



**BOARD OF GOVERNORS**

**NOTICE OF MEETING**

February 9, 2023

The Agenda and documents for the Open Session meeting of the Board of Governors of Concordia University to be held on Thursday, February 16, 2023, are now posted on the [Board webpage](#).

Please note that while there is an Open Session, only Governors, resources and invited guests will be admitted to the meeting.

*Members of the University community who wish to view the meeting are invited to go to the observers' room EV 002.301, Located on Floor S2 of the Engineering, Computer Science, and Visual Arts Integrated Complex.*

Karan Singh  
Secretary of the Board of Governors



**AGENDA OF THE JOINT MEETING  
OF THE OPEN SESSION OF THE BOARD OF GOVERNORS  
AND OF THE CORPORATION**

Thursday, February 16, 2023, at 4 p.m.  
Room GM 410 (Board of Governors meeting room)  
SGW Campus

<b>Time</b>	<b>Item</b>	<b>Presenter(s)</b>	<b>Action</b>
4:00	1. Call to order	H. Antoniou	
	1.1 Approval of the Agenda	H. Antoniou	Approval

**CONSENT AGENDA**

2.	Approval of December 15, 2022 Minutes		Approval
3.	Governance and Ethics Committee recommendation: Revisions to the Concordia University By-Laws (Document BG-2023-1-D1/CORP-2023-1-D1)		Approval
4.	Audit Committee recommendations :		Approval
4.1	<i>Système d'information financière des universités (SIFU) report for year ended April 30, 2022 (Document BG-2023-1-D2)</i>		
4.2	Approval of revisions to the <i>Policy on Enterprise Risk Management (BD-14)</i> (Document BG-2023-1-D3)		

5. Finance committee recommendations: Approval

5.1 Delegation under the *Act respecting contracting by public bodies (S.Q. 2006, c-29) and related regulations* for qualified IT projects (Document BG-2023-1-D4)

5.2 Delegation for computer provisioning contracts (Document BG-2023-1-D5)

6. Approval for the use of Concordia's name (Document BG-2023-1-D6) Approval

#### **REGULAR AGENDA**

4:05 7. Business arising from the Minutes not included on the Agenda.

4:07 8. President's report (Document BG-2023-1-D7) G. Carr Information

4:20 9. Other business

4:25 10. Adjournment H. Antoniou

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

Thursday, December 15, 2022, at 4 p.m.  
Room GM 410 (Board of Governors meeting room) SGW Campus

**PRESENT**

**Governors:** Helen Antoniou (Chair), Francis Baillet, Françoise Bertrand (attended remotely), Kenneth Brooks, Graham Carr (President and Vice-Chancellor), Jarrett Carty, Gina P. Cody (attended remotely), Selvadurai Dayanandan, Adriana Embiricos, Kim Fuller (attended remotely), Fawaz Halloum, Caroline Jamet, Claudine Mangen (attended remotely), Frederica Martin (Vice-Chair), Philippe Pourreaux, Duraichelvan Raju, Robert Soroka, Ted Stathopoulos, Cathy Wong (attended remotely)

**Alternate Governor:** Nassim Boutalbi

Also attending: Philippe Beauregard, Dominique Bérubé, William Cheaib, Paul Chesser, Denis Cossette, Michael Di Grappa, Frederica Jacobs, Lisa Ostiguy (attended remotely), Anne Whitelaw (attended remotely)

**ABSENT**

**Governors:** Gary N. Chateram, Daniel Cross, Rana Ghorayeb, Claude Joli-Cœur (Vice-Chair), Pat Di Lillo, Paul John Murdoch

**Non-voting observer:** Jonathan Wener

**1. Call to order**

The Chair called the meeting to order at 4:01 p.m.

1.1 Approval of the Agenda

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

*R-2022-10-1 That the Agenda be approved, including the items on the Consent Agenda.*

## CONSENT

### 2. Approval of October 27, 2022 Minutes

R-2022-10-2 *That the Minutes of the meeting of October 27, 2022, be approved.*

### 3. Audit Committee recommendation: interfund transfers for the year ended April 30, 2022 (Document BD-2022-10-D1)

R-2022-10-3 *That the interfund transfers be approved.*

### 4. Evaluation Committee for the Vice-President, Advancement (Document BG-2022-10-D2)

### 5. Report on compliance with environmental legislation and health and safety regulations (Q3-2022 Report) (Document BG-2022-10-D3)

These reports were for information only.

### 6. Collection of undergraduate student fee levies (Document BG-2022-10-D4)

R-2022-10-4 Le Frigo Vert

*That the Board of Governors authorize Concordia University to increase the Le Frigo Vert Fee Levy from \$0.33 per credit to \$0.46 per credit (an increase of \$0.13 per credit), annually adjusted to the Consumer Price Index of Canada, to be collected from all undergraduate students, and to be implemented with registration for the Winter 2023 (2224) term in accordance with the University's tuition refund and withdrawal policy.*

#### Sustainability Action Fund

*That the Board of Governors authorize Concordia University to increase the Sustainability Action Fund from \$0.25 per credit to \$0.50 per credit (an increase of \$0.25 per credit), to be collected from all undergraduate students, and to be implemented with registration for the Winter 2023 (2224) term in accordance with the University's tuition refund and withdrawal policy.*

#### CSU Operating Fee

*That the Board of Governors authorize Concordia University to increase the CSU General Operations Fee Levy from \$2.46 per credit to \$2.71 per credit (an increase of \$0.25 cents per credit), annually adjusted to the Consumer Price Index of Canada, to be collected from all CSU members, and to be implemented with registration for the Winter 2023 (2224) term in accordance with the University's tuition refund and withdrawal policy.*

## 7. Governance and Ethics Committee recommendations:

- 7.1 Approval of revisions to *the Code of Rights and Responsibilities* (BD-3)  
(Document BG-2022-10-D5)

R-2022-10-5 *That upon recommendation of the Governance and Ethics Committee, the revisions to the Code of Rights and Responsibilities be approved.*

- 7.2 Approval of revisions to the *Policy on the Establishment of Student Tribunal Pools* (BD-6) (Document BG-2022-10-D6)

R-2022-10-6 *That upon recommendation of the Governance and Ethics Committee, the revisions to the Policy on the Establishment of Student Tribunal Pools (BD-6) approved.*

- 7.3 Approval of revisions to the *Policy on the Use of Concordia University's Name, and the Governance of its Visual Character and Digital Presence* (SG-4) and related *Handbook*. (Document BG-2022-10-D7)

R-2022-10-7 *That upon recommendation of the Governance and Ethics Committee, the revisions to the Policy on the Use of Concordia University's Name, and the Governance of its Visual Character and Digital Presence (SG-4) and related Handbook. be approved.*

## REGULAR

### 8. Business arising from the Minutes not included on the Agenda

There was no other business to bring before the meeting that was not included on the Agenda.

### 9. President's report (Document BG-2022-10-D8)

As complementary information to his written report, G. Carr's remarks are summarized as follows:

- G.Carr expressed that it has been heartening to have students on campus and watching all of the in-person activities this past semester. The university is now winding down for the end of term and will be closed starting at end of day Friday, December 23<sup>rd</sup>, and re-opening on January 9<sup>th</sup>. Faculty members will have access to their on-campus offices as needed during the break. The only event scheduled during the break is the annual Molson School MBA International Case Competition, scheduled for January 2<sup>nd</sup> to 6<sup>th</sup>. Board member Ken Brooks had involved with this event, which is one of the highlights of the year for the University.
- He reminded Board members that a request was sent out with the document package to donate to the Student Emergency and Food Fund (SEFF). Board members are invited to donate if they feel so inclined.

- On the media coverage around the C.P.E. Concordia daycare matter, he clarified that there had been some misinformation about the daycare being closed. The daycare would stay in its space on the SGW campus till August 31, 2025 and the University would continue to provide support in working with the Ministry to help them find an alternative location.
- He congratulated Andrew Molson, who was awarded the Order of Canada at the ceremony held on Wednesday. He also informed the Board of other successful alumni events, including the dinner hosted by Gina Cody and Tom Cody to celebrate the top 50 under 50 ranking of Concordia; Naveed Irshad, CEO of Manu Life Canada hosted an alumni event in Toronto; P. Chesser and a dozen alumni were guests of Alex Leopold, First Vice-president for Global Advisory and Transaction Services at CBRE at a lunch in New York city, which was followed by an end-of-year party that had the largest attendance ever for a Concordia event hosted in New York.
- The previous week, several members of diplomatic corps were on campus for end of year celebration. He noted that Concordia has become the main university host in Montreal for various activities with foreign dignitaries, many of whom were keen to collaborate with Concordia in the areas of research, professional training and student mobility.
- On Wednesday December 14<sup>th</sup>, Maimunah Mohd Sharif, the Executive Director of UN Habitat was on campus with colleagues from her organization for a two-hour meeting hosted by NextGen Cities Institute. UN Habitat announced at COP27 that they will be opening an office in Montréal in 2023 with a focus on applying AI to address challenges of smart, sustainable urban growth. Concordia was one of the main supporters of this initiative.
- The University also hosted the launch of the Canadian office of the Canada-Asia Business Council at the John Molson School of Business building. The Council promotes trade and other forms of exchanges between Canada and the ASEAN countries, which include Vietnam, Cambodia, Malaysia, Indonesia, Singapore and Brunei. The event saw over 100 attendees from international organizations, industry, NGOs and diplomatic corps, including Jean Charest (honorary Chair), Louis Vachon (co-chair), and Minister Pierre Fitzgibbon and the Assistant Deputy Minister of Global Affairs Canada. Board member Francis Baillet was also present along with former Board member Michael Novak.
- G. Carr thanked W. Cheaib and the team at Concordia International for all the work they had done to bring such visibility to the University.

**10. Consolidated financial statements for the year ended April 30, 2022**  
(Document BG-2022-10-D9)

D. Cossette introduced the item, advising that since the documentation was sent out to the Board the previous week, the external auditors KPMG had confirmed that the audit was now

complete. F. Jacobs explained that email approval would be sought from the Audit Committee and subsequently the Board, in lieu of in person meetings. This would allow the process to be completed before the break for the holidays.

One of the members asked if there was some visibility on the budget situation in the first eight months of the current year. D. Cossette confirmed that the \$15M deficit that was presented in the budget was in line with the actual situation, which stood at \$16M.

#### **11. Other business**

There was no other business to bring before the meeting.

#### **12. Adjournment**

The Chair declared the meeting adjourned at 4:29 p.m.

*K. Singh*  
Karan Singh  
Secretary of the Board of Governors





**JOINT MEETING OF THE OPEN SESSION OF THE  
BOARD OF GOVERNORS AND OF THE CORPORATION  
Meeting of February 16, 2023**

**AGENDA ITEM:** Governance and Ethics Committee recommendation: Revisions to the By-Laws of Concordia University

**ACTION REQUIRED:** For approval

**SUMMARY:** On recommendation of the Governance and Ethics Committee, Board approval is being sought with respect to the revisions to the By-Laws of Concordia University (the "By-Laws").

**BACKGROUND:**

Further to the Senate's approval of the reduction in the number of Senate meetings in an academic year, amendments to the By-Laws are required. The University is taking this opportunity to make some additional modifications to the By-Laws, most of which are of a routine nature and are summarized below.

Article 7: Reference to approval position profiles of Senior Administrators by the Board is proposed to be deleted, as the profiles are approved by the Advisory Search Committee appointed for the recruitment of the Senior Administrators in accordance with the *Policy on Employment and Remuneration of Senior Administrators, Deputy Provost, Vice-Provosts and Associate Vice President* ([BD-8](#)).

Article 9: The proposed revisions add explicit text to render the By-Laws consistent with the longstanding practice which provides that the Secretary of the Board and the Corporation also acts as the Secretary of Senate.

Article 45: Typographical error corrected.

Article 65: The reduction of the number of Senate meetings in an academic year in being proposed, was approved by Senate at its meeting of November 11, 2022.

At its meeting of January 19, 2023, the Governance and Ethics Committee reviewed and recommended the revisions to the By-Laws as summarized above.

Marked and unmarked versions of the By-Laws are appended. For ease of reference, substantive changes are highlighted in grey in all versions.

**DRAFT MOTION:**

That, on recommendation of the Governance and Ethics Committee, the Board of Governors approve the amendments to the By-Laws of Concordia University, as per the document attached.

**PREPARED BY:**

Name: Karan Singh

Date: January 26, 2023

## BY-LAWS OF CONCORDIA UNIVERSITY

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

**SECTION 1  
NAME**

**Article 1**

The name of the Corporation shall be, in English, CONCORDIA UNIVERSITY and, in French, *UNIVERSITÉ CONCORDIA*.

A recognized organization wishing to use the name "Concordia" or "Concordia University" or, in French, "Université Concordia", in its official designation must apply to the Board of Governors for permission to use the name.

**SECTION 2  
SEAL**

**Article 2**

The seal of the University shall be circular in shape and shall encircle the Coat of Arms of the University with the words "*UNIVERSITÉ CONCORDIA / CONCORDIA UNIVERSITY*" inscribed around the lower half of its circumference.

The seal may be affixed on all documents of an official nature issued by the University, including degrees or diplomas, or on official documents pertaining to the corporate activities of the University, such as certified copies of resolutions of the Board of Governors forwarded to the Quebec Government.

**SECTION 3  
OFFICERS OF THE UNIVERSITY**

**Article 3**

The Officers of the University shall be:

- a) The Chancellor; or in their absence or inability to act, the Deputy Chancellor;  
The President and Vice-Chancellor;  
The Chair of the Board of Governors;  
Two (2) persons holding the office of Vice-Chair of the Board of Governors, one of whom shall be an internal Governor and the other of whom shall be an external Governor;  
The Provost and Vice-President, Academic;  
The Vice-President, Research and Graduate Studies;  
The Vice-President, Advancement;  
The Vice-President, Services;  
The Chief Financial Officer;

The Chief Communications Officer;  
The Secretary-General; and

- b) such other Vice-President or Chief Officer appointed by the Board of Governors who reports to the President; and
- c) such other Officers as may be designated by the Board of Governors.

The Board of Governors shall ensure that appointment procedures for the Officers are put in place. The Officers other than the Chancellor, the Deputy Chancellor, the Chair of the Board of Governors, the Vice-Chairs of the Board of Governors and the President and Vice-Chancellor are proposed by the President and Vice-Chancellor and approved by the Board of Governors.

#### **Article 4**

The Chancellor shall preside at convocations and similar ceremonies, and shall perform such other official duties as the Board of Governors may designate.

The Deputy Chancellor shall have all the powers of the Chancellor in their absence or inability to act.

The President and Vice-Chancellor shall have all the powers of the Chancellor in their absence or inability to act when the Deputy Chancellor is absent or unable to act on behalf of the Chancellor.

#### **Article 5**

The Chair of the Board of Governors, or in their absence or inability to act, one of the Vice-Chairs of the Board of Governors, (or, failing them, any other Governor elected for such purpose) shall chair all meetings of the Board of Governors and of the Corporation.

#### **Article 6**

The President and Vice-Chancellor shall be the Chief Executive Officer of the University.

The President and Vice-Chancellor shall be responsible for the execution of all decisions of the Board of Governors and of Senate, and shall have all the powers required for the discharge of these duties as well as such other powers and duties as may be assigned to them by the Board of Governors.

#### **Article 7**

The Vice-Presidents, Chief Officers and Secretary-General shall assist the President and Vice-Chancellor in accordance with the duties outlined in their position profiles and assigned to them on their respective appointments, and shall have such other powers, rights and duties as may be assigned to them by the President and Vice-Chancellor which are ancillary to the duties included in their position profiles.

## **Article 8**

The Chancellor, the Deputy Chancellor, the President and Vice-Chancellor, the Chair of the Board of Governors and the Vice-Chairs of the Board of Governors shall hold office during the specific terms set in each case by the Board of Governors.

The other Officers listed in [Article 3 a\), b\) and c\)](#) shall hold office during the specific terms set in each case by the President and Vice-Chancellor and approved by the Board of Governors.

## **SECTION 4 SECRETARY OF THE BOARD OF GOVERNORS**

### **Article 9**

The Secretary of the Board of Governors (the “Secretary”) shall be appointed by the Board of Governors. They shall also act as Secretary of the Corporation and as Secretary of Senate.

The Secretary shall be in charge of the seal and shall be responsible for maintaining a record of the minutes of all meetings of the Board of Governors, the Corporation and Senate. They shall issue notices of all such meetings, attaching the agenda and documentation, and shall assume such other duties as may be assigned to them by the Board of Governors.

## **SECTION 5 MEMBERSHIP AND POWERS OF THE CORPORATION**

### **Article 10**

Membership in the Corporation shall consist of not more than twenty-five (25) persons who shall each hold office as provided for in [Article 26](#).

