Public Service Alliance of Canada)

The current collective agreement is in effect until May 31, 2022. This is a first collective agreement.

**MÉTALLOS LOCAL 9358 (Trades) LOYOLA**

(United Steelworkers – Local 9358 Loyola Campus)

The current collective agreement is in effect until May 31, 2021.

**TRAC TA and RA (students) (PSAC)**

(Public Service Alliance of Canada - Teaching Assistants)

The current collective agreement is in effect until May 31, 2021.

**Trades (CSN) SGW**

(CSN Trades - Sir George Williams Campus)

The current collective agreement is in effect until May 31, 2021.



**BOARD OF GOVERNORS  
OPEN SESSION  
Meeting of December 9, 2020**

**AGENDA ITEM:** Collection of undergraduate student fee levies

**ACTION REQUIRED:** For approval

**SUMMARY:** The Board of Governors is being asked to approve the collection by the University on behalf of the Concordia Student Union of undergraduate student fee levies, following a referendum conducted during in November 2020.

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

**DRAFT MOTIONS:**

**CJLO Campus Radio**

That the Board of Governors authorize Concordia University to collect a fee levy to \$0.43 per credit (an increase of \$0.09 per credit from \$0.34 per credit) to support the CJLO 1960 AM Campus Radio, from all undergraduate students, annually adjusted to the Consumer Price Index of Canada, to be implemented with registration for the Winter 2021 (2204) term, in accordance with the University's tuition, refund and withdrawal policy.

**Student Care Integrated Virtual Telemedicine**

That the Board of Governors authorize Concordia University to collect a fee levy of \$19.52 per semester to support the Student's care integrated virtual medicine, from all undergraduate students, to be implemented with registration for the Winter 2021 (2204) term, including the administration of an "opt-out" option in the Fall and Winter, independent of the main plan, in accordance with the University's tuition, refund and withdrawal policy.

**PREPARED BY:**

Name: Danielle Tessier  
Date: December 2, 2020



Dean of Students Office

## INTERNAL MEMORANDUM

December 1, 2020

TO: Ms. Danielle Tessier, Secretary, Board of Governors  
FROM: Andrew Woodall, Dean of Students  
RE: CSU By-Election Results November 2020

In the most recent Concordia Student Union by-elections held from November 17-19, 2020, undergraduate students voted on the following referendum questions:

Do you support the implementation of Student care's integrated virtual telemedicine service for a fee of \$19.52 per semester, from all undergraduate students, to be implemented with registration for the winter 2021 (2204), including the administration of an "opt-out" option in the fall and Winter, independent of the main plan, in accordance with the University's tuition, refund and withdrawal policy?

YES: 2883  
NO: 1022

### *CJLO*

*Do you agree to increase the CJLO Campus Radio fee levy to \$0.43 per credit (an increase of \$0.09 per credit from \$0.34 per credit), from all undergraduate students, annually adjusted to the Consumer Price Index of Canada, to be implemented with registration for the Winter 2021 (2204) term, in accordance with the University's tuition, refund and withdrawal policy?*

YES: 1967  
NO: 1378



Andrew Woodall





**BOARD OF GOVERNORS  
OPEN SESSION  
Meeting of December 9, 2020**

**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 which are recommending Board approval:

- **Concordia Mentorship Among Psychology Students (MAPS) Committee**, a department-funded, student-run committee within the Association for Graduate Students in Psychology at Concordia University, whose primary aim is to facilitate mentorship between psychology undergraduate and graduate students at Concordia.

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

- **Concordia Mentorship Among Psychology Students (MAPS) Committee**

**PREPARED BY:**

Name: Danielle Tessier  
Date: November 30, 2020







**BOARD OF GOVERNORS  
OPEN SESSION  
Meeting of December 9, 2020**

**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.

**PREPARED BY:**

Name: Danielle Tessier  
Date: December 2, 2020





**ENVIRONMENTAL  
HEALTH AND SAFETY**

## **Report on Due Diligence**

**Submitted to the  
Board of Governors  
of  
Concordia University**

*Reporting Period – 2020 Q3  
July, August, September 2020*

Pietro Gasparini, C.I.H.  
Director, Environmental Health & Safety  
November 23, 2020

## Executive Summary

The COVID-19 pandemic continued to impact the university's safety key performance indicators throughout Q3 2020. Environmental Health & Safety's routine activities slowly resumed throughout the quarter, as research activities continued to pick up and a portion of our students returned to campus in the fall semester. Starting at the end of June and into July, 242 academic spaces were assessed for the planned Fall 2020 in-person teaching activities. The objective was to ensure that the essential on-campus academic activities could safely occur. In addition to Return to Campus Safety Assessments related to in-person teaching activities, 347 were conducted for research and an additional 39 for various other units.

With the increase in activities on premises, a new procedure to contend with suspected and confirmed COVID cases on campus was developed and implemented. As of September 30, 2020, there were 6 confirmed COVID-19 cases that had been present on campus with no evidence of the virus being spread at the university.

Campus access continued to be controlled through the two-step process (i.e. a video training as well as a weekly self-assessment form to be completed online) that was implemented since the beginning of the pandemic. A total of 4,361 individuals have completed the mandatory 30-minute COVID-19 safety training course. A new version of the COVID-19 safety training was developed specifically for students returning to campus in the fall semester.

By September 30, 2020, an additional 140 contractors were approved and granted access to the university campuses; 355 hours were spent reviewing each contractor's COVID-related safety protocols.

Unfortunately, due to limited personnel, there was no documentation of internal non-compliance citations in Q3. During the return to campus safety assessments, most non-compliance issues were corrected on site and others were left to the supervisor to correct. In order not to delay the resumption of research and academic activities, EHS opted to forego documenting every non-compliance issue; supervisors are responsible for ensuring the safety of the research and academic areas and ensuring the implementation of all COVID-19-related safety directives.

Towards the end of Q3, follow-up on Corrective Actions resumed, although there was still little change in the Corrective Action completion rates in Q3 compared to Q2. A reorganization of Facilities Management has delayed following-up on several hundred Corrective Actions associated with Property Management. Our objective is to update the status of all Corrective Actions associated with Facilities Management by the end of 2020.



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

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**

For the period of July 1 to September 30, 2020, the transition to on-line learning continued. There were **12** training sessions that took place, either in-person or via video conference, and a total of **5,034** individuals participated. Of those who took safety training during the third quarter, 4,361 (87%) completed COVID-19-related safety training. In preparation for the Fall 2020 semester, a special COVID-19 safety training was developed for students returning to campus for in-person teaching activities. Successful completion of this training is required in order for students to obtain access to the university’s campuses for these purposes.

	<b>Q3 2019</b> <i>July, August, September</i>	<b>2019</b> <i>Full Year</i>	<b>Q3 2020</b> <i>July, August, September</i>	<b>2020</b> <i>Year To Date</i>
<b>Total Training Sessions</b>	51	239	12	150
<b>Total Participants</b>	752	2,038	5,034	8,107

### **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 of injuries and near-misses, prevent similar occurrences 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).

For the period of July 1 to September 30, 2020, **1** injury investigation and **2** near-miss investigations were conducted.

	<b>Q3 2019</b> <i>July, August, September</i>	<b>2019</b> <i>Full Year</i>	<b>Q3 2020</b> <i>July, August, September</i>	<b>2020</b> <i>Year To Date</i>
<b>Injury Investigations</b>	9	29	1	16
<b>Near-Miss Investigations</b>	4	13	2	4
<b>TOTAL</b>	<b>13</b>	<b>42</b>	<b>3</b>	<b>20</b>

### 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.

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 require corrective actions (Section 5).

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

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

Following the mandatory shutdown of the university in March, there was a need to complete a thorough assessment of all campus activities **prior** to their resumption. EHS staff worked closely with researchers, faculty and managers to ensure that their activities could resume safely given the new risk, COVID-19. Referred to as a Return to Campus Safety Assessment, these are considered preventative internal inspections since they help ensure that all public health directives are respected in order to prevent the spread of the virus on our campuses. During Q2, the focus was on resumption of research activities and 322 Return to Campus Safety Assessments were conducted.

Starting in June (Q2) and into July (Q3), 242 assessments of academic spaces took place for Fall 2020 in-person teaching activities. Each assessment required that a maximum number of students and faculty/staff be established for each space in order to ensure the teaching activity could take place while respecting public health directives. Personal protective equipment requirements, if any, were established for each activity and, in some instances, modifications were made to the teaching spaces to allow for adequate distancing between workstations. The YTD 2020 total was adjusted to include these 242 Return to Campus Assessments from Q2 2020.

For the period of July 1 to September 30, 2020, a total of **628** Return to Campus Safety Assessments were conducted, of which 347 were for research activities, 242 for in-person teaching activities and an additional 39 for various other areas within the university. 15 Return to Campus Safety Assessments conducted in Q2 were not reported previously and have been added to the 2020 Year to Date total.

Year	Preventative Internal Inspections & Assessments
<b>Q3 2020</b> <i>July, August, September</i>	628
<b>2020</b> <i>Year to Date</i>	975
<b>Q3 2019</b> <i>July, August, September</i>	51
<b>2019</b> <i>Full Year</i>	104

#### 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, as well as 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 July 1 to September 30, 2020, no internal non-compliance citations were documented.

Due to the pace and quantity of Return to Campus Safety Assessments conducted during Q3, non-compliance issues were identified and corrected on site but were not documented. Non-compliance issues that could not be corrected on site were left to the supervisor or researcher responsible for the space to correct. EHS staff did follow-up inspections as required.

Year	Internal Non-Compliance Citations
<b>Q3 2020</b> <i>July, August, September</i>	0
<b>2020</b> <i>Year To Date</i>	210
<b>Q3 2019</b> <i>July, August, September</i>	739
<b>2019</b> <i>Full Year</i>	1,222

## 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. These 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.

Due to the COVID-19 pandemic and the redeployment of EHS resources to the pandemic response, no follow-up was done on open Corrective Actions, with exception of those corrective actions that resulted from regulatory agency inspections. There was little change in the Corrective Action completion rates in Q3 2020 compared to Q2 2020.

### 2014

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As of September 30, 2020, 99% (137) of Corrective Actions assigned in **2014** (138) were completed. The remaining corrective action is currently in progress.

Year	Corrective Action Completion Rate
<b>2014</b>	99%

### 2015

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As of September 30, 2020, 99.6% (449) of Corrective Actions assigned in **2015** (450) were completed and 0.4% (1) are currently in progress.

Year	Corrective Action Completion Rate
<b>2015</b>	99.6%

### 2016

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As of September 30, 2020, 98.2% (213) of Corrective Actions assigned in **2016** (217) were completed, 1.4% (3) are currently in progress and 0.5% (1) has yet to begin.

Year	Corrective Action Completion Rate
<b>2016</b>	98.2%



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**2017**

As of September 30, 2020, 97% (356) of Corrective Actions assigned in **2017** (369) were completed, 2% (8) are currently in progress and 1% (5) have yet to begin.

Year	Corrective Action Completion Rate
<b>2017</b>	97%

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**2018**

As of September 30, 2020, 69% (519) of Corrective Actions assigned in **2018** (755) were completed, 6% (49) are currently in progress and 25% (187) have yet to begin.

Year	Corrective Action Completion Rate
<b>2018</b>	69%

Over 200 Corrective Actions assigned in 2018 originated from the 45 elevator mechanical rooms risk assessments completed by EHS. Facilities Management, working in close collaboration with EHS, has prepared a multi-year action plan to address these corrective actions. Due to COVID-19, as of September 30, a large portion of the 2020 Action Plan could not be completed. EHS is in discussions with Facilities Management on revising the multi-year action plan. It is important to note that the Corrective Actions required from these areas do not compromise or influence the safety of the university's elevators. Elevator mechanical rooms are highly restricted areas and specialized training is required in order to obtain authorization to enter these rooms.

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**2019**

As of September 30, 2020, 39% (472) of Corrective Actions assigned in **2019** (1,222) were completed, 3% (42) are currently in progress and 58% (708) have yet to begin.

Year	Corrective Action Completion Rate
<b>2019</b>	39%

Roof safety assessments conducted in 2019 resulted in 588 internal non-compliance citations and each had an associated corrective actions. EHS is working closely with Facilities Management as they finalize a multi-year roof program. This program will address many of the corrective actions identified during the roof safety assessments, however it will take several years to complete all of them given that many will involve capital investment.

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**2020**

As of September 30, 2020, 42% (88) of Corrective Actions assigned in **2020** (210) were completed, 49% (102) are currently in progress and 10% (20) have yet to begin.

Year	Corrective Action Completion Rate
<b>2020</b>	42%

<b>2020</b>	42%
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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 or 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 July 1, 2020 to September 30, 2020, 4 EHS Research Compliance Reviews were completed.

Year	EHS Research Compliance Reviews
<b>Q3 2020</b> <i>July, August, September</i>	4
<b>2020</b> <i>Year To Date</i>	10
<b>Q3 2019</b> <i>July, August, September</i>	9
<b>2019</b> <i>Full Year</i>	39

## **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 of July 1 to September 30, 2020, **3** injuries were reported. With the majority of employees working from home and with limited research and teaching activities on university premises, the number of reported injuries is significantly lower compared to 2019. EHS made resources pertaining to working safely from home available, specifically in the area of ergonomics. Employees also have access to free remote ergonomic assessments.

<b>Year</b>	<b>Total Injuries</b>
<b>Q3 2020</b> <i>July, August, September</i>	3
<b>2020</b> <i>Year To Date</i>	43
<b>Q3 2019</b> <i>July, August, September</i>	44
<b>2019</b> <i>Full Year</i>	175

### ***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. Whenever external medical attention is required to treat the injury, the Security Department calls for an ambulance. As a result, the majority of the injuries within this category are reported to EHS by the Security Department.

<b>2020</b>	<b>Sports Injuries</b>
<b>Q3</b>	0

### ***Suspected and Confirmed COVID-19 Cases***

In September, in preparation for the resumption of some academic activities on campus, revised and more detailed [procedures](#) for dealing with suspected or confirmed COVID-19 cases on campus were

implemented. The two procedures (employee version and student version) define roles and responsibilities for all stakeholders in the event that there is a suspected or confirmed COVID-19 case on university property when they developed COVID-19-related symptoms or in the 48 hours prior to developing COVID-19-related symptoms. The procedures describe the steps that must immediately be taken to assist the individual experiencing the symptoms and to prevent the spread of the virus on campus and beyond. These procedures meet the requirements of the *Commission des normes, de l'équité, de la santé et de la sécurité du travail* as indicated in the *Guide de normes sanitaires en milieu de travail pour le réseau de l'enseignement supérieur – COVID-19*.

Environmental Health & Safety manages all Suspected and Confirmed COVID-19 Cases and conducts investigations and contact tracing, as required and/or when requested by the *Direction régionale de santé publique*.

For the period of July 1 to September 30, 2020, there were:

- 6 confirmed COVID-19 cases
- 2 suspected COVID-19 cases that resulted in a negative test

All confirmed cases involved a member of the university community contracting the virus off campus and coming to campus when contagious and asymptomatic. Due to the vigor with which Concordians are respecting the public health directive, there has been no evidence of community spread of COVID-19 on Concordia's campuses.

## 8. Work-Related Injuries

Work-Related Injuries are a subset of the Total Injuries (Section 7), 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 July 1 to September 30, 2020, **all 3** reported injuries (Section 7) were work-related.

Year	Work-Related Injuries
<b>Q3 2020</b> <i>July, August, September</i>	3
<b>2020</b> <i>Year To Date</i>	20
<b>Q3 2019</b> <i>July, August, September</i>	13
<b>2019</b> <i>Full Year</i>	52

### **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 labour hours during that period.

Year	Recordable Incident Rate
<b>2020</b> <i>Year to Date</i>	0.18
<b>2019</b> <i>Full Year</i>	0.35

At the end of Q3 2020, the Recordable Injury Rate was 0.18 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 of July 1 to September 30, 2020, there were **no accepted workers' compensation claims** for Work-Related Injuries that occurred.

Year	Accepted Compensation Claims
<b>Q3 2020</b> <i>July, August, September</i>	0
<b>2020</b> <i>Year To Date</i>	5
<b>Q3 2019</b> <i>July, August, September</i>	3
<b>2019</b> <i>Full Year</i>	11

### 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 July 1 to September 30, 2020, there were **47 Lost Time Days** associated with a Q2 Lost-Time Work-Related Injury.

Year	Lost-Time Days
<b>Q3 2020</b> <i>July, August, September</i>	47*
<b>2020</b>	195

<i>Year To Date</i>	
<b>Q3 2019</b> <i>July, August, September</i>	24
<b>2019</b> <i>Full Year</i>	174

*\*From a Q2 Lost Time Work-Related Injury*

The following table provides details on the Q2 accepted workers' compensation claim and the lost-time days from both Q2 and Q3 associated with the claim.

**Table:** Accepted Workers' Compensation Claims with Lost-Time Days in Q3

Date	Description	Department	Diagnosis	Lost-Time Days YTD
24-Apr-2020	The employee injured his right elbow from repetitive motion.	Facilities Operations	Tendinitis	67 (Q2) + 47 (Q3)

### **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 labour hours during that period.

Year	Lost-Time Injury Rate
<b>2020</b> <i>Year To Date</i>	0.18
<b>2019</b> <i>Full Year</i>	0.21

At the end of Q3, the Lost-Time Injury Rate was 0.18 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 labour hours during that period.

Year	Lost-Time Day Rate
<b>2020</b>	6.93

Year	Lost-Time Day Rate
<i>Year To Date</i>	
<b>2019</b> <i>Full Year</i>	6.16

At the end of Q3, the Lost-Time Day Rate was **6.93** lost-time days per 100 full-time employees.

### **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.

Year	Severity Rate
<b>2020</b> <i>Year to Date</i>	39.0
<b>2019</b> <i>Full Year</i>	29.0

At the end of Q3, the Severity Rate was **39.0** lost-time days per lost-time injury.

### **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 July 1 to September 30, 2020, **3** Near Misses were reported.

Year	Near Misses
<b>Q3 2020</b> <i>July, August, September</i>	3
<b>2020</b> <i>Year To Date</i>	10
<b>Q3 2019</b> <i>July, August, September</i>	9
<b>2019</b> <i>Full Year</i>	38

## 11. External Inspections

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

For the period of July 1, 2020 to September 30, 2020, there was **1 external inspection**. A follow-up inspection was conducted on September 17, 2020 by inspectors from the *Commission des normes, de l'équité, de la santé et de la sécurité du travail* (CNESST) to verify the completion of required corrective actions from their inspection of the Facilities Management workshops at the Loyola campus in March.

Year	External Inspections
<b>Q3 2020</b> <i>July, August, September</i>	<b>1</b>
<b>2020</b> <i>Year to date</i>	<b>4</b>
<b>Q3 2019</b> <i>July, August, September</i>	<b>2</b>
<b>2019</b> <i>Full Year</i>	<b>11</b>

## 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.

For the period of July 1 to September 30, 2020, the university received **3** regulatory citations. Two citations were from the *Service de sécurité incendie de Montréal* related to two false fire alarms. The third citation was from an inspector from the *Commission des normes, de l'équité, de la santé et de la sécurité du travail*. The inspector visited a construction site in the FB building and noted the university was in violation of article 2.11.5 of the Safety Code for the construction industry, which states that “the junction and distribution boxes and the outlets shall be closed.” (R.R.Q., 1981, c. S-2.1, r. 6, s. 2.11.). This violation was identified on December 9, 2019 and the inspector verbally advised the Project Manager and EHS of the violation, however the official report was only received on August 18, 2020.

Year	Regulatory Citations
<b>Q3 2020</b> <i>July, August, September</i>	<b>3</b>



Year	Regulatory Citations
<b>2020</b> <i>Year To Date</i>	30
<b>Q3 2019</b> <i>July, August, September</i>	4
<b>2019</b> <i>Full Year</i>	19

#### 14. Regulatory Fines

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

For the period of July 1 to September 30, 2020, the university received **one** regulatory fine. The fine was associated with a violation of article 2.11.5 of the Safety Code for the construction industry, which states that “the junction and distribution boxes and the outlets shall be closed.” (R.R.Q., 1981, c. S-2.1, r. 6, s. 2.11.). This violation was identified during a CNESST inspection that took place on December 9, 2019 at a construction site on campus. The \$2,579 fine was received on August 18, 2020.

Year	Fines Received
<b>Q3 2020</b> <i>July, August, September</i>	\$2,579
<b>2020</b> <i>Year To Date</i>	\$3,329
<b>Q3 2019</b> <i>July, August, September</i>	\$5,400
<b>2019</b> <i>Full Year</i>	\$21,850

#### 15. Hazardous Materials Emergency Response

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

For the period of July 1 to September 30, 2020, there were **4** hazardous materials emergency responses.

Year	Hazardous Material Emergency Responses
<b>Q3 2020</b> <i>July, August, September</i>	4
<b>2020</b> <i>Year to Date</i>	10

Year	Hazardous Material Emergency Responses
<b>Q3 2019</b> <i>July, August, September</i>	13
<b>2019</b> <i>Full Year</i>	26

BG-2020-8-D8



## REPORT TO THE BOARD OF GOVERNORS

GRAHAM CARR  
PRESIDENT AND VICE-CHANCELLOR

DECEMBER 2020



## INTRODUCTION

On December 1<sup>st</sup>, the Concordia University community inaugurated the **Applied Science Hub** on our Loyola Campus. Representatives from the Government of Canada and Government of Quebec contributed to the hybrid live/virtual event, having collectively invested \$53 million of the \$63.1 million required to make the Applied Science Hub a reality. The event, emceed by **Aphrodite Salas**, included remarks and pre-recorded videos from **Adrian Tsang** (Center for Functional and Structural Genomics), **John Capobianco** (Department of Chemistry and Biochemistry), **Dylan Fraser** (Department of Biology), **Alex De Visscher** (Department of Chemical and Materials Engineering) and **Xavier-Henri Hervé** (District 3). There was also a live broadcast element featuring remarks from **Paula Wood-Adams**, Interim Vice-President, Research and Graduate Studies, and as well a speech I delivered. The approximately 250 guests on the dedicated video feed, plus many more via Facebook Live, were given a virtual tour of the cutting-edge new facility, which was built according to the highest Leadership in Energy and Environmental Design (LEED) standards. The Hub federates diverse fields to encourage cross pollination of knowledge and ideas. It's very much emblematic of the innovative transdisciplinary approach that has helped us rank as the top university in North America under 50 years old for two years running.

