



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

Wednesday, June 16, 2021,
immediately following the joint meeting of the Closed
Session of the Board of Governors and the Corporation
via Zoom Video Conferencing

Time	Item	Presenter/s	Action
6:20	1. Call to order	H. Antoniou	
	1.1 Adoption of the Agenda	H. Antoniou	Approval
CONSENT AGENDA			
	2. Adoption of the May 19, 2021 Minutes		Approval
	3. Audit Committee report (BG-2021-5-D9)		Information
	4. Sundry fees report (BG-2021-5-D10)		Information
REGULAR AGENDA			
6:22	5. Business arising from the Minutes not included on the Agenda		
6:25	6. President's report (BG-2021-5-D11)	G. Carr	Information
6:30	7. Senate recommendation regarding the establishment of the School of Health (BG-2021-5-D12)	G. Carr/ A. Whitelaw/ P. Wood-Adams	Approval
7:00	8. Request for the use of the Concordia name by the Concordia University Sport Shooting Association (BG-2021-5-D13)	H. Antoniou	Approval

7:25 9. Other business

7:30 10. Adjournment

H. Antoniou

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

Held on May 19, 2021, at 4 p.m.
via Zoom Video Conferencing

PRESENT

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

Alternate Governor: Chelsea Okankwu

Also attending: Philippe Beauregard, William Cheaib, Paul Chesser, Denis Cossette, Michael Di Grappa, Nadia Hardy, Frederica Jacobs, Shelina Houssenaly, Lisa Ostiguy, Anne Whitelaw, Paula Wood-Adams

ABSENT

Governors: Antoinette Bozac, Rana Ghorayeb, Odile Joannette, Prasanth Shunmugan

Non-voting observer: Jonathan Wener, *Chancellor*

1. **Call to Order**

The Chair called the meeting to order at 4:04 p.m.

1.1 **Adoption of the Agenda**

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

R-2021-4-1 *That the Agenda be approved, including the items on the Consent Agenda.*

CONSENT

2. **Adoption of the April 14, 2021 Minutes**

R-2021-4-2 *That the Minutes of the meeting of April 14, 2021 be approved.*

3. Collection of undergraduate student fee levies (BG-2021-4-D1)

R-2021-4-3 **CSU Legal Information Clinic (LIC)**

That the Board of Governors authorize Concordia University to collect an increased fee levy of \$0.27 per credit (an increase of \$0.10 per credit from \$0.17 per credit) to support the CSU Legal Information Clinic (LIC), from all undergraduate students, annually adjusted to the Consumer Price Index of Canada, to be implemented with registration for the Fall 2021 (2212) term, in accordance with the University's tuition, refund and withdrawal policy.

CSU Housing Job Bank (HOJO)

That the Board of Governors authorize Concordia University to collect an increased fee levy of \$0.26 per credit (an increase of \$0.02 per credit from \$0.24 per credit), from all undergraduate students to support the CSU Housing Job Bank (HOJO), annually adjusted to the Consumer Price Index of Canada, to be implemented with registration for the Fall 2021 (2212) term, in accordance with the University's tuition, refund and withdrawal policy.

FASA fee levy

That the Board of Governors authorize Concordia University to collect an increased fee levy of \$2.16 per credit (an increase of \$0.36 per credit from \$1.80 per credit), from all undergraduate students in the Faculty of Fine Arts to support the FASA fee levy, to be implemented with registration for the Fall 2021 (2212) term, in accordance with the University's tuition, refund and withdrawal policy.

ECA Faculty Association fee levy

That the Board of Governors authorize Concordia University to collect an increased fee levy of \$2.15 per credit (an increase of \$0.15 per credit from \$2.00 per credit), from all undergraduate students in the Gina Cody School of Engineering and Computer Science to fund a new office manager, annually adjusted to the Consumer Price Index of Canada, to be implemented with registration for the Fall (2212) term, in accordance with the University's tuition, refund and withdrawal policy.

Design Team fee levy

That the Board of Governors authorize Concordia University to collect a new fee levy of \$0.50 per credit from all undergraduate students in the Gina Cody School of Engineering and Computer Science to support GCS Design team projects at recognized engineering competitions, annually adjusted to the Consumer Price Index of Canada, to be implemented with registration for the Fall (2212) term, in accordance with the University's tuition, refund and withdrawal policy.

Competition fee levy

That the Board of Governors authorize Concordia University to collect a new fee levy of \$0.10 per credit from all undergraduate students in the Gina Cody School of Engineering and Computer Science to support GCS Competitions hosted at Concordia by GCS students, annually adjusted to the Consumer Price Index of Canada, to be implemented with registration for the Fall (2212) term, in accordance with the University's tuition, refund and withdrawal policy.

4. Collection of graduate student fee levies (BG-2021-4-D2)R-2021-4-4 **CSU Legal Information Clinic**

That the Board of Governors authorize Concordia University to collect a new fee levy of \$2.50 per term to allow graduate students full access to the services offered by the CSU Legal Information Clinic, from all graduate students, to be implemented with registration for the Fall 2021 (2212) term, in accordance with the University's tuition, refund and withdrawal policy.

CLJO 1690 AM

That the Board of Governors authorize Concordia University to collect a new fee levy of \$1.00 per term in support of CJLO 1960 AM, from all graduate students, annually adjusted to the Consumer Price Index of Canada, to be implemented with registration for the Fall 2021 (2212) term, in accordance with the University's tuition, refund and withdrawal policy.

5. Report on compliance with environmental legislation and health and safety (EH&S) regulations (BG-2021-4-D3)
6. Human Resources Committee report (BG-2021-4-D4)
7. Membership of the JMSB Dean Evaluation Committee (BG-2021-4-D5)

These documents were submitted for information.

REGULAR8. Business arising from the Minutes not included on the Agenda

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

9. President's report (BG-2021-4-D6)

As complementary information to his written report, the President apprised Governors of the following:

- There was an overall 4.2% increase in FTE's in the fall and winter terms. Registrations for the summer are stable. While there is a slight headcount decline, students have registered in more courses.
- Graduation numbers are surpassing last spring, which was our best ever, with 6,347 students having applied to graduate as of today.
- Fall application numbers and acceptances are ahead of last year. There is some lag in registrations partly due to the processing of CEGEP files but also because some international students are waiting for clear signals about travel for fall and public declaration by the Quebec government that they can start programs at distance.
- Since January 2021, 21 cases of COVID cases have been reported on campus, only one of which was a transmission linked to campus activity in early winter.
- The University is actively promoting the public health vaccination campaign.
- Varsity athletics teams have been training outdoors for some time.

- The University has recently announced that some residences will be open in the fall but not to full capacity.
- We are preparing for a progressive return to campus of some key service units this summer (student services, libraries, University Communications Services). Members of those units will receive health and safety training. It is expected that summer camps will be hosted this summer.
- Yesterday's announcement by Premier Legault regarding the reopening will have implications for higher education. Minister McCann will be holding a press conference tomorrow and universities have been told that we will receive more precise guidance in 36 hours. That said, we have been very clear that our goal is to provide as many opportunities as possible for students to come to campus, not just to take classes but to participate in other activities.

10. Finance Committee recommendations:

Mr. Brooks, Chair of the Finance Committee, introduced each item, further to which Mr. Cossette presented the highlights and responded to questions.

10.1 2021 Line of Credit Framework (BG-2021-4-D7)

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

R-2021-4-5 *Whereas Concordia University (the "**University**") currently has a total of \$370 million of available credit facilities (the "**2020 Global Threshold**"), via lines of credit, with several financial institutions (collectively the "**Current Facilities**") that may be used to finance its operational cash flow needs, accumulated deficit, capital investments, temporary financing of maturing capital bonds, payment of outstanding loans to Financement-Quebec, funding of working capital due to timing differences between the collection of revenues and disbursement of expenses, financing of restricted funds and its other short-term financial needs, now including those directly or indirectly attributable to the COVID-19 pandemic (collectively, the "**Short-Term Loan Purposes**");*

*Whereas although the maximum capacity of the 2020 Global Threshold has not been attained, in the current context of the COVID-19 pandemic, as a precautionary measure, in line with our integrated financial framework and in anticipation of unexpected additional financial needs which are directly or indirectly attributable to the Pandemic and other external factors, the University requires an increase to its short-term borrowing capacity up to an aggregate amount not to exceed \$475 million CAD (the "**2021 Global Threshold**");*

*Whereas approval is being sought to establish a line of credit framework, as more specifically set out in paragraph 1 of the present resolution (the "**2021 Line of Credit Framework**"), that will allow for allocation of the 2021 Global Threshold among any member of the Desjardins Group, including Caisse Centrale Desjardins and the institutions, as at December 31, 2020, listed in Schedule I of the Bank Act, S.C. 1991, c.46 ("**Schedule I of the Bank Act**"), a copy of which is annexed to this resolution as Schedule A (collectively the "**Approved Institutions**" or one "**Approved Institution**"), without the need to seek Board approval on a per credit facility basis;*

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

Whereas the Board wishes to increase the 2020 Global Threshold and to delegate by resolution to the two (2) individuals that are described in paragraph 5 below (the "Agreement Signatories") the authority to sign, execute and deliver any agreement to be entered into by the University to obtain short-term borrowing facilities with any Approved Institution (a "Facility" or collectively "Facilities") for and on behalf of the University and to do all such other acts as are ancillary to the execution of any such Facility and as are necessary to give effect to any such Facility;

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

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

Whereas this resolution abrogates and replaces Resolution R-2020-2-7 adopted by the Board of Governors on April 15, 2020.

Be it resolved:

1. That the 2021 Line of Credit Framework is hereby approved and is comprised of the following conditions:
 - a. The aggregate total of all available credit under the Facilities available to the University, including the Current Facilities, cannot exceed the 2021 Global Threshold of \$475 million CAD;
 - b. The University may enter into one or more Facilities with any of the Approved Financial Institutions;
 - c. The University cannot enter into any Facilities with an Approved Financial Institution when the total aggregate value of the available credit under all of the Facilities with the Approved Financial Institution represents more than 45% of the 2021 Global Threshold;
 - d. One or more Facilities may be in US dollars;
 - e. The Facilities can only be used for the Short-Term Loan Purposes; and
 - f. The terms and conditions of any Facility must be submitted to, examined, approved, and executed by the Agreement Signatories.
2. That for any Facility that meets with the 2021 Line of Credit Framework, the University is hereby authorized to enter into any such Facility without any need to seek any further Board approval.

3. *That the two Agreement Signatories be and they are hereby authorized and directed for and on behalf of the University to sign, execute and deliver any Facility that complies with the 2021 Line of Credit Framework and all documents in relation thereto, together with such amendments or variations as they may deem necessary, appropriate and expedient (provided that such modifications to any Facility do not have the effect of increasing the 2021 Global Threshold) (collectively referred to as “Required Modifications”);*
4. *That the two Agreement Signatories be and they are hereby authorized and directed for and on behalf of the University to sign, execute and deliver all such other documents, instruments or other writings and perform and do all such acts and things as they in their discretion may consider to be necessary, appropriate and expedient, provided that such acts do not have the effect of increasing the 2021 Global Threshold (collectively referred to as “Required Acts” and individually referred to as a “Required Act”);*
5. *That:*
 - a) *The President and Vice-Chancellor; and*
 - b) *The Chief Financial Officer.*

(the “Agreement Signatories”)

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

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

(the “Transaction Signatories”)

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

- i) *use any such Facility for the benefit of the University (for credit to the University’s account only) in accordance with the terms and conditions of said*

Facility by executing and delivering all such documentation as may be required by the relevant Approved Financial Institution for this purpose;

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

10.2 Administrative fee (BG-2021-4-D8)

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

R-2021-4-6 *Whereas the current Administrative fee being charged to all students is \$11.26 per credit; and*

Whereas the government has allowed the University to increase this fee up to 3.9% for 2021/2022;

Be it resolved:

That, on recommendation of the Finance Committee, the Board of Governors approve the collection of an increased Administrative fee of \$11.70 per credit from all students, to be implemented with registration for the Fall 2021 (2212) term, in accordance with the University billing, refund and withdrawal policy.