The provision under [Article 25 g\)](#) regarding an Alternate Governor for the internal Governor nominated from among the undergraduate students shall also apply for the member of the Corporation nominated from among the undergraduate students.

The Chancellor shall be a non-voting observer and shall have the right to be present and to speak at all regular and special meetings of the Corporation.

The Secretary-General shall have the right to be present and to speak at all regular and special meetings of the Corporation in their capacity as the person responsible for the University’s legal affairs and governance.

### **Article 11**

Members of the Corporation shall be elected by the Board of Governors.

A thirty (30) day written notice from the Chair of the Corporation shall be given to any member of the Corporation whose removal from office is being considered under [Article 14 c](#)). The member shall be given an opportunity to present their case to the Corporation.

Cause for removal shall include, but shall not be limited to, the failure of a member to comply with the duties or obligations set out in the *Code of Ethics and Professional Conduct Applicable to Members of the Board of Governors and Members of Committees Established by the Board* (BD-10) or the failure or unwillingness of a member to abide by the By-Laws, policies or procedures of the University.

## **Article 12**

Eligibility to serve on the Corporation is subject to the following requirements:

- a) Faculty members elected to the Corporation who take a leave during their term of office shall be replaced for the duration of their leave, in the manner prescribed for in the appointment of the faculty member taking leave.
- b) Students elected to the Corporation shall be registered in at least six (6) credits in their undergraduate or graduate program in the then-current academic year and shall meet one of the following requirements:
  - i) be in acceptable standing in their undergraduate program or in good standing in their graduate program; or
  - ii) have successfully completed, in the previous academic year, a minimum of nine (9) credits in an undergraduate program or six (6) credits in a graduate program.

The credits specified in this article shall be taken at Concordia University.

Registration, credits and standing shall be verified by the Secretary of the Corporation at least twice a year, normally in September and January.

Upon graduation, any student elected to the Corporation ceases to be eligible and may no longer serve on the Corporation.

- c) Suspension or expulsion from the University shall immediately render students ineligible to serve on the Corporation. Suspension or termination of employment at the University shall immediately render faculty members and members of the administrative and support staff ineligible to serve on the Corporation. Constituencies that appoint individuals as their representative members are expected to conduct appointment processes in view of the duties and obligations of members specified in the *Code of Ethics and Professional Conduct Applicable to Members of the Board of Governors and Members of Committees Established by the Board* (BD-10). A constituency may request, in writing, that the seat of one of its appointees be vacated.

### **Article 13**

A vacancy in the Corporation for any reason may be filled by the Board of Governors for the unexpired term of the person whose seat becomes vacant, in the manner prescribed for the appointment of the member to be replaced.

### **Article 14**

In addition to the powers provided for in Articles 2 and 7 of the *Concordia University Act*<sup>1</sup>, the Corporation shall have the following powers:

- a) to elect the members of the Board of Governors;
- b) to ratify and confirm any amendment to these By-Laws adopted by the Board of Governors, as stipulated in [Article 80 c](#)); and
- c) to remove a member of the Corporation.

## **SECTION 6 MEETINGS OF THE CORPORATION**

### **Article 15**

The members of the Corporation shall meet at least once a year to elect the Governors of the University and to transact any other general business which may properly come before the meeting. Meetings of the Corporation are restricted to members and invited guests.

Members are bound to respect the confidentiality of the proceedings of meetings as well as any information or documents obtained at those meetings, as stipulated in the *Code of Ethics and Professional Conduct Applicable to Members of the Board of Governors and Members of Committees Established by the Board* (BD-10).

All meetings of the Corporation shall be chaired by the Chair of the Board of Governors, who shall act as Chair of the Corporation. In their absence or inability to act, one of the Vice-Chairs of the Board of Governors shall chair the meetings of the Corporation.

The Secretary of the Board of Governors shall act as Secretary of the Corporation.

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<sup>1</sup> *Article 2* introduces certain express powers which the corporation is entitled to exercise as ancillary and incidental to its objects including the powers to purchase, amalgamate, enter into arrangements with any government authority, advertise, invest, expropriate and, subject to the requirements set forth in Article 2(f) of the Charter, all such other things as are incidental or conducive to the attainment of the objects and exercise of the powers of the corporation. *Article 7* introduces the corporation's power to hold and deal with property of all kinds, moveable and immoveable, real and personal, tangible and intangible in the manner prescribed at Article 7 and provides that the total aggregate amount in value of the immoveable property which may at any time and from time to time be owned by the corporation shall not exceed the sum specified by order of the Lieutenant-Governor-in-Council, as same may be modified from time to time.



## **Article 16**

Special meetings of the Corporation may be called by the Chair or at the request of any five (5) members of the Corporation.

Special meetings of the Corporation may be held by telephone or virtually.

## **Article 17**

In the case of regular meetings of the Corporation, members who cannot participate in person may do so, on occasion, by telephone or virtually.

## **Article 18**

When directed by the Chair, and in exceptional and urgent circumstances when it is not feasible for the Corporation to convene in person, by telephone or virtually, decisions may be taken by electronic exchange provided that:

- the resolution to be voted on is clearly stated to the members of the Corporation;
- the date by which members of the Corporation are required to respond is clearly stated;
- the resolution shall be deemed to have been adopted by the Corporation only if, by the date specified, the Secretary has received responses from two-thirds (2/3) of the members of the Corporation of whom a majority support the resolution; and
- at the end of the voting period, the Secretary shall advise the members of the Corporation of the outcome of the vote.

For reporting purposes, the date of the meeting of the Corporation at which the decision is taken shall be the date by which the members of the Corporation are required to respond.

## **Article 19**

A resolution signed by all the members of the Corporation shall have the same force and effect as if passed at a regularly constituted meeting of the Corporation.

## **Article 20**

A majority of the members of the Corporation shall constitute a quorum for all regular meetings of the Corporation.

Two-thirds (2/3) of the members of the Corporation shall constitute a quorum for all special meetings of the Corporation.

## **Article 21**

Notices calling meetings of the Corporation shall be sent electronically to each member, at least five (5) days prior to the date of the meeting. When it is deemed to be urgent, the members may be summoned to a special meeting on twenty-four (24) hours' notice.

## **Article 22**

Discussions at meetings of the Corporation shall be guided by the procedures and rules set out in the document entitled *Summary of Procedures at Board meetings and Rules of Order*.

## **Article 23**

A two-thirds (2/3) majority of votes cast by members of the Corporation shall be required for a motion to be carried:

- a) to amend these By-Laws under [Article 80 c\)](#);
- b) to remove a member of the Corporation from office under [Article 11](#); and
- c) to exercise the powers set forth in the last paragraph of Article 2 of the *Concordia University Act*<sup>2</sup> and Articles 7 and 9 of the *Concordia University Act*<sup>3</sup>.

Motions concerning all other business at a meeting of the Corporation shall be carried by a majority of votes cast by members of the Corporation.

## **SECTION 7 MEMBERSHIP OF THE BOARD OF GOVERNORS**

## **Article 24**

The management of the affairs of the University shall be vested in a Board of Governors composed of twenty-five (25) members.

For the purposes of these By-Laws, an internal Governor is any member who represents one of the following constituencies of the University: full-time faculty, part-time faculty, permanent administrative and support staff, undergraduate students or graduate students, as well as the

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<sup>2</sup> *Article 2* (last paragraph) refers to the extension of the corporation's powers to further or other purposes or objects for which the corporation may be incorporated under the *Quebec Companies Act*, or the reduction, amendment or variation of such powers, or the increase or decrease of the number of members of the Board of Governors, as authorized by the Lieutenant-Governor-in-Council, in the manner prescribed in the last paragraph of Article 2.

<sup>3</sup> *Article 7* introduces the corporation's power to hold and deal with property of all kinds, moveable and immoveable, real and personal, tangible and intangible in the manner prescribed at Article 7 and provides that the total aggregate amount in value of the immoveable property which may at any time and from time to time be owned by the corporation shall not exceed the sum specified by order of the Lieutenant-Governor-in-Council, as same may be modified from time to time. *Article 9* introduces the corporation's power to borrow money, issue, pledge and sell debentures, or other securities, to hypothecate, mortgage, pledge, cede, transfer and charge all or any of the moveable or immoveable property of the corporation and give all such guarantees to secure the payment of loans made otherwise than by the issue of debentures in the manner prescribed at Article 9 provided that the debentures or other securities of the corporation at any time and from time to time outstanding shall not exceed the total aggregate principal amount specified by order of the Lieutenant-Governor-in-Council, as same may be modified from time to time.

President and Vice-Chancellor. An external Governor is any member who represents the community-at-large.

## **Article 25**

The Board of Governors shall consist of the following persons:

- a) The President and Vice-Chancellor;
- b) Fifteen (15) external Governors, thirteen (13) of whom shall be nominated by the Governance and Ethics Committee of the Board of Governors and two (2) of whom shall be nominated by the Concordia University Alumni Association;
- c) Five (5) internal Governors who shall be nominated from among the full-time faculty members by the full-time faculty;
- d) One (1) internal Governor who shall be nominated from among part-time faculty members by the part-time faculty;
- e) One (1) internal Governor who shall be nominated from among the permanent administrative and support staff, with the exception of staff members working in the administrative offices of the President and Vice-Chancellor or any of the Vice-Presidents, Chief Officers appointed by the Board of Governors or Secretary-General;
- f) One (1) internal Governor who shall be nominated from among the graduate students by the Graduate Students' Association; and
- g) One (1) internal Governor who shall be nominated from among the undergraduate students by the Concordia Student Union. In addition, the Concordia Student Union may nominate from among the undergraduate students an Alternate Governor who shall have the same powers and responsibilities as the Governor in their absence or inability to act. The Alternate Governor shall have the right to be present and to speak at both the closed and the open sessions of all regular and special meetings at which the Governor is in attendance.

The Chancellor shall be a non-voting observer and shall have the right to be present and to speak at both the closed and the open sessions of all regular and special meetings of the Board of Governors.

The Secretary-General shall have the right to be present and to speak at both the closed and the open sessions of all regular and special meetings of the Board of Governors in their capacity as the person responsible for the University's legal affairs and governance.

The Board of Governors may establish procedures for the nomination of Governors under [paragraph b\) through e\)](#) of this article.

The composition of the Board of Governors must reflect the various segments of the community it serves. A variety of experience and expertise profiles must be sought in appointing members of the Board of Governors in order to enable the Board of Governors to exercise its functions properly. Governors must be willing to participate in orientation and ongoing training programs to enable them to fulfill their mandate.

Membership terms on the Board of Governors shall be staggered so that only a limited number of Board members retire in any one year.

## **Article 26**

The President and Vice-Chancellor shall be a Governor for the duration of their term of office.

Governors who are elected under [Article 25 b\) through e\)](#) shall serve for a term of three (3) years or less, as stipulated in the resolutions of appointment.

Governors who are elected under [Article 25 f\) and g\)](#) shall serve for a term of one (1) year or less, as stipulated in the resolutions of appointment.

Governors may be reappointed twice to serve in that capacity, for consecutive or non-consecutive terms. The term of any Governor elected under [Article 25 b\) through e\)](#) which is two (2) years or less and of any Governor elected under [Article 25 f\) and g\)](#) which is six (6) months or less shall not be taken into account in the application of the immediately preceding sentence. Notwithstanding the foregoing, under no circumstance shall a Governor serve more than twelve (12) years.

Previous terms served as a Governor are counted in the total duration of the terms of the Chair, who may serve no more than twelve (12) years, for consecutive or non-consecutive terms, including the time spent as Chair. Governors shall remain in office until replaced by their successors.

## **Article 27**

Eligibility to serve on the Board of Governors is subject to the following requirements:

- a) Faculty members elected to the Board of Governors who take a leave during their term of office shall be replaced for the duration of their leave, in the manner prescribed for in the appointment of the faculty member taking leave.
- b) Students elected to the Board of Governors shall be registered in at least six (6) credits in their undergraduate or graduate program in the then-current academic year and shall meet one of the following requirements:
  - i) be in acceptable standing in their undergraduate program or in good standing in their graduate program; or
  - ii) have successfully completed, in the previous academic year, a minimum of nine (9) credits in an undergraduate program or six (6) credits in a graduate program.

The credits specified in this article shall be taken at Concordia University.

Registration, credits and standing shall be verified by the Secretary of the Board of Governors at least twice a year, normally in September and January.

Upon graduation, any student elected to the Board of Governors ceases to be eligible and may no longer serve on the Board.

- c) Suspension or expulsion from the University shall immediately render students ineligible to serve on the Board of Governors. Suspension or termination of employment at the University shall immediately render faculty members and members of the administrative and support staff ineligible to serve on the Board of Governors. Constituencies that appoint individuals as their representative members are expected to conduct appointment processes in view of the duties and obligations of Governors specified in the *Code of Ethics and Professional Conduct Applicable to Members of the Board of Governors and Members of Committees Established by the Board* (BD-10). A constituency may request, in writing, that the seat of one of its appointees be vacated.

#### **Article 28**

A vacancy in the Board of Governors for any reason may be filled by the Corporation for the unexpired term of the person whose seat becomes vacant, in the manner prescribed for the appointment of the member to be replaced.

#### **Article 29**

All Governors shall be members of the Corporation.

#### **Article 30**

Members of the Board of Governors shall be elected by the Corporation.

A thirty (30) day written notice from the Chair of the Board of Governors shall be given to any Governor whose removal from office is being considered under [Article 41 y](#)). The Governor shall be given an opportunity to present their case to the Board of Governors.

Cause for removal shall include, but shall not be limited to, the failure of a Governor to comply with the duties or obligations set out in the *Code of Ethics and Professional Conduct Applicable to Members of the Board of Governors and Members of Committees Established by the Board* (BD-10) or the failure or unwillingness of a Governor to abide by the By-Laws, policies or procedures of the University.

**SECTION 8**  
**MEETINGS OF THE BOARD OF GOVERNORS**

**Article 31**

The Board of Governors shall meet at least five (5) times a year.

Items deemed to be confidential, including, but not limited to matters relating to nominations, appointments, collective bargaining, human resources, real estate, sensitive financial transactions or transactions of a contractual nature, shall be discussed in closed session.

Governors are bound to respect the confidentiality of proceedings of closed session meetings as well as any information or documents obtained at those meetings, as stipulated in the *Code of Ethics and Professional Conduct Applicable to Members of the Board of Governors and Members of Committees Established by the Board* (BD-10).

**Article 32**

Special meetings of the Board of Governors may be called at any time by the Chair or at the request of any five (5) Governors.

Special meetings of the Board of Governors may be held by telephone or virtually.

**Article 33**

In the case of regular meetings of the Board of Governors, Governors who cannot participate in person may do so, on occasion, by telephone or virtually.

**Article 34**

When directed by the Chair, and in exceptional and urgent circumstances when it is not feasible for the Board of Governors to meet in person, by telephone or virtually, decisions may be taken by electronic exchange provided that:

- the resolution to be voted on is clearly stated to the Governors;
- the date by which Governors are required to respond is clearly stated;
- the resolution shall be deemed to have been adopted by the Board of Governors only if, by the date specified, the Secretary has received responses from two-thirds (2/3) of the Governors of whom a majority support the resolution; and
- at the end of the voting period, the Secretary shall advise Governors of the outcome of the vote.

For reporting purposes, the date of the meeting of the Board of Governors at which the decision is taken shall be the date by which Governors are required to respond.

**Article 35**

A resolution signed by all the members of the Board of Governors shall have the same force and effect as if passed at a regularly constituted meeting of the Board of Governors.

### **Article 36**

A majority of Governors shall constitute a quorum for all regular meetings of the Board of Governors.

Two-thirds (2/3) of Governors shall constitute a quorum for all special meetings of the Board of Governors.

In the case of a meeting or a portion of a meeting of the Board of Governors where participation is restricted to external Governors and the President and Vice-Chancellor in accordance with the *Code of Ethics and Professional Conduct Applicable to Members of the Board of Governors and Members of Committees Established by the Board (BD-10)*, the quorum requirements set out above shall apply to the external Governors and the President and Vice-Chancellor only.

### **Article 37**

Notices calling meetings of the Board of Governors shall be sent electronically to each Governor, at least five (5) days prior to the date of the meeting. When it is deemed to be urgent, the Governors may be summoned to a special meeting on twenty-four (24) hours' notice.

### **Article 38**

Discussions at meetings of the Board of Governors are guided by the procedures and rules set out in the document entitled *Summary of Procedures at Board meetings and Rules of Order*.