I'm proud to report that we launched the **Next-Generation Cities Institute** on November 26<sup>th</sup>. The institute combines over 200 researchers within 14 university research centres, spanning disciplines from science and engineering to the humanities and arts. Considering that 75 per cent of the world's population will live in cities by 2050, there is great importance attached to designing those cities to be safe, sustainable and resilient. The Institute is co-directed by **Ursula Eicker** (Canada Excellence Research Chair in Smart, Sustainable and Resilient Communities and Cities) and **Carmela Cucuzzella** (Concordia University Research Chair in Integrated Design, Ecology and Sustainability for the Built Environment). The property developer, Devimco Immobilier, has committed to be a major founding partner of the Institute with a pledge of \$30,000/year for three years.

As we did in June, our university community recognized our newest graduates through a virtual event. **CU Celebrate** marked the achievements of 1,831 graduates on November 19<sup>th</sup>. The virtual moment featured video messages, a digital year book, a "ticker tape" of social media posts populated by content from our community, and even a dance party. Our CU Celebrate landing webpage highlighted the achievements of our great new alumni, including our Governor General's Academic Gold Medal recipient, **Mohaned Chraïti**, who completed a PhD at our Gina Cody School and is now a Fellow at the Massachusetts Institute of Technology, and **Pierre-André Gagnon**, also of our Gina Cody School, who won the Governor General's Academic Silver Medal. We conferred an honorary doctorate upon **Eric J. Nestler**, a professor of neuroscience, pharmacological sciences and psychiatry at the Icahn School of Medicine at Mount Sinai in New York City.

Concordia's **Centraide Campaign** did exceptionally well this year. Our community contributed **\$204,000**, surpassing our goal of **\$170,000**. By comparison, last year we raised \$182,000. The Centraide Campaign Committee had to be especially creative on account of the public health precautions to limit COVID-19 transmission. Fundraising events, all virtual, included a trivia night, cooking session with **Théa Demmers** of PERFORM, a meditation and yoga session, a wine tasting with **Jordan LeBel** (Department of Marketing) and, a staple of our campaign, a raffle draw. Each year, Centraide supports more than half a million people in the Montreal area through 350 agencies and projects. During this exceptionally difficult time for so many, it is certainly heartening to see the kindness of Concordians in helping vulnerable populations.

On November 13<sup>th</sup>, we launched a new virtual event series called **Reset and Thrive**. For our inaugural edition, I hosted a conversation with Ambassador **Vikas Swarup**, LL.D. 20, a highly regarded diplomat currently serving the Ministry of External Affairs in India. Reset and Thrive will hinge on six themes: mobility, world economy, philanthropy, sustainability, innovation and health.

Our university has launched a number of important new initiatives, which I'll document in detail in the next section, as part of a commitment to creating a more inclusive environment. We released a document two years in the making, the **Report of the Working Group on Equity, Diversity and Inclusion**, which distills 115 recommendations into three pillars: recruiting and retaining a diverse community; supporting inclusive teaching, learning and research; and fostering an equitable, diverse and inclusive campus. In October we launched the **Presidential Task Force on Anti-Black Racism**, the **Equity Office** and **Black Perspectives Office** and we continue to implement our **Indigenous Directions Action Plan**, all of which are as key strategic initiatives to advance our commitment to Equity, Diversity and Inclusion.

We recently launched our **Sustainability Action Plan (SAP)**, the design of which began in 2016 and involves students, staff and faculty. The SAP is an important marker of Concordia's institutional commitment to address the global climate crisis. It focuses on five streams: food, waste, climate change, research and curriculum. The university has already begun to implement key actions from the plan which are being coordinated by the new Vice-President, Services and Sustainability.

Separately, the university has also committed to the **Decade of Action** in addressing the seventeen **UN Sustainable Development Goals (SDGs)**. Although many SDGs are also related to climate change and the environment, the breadth of actions also extends to key areas such as public health, social justice and equality, access to quality education and partnerships in support of the goals, all of which are key points of focus for Concordia.

I've joined the **Board of Directors at U SPORTS**, the national brand for university sports in Canada, as the RSEQ representative. My two-year mandate in support of the strategies, plans, policies and procedures that guide the organization has already commenced. There are some 20,000 student-athletes and 900 coaches from 56 universities under the U SPORTS umbrella.

## TEACHING, RESEARCH, INNOVATION

**Audrey Gagnon**, a PhD student in the Department of Political Science, was awarded the October *Fonds de recherche du Québec Relève étoile Paul-Gérin-Lajoie* for her article published in the Canadian Review of Psychology's August edition. Her work, "Far-right Framing Processes on Social Media: The Case of the Canadian and Quebec Chapters of Soldiers of Odin" examines the increasing visibility of far right groups in Canada and their self-representation on Facebook. The prizes come with a \$1,000.

PhD Individualized Program student **Vanessa Mardirossian** represented Concordia at the 2020 *Ma thèse en 180 secondes* competition, the French version of the internationally popular Three Minute Thesis competition. Participants are challenged to summarize their research in three minutes, in an engaging and accessible way. Vanessa finished in third place for her presentation "*Des couleurs saines pour un corps sain.*" Vanessa is supervised by **Alice Jarry** (Department of Design and Computation Arts).

Interdisciplinary Humanities PhD student **Alex Custodio** published the book *Who Are You? Nintendo's Game Boy Advance Platform* with MIT Press in October. The book is an extension of Alex's Master of English research paper (written with the supervision of **Darren Wershler** in the Department). In the book, Alex explores the enduring relevance of Nintendo's Game Boy Advance handheld system nearly 20 years after its release.

**Françoise Bertrand** of our Board of Governors, and the recipient of a Concordia honorary degree in 2013, was appointed a **Commander** of the **Order of Montreal**. The recognition honours the public and socio-economic impact **Françoise** has had to the benefit of Montreal and our city's reputation. Distinguished chemistry and biomolecular sciences professor **Howard Alper**, upon whom Concordia conferred an honorary degree in 2007, was promoted to the rank of **Companion** within the **Order of Canada**. Howard graduated from Sir George Williams University, one of Concordia's two founding institutions, in 1963.

**Clara Fewster-Litinas**, a Stacks Clerk, won the 2019 **Freda Otchere Recognition Award**. The Freda Otchere Recognition Award, was created "to encourage and reward staff currently working for Concordia Library whose commitment and professionalism reflect the values exemplified by Freda Otchere." A virtual celebration was held on November 4<sup>th</sup>.

The **Black Perspectives Office** (BPO), led by its founding coordinator, **Annick Maugile Flavien**, will now reside in the Provost Office following a successful pilot in the Faculty of Arts and Science. The BPO's mission is to provide resources and support, and to link to and advocate for Black perspectives, initiatives and scholarship at Concordia. The BPO will host programming, connect networks and champion Black perspectives as well as offer funding, mentorship, advocacy, assistance and resources for Concordia's Black community and beyond. The work of the BPO is

informed by generations of Black students and community activism in Montreal and at Concordia that has laid the foundation for work that addresses and challenges anti-Black systemic racism.

The Office of the Provost and Vice-President, Academic, is establishing an **Equity Office** to serve as an umbrella unit to develop and implement the recently announced Equity, Diversity and Inclusion (EDI) action plan, coordinate and harmonize EDI resources and initiatives across the university and provide services and support to the community. A search was recently launched for the Equity Office's executive director, who will report to **Nadia Hardy**, Interim Deputy Provost and Vice-Provost of Faculty Development and Inclusion, with a dotted reporting line to **Carolina Willsher**, Associate Vice-President of Human Resources. This new senior leader will be responsible for building on EDI recommendations, developing and implementing university-wide strategies and an institutional action plan, and collaborating with other leaders and offices to address the complexity and nuances of equity, diversity, accessibility and inclusion.

Both offices will work in close partnership with the recently announced **President's Task Force on Anti-Black Racism**. Co-chaired by professors **Angélique Willkie** (Department of Contemporary Dance) and **Stéphane Brutus** (Department of Management) and **Annick Maugile Flavien** (BPO), the Task Force will oversee and coordinate the work needed to generate recommendations that will address systemic anti-Black racism as it occurs across the university — in employment, policies, teaching and learning practices, rooted in the experiences of faculty, staff and students.

The **Walrus Talks Living Better** took place on November 16<sup>th</sup>. This was an abbreviated version of the event, taking place online. **Carly Ziter** (Department of Biology) spoke about her solutions oriented research to enhance biodiversity conservation and ecosystem service provision in urban and urbanizing landscapes. **Najmeh Kahlili-Mahani** (Media Health Lab) discussed her work on the health applications and implications of information and communications technology. External speakers were chef, author and activist **Joshna Maharaj** and **Ravi Jain**, the founding director of Why Not Theatre.

Concordia's **John Molson School of Business** signed a partnership with **Ivey Publishing** to write, publish and distribute business cases written by the John Molson community to schools around the world. Ivey Publishing is one of the largest and most prestigious case publishers. One of the many benefits of this partnership with Ivey is that cases written by the John Molson School of Business are increasingly available internationally. Since launching the case publishing initiative two years ago, John Molson-published cases have been adopted in 42 countries.

**Vincent Martin** (Department of Biology and Centre for Applied Synthetic Biology) in collaboration with the University of Toronto and industrial sponsor Agropur, is leading a **Genome Canada/Genome Quebec** funded project entitled "Bioprocess development for lactose valorization." Agropur, as the industrial partner, is a cooperative with over 3,000 dairy farmers as its members. This collaboration aims to develop an efficient bioprocess to engineer yeast, with aimed far-reaching benefits for the industry. The project is valued at **\$1.9 million**.

The **National Research Council** formally announced **\$3.17 million** in funding to the Genome Foundry to expand its capabilities and to host national collaborations. This included a \$790,000 contribution from Concordia.

**Brigitte Jaumard** (Department of Computer Science and Software Engineering) is leading a team of 45 students and post-docs in a **MITACS** award supported by **CIENA**, for the project entitled “Adaptive Slicing for Intelligent Network Automation.” Concordia trainees will gain hands-on industrial experience while taking network slicing one step further in enabling cross domain/layer orchestration of services, so as to allow end-to-end network and service elements to connect in a multi-vendor heterogeneous technology in different resource environments. The award is valued at **\$600,000**.

**Kristen Dunfield** (Department of Psychology) received **\$230,332**, over three years, through the **SSHRC Open Research Area** call for her project “Prosocial development across childhood: Towards a comprehensive mechanistic framework.”

**Vivek Venkatesh** (Department of Art Education, UNESCO co-chair in Prevention of Radicalization and Violent Extremism, and co-director of the Centre for the Study of Learning and Performance) received **\$177,500**, over two years, for his project “Landscape of Hope: Magnifying Marginalised Indigenous and Racialised Youth Voices to Build Digital Resilience against Racism” from the **Department of Canadian Heritage**.

This fall marks the pilot of the **FUSION Skill-Development Curriculum**, a project of the Future Skills Innovation Network (FUSION) led by the Vice-Provost, Innovation in Teaching and Learning. The online, self-directed curriculum will complement existing experiential learning opportunities and support students in developing their metacognition, communication and problem-solving skill sets. At Concordia, the project is being piloted with 157 students participating in a fall internship with the Institute for Co-operative Education.

The **Lab for Innovation in Teaching & Learning** officially launched this fall. Three projects are in development: a joint project with the Conference Board of Canada and the Atelier XR project that will create a program for the development of social and emotional skills using XR technologies; a project to launch a winter course to be delivered entirely in the videogame Minecraft; and a project with Korbit AI that leverages Nova Science funding to develop the use of AI in the delivery of augmented and personalized learning to reduce achievement gaps of under-represented students in the science and technology sector.

A pilot has successfully concluded to evaluate the addition of an accessibility tool to Moodle. Led by the Centre for Teaching and Learning’s **Dalia Radwan**, the pilot involved professors from all four faculties who tested the tool on one of their sample Moodle courses. The tool allows faculty to assess how compliant their Moodle course is to WCAG 2.0 AA standards and to easily adjust their



courses where needed. WCAG 2.0 AA standards were mandated by the Quebec government to ensure all our websites, including our digital learning environments, are accessible to persons with disabilities, especially those using assistive technologies. Results from the pilot will guide how the tool will be used in course development for winter 2021 and is an important step in making Concordia’s learning environments WCAG 2.0 AA compliant. The larger project, “eAccess,” is a multi-year, multi-stakeholder initiative led by Concordia that connects five higher education institutions together in building more accessible learning environments.

In early fall, **Concordia Library** opened up the Webster and Vanier Libraries for individual study by reservation. Usage has remained steady but under capacity. The Library has increased the number of bookings permitted per student per week from four to 10 during study periods and has extended hours of opening to better accommodate those who require quiet space to complete their course work as the term comes to an end.

Concordia’s **4<sup>TH</sup> SPACE** hosted a series of virtual events. **The Story Within** conference, focusing on how stories are used in research, therapy, and social action, attracted an international audience of 500 attendees. On October 4<sup>th</sup>, the soft launch of the children’s book **Amber the Maker** took place, featuring a reading of the book by Montreal school children. The story stems from research developed by **Ann-Louise Davidson**, Concordia University Research Chair in Maker Culture. Researchers working on questions related to sustainability delivered presentations focused on environmental degradation and the pandemic on October 9<sup>th</sup>, while others who participated in the **Ask Us Anything about AI** project came together for an interactive and lively Q&A focused on artificial intelligence. Finally, Concordia’s **Public Scholars** program was showcased on October 28<sup>th</sup> through a participatory live event that underlined the value of making one’s research accessible to the public.

The Faculty of Arts and Science is launching a new research centre that will focus on studying human values — at home and around the world. The **Center for Research on Values, Attitudes and Societies** will support researchers looking at these issues in Quebec and across Canada. It will do so by giving them access to data from the World Values Survey with the aim of better understanding how principles and attitudes evolve. The new centre is co-directed by **Guy Lachapelle** and **Antoine Bilodeau**, both professors in the Department of Political Science.

To help slow the spread of the new coronavirus as plummeting temperatures keep people indoors, a team of researchers led by **Leon Wang** (Department of Building, Civil and Environmental Engineering) built a web-based tool to estimate the risk of indoor airborne transmission of the virus in Montreal’s buildings. Leon, alongside **Ali Katal** and **Maher Albettar**, PhD students at the Concordia University Building Environment Lab, developed the **City Reduced Probability of Infection** site. It calculates the probability of infection through aerosol transmission indoors. Leon, an expert in building airflow and thermal management, says that a proper understanding of ventilation and air quality in indoor spaces could help slow the spread of the virus.

On October 9<sup>th</sup>, **Annie Gérin**, Dean of the Faculty of Fine Arts, was elected to the **Board of the Executive Committee of the Canadian Association of Fine Arts Deans** and **Anne-Marie Croteau**, Dean of the John Molson School of Business, was appointed **Chair of the Business School Association of Canada** for a two-year term beginning on October 28<sup>th</sup>.

The PERFORM Centre held two colloquia. On November 3<sup>rd</sup>, **Jason Neva**, Assistant Professor at Université de Montréal, presented on “Neuroplasticity, motor learning and aerobic exercise: implications to motor rehabilitation” and on November 25<sup>th</sup>, **Caroline Fitzpatrick**, Assistant Professor, Université Sainte-Anne, presented “Healthy living in a digital age: Screens and wellbeing in childhood.”

The **Community Health Education Program** (CHEP) funded by Health Canada invited PERFORM’s **Thea Demmers** (Supervisor, Nutrition Suite) and **Christina Weiss** (Supervisor, Conditioning Floor) to deliver a webinar on practicing healthy lifestyle habits during a pandemic. Sessions were held on October 22<sup>nd</sup> and November 18<sup>th</sup> and were broadcast to 20 remote English-speaking communities in Quebec and Labrador.

For the first time, the **Princeton Review** has named Concordia’s **John Molson School of Business** in its 15<sup>th</sup> annual **Top 50 Entrepreneurship: Grad rankings**. John Molson placed 47<sup>th</sup> in the world for its graduate entrepreneurship studies offerings. It was the only Canadian institution included in the top 50.

## SERVICES AND SUSTAINABILITY SECTOR

**Emergency planning** and tabletop exercises were held to contend with potential COVID-19 cases on campus. COVID-19 training for agents continues. An average of 1,400 Concordia community members come to campus from Monday to Friday weekly, with an average of 250 on weekends. Security ensures that all public health and safety guidelines are respected.

**Human Resources** has been actively involved in assisting and supporting the community while it continues to work remotely. Various new measures have been developed to prioritize employee and student well-being. The holiday closure previously scheduled to end on 6 January 2021 is extended to 11 January with a delay to the start of the academic term until 13 January. Most employees will also get one extra holiday on March 4<sup>th</sup> during the Reading Week break leading into the President’s Holiday on March 5<sup>th</sup>, 2021. Additional resources have been provided to managers to support their teams implement sustainable work practices, including “Time to Disconnect.”

**Environment Health & Safety** continues to oversee the training of individuals for COVID-19 related matters and access to campus purposes. From the period of July 1<sup>st</sup> to September 30<sup>th</sup>, 4,361 individuals completed the training. For the same period, 628 return to campus safety assessments

were conducted. A flu vaccine clinic has been organized for community members to get inoculated on campus.

The **Office 365 e-mail migration** for all staff and faculty members is complete. Processes and support relating to the **online exam platform**, including proctoring, have been reviewed and optimized in preparation for the final exam period.

Two IITS analysts (funded by the research sector) are being recruited to integrate Concordia in the Canadian “**New Digital Research Infrastructure Organization**” (NDRIO) and *Calcul Québec* to provide researchers with access to digital tools, services and high-end performance computing.

The Memorandum of Understanding and Entente between UQAM and Concordia University for the **Humanities & Social Sciences Congress** of 2022 is now finalized and approved.

Concordia’s CIO and organizing committee are committed to hosting the **CANHEIT conference** (Canadian Higher Education Information Technology Conference) virtually in June 2021, with 450 participants.

Through the **Sustainability Ambassadors Program**, Concordia offered **Intro to Sustainability 101** workshops in September, which were attended by approximately 50 community members.

**Recreation and Athletics** successfully transitioned workout classes to virtual offerings with **Le Gym**; many free workout options are also being offered to help community members with their health and wellness.

In order to ensure the respect of public health and safety regulations such as proper distancing measures for **student athletes**, the **varsity weight room** was relocated into the dome on the Loyola Campus.

## UNIVERSITY ADVANCEMENT

**The Michaëlle Jean Foundation**, a charitable entity that helps underserved youth harness the power of creativity for social impact, pledged **\$59,000** as part of a partnership agreement with the Landscape of Hope project, led by **Vivek Venkatesh**. Landscape of Hope is a unique, evidence-based intervention that magnifies youth narratives as they pertain to building resilience against racism, discrimination, prejudice and cyber bullying.

**The Inspirit Foundation** pledged **\$110,000** to support an Indigenous journalist position over the next two years at the Department of Journalism’s Institute for Investigative Journalism. The selected individual will help lead and coordinate reporting on the Institute’s ongoing and new investigations.

**Schwartz Levitsky Feldman, LLP/S.R.L.**, a full-service accountancy firm with offices in Toronto and Montreal, pledged **\$33,000** to establish an endowment to fund the Schwartz-Levitsky-Feldman Scholarship in Accounting at the John Molson School of Business.

**Ruth Gesser**, BA 78, made a generous planned gift in support of the Centre for the Arts in Human Development (CAHD). For more than two decades, the CAHD has used creative arts therapies to make a difference in the lives of intellectually and developmentally disabled individuals.

### **Alumni engagement**

The following virtual events were attended by 758 alumni and friends:

“Morality in the Marketplace: What our choices say about us,” featured a discussion about how the morality of objects changes as culture changes. The webinar was led by **Aya Aboelenien, PhD 20**, assistant professor of Marketing at HEC Montréal, and **Zeynep Arsel**, associate professor in the Department of Marketing at the John Molson School of Business.

“The world needs purposeful empathy,” a webinar about the power and positive effect of purposeful empathy, was held by educator and social impact coach **Anita Nowak**, GrDip 99. Nowak, a fellow with the International Women’s Forum, will publish her first book, *Purposeful Empathy*, in 2021.

Multiple video and sound works made by recent Faculty of Fine Arts alumni were presented as part of “Art Volt Collection: Watch and listen.” **The Art Volt Collection** is an artwork loan and sales service at the Faculty of Fine Arts that will launch in 2021. The creative-minded non-profit also held a virtual art auction in the month of October, with 17 artists represented.

Alumni and supporters of the **Kenneth Woods Portfolio Management Program (KWMPMP)** gathered online to acknowledge the program’s 20<sup>th</sup> anniversary and acquire some relevant words of wisdom from James Leech, chancellor of Queen’s University and former president and CEO of the Ontario Teachers’ Pension Plan. KWMPMP benefactor and namesake **Ken Woods**, MBA 75, LLD 17, was presented with a special commemorative book prepared by University Advancement.



**BOARD OF GOVERNORS  
OPEN SESSION  
Meeting of December 9, 2020**

**AGENDA ITEM:** Audit Committee recommendation regarding *Information Security Policy*

**ACTION REQUIRED:** For approval

**SUMMARY:** Further to review at its meeting of November 25, 2020, the Audit Committee is recommending Board approval of the new *Information Security Policy*.