10.3 Technology Infrastructure fee (BG-2021-4-D9)

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

R-2021-4-7 *Whereas the current Technology Infrastructure fee being charged to all students is \$5.39 per credit; and*

Whereas the government has allowed the University to increase this fee up to 2.37% for 2021/2022;

Be it resolved:

That, on recommendation of the Finance Committee, the Board of Governors approve the collection of an increased Technology Infrastructure fee of \$5.52 per credit from all students, to be implemented with registration for the Fall 2021 (2212) term, in accordance with the University billing, refund and withdrawal policy.

11. Other business

There was no other business to bring before the meeting.

12. Adjournment

The Chair declared the meeting adjourned at 4:25 p.m.



Danielle Tessier
Secretary of the Board of Governors



**AUDIT COMMITTEE
REPORT TO THE BOARD OF GOVERNORS
Georges Paulez, Chair
June 16, 2021**

This is a high-level summary of the subjects discussed at the Audit Committee meeting held on May 14, 2021.

An update was provided on the status of the COVID-19 pandemic since its last meeting, a summary of which was communicated by the President to the Board at its meeting of May 19, 2021.

The Committee also received a report on the status of the UNITY project, including the top issues that need to be resolved. Following the deferral of the implementation date to November 2021, the work plan has been recalibrated to ensure success in achieving key objectives.

The Committee was updated on the state of completion of the mandates included in the 2020/2021 internal audit plan and reviewed and approved the audit plan for 2021/2022 proposed by the Interim Director, Internal Audit.

The University Treasurer and Investment Officer provided a summary in connection with the initiatives undertaken by the Enterprise Risk Management Committee during the past year together with a presentation on the evolution of the risk register which is linked to the risk management plan. He also presented the annual review of the University's risk financing program, which is also informed by the risk register.



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of June 16, 2021**

AGENDA ITEM: Sundry fees report

ACTION REQUIRED: For information

SUMMARY: In accordance with Resolution R-2014-6-24 adopted by the Board of Governors at its meeting of October 22, 2014 (appended hereto), new or modified sundry fees which were approved by the Provost and Vice-President, Academic and/or the Vice-President, Services and Sustainability during the academic year must be reported by the President to the Board on annual basis.

BACKGROUND: There are two categories within the sundry fees; those designated as *Frais institutionnels obligatoires* (FIO) by the Ministère de l'enseignement supérieur (MES) (FIO sundry fees), and those which are not (Non-FIO sundry fees).

- **FIO sundry fees:** These fees are defined by MEES as the mandatory fees, other than tuition fees, imposed by the University to all students, or to a specific group of students. The annual increase for those fees is regulated by MEES. For 2020/2021, the maximum allowable increase is up to 3.1%, at the discretion of the University.
- **Non-FIO sundry fees:** Contrary to the FIO sundry fees, these fees are charged by the University only to students for use of a specific service, on an individual basis. The increase for those fees is not regulated by MEES and is at the University's sole discretion.

The following fees were increased or decreased during the academic year.

PROVOST AND VICE-PRESIDENT, ACADEMIC

FIO sundry fees

	2020-2021	2021-2022
<i>Graduation fee – Cycle 1</i>	\$42.50	\$44.00
<i>Graduation fee- certificate</i>	\$42.50	\$44.00
<i>Graduation fee- masters (with Thesis)</i>	\$42.50	\$44.00
<i>Graduation fee- masters (without Thesis)</i>	\$42.50	\$44.00
<i>Graduation fee- PhD</i>	\$42.50	\$44.00
<i>Thesis Binding (1st 3 copies of master's thesis)</i>	\$114.00	\$118.00

<i>Thesis Binding (1st 4 copies of PhD thesis)</i>	\$129.00	\$134.00
<i>Student I.D. Card</i>	\$12.25	\$12.70
<i>Academic/Course Re-evaluation Fee</i>	\$42.50	\$44.00
<i>Special Exam (CELDT)</i>	\$21.32	\$22.15
<i>Consumable Materials Fee</i>	\$1,065.00	\$1,105.00

	<i>Per semester 2020-2021</i>	<i>Per semester 2021-2022</i>
<i>COOP fee</i>	\$197.25	\$205.00
<i>Registration Fee</i>	\$26.52	\$27.50
<i>Undergraduate Independent student application</i>	\$16.00	\$16.60
<i>Continuing in Program fee - as of the 7th semester (masters)</i>	\$426.00	\$442.00
<i>Continuing in Program fee - as of the 13th semester (PhD)</i>	\$426.00	\$442.00
<i>Time-Limit Extension Fee - as of the 13th semester (masters)</i>	\$639.63	\$664.00
<i>Time-Limit Extension Fee - as of the 19th semester (PhD)</i>	\$640.00	\$664.00

	<i>Per course 2020-2021</i>	<i>Per course 2021-2022</i>
<i>Additional fees for private music courses - 6 credit courses</i>	\$533.00	\$553.00
<i>Additional fees for private music courses - 3 credit courses</i>	\$266.00	\$276.00
<i>Additional fees JPER/MPER</i>	\$266.00	\$276.00
<i>Additional fees political science - POLI, WSDB, INTE</i>	\$319.00	\$330.00
<i>Residential Laboratory Fee</i>	\$80.00	\$83.00
	<i>Per course Summer 2021</i>	<i>Per course Summer 2022</i>
<i>Additional fee [Capstone Course Fee (ACCO 658 and ACCO 659)]</i>	\$2,667.00	\$2,771.00
<i>Additional fee DRAW 200, 300, 400, 450</i>	\$3,414.00	\$3,547.00

Non-FIO sundry fees

	2020-2021	2021-2022
<i>Acknowledgment of payment</i>	\$16.00	\$16.60
<i>Mailing of degree</i>	\$32.00	\$33.25
<i>Degree transfer application</i>	\$47.00	\$48.75
<i>Medical examination processing fee</i>	\$36.00	\$37.25
<i>Fax fee</i>	\$11.00	\$11.40
<i>Letter of financial standing</i>	\$16.00	\$16.60
<i>Deposit for keys or access card - reimbursable</i>	\$16.00	\$16.60
<i>Resubmission of doctoral thesis</i>	\$53.00	\$55.00
<i>Resubmission of master's thesis</i>	\$42.50	\$44.00
<i>Copy of student record</i>	\$5.30	\$5.50
<i>Copy of official academic file</i>	\$12.77	\$13.25
<i>Admission deferral fee</i>	\$26.50	\$27.50
<i>Late application to graduate</i>	\$16.00	\$16.60
<i>Late payment fee</i>	\$80.00	\$83.00
<i>Late registration fee</i>	\$80.00	\$83.00
<i>Replacement ID card</i>	\$16.00	\$16.60
<i>Course descriptions fee</i>	\$5.30	\$5.50

VICE-PRESIDENT, SERVICES AND SUSTAINABILITY**FOOD SERVICES**

	<i>Annual Fee 2020-2021</i>	<i>Annual Fee 2021-2022</i>
<i>Meal Plan for Resident Students (includes Fall and Winter semesters)</i>	\$4,975.00	\$4,975.00
<i>Food Services Infrastructure Fee</i>	\$175.00	\$200.00

RESIDENCE RENT

<i>Building/Type of Room</i>	<i>2020-2021 Monthly Rent</i>	<i>2021-2022 Monthly Rent</i>
<i>Hingston Hall A- Single</i>	\$551.76	\$576.59
<i>Hingston Hall A- Large single</i>	\$619.42	\$647.30
<i>Hingston Hall A- Double</i>	\$468.47	\$489.55
<i>Hingston Hall A- Private</i>	\$803.43	\$899.84

<i>Hingston Hall B – Single</i>	\$644.17	\$665.63
<i>Hingston Hall B – Large single</i>	\$727.29	\$751.51
<i>Hingston Hall B – Private</i>	\$866.68	\$953.35
<i>Hingston Hall B – Super private</i>	\$876.96	\$964.66
<i>Jesuit Residence - Single private</i>	\$900.00	\$1071.45
<i>Grey Nuns – Small single (no sink)</i>	\$759.91	\$774.88
<i>Grey Nuns – Small single</i>	\$770.61	\$785.79
<i>Grey Nuns – Single (no sink)</i>	\$797.37	\$813.07
<i>Grey Nuns - Single</i>	\$808.06	\$823.98
<i>Grey Nuns – Large single (no sink)</i>	\$829.47	\$845.81
<i>Grey Nuns – Large single</i>	\$840.17	\$856.73
<i>Grey Nuns – Small Double (no sink)</i>	\$663.57	\$676.64
<i>Grey Nuns – Small Double</i>	\$674.28	\$687.56
<i>Grey Nuns – Large double</i>	\$706.39	\$720.31
<i>Grey Nuns – Super single (no sink)</i>	\$861.58	\$878.55
<i>Grey Nuns – Super single</i>	\$872.29	\$889.47
<i>Grey Nuns – Semi-private</i>	\$893.69	\$911.30
<i>Grey Nuns - Private</i>	\$1,000.00	\$1100.00

PREPARED BY:

Name: Danielle Tessier
Date: June 7, 2021



**SUNDRY FEE RESOLUTION (R-2014-6-24)
Adopted by the Board of Governors on October 22, 2014**

WHEREAS the By-Laws stipulate that the Board of Governors is responsible for setting student fees of all kinds;

BE IT RESOLVED:

THAT the approval of fees be governed hereinafter according to the following specifications, subject to the relevant legislation and regulations, government tuition and other fees that the University may charge from time to time:

1. The approval of the Board of Governors shall be required to establish and modify base tuition fees and tuition premiums for government funded programs; tuition fees for non-government funded programs; and all other fees charged to students with the exception of fees identified in paragraphs 2 and 3 hereunder;
2. THAT, further to consultation with the President, the Provost and Vice-President, Academic Affairs, be authorized to establish or modify all fees related to not for credit courses including continuing education fees as well as sundry fees arising from the registration or enrolment in a course or program, such as, but not limited to, course or program surcharges, laboratory fees, application fees, re-evaluation fees, graduation fees, continuation fees; and
3. THAT, further to consultation with the President, the Vice-President, Services be authorized to establish or modify sundry fees related to ancillary or auxiliary services, such as, but not limited to, resident rent, locker rental fees.

THAT the President report annually to the Board of Governors, on behalf of the Provost and Vice-President, Academic Affairs and the Vice-President, Services, on fees modified or established by them; and

THAT the present resolution supersede Resolution R-2006-8-17 adopted by the Board of Governors on October 19, 2006.



REPORT TO THE BOARD OF GOVERNORS

GRAHAM CARR
PRESIDENT AND VICE-CHANCELLOR

JUNE 2021

INTRODUCTION

I recently announced to our community that Concordia will **prioritize on-campus student experiences** for the fall 2021 session. On May 31st, the Minister of Higher Education stated that social distancing requirements will not apply to universities in September if 75 per cent of adults are fully vaccinated by the end of August and should public health conditions remain stable. This is very encouraging news that heralds a new phase of planning for the hoped-for scenario where the inoculation contingency is met. While we are prioritizing on-campus student experiences for fall, it's important to remember that Concordia has been a Canadian leader in delivering online courses and also that we have experimented with, and learned many things about, the benefits of online and blended course and student service delivery during the pandemic. We're looking forward to an exciting fall when all our students can be on campus, and we can also take bold new steps to deliver the best of both worlds online and in-person as befits a next-gen university.