### **Article 39**

A two-thirds (2/3) majority of votes cast by Governors shall be required for any motion to be carried on the following matters:

- a) the exercise of the powers set forth in [paragraphs r\), u\), y\)](#) and [aa\)](#) of [Article 41](#) of the present By-Laws;
- b) the amendment of these By-Laws under [Article 80 b\)](#);
- c) a matter which may be specifically designated by the Board of Governors on a particular occasion; and

d) the exercise of the powers set forth in Article 9 of the *Concordia University Act* <sup>4</sup>.

Motions concerning all other business at a meeting of the Board shall be carried by a majority of votes cast by Governors.

## SECTION 9 FUNCTIONS AND POWERS OF THE BOARD OF GOVERNORS

### **Article 40**

The Board of Governors shall have a superintending and reforming power over all decisions affecting the activities undertaken at the University or connected with the University, notwithstanding the final authority and exclusive jurisdiction of the Senate set forth in [Article 70](#).

In particular, the Board of Governors may nullify, revoke or modify any decision made by an internal body of the University in circumstances where such decision, without limitation, constitutes a manifest injustice, is prejudicial in that it is fraudulent or in bad faith, is in excess of an internal body's jurisdiction, or is discriminatory, arbitrary or unreasonable.

In the case of the nullification, revocation or modification of a decision of the Senate, a joint meeting of the Senate Steering Committee and the Executive Committee of the Board of Governors shall be held within thirty (30) days of the Board of Governors' meeting where the decision was reached in order to discuss the reasons for the Board of Governor's decision. Following the joint meeting, the decision of the Board of Governors shall come into effect, without a further vote by the Board of Governors, on the date of the tabling of a report to the Board of Governors from the Executive Committee recommending confirmation of the Board of Governors' decision, without modification. If the report of the Executive Committee recommends a modification of the Board of Governors' decision, the decision shall not come into effect until the Board of Governors has, by a subsequent vote, reconfirmed the original decision, with or without modification.

The Board of Governors shall have the right to act in the place and stead of any internal body which fails, neglects or omits to take a decision in a matter on which it is obliged to act.

Notwithstanding the preceding paragraphs, the Board of Governors shall have the right to make decisions with immediate effect in circumstances that it determines, in its reasonable discretion, constitute an emergency situation.

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<sup>4</sup> *Article 9* introduces the corporation's power to borrow money, issue, pledge and sell debentures, or other securities, to hypothecate, mortgage, pledge, cede, transfer and charge all or any of the moveable or immovable property of the corporation and give all such guarantees to secure the payment of loans made otherwise than by the issue of debentures in the manner prescribed at Article 9 provided that the debentures or other securities of the corporation at any time and from time to time outstanding shall not exceed the total aggregate principal amount specified by order of the Lieutenant-Governor-in-Council, as same may be modified from time to time.



The Board of Governors may fully or partially delegate the power stipulated in the present article, in specific cases, to a Committee of its members appointed by it.

#### **Article 41**

Without limiting the generality of [Article 40](#), the Board of Governors shall have the power and authority:

- a) to adopt the University's strategic directions, taking into account its distinctive characteristics; the Board of Governors shall see to the implementation of the strategic directions of the University and inquire into any issue it considers important;
- b) to ensure the University's mission and values, and the principles are respected;
- c) to approve the University's budgetary estimates, annual budget, capital plan, financial statements and annual report;
- d) to approve the governance rules of the University;
- e) to approve the code of ethics applicable to its members and to the members of the University's personnel;
- f) to ensure the applicant recruiting process to fill the position of President and Vice-Chancellor of the University provides an equal opportunity for applicants from outside and from within the University and that the procedure allows for the independent and confidential examination of application;
- g) to approve the expertise and experience profiles to be used in appointing its members;
- h) to approve the criteria for evaluating its members as well as the Board of Governors' performance;
- i) to ensure the effective and efficient management of the University's human, physical, financial and information resources;
- j) to establish risk management policies;
- k) to regularly monitor the University's financial situation and make sure the appropriate controls are in place to preserve the University's short-, medium- and long-term financial health;
- l) to adopt internal management by-laws;
- m) to adopt delegations of authority;
- n) to approve human resources policies for the University's employees;

- o) to adopt measures to evaluate the University's effectiveness, efficiency and performance;
- p) to approve collective bargaining mandates in accordance with the University's budget envelope and applicable legislative provisions;
- q) to approve the appointment, remuneration and evaluation policies for senior management personnel;
- r) to approve the appointment of the Officers of the University as set out in [Article 3](#) as well as the Academic Deans;
- s) to establish the Committees of the Board of Governors, appoint their membership and ensure that they exercise their functions properly;
- t) to establish the Senate, the Faculties, the Faculty Councils and other similar bodies;
- u) to approve recommendations from Senate regarding the establishment, name change, discontinuance, restructuring or consolidation of academic units;
- v) to confer honorary degrees and Faculty awards of distinction on recommendation of Senate;
- w) to establish new University-wide awards to be granted at convocations on recommendation of Senate;
- x) to appoint members of the Corporation;
- y) to remove a member of the Board of Governors;
- z) to confer the titles of Chancellor Emeritus, Governor Emeritus and President Emeritus based on the criteria which it approves; and
- aa) to fix and determine all fees and charges to be paid by students.

## SECTION 10 COMMITTEES OF THE BOARD OF GOVERNORS

### **Article 42**

The Board of Governors may establish such Committees as it deems necessary or advisable for the efficient conduct of its business. Every such Committee shall have and exercise all the rights and powers which the Board of Governors may delegate to it from time to time. Committee meetings are restricted to members and invited guests.

Members are bound to respect the confidentiality of proceedings of Committee meetings as well as any information or documents obtained at those meetings, as stipulated in the *Code of Ethics*

*and Professional Conduct Applicable to Members of the Board of Governors and Members of Committees Established by the Board (BD-10).*

#### **Article 43**

There shall be ten (10) Standing Committees of the Board of Governors, namely:

- Appeals Committee
- Audit Committee
- Employee Benefits Committee
- Executive Committee
- Finance Committee
- Governance and Ethics Committee
- Honorary Degree Committee
- Human Resources Committee
- Part-time Employee Benefits Committee
- Real Estate Planning Committee

#### **Article 44**

The eligibility requirements under [Article 27](#) shall apply to the members of the Committees of the Board of Governors.

#### **Article 45**

Members of the Committees of the Board of Governors shall be elected by the Board of Governors.

The Alternate Governor appointed under [Article 25 g\)](#) shall be considered as an internal Governor for the sole purpose of the membership of the Committees of the Board of Governors.

The Chancellor shall be considered as an external Governor for the sole purpose of the membership of the Committees of the Board of Governors.

#### **Article 46**

At least three (3) days' notice of meeting should be given for all Committee meetings, unless waived by all members of the Committee.

The majority of members of a Committee shall constitute a quorum.

Quorum for Committee meetings or portions of meetings where participation is restricted to members representing external Governors and the President and Vice-Chancellor in accordance with the *Code of Ethics and Professional Conduct Applicable to Members of the Board of Governors and Members of Committees Established by the Board (BD-10)* shall be the majority of the members representing external Governors and the President and Vice-Chancellor.

#### **Article 47**

Motions debated at all Committee meetings shall be carried by a majority of votes cast by members.

#### **Article 48**

When directed by the Committee Chair, and in exceptional and urgent circumstances when it is not feasible for a Committee to meet in person, by telephone or virtually, decisions may be taken by electronic exchange provided that:

- the resolution to be voted on is clearly stated to the Committee members;
- the date by which Committee members are required to respond is clearly stated;
- the resolution shall be deemed to have been adopted by the Committee only if, by the date specified, the Secretary has received responses from two-thirds (2/3) of the Committee members of whom a majority support the resolution; and
- at the end of the voting period, the Secretary shall advise the Committee members of the outcome of the vote.

For reporting purposes, the date of the Committee meeting at which the decision is taken shall be the date by which the Committee members are required to respond.

#### **Article 49**

A resolution signed by all the members of a Committee shall have the same force and effect as if passed at a regularly constituted meeting of the Committee.

#### **Article 50**

Discussions at Committee meetings are guided by the procedures and rules set out in the document entitled *Summary of Procedures at Board meetings and Rules of Order*.

#### **Article 51**

In addition to their specific mandates and responsibilities assigned to them hereunder, the Committees shall examine any and all issues which may be referred to them by the Board of Governors and shall perform any such tasks as may be deemed necessary to carry out their respective mandate and responsibilities. The Committees may make such recommendations as they deem appropriate to the Board of Governors for its approval.

Any Committee may call any official of the University to its meetings to deal with a particular subject.

All Committees shall report to the Board, through their Chair, at the regular meetings of the Board of Governors.

## **Article 52**

The mandate of the Appeals Committee is to review any matter which is referred to it by the Chair of the Board of Governors in accordance with [Article 40](#) of the By-Laws, which grants the Board of Governors a superintending and reforming power over all decisions affecting or connected with the University.

The Committee is composed of at least three (3) Governors. When requested by the Chair of the Board of Governors, it shall supplement its membership with up to two (2) persons who are chosen from among the members of the Student Tribunal Pool, Faculty Tribunal Pool or Administrative and Support Staff Tribunal Pool established under the *Policy on the Establishment of Tribunal Hearing Pools* (BD-6). The Committee is chaired by an external Governor and meets at the call of the Chair.

## **Article 53**

The mandate of the Audit Committee includes:

- a) monitoring the internal audit function as set out in the *Policy on the Internal Audit Function* (BD-13), including the approval and monitoring of the annual internal audit plan;
- b) ensuring that appropriate and effective internal control mechanisms are in place;
- c) ensuring that the necessary follow-ups are carried out with the external auditors;
- d) monitoring the enterprise risk management process for the conduct of the University's affairs as set out in the *Policy on Enterprise Risk Management* (BD-14), including:
  - the review of quarterly Compliance Reports in areas of significant risk to the University, including, but not limited to, legal claims, health and safety matters, environmental issues and other regulatory matters;
  - the review of insurance protection pertaining to all property and liability of the University. A presentation on such insurance protection shall be made annually to the Committee.
- e) reviewing any activity likely to be detrimental to the University's financial situation which is brought to the Committee's attention by the internal auditors or any other person;
- f) dealing with complaints brought to its attention pursuant to the *Policy on Conflict of Interest* (BD-4);
- g) recommending changes to the accounting policies and practices of the University;
- h) ensuring the quality of the financial statements, reviewing them with the external auditors and recommending their approval; and

- i) recommending the appointment of the external auditors and the payment of the audit fees.

The Committee must notify the Board of Governors in writing of the discovery of operations or management practices that are unsound or do not comply with the law or regulations or with the University's policies.

The Committee is composed of at least five (5) members, all of whom shall be external Governors. The Committee shall include members who possess accounting or financial expertise, at least one of whom is a member of the professional orders of accountants governed by the Professional Code. The Committee meets at the call of the Chair or, because of an unusual situation, at the request of the President and Vice-Chancellor, the senior financial officer or the internal auditor of the University.

#### **Article 54**

The mandate of the Employee Benefits Committee includes:

- a) reviewing and monitoring benefits provided to active and non-active employees under the Pension Plan;
- b) recommending modifications to the Pension Plan to the Board of Governors;
- c) reviewing and monitoring group insurance and other benefit plans provided to active and retired employees;
- d) recommending to the Board of Governors annual premium renewals for the group insurance plans that are cost-shared (Employee-University), except for plans that are exclusively for employee groups with primary membership of part-time employees;
- e) recommending to the Board of Governors design changes and all modifications to the group insurance plans, except for plans that are exclusively for employee groups with primary membership of part-time employees; and
- f) recommending to the Board of Governors design changes and modifications to other benefit plans.

The Committee consists of the following:

- Three (3) members appointed by the Board of Governors from among Board members or former Board members, with the exception of remunerated officers, employees or students of the University, and from whom the Board of Governors shall designate one member to act as Chair of the Committee and one member to act as Vice-Chair;
- Two (2) members who are members of the Pension Plan representing active full-time faculty members, to be nominated by the full-time faculty association and appointed by the Board of Governors. The term of these members shall be two (2) years. For purposes of continuity within the Committee, the two-year terms shall be staggered;

- Two (2) members who are members of the Pension Plan representing the active administrative and support staff to be nominated by such members through the Administrative and Support Staff Electoral College and appointed by the Board of Governors. The term of these members shall be two (2) years. For purposes of continuity within the Committee, the two-year terms shall be staggered;
- One (1) non-voting member representing active employees belonging to employee groups other than those included in the Administrative and Support Staff Electoral College or the Concordia University Faculty Associate (CUFA), to be nominated from among those employee groups and appointed by the Board of Governors. At a given meeting, in the absence of any of the four (4) voting members representing active employees (designated under the second and third bullet above), this member acquires voting rights pertaining to the matters listed under [sections a\) and b\)](#) of the above mandate as well as to matters listed under [sections c\), d\), e\) and f\)](#) with respect to the benefits applicable to the employee groups they represent. The term of this member shall be two (2) years;
- One member, as well as one alternate member who acquires voting rights at a given meeting in the absence of the regular member, who are members of the Pension Plan representing the non-active Pension Plan members nominated by such members and appointed by the Board of Governors. The term of these members shall be two (2) years;
- The President and Vice-Chancellor or designate;
- The Vice-President, Services and Sustainability or designate;
- The Chair of the Board of Governors or designate (non-voting); and
- The University Treasurer and Chief Investment Officer who shall act as Secretary (non-voting).

A member whose term of office has expired shall remain in office until reappointed or replaced.

The Committee meets as required.

### **Article 55**

The mandate of the Executive Committee includes:

- a) reviewing the draft agendas and documentation of Board of Governors meetings, making recommendations on the proposals presented to the Board of Governors and ensuring that the Board of Governors' decisions are carried out;
- b) deciding on matters referred to it under a specific delegation of authority from the Board and within the limits defined in the By-laws. All such decisions shall be reported to the Board of Governors at the next meeting;
- c) deciding on matters requiring an urgent or immediate decision between meetings of the Board of Governors and within the limits defined in the By-Laws, in which case any such decisions shall be submitted for ratification by the Board of Governors at the next meeting;
- d) receiving reports and taking any other action prescribed in the *Policy on the Employment*

*and Remuneration of Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents (BD-8);*

- e) acting in an advisory capacity and making recommendations to the Board of Governors on all matters related to strategic planning; and
- f) acting in an advisory capacity and making recommendations to the Board of Governors on such other issues which may be referred to it by the Board of Governors, the Chair of the Board of Governors or the President.

The Committee is composed of at least seven (7) members, and all members shall be Governors. The Chair of the Board of Governors and the President are ex-officio members of the Committee. Of the remaining members, no fewer than three (3) shall be external Governors, one (1) of whom shall be a Vice-Chair of the Board of Governors, and no fewer than two (2) shall be internal Governors, one (1) of whom shall be a Vice-Chair of the Board of Governors. The Committee is chaired by the Chair of the Board of Governors and meets at the call of the Chair.

#### **Article 56**

The mandate of the Finance Committee includes:

- a) recommending approval of the annual operating and capital budgets, examining the quarterly results and projections relating to the annual operating and capital budgets, and reporting such to the Board of Governors as necessary;
- b) reviewing the use of credit facilities by the University;
- c) recommending all University borrowings or financings over \$1 million including those relating to any matter under the purview of the Real Estate Planning Committee;
- d) recommending all expenditures over \$3 million as well as those expenditures of importance, as defined in the *Policy on Contract Review, Signing and Required Approvals (BD-1)*, irrespective of the value of the expenditure; and
- e) reviewing the long-term financial situation of the University.

The Committee is composed of at least seven (7) members, and all members shall be Governors. The Chair of the Board of Governors and the President and Vice-Chancellor are ex-officio members of the Committee. Of the remaining members, no fewer than three (3) shall be external Governors, two (2) of whom shall be members of the Audit Committee, and no fewer than two (2) shall be internal Governors. The Committee is chaired by one of the members of the Audit Committee who does not chair the Audit Committee. The Committee meets at the call of the Chair.



## **Article 57**

The mandate of the Governance and Ethics Committee includes:

- a) recommending governance rules and related policies and a code of ethics for the conduct of the University's affairs;
- b) recommending a code of ethics applicable to Board members and the University's personnel, subject to applicable law;
- c) recommending the expertise and experience profiles to be used in appointing Board members, except for the Chair of the Board of Governors and the President;
- d) recommending the appointment of external Board members based on the aforementioned profiles;
- e) recommending the appointment of the Chair of the Board of Governors as well as the two (2) Vice-Chairs of the Board of Governors;
- f) recommending the appointment of the Chancellor and the Deputy Chancellor as well as the candidates for the titles of Chancellor Emeritus, Governor Emeritus and President Emeritus pursuant to the *Policy on the Conferral of the Emeriti Title by the Board of Governors* (SG-7);
- g) recommending the criteria for evaluating the performance of the Board of Governors and its members;
- h) evaluating the performance of the Board of Governors and submitting an annual summary of its evaluation to the Board of Governors; and
- i) developing and implementing programs for orientation and ongoing education of Board members.