**BACKGROUND:** This new Policy has been elaborated as part of the University's institutional cybersecurity management program and is a key enabler for Concordia to confirm its commitment in that domain and establish the required governance framework to strengthen information security across the institution.

The Policy allows Concordia to comply with the "*Directive sur la sécurité de l'information gouvernementale*", as required by the Quebec government for public bodies and to respond to recommendations from two internal audit reports regarding identity and access management review and review of cloud management practices. For further details, please refer to the attached document.

An institutional communications plan has been elaborated and, pending Board approval of the Policy, will be implemented as of January 2021.

**DRAFT MOTION:** That, on recommendation of the Audit Committee, the Board of Governors approve the *Information Security Policy*.

**PREPARED BY:**

Name: Danielle Tessier  
Date: November 26, 2020





# **Information Security Policy**

**Presentation to the Board of Governors**

December 9, 2020



# Context

- As part of Concordia's institutional information security program, a formal Information Security Policy has been elaborated to confirm Concordia's commitment and establish the governance structure to strengthen information security.
- As required by the Quebec government, public bodies must adopt and implement a Policy on the security of information to comply with the *Directive sur la sécurité de l'information gouvernementale*. They must also have the Policy formally approved by their board of directors.
- The Policy responds to recommendations from two internal audits: *Identity and access management review* and *review of cloud management practices*.

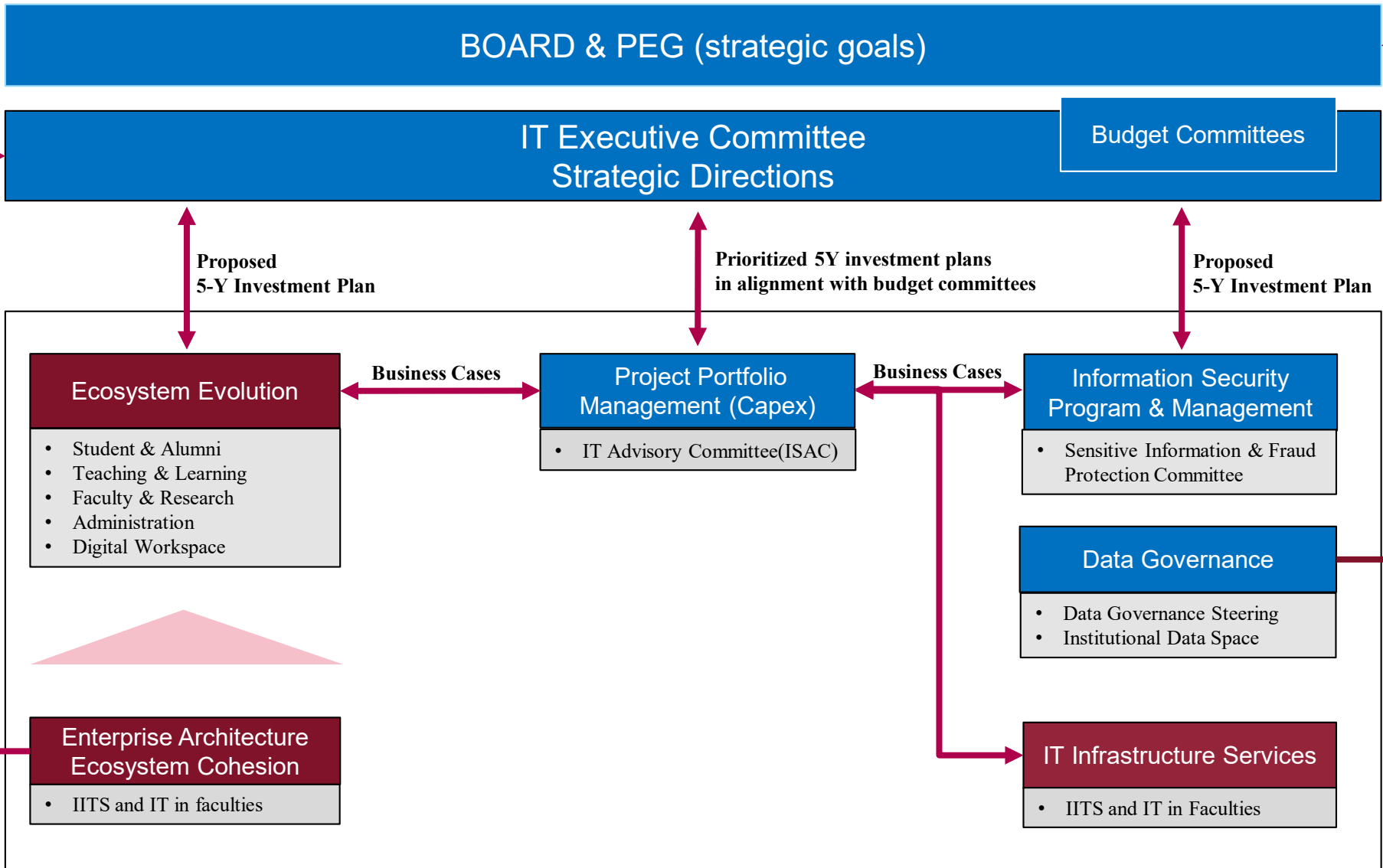


# What “Information” Needs To Be Protected?

- **Institutional data:** standardized representation or depiction of facts or figures that can be created, collected, processed, communicated or interpreted (e.g. employee’s name, employee’s SIN, student’s grades, biometric information)
- **Institutional information:** institutional data derived, aggregated, processed, organized, structured and presented as a report, dashboard, KPIs, etc. (e.g. dashboard highlighting students at risk)
- **Personal information:** institutional information that permits the identification of an individual (e.g. first name, last name and home address)

The Policy applies to University community members, contractors and guests for both paper and digital formats **including research**

# IT Governance



# IT Governance (continued)

Who	What
Board of Governors	Approve the Information Security Policy
PEG – President Executive Group	Endorse information security policies and the compliance thereof, as well as oversee major cybersecurity incidents
ITEC – IT Executive Committee	Recommend to PEG information security policies and oversee information security risks. Approve budget requests in collaboration with budget committees
ISAC – IT Advisory Committee	Review business cases that are part of the information security program
Sensitive Information & Fraud Protection Steering Committee	Oversee the overall information security program and management of information security as per the Policy
Data Governance	Participate in and oversee data protection initiatives

## SUPPORTED BY

Information Security Operations Team (IITS)

Incident Response Team (IITS)

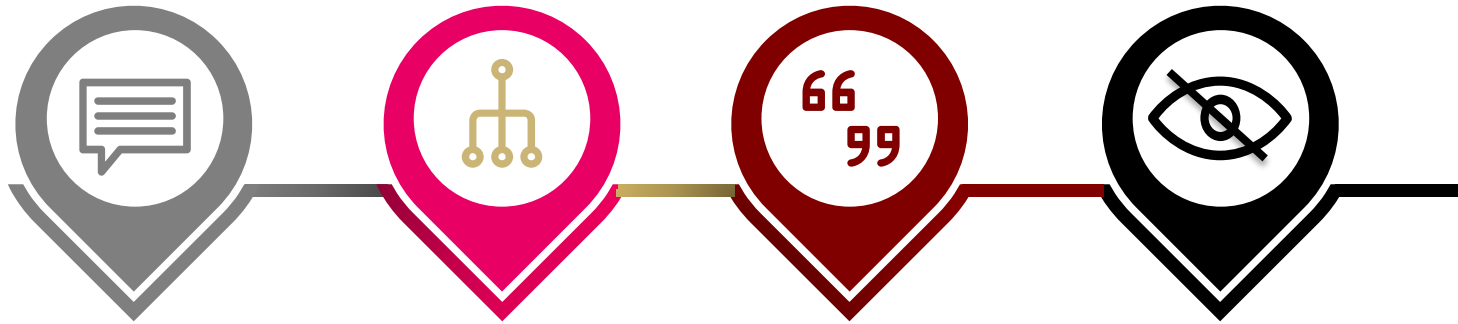
Emergency Operations Committee (EOC)

Sensitive Information Breach Response Team (Legal)

# Data Classification

Concordia's Data Classification comprises four classes: **Public, Internal, Confidential, and Restricted**  
Includes Research Data

Data security controls are established based on Data Classification



## PUBLIC

- Published research
- Press releases

## INTERNAL

- Departmental organization chart
- Public listing of university courses
- Job postings
- Compensation information

## CONFIDENTIAL

- Student ID, Employee ID
- Demographic data
- Unpublished research or grant information
- Contractual non-disclosure information

## RESTRICTED

- Social Insurance Numbers (SIN)
- Bank account information
- Gender, ethnicity, religion, political beliefs
- Biometrics/ sensory information
- Personal health record
- Disability status

Examples

# Roles and Responsibilities

Who	What
VP, Services and Sustainability	Owns the Information Security Policy
Chief Information Officer	Responsible for developing and implementing University policies in relation to information security
Chief Information Security Officer	Develops and maintains appropriate information security strategic and operational plans
Data Trustee (as per Data Governance Policy)	Accountable for ensuring that information is accurate, available to authorized users and classified in accordance with policies and guidelines
Data Steward (as per Data Governance Policy)	Ensures that systems are designed, implemented and accessed according to information security requirements, data security controls and authorized user roles. Ensures data accuracy and integrity.
Custodian	Unit or person responsible for an asset and for regular reviews of compliance with the present policies and all applicable guidelines and frameworks
Supervisor	Ensures that employees under their supervision are aware of the present policies and the responsibilities set out therein
User	See next page

# User Responsibilities

Users are individuals with access to information (University community members, contractors and guests). They are responsible for:

- Complying with this Policy
- Completing training related to information security as required (mandatory) or prescribed
- Protecting passwords and accesses
- Taking measures to prevent loss, damage, abuse or unauthorized accesses
- Respecting established classification of information
- Promptly reporting all acts that may constitute breaches of security

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## INFORMATION SECURITY POLICY

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**Effective Date:** [Insert date]

**Approval Authority:** Board of Governors

**Supersedes /Amends:** N/A

**Policy Number:** VPS-XX

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### PREAMBLE

This Policy is adopted in accordance with the *Directive sur la sécurité de l'information gouvernementale* (section 7) which requires public bodies to adopt and implement a policy on the security of information.

### SCOPE

This Policy applies to all Members (as defined below) of the University community and applies with respect to all Information (as defined below) owned, collected, held, transmitted and/or produced by the University or a third party, consultant, supplier or any external partner in whatever format it exists (ex: paper, digital) and for the entire Life-Cycle (as defined below) of the Information.

This Policy has been developed in the context of and co-exists with other policies and regulations of the University, particularly those governing the use of University property and services; Data Governance (as defined below); computer use; privacy; risk management; records management; disciplinary procedures; copyright and intellectual property.

### PURPOSE

The purpose of this Policy is to affirm the University's commitment to ensure the security of all Institutional Data and Institutional Information (as such terms are defined below) held by the University, in compliance with applicable laws and regulations. More specifically, the purpose is to ensure appropriate levels of control are in place in support of the availability, accessibility, integrity and confidentiality of the Information, including research data. This Policy also sets out the governance structure and the units and/or teams responsible for ensuring the security of information.

## INFORMATION SECURITY POLICY

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### DEFINITIONS

For the purposes of this Policy, the following definitions shall apply:

“Asset(s)” means any physical and/or digital asset which holds, uses, transmits, receives or is related to the Life-Cycle of Information. Assets include, but are not limited to, applications, databases, servers, computers, laptops, phones, cells.

“Assigned Custodian” means the unit or person responsible for an Asset and for ensuring regular reviews of compliance with the present Policy and all applicable guidelines and frameworks.

“Data Governance” means a set of standards and processes relating to data which are followed by all Members of the community and which ensure the accuracy, integrity and accessibility of Information.

“Data Mart” means a subset of a Data Warehouse (as defined below) used by specific Users (as defined below). It holds the data related to a particular subject area such as finance, human resources or students.

“Data Steward(s)” means the individual having responsibility and oversight of an information system, Data Mart or Data Warehouse, and its associated Information.

“Data Trustees” means the administrators with institutional oversight for Information.

“Data Warehouse” means a central repository which serves the purpose of facilitating access to data for decision-making. It holds Institutional Data on multiple subject areas from multiple sources.

“Document(s)” means Information inscribed on a medium. The Information is delimited and structured, according to the medium used, and can be in the form of words, sounds or images. The Information may be rendered using any type of writing, including a system of symbols that may be transcribed into words, sounds, images or another system of symbols. For the purposes of this Policy, a database whose structuring elements allow the creation of documents by delimiting and structuring the Information contained in the database is considered to be a Document.

## INFORMATION SECURITY POLICY

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“Information” means any Institutional Data, Institutional Information and/or Personal Information.

“Information Security Program” refers to projects, training or steps undertaken to remediate any existing information security gaps, address any new threat to security, modify standards and implement processes in order to attain and maintain the desired security level.

“Institutional Data” means any standardized representation or depiction of facts or figures that can be created, collected, processed, communicated or interpreted.

“Institutional Information” means Institutional Data that have been derived, aggregated, processed, organized, structured and presented as a report, dashboard, graphic visualization, Key Performance Indicators (KPIs) or as a corollary database, Data Mart or Data Warehouse.

“Life-Cycle” means all the stages in the creation, use, retention and the destruction of a Document. Such stages include the creation, holding/saving or preserving the Document, transferring, consulting or viewing and the destruction of the Document in accordance with the applicable University rules and laws.

“Member(s)” means any student and any full-time, part-time or temporary employee of the University, including staff, faculty, postdoctoral fellows, researchers, members of the administration, stagiaires, interns and volunteers.

“Personal Information” means information that permits the identification of an individual.

“Supervisor” refers to a person with direct supervisory responsibility over employees of the University.

“User(s)” means any individual (Members, contractors and guests) with access to Information.

### POLICY

1. The management of information security must support the University’s mission and ensure the University can carry out its mission securely, without interruption, and in conformity with all applicable laws and standards.

## INFORMATION SECURITY POLICY

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Managing information security includes:

- a) Developing the organizational skill set to manage information security risk across the University
- b) Creating a culture of information security throughout the community and setting out the responsibilities relating to information security of all Members of the community.
- c) Securing and protecting all Assets pertaining to information security.
- d) Managing access to Information and the responsible use of the systems as set out in the related University policies.
- e) Creating and adopting directives, rules, procedures, guidelines and best practices in information security as determined by the Chief Information Officer (CIO) and the Chief Information Security Officer (CISO) and supported by the senior administration, notably in conformity with applicable laws, University policies and other applicable standards.
- f) Keeping and making Information in accordance with applicable University policies and procedures, including, but not limited to, the [Records Classification and Retention Plan](#), and the *Policy Concerning the Protection of Personal Information (SG-9)*, the *Policy on Confidential Information (HR-36)*, the *Policy on Computing Facilities (VPS-30)*, the *Policy on Data Governance (PRVPA-4)* as well as applicable laws and regulations.
- g) Conducting inventories and classification of Information subject to the present Policy.
- h) Managing risks, assigning security levels and ensuring that processes are in accordance with the level of risk and the sensitivity of the Information in question.
- i) Providing support, information and training relating to information security to the relevant units and Members of the community.

## INFORMATION SECURITY POLICY

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- j) Monitoring, auditing and testing the security of the information systems and, when appropriate, reassessing needs, rules and responsibilities.
- k) Developing and implementing procedures to detect information security threats and responding swiftly and responsibly to any breach or incident involving information security.
- l) Ensuring the appropriate enforcement of this and related University policies and directives.

### Roles and Responsibilities

- 2. Reporting to the Vice-President, Services and Sustainability, the Associate Vice-President, Information Systems and Chief Information Officer (CIO) is responsible for developing University policies, procedures, guidelines and technologies in relation to information security, and participates in the implementation of same University-wide.
- 3. Reporting to the CIO, the CISO develops and maintains appropriate strategic and operational plans, participates in the implementation of University policies, procedures, guidelines and technologies in relation to information security and liaises with relevant external and internal parties regarding information security matters.
- 4. The responsible unit, as determined by the CIO and the CISO, may develop procedures, guidelines, handbooks or other University policy-related documents to help with the implementation of this Policy, including, but not limited to:
  - a) Cloud usage procedures and guidelines;
  - b) Identity and access management, including password management, procedures and guidelines;
  - c) Backup management procedures and guidelines;
  - d) Bring Your Own Device procedures and guidelines.

## INFORMATION SECURITY POLICY

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5. The Supervisor is responsible for ensuring that employees and others under their supervision are aware of the present Policy and the responsibilities set out herein.
6. Committees and response teams (as described in Appendix A) have been created each with specific responsibilities and mandates relating notably to:
  - a) Ensure the security of Information;
  - b) Ensure the security of Assets;
  - c) Respond to breaches of Personal Information;
  - d) Respond to fraud;
  - e) Respond to information security incidents.

Such committees and response teams may, as technology and/or the needs of the University change over time, be modified, added to or abrogated.

7. In alignment with the *Policy on Data Governance* ([PRVPA-4](#)) and the related [Data Governance Framework](#), Instructional and Information Technology Services (IITS) and Data Stewards will ensure that systems are designed, configured, implemented, operated, maintained, upgraded and decommissioned in a manner consistent with established information security needs.
8. System and application administrators are responsible for configuring the security features of the Assets under their administration in accordance with University policies, procedures, guidelines and other requirements. All Assets with security settings that can be configured and/or changed must have an assigned administrator.
9. Data Trustees are accountable for ensuring that Information is accurate, available to authorized Users and classified in accordance with University policies and guidelines, including the *Policy on Data Governance* ([PRVPA-4](#)) and the [Data Governance Framework](#).

## INFORMATION SECURITY POLICY

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10. The IITS Security Team and Data Stewards are responsible for ensuring systems are assessed for information security requirements on a regular basis or as mandated by governmental obligations.
11. All Assets (owned by the University or Users) must have an Assigned Custodian who is responsible for ensuring compliance with this Policy.
12. Users are notably responsible for:
  - a) Complying with this Policy, all information security requirements defined herein, all other related University policies and supporting procedures, rules, directives and guidelines.
  - b) Completing training relating to information security as requested and/or prescribed.
  - c) Protecting passwords and accesses provided to them via IITS or system administrators. Access is to be used by the assignee and not provided to any other User.
  - d) Taking appropriate measures to prevent loss, damage, abuse or unauthorized access to Assets under their control.
  - e) Respecting the established classification of Information.
  - f) Promptly reporting all acts that may constitute real or suspected breaches of security including, but not limited to, unauthorized access, theft, system or network intrusions, willful damage, and fraud.

### Non-compliance

13. Non-compliance with this Policy may result in a variety of responses including the immediate suspension of a User's access to any or all systems, termination of access to the University's information systems and disciplinary action.

## INFORMATION SECURITY POLICY

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### Policy Responsibility and Review

14. The overall responsibility for the implementation and recommended amendments to this Policy shall rest with the Vice-President, Services and Sustainability.

Approved by the Board on [insert date].

DRAFT



## INFORMATION SECURITY POLICY

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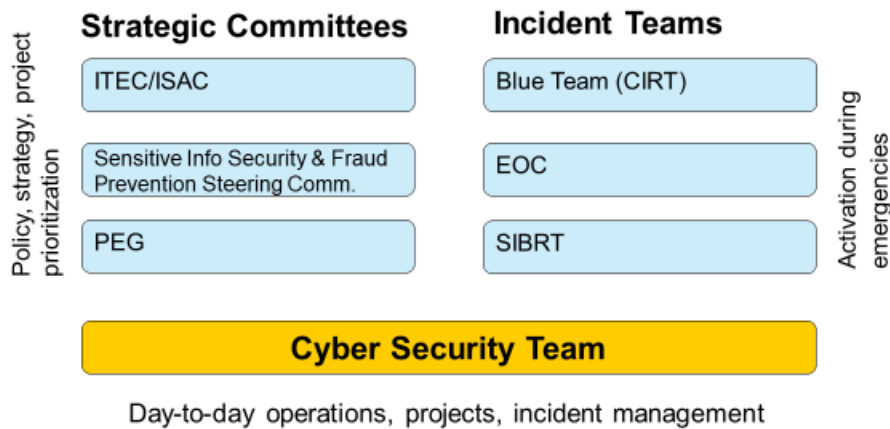
### APPENDIX A

#### Governance Structure

The Associate Vice-President, Information Systems and CIO and the CISO are responsible for coordinating efforts with relevant institutional committees and initiatives.

The information security governance structure is as follows:

### Operating Model – Teams and Groups



## INFORMATION SECURITY POLICY

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### Strategic Committees

#### 1. **Information Technology Executive Committee (ITEC)**

The mandate of the ITEC is to provide strategic directions relating to information systems and technology as well as to monitor IT performance based on established metrics and to provide recommendations for improvements. The ITEC may also be asked to validate funding requests that are of University-wide importance.

Members of the ITEC are responsible for:

- the review of the overall strategic initiatives related to the Information Security Program and investment roadmap;
- the review of the information security risks to be reported to the Enterprise Risk Management Committee;
- the review of IT policies; and
- providing recommendations to the President's executive group (PEG) and the Board of Governors for required approvals relating to information security.

#### 2. **Information Systems Advisory Committee (ISAC)**

The mandate of the ISAC is to monitor and optimize the expected outcomes relating to the IT roadmap delivery (business cases and projects), the Asset life-cycle management and IT user services, and to provide recommendations to the ITEC on strategic directions.

Members of the ISAC are responsible for the review of business cases and projects that are part of the Information Security Program and for providing recommendations to the ITEC on strategic directions.

#### 3. **Sensitive Information Security and Fraud Prevention Steering Committee**

The mandate of the Sensitive Information Security and Fraud Prevention Steering Committee is to ensure proper governance of information security at the University through oversight of the Information Security Program.