A first-of-its-kind, the **Barry F. Lorenzetti Centre for Women Entrepreneurship and Leadership** was recently established to endow research grants and scholarships for undergraduate and graduate students. Led by **Ingrid Chadwick**, co-director, Academic, and **Louise Champoux-Paillé**, co-director, Practice, the centre acts as a hub for expertise and research on women in entrepreneurship and leadership. The centre was made possible with a **\$500,000** gift from **Barry F. Lorenzetti**, The founder of BFL CANADA.

Members of Concordia's Department of Health, Kinesiology and Applied Physiology have answered the call to **administer COVID-19 vaccines**. The Department was invited to help by their professional associations, the *Corporation des thérapeutes du sport du Québec* and the *Fédération des kinésologues du Québec*. The Department's faculty, third- and fourth-year students and graduate students are all eligible to participate.

In community news that is both deeply tragic and inspiring, **Nadia Chaudhri** (Department of Psychology) launched a GoFundMe fundraiser for young scientists to participate in the annual Research Society on Alcoholism conference. The fund has amassed \$193,000 USD so far. Nadia also established the Nadia Chaudhri Wingspan Award through Concordia's in-house FundOne crowdfunding platform. The Wingspan Award will support neuroscientists from underrepresented backgrounds. Nadia, who's only 43, received a terminal cancer diagnosis in 2020. While she has had to step back from her research, she continues to actively support the next generation of scientists.

TEACHING, RESEARCH, INNOVATION

Three Concordia undergraduates received the **Lieutenant Governor's Youth Medal**. The award recognizes the involvement and determination of Quebecers who have had a positive influence in their own community or throughout Quebec. The awardees, and their respective accomplishments, are: **Camina Harrison-Chéry** (Department of Communication Studies), for her

advocacy for Black students and service as outreach coordinator of Community Empowerment Education Development Concordia; **Celeste-Melize Ferrus** (Department of Physics), as a founding member of Katalis, a student-led initiative that promotes science, technology, engineering and math disciplines to school children in Haiti and as president of Space Concordia; and **Isaiah Joyner** (Department of Finance), for his leadership with the Commerce and Administration Students' Association and Concordia Student Union.

PhD student **Tina Papazotos** was awarded a 2021 **Miriam Aaron Roland Graduate Fellowship**, valued at \$100,000, to pursue her synthetic biology research. Tina was unanimously ranked number one by the fellowship selection committee based on her research proposal. Working under the supervision of **Laurent Potvin-Trottier** (Department of Biology), Tina applies an engineering approach to biology to build gene circuits in bacteria, work that carries the potential of yielding more cost-effective and environmentally friendly compounds.

Parnian Afshar, a PhD student at the Concordia Institute for Information System Engineering, was awarded a **Borealis AI Global Fellowship** to support her research in the emerging field of medical imaging known as “radiomics,” which strives to increase the accuracy and prediction of cancer detection. The fellowship is valued at \$10,000 and corresponds to a six-and-a-half-month tenure. Parnian featured in a past Board of Governors report for winning the *Fond de Recherche du Québec Prix Relève étoile Louis Berlinguet* for the month of March.

MFA sculpture candidate **Nico Williams** is Concordia's recipient of a **Claudine and Stephen Bronfman Fellowship in Contemporary Art**. The prestigious fellowship, worth \$60,000 over two years, is the most generous post-MFA award for emerging artists in Canada. Nico, an Anishinaabe artist from Aamjiwnaang First Nation, takes a multidisciplinary and collaborative approach to sculptural beadwork. His work has featured across Canada and internationally, including at the Art Museum at the University of Toronto and the *Musée des beaux-arts de Montréal*.

Gilles Peslherbe (Department of Chemistry and Biochemistry and Department of Physics) was designated a **Fellow** of the **Chemical Institute of Canada**, in acknowledgement of his exceptional contributions to the chemical profession. Among his many achievements, Gilles played a key role in establishing Concordia's Centre for Research in Molecular Modeling (CERMM). His CERMM projects include simulations that support the design of advanced materials to facilitate sustainable fertilizer production and greener agriculture and the formulation of biomolecules such as vaccines for long-term room-temperature stability and storage.

Damon Matthews (Department of Geography, Planning and Environment) was ranked one of the world's most influential climate scientists. He placed fifth among Canadians and 266th globally on the **Reuters Hot List** of the top 1,000 climate scientists. The list measures influence based on a combination of factors: the number of research papers they have published on climate change-related topics, how often other researchers in similar fields of study cite those papers and how often their papers are referenced in the media, policy papers, social media and other sources.

Following approval at Senate on March 19th, Concordia launched **Humanities+**, a new non-credit program to support the school-to-career transition of undergraduate Concordians studying in humanities-based programs. Led by FUSION in partnership with FutureReady, the program offers students 50 hours of digital, professional and career development skills workshops followed by a summer work-integrated learning (WIL) experience. A total of 35 students representing nine of the 12 eligible departments/colleges are participating in the program's inaugural cohort, which launched March 10th, 2021.

Concordia, District 3 and V1 Studio have launched the **Scientific Venture Program**. Supported by Canada Economic Development for Quebec Regions, Montreal International and Mitacs, the initiative provides PhDs a package valued at \$71,000 per year to help them commercialize their research. The two-year postdoctoral program is aimed at building stronger bridges between the scientific and business innovation sectors, empower recent graduates to drive innovation and economic growth and to increase the number of deep tech companies that will be positioned to improve our society. The Scientific Venture Program offers PhDs a stipend, access to research labs such as our Genome Foundry, advisory services and a network of investors.

Going forward, the District 3 Innovation Hub summer residency program will be called the **Alan Shepard District 3 Innovation Residency**, in honour of Alan's achievements as Concordia's president for seven years, concluding in 2019. Alan is a champion of experiential learning and was integral to establishing District 3 in 2013. The newly renamed residency is a 12-week intensive geared at Concordia students and recent grads from all disciplines wanting to develop practical solutions for startups and organizations in emerging technologies. The program is a full-time paid position, featuring an immersive curriculum and workshops as well as coaching from experts.

Many believe that students in research-based programs will ultimately pursue a PhD, continue in academia and teach. The reality, however, is that they have a wealth of opportunities to enter — or return to — industry as specialists in their field. With this in mind, the research-based **Master of Science** in Management program at Concordia's John Molson School of Business is currently undergoing a curriculum update. While all of John Molson's MSc programs are undergoing similar changes, the MSc in Management is the first to run a new Seminar in Consulting course (MSCA 654) as a pilot project. The fully updated curriculum will launch in September. The new seminar course has been designed with a novel approach of combining research and practice. Students develop a comprehensive and critical perspective regarding the consulting profession. Enhanced by the inclusion of many high-level guest speakers, students gain a greater understanding of the fundamental consulting concepts and the engaging and important research conducted in that area.

It's been a busy time for District 3 (D3) with the launch of the **Market Connect Program - Healthcare U.S. Edition**. In partnership with leading medical innovation ecosystem players in the U.S., the program aims to create a customized journey for Canadian healthtech and medtech

startups' integration into the U.S. market. The Student Residency Program is giving startups access to student talent this summer. The initiative aims to help startups in areas such as growing revenue through marketing, validating revenue streams, and raising funds.

In more D3 news, 14 startups were selected for the spring cohort of the **Validation Program** and ten teams for the **Social Validation** program. Suitable for startups wanting to validate their business model and learn the necessary competencies, the Validation Program enables startups to build a scalable company with global impact. In addition, they selected three startups for the FranQuebec Program. In partnership with Center Hubstart, Startlabs, Genepole and Agoranov, the program is designed for startups in any field who already have a proven solution, recurring sales revenues, and acquiring new customers in France and Europe.

New details on Concordia's partnership with the **Jean Paul Riopelle Foundation** have materialized. As a lead-up to the 100th anniversary of the birth of artist Jean Paul Riopelle in 2023, the **Jean Paul Riopelle Foundation** and Concordia have teamed up for an ambitious project: to **create a digital oral archive** that will deepen our understanding of and share knowledge about the life and career of this world-renowned artist. The three-year partnership is the result of a new collaborative agreement with the Centre for Oral History and Digital Storytelling, made possible by a **\$150,000** grant from the Jean Paul Riopelle Foundation, with the support of the Audain Foundation and the Jarislowsky Foundation. The grant will support the work of **Lea Kabiljo**, BFA 04, MA 09, an oral history expert and doctoral student in the Department of Art Education at Concordia. Over the next few years, Lea will collect stories from family members, friends and colleagues who knew and worked with Jean Paul Riopelle during his lifetime, as well as from contemporary artists who were influenced and inspired by Riopelle's unique work.

Concordia's **Law and Society program** allows students to get an up-close look at the justice system. One year in, the partnership with the Court of Quebec is exposing undergrads to the legal profession from a judge's perspective. The first group of students participating in Concordia's Court of Quebec program were recognized at an official ceremony at the Montreal courthouse on May 3rd. They each received certificates of achievement signed by Pascale Sicotte, dean of Concordia's Faculty of Arts and Science, and The Honourable Scott Hughes, Senior Associate Chief Justice of the Court of Quebec. Concordia jurist-in-residence Morton Minc (BA 67) developed the program in partnership with the Court of Quebec to give students the opportunity to observe the justice system firsthand.

Vivek Venkatesh (Department of Art Education/UNESCO co-Chair in Prevention of Radicalization and Violent Extremism) submitted a successful application to the Sustainable Development Goals Funding Program call held by Employment and Social Development Canada (ESDC). The project entitled "*Innovative Social Pedagogy to Empower Indigenous Communities & Reduce Gender, Racial Biases*" will help document and develop community resilience against discrimination by hosting interactive workshops, promoting critical digital literacy, developing multimedia materials and documentaries, and publishing policy briefs based on the analysis of online discussions

pertinent to the impact of systemic discrimination on Indigenous and marginalized populations. The three-year contribution from ESDC is **\$780,000**.

Simon Bacon (Department of Health, Kinesiology and Applied Physiology) received a **double Chair in AI from FRQS** for the project “*Le changement des comportements de santé.*” The award funds each of the two Chairs at \$250,000 (including indirect costs)/per year for three years. The total amount to each chair is \$750,000 and the total award for the project is **\$1.5 million**. The other recipient is Eric Granger from *École de Technologie Supérieure*.

Six **FRQSC Soutien à la recherche pour la relève professorale** awards totalling **\$260,865** were received.

The **Concordia Materials Characterization Platform** received Senate approval as an Emerging Infrastructure platform. It is directed by **Mamoun Medraj** (Department of Mechanical, Industrial and Aerospace Engineering) and is the 25th university-recognized research unit.

The **School of Graduate Studies** has launched **C-Teach**, a new Graduate Certificate in Teaching in Higher and Continuing Education. The program is now accepting applications for fall admissions and will equip graduates to teach in CEGEPs, universities, and continuing and professional education programs. It consists of a nine-credit micro-program and an optional six-credit internship.

Recent activities at the **Leonard and Bina Ellen Art Gallery** include:

- June 4th and 5th: Open public rehearsals by *Corpuscule Danse*. Two open rehearsals at the Gallery for a maximum of 15 persons. *Corpuscule danse* is Québec's first inclusive dance company bringing together handicapped and non-handicapped dancers.
- June 8th: Online screening and discussion of the film *Chained for Life* by Aaron Shiimberg with film critic Angelo Muredda.

In late May, **4TH SPACE** partnered with **The Centre for Innovation in Construction and Infrastructure Engineering & Management (CICIEM)** as well as the **Next-Generation Cities Institute** to organize the first in a series of events on asset management with invited industry and community partners. Over 150 registered for this workshop on smart management of construction waste and plans to expand the series are underway.

From June 7th to 10th, the **COHDS Summer Institute** will be in residence at **4TH SPACE** for numerous activities focused on “Embodied Stories: Gender, the Body, and Oral History.” An international contingent of researchers is registered to explore new research in this area and an accompanying podcast was produced to contextualize this symposium.