The Committee is composed of at least six (6) members, and all members shall be Governors. The Chair of the Board of Governors and the President and Vice-Chancellor are ex-officio members of the Committee and except for the Chair of the Board of Governors and President and Vice-Chancellor, no other member of the Committee may also be a member of the Executive Committee. Of the remaining members, no fewer than three (3) shall be external Governors and no fewer than one (1) shall be an internal Governor. The Committee is chaired by an external Governor and meets at the call of the Chair.

## **Article 58**

The mandate of the Honorary Degree Committee includes:

- a) conveying proposals regarding honorary degree nominees to Senate for recommendation to the Board of Governors;

- b) conveying proposals regarding Faculty awards of distinction to Senate for recommendation to the Board of Governors; and
- c) conveying proposals regarding the establishment of new University-wide awards to be granted at convocation to Senate for recommendation to the Board of Governors.

The Committee is composed of (i) at least six (6) Governors including the Chair of the Board of Governors and the President and Vice-Chancellor who are ex-officio members of the Committee, and (ii) three (3) Senators, one of whom shall be a Faculty Dean. The Committee is chaired by an external Governor and meets at the call of the Chair.

### **Article 59**

The mandate of the Human Resources Committee includes:

- a) recommending and overseeing the implementation of the human resources policies for the University's employees;
- b) recommending collective bargaining mandates in accordance with the University's budget envelope;
- c) recommending tenure and sabbatical leave of academic personnel in accordance with the multi-year hiring plan;
- d) recommending and overseeing the application of the appointment, remuneration and evaluation policies for senior management personnel and employees not governed by a collective or association agreement;
- e) recommending the modifications to the salary scales, the general increase and the maximum eligible percentage increase for performance for senior management personnel and employees not governed by a collective or association agreement;
- f) ensuring that an external legal opinion is sought, as appropriate, in the case of termination of senior management personnel; and
- g) acting in an advisory capacity and making recommendations to the Board of Governors on all matters related to human resources.

The Committee is composed of at least seven (7) Governors and all members shall be Governors. The Chair of the Board of Governors and the President are ex-officio members of the Committee. Of the remaining members, no fewer than three (3) members shall be external Governors and no fewer than two (2) shall be internal Governors. The Committee is chaired by an external Governor and meets at the call of the Chair.

### **Article 60**

The mandate of the Part-Time Employee Benefits Committee includes:

- a) recommending to the Board of Governors annual premium renewals for the group insurance plans that are cost-shared (Employee-University) and that are exclusively for employee groups with primary membership of part-time employees; and
- b) recommending to the Board of Governors design changes and modifications to the group insurance plans that are exclusively for employee groups with primary membership of part-time employees.

The Committee consists of the following:

- One (1) member appointed by the Board of Governors from among Board members or former Board members, with the exception of remunerated officers, employees or students of the University, to act as Chair of the Committee;
- Three (3) members representing active employees belonging to employee groups with primary membership of part-time employees, i.e. employee groups other than those included in the Administrative and Support Staff Electoral College or CUFA, to be nominated from among those employee groups and appointed by the Board of Governors. The term of these members shall be two (2) years. For purposes of continuity within the Committee, the two year terms shall be staggered;
- The Chair of the Board of Governors or designate;
- The Vice-President, Services and Sustainability or designate; and
- The University Treasurer and Investment Officer who shall act as Secretary (non-voting).

A member whose term of office has expired shall remain in office until reappointed or replaced.

The Committee meets as required.

### **Article 61**

The mandate of the Real Estate Planning Committee includes:

- a) recommending a comprehensive short and long-term strategic plan for the management and development of the University's real estate and proposing ways in which this plan can be harmonized with the mission of the University as well as its overall strategic planning objectives;
- b) recommending policies with respect to the construction of new buildings and the expansion and renovation of existing buildings at the University;
- c) recommending proposals to maximize the use and advantages to the University of all property and physical plant occupied by the University, particularly those facilities which are owned by the University;
- d) recommending all expenditures over \$3 million as well as those expenditures of importance, as defined in the *Policy on Contract Review, Signing and Required Approvals* (BD-1), irrespective of the value of the expenditure, relating to the construction of new

buildings and the expansion, repairs, and renovation of existing buildings and premises at the University; and

- e) recommending proposals regarding the acquisition or the disposal of buildings or properties.

The Committee is composed of at least seven (7) Governors including the Chair of the Board of Governors and the President and Vice-Chancellor who are ex-officio members of the Committee. Of the remaining members, no fewer than three (3) members of the Committee shall be external Governors and no fewer than two (2) members of the Committee shall be internal Governors. The Committee may also include persons who are not Governors. The Committee is chaired by an external Governor and meets at the call of the Chair.

## **SECTION 11 MEMBERSHIP OF SENATE**

### **Article 62**

The Senate shall be composed of fifty-four (54) voting members and eleven (11) non-voting members, as follows:

#### **Voting members**

- a) The President and Vice-Chancellor;
- b) The Provost and Vice-President, Academic;
- c) The Vice-President, Research and Graduate Studies;
- d) The Dean of the Faculty of Arts and Science;
- e) The Dean of the Gina Cody School of Engineering and Computer Science;
- f) The Dean of the Faculty of Fine Arts;
- g) The Dean of the John Molson School of Business;
- h) The Dean of the School of Health;
- i) The Dean of Graduate Studies;
- j) The University Librarian;
- k) Fourteen (14) faculty members who shall be appointed from among the faculty of the Faculty of Arts and Science, one of whom shall be a part-time faculty member;

- l) Five (5) faculty members who shall be appointed from among the faculty of the Gina Cody School of Engineering and Computer Science, one of whom may be a part-time faculty member, unless the number of course sections taught by part-time faculty members surpasses 30% of the total, in which case one of the five shall be a part-time faculty member;
- m) Four (4) faculty members who shall be appointed from among the faculty of the Faculty of Fine Arts, one of whom shall be a part-time member;
- n) Four (4) faculty members who shall be appointed from among the faculty of the John Molson School of Business, one of whom shall be a part-time faculty member;
- o) One (1) librarian who shall be appointed from among the corps of professional librarians;
- p) Twelve (12) undergraduate students who shall be appointed by the Concordia Student Union, with representation from each Faculty;
- q) Four (4) graduate students who shall be appointed by the Graduate Students' Association, with representation from each Faculty whenever possible;

Non-voting members

- r) The Vice-President, Advancement;
- s) The Vice-President, Services and Sustainability;
- t) The Chief Financial Officer;
- u) The Chief Communications Officer;
- v) The University Registrar;
- w) The Deputy Provost;
- x) The Executive Director, Centre for Continuing Education;
- y) The Secretary-General;
- z) Two (2) members of the administrative and support staff, appointed in accordance with the procedures used to appoint the representatives of the administrative and support staff of the Board of Governors; and
- aa) One (1) part-time faculty member who shall be appointed from among the Gina Cody School of Engineering and Computer Science, unless the number of course sections taught by part-time faculty members surpasses 30% of the total, in which case the part-time member shall be appointed a voting member in accordance with [Article 62 l](#)).

### **Article 63**

Senators who are ex-officio as provided under [Article 62 a\) through j\)](#) and [r\) through y\)](#) shall be Senators for the duration of their term of office.

Senators who are appointed under [Article 62 k\) through o\), z\)](#) and [aa\)](#) shall serve for a term of three (3) years or less, as stipulated in the resolutions of appointment. Senators who are appointed under [Article 62 p\)](#) and [q\)](#) shall serve for a term of one (1) year or less, as stipulated in the resolutions of appointment.

Senators who are appointed under [Article 62 k\) through o\), z\)](#) and [aa\)](#) may serve a maximum of two consecutive terms, following which one (1) year shall elapse before they become eligible for reappointment. Senators who are appointed under [Article 62 p\)](#) and [q\)](#) may serve a maximum of three consecutive terms, following which one (1) year shall elapse before they become eligible for reappointment.

The term of any Senator appointed under [Article 62 k\) through o\), z\)](#) and [aa\)](#) which is two (2) years or less, and of any Senator appointed under [Article 62 p\)](#) and [q\)](#) which is six (6) months or less, shall not be taken into account in the application of this restriction on length of continuous membership.

Senators shall remain in office until replaced by their successors.

### **Article 64**

Eligibility to serve on Senate is subject to the following requirements:

- a) Faculty members and librarians elected to Senate who take a leave during their term of office shall be replaced by their Faculty Council for the duration of their leave, or by the corps of professional librarians, in the case of librarians.
- b) Students elected to Senate shall be registered in at least six (6) credits in the then-current academic year and shall meet one of the following requirements:
  - i) be in acceptable standing in their undergraduate program or in good standing in their graduate program; or
  - ii) have successfully completed, in the previous academic year, a minimum of nine (9) credits in the case of undergraduate students or six (6) credits in the case of graduate students.

Notwithstanding the above, no more than two (2) undergraduate student Senators and no graduate student Senator may be independent students.

The credits specified in this article shall be taken at Concordia University.

Registration, credits and standing shall be verified by the Secretary of Senate at least twice a year, normally in September and January.

Upon graduation, any student elected to Senate ceases to be eligible and may no longer serve on Senate.

- c) Suspension or expulsion from the University shall immediately render students ineligible to serve on Senate. Suspension or termination of employment at the University shall immediately render faculty members, librarians and members of the administrative and support staff ineligible to serve on Senate. Constituencies that appoint individuals as their representative members are expected to conduct appointment processes in view of the duties and obligations of Senators specified in the *Code of Ethics and Conduct Applicable to Members of Senate and Members of Committees Established by Senate* (US-1). A constituency may request, in writing, that the seat of one of its appointees be vacated. Vacated seats shall be filled as specified in [Article 62](#).
- d) The part-time faculty member appointed under [Article 62 aa](#)) shall have taught at least one course in the Gina Cody School of Engineering and Computer Science in the last twelve (12) months prior to being appointed and shall teach at least one (1) course in the Gina Cody School of Engineering and Computer Science in each of the first two (2) years of their three (3)-year term.

## SECTION 12 MEETINGS OF SENATE

### Article 65

Senate shall meet at least six (6) times during the academic year of the University, normally three (3) times in the fall and three (3) times in the winter. The President and Vice-Chancellor, in consultation with the Steering Committee, may nonetheless decide to dispense with any regular meeting. When required, special meetings of Senate may be called at any time by the President and Vice-Chancellor.

Items deemed to be confidential, including, but not limited to, matters relating to the approval of nominations, shall be discussed in closed session.

Senators are bound to respect the confidentiality of proceedings of closed session meetings as well as any information or documents obtained at those meetings, as stipulated in the *Code of Ethics and Conduct Applicable to Members of Senate and Members of Committees Established by Senate* (US-1).

All meetings of Senate shall be chaired by the President and Vice-Chancellor. In their absence or inability to act, the Provost and Vice-President, Academic shall chair the meetings of Senate. In the absence or inability to act of the Provost and Vice-President, Academic, the Vice-President, Research and Graduate Studies shall chair the meetings of Senate.

### **Article 66**

A majority of voting members of Senate shall constitute a quorum for all regular or special meetings held from September 1 to June 30 of each year. Ten (10) voting members of Senate shall constitute a quorum for any special meeting held from July 1 to August 31.

### **Article 67**

Notices calling meetings of Senate shall be sent electronically to each Senator, at least five (5) days prior to the date of the meeting. When it is deemed to be urgent the Senators may be summoned to a special meeting on twenty-four (24) hours' notice.

### **Article 68**

Discussions at meetings of Senate shall be guided by the procedures and rules set out in the document entitled *Summary of Procedures at Senate Meetings and Rules of Order*.

### **Article 69**

A thirty (30) day written notice from the President and Vice-Chancellor, on behalf of the Steering Committee, shall be given to any Senator whose removal from office is being considered under [Article 71 m](#)). The Senator shall be given an opportunity to present their case to Senate.

A two-thirds (2/3) majority of votes cast by Senators shall be required for any motion to remove a Senator from office under [Article 71 m](#)).

Motions concerning all other business at a meeting of Senate shall be carried by a majority of votes cast by Senators.

## **SECTION 13 FUNCTIONS AND POWERS OF SENATE**

### **Article 70**

Senate shall establish procedures for the governance of its own affairs and, subject to [Article 40](#), shall be the final authority in all matters pertaining to the academic regulations and programs of the University. In all other matters, Senate may make whatever recommendations it deems appropriate to the Board of Governors. Recommendations from Senate shall be conveyed to the Board of Governors by the President and Vice-Chancellor.

### **Article 71**

In particular, Senate shall have the power to:



- a) determine the conferment of certificates, diplomas, degrees, excluding honorary degrees, as well as the recipients of the special graduation prizes, medals or other awards granted at convocations;
- b) recommend to the Board of Governors the conferment of honorary degrees and Faculty awards of Distinction;
- c) recommend to the Board of Governors the establishment of new University-wide awards to be granted at convocations;
- d) recommend to the Board of Governors the establishment, name change, discontinuance, restructuring or consolidation of academic units;
- e) initiate the consideration of any matter pertaining to the academic program of the University, or require that any of the bodies reporting to it undertake such consideration;
- f) delegate any of its responsibilities to the Faculty and School Councils; receive, consider, and act upon the reports of those bodies;
- g) establish the appropriate committees, boards or other bodies, appoint their membership and delegate any of its responsibilities to them;
- h) appoint the Senate representatives to the joint Board-Senate committee that proposes candidates for honorary degrees;
- i) consider and approve or deny recommendations from the Faculty and School Councils concerning academic programs in the following regards:
  - any changes, additions or deletions in the curriculum for degrees, diplomas or certificates, whether graduate or undergraduate;
  - any changes, additions or deletions in honors, major or other programs, whether graduate or undergraduate;
  - any changes, additions or deletions in course offerings, whether graduate or undergraduate; and
  - any changes, additions or deletions to the name of programs, whether graduate or undergraduate.

In these matters, Senate may amend recommendations from the Faculty and School Councils but no amended recommendation shall take effect until it has been accepted by the body that originated it.

- j) establish academic standards, including the standards for admission and for the evaluation of student performance at all levels of the University;

- k) exercise appellate jurisdiction over the decisions and actions of the Faculty and School Councils, and committees created by them and of the committees of Senate;
- l) establish policies and procedures for appealing academic decisions; and
- m) remove a Senator from office.

The Faculty and School Councils, with their own special powers, report to Senate.

Senate shall determine the reporting requirements for all councils.

## **SECTION 14 COMMITTEES OF SENATE**

### **Article 72**

Senate may establish such Committees as it deems necessary or advisable for the efficient conduct of its business. Every such Committee shall have and exercise all the rights and powers which Senate may delegate to it from time to time. Committee meetings are restricted to members and invited guests.

Members are bound to respect the confidentiality of proceedings of Committee meetings as well as any information or documents obtained at those meetings, as stipulated in the *Code of Ethics and Conduct Applicable to Members of Senate and Members of Committees Established by Senate* (US-1).

### **Article 73**

There shall be eight (8) Standing Committees of the Senate, namely:

- Academic Planning and Priorities Committee
- Academic Programs Committee
- Distinguished Professor Emeriti and Distinguished Librarian Emeriti Committee
- Ethics Committee
- Library Committee
- Research Committee
- Special Graduation Awards Committee
- Steering Committee

### **Article 74**

At least three (3) days' notice of meeting should be given for all Committee meetings, unless waived by all members of the Committee.

### **Article 75**

A majority of members shall constitute a quorum.

#### **Article 76**

The Committees shall examine any and all issues which may be referred to them by Senate and shall perform any such tasks as may be deemed necessary to carry out their respective mandate and responsibilities. The Committees may make such recommendations as they deem appropriate to Senate for its approval.

The Committees shall have the specific membership, mandates and responsibilities which have been assigned to them by Senate, the whole as more fully set out in the document entitled *Membership and functions of Standing Committees of Senate*.

### **SECTION 15 THE FACULTIES AND SCHOOLS**

#### **Article 77**

There shall be four (4) Faculties, namely:

- Faculty of Arts and Science;
- Faculty of Fine Arts;
- Gina Cody School of Engineering and Computer Science; and
- John Molson School of Business.

There shall be the School of Health.

There shall be the School of Graduate Studies.

#### **Article 78**

The administrative head of each Faculty and School shall be the Dean.

All Academic Deans shall be appointed by the Board of Governors according to the procedures established by the Board of Governors and the power stipulated in [Article 41 r](#)).