## INFORMATION SECURITY POLICY

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Members of the Committee are responsible for:

- the review of the Information Security Program including policies, directives, rules, procedures and best practices.
- the review of major information security incidents and appropriate responses when required.

#### **4. President's Executive Group (PEG)**

PEG will be alerted and will participate in a strategic capacity during a major cyber security incident involving a data breach or a severe loss of service. PEG will also review and provide input to policies or directives related to information security.

### **Incident Teams**

#### **5. Blue Team or Computer Incident Response Team (CIRT)**

The Blue Team is an incident response team that is assembled during incidents, tabletop exercises and/or mock incidents. The composition of the team is fully technical and draws from IITS resources and other areas as needed. The information security manager or equivalent will liaise with the CISO so that other teams such as the Emergency Operations Committee (EOC) are updated as to the Blue Team's response to an incident.

#### **6. Emergency Operations Committee (EOC)**

The EOC is composed of representatives from all major University units and assembles on a regular basis to review emergencies that have occurred on campus. The EOC also assembles to coordinate the response to an active emergency. In a cyber emergency, the EOC would serve as a central point of coordination with all other University units and assist with the response to the emergency.

#### **7. Sensitive Information Breach Response Team (SIBRT)**

The SIBRT is activated by the Vice-President, Services and Sustainability or delegate when a sensitive information breach occurs. The SIBRT evaluates the severity and impact of the incident. Should the investigation warrant action, it may call on the EOC for support.

## INFORMATION SECURITY POLICY

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### Operational Team

#### 8. Cyber Security Team

The Cyber Security Team is comprised of information security analysts in IITS who have operational duties and project responsibilities related to cyber security. In the event of a cyber security incident, the Cyber Security Team would be part of the Blue Team.

### Incident Reporting Procedure

All Users are expected to report confirmed and suspected incidents via the incident report application in the [MyConcordia portal](#). Incidents will then be triaged and treated as per the incident management procedure.

DRAFT







**BOARD OF GOVERNORS  
OPEN SESSION  
Meeting of December 9, 2020**

**AGENDA ITEM:** Human Resources Committee recommendation regarding selected employment and evaluation policies

**ACTION REQUIRED:** For approval

**SUMMARY:** Further to review at its meeting of November 20, 2020, the Human Resources Committee is recommending Board approval of the modifications to existing employment and evaluation policies related to senior administrative and management personnel as well as the adoption of a new employment and evaluation policy specific to the Deans and the University Librarian.

**BACKGROUND:** The objectives of the revisions to existing policies and the design of a new policy are to comply with section 5.11 of the Règles Budgétaires as well as to harmonize and update employment practices and provisions for employment contracts for senior administrative and management personnel, as outlined in the Executive Summary appended hereto.

**DRAFT MOTION:**

That, on recommendation of the Human Resources Committee, the Board of Governors approve the revisions to the:

- *Policy on Employment and Remuneration of Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents (BD-8) (formerly entitled Policy on the Remuneration and Evaluation of Senior Administrators)*
- *Policy on Employment and Remuneration of Academic Administrators (HR-40) (formerly entitled Remuneration and Evaluation Guidelines for Academic Administrators)*
- *Policy on Employment and Remuneration of Managerial and Other Employees not Governed by a Collective or Other Employment Agreement (HR-39) (formerly entitled Remuneration and Evaluation Guidelines for Managerial and Other Employees not Governed by a Collective or Other Agreement); and*
- *Omnibus Policy on the Remuneration of Senior Administrative Personnel (BD-11); and*

That the Human Resources Committee recommend that the Board of Governors approve the *Policy on Employment and Remuneration of the Academic Deans and the University Librarian*.

**PREPARED BY:**

Name: Danielle Tessier

Date: November 26, 2020



## **Employment and Remuneration Policies**

List of documents presented to the Board of Governors on December 9, 2020:

### Executive Summaries

1. Proposed modifications (Table)
2. Executive summary of policy changes to comply with the *Règles budgétaires*
3. Executive summary of the *Règles budgétaires*

### Draft Policies

Employment and remuneration policies for:

1. Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents  
(Senior Administrative Personnel subject to the *Règles budgétaires*)
2. Academic Deans and the University Librarian
3. Academic Administrators (including Associate Deans and Associate University Librarians)
4. Managerial and Other Employees not Governed by a Collective or Other Agreement

and

5. The Omnibus Policy of the Remuneration of Senior Administrative Personnel



**Proposed Modifications to Remuneration and Evaluation Policies – Fall 2020**

Current policies	Relevant positions within the scope of the current policies		New or Revised Policies	Positions within the scope of the new policies*	Comments
Policy on the Remuneration and Evaluation of <b>Senior Administrators (BD-8)</b>	<ul style="list-style-type: none"> <li>• President</li> <li>• Vice-Presidents</li> <li>• Secretary-General</li> <li>• Academic Deans</li> <li>• University Librarian</li> </ul>	→	1. Policy on Employment and Remuneration of <b>Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents</b>	SAPS, namely: <ul style="list-style-type: none"> <li>• President</li> <li>• Vice-Presidents</li> <li>• Secretary-General</li> <li>• Deputy Provost</li> <li>• Vice-Provosts</li> <li>• AVPs (academic/non)</li> <li>• Equivalent Positions</li> </ul>	<ul style="list-style-type: none"> <li>• Positions governed by this new Policy are the positions within the scope of the RB.</li> <li>• Previously, the positions of Deputy Provost, Vice-Provosts and AVPs were governed by different policies (HR-39 and HR-40) from the policy governing the positions of President, Vice-Presidents and Secretary-General (BD-8).</li> </ul>
		→	2. Policy on Employment and Remuneration of the <b>Academic Deans and the University Librarian</b>	<ul style="list-style-type: none"> <li>• Academic Deans</li> <li>• University Librarian</li> </ul>	Previously, the positions of Academic Deans and the University Librarian were governed by the same policy as the President, Vice-Presidents and Secretary-General (BD-8). They will now have their own Policy because they are excluded from the application of the RB.
Remuneration and Evaluation Guidelines for <b>Academic Administrators (HR-40)</b>	<ul style="list-style-type: none"> <li>• Deputy Provost</li> <li>• Vice-Provosts</li> <li>• Academic AVPs<sup>1</sup></li> <li>• Associate Deans</li> <li>• Associate University Librarians <i>et al.</i></li> <li>• Academic Administrators designated by the President</li> </ul>	→	Policy on Employment and Remuneration of <b>Academic Administrators</b>	<ul style="list-style-type: none"> <li>• Associate Deans</li> <li>• Associate University Librarians</li> <li>• Academic Administrators designated by the President</li> </ul>	The positions of Academic AVPs were not explicitly referred to in HR-40, but in practice HR-40 was applied. They, along with the Vice-Provosts, will now be moved out of the revised Policy because they are now part of the SAPS under the RB.
Remuneration and Evaluation Guidelines for <b>Managerial and Other Employees not Governed by a Collective or Other Agreement (HR-39)</b>	<ul style="list-style-type: none"> <li>• Non-Academic AVPs</li> <li>• Non-unionized employees not governed by the policies above.</li> </ul>	→	Policy on Employment and Remuneration of <b>Managerial and Other Employees not Governed by a Collective or Other Employment Agreement</b>	Non-unionized employees not governed by the policies above and who are hired for contracts of at least 1 year.	The positions of Non-Academic AVPs were previously governed by HR-39. They will now be moved out of the revised Policy because they are now part of the SAPS under the RB.
*NOTE: <i>Employment contracts outside the scope of the RB – For any SAP who does not fall within the scope of the new or revised policies, their employment, remuneration and evaluation continues to be set forth by their employment contracts.</i>					

<sup>1</sup> Not explicitly referred to in HR-40, but in practice HR-40 was applied.



## Executive Summary

### Policy changes to comply with Section 5.11 of the ‘*Règles budgétaires et calcul des subventions de fonctionnement aux universités du Québec*’ (the “RB”)<sup>1</sup>

**Purpose of the RB** – To provide conditions governing the remuneration of the senior administrative personnel positions referred to below, which **excludes Deans** (“SAP” or “SAPS”).

**Positions within the scope of the RB** – With the exception of the Deans who are excluded, the list of positions that will be used for Bill 95<sup>2</sup> reporting in the Fall of 2021 reflects the positions that are subject to the RB, which includes the positions of President, Vice-President, Secretary-General, Deputy Provost, Vice-Provost, Associate Vice-President and any other equivalent position.

**Objectives of the policy changes** – To comply with the RB as well as to harmonize and modernize:

- Employment practices;
- Provisions of employment contracts; and
- Employment and remuneration policies for employees not governed by a collective or an association agreement.

**Policies impacted** – BD-8, HR-39 and HR-40.

#### Principle policy changes

**Remuneration** – Introduction of the definition of Remuneration, which is defined as any amount paid for the fulfilment of any employment duties including, but not limited to, annual base salary, stipends, allowances, lump sums and the like. In the Policy applicable to SAPS, the notion of lump sums is removed from the definition.

**Salary** – Harmonization of the salary formula for all Academic SAPS. Global/aggregated annual salary will be within approved scales versus a nominal academic salary (CUFA grid salary) and a stipend. All annual salaries will be fully pensionable.

**Administrative Leave for Academic Administrators** – For Academic SAPS, the RB impose restrictions upon administrative leave (referred to in the RB as ‘*paid transition period*’) which include, without limitation the following:

- (a) Must be used to update skills, reintegrate into research networks and deepen knowledge to exercise professorial duties;
- (b) May not exceed one year and must be proportionate in terms of duration of the administrative mandate;
- (c) Must return to the professorial ranks immediately after this leave; and
- (d) Cannot receive both severance pay and administrative leave.

The impact of provisions (a) and (c) is that the administrative leave cannot be “*banked*” or deferred, and no monetary compensation in lieu of administrative leave can be granted. Both of these provisions are included in the new *Policy on Employment and Remuneration of Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents* and apply to Academic SAPS.

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<sup>1</sup> Executive Summary prepared by the University Secretariat and Human Resources on November 10, 2020.

<sup>2</sup> The Act Respecting Educational Institutions at the University Level (chapter E-14.1).

A number of years ago, prior to the imposition of the RB and in response to certain factors, the University modified its practices and the administrative leave provisions in its employment contracts for senior academic administrators covered by BD-8. These changes already imposed some of the restrictions referred to above upon all senior academic administrators, including Academic Deans and the University Librarian and they are now reflected in the new policies.

In the revised policies, administrative leave provisions have not changed substantially for Associate Deans and Associate University Librarians.

**Vacation days** – The annual vacation allotment for Associate Vice-Presidents previously ranged from 22 to 25 days, and annual vacation allotment for some was previously based on the CUFA collective agreement. The annual vacation allotment has been harmonized to 25 days for all SAPS, Academic Deans and the University Librarian.

**Expenses** – The RB permits the reimbursement of work-related expenses without prior authorization, up to an annual amount of \$4,830. In order to comply with the RB and to facilitate the annual reporting/audit requirements under the RB, all expenses incurred must be approved in advance, including expenses incurred as part of an employee's professional development allowance.

**Severance pay** – Additional provisions were added to clarify the rules regarding severance pay.

For all SAPS, Academic Deans and the University Librarian, the severance pay may not exceed 1 year of the base salary at the time of the departure.

No severance pay shall be granted to a SAP who:

- (a) is terminated with cause;
- (b) resigns from their position; or
- (c) ceases to exercise their duties as a SAP and who remains employed by the University.

If granted, the amount of severance pay is reduced if the SAP is employed or holds another paid position in a public or para-public body within 12 months following end of mandate.

## **Executive Summary of Section 5.11 of the ‘*Règles budgétaires et calcul des subventions de fonctionnement aux universités du Québec*’ (the “RB”)<sup>1</sup>**

**Purpose of the RB** – To provide governing conditions for remuneration of the senior administrative personnel positions referred to below, which **excludes Deans** (“SAP” or “SAPS”).

**Consequences of Non-Compliance** – Minister may withhold a material portion of the University’s operating grant.

**Positions within the Scope of the RB** - President, Vice-Presidents, Secretary-General, Deputy Provost, Associate Vice-Presidents and any person holding an equivalent position.

**Employment contracts within the Scope of the RB** - All employment contracts for SAP who were newly appointed as of **May 1, 2018** and all SAP employment contracts in effect prior to May 1, 2018, if the: (a) employment contract was renewed or extended as of May 1, 2018; or (b) remuneration conditions were modified as of May 1, 2018 (“**New Agreements**”).

**Definition of Remuneration** – For purposes of the RB, remuneration includes any amount paid to SAP for the fulfilment of any employment duty (including salary, bonus, premium (stipend), lump sum, allowance, severance pay, as well as the monetary value of any form of direct or indirect benefit). Such amounts are remuneration independent of the source of the University’s obligation to pay them (employment contract, policy, resolution, etc.).

**Restrictions regarding Annual Salary Increases** – For New Agreements, the RB provide that the point of reference for salary increases is the highest annual salary paid to the SAP who held the same position or a position of an equivalent level, in the case of a new position (the “**Salary Increase Threshold**”).

Under New Agreements, the SAP’s annual salary may be increased by: (a) no more than the general percentage of indexation applicable in that year to the public and para-public sectors for the increase of salary rates and salary scales; and (b) progression within a salary scale, provided that the annual salary increased shall not be greater than the Salary Increase Threshold. The same type of limitation applies to new SAP hired to fill a vacant or new position. The RB provide particular provisions for the determination of salary to take into account increases that were not, but that could have been applied and certain deductions that may have been applied to the salary of a previous SAP.

**Prohibited Remuneration** – For New Agreements, the RB prohibit:

- (a) Payment to a SAP of any premium (stipend), lump sum, bonus, allowance or indemnity for the fulfilment of any employment duty except if, on an interim basis, additional employment duties are assumed above the level of the SAP’s primary position;
- (b) Payment, reimbursement or compensation to a SAP of any direct or indirect benefit with respect to:
  - A personal residence (expenses incurred for events at personal residence are permitted, as explained below);
  - Membership fees of a professional order unless designation required for position;
  - Use of a parking space (together with a prohibition regarding any preferential rates);
  - Expenses of a personal nature, such as membership fees to a private club, membership and user fees for medical services or any private insurance other than the University’s group insurance plan, financial advisory services, domestic services, and travel expenses of a spouse.

**Permitted Remuneration** – For New Agreements, the following types of remuneration are permitted: A reasonable monthly car allowance, reimbursement of work-related expenses without prior authorization, up to an annual amount of **\$4,830** (cannot constitute a personal benefit) and reimbursement of expenses incurred during an event held for the University at the personal residence of a SAP, in accordance with rules to be established by the University.

**Sums payable at the end of term or upon termination** – For New Agreements, there are various restrictions introduced which prohibit the payment to a SAP of any severance pay:

- (a) In excess of one year of salary. This amount may only be paid if the SAP leaves the University, it cannot exceed the salary received at the time of departure and must be based upon the duration of the continuous mandate;
- (b) Upon resignation, unless resignation results from *force majeure*. In such case, the amount would be subject to the rules of (a) above; and
- (c) If the SAP remains employed by the University, with further provisions regarding salary and benefits in the new position.

The amount of severance pay under (a) and (b) above is reduced if the SAP is employed or holds another paid position in a public or para-public body within 12 months following end of mandate.

**Administrative Leave** – For New Agreements, the RB impose restrictions upon administrative leave (referred to as a “**Paid Transition Period**”), namely, the Paid Transition Period:

- (a) Cannot be granted unless there is a return to professorial ranks immediately after this period;
- (b) Must be used for the specific purposes described; and
- (c) May not exceed one year and must be related to the duration of the continuous mandate;

Additionally, the SAP cannot receive severance pay and a Paid Transition Period.

**Responsibilities of the Board of Governors** - By November 1, 2018, the BOG must have adopted a remuneration framework that complies with the RB. The BOG must require all SAP to provide an annual declaration in which they indicate the existence or not of amounts or benefits received from a foundation or a legal person related to the University.

**Application for Derogation** – For exceptional reasons, the BOG may request a derogation from the RB. That request must be submitted to the Minister for approval and it must include the information provided for in the RB. The Minister’s decision is binding.

**Audit Report** – By no later than May 31 following the end of each academic year, the University must send the Minister an audit report regarding the University’s application and compliance with the RB in accordance with the Minister’s form (not yet available). The Report must include any failure(s) to comply with the RB.

**Transparency** – The University must publish its remuneration framework and any modification to it on its website within 60 days of adoption. The same information, adapted as required, must be published for Deans and any other person holding a position of equivalent level. The audit report referred to above must also be published on the University’s website within 60 days of its transmission to the Minister.



**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

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**Effective Date:** [insert date]

**Approval Authority:** Board of Governors

**Supersedes /Amends:** December 14, 2016

**Policy Number:** BD-8

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**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

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PREAMBLE

The [\*Règles budgétaires et calcul des subventions de fonctionnement aux universités du Québec\*](#) (the “*Règles budgétaires*”) govern, among other things, the Remuneration (as defined below) for certain senior administrative personnel of Quebec universities (section 5.11 of the *Règles budgétaires*) and affect several categories of Remuneration, including, but not limited to, annual salary and salary increases; stipends; bonuses; allowances, such as a car or housing allowance; payment or reimbursement of expenses, such as parking fees, membership in private clubs and private medical services; Administrative Leave (as defined below); and severance pay.

The conditions governing Remuneration provided for in the *Règles budgétaires* apply to the members of the senior administrative personnel listed in subparagraphs 1 and 3 of the second paragraph of section 4.4 of the [\*Act Respecting Educational Institutions at the University Level, CQLR, chapter E-14.1\*](#), which includes the positions of President, Provost, Vice-President, Chief Officer appointed by the Board of Governors (the “Board”), Secretary-General, Deputy Provost, Vice-Provost, Associate Vice-President and any other position of equivalent rank and responsibility.

These rules also call for the Board to adopt a remuneration framework which respects the conditions of Remuneration provided for in the *Règles budgétaires*. The remuneration framework includes, but is not limited to, resolutions, regulations, provisions, agreements, practices and policies such as the present Policy that deal with the Remuneration of senior administrative personnel.

SCOPE

This Policy shall apply to Senior Administrators (as defined below), Deputy Provosts, Vice-Provosts, Associate Vice-Presidents and any other position of equivalent rank and responsibility to any of those positions:

- a) who are newly appointed, reappointed, renewed or extended on or after May 1, 2018;  
or
- b) whose conditions of Remuneration were modified on or after May 1, 2018.

## **POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS, DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

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This Policy shall be read in conjunction with any applicable legislation and any other applicable University policy, guideline, directive and the like.

### PURPOSE

The purpose of this Policy is to establish the parameters of the Remuneration as well as the evaluation process for Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents and any other position of equivalent rank and responsibility to any of those positions.

### DEFINITIONS

For the purposes of this Policy, the following definitions shall apply:

“Academic Administrator” means any Senior Academic Administrator, any Deputy Provost, any Vice-Provost, any Academic Associate Vice-President and any other position of equivalent rank and responsibility to any of those positions. Academic Administrators hold a position in the Concordia University Faculty Association (“CUFA”) bargaining unit before their appointment, or a position in CUFA or a comparable position is held for them upon the conclusion of the term of their administrative appointment.

“Academic Associate Vice-President” means an individual who reports to a Senior Academic Administrator and holds the position of Associate Vice-President.

“Administrative Leave” means a paid transition period during which the Academic Administrator may benefit from their Remuneration without having to perform the duties related to their administrative appointment. The purpose of this paid transition is to enable the Academic Administrator to update their skills, reintegrate into research networks and/or carry out any activity that would enable them to deepen their knowledge in order to exercise their professorial duties. The Administrative Leave shall not exceed 12 months.

“Associate Vice-President” means any Academic Associate Vice-President or any Non-Academic Associate Vice-President.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

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“Benefits” means the benefits for which University employees may be eligible, such as group insurance, pension, leaves and the like, as amended from time to time.

“Chair” means the person who chairs an Evaluation Committee, namely the Chair of the Board or the President, as applicable, based upon the person to whom the position being evaluated reports.

“Election Procedures” means the relevant election procedures, which may be adopted from time to time by a particular union or other relevant group in the context of appointments of their members to committees.

“General Increase” means the base salary increase provided to the Senior Administrators, the Deputy Provosts, the Vice-Provosts and the Associate Vice-Presidents to recognize their additional experience and development in their position. The General Increase is one of the two components of the formula to determine the progression in the salary scale.

“Legislative Provisions” means any applicable legislative provision, budgetary rule, guideline, directive and the like.

“Nominal Academic Salary” means the salary an Academic Administrator would earn as a faculty member, i.e. the CUFA grid salary, plus supplements if applicable.

“Non-Academic Associate Vice-President” means an individual who reports to a Senior Administrator and holds the position of Associate Vice-President.

“Remuneration” means any amount paid for the fulfilment of any employment duties, including, but not limited to, annual base salary, stipends, allowances and the like.

“Senior Academic Administrator” means an individual who is appointed by the Board in an academic leadership position, including the Provost and Vice-President, Academic, the Vice-President, Research and Graduate Studies and any other position of equivalent rank and responsibility as determined by the Board.

## **POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS, DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

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“Senior Administrator” means the President and Vice-Chancellor (the “President”), any Senior Academic Administrator, any Senior Non-Academic Administrator and any other position of equivalent rank and responsibility as determined by the Board.

“Senior Non-Academic Administrator” means an individual who is appointed by the Board in a non-academic leadership position and in any other position of equivalent rank and responsibility as determined by the Board.

### POLICY

#### Chapter 1: Senior Administrators

##### Employment agreements

1. The employment of a Senior Administrator shall be governed by an employment agreement that specifies the position, term, Remuneration, Benefits, severance and, when applicable, any Administrative Leave and any other relevant conditions of employment.
2. The employment agreement must conform to the University employment contract template and must be prepared by the Secretary-General, in consultation, when appropriate, with the Associate Vice-President, Human Resources, prior to its signature. It shall bear the signatures of the Senior Administrator, the President and the Chair of the Board.