Also at 4TH SPACE, the **Decolonizing Light** project, which explores ways and approaches to decolonize science, such as revitalizing and restoring Indigenous knowledges, will bring together researchers and students with **The Kahnawà:ke Environment Protection Office** (KEPO) to workshop Citizen Science and Indigenous Astronomy.

Milieux held the following activities:

- Allison Moore, a graduate student, launched her monumental video work "Grotesque Fresco" at the *Grand Théâtre de Québec* through a special online vernissage event on May 25th. In addition to being an active student member at Milieux, Allison is an accomplished independent artist and MFA candidate in Film Production at Concordia.
- A social media campaign is underway on Twitter showcasing the profiles of the 2020-2021 Milieux Undergraduate Fellows. This year's cohort (12 Concordia undergraduates) hails from more than five academic departments and exemplifies the creative diversity and critical social engagement that bring the Institute to life.

SERVICES AND SUSTAINABILITY SECTOR

With regards to COVID-19 management, Environmental Health and Safety, Facilities Management, Security and the academic, research and finance sectors continue to focus on supporting the **university's return to campus planning**.

The Organizational Development and Benefits teams continue to deploy **mental health and wellness resources** as well as training and development sessions for employees. From January to June 2021, 24 workshops and training sessions were offered, with particular attention being given to managerial level workshops in order to address the need for new resources and tools in management during the pandemic and with regards to remote work.

All active employees (faculty and staff) have been onboarded to the **multi-factor authentication solution**. New hires and employees returning from leaves are onboarded at least twice monthly.

Deployment continues for the new antivirus solution, **SentinelOne**. The current deployment rate stands at 70 per cent.

As a result of significant global supply chain issues, which have resulted in lengthy delays to receive computers, Instructional and Information Technology Services (IITS) has changed its approach with regards to the **procurement of computer equipment**. It is now ordering in bulk to allow for increased traction and visibility with vendors and to ensure that equipment is available to members of the community in a reasonable time frame when they order them.

To help enable work to be performed remotely and on-campus (i.e. hybrid) at Concordia, **IITS has started installing technologies** (primarily portable) in meeting rooms for hybrid meetings with participants on campus and joining remotely.

As the Government of Quebec has established **new reporting requirements** for post-secondary institutions, IITS is preparing several reports, namely: an IT investment report for 2020-21; an IT assets inventory and health evaluation; a revised 5-year IT investment plan from 2021-22 to 2025-26, and Concordia's digital transformation plan.

The **CANHEIT conference** took place from May 31st to June 4th, with over 800 participants, a record. CANHEIT is the largest gathering of Canadian higher education IT leaders from universities, colleges, technical and institutes. The conference showcased innovative and creative new technology such as the use of holograms and augmented reality portals, a first for Concordia University.

Residence applications opened on May 3rd for international students and on May 10th for Canadian high school students. All 410 beds made available have been booked by students. We are now examining whether we can make additional beds available while still respecting public health COVID-19 directives.

UNIVERSITY ADVANCEMENT

National Bank of Canada made a gift of **\$2 million** to accelerate the Mentor Connect program at the District 3 Innovation Hub. The program provides business mentorships for startups as they go from concept to market. Advancement will hold a virtual announcement on June 18th to celebrate the gift, with keynote remarks from Louis Vachon, LLD 19, President and CEO of National Bank of Canada.

The Hewitt Foundation made a gift of **\$1.173 million** to support Concordia youth summer camps and help alleviate the cost of camp for underprivileged participants. A portion of the gift will also be allocated to the Skins Workshops (videogame development for Indigenous communities) operational costs of the program.

A gift of **\$471,033** from the **Chamandy Foundation** will support the Indigenous Land-Based Education Program, an initiative that fosters Indigenous leadership and community development.

A gift of **\$283,095** from the **Engineering and Computer Science Student Association** will help fund the acquisition and maintenance of laboratory and computer equipment as well as the enhancement of the academic experience for students at the Gina Cody School.

The J.W. McConnell Family Foundation made a gift of **\$150,000** to support the Sustainability Ecosystem Hub at the John Molson School of Business.

The Richard and Edith Strauss Foundation made a gift of **\$150,000** to support biology research of age-related disorders in the Faculty of Arts and Science.

Four gifts of \$25,000 were made to the **Concordia Hong Kong Foundation Entrance Scholarships**, for a total of **\$100,000** in support.

Fondation J. A. DeSève made a gift of **\$50,000** towards graduate awards at the Mel Hoppenheim School of Cinema.

Lawrence Colebrook, a former Department of Chemistry and Biochemistry faculty member, made a **\$100,000 bequest** to support the sciences at Concordia.

The **Concordia University Alumni Association** made a gift of **\$30,000** to support the Student Emergency and Food Fund; Campus Wellness and Support Services; and the Otsenhákta Student Centre.

A gift of **\$25,000** from **Bell Canada** will help support mental health and well-being initiatives for Concordia students, most notably a comprehensive survey led by Andrew Ryder, associate professor in the Department of Psychology.

The Canadian Council for the Advancement of Education (CCAE) awarded Advancement six **Prix d'Excellence** — a record for Concordia at the annual event honouring notable achievements in the field of educational advancement.

“Purpose and hope” is the theme of the newly published 2021 edition of *Momentum*, Concordia’s annual newsletter for loyal donors.

Concordia alumnus **George Lengvari**, BA 63, received the inaugural Mitchell Family Alumni of the Year Award. The award was created to celebrate former Canadian university athletes who have become leaders in their communities and who have made significant contributions to their alma maters. **Nancy Knowlton**, a graduate of Bishop’s University, was also recognized with the inaugural award for her contributions to varsity athletics. Knowlton and her husband, **David Martin**, BSc 71, DSc 17, are the founders of SMART Technologies — the company behind the now ubiquitous SMART Board interactive whiteboard, and collaborators on the Campaign for Concordia: Next-Gen. Now.

April provided an opportunity to prioritize campus partnerships and the online mentorship program **Concordia Alumni Connect**.

With colleagues in Student Services, Advancement co-hosted a joint **event for student leaders** to thank them for their commitment, initiative and dedication under challenging circumstances. Twenty-five student leaders attended.

A new staff module was also launched in April inviting Concordia colleagues to **register as mentors** for students and young alumni.



**BOARD OF GOVERNORS
Meeting of June 16, 2021**

AGENDA ITEM: Senate recommendation regarding the establishment of the School of Health

ACTION REQUIRED: For approval

SUMMARY: On recommendation of Senate, Board approval is sought to establish the School of Health.

BACKGROUND: The University By-Laws stipulate that the establishment of academic units be approved by the Board of Governors, on recommendation of Senate. Further to an extensive consultative process, at its meeting of May 21, 2021, Senate reviewed the proposal and is recommending the establishment of the School.

Funding for strategic initiatives, such as the establishment of this new school, has been embedded in the 2021/2022 budget approved by the Board at its last meeting.

The School will be lead by a Dean and will build on, leverage, and enhance Concordia's existing base of high-quality and wide-ranging research expertise that has resulted in federal, provincial, and philanthropic funding. It will focus on and benefit from federating our existing areas of health research expertise. The School proposes the creation of three Hubs in order to promote and enhance collaboration across multiple fields: Community Health Hub, Clinical Research and Prevention Hub and Biomedical Science and Engineering Research Hub.

Please refer to the attached background documentation for the full details of the proposal.

DRAFT MOTION: That, on recommendation of Senate, the Board of Governors approve the establishment of the School of Health.

PREPARED BY:

Name: Danielle Tessier
Date: May 26, 2021



School of Health

Presentation to the Board of Governors
June 2021

Proposal

Concordia seeks to pioneer a new approach to health research and education through the creation of an interdisciplinary school of health.

Goals of the School of Health

- Sustainably **enhance quality of life** by innovating collaboration-driven, high-impact health research and training that harnesses Concordia's unique transdisciplinary strengths and rich, cross-sector partnerships.
- Support Concordia's commitments to the UN Sustainable Development Goals and its efforts to deliver **well-being and social justice** for all.
- Create new opportunities for **meaningful partnerships** and strengthen existing relationships with the health sector.
- Attract **new talent** to the university for research and graduate programs.

...Goals of the School of Health

- Be a **global reference point** for next-generation approaches to health research focused on enhancing quality of life and the innovative design of healthy communities.
- Interdisciplinary in approach, the School would be a **gathering point for health research and training programs** to respond to growing and changing health needs in the 21st century.
- Facilitate the **interactions** between research, teaching, community and entrepreneurship that characterize Concordia as a next-gen university.

In summary, the School of Health has the potential to become one of the most **transformative initiatives** Concordia has undertaken in its history.

Training Highly Qualified Personnel (HQP)



The School of Health will focus on **training the next generation of researchers** and will be a leader in interdisciplinary health research spanning a broad range of methodologies and contexts.



A key factor in the decision to structure the School with a Dean at the head is to enable the creation of **graduate programs**.



Over the course of the consultations, PhD programs in Community Health and Biomedical Science and Engineering were identified as the kind of **interdisciplinary programs** that would be the hallmark of the School.



The exact nature of any new programs will be developed by the Dean in **collaboration** with the researchers affiliated with the school.



Existing doctoral programs in health will remain housed within the departments.



A stream of Horizon **post-doctoral** researchers will be attached to the School.

As a result, we anticipate major increase in research funding

Concordia and Health Research

- Existing high-impact research in Health:
 - **9 research units**
 - **27 research chairs**
- Major contributions from researchers in the departments of Psychology, HKAP (Health, Kinesiology and Applied Physiology), Applied Human Sciences, Creative Arts Therapies, Biology, Chemistry/Biochemistry, Physics, Electrical and Computer Engineering, Computer Science and Software Engineering, and Mechanical, Industrial and Aerospace Engineering.
- The PERFORM Centre: leader in preventive health.
- Around \$24.8 million secured in health research funding between 2017-2021.

Concordia and Health Research

Emerging areas of strength

- Health economics
- Indigenous approaches to health
- Arts in wellness

These are examples of growing interest in health research is present across the university.

Researchers are **well networked** in the Quebec context with affiliations with several CIUSSS, partnerships with McGill Surgery and MedTeq and leadership roles in a national consortium on Alzheimers to name a few examples.

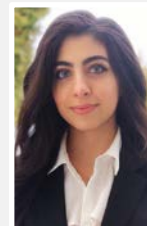
Students and postdocs are active in health research and innovation; a few recent examples:



Horizon postdoc, István Tóth-Király, studies links between problematic internet use and depression



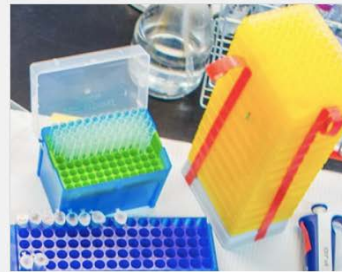
PhD student Parnian Afshar' award winning research in medical imaging and AI



App created by undergrad student Donya Meshgin that eases the anxiety of living with multiple sclerosis

Context

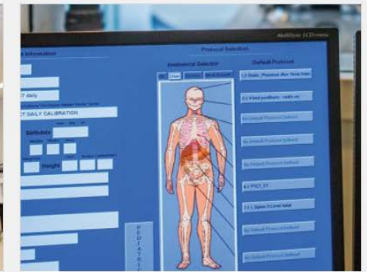
- Health was identified in 2015 as key to Concordia's "Double our Research" strategic direction.
- Consultations with researchers resulted in the identification of **six transdisciplinary research clusters** in 2017.
- The commitment to **interdisciplinary research and training** gives Concordia a unique position in Montreal's and Canada's health ecosystems.