#### **Article 79**

The academic affairs of each Faculty and School shall be conducted by their respective Councils, the composition and powers of which are set out in the document entitled *Membership and Powers of the Faculty Councils and the Council of the School of Graduate Studies*.

The Faculty and School Councils shall be chaired by their respective Deans and report to Senate.

**SECTION 16  
AMENDMENTS**

**Article 80**

Any amendment to these By-Laws shall require:

- a) fifteen (15) days' written notice of the proposed amendment to be given to the Governors prior to the meeting of the Board of Governors;
- b) a two-thirds (2/3) majority of votes cast by Governors at a meeting of the Board of Governors; and
- c) confirmation by a two-thirds (2/3) majority of votes cast by members at a meeting of the Corporation.

**SECTION 17  
FISCAL YEAR**

**Article 81**

The fiscal year of the University shall end on the thirtieth (30<sup>th</sup>) day of April.

## BY-LAWS OF CONCORDIA UNIVERSITY

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| *Approved by the Board of Governors on ~~June 16, 2022.~~*

**SECTION 1  
NAME**

**Article 1**

The name of the Corporation shall be, in English, CONCORDIA UNIVERSITY and, in French, *UNIVERSITÉ CONCORDIA*.

A recognized organization wishing to use the name "Concordia" or "Concordia University" or, in French, "Université Concordia", in its official designation must apply to the Board of Governors for permission to use the name.

**SECTION 2  
SEAL**

**Article 2**

The seal of the University shall be circular in shape and shall encircle the Coat of Arms of the University with the words "*UNIVERSITÉ CONCORDIA / CONCORDIA UNIVERSITY*" inscribed around the lower half of its circumference.

The seal may be affixed on all documents of an official nature issued by the University, including degrees or diplomas, or on official documents pertaining to the corporate activities of the University, such as certified copies of resolutions of the Board of Governors forwarded to the Quebec Government.

**SECTION 3  
OFFICERS OF THE UNIVERSITY**

**Article 3**

The Officers of the University shall be:

- a) The Chancellor; or in their absence or inability to act, the Deputy Chancellor;  
The President and Vice-Chancellor;  
The Chair of the Board of Governors;  
Two (2) persons holding the office of Vice-Chair of the Board of Governors, one of whom shall be an internal Governor and the other of whom shall be an external Governor;  
The Provost and Vice-President, Academic;  
The Vice-President, Research and Graduate Studies;  
The Vice-President, Advancement;  
The Vice-President, Services;  
The Chief Financial Officer;

The Chief Communications Officer;  
The Secretary-General; and

- b) such other Vice-President or Chief Officer appointed by the Board of Governors who reports to the President; and
- c) such other Officers as may be designated by the Board of Governors.

The Board of Governors shall ensure that appointment procedures for the Officers are put in place. The Officers other than the Chancellor, the Deputy Chancellor, the Chair of the Board of Governors, the Vice-Chairs of the Board of Governors and the President and Vice-Chancellor are proposed by the President and Vice-Chancellor and approved by the Board of Governors.

#### **Article 4**

The Chancellor shall preside at convocations and similar ceremonies, and shall perform such other official duties as the Board of Governors may designate.

The Deputy Chancellor shall have all the powers of the Chancellor in their absence or inability to act.

The President and Vice-Chancellor shall have all the powers of the Chancellor in their absence or inability to act when the Deputy Chancellor is absent or unable to act on behalf of the Chancellor.

#### **Article 5**

The Chair of the Board of Governors, or in their absence or inability to act, one of the Vice-Chairs of the Board of Governors, (or, failing them, any other Governor elected for such purpose) shall chair all meetings of the Board of Governors and of the Corporation.

#### **Article 6**

The President and Vice-Chancellor shall be the Chief Executive Officer of the University.

The President and Vice-Chancellor shall be responsible for the execution of all decisions of the Board of Governors and of Senate, and shall have all the powers required for the discharge of these duties as well as such other powers and duties as may be assigned to them by the Board of Governors.

#### **Article 7**

The Vice-Presidents, Chief Officers and Secretary-General shall assist the President and Vice-Chancellor in accordance with the duties outlined in their position profiles ~~approved by the Board of Governors~~ and assigned to them on their respective appointments, and shall have such other powers, rights and duties as may be assigned to them by the President and Vice-Chancellor which are ancillary to the duties included in their position profiles.

## **Article 8**

The Chancellor, the Deputy Chancellor, the President and Vice-Chancellor, the Chair of the Board of Governors and the Vice-Chairs of the Board of Governors shall hold office during the specific terms set in each case by the Board of Governors.

The other Officers listed in [Article 3 a\), b\) and c\)](#) shall hold office during the specific terms set in each case by the President and Vice-Chancellor and approved by the Board of Governors.

## **SECTION 4 SECRETARY OF THE BOARD OF GOVERNORS**

### **Article 9**

The Secretary of the Board of Governors (~~the "Secretary"~~) shall be appointed by the Board of Governors. They shall also act as Secretary of the Corporation ~~and as Secretary of Senate.~~

The Secretary ~~of the Board of Governors~~ shall be in charge of the seal and shall be responsible for maintaining a record of the minutes of all meetings of the Board of Governors ~~and of~~ the Corporation ~~and Senate.~~ They shall issue notices of all such meetings, attaching the agenda and documentation, and shall assume such other duties as may be assigned to them by the Board of Governors.

## **SECTION 5 MEMBERSHIP AND POWERS OF THE CORPORATION**

### **Article 10**

Membership in the Corporation shall consist of not more than twenty-five (25) persons who shall each hold office as provided for in [Article 26](#).

The provision under [Article 25 g\)](#) regarding an Alternate Governor for the internal Governor nominated from among the undergraduate students shall also apply for the member of the Corporation nominated from among the undergraduate students.

The Chancellor shall be a non-voting observer and shall have the right to be present and to speak at all regular and special meetings of the Corporation.

The Secretary-General shall have the right to be present and to speak at all regular and special meetings of the Corporation in their capacity as the person responsible for the University's legal affairs and governance.

### **Article 11**

Members of the Corporation shall be elected by the Board of Governors.



A thirty (30) day written notice from the Chair of the Corporation shall be given to any member of the Corporation whose removal from office is being considered under [Article 14 c](#)). The member shall be given an opportunity to present their case to the Corporation.

Cause for removal shall include, but shall not be limited to, the failure of a member to comply with the duties or obligations set out in the *Code of Ethics and Professional Conduct Applicable to Members of the Board of Governors and Members of Committees Established by the Board* (BD-10) or the failure or unwillingness of a member to abide by the By-Laws, policies or procedures of the University.

## **Article 12**

Eligibility to serve on the Corporation is subject to the following requirements:

- a) Faculty members elected to the Corporation who take a leave during their term of office shall be replaced for the duration of their leave, in the manner prescribed for in the appointment of the faculty member taking leave.
- b) Students elected to the Corporation shall be registered in at least six (6) credits in their undergraduate or graduate program in the then-current academic year and shall meet one of the following requirements:
  - i) be in acceptable standing in their undergraduate program or in good standing in their graduate program; or
  - ii) have successfully completed, in the previous academic year, a minimum of nine (9) credits in an undergraduate program or six (6) credits in a graduate program.

The credits specified in this article shall be taken at Concordia University.

Registration, credits and standing shall be verified by the Secretary of the Corporation at least twice a year, normally in September and January.

Upon graduation, any student elected to the Corporation ceases to be eligible and may no longer serve on the Corporation.

- c) Suspension or expulsion from the University shall immediately render students ineligible to serve on the Corporation. Suspension or termination of employment at the University shall immediately render faculty members and members of the administrative and support staff ineligible to serve on the Corporation. Constituencies that appoint individuals as their representative members are expected to conduct appointment processes in view of the duties and obligations of members specified in the *Code of Ethics and Professional Conduct Applicable to Members of the Board of Governors and Members of Committees Established by the Board* (BD-10). A constituency may request, in writing, that the seat of one of its appointees be vacated.

### **Article 13**

A vacancy in the Corporation for any reason may be filled by the Board of Governors for the unexpired term of the person whose seat becomes vacant, in the manner prescribed for the appointment of the member to be replaced.

### **Article 14**

In addition to the powers provided for in Articles 2 and 7 of the *Concordia University Act*<sup>1</sup>, the Corporation shall have the following powers:

- a) to elect the members of the Board of Governors;
- b) to ratify and confirm any amendment to these By-Laws adopted by the Board of Governors, as stipulated in [Article 80 c](#)); and
- c) to remove a member of the Corporation.

## **SECTION 6 MEETINGS OF THE CORPORATION**

### **Article 15**

The members of the Corporation shall meet at least once a year to elect the Governors of the University and to transact any other general business which may properly come before the meeting. Meetings of the Corporation are restricted to members and invited guests.

Members are bound to respect the confidentiality of the proceedings of meetings as well as any information or documents obtained at those meetings, as stipulated in the *Code of Ethics and Professional Conduct Applicable to Members of the Board of Governors and Members of Committees Established by the Board* (BD-10).

All meetings of the Corporation shall be chaired by the Chair of the Board of Governors, who shall act as Chair of the Corporation. In their absence or inability to act, one of the Vice-Chairs of the Board of Governors shall chair the meetings of the Corporation.

The Secretary of the Board of Governors shall act as Secretary of the Corporation.

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<sup>1</sup> *Article 2* introduces certain express powers which the corporation is entitled to exercise as ancillary and incidental to its objects including the powers to purchase, amalgamate, enter into arrangements with any government authority, advertise, invest, expropriate and, subject to the requirements set forth in Article 2(f) of the Charter, all such other things as are incidental or conducive to the attainment of the objects and exercise of the powers of the corporation. *Article 7* introduces the corporation's power to hold and deal with property of all kinds, moveable and immoveable, real and personal, tangible and intangible in the manner prescribed at Article 7 and provides that the total aggregate amount in value of the immoveable property which may at any time and from time to time be owned by the corporation shall not exceed the sum specified by order of the Lieutenant-Governor-in-Council, as same may be modified from time to time.

#### **Article 16**

Special meetings of the Corporation may be called by the Chair or at the request of any five (5) members of the Corporation.

Special meetings of the Corporation may be held by telephone or virtually.

#### **Article 17**

In the case of regular meetings of the Corporation, members who cannot participate in person may do so, on occasion, by telephone or virtually.

#### **Article 18**

When directed by the Chair, and in exceptional and urgent circumstances when it is not feasible for the Corporation to convene in person, by telephone or virtually, decisions may be taken by electronic exchange provided that:

- the resolution to be voted on is clearly stated to the members of the Corporation;
- the date by which members of the Corporation are required to respond is clearly stated;
- the resolution shall be deemed to have been adopted by the Corporation only if, by the date specified, the Secretary has received responses from two-thirds (2/3) of the members of the Corporation of whom a majority support the resolution; and
- at the end of the voting period, the Secretary shall advise the members of the Corporation of the outcome of the vote.

For reporting purposes, the date of the meeting of the Corporation at which the decision is taken shall be the date by which the members of the Corporation are required to respond.

#### **Article 19**

A resolution signed by all the members of the Corporation shall have the same force and effect as if passed at a regularly constituted meeting of the Corporation.

#### **Article 20**

A majority of the members of the Corporation shall constitute a quorum for all regular meetings of the Corporation.

Two-thirds (2/3) of the members of the Corporation shall constitute a quorum for all special meetings of the Corporation.

#### **Article 21**

Notices calling meetings of the Corporation shall be sent electronically to each member, at least five (5) days prior to the date of the meeting. When it is deemed to be urgent, the members may be summoned to a special meeting on twenty-four (24) hours' notice.

## **Article 22**

Discussions at meetings of the Corporation shall be guided by the procedures and rules set out in the document entitled *Summary of Procedures at Board meetings and Rules of Order*.

## **Article 23**

A two-thirds (2/3) majority of votes cast by members of the Corporation shall be required for a motion to be carried:

- a) to amend these By-Laws under [Article 80 c\)](#);
- b) to remove a member of the Corporation from office under [Article 11](#); and
- c) to exercise the powers set forth in the last paragraph of Article 2 of the *Concordia University Act*<sup>2</sup> and Articles 7 and 9 of the *Concordia University Act*<sup>3</sup>.

Motions concerning all other business at a meeting of the Corporation shall be carried by a majority of votes cast by members of the Corporation.

## **SECTION 7 MEMBERSHIP OF THE BOARD OF GOVERNORS**

## **Article 24**

The management of the affairs of the University shall be vested in a Board of Governors composed of twenty-five (25) members.

For the purposes of these By-Laws, an internal Governor is any member who represents one of the following constituencies of the University: full-time faculty, part-time faculty, permanent administrative and support staff, undergraduate students or graduate students, as well as the

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<sup>2</sup> *Article 2 (last paragraph) refers to the extension of the corporation's powers to further or other purposes or objects for which the corporation may be incorporated under the Quebec Companies Act, or the reduction, amendment or variation of such powers, or the increase or decrease of the number of members of the Board of Governors, as authorized by the Lieutenant-Governor-in-Council, in the manner prescribed in the last paragraph of Article 2.*

<sup>3</sup> *Article 7 introduces the corporation's power to hold and deal with property of all kinds, moveable and immovable, real and personal, tangible and intangible in the manner prescribed at Article 7 and provides that the total aggregate amount in value of the immovable property which may at any time and from time to time be owned by the corporation shall not exceed the sum specified by order of the Lieutenant-Governor-in-Council, as same may be modified from time to time. Article 9 introduces the corporation's power to borrow money, issue, pledge and sell debentures, or other securities, to hypothecate, mortgage, pledge, cede, transfer and charge all or any of the moveable or immovable property of the corporation and give all such guarantees to secure the payment of loans made otherwise than by the issue of debentures in the manner prescribed at Article 9 provided that the debentures or other securities of the corporation at any time and from time to time outstanding shall not exceed the total aggregate principal amount specified by order of the Lieutenant-Governor-in-Council, as same may be modified from time to time.*

President and Vice-Chancellor. An external Governor is any member who represents the community-at-large.

## **Article 25**

The Board of Governors shall consist of the following persons:

- a) The President and Vice-Chancellor;
- b) Fifteen (15) external Governors, thirteen (13) of whom shall be nominated by the Governance and Ethics Committee of the Board of Governors and two (2) of whom shall be nominated by the Concordia University Alumni Association;
- c) Five (5) internal Governors who shall be nominated from among the full-time faculty members by the full-time faculty;
- d) One (1) internal Governor who shall be nominated from among part-time faculty members by the part-time faculty;
- e) One (1) internal Governor who shall be nominated from among the permanent administrative and support staff, with the exception of staff members working in the administrative offices of the President and Vice-Chancellor or any of the Vice-Presidents, Chief Officers appointed by the Board of Governors or Secretary-General;
- f) One (1) internal Governor who shall be nominated from among the graduate students by the Graduate Students' Association; and
- g) One (1) internal Governor who shall be nominated from among the undergraduate students by the Concordia Student Union. In addition, the Concordia Student Union may nominate from among the undergraduate students an Alternate Governor who shall have the same powers and responsibilities as the Governor in their absence or inability to act. The Alternate Governor shall have the right to be present and to speak at both the closed and the open sessions of all regular and special meetings at which the Governor is in attendance.

The Chancellor shall be a non-voting observer and shall have the right to be present and to speak at both the closed and the open sessions of all regular and special meetings of the Board of Governors.

The Secretary-General shall have the right to be present and to speak at both the closed and the open sessions of all regular and special meetings of the Board of Governors in their capacity as the person responsible for the University's legal affairs and governance.

The Board of Governors may establish procedures for the nomination of Governors under [paragraph b\) through e\)](#) of this article.

The composition of the Board of Governors must reflect the various segments of the community it serves. A variety of experience and expertise profiles must be sought in appointing members of the Board of Governors in order to enable the Board of Governors to exercise its functions properly. Governors must be willing to participate in orientation and ongoing training programs to enable them to fulfill their mandate.

Membership terms on the Board of Governors shall be staggered so that only a limited number of Board members retire in any one year.

## **Article 26**

The President and Vice-Chancellor shall be a Governor for the duration of their term of office.

Governors who are elected under [Article 25 b\) through e\)](#) shall serve for a term of three (3) years or less, as stipulated in the resolutions of appointment.

Governors who are elected under [Article 25 f\) and g\)](#) shall serve for a term of one (1) year or less, as stipulated in the resolutions of appointment.

Governors may be reappointed twice to serve in that capacity, for consecutive or non-consecutive terms. The term of any Governor elected under [Article 25 b\) through e\)](#) which is two (2) years or less and of any Governor elected under [Article 25 f\) and g\)](#) which is six (6) months or less shall not be taken into account in the application of the immediately preceding sentence. Notwithstanding the foregoing, under no circumstance shall a Governor serve more than twelve (12) years.