##### Teaching Responsibilities

3. A President or a Senior Academic Administrator may be assigned teaching responsibilities as part of their appointment, at the discretion of the Chair of the Board in the case of the President and the President in the case of a Senior Academic Administrator. All such assigned courses shall be considered as part of the duties eligible for performance review. Such teaching responsibilities shall only be assigned to a President or a Senior Academic Administrator who holds a position in the CUFA bargaining unit before their appointment, or for whom a position in CUFA or a comparable position is held upon the conclusion of the term of their administrative appointment.

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Remuneration

4. The salary scale for Senior Administrators is contained in Appendices A and B and shall apply at the time of appointment. The salary scale shall be reviewed annually, normally with effect June 1.
5. The Remuneration of Senior Administrators at the time of appointment shall be approved by:
  - a) the Board, on recommendation of the Human Resources Committee of the Board (the “Human Resources Committee”) in the case of the President.
  - b) the President and reported to the Human Resources Committee in the case of all other Senior Administrators.

The Remuneration, Benefits and severance shall be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.

6. Any exceptions to the Remuneration, Benefits or severance provided for in this or any other applicable University policy to which a Senior Administrator would normally be entitled must be in accordance with applicable Legislative Provisions and shall be approved by:
  - a) the Board, on recommendation of the Human Resources Committee in the case of the President.
  - b) the Human Resources Committee and reported to the Executive Committee of the Board (the “Executive Committee”) in the case of all other Senior Administrators.
7. The Senior Administrators’ progression in the applicable salary scale shall be based on two components: the annual General Increase and the increase on the basis of the performance review, in each case, when applicable. Any such increases must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.

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- a) The Senior Administrators' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual General Increase.
  - b) The Senior Administrators' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual confidential performance review which shall be conducted as follows:
    - i. The Chair of the Board, in consultation with the Human Resources Committee, shall conduct the President's performance review. The Chair of the Board shall present their recommendations for approval to the Executive Committee, the essence of which shall be reported to the Board.
    - ii. The President shall conduct the performance review of all other Senior Administrators. The conclusions of the performance review exercise, including any salary increases, shall be reported to the Human Resources Committee on an annual basis.
8. Any salary adjustments resulting from the above must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions, and shall normally be made effective June 1.
9. Academic Administrators shall be excluded from the CUFA bargaining unit during the term of their administrative appointment and subsequent Administrative Leave. For the purposes of determining the salary of Academic Administrators who return to the CUFA bargaining unit upon the conclusion of the term of their administrative appointment, a Nominal Academic Salary shall be notionally maintained during the term of the administrative appointment and subsequent Administrative Leave by applying all of the adjustments accorded to members of CUFA to the Nominal Academic Salary of the Academic Administrators on the day they took office. The same conditions shall apply, adapted as required, to Academic Administrators appointed from outside of the University for whom a position in CUFA is held upon the conclusion of the term of their administrative appointment.

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10. In addition to base salary, Benefits and the Administrative Leave specific to Academic Administrators outlined in [sections 55 to 65](#), the following benefits shall be provided to the Senior Administrators:
- a) A professional development allowance which shall not exceed the amount contained in Appendix C and enables Senior Administrators to maintain their professional activities or assist them with remaining current in their area of expertise.  
  
All expenses incurred for this purpose shall be governed by all applicable University policies, guidelines, directives and the like, and must be approved in advance by the person to whom the Senior Administrator reports. In no event may the professional development allowance be a personal advantage for the Senior Administrators.
  - b) An annual vacation of 25 days in addition to the various legal and University holidays. A maximum of 10 days may be carried from 1 year to the next, and this for 2 consecutive years. Should the accumulated vacation not be taken in the 3rd year, it shall be forfeited unless otherwise agreed upon with the Chair of the Board or the President, as applicable.
  - c) The reimbursement of membership fees of a professional order only if the designation is required to hold their specific position at the University.
  - d) Other applicable benefits in accordance with the relevant [Human Resources policies](#), as amended from time to time.
11. When Senior Administrators temporarily assume, in an interim situation, additional duties and responsibilities above the level of their primary position, they shall be entitled to receive a stipend. The stipend awarded shall be established by the President, in consultation with the Associate Vice-President, Human Resources.



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Scholarly research allowance

12. Senior Academic Administrators may receive a scholarly research allowance to maintain their research activities over the course of the term of their administrative appointment. This allowance, which does not constitute Remuneration, is made available for research purposes, including, but not limited to, the employment of research staff, the funding of graduate students and other research-related expenses. In no event may the scholarly research allowance be a personal advantage for the Senior Academic Administrators.

Evaluation of Senior Administrators

13. The maximum term that may be served in a particular office by a Senior Administrator shall be set forth in the *Policy on Senior Administrative Appointments (BD-5)*, as amended from time to time.
14. The Chair shall write to the President or to the Senior Academic Administrator during the penultimate year of the first term of their administrative appointment, requesting confirmation as to whether they wish to seek a second term. The President or the Senior Academic Administrator shall respond, in writing, within 10 working days. An absence of response within the deadline shall be construed as an indication that they do not wish to seek a second term.
15. If the President responds in the affirmative, the Board shall establish an Evaluation Committee composed of the 12 members below and shall ratify its membership.
  - Chair
  - Three external members of the Board, appointed by the Executive Committee
  - Four full-time faculty members, one from each faculty, elected in accordance with the Election Procedures
  - One part-time faculty member, elected in accordance with the Election Procedures
  - One representative of the administrative and support staff, elected in accordance with the Election Procedures
  - One graduate student, appointed by the Graduate Students' Association
  - One undergraduate student, appointed by the Concordia Student Union

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16. If the Senior Academic Administrator responds in the affirmative, the President shall establish an Evaluation Committee composed of 12 members as follows:
- Chair
  - One external member of the Board, appointed by the Executive Committee
  - Five full-time faculty members, two from the Faculty of Arts and Science and one from each of the other faculties, elected in accordance with the Election Procedures
  - One part-time faculty member, elected in accordance with the Election Procedures
  - One librarian, elected in accordance with the Election Procedures
  - One representative of the administrative and support staff from a unit where the position is being evaluated, elected in accordance with the Election Procedures
  - One graduate student, appointed by the Graduate Students' Association
  - One undergraduate student, appointed by the Concordia Student Union
17. The Chair shall write to the Senior Non-Academic Administrator appointed for a fixed term during the penultimate year of the first or any subsequent term, as applicable, of their administrative appointment, requesting confirmation as to whether they wish to seek another term. The Senior Non-Academic Administrator shall respond, in writing, within 10 working days. An absence of response within the deadline shall be construed as an indication that they do not wish to seek another term.
18. If the Senior Non-Academic Administrator responds in the affirmative, the President shall establish an Evaluation Committee composed of seven members of the Board, appointed by the Executive Committee, as follows:
- Chair
  - Two external members of the Board
  - One internal member of the Board representing full-time faculty
  - One internal member of the Board representing part-time faculty
  - One internal member of the Board representing administrative and support staff
  - One internal member of the Board representing students

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19. The eligibility requirements to serve on the Board set forth in the University By-Laws shall apply, adapted as required, to faculty members, librarians, members of the administrative and support staff, and students appointed to serve on all evaluation committees established under this Policy.
20. Members of the Evaluation Committee shall serve as individuals and not as delegates of their constituencies. Each member is called upon to exercise their own judgment in the best interests of the University.
21. In conducting its review, the Evaluation Committee shall develop a list of criteria based upon the goals and objectives established at the time of the appointment as well as those established on an annual basis thereafter.
22. The Senior Administrator shall submit a self-evaluation report of no more than 15 pages, excluding appendices.
23. The Evaluation Committee shall solicit views from members of the University community in meetings and/or by inviting brief written submissions with respect to the evaluation criteria referred to in [section 21](#). Comments received shall be dealt with in accordance with the [Protocol for Receiving and Transmitting Comments Submitted to Evaluation Committees](#), as amended from time to time by the Executive Committee.
24. The Evaluation Committees of the President and of the Senior Academic Administrators shall select a person, currently occupying or having recently occupied a comparable position at another University, to serve as a consultant to the Evaluation Committee.
25. The Evaluation Committee shall examine any evidence that it feels it requires, solicited in the manner that it deems most appropriate.
26. Decisions shall be carried by a majority vote, unless the Evaluation Committee decides to set a higher standard. Voting shall be by secret ballot upon request of any member of the Evaluation Committee.
27. The Chair shall only vote when the outcome of a vote results in a tie. This in no way limits the Chair's right of expression during any or all proceedings.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
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28. The Evaluation Committee shall meet *in camera*, and its deliberations shall be strictly confidential.
29. In conducting its review, the Evaluation Committee shall ensure that due process is followed. For the purpose of this section, due process is defined as applying the rules of natural justice which comprise two elements:
  - a) *Audi alteram partem* - the duty to give persons affected by a decision a reasonable opportunity to be heard;
  - b) *Nemo iudex in causa sua debet esse* - the duty to reach a decision untainted by bias.
30. The report of the Evaluation Committee shall contain a reasoned recommendation as to whether the Senior Administrator's performance warrants another term and shall indicate the numerical vote.
31. The motion embodying the Evaluation Committee's recommendation shall be moved by the Chair of the Board in the case of the President and by the President in the case of any other Senior Administrator.
32. In the event that the Chair does not agree with the recommendation of the Evaluation Committee for the President or for a Senior Administrator, they shall inform the Board as to their reasons for not supporting the recommendation.

Process for reaching a decision on a mid-term departure

33. In the event that the performance of the President is deemed by the Chair of the Board or by the Human Resources Committee (either as part of the annual performance review or otherwise) to be unsatisfactory, the Chair of the Board shall discuss the results with the President, and the Human Resources Committee shall so report, in writing, to the Executive Committee.

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34. Should the Executive Committee agree with those findings and conclusions, the Board shall be consulted during a Closed Session meeting, excluding the President, to discuss the appropriate steps to be taken. Prior to the Board taking a formal vote on removal, the President shall be offered the choice of resigning.
35. For Senior Administrators whose performance has been unsatisfactory (either as part of the annual performance review or otherwise), the President shall discuss the results with the Senior Administrator. The President shall bring the matter to the attention of the Human Resources Committee to discuss the appropriate steps to be taken.

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Chapter 2: Deputy Provosts, Vice-Provosts and Associate Vice-Presidents

Employment agreements

36. The relevant Vice-President shall contact the Associate Vice-President, Human Resources prior to engaging in discussions with respect to all new hires, appointments, employment agreement renewals, transfers to new, existing or interim positions, and promotions.
37. Following consultation with the Associate Vice-President, Human Resources, the relevant Vice-President shall make a recommendation to the President regarding the conditions of an employment agreement.
38. The employment of a Deputy Provost, a Vice-Provost or an Associate Vice-President shall be governed by an employment agreement that specifies the position, term, Remuneration, Benefits, severance and, when applicable, any Administrative Leave and any other relevant conditions of employment.
39. The employment agreement must conform to the University employment contract template and must be prepared by the Associate Vice-President, Human Resources, in consultation, when appropriate, with the Secretary-General, prior to its signature. It shall bear the signatures of the Deputy Provost, the Vice-Provost or the Associate Vice-President, the relevant Vice-President and the President.
40. Initial employment agreements as well as renewals for Non-Academic Associate Vice-President positions shall normally be for a term of 5 years.
41. Initial employment agreements as well as renewals for Deputy Provost, Vice-Provost and Academic Associate Vice-President positions shall normally be for a 3 to 5-year term, with exceptions in cases of interim appointments, short-term extensions or other exceptional situations.

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42. When an employment agreement is renewed for the same position with no substantive change in job responsibility, the employment conditions shall normally remain the same, subject to this and any other applicable University policy as well as applicable Legislative Provisions. An employment agreement shall not be renewed without prior consultation with the Associate Vice-President, Human Resources and approval of the President and the relevant Vice-President.

Teaching Responsibilities

43. A Deputy Provost, a Vice-Provost or an Academic Associate Vice-President may be assigned teaching responsibilities as part of their appointment, at the discretion of the relevant Vice-President. All such assigned courses shall be considered as part of the duties eligible for performance review. Such teaching responsibilities shall only be assigned to a Deputy Provost, a Vice-Provost or an Academic Associate Vice-President who holds a position in the CUFA bargaining unit before their appointment, or for whom a position in CUFA or a comparable position is held upon the conclusion of the term of their administrative appointment.

Remuneration

44. The salary scales for Deputy Provosts, Vice-Provosts and Associate Vice-Presidents are contained in Appendix D and shall apply at the time of appointment. The salary scales shall be reviewed annually, normally with effect June 1.
45. The Remuneration of Deputy Provosts, Vice-Provosts and Associate Vice-Presidents at the time of appointment shall be approved by the President or the relevant Vice-President, as applicable, in consultation with the Associate Vice-President, Human Resources. The Remuneration, Benefits and severance shall be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
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46. Any exceptions to the Remuneration, Benefits or severance provided for in this or any other applicable University policy to which a Deputy Provost, a Vice-Provost or an Associate Vice-President would normally be entitled must be in accordance with applicable Legislative Provisions and shall first be discussed with the Associate Vice-President, Human Resources. Recommendations shall then be presented by the relevant Vice-President to the President for approval.
47. The Deputy Provosts, Vice-Provosts and Associate Vice-Presidents' progression in the applicable salary scale shall be based on two components: the annual General Increase and the increase on the basis of the performance review, in each case, when applicable. Any such increases must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.
- a) The Deputy Provosts, the Vice-Provosts and the Associate Vice-Presidents' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual General Increase.
  - b) The Deputy Provosts, the Vice-Provosts and the Associate Vice-Presidents' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual confidential performance review conducted by the relevant Vice-President.
48. Any salary adjustments resulting from the above must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions, and shall normally be made effective June 1.
49. [Section 9](#) shall apply to Deputy Provosts, Vice-Provosts and Associate Vice-Presidents, adapted as required.
50. In addition to base salary, Benefits and the Administrative Leave specific to Academic Administrators outlined in [sections 55 to 65](#) of this Policy, the following benefits shall be provided to the Deputy Provosts, Vice-Provosts and Associate Vice-Presidents:



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- a) A professional development allowance which shall not exceed the amount contained in Appendix E and enables Deputy Provosts, Vice-Provosts and Associate Vice-Presidents to maintain their professional activities or assist them with remaining current in their area of expertise.

All expenses incurred for this purpose shall be governed by all applicable University policies, guidelines, directives and the like, and must be approved in advance by the relevant Vice-President. In no event may the professional development allowance be a personal advantage for the Deputy Provosts, the Vice-Provosts or the Associate Vice-Presidents.

- b) An annual vacation of 25 days in addition to the various legal and University holidays. A maximum of 10 days may be carried from 1 year to the next, and this for 2 consecutive years. Should the accumulated vacation not be taken in the 3rd year, it shall be forfeited unless otherwise agreed upon with the relevant Vice-President, in consultation with the Associate Vice-President, Human Resources.
- c) The reimbursement of membership fees of a professional order only if the designation is required to hold their specific position at the University.
- d) Other applicable benefits in accordance with the relevant [Human Resources policies](#), as amended from time to time.

51. When Deputy Provosts, Vice-Provosts and Associate Vice-Presidents temporarily assume, in an interim situation, additional duties and responsibilities above the level of their primary position, they shall be entitled to receive a stipend. The stipend awarded shall be established by the relevant Vice-President, in consultation with the Associate Vice-President, Human Resources.

Scholarly research allowance

52. [Section 12](#) shall apply to Deputy Provosts, Vice-Provosts and Associate Vice-Presidents, adapted as required.

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Performance review

53. During the annual review referred to in [section 47](#), the relevant Vice-President shall review the performance of the Deputy Provost, the Vice-Provost and the Associate Vice-President and their goals and objectives.
54. For Deputy Provosts, Vice-Provosts and Associate Vice-Presidents whose performance has been unsatisfactory (either as part of the annual performance review or otherwise), the relevant Vice-President shall discuss the results with the Deputy Provost, the Vice-Provost or the Associate Vice-President, as applicable. The relevant Vice-President shall bring the matter to the attention of the President, and the relevant Vice-President shall consult with the Associate Vice-President, Human Resources to discuss the appropriate steps to be taken.

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Chapter 3: Administrative Leave

55. A Senior Academic Administrator who completes one or two terms of an administrative appointment shall be entitled to a single, 1-year Administrative Leave. For greater clarity, an Administrative Leave shall not be prorated, and a Senior Academic Administrator shall not be entitled to an Administrative Leave if they do not complete the first full term of their administrative appointment.
56. A Senior Academic Administrator shall take their Administrative Leave as follows:
- a) at the conclusion of the first term of their administrative appointment, if not re-appointed for a second term; or
  - b) at the conclusion of the second and final term of their administrative appointment or earlier, if they do not complete their second term.
57. The Administrative Leave for a Senior Academic Administrator shall be established as set forth below. If the Administrative Leave is taken after the completion of:
- a) the first term of the administrative appointment and at any time prior to the completion of the second term of the administrative appointment, it will be established on the basis of the average base salary earned during the first term of the administrative appointment; or
  - b) the second and final term of the administrative appointment, it will be established on the basis of the average base salary earned during the second term of the administrative appointment.
58. For Deputy Provosts, Vice-Provosts and Associate Vice-Presidents, the Administrative Leave shall be established based upon 2 months of Administrative Leave per year of service in the administrative appointment, to a maximum of 1 year.
59. A Deputy Provost, a Vice-Provost or an Associate Vice-President shall take their Administrative Leave at the conclusion of the final term of their administrative appointment or earlier, if they do not complete their final term.

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60. The salary rate during the Administrative Leave for a Deputy Provost, a Vice-Provost and an Associate Vice-President shall be based on the average salary earned during the last 6 years of the administrative appointment or such lesser period adapted as required.
61. The Administrative Leave shall only be granted if the Academic Administrator returns to the professorial ranks immediately after the Administrative Leave.
62. No Administrative Leave shall be banked or otherwise deferred, and no monetary compensation in lieu of Administrative Leave shall be paid.
63. During the Administrative Leave, an Academic Administrator shall only be entitled to receive the base salary referred to in [section 57](#) or [60](#), the professional development allowance and the continuation of the Benefits, as applicable.
64. Subject to the approval from the President or the relevant Vice-President, an Academic Administrator may, while on Administrative Leave, devote the equivalent of up to 1 day per week to relevant outside employment. If an Academic Administrator accepts any employment with another employer which exceeds the equivalent of 1 day per week, they must resign their position at the University and shall forfeit their entitlement to any Administrative Leave.
65. The Academic Administrator must return to the CUFA bargaining unit in order to take advantage of any of the privileges provided by the CUFA collective agreement (leaves, early retirement, etc.). The term(s) of the administrative appointment and the Administrative Leave will not count towards sabbatical eligibility. An Academic Administrator who retires from the University under the relevant section of the CUFA collective agreement during or following the term(s) of their administrative appointment are eligible for retirement-related remuneration only at the Nominal Academic Salary effective at the time of their retirement.
66. [Sections 55 to 65](#) shall apply to the President for whom a position in CUFA has been held upon the conclusion of the term of their administrative appointment.

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Chapter 4: Severance Pay

67. The Human Resources Committee shall establish the severance pay provisions for Senior Administrator, Deputy Provost, Vice-Provost and Associate Vice-President positions. The severance pay may not exceed 1 year of the base salary that they receive at the time of their departure, must be based on the duration of the continuous mandate and must respect all other conditions set forth in the *Règles budgétaires*, as amended from time to time, and all other applicable Legislative Provisions. The following, without limitation, are governing conditions pertaining to the payment of severance pay:
- a) No severance pay shall be granted to a Senior Administrator, a Deputy Provost, a Vice-Provost or an Associate Vice-President who:
    - i. is terminated with cause;
    - ii. resigns from their position; or
    - iii. ceases to exercise their duties as a Senior Administrator, a Deputy Provost, a Vice-Provost or an Associate Vice-President and who remains employed by the University.
  - b) The Senior Administrator, the Deputy Provost, the Vice-Provost or the Associate Vice-President shall not be entitled to any severance pay for the period during which they are employed or hold another paid position in a public or parapublic body. For greater clarity, the severance pay shall either immediately cease as soon as the Senior Administrator, the Deputy Provost, the Vice-Provost or the Associate Vice-President is employed or holds another paid position in a public or parapublic body during the severance period or the severance pay shall be reduced accordingly.
  - c) An Academic Administrator shall not benefit from both severance pay and Administrative Leave.

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68. If the President, the Senior Academic Administrator, the Deputy Provost, the Vice-Provost or the Associate Vice-President's employment is terminated without cause, they shall, if applicable, elect whether they wish to return to the professorial ranks or not, and the relevant provision(s) of [section 67](#) shall apply.

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Chapter 5: Policy Responsibility and Review

69. The Board shall approve this Policy. Following its approval, any modifications to the appendices shall be approved by:
- a) the Board, on recommendation of the Human Resources Committee in the case of the Appendix A.
  - b) the President and reported to the Human Resources Committee on an annual basis in the case of all other appendices.
70. The overall responsibility for implementing and recommending amendments to this Policy shall rest with the Secretary-General, in collaboration with the Associate Vice-President, Human Resources.

Approved by the Board of Governors on [insert dates] and December 14, 2016, and amended on [insert date].

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**Appendix A**

**Salary Scale for the President**

Effective Date: January 1, 2021

<b>Position</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
President	\$316,800	\$396,000	\$475,200



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**Appendix B**

**Salary Scale for Senior Administrators other than the President<sup>1</sup>**

Effective Date: January 1, 2021

<b>Positions</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Senior Administrator <sup>1</sup>	\$250,000	\$312,500	\$375,000

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<sup>1</sup> See Appendix A for the salary range applicable to the President.