Biomedical fundamentals



Preventive health



Health and technology



Health policy and governance



Health and wellbeing



Health interventions

Context

- Meetings with the academic leadership led to a strong **consensus** in favour of a School of Health.
- Between February and May 2021, a community-wide **consultation** process was launched to gather additional feedback from the community.
- In parallel with internal consultations, meetings with representatives of **external** health and research funding organizations signaled enthusiasm and strong support for the initiative.
- Interdisciplinary in approach, the School would be a **gathering point for health research and training programs** to respond to growing and changing health needs in the 21st century.
- **Competitive Landscape:** Simon Fraser University and York University both have Faculties of health and they are now developing schools of medicine.
- It will also facilitate the **interactions** between research, teaching, community and entrepreneurship that characterize Concordia as a next-gen university.

Proposed Structure

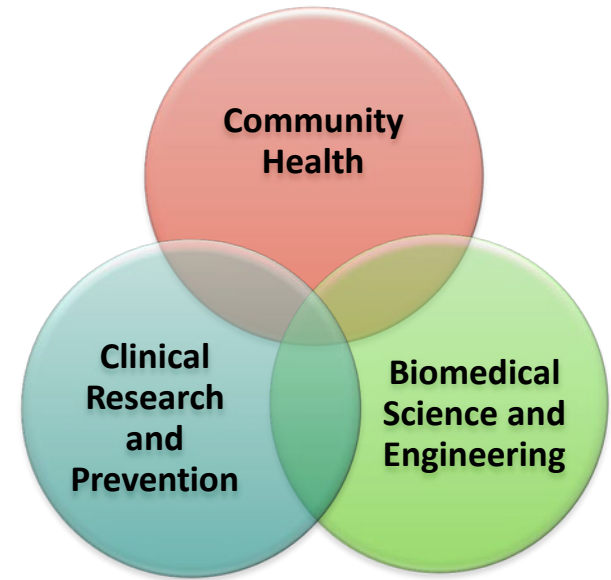
The **School of Health** will be led by a Dean, reporting to the provost and vice president Academic and the vice president Research and Graduate Studies.

Research would be gathered in three transversal Hubs, reflecting existing research strengths across the university, and key emerging areas where Concordia can play a leading role.

- 1. Clinical Research and Prevention**
- 2. Biomedical Science and Engineering**
- 3. Community Health**

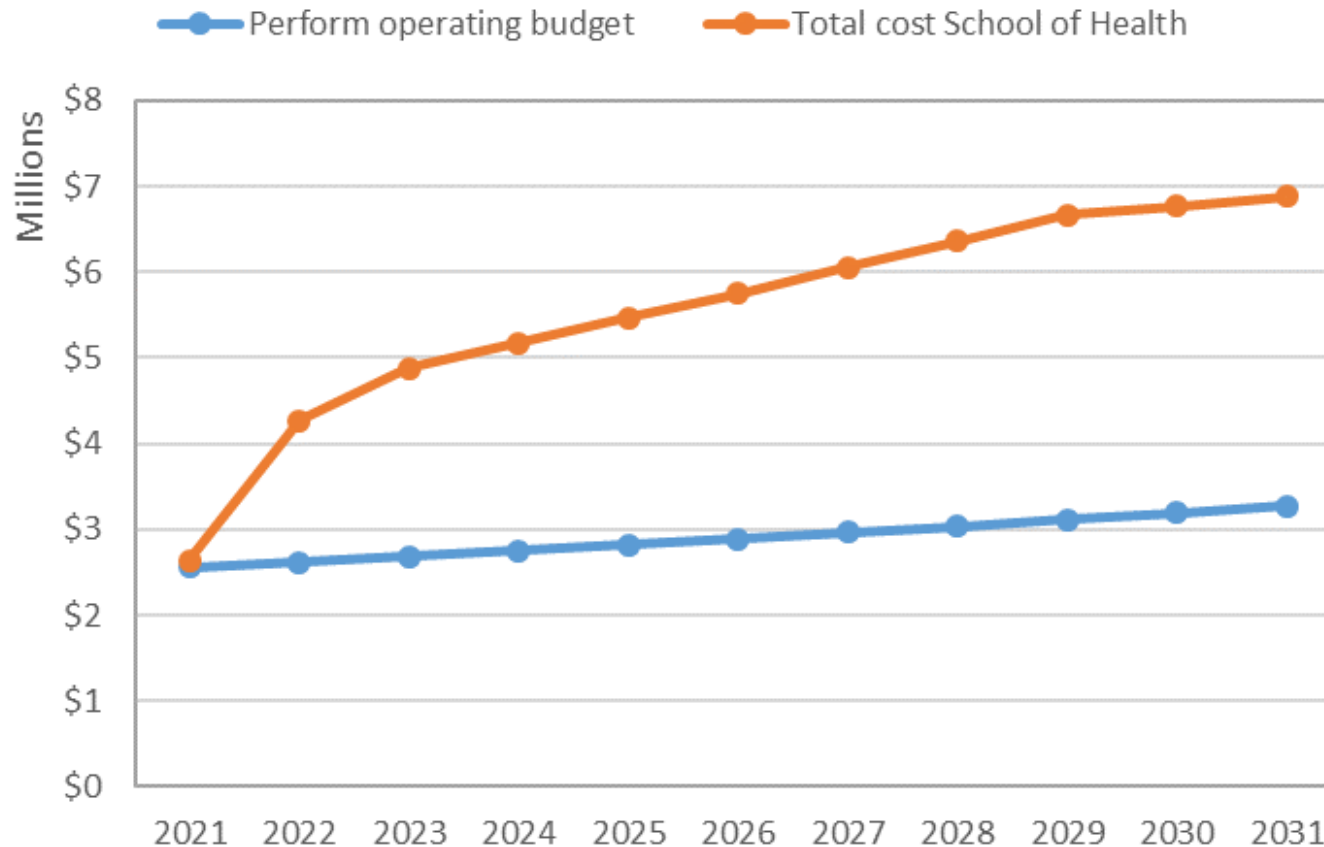
The hubs will facilitate interdisciplinary research within and across them, leveraging existing collaborations and facilitating opportunities for new cross-departmental and cross-Faculty projects.

The PERFORM center will retain its unique role as an infrastructure platform but will undergo a restructuring to ensure that its resources are more effectively deployed in support of health researchers across the university.



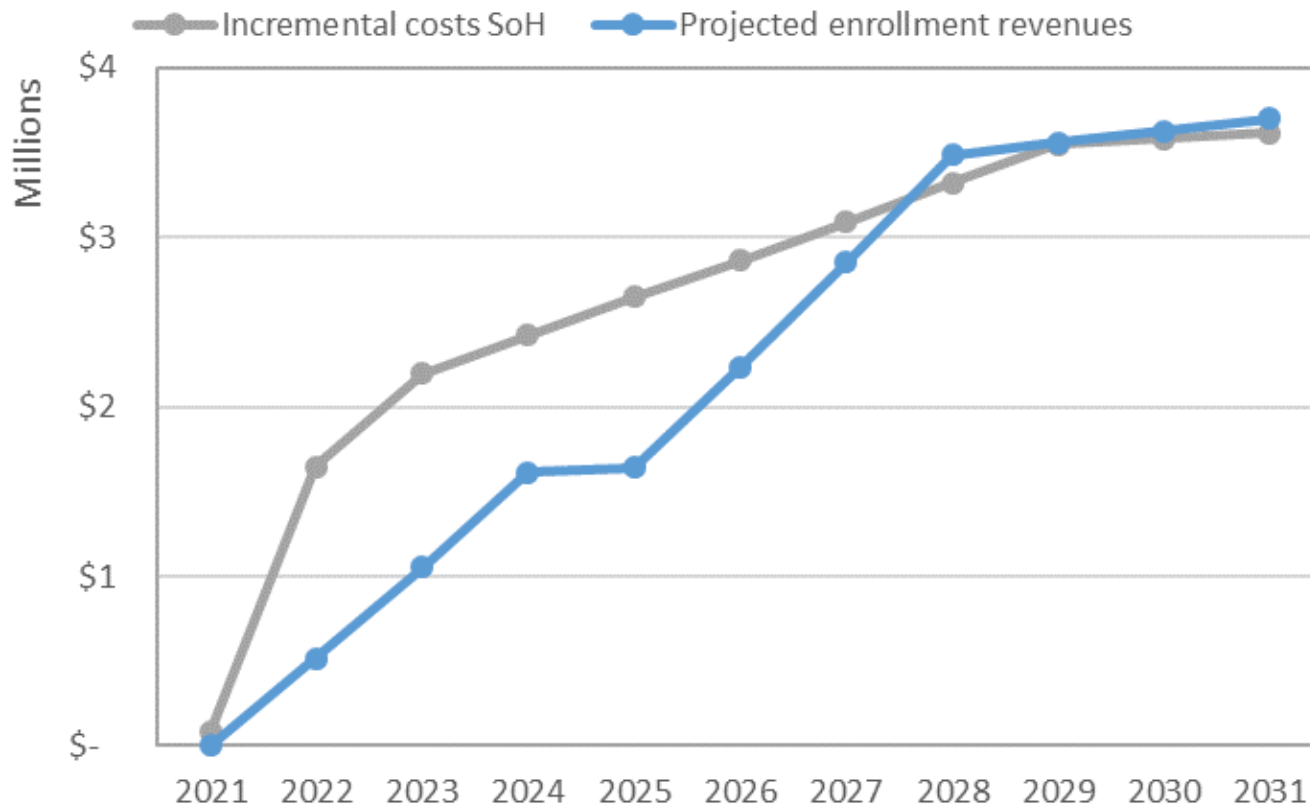
Financial Implications of the School of Health

PERFORM's Resources will be deployed to the School.



Financial Implications of the School of Health

Creating the School will require an investment of \$4.7M over 7 years



Next Steps

- Pending Board's approval interim leaders of the three hubs will be selected from across the university.
- Hubs leaders will lead the next phase of the consultative design process for the School.
- The design process will focus on developing mission/vision for each hub and overall, for the School.
- Pilot funding programs will be launched to incubate new health research at the School.
- Work will begin on developing new academic programs housed in the School.
- A preliminary set of KPIs will be developed for the hubs and the School.
- An international search will be launched in fall 2021 for the new Dean.