Previous terms served as a Governor are counted in the total duration of the terms of the Chair, who may serve no more than twelve (12) years, for consecutive or non-consecutive terms, including the time spent as Chair. Governors shall remain in office until replaced by their successors.

## **Article 27**

Eligibility to serve on the Board of Governors is subject to the following requirements:

- a) Faculty members elected to the Board of Governors who take a leave during their term of office shall be replaced for the duration of their leave, in the manner prescribed for in the appointment of the faculty member taking leave.
- b) Students elected to the Board of Governors shall be registered in at least six (6) credits in their undergraduate or graduate program in the then-current academic year and shall meet one of the following requirements:
  - i) be in acceptable standing in their undergraduate program or in good standing in their graduate program; or
  - ii) have successfully completed, in the previous academic year, a minimum of nine (9) credits in an undergraduate program or six (6) credits in a graduate program.

The credits specified in this article shall be taken at Concordia University.

Registration, credits and standing shall be verified by the Secretary of the Board of Governors at least twice a year, normally in September and January.

Upon graduation, any student elected to the Board of Governors ceases to be eligible and may no longer serve on the Board.

- c) Suspension or expulsion from the University shall immediately render students ineligible to serve on the Board of Governors. Suspension or termination of employment at the University shall immediately render faculty members and members of the administrative and support staff ineligible to serve on the Board of Governors. Constituencies that appoint individuals as their representative members are expected to conduct appointment processes in view of the duties and obligations of Governors specified in the *Code of Ethics and Professional Conduct Applicable to Members of the Board of Governors and Members of Committees Established by the Board* (BD-10). A constituency may request, in writing, that the seat of one of its appointees be vacated.

#### **Article 28**

A vacancy in the Board of Governors for any reason may be filled by the Corporation for the unexpired term of the person whose seat becomes vacant, in the manner prescribed for the appointment of the member to be replaced.

#### **Article 29**

All Governors shall be members of the Corporation.

#### **Article 30**

Members of the Board of Governors shall be elected by the Corporation.

A thirty (30) day written notice from the Chair of the Board of Governors shall be given to any Governor whose removal from office is being considered under [Article 41 y](#)). The Governor shall be given an opportunity to present their case to the Board of Governors.

Cause for removal shall include, but shall not be limited to, the failure of a Governor to comply with the duties or obligations set out in the *Code of Ethics and Professional Conduct Applicable to Members of the Board of Governors and Members of Committees Established by the Board* (BD-10) or the failure or unwillingness of a Governor to abide by the By-Laws, policies or procedures of the University.

**SECTION 8**  
**MEETINGS OF THE BOARD OF GOVERNORS**

**Article 31**

The Board of Governors shall meet at least five (5) times a year.

Items deemed to be confidential, including, but not limited to matters relating to nominations, appointments, collective bargaining, human resources, real estate, sensitive financial transactions or transactions of a contractual nature, shall be discussed in closed session.

Governors are bound to respect the confidentiality of proceedings of closed session meetings as well as any information or documents obtained at those meetings, as stipulated in the *Code of Ethics and Professional Conduct Applicable to Members of the Board of Governors and Members of Committees Established by the Board* (BD-10).

**Article 32**

Special meetings of the Board of Governors may be called at any time by the Chair or at the request of any five (5) Governors.

Special meetings of the Board of Governors may be held by telephone or virtually.

**Article 33**

In the case of regular meetings of the Board of Governors, Governors who cannot participate in person may do so, on occasion, by telephone or virtually.

**Article 34**

When directed by the Chair, and in exceptional and urgent circumstances when it is not feasible for the Board of Governors to meet in person, by telephone or virtually, decisions may be taken by electronic exchange provided that:

- the resolution to be voted on is clearly stated to the Governors;
- the date by which Governors are required to respond is clearly stated;
- the resolution shall be deemed to have been adopted by the Board of Governors only if, by the date specified, the Secretary has received responses from two-thirds (2/3) of the Governors of whom a majority support the resolution; and
- at the end of the voting period, the Secretary shall advise Governors of the outcome of the vote.

For reporting purposes, the date of the meeting of the Board of Governors at which the decision is taken shall be the date by which Governors are required to respond.

**Article 35**



A resolution signed by all the members of the Board of Governors shall have the same force and effect as if passed at a regularly constituted meeting of the Board of Governors.

### **Article 36**

A majority of Governors shall constitute a quorum for all regular meetings of the Board of Governors.

Two-thirds (2/3) of Governors shall constitute a quorum for all special meetings of the Board of Governors.

In the case of a meeting or a portion of a meeting of the Board of Governors where participation is restricted to external Governors and the President and Vice-Chancellor in accordance with the *Code of Ethics and Professional Conduct Applicable to Members of the Board of Governors and Members of Committees Established by the Board (BD-10)*, the quorum requirements set out above shall apply to the external Governors and the President and Vice-Chancellor only.

### **Article 37**

Notices calling meetings of the Board of Governors shall be sent electronically to each Governor, at least five (5) days prior to the date of the meeting. When it is deemed to be urgent, the Governors may be summoned to a special meeting on twenty-four (24) hours' notice.

### **Article 38**

Discussions at meetings of the Board of Governors are guided by the procedures and rules set out in the document entitled *Summary of Procedures at Board meetings and Rules of Order*.

### **Article 39**

A two-thirds (2/3) majority of votes cast by Governors shall be required for any motion to be carried on the following matters:

- a) the exercise of the powers set forth in [paragraphs r\), u\), y\)](#) and [aa\)](#) of [Article 41](#) of the present By-Laws;
- b) the amendment of these By-Laws under [Article 80 b\)](#);
- c) a matter which may be specifically designated by the Board of Governors on a particular occasion; and

d) the exercise of the powers set forth in Article 9 of the *Concordia University Act* <sup>4</sup>.

Motions concerning all other business at a meeting of the Board shall be carried by a majority of votes cast by Governors.

## SECTION 9 FUNCTIONS AND POWERS OF THE BOARD OF GOVERNORS

### **Article 40**

The Board of Governors shall have a superintending and reforming power over all decisions affecting the activities undertaken at the University or connected with the University, notwithstanding the final authority and exclusive jurisdiction of the Senate set forth in [Article 70](#).

In particular, the Board of Governors may nullify, revoke or modify any decision made by an internal body of the University in circumstances where such decision, without limitation, constitutes a manifest injustice, is prejudicial in that it is fraudulent or in bad faith, is in excess of an internal body's jurisdiction, or is discriminatory, arbitrary or unreasonable.

In the case of the nullification, revocation or modification of a decision of the Senate, a joint meeting of the Senate Steering Committee and the Executive Committee of the Board of Governors shall be held within thirty (30) days of the Board of Governors' meeting where the decision was reached in order to discuss the reasons for the Board of Governor's decision. Following the joint meeting, the decision of the Board of Governors shall come into effect, without a further vote by the Board of Governors, on the date of the tabling of a report to the Board of Governors from the Executive Committee recommending confirmation of the Board of Governors' decision, without modification. If the report of the Executive Committee recommends a modification of the Board of Governors' decision, the decision shall not come into effect until the Board of Governors has, by a subsequent vote, reconfirmed the original decision, with or without modification.

The Board of Governors shall have the right to act in the place and stead of any internal body which fails, neglects or omits to take a decision in a matter on which it is obliged to act.

Notwithstanding the preceding paragraphs, the Board of Governors shall have the right to make decisions with immediate effect in circumstances that it determines, in its reasonable discretion, constitute an emergency situation.

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<sup>4</sup> *Article 9* introduces the corporation's power to borrow money, issue, pledge and sell debentures, or other securities, to hypothecate, mortgage, pledge, cede, transfer and charge all or any of the moveable or immovable property of the corporation and give all such guarantees to secure the payment of loans made otherwise than by the issue of debentures in the manner prescribed at Article 9 provided that the debentures or other securities of the corporation at any time and from time to time outstanding shall not exceed the total aggregate principal amount specified by order of the Lieutenant-Governor-in-Council, as same may be modified from time to time.

The Board of Governors may fully or partially delegate the power stipulated in the present article, in specific cases, to a Committee of its members appointed by it.

#### **Article 41**

Without limiting the generality of [Article 40](#), the Board of Governors shall have the power and authority:

- a) to adopt the University's strategic directions, taking into account its distinctive characteristics; the Board of Governors shall see to the implementation of the strategic directions of the University and inquire into any issue it considers important;
- b) to ensure the University's mission and values, and the principles are respected;
- c) to approve the University's budgetary estimates, annual budget, capital plan, financial statements and annual report;
- d) to approve the governance rules of the University;
- e) to approve the code of ethics applicable to its members and to the members of the University's personnel;
- f) to ensure the applicant recruiting process to fill the position of President and Vice-Chancellor of the University provides an equal opportunity for applicants from outside and from within the University and that the procedure allows for the independent and confidential examination of application;
- g) to approve the expertise and experience profiles to be used in appointing its members;
- h) to approve the criteria for evaluating its members as well as the Board of Governors' performance;
- i) to ensure the effective and efficient management of the University's human, physical, financial and information resources;
- j) to establish risk management policies;
- k) to regularly monitor the University's financial situation and make sure the appropriate controls are in place to preserve the University's short-, medium- and long-term financial health;
- l) to adopt internal management by-laws;
- m) to adopt delegations of authority;
- n) to approve human resources policies for the University's employees;

- o) to adopt measures to evaluate the University's effectiveness, efficiency and performance;
- p) to approve collective bargaining mandates in accordance with the University's budget envelope and applicable legislative provisions;
- q) to approve the appointment, remuneration and evaluation policies for senior management personnel;
- r) to approve the appointment of the Officers of the University as set out in [Article 3](#) as well as the Academic Deans;
- s) to establish the Committees of the Board of Governors, appoint their membership and ensure that they exercise their functions properly;
- t) to establish the Senate, the Faculties, the Faculty Councils and other similar bodies;
- u) to approve recommendations from Senate regarding the establishment, name change, discontinuance, restructuring or consolidation of academic units;
- v) to confer honorary degrees and Faculty awards of distinction on recommendation of Senate;
- w) to establish new University-wide awards to be granted at convocations on recommendation of Senate;
- x) to appoint members of the Corporation;
- y) to remove a member of the Board of Governors;
- z) to confer the titles of Chancellor Emeritus, Governor Emeritus and President Emeritus based on the criteria which it approves; and
- aa) to fix and determine all fees and charges to be paid by students.

## SECTION 10 COMMITTEES OF THE BOARD OF GOVERNORS

### **Article 42**

The Board of Governors may establish such Committees as it deems necessary or advisable for the efficient conduct of its business. Every such Committee shall have and exercise all the rights and powers which the Board of Governors may delegate to it from time to time. Committee meetings are restricted to members and invited guests.

Members are bound to respect the confidentiality of proceedings of Committee meetings as well as any information or documents obtained at those meetings, as stipulated in the *Code of Ethics*

*and Professional Conduct Applicable to Members of the Board of Governors and Members of Committees Established by the Board (BD-10).*

#### **Article 43**

There shall be ten (10) Standing Committees of the Board of Governors, namely:

- Appeals Committee
- Audit Committee
- Employee Benefits Committee
- Executive Committee
- Finance Committee
- Governance and Ethics Committee
- Honorary Degree Committee
- Human Resources Committee
- Part-time Employee Benefits Committee
- Real Estate Planning Committee

#### **Article 44**

The eligibility requirements under [Article 27](#) shall apply to the members of the Committees of the Board of Governors.

#### **Article 45**

Members of the Committees of the Board of Governors shall be elected by the Board of Governors.

The Alternate Governor appointed ~~elected~~ under [Article 25 g\)](#) shall be considered as an internal Governor for the sole purpose of the membership of the Committees of the Board of Governors.

The Chancellor shall be considered as an external Governor for the sole purpose of the membership of the Committees of the Board of Governors.

#### **Article 46**

At least three (3) days' notice of meeting should be given for all Committee meetings, unless waived by all members of the Committee.

The majority of members of a Committee shall constitute a quorum.

Quorum for Committee meetings or portions of meetings where participation is restricted to members representing external Governors and the President and Vice-Chancellor in accordance with the *Code of Ethics and Professional Conduct Applicable to Members of the Board of Governors and Members of Committees Established by the Board (BD-10)* shall be the majority of the members representing external Governors and the President and Vice-Chancellor.

#### **Article 47**

Motions debated at all Committee meetings shall be carried by a majority of votes cast by members.

#### **Article 48**

When directed by the Committee Chair, and in exceptional and urgent circumstances when it is not feasible for a Committee to meet in person, by telephone or virtually, decisions may be taken by electronic exchange provided that:

- the resolution to be voted on is clearly stated to the Committee members;
- the date by which Committee members are required to respond is clearly stated;
- the resolution shall be deemed to have been adopted by the Committee only if, by the date specified, the Secretary has received responses from two-thirds (2/3) of the Committee members of whom a majority support the resolution; and
- at the end of the voting period, the Secretary shall advise the Committee members of the outcome of the vote.

For reporting purposes, the date of the Committee meeting at which the decision is taken shall be the date by which the Committee members are required to respond.

#### **Article 49**

A resolution signed by all the members of a Committee shall have the same force and effect as if passed at a regularly constituted meeting of the Committee.

#### **Article 50**

Discussions at Committee meetings are guided by the procedures and rules set out in the document entitled *Summary of Procedures at Board meetings and Rules of Order*.

#### **Article 51**

In addition to their specific mandates and responsibilities assigned to them hereunder, the Committees shall examine any and all issues which may be referred to them by the Board of Governors and shall perform any such tasks as may be deemed necessary to carry out their respective mandate and responsibilities. The Committees may make such recommendations as they deem appropriate to the Board of Governors for its approval.

Any Committee may call any official of the University to its meetings to deal with a particular subject.

All Committees shall report to the Board, through their Chair, at the regular meetings of the Board of Governors.

## **Article 52**

The mandate of the Appeals Committee is to review any matter which is referred to it by the Chair of the Board of Governors in accordance with [Article 40](#) of the By-Laws, which grants the Board of Governors a superintending and reforming power over all decisions affecting or connected with the University.

The Committee is composed of at least three (3) Governors. When requested by the Chair of the Board of Governors, it shall supplement its membership with up to two (2) persons who are chosen from among the members of the Student Tribunal Pool, Faculty Tribunal Pool or Administrative and Support Staff Tribunal Pool established under the *Policy on the Establishment of Tribunal Hearing Pools* (BD-6). The Committee is chaired by an external Governor and meets at the call of the Chair.

## **Article 53**

The mandate of the Audit Committee includes:

- a) monitoring the internal audit function as set out in the *Policy on the Internal Audit Function* (BD-13), including the approval and monitoring of the annual internal audit plan;
- b) ensuring that appropriate and effective internal control mechanisms are in place;
- c) ensuring that the necessary follow-ups are carried out with the external auditors;
- d) monitoring the enterprise risk management process for the conduct of the University's affairs as set out in the *Policy on Enterprise Risk Management* (BD-14), including:
  - the review of quarterly Compliance Reports in areas of significant risk to the University, including, but not limited to, legal claims, health and safety matters, environmental issues and other regulatory matters;
  - the review of insurance protection pertaining to all property and liability of the University. A presentation on such insurance protection shall be made annually to the Committee.
- e) reviewing any activity likely to be detrimental to the University's financial situation which is brought to the Committee's attention by the internal auditors or any other person;
- f) dealing with complaints brought to its attention pursuant to the *Policy on Conflict of Interest* (BD-4);
- g) recommending changes to the accounting policies and practices of the University;
- h) ensuring the quality of the financial statements, reviewing them with the external auditors and recommending their approval; and

- i) recommending the appointment of the external auditors and the payment of the audit fees.

The Committee must notify the Board of Governors in writing of the discovery of operations or management practices that are unsound or do not comply with the law or regulations or with the University's policies.

The Committee is composed of at least five (5) members, all of whom shall be external Governors. The Committee shall include members who possess accounting or financial expertise, at least one of whom is a member of the professional orders of accountants governed by the Professional Code. The Committee meets at the call of the Chair or, because of an unusual situation, at the request of the President and Vice-Chancellor, the senior financial officer or the internal auditor of the University.

#### **Article 54**

The mandate of the Employee Benefits Committee includes:

- a) reviewing and monitoring benefits provided to active and non-active employees under the Pension Plan;
- b) recommending modifications to the Pension Plan to the Board of Governors;
- c) reviewing and monitoring group insurance and other benefit plans provided to active and retired employees;
- d) recommending to the Board of Governors annual premium renewals for the group insurance plans that are cost-shared (Employee-University), except for plans that are exclusively for employee groups with primary membership of part-time employees;
- e) recommending to the Board of Governors design changes and all modifications to the group insurance plans, except for plans that are exclusively for employee groups with primary membership of part-time employees; and
- f) recommending to the Board of Governors design changes and modifications to other benefit plans.