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**Appendix C**

**Professional Development Allowance for Senior Administrators**

Effective Date: January 1, 2021

<b>Positions</b>	<b>PDA Amount</b>
Senior Administrator	\$10,000

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**Appendix D**

**Salary Scales for Deputy Provosts, Vice-Provosts and Associate Vice-Presidents**

Effective Date: January 1, 2021

<b>Positions</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Deputy Provost	\$216,800	\$271,000	\$325,500
Vice-Provost	\$184,875	\$217,500	\$250,125
Associate Vice-President	\$184,875	\$217,500	\$250,125

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**Appendix E**

**Professional Development Allowance for  
Deputy Provosts, Vice-Provosts and Associate Vice-Presidents**  
Effective Date: January 1, 2021

<b>Positions</b>	<b>PDA Amount</b>
Deputy Provost	\$7,500
Vice-Provost	\$5,000
Associate Vice-President	\$5,000

**POLICY ON EMPLOYMENT AND REMUNERATION  
OF THE ACADEMIC DEANS AND THE UNIVERSITY LIBRARIAN**

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**Effective Date:** [insert date]

**Approval Authority:** Board of Governors

**Supersedes /Amends:** N/A

**Policy Number:** BD-XX

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SCOPE

This Policy shall apply to the Academic Deans and the University Librarian.

This Policy shall be read in conjunction with any applicable legislation and any other applicable University policy, guideline, directive and the like.

PURPOSE

The purpose of this Policy is to establish the parameters of the Remuneration as well as the evaluation process for the Academic Deans and the University Librarian.

DEFINITIONS

For the purposes of this Policy, the following definitions shall apply:

“Administrative Leave” means a paid transition period during which the Academic Dean or the University Librarian may benefit from their Remuneration without having to perform the duties related to their administrative appointment. The purpose of this paid transition is to enable the Academic Dean or the University Librarian to update their skills, reintegrate into research networks and/or carry out any activity that would enable them to deepen their knowledge in order to exercise their professorial duties. The Administrative Leave shall not exceed 12 months.

“Benefits” means the benefits for which University employees may be eligible, such as group insurance, pension, leaves and the like, as amended from time to time.

“Chair” means the person who chairs an Evaluation Committee, namely the Provost and Vice-President, Academic or the Vice-President, Research and Graduate Studies, as applicable, based upon the person to whom the position being evaluated reports.

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“Election Procedures” means the relevant election procedures, which may be adopted from time to time by a particular union or other relevant group in the context of appointments of their members to committees.

“General Increase” means the base salary increase provided to the Academic Deans and the University Librarian to recognize their additional experience and development in their position. The General Increase is one of the two components of the formula to determine the progression in the salary scale.

“Legislative Provisions” means any applicable legislative provision, budgetary rule, guideline, directive and the like.

“Nominal Academic Salary” means the salary an Academic Dean or the University Librarian would earn as a faculty member, i.e. the Concordia University Faculty Association (“CUFA”) grid salary, plus supplements if applicable.

“Remuneration” means any amount paid for the fulfilment of any employment duties, including, but not limited to, annual base salary, stipends, lump sums, allowances and the like.

POLICY

Employment agreements

1. The employment of an Academic Dean or the University Librarian shall be governed by an employment agreement that specifies the position, term, Remuneration, Benefits, severance and, when applicable, any Administrative Leave and any other relevant conditions of employment.
2. The employment agreement must conform to the University employment contract template and must be prepared by the Secretary-General, in consultation, when appropriate, with the Associate Vice-President, Human Resources, prior to its signature. It shall bear the signatures of the Academic Dean or the University Librarian, the relevant Vice-President and the President.

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Teaching Responsibilities

3. An Academic Dean or the University Librarian may be assigned teaching responsibilities as part of their appointment, at the discretion of the relevant Vice-President. All such assigned courses shall be considered as part of the duties eligible for performance review. Such teaching responsibilities shall only be assigned to an Academic Dean or the University Librarian who holds a position in the CUFA bargaining unit before their appointment, or for whom a position in CUFA or a comparable position is held upon the conclusion of the term of their administrative appointment.

Remuneration

4. The salary scale for the Academic Deans and the University Librarian is contained in Appendix A and shall apply at the time of appointment. The salary scale shall be reviewed annually, normally with effect June 1.
5. The Remuneration of the Academic Deans and the University Librarian at the time of appointment shall be approved by the President and reported to the Human Resources Committee of the Board of Governors (the "Human Resources Committee"). The Remuneration, Benefits and severance shall be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.
6. Any exceptions to the Remuneration, Benefits or severance provided for in this or any other applicable University policy to which an Academic Dean or the University Librarian would normally be entitled must be in accordance with applicable Legislative Provisions and shall be approved by the Human Resources Committee and reported to the Executive Committee of the Board of Governors (the "Executive Committee").
7. The Academic Deans and the University Librarian's progression in the applicable salary scale shall be based on two components: the annual General Increase and the increase on the basis of the performance review, in each case, when applicable. Any such increases must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.

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- a) The Academic Deans and the University Librarian's salary shall, when applicable, progress in the applicable salary scale on the basis of an annual General Increase.
  - b) The Academic Deans and the University Librarian's salary shall, when applicable, progress in the applicable salary scale on the basis of an annual confidential performance review conducted by the relevant Vice-President for recommendation to the President. The conclusions of the performance review exercise, including any salary increases, shall be reported to the Human Resources Committee on an annual basis.
8. Any salary adjustments resulting from the above must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions, and shall normally be made effective June 1.
  9. The Academic Deans and the University Librarian shall be excluded from the CUFA bargaining unit during the term of their administrative appointment and subsequent Administrative Leave. For the purposes of determining the salary of Academic Deans or the University Librarian who return to the CUFA bargaining unit upon the conclusion of the term of their administrative appointment, a Nominal Academic Salary shall be notionally maintained during the term of the administrative appointment and subsequent Administrative Leave by applying all of the adjustments accorded to members of CUFA to the Nominal Academic Salary of the Academic Deans or the University Librarian on the day they took office. The same conditions shall apply, adapted as required, to Academic Deans and the University Librarian appointed from outside of the University for whom a position in CUFA is held upon the conclusion of the term of their administrative appointment.
  10. In addition to base salary, Benefits and the Administrative Leave specific to the Academic Deans and the University Librarian outlined in [sections 35 to 43](#), the following benefits shall be provided to the Academic Deans and to the University Librarian:



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- a) A professional development allowance which shall not exceed the amount contained in Appendix B and enables the Academic Deans and the University Librarian to maintain their professional activities or assist them with remaining current in their area of expertise.

All expenses incurred for this purpose shall be governed by all applicable University policies, guidelines, directives and the like, and must be approved in advance by the relevant Vice-President. In no event may the professional development allowance be a personal advantage for the Academic Deans or the University Librarian.

- b) An annual vacation of 25 days in addition to the various legal and University holidays. A maximum of 10 days may be carried from 1 year to the next, and this for 2 consecutive years. Should the accumulated vacation not be taken in the 3rd year, it shall be forfeited unless otherwise agreed upon with the relevant Vice-President, in consultation with the Associate Vice-President, Human Resources.
- c) The reimbursement of membership fees of a professional order, subject to the approval of the relevant Vice-President.
- d) Other applicable benefits in accordance with the relevant [Human Resources policies](#), as amended from time to time.

Scholarly research allowance

11. The Academic Deans and the University Librarian may receive a scholarly research allowance to maintain their research activities over the course of the term of their administrative appointment. This allowance, which does not constitute Remuneration, is made available for research purposes, including, but not limited to, the employment of research staff, the funding of graduate students and other research-related expenses. In no event may the scholarly research allowance be a personal advantage for the Academic Deans and the University Librarian.

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Evaluation of the Academic Deans and the University Librarian

12. The maximum term that may be served in a particular office by an Academic Dean or the University Librarian shall be set forth in the *Policy on Senior Administrative Appointments (BD-5)*, as amended from time to time.
13. The Chair shall write to the Academic Dean or to the University Librarian during the penultimate year of the first term of their administrative appointment, requesting confirmation as to whether they wish to seek a second term. The Academic Dean or the University Librarian shall respond, in writing, within 10 working days. An absence of response within the deadline shall be construed as an indication that they do not wish to seek a second term.
14. If the Academic Dean or the University Librarian responds in the affirmative, the President shall establish an Evaluation Committee.
15. The Evaluation Committee for the Academic Deans other than the Dean of Graduate Studies shall be composed of 10 members as follows:
  - Chair
  - One external member of the Board of Governors (the “Board”), appointed by the Executive Committee
  - Four full-time faculty members from the faculty where the position is being evaluated, elected in accordance with the Election Procedures
  - One part-time faculty member from the faculty where the position is being evaluated, elected in accordance with the Election Procedures
  - One representative of the administrative and support staff from the faculty where the position is being evaluated, elected in accordance with the Election Procedures
  - One graduate student from the faculty where the position is being evaluated, appointed by the Graduate Students’ Association
  - One undergraduate student from the faculty where the position is being evaluated, appointed by the Concordia Student Union

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16. The Evaluation Committee for the Dean of Graduate Studies shall be composed of 10 members as follows:
- Chair
  - One external member of the Board, appointed by the Executive Committee
  - Five full-time faculty members, two from the Faculty of Arts and Science and one from each of the other faculties, elected in accordance with the Election Procedures
  - One representative of the administrative and support staff from the School of Graduate Studies, elected in accordance with the Election Procedures
  - Two graduate students, one of whom shall hold a part-time teaching contract, appointed by the Graduate Students' Association
17. The Evaluation Committee for the University Librarian shall be composed of 10 members as follows:
- Chair
  - One external member of the Board, appointed by the Executive Committee
  - Four librarians, elected in accordance with the Election Procedures
  - One part-time faculty member, elected in accordance with the Election Procedures
  - One representative of the administrative and support staff from the Library, elected in accordance with the Election Procedures
  - One graduate student, appointed by the Graduate Students' Association
  - One undergraduate student, appointed by the Concordia Student Union
18. The eligibility requirements to serve on the Board set forth in the University By-Laws shall apply, adapted as required, to faculty members, librarians, members of the administrative and support staff, and students appointed to serve on all evaluation committees established under this Policy.
19. Members of the Evaluation Committee shall serve as individuals and not as delegates of their constituencies. Each member is called upon to exercise their own judgment in the best interests of the University.

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20. In conducting its review, the Evaluation Committee shall develop a list of criteria based upon the goals and objectives established at the time of the appointment as well as those established on an annual basis thereafter.
21. The Academic Dean or the University Librarian shall submit a self-evaluation report of no more than 15 pages, excluding appendices.
22. The Evaluation Committee shall solicit views from members of the University community in meetings and/or by inviting brief written submissions with respect to the evaluation criteria referred to in [section 20](#). Comments received shall be dealt with in accordance with the [Protocol for Receiving and Transmitting Comments Submitted to Evaluation Committees](#), as amended from time to time by the Executive Committee.
23. The Evaluation Committee shall select a person, currently occupying or having recently occupied a comparable position at another University, to serve as a consultant to the Evaluation Committee.
24. The Evaluation Committee shall examine any evidence that it feels it requires, solicited in the manner that it deems most appropriate.
25. Decisions shall be carried by a majority vote, unless the Evaluation Committee decides to set a higher standard. Voting shall be by secret ballot upon request of any member of the Evaluation Committee.
26. The Chair shall only vote when the outcome of a vote results in a tie. This in no way limits the Chair's right of expression during any or all proceedings.
27. The Evaluation Committee shall meet *in camera*, and its deliberations shall be strictly confidential.
28. In conducting its review, the Evaluation Committee shall ensure that due process is followed. For the purpose of this section, due process is defined as applying the rules of natural justice which comprise two elements:

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- a) *Audi alteram partem* - the duty to give persons affected by a decision a reasonable opportunity to be heard;
  - b) *Nemo iudex in causa sua debet esse* - the duty to reach a decision untainted by bias.
29. The report of the Evaluation Committee shall contain a reasoned recommendation as to whether the Academic Dean or the University Librarian's performance warrants a second term and shall indicate the numerical vote.
30. The motion embodying the Evaluation Committee's recommendation shall be moved by the President.
31. In the event that the Chair does not agree with the recommendation of the Evaluation Committee for an Academic Dean or for the University Librarian, they shall inform the Board as to their reasons for not supporting the recommendation.

Process for reaching a decision on a mid-term departure

32. For Academic Deans or the University Librarian whose performance has been unsatisfactory (either as part of the annual performance review or otherwise), the relevant Vice-President shall discuss the results with the Academic Dean or the University Librarian. The relevant Vice-President shall bring the matter to the attention of the President, and the relevant Vice-President shall consult with the Associate Vice-President, Human Resources to discuss the appropriate steps to be taken.
33. The Human Resources Committee shall establish the severance pay provisions for Academic Deans and the University Librarian positions. The severance pay may not exceed 1 year of the base salary that they receive at the time of their departure. Approval by the Human Resources Committee shall be required if the severance pay being paid differs from the contractual terms and same will be reported to the Board on a timely basis.

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34. If an Academic Dean or the University Librarian's employment is terminated without cause, they shall, if applicable, elect whether they wish to return to the professorial ranks or not. Should they elect to return to the professorial ranks, their return shall take effect only when the number of months of base salary as Academic Dean or University Librarian represented by the severance pay has elapsed.

Administrative Leave

35. An Academic Dean or the University Librarian who completes one or two terms of an administrative appointment shall be entitled to a single, 1-year Administrative Leave. For greater clarity, an Administrative Leave shall not be prorated, and an Academic Dean or the University Librarian shall not be entitled to an Administrative Leave if they do not complete the first full term of their administrative appointment.
36. An Academic Dean or the University Librarian shall take their Administrative Leave as follows:
- a) at the conclusion of the first term of their administrative appointment, if not re-appointed for a second term; or
  - b) at the conclusion of the second and final term of their administrative appointment or earlier, if they do not complete their second term.
37. The Administrative Leave shall be established as set forth below. If the Administrative Leave is taken after the completion of:
- a) the first term of the administrative appointment and at any time prior to the completion of the second term of the administrative appointment, it will be established on the basis of the average base salary earned during the first term of the administrative appointment; or
  - b) the second and final term of the administrative appointment, it will be established on the basis of the average base salary earned during the second term of the administrative appointment.

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38. No monetary compensation in lieu of Administrative Leave shall be banked or otherwise deferred.
39. During the Administrative Leave, an Academic Dean or the University Librarian shall only be entitled to receive the base salary referred to in [section 37](#), the professional development allowance and the continuation of the Benefits, as applicable.
40. Subject to the approval from the relevant Vice-President, an Academic Dean or the University Librarian may, while on Administrative Leave, devote the equivalent of up to 1 day per week to relevant outside employment. If an Academic Dean or the University Librarian accepts any employment with another employer which exceeds the equivalent of 1 day per week, they must resign their position at the University and shall forfeit their entitlement to any Administrative Leave.
41. An Administrative Leave may be combined with a sabbatical leave, but the total duration of such combined leaves may not exceed 2 years. In cases where a combined Administrative Leave and sabbatical leave amounts to more than 2 years, monetary compensation must be paid in lieu of the appropriate portion of the Administrative Leave.
42. The Academic Dean or the University Librarian must return to the CUFA bargaining unit in order to take advantage of any of the privileges provided by the CUFA collective agreement (leaves, early retirement, etc.). The term(s) of the administrative appointment and the Administrative Leave will not count towards sabbatical eligibility. The Academic Dean or the University Librarian who retires from the University under the relevant section of the CUFA collective agreement during or following the term(s) of their administrative appointments are eligible for retirement-related remuneration only at the Nominal Academic Salary effective at the time of their retirement.
43. An Academic Dean or the University Librarian shall not benefit from both severance pay and Administrative Leave. However, if an Academic Dean or the University Librarian leaves the University with severance pay during their Administrative Leave, the University may pay them the difference, if any, between the base salary received during the Administrative Leave and the value of severance pay to which they would have been entitled if they had not benefited from the Administrative Leave.

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Policy Responsibility and Review

44. The Board shall approve this Policy. Following its approval, any modifications to the appendices shall be approved by the President and reported to the Human Resources Committee on an annual basis.
45. The overall responsibility for implementing and recommending amendments to this Policy shall rest with the Secretary-General, in collaboration with the Associate Vice-President, Human Resources.

Approved by the Board of Governors on [insert date].



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**APPENDIX A**

**Salary Scale for the Academic Deans and the University Librarian**

Effective Date: January 1, 2021

<b>Positions</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Academic Deans and University Librarian	\$233,600	\$292,000	\$350,400

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**APPENDIX B**

**Professional Development Allowance for the Academic Deans and the University Librarian**

Effective Date: January 1, 2021

<b>Positions</b>	<b>PDA Amount</b>
Academic Deans and University Librarian	\$7,500

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OF ACADEMIC ADMINISTRATORS**

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**Effective date:** [insert date]

**Approval Authority:** Board of Governors

**Supersedes/amends:** June 7, 2013

**Policy Number:** HR-40

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PREAMBLE

This Policy provides for the effective governance and administration of employment and Remuneration (as defined below) for the positions governed by this Policy.

While salary is an important component of Remuneration, other elements of a total Remuneration package are also significant and include Benefits (as defined below) and other working conditions. Working conditions include, but are not limited to, the intrinsic value of the job, opportunities to advance and to work with peers and other colleagues, the physical environment, professional and personal growth opportunities, and the opportunity to contribute to a vibrant and stimulating organization.

SCOPE

This Policy applies to Academic Administrators (as defined below).

This Policy shall be read in conjunction with any applicable legislation and any other applicable University policy, guideline, directive and the like.

PURPOSE

The purpose of this Policy is to:

- a) attract and retain the best talent;
- b) provide fair, competitive and equitable Remuneration and Benefits based on job duties, responsibilities, accountabilities and qualifications;
- c) encourage growth and professional development within jobs and facilitate maximizing contribution within the University;
- d) provide for consistent and fair application of the Policy, within the means and resources available to the University; and

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- e) provide managers with the opportunity to recognize and reward Academic Administrators for continued performance and professional development.

DEFINITIONS

For the purposes of this Policy, the following definitions shall apply:

“Academic Administrator” means an individual who meets the following criteria:

- a) reports to the President; the Provost and Vice-President, Academic (the “Provost”); the Vice-President, Research and Graduate Studies; an Academic Dean or the University Librarian; and holds the position of:
- Associate Dean;
  - Associate University Librarians; or
  - Any other position designated by the President as an Academic Administrator;
- and
- b) held a position in the Concordia University Faculty Association (“CUFA”) bargaining unit before their appointment or for whom a position in CUFA is held upon the conclusion of the term of their administrative appointment.

“Administrative Leave” means a paid transition period during which the Academic Administrator may benefit from their Remuneration without having to perform the duties related to their administrative appointment. The purpose of this paid transition is to enable the Academic Administrator to update their skills, reintegrate into research networks and/or carry out any activity that would enable them to deepen their knowledge in order to exercise their professorial duties.

“Benefits” means the benefits for which University employees may be eligible, such as group insurance, pension, leaves and the like, as amended from time to time.

“General Increase” means the increase provided to the Academic Administrators to recognize their additional experience and development in their position.

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“Legislative Provisions” means any applicable legislative provision, budgetary rule, guideline, directive and the like.

“Nominal Academic Salary” means the salary an Academic Administrator would earn as a faculty member, i.e. the CUFA grid salary, plus supplements if applicable.

“Remuneration” means any amount paid for the fulfilment of any employment duties, including, but not limited to, annual base salary, Nominal Academic Salary, stipends, lump sums, allowances and the like.

### POLICY

#### Employment Agreements

1. The President, the relevant Vice-President, the relevant Academic Dean or the University Librarian, as applicable, shall contact Human Resources prior to engaging in discussions with respect to all new hires, appointments, employment agreement renewals, transfers to new, existing or interim positions, and promotions.
2. Following consultation with Human Resources, the relevant Vice-President, the relevant Academic Dean or the University Librarian, as applicable, shall make a recommendation to the President or to the relevant Vice-President, as applicable, regarding the conditions of an employment agreement.
3. The employment of an Academic Administrator shall be governed by an employment agreement that specifies the position, term, Remuneration, Benefits, severance and, when applicable, any Administrative Leave and any other relevant conditions of employment.
4. All employment agreements shall conform to the University employment agreement template and must be prepared by Human Resources.
5. All employment agreements shall bear the signatures of the Academic Administrator and of:

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- a) the Chair of the Board of Governors (the “Board”) and the President in the case of Academic Administrators reporting to the President.
  - b) the President and the relevant Vice-President in the case of Academic Administrators reporting to a Vice-President.
  - c) the Provost and the relevant Academic Dean or the University Librarian in the case of Associate Deans and Associate University Librarians.
6. Employment agreements for Academic Administrator positions shall normally be for a 3 to 5-year term, with exceptions in cases of interim appointments, short-term extensions or other exceptional situations.
  7. When an employment agreement is renewed for the same position with no substantive change in job responsibility, the employment conditions shall remain the same.
  8. Academic Administrators may be assigned teaching responsibilities as part of their appointment, at the discretion of their supervisor. All courses taught by Academic Administrators shall be considered as part of the duties eligible for performance review.

Remuneration

9. Academic Administrators shall be excluded from the CUFA bargaining unit during the term of their administrative appointment and subsequent Administrative Leave. For the purposes of determining the salary of Academic Administrators who return to the CUFA bargaining unit upon the conclusion of the term of their administrative appointment, a Nominal Academic Salary shall be notionally maintained during the term of the administrative appointment and subsequent Administrative Leave by applying all of the adjustments accorded to members of CUFA to the Nominal Academic Salary of the Academic Administrators on the day they took office. The same conditions shall apply, adapted as required, to Academic Administrators appointed from outside of the University for whom a position in CUFA is held upon the conclusion of the term of their administrative appointment.