CONCORDIA.CA



CONCORDIA

Budget year	Base Amount (Year 0)	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 10	11 Year Total
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031		

PERFORM OPERATING BUDGET

PERFORM: Current Salary													
+Benefits	2.50%	\$2,530,981	\$ 2,594,256	\$ 2,659,112	\$ 2,725,590	\$ 2,793,729	\$ 2,863,573	\$ 2,935,162	\$ 3,008,541	\$ 3,083,755	\$ 3,160,848	\$ 3,239,870	\$31,595,416
Non-Salary Expenses	2%	\$699,009	\$ 712,989	\$ 727,249	\$ 741,794	\$ 756,630	\$ 771,762	\$ 787,198	\$ 802,942	\$ 819,000	\$ 835,380	\$ 852,088	\$8,506,042
Revenue	2%	\$675,839	\$ 689,356	\$ 703,143	\$ 717,206	\$ 731,550	\$ 746,181	\$ 761,104	\$ 776,327	\$ 791,853	\$ 807,690	\$ 823,844	\$8,224,092

Total operating budget													
Perform		\$2,554,151	\$2,617,889	\$2,683,218	\$2,750,178	\$2,818,809	\$2,889,154	\$2,961,255	\$3,035,156	\$3,110,902	\$3,188,539	\$3,268,114	\$31,877,365

PROJECTED COSTS FOR SCHOOL OF HEALTH

<u>Incremental Positions</u>	Nature of Costs												
Dean	salary+benefits	0	\$283,275	\$290,357	\$297,616	\$305,056	\$312,683	\$320,500	\$328,512	\$336,725	\$345,143	\$353,772	\$3,173,638
Graduate Program Director	Course Remission	0	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$125,000
Graduate Program Director	Course Remission	0	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500	\$125,000
Director of Administration	Salary	0	\$144,276	\$147,883	\$151,580	\$155,369	\$159,254	\$163,235	\$167,316	\$171,499	\$175,786	\$180,181	\$1,616,378
SD Clinical Research & Prevention Hub	Stipend + Course Remission	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$297,000
SD Biomedical Science & Engineering Hub	Stipend + Course Remission	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$297,000
SD Community Health Hub	Stipend + Course Remission	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$27,000	\$297,000
Coordinator Clinical Research and Prevention Hub	Salary + benefits	\$0	\$113,126	\$115,954	\$118,853	\$121,825	\$124,870	\$127,992	\$131,192	\$134,471	\$137,833	\$141,279	\$1,267,396
Coordinator Biomedical Science and Engineering Research Hub	Salary + benefits	\$0	\$113,126	\$115,954	\$118,853	\$121,825	\$124,870	\$127,992	\$131,192	\$134,471	\$137,833	\$141,279	\$1,267,396
Coordinator Community Health Hub	Salary + benefits	\$0	\$113,126	\$115,954	\$118,853	\$121,825	\$115,954	\$118,853	\$121,825	\$124,870	\$127,992	\$131,192	\$1,210,444
Manager, Administrative Operations	Salary + benefits	\$0	\$0	\$115,954	\$118,853	\$121,825	\$124,870	\$127,992	\$131,192	\$134,471	\$137,833	\$141,279	\$1,154,270
Aministrative Assistant	Salary + benefits	\$0	\$0	\$72,969	\$74,793	\$76,663	\$78,580	\$80,544	\$82,558	\$84,622	\$86,737	\$88,906	\$726,372
Service Assistant	Salary + benefits	\$0	\$0	\$28,999	\$29,724	\$30,467	\$31,229	\$32,010	\$32,810	\$33,630	\$34,471	\$35,333	\$288,675
Communications Advisor	Salary + benefits	\$0	\$0	\$115,954	\$118,853	\$121,825	\$124,870	\$127,992	\$131,192	\$134,471	\$137,833	\$141,279	\$1,154,270
Total Incremental HR Expenses		\$81,000	\$872,929	\$1,225,980	\$1,253,979	\$1,282,679	\$1,303,180	\$1,333,109	\$1,363,787	\$1,395,232	\$1,427,463	\$1,460,499	\$12,999,837

Other incremental costs													
RESEARCH SEED FUNDING		\$0	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$5,000,000

Number of International PhD Students	0	5	10	15	20	25	30	35	40	40	40		
International Student Tutition waiver + Living Support Package	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	\$24,000	
Number of Domestic PhD Students	0	5	10	15	20	25	30	35	40	40	40		
Domestic Student Support Package	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	\$14,000	
Total Graduate Student Support Cost	\$0	\$190,000	\$380,000	\$570,000	\$760,000	\$950,000	\$1,140,000	\$1,330,000	\$1,520,000	\$1,520,000	\$1,520,000	\$1,520,000	\$9,880,000

Cost of "Buying" Course Teaching time	\$-	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$750,000
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Approximate cost of remissions for supervision	\$-	\$7,375	\$14,750	\$22,125	\$29,500	\$36,875	\$44,250	\$51,625	\$59,000	\$59,000	\$59,000	\$59,000	\$383,500
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Explanation of costing analysis for School of Health

Summary

With the creation of the School of Health, we expect an increase in enrollment revenues of approximately \$3.7M and in operating expenses of \$3.7M at steady state. During the start-up phase (7 years) we expect to make an investment of \$4.7M. This investment may be offset in the future by (i) increased research revenues and (ii) larger enrollments than forecast below. The following explains the items in the costing table in detail, starting from the top.

Perform Operating Budget

- In this section, Perform's current operating budget is presented in terms of (1) HR costs, (2) other costs and (3) revenues associated mainly with gym memberships (shared with R&A) and community programs.
- The HR costs are projected to increase by 2.5% annually while the other costs and revenues are projected to increase by 2% annually.
- Note that Perform's resources will be re-deployed to form the School of Health therefore their operating budget will be absorbed into the operating budget of the School of Health.

Projected Costs for School of Health

Incremental positions

- In this section, the additional HR costs that would be associated with the School after redeployment of existing Perform personnel are detailed.
- For the Dean and all new staff positions the costs include salary and benefits, increasing annually at 2.5%.
- For the scientific and graduate program directors the costs include either a stipend and a course remission or simply a course remission.
- At the bottom of this section the total costs associated with new positions are highlighted in yellow.

Other incremental costs

- In this section, other incremental costs are detailed including: seed research grants, student scholarships and international fee remissions, teaching and supervision related remissions.
- An annual budget of \$500k for seed research grants is included to encourage new collaborative projects.
- In order to estimate the student funding needs, we have assumed that two PhD programs will be developed in the first year, approved by Senate and launched in an ad hoc manner. The MES allows ad hoc graduate programs to have annual cohorts of up to 5 students each. We have allowed for 5 years to obtain ministry approval of the two programs and increase admissions to 10 students per cohort per program. For each incoming cohort we assume that they would consist of 50% domestic and 50% international students. This is consistent with our current PhD student population. For the domestic students a PhD fellowship valued at \$14k per year for 4 years is included. For the international students the package includes a tuition remission (\$40k total over 4 years) and a PhD fellowship valued at \$14k per year for 4 years is included. The total costs for student funding max out at \$1.52M annually (highlighted in light orange). Note that additional funding not included here, will need to be provided for these students in the form of RAs.
- The cost of buying teaching time from the departments is equal to 6 courses at \$12.5k per year. This assumes that between the two PhD programs 6 course offerings per year would be sufficient to cover the core courses and 1 or 2 electives. Given the typical course load of PhD programs this seems appropriate. It is also possible that some departmental courses will be open to students from the School as electives.
- The incremental costs of supervision related to the PhD students in the school was estimated using a methodology developed by SGS based on current workload policies in each faculty/department. We assumed that each year 25% of the students would be supervised by GCS professors, 25% by science professors, and 50% by social sciences, humanities, Fine Arts or JMSB professors. The supervisory costs max out at \$59,000.

PhD Student Revenues

- The revenues associated with PhD student enrollment are calculated given that we receive approximately \$18.6k per semester for 8 semesters for each PhD student. This is modeled as \$49.6k per year per student for three years. Note that we have indexed revenues by 2% per year. Revenues thus reach at \$3.7M in the 11th year. Here we are assuming an incoming annual cohort of 10 students in years 1 through 4 and 20 there after.

Summary of overall costs and revenues

- The first line in this section (highlighted in yellow) shows the total projected costs for the School of Health: Perform's operating budget plus incremental HR costs plus other incremental costs.
- Below that we find the net costs for the School of Health (highlighted in yellow) which are equal to the total projected costs minus the projected revenues.
- Finally, highlighted in green, we see the incremental net costs which are the net costs for the School of Health minus Perform's operating budget. This line represents the additional cash that would need to be injected to sustain the School.

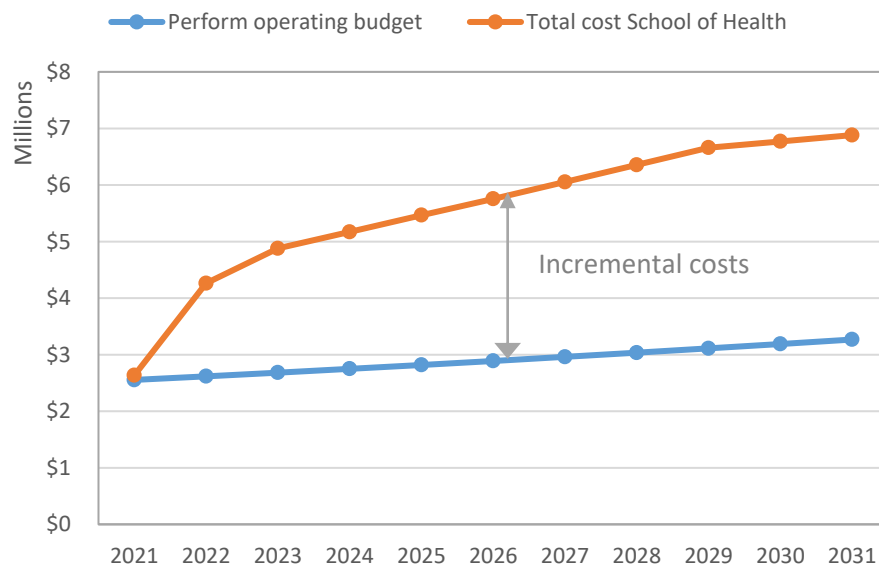


Figure 1. Comparison between Perform operating budget (status quo) and the total cost of moving to a School of Health. The difference between the two curves is the incremental cost of the School of Health.

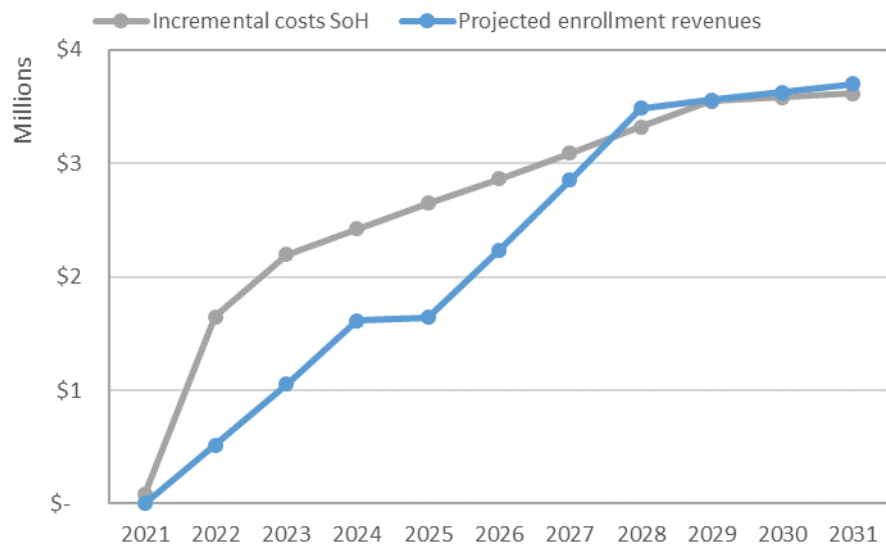


Figure 2. Comparison between the incremental cost of moving to a School of Health and the projected enrollment revenues that this move would allow. The difference between these two curves is the net incremental cost shown in the attached costing table.



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of June 16, 2021**

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 use of name request was forwarded to the Secretary of the Board:

- **Concordia University Sport Shooting Association**, whose mandate is to promote the safe and responsible use of firearms for students at Concordia University, promote respect for any provincial or federal legislation regarding firearms, foster the growth of competitive post-secondary sport shooting, and assist students in their pursuit of safe and responsible firearm ownership. Education and safety are our top priorities.

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 University Sport Shooting Association**

PREPARED BY:

Name: Danielle Tessier

Date: June 7, 2021

University Secretariat

CONFIDENTIAL MEMORANDUM

TO: Dr. Graham Carr, President and Vice-Chancellor
Ms. Helen Antoniou, Chair of the Board

FROM: Me Frederica Jacobs, Secretary-General and General-Counsel

DATE: June 8th, 2021

SUBJECT: Student Group for Sport Shooting - request for permission to use Concordia's name; requested name: "*Concordia University Sport Shooting Association*"

Graham/Helen,

As you will recall, during the Executive Committee ("EC") meeting of June 4th, 2021, it was decided that the captioned request to use Concordia's name should appear on the BOG's Regular Agenda. In accordance with EC discussions, below, please find a list of '*pros and cons*' regarding this request. Hopefully, this list will help frame the BOG discussion at our meeting of June 16th; '*pros*' refers to considerations in favor of the BOG's approval of the use of Concordia's name by the Sport Shooting Club and '*cons*' refers to considerations for the BOG to refuse the Club's request for such use of Concordia's name.