The Committee consists of the following:

- Three (3) members appointed by the Board of Governors from among Board members or former Board members, with the exception of remunerated officers, employees or students of the University, and from whom the Board of Governors shall designate one member to act as Chair of the Committee and one member to act as Vice-Chair;
- Two (2) members who are members of the Pension Plan representing active full-time faculty members, to be nominated by the full-time faculty association and appointed by the Board of Governors. The term of these members shall be two (2) years. For purposes of continuity within the Committee, the two-year terms shall be staggered;



- Two (2) members who are members of the Pension Plan representing the active administrative and support staff to be nominated by such members through the Administrative and Support Staff Electoral College and appointed by the Board of Governors. The term of these members shall be two (2) years. For purposes of continuity within the Committee, the two-year terms shall be staggered;
- One (1) non-voting member representing active employees belonging to employee groups other than those included in the Administrative and Support Staff Electoral College or the Concordia University Faculty Associate (CUFA), to be nominated from among those employee groups and appointed by the Board of Governors. At a given meeting, in the absence of any of the four (4) voting members representing active employees (designated under the second and third bullet above), this member acquires voting rights pertaining to the matters listed under [sections a\) and b\)](#) of the above mandate as well as to matters listed under [sections c\), d\), e\) and f\)](#) with respect to the benefits applicable to the employee groups they represent. The term of this member shall be two (2) years;
- One member, as well as one alternate member who acquires voting rights at a given meeting in the absence of the regular member, who are members of the Pension Plan representing the non-active Pension Plan members nominated by such members and appointed by the Board of Governors. The term of these members shall be two (2) years;
- The President and Vice-Chancellor or designate;
- The Vice-President, Services and Sustainability or designate;
- The Chair of the Board of Governors or designate (non-voting); and
- The University Treasurer and Chief Investment Officer who shall act as Secretary (non-voting).

A member whose term of office has expired shall remain in office until reappointed or replaced.

The Committee meets as required.

### **Article 55**

The mandate of the Executive Committee includes:

- a) reviewing the draft agendas and documentation of Board of Governors meetings, making recommendations on the proposals presented to the Board of Governors and ensuring that the Board of Governors' decisions are carried out;
- b) deciding on matters referred to it under a specific delegation of authority from the Board and within the limits defined in the By-laws. All such decisions shall be reported to the Board of Governors at the next meeting;
- c) deciding on matters requiring an urgent or immediate decision between meetings of the Board of Governors and within the limits defined in the By-Laws, in which case any such decisions shall be submitted for ratification by the Board of Governors at the next meeting;
- d) receiving reports and taking any other action prescribed in the *Policy on the Employment*

*and Remuneration of Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents (BD-8);*

- e) acting in an advisory capacity and making recommendations to the Board of Governors on all matters related to strategic planning; and
- f) acting in an advisory capacity and making recommendations to the Board of Governors on such other issues which may be referred to it by the Board of Governors, the Chair of the Board of Governors or the President.

The Committee is composed of at least seven (7) members, and all members shall be Governors. The Chair of the Board of Governors and the President are ex-officio members of the Committee. Of the remaining members, no fewer than three (3) shall be external Governors, one (1) of whom shall be a Vice-Chair of the Board of Governors, and no fewer than two (2) shall be internal Governors, one (1) of whom shall be a Vice-Chair of the Board of Governors. The Committee is chaired by the Chair of the Board of Governors and meets at the call of the Chair.

#### **Article 56**

The mandate of the Finance Committee includes:

- a) recommending approval of the annual operating and capital budgets, examining the quarterly results and projections relating to the annual operating and capital budgets, and reporting such to the Board of Governors as necessary;
- b) reviewing the use of credit facilities by the University;
- c) recommending all University borrowings or financings over \$1 million including those relating to any matter under the purview of the Real Estate Planning Committee;
- d) recommending all expenditures over \$3 million as well as those expenditures of importance, as defined in the *Policy on Contract Review, Signing and Required Approvals (BD-1)*, irrespective of the value of the expenditure; and
- e) reviewing the long-term financial situation of the University.

The Committee is composed of at least seven (7) members, and all members shall be Governors. The Chair of the Board of Governors and the President and Vice-Chancellor are ex-officio members of the Committee. Of the remaining members, no fewer than three (3) shall be external Governors, two (2) of whom shall be members of the Audit Committee, and no fewer than two (2) shall be internal Governors. The Committee is chaired by one of the members of the Audit Committee who does not chair the Audit Committee. The Committee meets at the call of the Chair.

## **Article 57**

The mandate of the Governance and Ethics Committee includes:

- a) recommending governance rules and related policies and a code of ethics for the conduct of the University's affairs;
- b) recommending a code of ethics applicable to Board members and the University's personnel, subject to applicable law;
- c) recommending the expertise and experience profiles to be used in appointing Board members, except for the Chair of the Board of Governors and the President;
- d) recommending the appointment of external Board members based on the aforementioned profiles;
- e) recommending the appointment of the Chair of the Board of Governors as well as the two (2) Vice-Chairs of the Board of Governors;
- f) recommending the appointment of the Chancellor and the Deputy Chancellor as well as the candidates for the titles of Chancellor Emeritus, Governor Emeritus and President Emeritus pursuant to the *Policy on the Conferral of the Emeriti Title by the Board of Governors* (SG-7);
- g) recommending the criteria for evaluating the performance of the Board of Governors and its members;
- h) evaluating the performance of the Board of Governors and submitting an annual summary of its evaluation to the Board of Governors; and
- i) developing and implementing programs for orientation and ongoing education of Board members.

The Committee is composed of at least six (6) members, and all members shall be Governors. The Chair of the Board of Governors and the President and Vice-Chancellor are ex-officio members of the Committee and except for the Chair of the Board of Governors and President and Vice-Chancellor, no other member of the Committee may also be a member of the Executive Committee. Of the remaining members, no fewer than three (3) shall be external Governors and no fewer than one (1) shall be an internal Governor. The Committee is chaired by an external Governor and meets at the call of the Chair.

## **Article 58**

The mandate of the Honorary Degree Committee includes:

- a) conveying proposals regarding honorary degree nominees to Senate for recommendation to the Board of Governors;

- b) conveying proposals regarding Faculty awards of distinction to Senate for recommendation to the Board of Governors; and
- c) conveying proposals regarding the establishment of new University-wide awards to be granted at convocation to Senate for recommendation to the Board of Governors.

The Committee is composed of (i) at least six (6) Governors including the Chair of the Board of Governors and the President and Vice-Chancellor who are ex-officio members of the Committee, and (ii) three (3) Senators, one of whom shall be a Faculty Dean. The Committee is chaired by an external Governor and meets at the call of the Chair.

### **Article 59**

The mandate of the Human Resources Committee includes:

- a) recommending and overseeing the implementation of the human resources policies for the University's employees;
- b) recommending collective bargaining mandates in accordance with the University's budget envelope;
- c) recommending tenure and sabbatical leave of academic personnel in accordance with the multi-year hiring plan;
- d) recommending and overseeing the application of the appointment, remuneration and evaluation policies for senior management personnel and employees not governed by a collective or association agreement;
- e) recommending the modifications to the salary scales, the general increase and the maximum eligible percentage increase for performance for senior management personnel and employees not governed by a collective or association agreement;
- f) ensuring that an external legal opinion is sought, as appropriate, in the case of termination of senior management personnel; and
- g) acting in an advisory capacity and making recommendations to the Board of Governors on all matters related to human resources.

The Committee is composed of at least seven (7) Governors and all members shall be Governors. The Chair of the Board of Governors and the President are ex-officio members of the Committee. Of the remaining members, no fewer than three (3) members shall be external Governors and no fewer than two (2) shall be internal Governors. The Committee is chaired by an external Governor and meets at the call of the Chair.

### **Article 60**

The mandate of the Part-Time Employee Benefits Committee includes:

- a) recommending to the Board of Governors annual premium renewals for the group insurance plans that are cost-shared (Employee-University) and that are exclusively for employee groups with primary membership of part-time employees; and
- b) recommending to the Board of Governors design changes and modifications to the group insurance plans that are exclusively for employee groups with primary membership of part-time employees.

The Committee consists of the following:

- One (1) member appointed by the Board of Governors from among Board members or former Board members, with the exception of remunerated officers, employees or students of the University, to act as Chair of the Committee;
- Three (3) members representing active employees belonging to employee groups with primary membership of part-time employees, i.e. employee groups other than those included in the Administrative and Support Staff Electoral College or CUFA, to be nominated from among those employee groups and appointed by the Board of Governors. The term of these members shall be two (2) years. For purposes of continuity within the Committee, the two year terms shall be staggered;
- The Chair of the Board of Governors or designate;
- The Vice-President, Services and Sustainability or designate; and
- The University Treasurer and Investment Officer who shall act as Secretary (non-voting).

A member whose term of office has expired shall remain in office until reappointed or replaced.

The Committee meets as required.

### **Article 61**

The mandate of the Real Estate Planning Committee includes:

- a) recommending a comprehensive short and long-term strategic plan for the management and development of the University's real estate and proposing ways in which this plan can be harmonized with the mission of the University as well as its overall strategic planning objectives;
- b) recommending policies with respect to the construction of new buildings and the expansion and renovation of existing buildings at the University;
- c) recommending proposals to maximize the use and advantages to the University of all property and physical plant occupied by the University, particularly those facilities which are owned by the University;
- d) recommending all expenditures over \$3 million as well as those expenditures of importance, as defined in the *Policy on Contract Review, Signing and Required Approvals* (BD-1), irrespective of the value of the expenditure, relating to the construction of new

buildings and the expansion, repairs, and renovation of existing buildings and premises at the University; and

- e) recommending proposals regarding the acquisition or the disposal of buildings or properties.

The Committee is composed of at least seven (7) Governors including the Chair of the Board of Governors and the President and Vice-Chancellor who are ex-officio members of the Committee. Of the remaining members, no fewer than three (3) members of the Committee shall be external Governors and no fewer than two (2) members of the Committee shall be internal Governors. The Committee may also include persons who are not Governors. The Committee is chaired by an external Governor and meets at the call of the Chair.

## **SECTION 11 MEMBERSHIP OF SENATE**

### **Article 62**

The Senate shall be composed of fifty-four (54) voting members and eleven (11) non-voting members, as follows:

#### **Voting members**

- a) The President and Vice-Chancellor;
- b) The Provost and Vice-President, Academic;
- c) The Vice-President, Research and Graduate Studies;
- d) The Dean of the Faculty of Arts and Science;
- e) The Dean of the Gina Cody School of Engineering and Computer Science;
- f) The Dean of the Faculty of Fine Arts;
- g) The Dean of the John Molson School of Business;
- h) The Dean of the School of Health;
- i) The Dean of Graduate Studies;
- j) The University Librarian;
- k) Fourteen (14) faculty members who shall be appointed from among the faculty of the Faculty of Arts and Science, one of whom shall be a part-time faculty member;

- l) Five (5) faculty members who shall be appointed from among the faculty of the Gina Cody School of Engineering and Computer Science, one of whom may be a part-time faculty member, unless the number of course sections taught by part-time faculty members surpasses 30% of the total, in which case one of the five shall be a part-time faculty member;
- m) Four (4) faculty members who shall be appointed from among the faculty of the Faculty of Fine Arts, one of whom shall be a part-time member;
- n) Four (4) faculty members who shall be appointed from among the faculty of the John Molson School of Business, one of whom shall be a part-time faculty member;
- o) One (1) librarian who shall be appointed from among the corps of professional librarians;
- p) Twelve (12) undergraduate students who shall be appointed by the Concordia Student Union, with representation from each Faculty;
- q) Four (4) graduate students who shall be appointed by the Graduate Students' Association, with representation from each Faculty whenever possible;

Non-voting members

- r) The Vice-President, Advancement;
- s) The Vice-President, Services and Sustainability;
- t) The Chief Financial Officer;
- u) The Chief Communications Officer;
- v) The University Registrar;
- w) The Deputy Provost;
- x) The Executive Director, Centre for Continuing Education;
- y) The Secretary-General;
- z) Two (2) members of the administrative and support staff, appointed in accordance with the procedures used to appoint the representatives of the administrative and support staff of the Board of Governors; and
- aa) One (1) part-time faculty member who shall be appointed from among the Gina Cody School of Engineering and Computer Science, unless the number of course sections taught by part-time faculty members surpasses 30% of the total, in which case the part-time member shall be appointed a voting member in accordance with [Article 62 l](#)).

### **Article 63**

Senators who are ex-officio as provided under [Article 62 a\) through j\)](#) and [r\) through y\)](#) shall be Senators for the duration of their term of office.

Senators who are appointed under [Article 62 k\) through o\), z\)](#) and [aa\)](#) shall serve for a term of three (3) years or less, as stipulated in the resolutions of appointment. Senators who are appointed under [Article 62 p\)](#) and [q\)](#) shall serve for a term of one (1) year or less, as stipulated in the resolutions of appointment.

Senators who are appointed under [Article 62 k\) through o\), z\)](#) and [aa\)](#) may serve a maximum of two consecutive terms, following which one (1) year shall elapse before they become eligible for reappointment. Senators who are appointed under [Article 62 p\)](#) and [q\)](#) may serve a maximum of three consecutive terms, following which one (1) year shall elapse before they become eligible for reappointment.

The term of any Senator appointed under [Article 62 k\) through o\), z\)](#) and [aa\)](#) which is two (2) years or less, and of any Senator appointed under [Article 62 p\)](#) and [q\)](#) which is six (6) months or less, shall not be taken into account in the application of this restriction on length of continuous membership.

Senators shall remain in office until replaced by their successors.

### **Article 64**

Eligibility to serve on Senate is subject to the following requirements:

- a) Faculty members and librarians elected to Senate who take a leave during their term of office shall be replaced by their Faculty Council for the duration of their leave, or by the corps of professional librarians, in the case of librarians.
- b) Students elected to Senate shall be registered in at least six (6) credits in the then-current academic year and shall meet one of the following requirements:
  - i) be in acceptable standing in their undergraduate program or in good standing in their graduate program; or
  - ii) have successfully completed, in the previous academic year, a minimum of nine (9) credits in the case of undergraduate students or six (6) credits in the case of graduate students.

Notwithstanding the above, no more than two (2) undergraduate student Senators and no graduate student Senator may be independent students.

The credits specified in this article shall be taken at Concordia University.



Registration, credits and standing shall be verified by the Secretary of Senate at least twice a year, normally in September and January.

Upon graduation, any student elected to Senate ceases to be eligible and may no longer serve on Senate.

- c) Suspension or expulsion from the University shall immediately render students ineligible to serve on Senate. Suspension or termination of employment at the University shall immediately render faculty members, librarians and members of the administrative and support staff ineligible to serve on Senate. Constituencies that appoint individuals as their representative members are expected to conduct appointment processes in view of the duties and obligations of Senators specified in the *Code of Ethics and Conduct Applicable to Members of Senate and Members of Committees Established by Senate* (US-1). A constituency may request, in writing, that the seat of one of its appointees be vacated. Vacated seats shall be filled as specified in [Article 62](#).
- d) The part-time faculty member appointed under [Article 62 aa](#)) shall have taught at least one course in the Gina Cody School of Engineering and Computer Science in the last twelve (12) months prior to being appointed and shall teach at least one (1) course in the Gina Cody School of Engineering and Computer Science in each of the first two (2) years of their three (3)-year term.

## SECTION 12 MEETINGS OF SENATE

### Article 65

Senate shall meet ~~regularly~~ at least ~~once a month~~ six (6) times during the academic year of the University, ~~although thenormally three (3) times in the fall and three (3) times in the winter. The~~ President and Vice-Chancellor, in consultation with the Steering Committee, may nonetheless decide to dispense with ~~theany~~ regular meeting ~~in any given month. When required, special meetings of Senate may be called at any time by the President and Vice-Chancellor.~~

Items deemed to be confidential, including, but not limited to, matters relating to the approval of ~~the graduation list and~~ nominations, shall be discussed in closed session.

Senators are bound to respect the confidentiality of proceedings of closed session meetings as well as any information or documents obtained at those meetings, as stipulated in the *Code of Ethics and Conduct Applicable to Members of Senate and Members of Committees Established by Senate* (US-1).