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10. The stipends for Associate Deans and Associate University Librarians are contained in Appendix A and shall apply at the time of appointment.
11. The base salary of Associate Deans and Associate University Librarians consists of their Nominal Academic Salary and their stipend, which shall be adjusted as follows:
  - a) Nominal Academic Salaries shall be adjusted as provided for in the CUFA collective agreement.
  - b) stipends shall be reviewed annually, normally with effect June 1.
12. The Remuneration of Academic Administrators at the time of appointment shall be approved by the President or the relevant Vice-President, as applicable, in consultation with the Associate Vice-President, Human Resources. The Remuneration, Benefits and severance shall be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.
13. Specific market conditions or challenges as well as internal situations may warrant an exception in establishing a starting salary or to maintain market competitiveness. Any exceptions to the Remuneration, Benefit or severance provided for in this or any other applicable University policy to which an Academic Administrator would normally be entitled must be in accordance with applicable Legislative Provisions and shall be approved by the Associate Vice-President, Human Resources, in consultation with:
  - a) the Chair of the Board and the President in the case of Academic Administrators reporting to the President.
  - b) the President and the relevant Vice-President in the case of Academic Administrators reporting to a Vice-President.
  - c) the Provost and the relevant Academic Dean or the University Librarian in the case of Associate Deans and Associate University Librarians.
14. The annual General Increase shall apply to the stipends of Academic Administrators.

## POLICY ON EMPLOYMENT AND REMUNERATION OF ACADEMIC ADMINISTRATORS

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15. Any salary adjustments resulting from the above must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions, and shall normally be made effective June 1.
16. Academic Administrators governed by this Policy as of March 1 or later shall not be eligible for the June 1 annual General Increase in their year of hire.
17. Academic Administrators shall be entitled to a professional development allowance which shall not exceed the amount contained in Appendix B and enables Academic Administrators to maintain their professional activities or assist them with remaining current in their area of expertise.

All expenses incurred for this purpose shall be governed by all applicable University policies, guidelines, directives and the like, and must be approved in advance by the President, the relevant Vice-President, the relevant Academic Dean or the University Librarian, as applicable. In no event may the professional development allowance be a personal advantage for the Academic Administrators.

18. Academic Administrators shall be entitled to an annual vacation accrued at the same rate as that of members of the CUFA bargaining unit. Academic Administrators shall use their vacation entitlement before the conclusion of the term of their administrative appointment.
19. Academic Administrators may be eligible for the reimbursement of membership fees of a professional order, subject to the approval of the President, the relevant Vice-President, the relevant Academic Dean or the University Librarian, as applicable, and in consultation with Human Resources.
20. Academic Administrators shall be entitled to group insurance and pension plan available to members of the CUFA bargaining unit.
21. Academic Administrators may be entitled to other benefits in accordance with the relevant [Human Resources policies](#), as amended from time to time.



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22. When an Academic Administrator temporarily assumes, in an interim situation, additional duties and responsibilities above or at an equivalent level of their primary position, they may be eligible to receive an additional stipend. The stipend awarded shall be established by Human Resources, in consultation with the President and the relevant Vice-President, or with the Provost and the relevant Academic Dean or the University Librarian, as applicable.
23. When an Academic Administrator accepts a temporary assignment to another position above the level of their primary position, they shall be eligible to receive an additional stipend for the duration of the assignment. The stipend awarded shall be established by Human Resources, in consultation with the President and the relevant Vice-President, or with the Provost and the relevant Academic Dean or the University Librarian, as applicable.

Scholarly Research Allowance

24. The Academic Administrators may receive a scholarly research allowance to maintain their research activities over the course of the term of their administrative appointment. This allowance, which does not constitute Remuneration, is made available for research purposes, including, but not limited to, the employment of research staff, the funding of graduate students and other research-related expenses. In no event may the scholarly research allowance be a personal advantage for the Academic Administrators.

Performance Review

25. The President, the relevant Vice-President, the relevant Academic Dean or the University Librarian, as applicable, shall conduct a confidential performance review of the Academic Administrator and their goals and objectives annually.

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26. For Academic Administrators whose performance has been unsatisfactory (either as part of the annual performance review or otherwise), the President, the relevant Vice-President, the relevant Academic Dean or the University Librarian, as applicable, shall discuss the results with the Academic Administrator. The President, the relevant Vice-President, the relevant Academic Dean or the University Librarian, as applicable, shall bring the matter to the attention of the Chair of the Board, the President or the relevant Vice-President, as applicable, who shall consult with the Associate Vice-President, Human Resources to discuss the appropriate steps to be taken, which may include the establishment of a performance improvement plan or other measures.

Administrative Leave

27. At the conclusion of the Academic Administrator's term of administrative appointment, they shall be entitled to an Administrative Leave.
28. The Administrative Leave shall be established based upon 2 months of Administrative Leave per year of service in the administrative appointment, to a maximum of a 1-year leave.
29. An Academic Administrator shall take their Administrative Leave immediately at the conclusion of the term(s) of their administrative appointment and before they return to the CUFA bargaining unit. Exceptionally, alternate arrangements can be made with the approval of the President or the relevant Vice-President, in consultation with the Associate Vice-President, Human Resources.
30. The salary rate during the Administrative Leave shall be based on the average salary earned during the last 6 years of the administrative appointment or such lesser period adapted as required.
31. If an Academic Administrator's administrative appointment is more than 6 years, they shall receive, for each year of service beyond 6 years, monetary compensation in lieu of administrative leave at the rate of 1 month's average salary earned during the last 6 years of the administrative appointment.

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32. Subject to the approval by the President or the relevant Vice-President and in consultation with the Associate Vice-President, Human Resources, monetary compensation in lieu of Administrative Leave may be made only under exceptional circumstances, such as:
- a) the Academic Administrator will retire immediately upon ending a term of office.
  - b) taking the full amount of leave would mean that an Academic Administrator would return to their regular duties at a date inconvenient for scheduling subsequent teaching duties.
  - c) the Academic Administrator's department requires their immediate service to teach courses that cannot be taught by other faculty members.
  - d) the Academic Administrator immediately assumes another Academic Administrative position.

Such monetary compensation is paid at the rate of the value equal to 1 months' average salary, per year of service. The total monetary compensation in lieu of administrative leave may not exceed 6 months' average salary.

All monetary compensation in lieu of administrative leave shall normally be made as a single lump sum payment. If leaves or payouts are being made for service in a combination of positions, separate calculations are made for the entitlement from each position as if the incumbent concluded their service in each position, and then the totals of these calculations are combined.

33. No monetary compensation in lieu of Administrative Leave shall be banked or otherwise deferred.
34. During the Administrative Leave, an Academic Administrator shall only be entitled to receive the salary referred to in [section 30](#), the professional development allowance and the continuation of the Benefits, as applicable.

**POLICY ON EMPLOYMENT AND REMUNERATION  
OF ACADEMIC ADMINISTRATORS**

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35. Subject to the approval from the President or relevant Vice-President, an Academic Administrator may, while on Administrative Leave, devote the equivalent of up to 1 day per week to relevant outside employment. If an Academic Administrator accepts any employment with another employer which exceeds the equivalent of 1 day per week, they must resign their position at the University and shall forfeit their entitlement to any Administrative Leave.
36. An Administrative Leave may be combined with a sabbatical leave, but the total duration of such combined leaves may not exceed 2 years. In cases where a combined Administrative Leave and sabbatical leave amounts to more than 2 years, monetary compensation must be paid in lieu of the appropriate portion of the Administrative Leave.
37. The Academic Administrator must return to the CUFA bargaining unit in order to take advantage of any of the privileges provided by the CUFA collective agreement (leaves, early retirement, etc.). The term(s) of the administrative appointment and the Administrative Leave will not count towards sabbatical eligibility. An Academic Administrator who retires from the University under the relevant section of the CUFA collective agreement during or following the term(s) of their administrative appointment are eligible for retirement-related remuneration only at the Nominal Academic Salary effective at the time of their retirement.

Policy Responsibility and Review

38. The Board of Governors shall approve this Policy. Following its approval, any modifications to the appendices shall be approved by the President and reported to the Human Resources Committee on an annual basis.
39. The overall responsibility for implementing and recommending amendments to this Policy shall rest with the Associate Vice-President, Human Resources, in collaboration with the Provost and the Secretary-General.

Approved by the Board of Governors on June 7, 2013, and amended on [insert date].

**POLICY ON EMPLOYMENT AND REMUNERATION  
OF ACADEMIC ADMINISTRATORS**

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**Appendix A**

**Stipends for Academic Administrators**

Effective Date: January 1, 2021

<b>Positions</b>	<b>Annual Stipend 1st Term</b>	<b>Annual Stipend 2nd and subsequent terms</b>
Associate Dean and Associate University Librarian	\$15,491	\$17,827
Any other position designated by the President as an Academic Administrator	Stipend amount will be applied as appropriate	

**POLICY ON EMPLOYMENT AND REMUNERATION  
OF ACADEMIC ADMINISTRATORS**

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**Appendix B**

**Professional Development Allowance for Academic Administrators**

Effective Date: January 1, 2021

<b>Positions</b>	<b>PDA Amount</b>
Academic Administrator	\$2,500

**POLICY ON EMPLOYMENT AND REMUNERATION OF MANAGERIAL AND  
OTHER EMPLOYEES NOT GOVERNED BY A COLLECTIVE OR OTHER AGREEMENT**

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**Effective date:** [insert date]

**Approval Authority:** Board of Governors

**Supersedes/amends:** June 7, 2013

**Policy Number:** HR-39

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PREAMBLE

This Policy provides for the effective governance and administration of employment and Remuneration (as defined below) for the positions governed by this Policy.

While salary is an important component of Remuneration, other elements of a total Remuneration package are also significant and include Benefits (as defined below) and other working conditions. Working conditions include, but are not limited to, the intrinsic value of the job, opportunities to advance and to work with peers and other colleagues, the physical environment, professional and personal growth opportunities, and the opportunity to contribute to a vibrant and stimulating organization.

SCOPE

This Policy shall apply to managerial and other employees governed by an Extended-Term Employment Agreement (as defined below) and not explicit governed by another University policy.

This Policy shall be read in conjunction with any applicable legislation and any other applicable University policy, guideline, directive and the like.

PURPOSE

The purpose of this Policy is to:

- a) attract and retain the best talent;
- b) provide fair, competitive and equitable Remuneration and Benefits based on job duties, responsibilities, accountabilities and qualifications;
- c) encourage growth and professional development within jobs and facilitate maximizing contribution within the University;

**POLICY ON EMPLOYMENT AND REMUNERATION OF MANAGERIAL AND  
OTHER EMPLOYEES NOT GOVERNED BY A COLLECTIVE OR OTHER AGREEMENT**

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- d) provide for consistent and fair application of the Policy, within the means and resources available to the University; and
- e) provide managers with the opportunity to recognize and reward Employees for continued performance and professional development.

**DEFINITIONS**

For the purposes of this Policy, the following definitions shall apply:

“Benefits” means the benefits for which University employees may be eligible, such as group insurance, pension, leaves and the like, as amended from time to time.

“Extended-Term Employment Agreement” is used in this Policy interchangeably with the expression “Employment Agreement” and means an Employment Agreement of an extended-term employee who is an employee hired to work full-time or part-time in an indeterminate or fixed term contract of 1 year or more.

“General Increase” means the base salary increase provided to all Employees to recognize their additional experience and development in their position. The General Increase is one of the two components of the formula to determine the progression in the salary scale.

“Legislative Provisions” means any applicable legislative provision, budgetary rule, guideline, directive and the like.

“Performance Increment” means the base salary increase provided to some Employees to recognize their individual performance and contribution to the University in their position.

“Remuneration” means any amount paid for the fulfilment of any employment duties, including, but not limited to, annual base salary, stipends, lump sums, allowances and the like.



**POLICY ON EMPLOYMENT AND REMUNERATION OF MANAGERIAL AND  
OTHER EMPLOYEES NOT GOVERNED BY A COLLECTIVE OR OTHER AGREEMENT**

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POLICY

Employment Agreements

1. Managers shall contact Human Resources prior to engaging in discussions with respect to all new hires, appointments, employment agreement renewals, transfers to new, existing or interim positions, and promotions.
2. Following consultation with Human Resources, the manager shall make a recommendation to their supervisor regarding the conditions of an employment agreement.
3. The employment of an Employee shall be governed by an employment agreement that specifies the position, term, Remuneration, Benefits, severance and any other relevant conditions of employment.
4. All employment agreements shall conform to the University employment agreement template and must be prepared by Human Resources.
5. All employment agreements shall bear the signatures of the Employee, of the manager and their supervisor.
6. Initial employment agreements shall normally be for a fixed term of 1 year or more.
7. When an employment agreement is renewed for the same position with no substantive change in job responsibility, the employment conditions shall remain the same.

Remuneration

8. Positions shall be evaluated in accordance with the University's job evaluation process and shall be assigned a grade.
9. The salary scales are contained in Appendix A and shall apply at the time of appointment. The salary scales shall be reviewed annually, normally with effect June 1.

**POLICY ON EMPLOYMENT AND REMUNERATION OF MANAGERIAL AND  
OTHER EMPLOYEES NOT GOVERNED BY A COLLECTIVE OR OTHER AGREEMENT**

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10. The Remuneration of Employees at the time of appointment shall take into consideration the duties, responsibilities, accountabilities and qualifications required by the position they occupy, as well as the internal equity and the salary scale for such positions as referred to in [section 9](#).
11. The Remuneration of Employees at the time of appointment shall be approved by the manager, in consultation with the Human Resources. The Remuneration, Benefit and severance shall be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.
12. Specific market conditions or challenges as well as internal situations may warrant an exception in establishing a starting salary or to maintain market competitiveness. Any exceptions to the Remuneration, Benefit or severance provided for in this or any other applicable University policy to which an Employee would normally be entitled must be in accordance with applicable Legislative Provisions and shall be approved by the Associate Vice-President, Human Resources, in consultation with the President or the relevant Vice-President, as applicable.
13. The Employees' progression in the applicable salary scale shall be based on two components: the annual General Increase and the increase on the basis of the performance review, in each case, when applicable. Any such increases must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.
  - a) The Employees' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual General Increase.
  - b) The Employees' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual confidential performance review conducted by the manager.
14. Any salary adjustments resulting from the above must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions, and shall normally be made effective June 1.

**POLICY ON EMPLOYMENT AND REMUNERATION OF MANAGERIAL AND  
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15. Employees governed by this Policy as of March 1 or later shall not be eligible for the June 1 annual General Increase in their year of hire, except when an Employee's salary falls below the minimum of the adjusted salary scale. In such cases, the Employee's salary shall be adjusted to the minimum of the salary scale.
16. Employees whose salary is at or above the maximum of the salary scale for their position shall not normally be eligible for a General Increase to their base salary. The value of the General Increase in excess of the maximum of the salary scale of the position shall normally be paid as a lump sum over 26 pays. Following consultation with Human Resources and the President or the relevant Vice-President, as applicable, the equivalent of the value of the General Increase in excess of the maximum may be paid to the base salary.
17. Available annual Performance Increment information, when applicable, shall be communicated to the President and Vice-Presidents by Human Resources.
18. Employees governed by this Policy:
  - a) prior to the preceding December 1 shall be eligible to be considered for a full Performance Increment;
  - b) on or after December 1, but prior to March 1, shall be considered for a prorated Performance Increment;
  - c) on or after March 1 shall not be eligible for a Performance Increment in their year of hire.
19. In making Performance Increment allocation decisions, the manager shall assess the performance of all eligible Employees reporting to them and recommend to their Vice-President or to the President, as applicable, the amount of Performance Increment, if any, for the respective Employees.

**POLICY ON EMPLOYMENT AND REMUNERATION OF MANAGERIAL AND  
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20. Employees whose salary is at or above the maximum of the salary scale for their position shall not normally be eligible for Performance Increments. However, following consultation with Human Resources and the President or the relevant Vice-President, as applicable, an Employee may be awarded the equivalent of the value of a Performance Increment as a lump sum normally paid over 26 pays. Following consultation with Human Resources and the President or the relevant Vice-President, as applicable, the equivalent of the value of a Performance Increment may be paid to base salary.
21. Employees who obtain, in the course of their employment at the University, an additional relevant diploma or degree beyond the minimum requirement of their current position may be eligible for a salary increase, subject to the approval of Human Resources. Employees' base salary may not exceed the maximum of the salary scale as a result of such increase.
22. Employees shall be entitled to an annual vacation in accordance with the policy on *Vacation Leave* ([HR-14](#)), as amended from time to time.
23. Employees may be eligible for the reimbursement of membership fees of a professional order, subject to the approval of their manager, in consultation with Human Resources.
24. Employees shall be eligible for other benefits, including group insurance and pension plan, in accordance with the relevant [Human Resources policies](#), as amended from time to time.
25. When an Employee temporarily assumes, in an interim situation, additional duties and responsibilities above or at an equivalent grade of their primary position, they may be eligible to receive a stipend. The stipend awarded shall be established by Human Resources, in consultation with the relevant managers.
26. When an Employee accepts a temporary assignment to another position above the grade of their primary position, they shall be eligible to receive a stipend for the duration of the assignment. The stipend awarded shall be established by Human Resources, in consultation with the relevant managers.

**POLICY ON EMPLOYMENT AND REMUNERATION OF MANAGERIAL AND  
OTHER EMPLOYEES NOT GOVERNED BY A COLLECTIVE OR OTHER AGREEMENT**

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Performance Review

27. During the annual review referred to in [section 13 b](#), the manager shall review the performance of the Employee and their goals and objectives annually.
28. Employees whose performance has been satisfactory during the year may be awarded a Performance Increment as referred to in [section 18](#).
29. For Employees whose performance has been unsatisfactory (either as part of the annual performance review or otherwise), the manager shall discuss the results with the Employee. The manager shall bring the matter to the attention of their supervisor who shall consult with Human Resources to discuss the appropriate steps to be taken, which may include the establishment of a performance improvement plan or other measures.

Reclassification and Transfers

30. A position may be reclassified if the duties and responsibilities change significantly or the organizational structure changes.
31. When a significant change in the duties and responsibilities of a position has occurred, it is the responsibility of the manager to request a review of the position evaluation by Human Resources.
32. When an Employee is promoted or a position is reclassified to a higher grade, Human Resources, in consultation with the manager, shall review the Employee's salary.
33. If as a result of University requirements, an Employee is transferred to a position with a lower grade or a position is reclassified to a lower grade, the Employee's salary shall not be reduced.

End of Employment

34. Managers shall contact Human Resources prior to engaging in discussions with respect to an end of employment agreement or termination of employment.

**POLICY ON EMPLOYMENT AND REMUNERATION OF MANAGERIAL AND  
OTHER EMPLOYEES NOT GOVERNED BY A COLLECTIVE OR OTHER AGREEMENT**

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35. End of employment conditions are governed by the policy *Termination of Employment* ([HR-11](#)).

Policy Responsibility and Review

36. The Board of Governors shall approve this Policy. Following its approval, any modifications to Appendix A shall be approved by the President and reported to the Human Resources Committee on an annual basis.
37. The overall responsibility for implementing and recommending amendments to this Policy shall rest with the Associate Vice-President, Human Resources, in collaboration with the Secretary-General.

Approved by the Board of Governors on June 7, 2013, and amended on [insert date].

**POLICY ON EMPLOYMENT AND REMUNERATION OF MANAGERIAL AND  
OTHER EMPLOYEES NOT GOVERNED BY A COLLECTIVE OR OTHER AGREEMENT**

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**Appendix A**

**Salary Scales**

Effective Date: June 1, 2020

<b>Grade</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
EXE1	\$134,248	\$163,550	\$192,852
Lev1	\$140,738	\$151,994	\$163,249
Lev2	\$130,334	\$140,755	\$151,176
Lev3	\$120,703	\$130,353	\$140,002
Lev4	\$111,784	\$120,720	\$129,656
Lev5	\$103,528	\$111,801	\$120,074
Lev6	\$95,878	\$103,540	\$111,201
Lev7	\$88,801	\$95,894	\$102,986
Lev8	\$81,181	\$87,664	\$94,146
Lev9	\$74,847	\$80,821	\$86,794
Lev10	\$69,324	\$74,855	\$80,385
Lev11	\$63,675	\$68,753	\$73,831
Lev12	\$58,976	\$63,677	\$68,378
Lev13	\$54,628	\$58,982	\$63,335
Lev14	\$50,602	\$54,636	\$58,669
<b>Pay Equity Class Positions</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
50A-PE1125 (Lev 7)	\$90,090	\$97,274	\$104,457
50A-PE1201 (Lev 7)	\$90,090	\$97,274	\$104,457
50A-PE2023 (Lev 7)	\$90,090	\$97,274	\$104,457
50A-PE1209 (Lev 8)	\$82,701	\$89,293	\$95,885
50A-PE2031 (Lev 8)	\$82,701	\$89,293	\$95,885
50A-PE1055 (Lev 9)	\$75,541	\$81,559	\$87,577
50A-PE1173 (Lev 9)	\$75,541	\$81,559	\$87,577
50A-PE1231 (Lev 9)	\$75,541	\$81,559	\$87,577
50A-PE2030 (Lev 9)	\$75,541	\$81,559	\$87,577

*The pay equity class shall only be used for listed positions.*

OMNIBUS POLICY ON THE REMUNERATION  
OF SENIOR ADMINISTRATIVE PERSONNEL

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Effective Date: [insert date]

Originating Office: Board of Governors

Supersedes /Amends: October 24, 2018

Policy Number: BD-11

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PREAMBLE

Effective May 1, 2018, the government of Quebec adopted new budgetary rules and changes to the funding formula for Quebec universities, the [Règles budgétaires et calcul des subventions de fonctionnement aux universités du Québec](#) (“*Règles budgétaires*”). Among other things, the *Règles budgétaires* govern severance pay and the remuneration for certain Senior Administrative Personnel of Quebec universities (Section 5.11 of the *Règles budgétaires* (as defined below)) and affect several categories of Remuneration (as defined below), including, but not limited to, annual salary and salary increases; stipends; bonuses; allowances, such as a car or housing allowance; payment or reimbursement of expenses, such as parking fees, membership in private clubs and private medical services; and administrative leave.