	Pros – Considerations in favor of the BOG’s approval of the use of Concordia’s name by the Sport Shooting Club	Cons – Considerations for the BOG to refuse the use of Concordia’s name by the Sport Shooting Club
Existence of Club not at issue	BOG’s decision does not impact upon the Club’s existence.	BOG’s decision does not impact upon the Club’s existence.
Precedent	Concordia has not previously refused requests to use its name.	<ul style="list-style-type: none"> ➤ BOG not previously in receipt of requests to use Concordia’s name which have prompted EC discussions; ➤ Existing club names grandfathered when Policy was adopted (Section 25).
Reputational	<ul style="list-style-type: none"> ➤ Perception of singling out; ➤ Perception of ‘interference’; ➤ Potential for Media attention. 	<ul style="list-style-type: none"> ➤ Sensitivity to gun violence in Quebec; ➤ Tragic history of campus shootings at 3 Quebec higher education institutions (Concordia, Dawson and Poly); ➤ Post-Quebec tragedies - Concordia actions against private ownership of handguns in Canada/deadly shootings; ➤ UCS - media coverage following refusal expected to be non-material and brief.
Concordia Policies, Guidelines and QC Legislation	<p>Student Group followed the procedure set out in the Policy SG-4.</p> <p><i>Note re CSU procedures: Although the CSU has not in the past required a referendum for Clubs, it did require a referendum in this instance. The first referendum did not succeed, but the Club was successful in a second referendum and it has therefore complied with CSU procedures.</i></p>	<ul style="list-style-type: none"> ➤ All clubs must apply to the BOG to use Concordia’s name, logo and/or insignia (Section 18 of the Policy); ➤ BOG has the responsibility to approve or refuse the use of Concordia’s name, etc.; ➤ Independent of any Policy or Handbook, Concordia has the right to refuse the use of its name if not consistent with Concordia values; ➤ Section 20 of the Policy refers to: “ . . . activities or actions that may adversely affect the reputation of the University and/or are inconsistent with the reputation and the future orientation of the University”; ➤ Firearms prohibited on campus – “Anastasia’s law” (no person may be in possession of a firearm on University (Concordia) premises), CORR (offense to possess firearms, ammunition, other weapons on Concordia premises except

		as expressly authorized by law or University regulations), with support in SG-5 (<i>Policy on the Emergency Release of Personal Information</i>).
Other University Clubs outside of Quebec and the sport of shooting	<ul style="list-style-type: none"> ➤ Outside of Quebec, there are app. 17 universities that have such clubs; members of the <i>Canadian University Shooting Federation</i>; ➤ The majority of these 17 universities that have such clubs allow the use of the University's name; ➤ Different types of shooting are recognized as Olympic sports. 	No Quebec Universities have such clubs.
Liability question	<ul style="list-style-type: none"> ➤ Fault, damages and causal link required; ➤ Student clubs and groups are independent from the University; ➤ Therefore, outcome of actual legal liability improbable; ➤ Section 23 of SG-4 express provision re. no liability attributable to use of name. 	<ul style="list-style-type: none"> ➤ If a fault and damages occur, Concordia will nonetheless likely be included in any pursuit (even without Concordia fault). ➤ Public perception that Concordia Clubs and groups are part of the University (not independent) - Court of public opinion; ➤ SG-4 would not constitute a legal impediment to actual liability if it existed – just not attributable to use of name.
Court challenge	It is possible that a refusal could be met by a Court challenge.	<ul style="list-style-type: none"> ➤ Degree of confidence that such a challenge would not succeed; ➤ If use of name is not consistent with Concordia values, perception of Court ruling to that effect may differ from perception of BOG's decision to that effect.
Club's Constitution		Not simply a sport shooting club: " <i>The Club's mandate shall be to promote the safe and responsible use of firearms for students at Concordia University . . . Advocating for the safe and legal use and storage of all firearms, as defined by federal and provincial law."</i>



**REQUEST TO USE THE NAME CONCORDIA OR
CONCORDIA UNIVERSITY**

Current name of organization:

Name being requested:

Complete address:

Organization phone:

Fax:

Organization e-mail:
(if applicable)

Contact person:

Phone:

Contact e-mail:

Fax :

Please complete sections A-F. If the space allowed is not adequate, please staple additional pages to this application.

For more details on the information required for Sections A-F, please refer to the *Policy on the Use of Concordia University's Name, Logo and Related Insignia, and the Governance of its Visual Character* ([SG-4](#))

(A) Please describe the **nature** of your organization:

(B) Please describe the **membership** of your organization, e.g. students, alumni, etc:

(C) Please describe the **goals and objectives** of your organization:

(D) Please describe the state of your organization's **resources**:

(E) Please give a brief **history** of your organization:

(F) Please indicate what, if any, other **internal or external support** your organization receives:

Please attach copies of your organization's Charter, by-laws, and procedures as well as any other relevant documentation.

Names and titles of the organization's executive body:

Name

Title

Name


Title

Name

Title

Name

Title



Authorized Signature (on behalf of applicant)

Andrew Woodall

Name

Date submitted

Date received by Board and Senate Administration

Board and Senate Administration
October 2011

CUSSA CONSTITUTION

Ratified by Membership on 1/5/2020

Article I: Name and Definitions

- 1.1. CUSSA, also referred to hereinafter as the Club.
- 1.2. Definitions are as follows:
 - 1.2.1. PAL – Possession and Acquisition License
 - 1.2.2. Non-Restricted, Restricted, and Prohibited Firearms – As defined by law
 - 1.2.3. The Presidency – Collective term referring to the Offices of the Presidency
 - 1.2.4. The Directorate – Collective term referring to the Offices of the Directors
 - 1.2.5. Member – An individual who meets the criteria of section 3.2
 - 1.2.6. Simple Majority – 50%+1
 - 1.2.7. CUSF – Canadian University Shooting Federation
 - 1.2.8. Regular Meetings – Collective term referring to General and Special Meetings
 - 1.2.9. Editorial Change – Change to a text that does not alter its interpretation

Article II: Objective

- 2.1. The Club's mandate shall be to promote the safe and responsible use of firearms for students at Concordia University, promote respect for any provincial or federal legislation regarding firearms, foster the growth of competitive post-secondary sport shooting, and assist students in their pursuit of safe and responsible firearm ownership, accomplished through:
 - 2.1.1. Partnerships with licensed gun clubs and shooting ranges to provide proper safety training and a safe environment for first-time and returning shooters.
 - 2.1.2. Advocating for the safe and legal use and storage of all firearms, as defined by federal and provincial law.
 - 2.1.3. Providing proper education for all members and interested parties on the safety, legal use, responsible use and storage of all firearms.
 - 2.1.4. Providing guidance for students seeking to acquire a PAL and participate responsibly in shooting sports.
 - 2.1.5. Participating in local and nationwide sport shooting competitions with other University teams.
- 2.2. Code of Conduct
 - 2.2.1. The Club shall carry forth its mandate from an anti-oppressive standpoint.
 - 2.2.2. Equal respect shall be given to all members, regardless of position.
 - 2.2.3. No member shall make personal profit from the Club.
 - 2.2.4. The Club is a non-partisan organization and shall not institutionally show favoritism or affiliation with any political party or their representatives on campus.

- 2.2.4.1. This shall not prohibit the Club from holding joint events with politically-oriented clubs so long as there is a good faith effort to include other political parties or clubs throughout the year in an attempt at overall inclusion.

Article III: Membership

- 3.1. Membership in the Club is open to all, without restriction on the grounds of national origin, race, religion, colour, sex, sexual orientation, disability, or faculty of study.
- 3.2. Only currently registered undergraduate students are eligible to hold voting privileges and to be elected as officers.
- 3.3. Associate non-voting membership is open to all others.
- 3.4. A PAL is not required for membership. All members who express interest in obtaining a PAL must meet the legal requirements to do so, and the Club will not provide PALs.
- 3.5. Anyone who, in the presence of firearms, contravenes the Club rules, gun club/shooting range rules, and/or federal or provincial criminal laws shall be banned from any future events where firearms are present, subject to appeal, and be immediately removed from the current event.
 - 3.5.1. Club Executives have a duty to report memberships revoked in this manner to the CSU's Internal Affairs Coordinator, campus security, and any relevant authorities.

Article IV: Officers

- 4.1. The Executive Officers, also known as the Executive Committee or Offices of the Presidency, shall administer the Club and oversee its events.
- 4.2. The Offices of the Presidency consist of the following:
 - 4.2.1. President
 - 4.2.2. Vice-President External
 - 4.2.3. Vice-President Internal
 - 4.2.4. Vice-President Finance
- 4.3. The offices of the Presidency may only be held concurrently by one member at a time. No member may hold more than one office of the Presidency.
- 4.4. The President has specific responsibilities which are explicitly enumerated in sections 6.1.11 and 6.1.12 of the constitution. These responsibilities may be exercised either on the sole authority of the President by decree or on the authority of all Executive Officers by a simple majority vote at a meeting of the Executive Officers.
- 4.5. The officers of the Presidency, through a 50% vote, may exercise a veto on all decisions made by the President pursuant to their specific responsibilities, which are enumerated in sections 6.1.11 and 6.1.12. This veto does not apply to the decisions that are exercised by a vote of the executive and not the sole authority of the President.
 - 4.5.1. The Presidency must consist of at minimum the President and two Vice-Presidents in order for the officers of the Presidency to be permitted to exercise this veto.
- 4.6. The President, if needed, may select one or more individuals from amongst the membership, to aid in carrying out the duties of any portfolio which is not held due to a vacancy in one of the

Offices of the Presidency or if an Officer of the Presidency is otherwise unable to conduct their duties due to extended absence with a reasonable cause. These selections must be communicated to the rest of the Executive Officers immediately after it is done.

4.6.1. Officers of the Presidency may be selected as well.

4.7. A member may hold a position in both the Presidency and Directorate.

4.8. An Officer of the Presidency has only one vote in meetings of the Executive Officers.

4.9. Should the Office of President become vacant, a By-Election will be organized as soon as possible, notwithstanding section 10.2.

4.9.1. This By-Election shall be take place at a Special Meeting called for this purpose and the general membership must receive two weeks' notice in advance this meeting to allow for nominations.

4.9.2. Notwithstanding section 10.8, the Vice-President Internal shall act in place of the President as the selector.

4.10. No person may hold the Office of President for more than two (2) years.

Article V: Directorate

5.1. Officers of the Directorate may be selected from associate non-voting members.

5.2. The Offices of the Directors consist of the following:

5.2.1. Director of Communications

5.2.2. Director of Events

5.3. The Offices of the Directors may be concurrently held by as many members as deemed necessary by Presidency.

5.4. Officers of the Directorate may be appointed to their position during a Special Meeting, General Meeting, or meeting of the Executive Officers.

Article VI: Portfolios I

6.1. The President shall:

6.1.1. Enforce and uphold the Constitution and By-Laws.

6.1.2. Be the Chief Executive Officer, Chief Representative, and Primary Spokesperson of the Club.

6.1.3. Ensure all members have reasonable access to the Constitution and By-Laws for their own information.

6.1.4. Ensure the smooth running of the Club as a whole through facilitation of, and mediation with the various Executive Officers with a vision that is consistent with the Club mandate.

6.1.5. Ensure that Meetings of the Executive Officers are held regularly and all Executive Officers are notified in advance of any meeting.