These rules also call for the Board of Governors (the “Board”) to adopt a remuneration framework (the “Remuneration Framework”) which respects the conditions of Remuneration provided for in the *Règles budgétaires*. The Remuneration Framework includes, but is not limited to, resolutions, regulations, provisions, agreements, practices and policies that deal with the remuneration of Senior Administrative Personnel.

For purposes of clarity, unless otherwise indicated in this Policy, all references to the expression “*Règles budgétaires*” shall refer to Section 5.11 of the *Règles budgétaires*.

SCOPE

This Policy shall apply to all Senior Administrative Personnel as such expression is defined below and as specified in Section 5.11.2 (a) of the *Règles budgétaires* who:

- a) were newly appointed as Senior Administrative Personnel as of May 1, 2018;
- b) were already appointed as Senior Administrative Personnel as of May 1, 2018, but whose:
  - i. employment contract was renewed or extended as of May 1, 2018; or
  - ii. conditions of Remuneration were modified as of May 1, 2018.



## OMNIBUS POLICY ON THE REMUNERATION OF SENIOR ADMINISTRATIVE PERSONNEL

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### PURPOSE

The purpose of this Policy is to provide the University with a global framework in order to comply with Section 5.11 of the *Règles budgétaires*.

### DEFINITIONS

For the purposes of this Policy, the following definitions shall apply:

“Remuneration” means any amount paid to a Senior Administrative Personnel for the fulfilment of any employment duties, including, but not limited to, annual salary, stipends, allowances, and the like.

“Section 5.11 of the *Règles budgétaires*” means section 5.11 of the *Règles budgétaires* adopted in July 2018, as amended from time to time.

“Senior Administrative Personnel” means the senior administrators who hold the position of President, Vice-President, Chief Officer appointed by the Board, Secretary-General, Provost, Deputy Provost, Vice-Provost, Associate Vice-President and any other position of equivalent rank and responsibility.

### POLICY

1. The relevant units of the University including, without limitation, Financial Services, Human Resources and the University Secretariat shall take the measures necessary to apply the provisions of the *Règles budgétaires* such that:
  - a) the Remuneration of Senior Administrative Personnel who fall within the Scope of this Policy complies with the *Règles budgétaires*; and
  - b) the University complies with its obligations under the *Règles budgétaires*, including its obligations of reporting, audit and transparency.

OMNIBUS POLICY ON THE REMUNERATION  
OF SENIOR ADMINISTRATIVE PERSONNEL

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2. In the event of any conflict or contradiction between the provisions of the *Règles budgétaires* and the provisions of any University policy, the provisions of the *Règles budgétaires* shall prevail. Any provision contrary to the *Règles budgétaires* in any such policy shall be without effect.
3. In the event of any conflict or contradiction between the provisions of the *Règles budgétaires* and any University resolution, regulation, agreement, decision and/or practice, whether formalized or informal, the provisions of the *Règles budgétaires* shall prevail. Any provision of any such writing and any practice contrary to the *Règles budgétaires* shall be without effect and/or prohibited, as the case may be.
4. The overall responsibility for the implementation and recommended amendments to this Policy shall rest with the Secretary-General, in collaboration with the Associate Vice-President, Human Resources.

Approved by the Board of Governors on October 24, 2018, and amended on [insert date].



BG-2020-8-D11

## An Update on Teaching & Learning at Concordia 10 months into the pandemic

Dr. Sandra Gabriele, Vice-Provost, Innovation in Teaching & Learning

Dr. Robert Cassidy, Director, Centre for Teaching & Learning



“transition  
to remote  
delivery”

*What did it  
look like?*

## 4 guiding principles in our work:

- evidence-based approaches
  - learner-focused; best practices for online learning
- accessibility & flexibility
  - disabled students; variability in student contexts; use of Moodle<sup>1</sup>
- support faculty to adapt quickly
- teaching and learning is a shared responsibility
  - breaking down silos

<sup>1</sup> Concordia's Learning Management System

“transition  
to remote  
delivery”

*What did it  
look like?*

Moodle use has more than tripled:

- logins to Moodle increased by 382% at start of Fall semester
- data stored on Moodle went from 668 GB pre-COVID to 2.8 TB (2823 GB)

Almost \$4m spent on direct support to faculty in order to:

- adapt teaching, including using technologies effectively
- learn new technologies
- learn different ways of designing & assessing student learning
- support through Teaching Assistants

## CTL Support since March 2020

	Workshops	91 workshops 2500 participants
	One-on-one support:	1,500+ emails answered 375+ Zoom calls
	Web Resources	90+ new web pages
	Department Consultations	36 department meetings 5 Town Hall meetings for Faculties
	“Office Hours” Drop-In Q&A	85 hours for faculty 22 hours for TAs
	Zoom Invigilation	20 Training sessions 4 Info sessions for faculty & administrators
	Teaching Tools	30+ protocols 80+ Best Practices guides & templates

# “transition to remote delivery”

*What did it look like?*

Centre for Teaching & Learning expanded to 6x its pre-COVID size:

- from 2 teaching-support staff to 12 staff directly supporting faculty<sup>1</sup>

Expansion of KnowledgeOne services to include “eConcordia Express Model”

- adapting courses to remote delivery
- assessment strategies in an online environment
- accessibility
- using technology effectively

<sup>1</sup> 7 staff were hired, and 3 Curriculum Developers were seconded from all curriculum development work.

“transition  
to remote  
delivery”

*What did it  
look like?*

Transformation of services demanded new collaborations:

- Jointly developed change management plans
- Daily contact with IITS
- Weekly contact with various services on campus, e.g.:
  - Campus Well-being and Health
  - Student Success Centre
  - Exams Office

New, permanent Advisory Committee on Teaching & Learning, with membership from:

- Associate Deans of all Faculties, including School of Graduate Studies, CTL, Concordia Continuing Education, eConcordia, IITS, Student Services, Libraries, GSA & CSU student representatives



## some indicators of student success

- course grades were positively affected
- GPAs went up W19 and S20
- PASS option was selected by 14% of students
- 'DISC' was limited
- students are staying with Concordia
- new students are coming to Concordia

# There is still more to do.

## Short term plans



**Enhance Moodle to support student success and help faculty to understand what learning is taking place**

Moodle developer + Moodle specialist + Learning Analytics specialist



**Assessment schemes (and exams)**



**Improved communication (professor to student & student to student)**



**Student workload estimation & guidelines**



**Support teaching innovation through the Lab for Innovation in Teaching & Learning (LITL)**

# There is still more to do.

## Short to medium term plans

### Bottom-up consultations

- Inclusive teaching
- Pedagogies for student success & wellness
- Digital teaching
- Blue Sky Dreaming (innovation ambitions)

### Mixed return to campus

- Establish principles for what will happen on campus
- Plan and invest in needed technologies to support principles & vision
- Support faculty in making the next transition

### Strategy for Teaching & Learning

- How we will do it
- How we will know we have done it well
- Validate
- Implement & Support



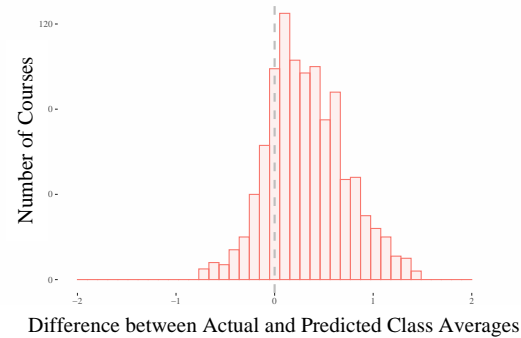
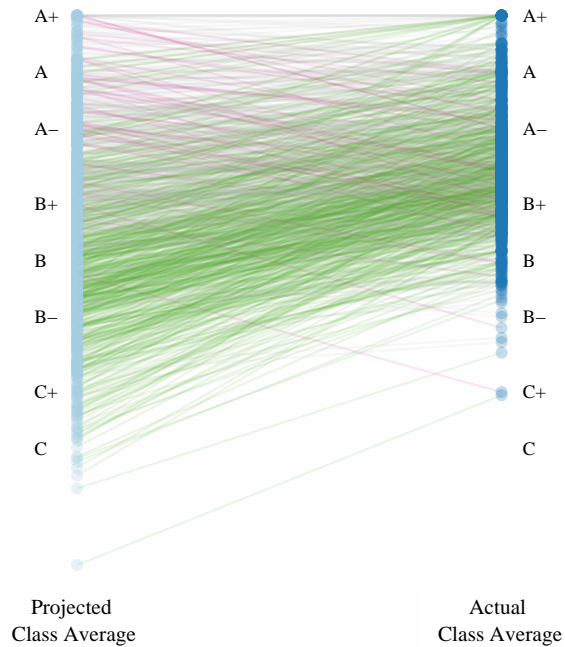
Questions ?



# Indicators Data

# class averages are better than usual

all courses

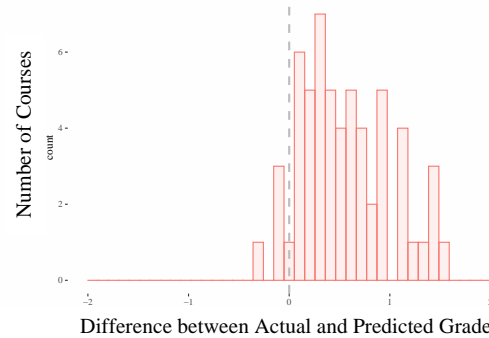
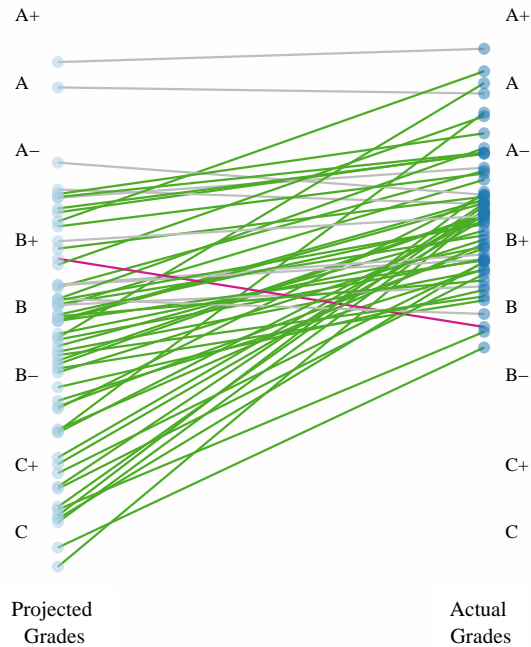


Each course taught in W19 is represented by two points connected by a line. The first point (left) is the **Projected Class Average**, which is predicted from the 5 prior semesters. The second point (right) is the **Actual Class Average**. The line connecting the points is green if the actual grades were better than predicted, grey if they were close to the prediction and red if they were lower than the prediction.

The second panel shows the distribution of all the **Differences between Actual and Predicted Grades**. Actual Class Averages were systematically better than Projected Class Averages.

# grades better than usual

## 'gateway' courses

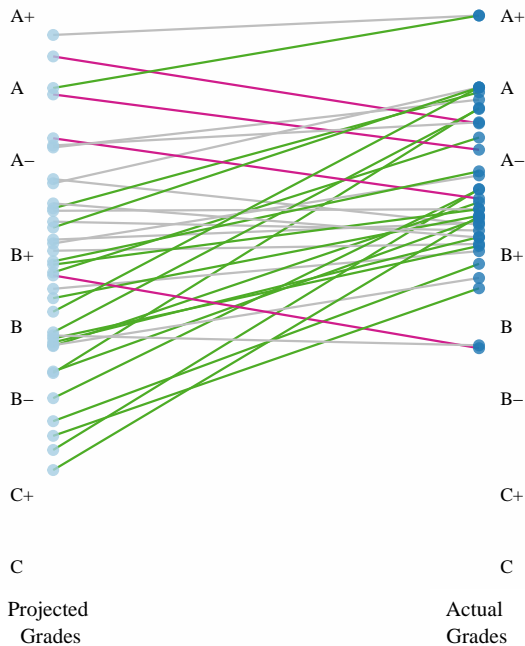


Gateway courses are defined as the 2 largest enrollment courses that a department offers. They usually serve as prerequisites to further courses and therefore decide whether students can continue the program.

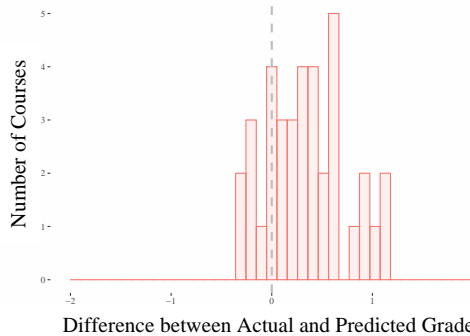
Each gateway course taught in W19 is represented by two points connected by a line. The first point (left) is the **Projected Class Average**, which is predicted from the 5 prior semesters. The second point (right) is the **Actual Class Average**. The line connecting the points is green if the actual grades were better than predicted, grey if they were close to the prediction and red if they were lower than the prediction.

The second panel shows the distribution of all the **Differences between Actual and Predicted Grades**. Actual Class Averages were systematically better than Projected Class Averages.

# grades better than usual



## upper-level humanities courses



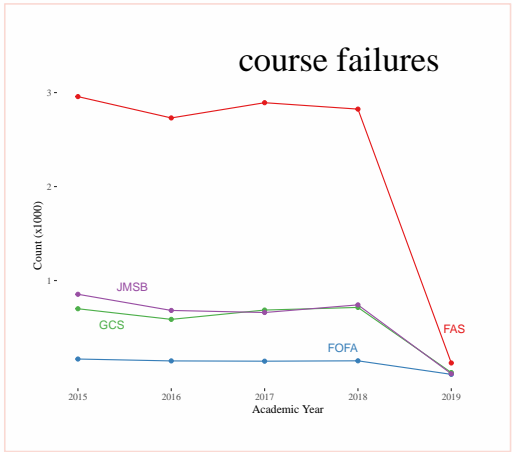
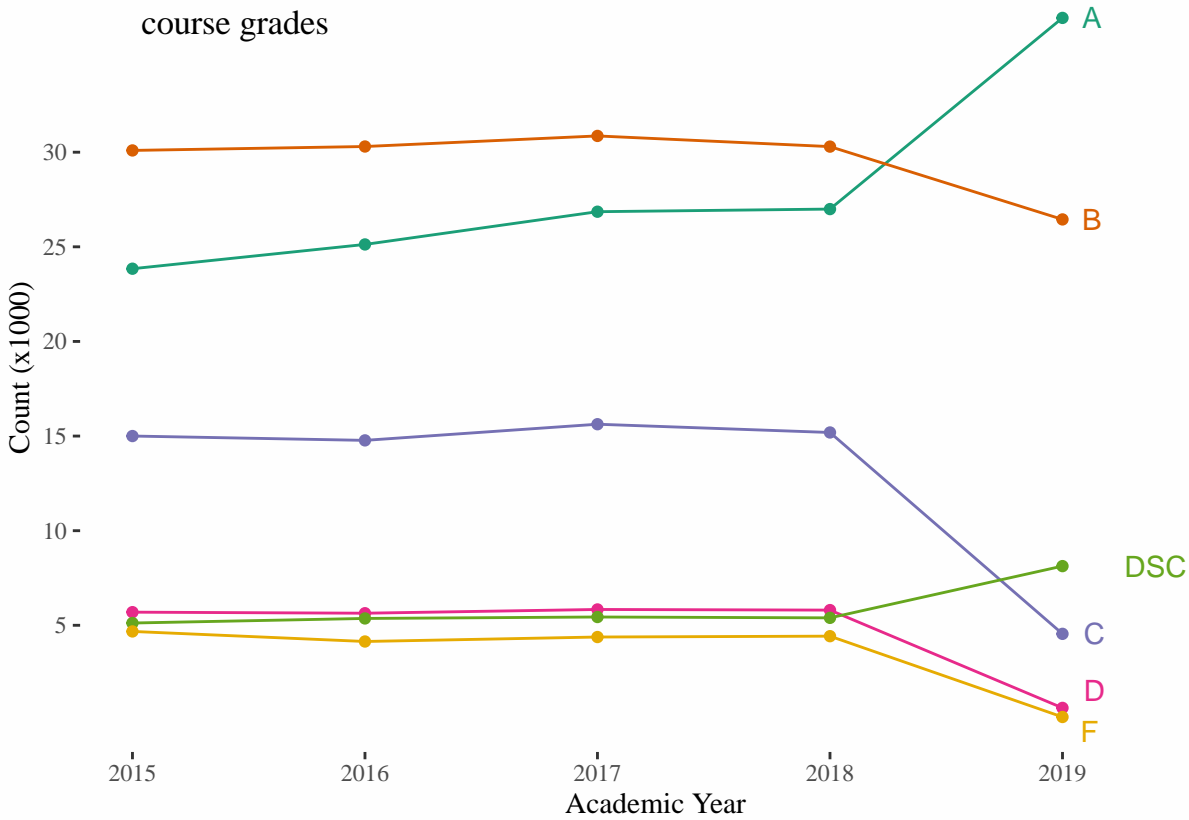
Upper-level humanities courses are 350-499 level courses in the Humanities sector (eg, History, Philosophy, etc). These course will be enriched in assessments like papers and projects rather than timed, proctored exams. In these courses, the move to remote teaching and learning is less likely to impact grades due to academic integrity ricks.

Each of these courses taught in W19 is represented by two points connected by a line. The first point (left) is the **Projected Class Average**, which is predicted from the 5 prior semesters. The second point (right) is the **Actual Class Average**. The line connecting the points is green if the actual grades were better than predicted, grey if they were close to the prediction and red if they were lower than the prediction.

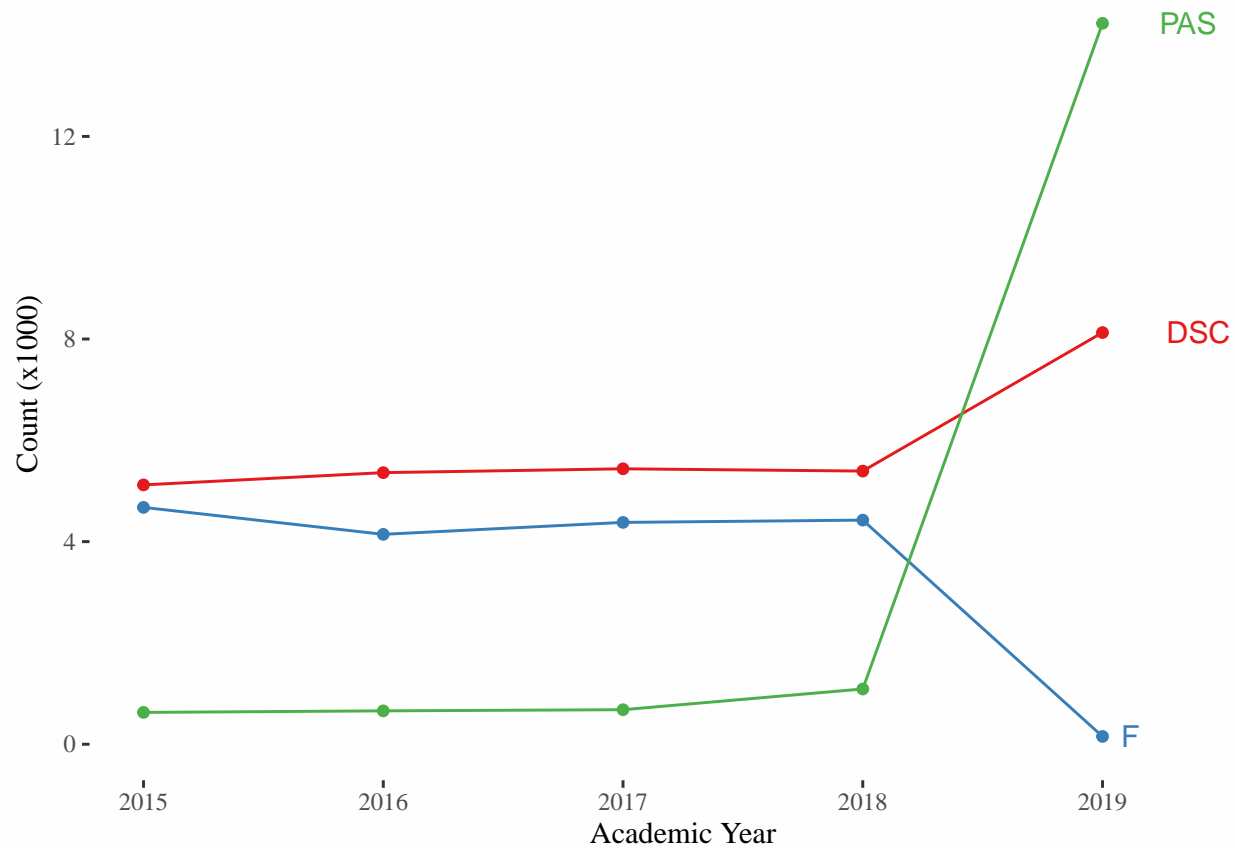
The second panel shows the distribution of all the **Differences between Actual and Predicted Grades**. Actual Class Averages were systematically better than Projected Class Averages.



# observed changes in grades



# students used “PASS/FAIL” and “DISC” strategically





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