6.1.6. Chair all Club meetings.

6.1.7. Cast a tie-breaking vote in all Club meetings.

6.1.8. Act as a signing officer of the Club.

6.1.9. Assign, as deemed necessary, additional responsibilities to Executive Officers.

- 6.1.10. Facilitate the acceptance of any resignations by the Executive Officers.
- 6.1.11. Appoint members to the Directorate.
- 6.1.12. Exercise the measures necessary as specified in section 3.5 in order to maintain the safety of club members and ensure the responsible handling of firearms.
- 6.2. The Vice-President External shall:
 - 6.2.1. Enforce and uphold the Constitution and By-Laws.
 - 6.2.2. Act as the head of external relations of the club.
 - 6.2.3. Be responsible for developing healthy relations with student and community organizations within and outside Concordia, and particularly those in the Montreal area.
 - 6.2.4. Be responsible for promoting the image of the Club to the community within and outside Concordia University.
 - 6.2.5. Act as a liaison between the Club and other clubs on campus.
 - 6.2.6. Act as the primary liaison with other firearms clubs in other universities across Canada, as well as CUSF.
 - 6.2.7. Act in any additional responsibilities assigned by the President.
- 6.3. The Vice-President Internal shall:
 - 6.3.1. Enforce and uphold the Constitution and By-Laws.
 - 6.3.2. Act as the liaison between the club and the CSU.
 - 6.3.2.1. Ensure all CSU paperwork is filled.
 - 6.3.3. Act as the Booking Officer of the club.
 - 6.3.4. Maintain the membership list of the Club.
 - 6.3.5. Maintain the inventory of the Club.
 - 6.3.6. Oversee and coordinate the programming activities and events of the club.
 - 6.3.7. Assume the administrative roles of the President should the President not be present at a meeting or otherwise unable to assume the duties of the President.
 - 6.3.8. Call Special Meetings of the Club where applicable.
 - 6.3.9. Act in any additional responsibilities assigned by the President.
- 6.4. The Vice-President Financial shall:
 - 6.4.1. Enforce and uphold the Constitution and By-Laws.
 - 6.4.2. Act as a signing officer of the Club.
 - 6.4.3. Co-sign all financial transactions with the President.
 - 6.4.4. Keep track of the club budget as well as all financial transactions and receipts.
 - 6.4.5. Ensure the funding and financial stability of the club.
 - 6.4.6. Prepare the annual budget for presentation to the CSU Clubs & Spaces Committee.
 - 6.4.7. Prepare the financial report for the Club Annual General Meeting.
 - 6.4.8. Act in any additional responsibilities assigned by the President.
- 6.5. Meetings of the Executive Officers shall happen throughout the year on an ad-hoc basis.
 - 6.5.1. Any Executive Officer may call a Meeting of the Executive Officers by notifying the President. The President and the Officer requesting the meeting hold the responsibility of ensuring such a meeting occurs.

Article VII: Portfolios II

- 7.1. The Director of Communications shall:
 - 7.1.1. Enforce and uphold the Constitution and By-Laws.
 - 7.1.2. Head the public relations and mass communications of the club, as delegated.
 - 7.1.3. Maintain the club's social media accounts, websites and any other platforms the executive chooses to pursue.
 - 7.1.4. Act as liaison to any organization or individual necessary in order to properly advertise the events of the club online and around campus.
 - 7.1.5. Lead the design of posters and advertising material for the club.
 - 7.1.6. Act in any additional responsibilities assigned by the President.
- 7.2. The Director of Events shall:
 - 7.2.1. Enforce and uphold the Constitution and By-Laws.
 - 7.2.2. Oversee and coordinate the programming activities and events of the club.
 - 7.2.3. Shall be responsible for such activities related to the organization of events including but not limited to booking and arranging meeting rooms (or external reservations), organizing and obtaining refreshments and any other actions, as delegated.
 - 7.2.4. Act, if necessary, as liaison between the Club and other clubs on campus or external organizations as necessary for the booking of events.
 - 7.2.5. Act in any additional responsibilities assigned by the President.

Article VIII: Finances

- 8.1. The Club may not charge a membership fee.
- 8.2. The Executive Committee will appoint two officers who will be the club's signing officers and sign off on all expenses.
- 8.3. The Club will deposit any proceeds into their internal account at the CSU.

Article IX: General & Special Meetings

- 9.1. The Club shall hold one General Meeting in the Fall Semester and one in the Winter Semester.
 - 9.1.1. The Winter General Meeting shall also be known as the Annual General Meeting.
- 9.2. The Club's membership must receive notice at least 10 days ahead of a General Meeting.
- 9.3. Special Meetings may be called at any time deemed necessary by the Executive Committee or by a petition of 6 or more full members of the club presented to the Vice-President Internal.
 - 9.3.1. If such a petition is presented, the Vice-President Internal shall have the obligation to verify if the signatories on the petition within 24 hours. In such a circumstance that the requisite number of signatures is reached, the Vice-President Internal is exceptionally empowered to call a Special Meeting on their own authority and in consultation with the signatories.
 - 9.3.2. The topic of a Special Meeting must be published alongside the announcement of the Special Meeting and written on any petition presented to the Vice-President Internal.

- 9.3.3. If a meeting is called on the basis of a petition, it is the responsibility of the signatories to ensure attendance and prepare an agenda, submitted to the Executive Officers.
- 9.4. The Club's membership must receive notice at least 5 days ahead of a Special Meeting.
- 9.5. An Annual General Meeting must be held in March for the purpose of presenting the annual financial report, electing new members to the Offices of the Presidency and appointing members to the Offices of the Directorate.
- 9.5.1. The Number of positions available in the Offices of the Directorate is to be determined by the Executive Officers prior to the notice of the Annual General Meeting and clearly articulated in said notice.
- 9.6. Quorum for Special and General Meeting shall be 10 full members.
- 9.7. Quorum for a Meeting of the Executive Officers shall be a simple majority.
- 9.8. A minute-keeper shall be designated by the President from amongst the Executive Officers at the beginning of a meeting.
- 9.9. Only members and associate members have the right to present motions and speak at Special or General Meetings. Each member has one vote in Special or General Meetings.
- 9.10. Only Executive Officers have the rights to present motions in Meetings of the Executive Officers. Any member or associate member may attend and speak.
- 9.11. All decisions at meetings are to be made by simple majority unless otherwise specified.

Article X: Elections

- 10.1. The general membership must receive two weeks' notice in advance of the General Meeting called for the purpose of electing new officers.
- 10.2. Elections are to be held before March 31 during the General Meeting called for this purpose.
- 10.3. Club members may nominate themselves for available positions during the two weeks preceding the General Meeting at which the election will take place.
- 10.4. The Executive Committee may designate Deputy Electoral Officers (DEOs) to assist the running of the elections.
- 10.4.1. A DEO must not be a current Executive Officer or Candidate during the Election.
- 10.5. Elections are to be conducted by secret ballot in person.
- 10.6. Ballots must be kept in a secure place for 4 weeks after the date of voting.
- 10.7. The CSU Internal Affairs Coordinator must be notified immediately in the event of contested electoral results.
- 10.8. The President will designate a Primary Electoral Officer (PEO) from among the DEOs.
- 10.8.1. The PEO shall ensure that the Constitution and the By-Laws are followed during the election.
- 10.9. There shall be no limit to the amount of time any person may serve as an Executive Officer, as long as they remain eligible for the position they are running for. However they must be re-elected at the next subsequent election.

- 10.9.1. Any person who has served for 2 mandates as the President shall be considered ineligible for the Office of President.
- 10.10. All candidates for an Executive Office must be members prior to the Election for which they are a candidate.
- 10.11. All Candidates wishing to run for Office must nominate themselves by notifying the PEO prior to the election.
- 10.12. Candidates must run individually for a single office and not run as affiliations or “slates.”
- 10.13. All Candidates may begin campaigning one week prior to the election or upon confirmation of the receipt of their nomination by the PEO, whichever is later.
- 10.14. All candidates must follow the following regulations while campaigning:
- 10.14.1. If campaigning includes posters, they must follow Concordia University's Policy on the Display Of Posters.
- 10.14.2. Online campaigning is permitted.
- 10.14.3. Candidates must not interfere with each other in any manner, including but not limited to:
- 10.14.3.1. Slander of another candidate.
- 10.14.3.2. Removal of campaign materials.
- 10.14.3.3. Collusion with other candidates or Executive Officers in an attempt to fix the results of the election.
- 10.15. All members may report alleged campaign violations to the PEO, who shall be obligated to report the allegations to the CSU Internal Affairs Coordinator, and to then conduct an investigation, and afterwards suggest appropriate sanctions to the CSU Internal Affairs Coordinator, if they determine that a violation has occurred.
- 10.15.1. Disqualification shall only be used as a sanction for the most serious breaches of elections rules and shall not be used as a sanction for a first offense.
- 10.15.2. Notwithstanding the above, disqualification may be used as a sanction for a first offense if there is reasonable evidence to suspect that the candidate engaged in active attempts to modify the results of the election.
- 10.16. Executive Officers elected during the Annual General Meeting begin their mandate on June 1st following the Annual General Meeting which they were elected.
- 10.17. The mandate for the new Officers elected during By-Elections begins immediately after the conclusion of the meeting in which they were elected.

Article XI: Replacement & Impeachment Procedures

- 11.1. Officers can be impeached from their positions for failing to perform their assigned duties.
- 11.2. Officers may also be impeached for failing to present themselves at more than 2 Regular Meetings or 5 Executive Meetings without proper reason.
- 11.3. Officers who fail to present or uphold their duties will be given up to three official warnings, carried out by the Executive Committee.

- 11.4. An Officer who has received three official warnings and continues to fail to perform their assigned duties or to present themselves at meetings of the Club may be brought to an impeachment vote at the following duly convened General Meeting of the Club.
- 11.5. Any Officer who is impeached through vote shall be formally informed of this immediately by the Vice-President Internal.
- 11.6. Any Officer who is absent for more than two calendar months without a reasonable cause for extended absence and communication with the other Executive Officers shall be deemed resigned.
 - 11.6.1. A cause for absence is to be considered reasonable if it is deemed as such at a Regular Meeting or a Meeting of the Executive Officers.
 - 11.6.2. All Executive Officers must be notified of this cause for absence regardless of whether it is to be considered reasonable or not.
- 11.7. Any Officer may resign from their position by presenting a written notice of resignation to the President. The resignation shall take effect three days after the presentation of said notice.
 - 11.7.1. A President may resign by presenting their resignation to the Vice-President Internal, who shall notify the other of the Officers of the Club as soon as possible.
- 11.8. Extraordinary Directors may be dismissed from their post with cause by a simple majority vote at a Meeting of the Executive Officers.
- 11.9. Any member may be removed from the membership list by presenting such a request to the Vice-President Internal. Upon removal the former member will lose all membership privileges, including the right to vote, present motions and speak at meetings.

Article XII: Affiliation

- 12.1. The Club is affiliated with the Canadian University Shooting Federation, accessing resources and services as necessary.

Article XIII: Constitutional Amendment Procedure

- 13.1. The Club's constitution can be amended at a General or Special Meeting by majority vote of the membership present at the meeting.
 - 13.1.1. This majority vote is a $\frac{2}{3}$ majority.
- 13.2. 21 days' notice must be given when a constitutional amendment is to be considered at a Club meeting.
 - 13.2.1. All proposed constitutional changes must be published in a visible way 10 days prior to the meeting they will be considered alongside the notice of the meeting.
- 13.3. Any amendments to the Club's constitution will be communicated to the CSU Internal Affairs Coordinator.
- 13.4. Editorial Changes may be made to the constitution by simple majority vote at a Regular Meeting or a Meeting of the Executive Officers.

Article XIV: Disputes & Appeals

- 14.1. Any disputes and appeals within club members or concerning the club constitution will be referred to the CSU Judicial Board for ruling.

Article XV: CSU Policies

- 15.1. Where items are not defined in this constitution or there are inconsistencies with the CSU's By-Laws, regulations, and policies, the CSU's By-Laws, regulations, and policies shall take effect.