~~Special meetings of Senate may be called at any time by the President and Vice-Chancellor.~~

All meetings of Senate shall be chaired by the President and Vice-Chancellor. In their absence or inability to act, the Provost and Vice-President, Academic shall chair the meetings of Senate. In

the absence or inability to act of the Provost and Vice-President, Academic, the Vice-President, Research and Graduate Studies shall chair the meetings of Senate.

**Article 66**

A majority of voting members of Senate shall constitute a quorum for all regular or special meetings held from September 1 to June 30 of each year. Ten (10) voting members of Senate shall constitute a quorum for any special meeting held from July 1 to August 31.

**Article 67**

Notices calling meetings of Senate shall be sent electronically to each Senator, at least five (5) days prior to the date of the meeting. When it is deemed to be urgent the Senators may be summoned to a special meeting on twenty-four (24) hours' notice.

**Article 68**

Discussions at meetings of Senate shall be guided by the procedures and rules set out in the document entitled *Summary of Procedures at Senate Meetings and Rules of Order*.

**Article 69**

A thirty (30) day written notice from the President and Vice-Chancellor, on behalf of the Steering Committee, shall be given to any Senator whose removal from office is being considered under [Article 71 m](#)). The Senator shall be given an opportunity to present their case to Senate.

A two-thirds (2/3) majority of votes cast by Senators shall be required for any motion to remove a Senator from office under [Article 71 m](#)).

Motions concerning all other business at a meeting of Senate shall be carried by a majority of votes cast by Senators.

**SECTION 13  
FUNCTIONS AND POWERS OF SENATE**

**Article 70**

Senate shall establish procedures for the governance of its own affairs and, subject to [Article 40](#), shall be the final authority in all matters pertaining to the academic regulations and programs of the University. In all other matters, Senate may make whatever recommendations it deems appropriate to the Board of Governors. Recommendations from Senate shall be conveyed to the Board of Governors by the President and Vice-Chancellor.

**Article 71**

In particular, Senate shall have the power to:

- a) determine the conferment of certificates, diplomas, degrees, excluding honorary degrees, as well as the recipients of the special graduation prizes, medals or other awards granted at convocations;
- b) recommend to the Board of Governors the conferment of honorary degrees and Faculty awards of Distinction;
- c) recommend to the Board of Governors the establishment of new University-wide awards to be granted at convocations;
- d) recommend to the Board of Governors the establishment, name change, discontinuance, restructuring or consolidation of academic units;
- e) initiate the consideration of any matter pertaining to the academic program of the University, or require that any of the bodies reporting to it undertake such consideration;
- f) delegate any of its responsibilities to the Faculty and School Councils; receive, consider, and act upon the reports of those bodies;
- g) establish the appropriate committees, boards or other bodies, appoint their membership and delegate any of its responsibilities to them;
- h) appoint the Senate representatives to the joint Board-Senate committee that proposes candidates for honorary degrees;
- i) consider and approve or deny recommendations from the Faculty and School Councils concerning academic programs in the following regards:
  - any changes, additions or deletions in the curriculum for degrees, diplomas or certificates, whether graduate or undergraduate;
  - any changes, additions or deletions in honors, major or other programs, whether graduate or undergraduate;
  - any changes, additions or deletions in course offerings, whether graduate or undergraduate; and
  - any changes, additions or deletions to the name of programs, whether graduate or undergraduate.

In these matters, Senate may amend recommendations from the Faculty and School Councils but no amended recommendation shall take effect until it has been accepted by the body that originated it.

- j) establish academic standards, including the standards for admission and for the

- evaluation of student performance at all levels of the University;
- k) exercise appellate jurisdiction over the decisions and actions of the Faculty and School Councils, and committees created by them and of the committees of Senate;
- l) establish policies and procedures for appealing academic decisions; and
- m) remove a Senator from office.

The Faculty and School Councils, with their own special powers, report to Senate.

Senate shall determine the reporting requirements for all councils.

## SECTION 14 COMMITTEES OF SENATE

### **Article 72**

Senate may establish such Committees as it deems necessary or advisable for the efficient conduct of its business. Every such Committee shall have and exercise all the rights and powers which Senate may delegate to it from time to time. Committee meetings are restricted to members and invited guests.

Members are bound to respect the confidentiality of proceedings of Committee meetings as well as any information or documents obtained at those meetings, as stipulated in the *Code of Ethics and Conduct Applicable to Members of Senate and Members of Committees Established by Senate* (US-1).

### **Article 73**

There shall be eight (8) Standing Committees of the Senate, namely:

- Academic Planning and Priorities Committee
- Academic Programs Committee
- Distinguished Professor Emeriti and Distinguished Librarian Emeriti Committee
- Ethics Committee
- Library Committee
- Research Committee
- Special Graduation Awards Committee
- Steering Committee

### **Article 74**

At least three (3) days' notice of meeting should be given for all Committee meetings, unless waived by all members of the Committee.

### **Article 75**

A majority of members shall constitute a quorum.

### **Article 76**

The Committees shall examine any and all issues which may be referred to them by Senate and shall perform any such tasks as may be deemed necessary to carry out their respective mandate and responsibilities. The Committees may make such recommendations as they deem appropriate to Senate for its approval.

The Committees shall have the specific membership, mandates and responsibilities which have been assigned to them by Senate, the whole as more fully set out in the document entitled *Membership and functions of Standing Committees of Senate*.

## **SECTION 15 THE FACULTIES AND SCHOOLS**

### **Article 77**

There shall be four (4) Faculties, namely:

- Faculty of Arts and Science;
- Faculty of Fine Arts;
- Gina Cody School of Engineering and Computer Science; and
- John Molson School of Business.

There shall be the School of Health.

There shall be the School of Graduate Studies.

### **Article 78**

The administrative head of each Faculty and School shall be the Dean.

All Academic Deans shall be appointed by the Board of Governors according to the procedures established by the Board of Governors and the power stipulated in [Article 41 r](#)).

### **Article 79**

The academic affairs of each Faculty and School shall be conducted by their respective Councils, the composition and powers of which are set out in the document entitled *Membership and Powers of the Faculty Councils and the Council of the School of Graduate Studies*.

The Faculty and School Councils shall be chaired by their respective Deans and report to Senate.

**SECTION 16  
AMENDMENTS**

**Article 80**

Any amendment to these By-Laws shall require:

- a) fifteen (15) days' written notice of the proposed amendment to be given to the Governors prior to the meeting of the Board of Governors;
- b) a two-thirds (2/3) majority of votes cast by Governors at a meeting of the Board of Governors; and
- c) confirmation by a two-thirds (2/3) majority of votes cast by members at a meeting of the Corporation.

**SECTION 17  
FISCAL YEAR**

**Article 81**

The fiscal year of the University shall end on the thirtieth (30<sup>th</sup>) day of April.



**JOINT MEETING OF THE OPEN SESSION OF THE  
BOARD OF GOVERNORS AND OF THE CORPORATION  
Meeting of February 16, 2023**

**AGENDA ITEM:** Audit Committee recommendation: *Système d'information financière des universités* (SIFU) for year ended April 30, 2022

**ACTION REQUIRED:** For approval

**SUMMARY:** Following review and recommendation of the Audit Committee, the Board of Governors is being asked to approve the SIFU report.

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

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

**DRAFT MOTION:**

That, on recommendation of the Audit Committee, the Board of Governors approve the *Système d'information financière des universités* (SIFU) for the year ended April 30, 2022.

**PREPARED BY:**

Name: Karan Singh  
Date: February 6, 2023

**Systeme d'information financière des universités  
2021-2022**

*Hervé Coullé*

Chef de la direction financière

Responsable des ressources financières

2023-01-20

Date



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Université Concordia  
 ETAT DE LA SITUATION FINANCIERE  
 au 30 avril 2022  
 en \$

		Annexe et note à compléter	Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation 4	Autres fonds 5	Ajustements 6	Total 7	
<b>ACTIF</b>										
<b>Actif à court terme</b>										
1	Encaisse (001)	s/o	10,766,000	-	-	-	-		10,766,000	1
2	Placements à court terme (005)	s/o	-	(0)	-	-	-		(0)	2
3	Intérêts courus à recevoir (010)	s/o	-	-	-	-	-		-	3
4	Fonds détenus par un fiduciaire (090)	s/o	-	-	-	-	-		-	4
5	Subventions à recevoir Ministère (015)	Note#2 (annexe 20)	31,219,000	---	---	---	---		31,219,000	5
6	Comptes débiteurs - Droits de scolarité (020)	s/o	8,334,475	---	---	---	---		8,334,475	6
7	Autres montants à recevoir (025, 026, 030, 170)	s/o	12,047,487	45,135,704	32,663,908	0	-		89,847,099	7
8	Encaissements exigibles à court terme (141, 142)	s/o	-	-	-	-	-		-	8
9	Avances à d'autres fonds (040, 045, 050, 055, 060, 065)	s/o	(0)	116,839,660	-	139,045,422	12,801,094	(268,686,175)	-	9
10	Frais payés d'avance (070)	s/o	3,858,841	227,245	4,854,000	-	-		8,940,086	10
11	Stocks (075)	s/o	573,882	-	---	-	-		573,882	11
	<b>Total de l'actif court terme</b>		<b>66,799,684</b>	<b>162,202,609</b>	<b>37,517,908</b>	<b>139,045,422</b>	<b>12,801,094</b>	<b>(268,686,175)</b>	<b>149,680,542</b>	
<b>Actif à long terme</b>										
12	Frais reportés (080)	s/o	259,089	0	-	-	-		259,089	12
13	Subventions et autres apports à recevoir à long terme (171, 172, 173, 174)	s/o	-	-	51,436,472	-	-		51,436,472	13
14	Placements à long terme (125, 130)	s/o	347,088,000	714,712	(0)	(0)	(0)		347,802,712	14
15	Effets à recevoir à long terme (124)	s/o	-	-	-	-	-		-	15
16	Prêts hypothécaires et autres prêts (135, 140)	s/o	-	-	-	-	-		-	16
17	Immobilisations (105)	Annexe 16	---	---	1,012,807,186	---	---		1,012,807,186	17
18	Contributions du siège social aux constituantes de l'UQ (110)	s/o	---	---	-	---	---		-	18
19	Autres actifs (085, 115, 150, 155, 160, 165)	Annexe 9	-	-	-	-	-		-	19
20	Juste valeur des instruments financiers dérivés (180)	s/o	-	-	-	-	-		-	20
<b>21</b>	<b>TOTAL DE L'ACTIF</b>		<b>414,146,772</b>	<b>162,917,321</b>	<b>1,101,761,566</b>	<b>139,045,422</b>	<b>12,801,094</b>	<b>(268,686,175)</b>	<b>1,561,986,000</b>	<b>21</b>

**Université Concordia**  
**ETAT DE LA SITUATION FINANCIERE**  
**au 30 avril 2022**  
**en \$**

Page 1 B

		Annexe et note à compléter	Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation 4	Autres fonds 5	Ajustements 6	Total 7	
<b>PASSIF</b>										
<b>Passif à court terme</b>										
22	Découvert de banque (201)	s/o	5,053,000	-	-	-	-	-	5,053,000	22
23	Emprunts à court terme (205)	Note#4 (annexe 20)	138,215,690	-	49,429,394	-	-	-	187,645,085	23
24	Dépôts de garantie et retenues sur contrats (305, 310)	s/o	-	-	-	-	-	-	-	24
25	Subventions à rembourser au Ministère (210)	Note#2 (annexe 20)	-	---	---	---	---	-	-	25
26	Salaires et charges sociales à payer (255, 256, 257, 258)	s/o	71,397,367	-	---	-	-	-	71,397,367	26
27	Avantages sociaux futurs à payer (259)	s/o	-	-	---	-	-	-	-	27
28	Comptes créditeurs (215, 220)	s/o	37,342,913	10,769,554	18,675,082	0	27,348	-	66,814,896	28
29	Produits reportés (260)	Annexe 7	43,284,612	(0)	---	---	0	-	43,284,611	29
30	Apports reportés à court terme (261, 262, 263, 264)	s/o	-	-	-	-	-	-	-	30
31	Portion de la dette exigible à court terme (314)	s/o	-	-	42,079,637	-	-	-	42,079,637	31
32	Avances d'autres fonds (225, 230, 235, 240, 245, 250)	Annexe 12	166,465,000	-	102,221,175	-	-	(268,686,175)	-	32
33	<b>Total du passif à court terme</b>		<b>461,758,582</b>	<b>10,769,553</b>	<b>212,405,288</b>	<b>0</b>	<b>27,348</b>	<b>(268,686,175)</b>	<b>416,274,596</b>	
<b>Passif à long terme</b>										
34	Avantages sociaux futurs à payer à long terme (370)	s/o	138,596,700	-	-	-	-	-	138,596,700	34
35	Dettes à long terme (315, 320, 325, 330)	s/o	-	-	642,305,002	-	-	-	642,305,002	35
36	Obligations découlant des contrats de location - acquisition (335)	s/o	-	-	-	-	-	-	-	36
37	Apports reportés (360, 361, 362, 363)	s/o	-	152,147,768	128,173,105	---	---	-	280,320,873	37
38	Juste valeur des instruments financier dérivés (365)	s/o	-	-	-	-	-	-	-	38
39	Autres passifs (265, 270, 275, 280, 285)	Annexe 9	0	-	0	(0)	12,750,828	-	12,750,828	39
40	<b>TOTAL DU PASSIF</b>		<b>600,355,282</b>	<b>162,917,321</b>	<b>982,883,395</b>	<b>0</b>	<b>12,778,176</b>	<b>(268,686,175)</b>	<b>1,490,247,999</b>	<b>40</b>

**SOLDES DE FONDS<sup>1</sup>**

41	Grevé d'affectations d'origine interne	Annexe 8	76,552,931	-	79,611,713	-	-	-	156,164,644	41
42	Grevé d'affectations d'origine externe (FD et AF)	s/o	---	---	---	139,045,422	22,918	-	139,068,340	42
43	Non grevé d'affectation (FF)	s/o	(262,761,441)	---	---	---	---	-	(262,761,441)	43
44	Produits nets non transférés d'affectation d'origine interne (FD)	s/o	---	---	---	-	---	-	-	44
45	Produits nets non transférés d'affectation d'origine externe (FD)	s/o	---	---	---	-	---	-	-	45
46	Investi en immobilisations (FI)	s/o	---	---	39,266,458	---	---	-	39,266,458	46
47	<b>TOTAL DES SOLDES DE FONDS</b>		<b>(186,208,510)</b>	<b>-</b>	<b>118,878,170</b>	<b>139,045,422</b>	<b>22,918</b>	<b>-</b>	<b>71,738,000</b>	<b>47</b>
48	<b>TOTAL DU PASSIF ET DES SOLDES DE FONDS</b>		<b>414,146,772</b>	<b>162,917,321</b>	<b>1,101,761,566</b>	<b>139,045,422</b>	<b>12,801,094</b>	<b>(268,686,175)</b>	<b>1,561,986,000</b>	<b>48</b>

Note 1: Les montants de ce tableau correspondent au solde de fonds du début de l'exercice plus les variations de l'exercice.

Université Concordia  
État des produits  
de l'exercice terminé le 30 avril 2022  
en \$

	Annexe et note à compléter	Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation (Note 1) 4	Autres fonds 5	Ajustements 6	Total 7	
1	Droits de scolarité de base (étudiants réglementés) (401)	s/o	69,457,521	---	---	---	---	69,457,521	1
2	Montants forfaitaires internationaux des étudiants réglementés (402)	s/o	5,287,236	---	---	---	---	5,287,236	2
3	Montants forfaitaires canadiens des étudiants réglementés (403)	s/o	17,192,373	---	---	---	---	17,192,373	3
4	Montants supplémentaires chargés aux étudiants assujettis aux forfaitaires internationaux (10% du forfaitaire international) (404)	s/o	557,562	---	---	---	---	557,562	4
5	Droits de scolarité des étudiants déréglés (406)	s/o	104,581,887	---	---	---	---	104,581,887	5
6	Droits de scolarité des étudiants inscrits à des programmes crédités et autofinancés (407)	s/o	3,023,460	---	---	---	---	3,023,460	6
7	Revenus de scolarité des étudiants inscrits à des programmes ou des activités non crédités (408)	s/o	7,308,786	---	---	---	---	7,308,786	7
8	Frais institutionnels obligatoires (FIO) (447, 448, 449, 451, 452, 453, 454, 456, 457)	s/o	38,857,501	---	---	---	---	38,857,501	8
9	Autres frais facturés aux étudiants (458, 459, 462, 463, 464, 467)	s/o	2,942,728	-	---	-	-	2,942,728	9
10	<b>TOTAL DES PRODUITS PROVENANT DES ÉTUDIANTS</b>		<b>249,209,053</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>249,209,053</b>	<b>10</b>
11	Subventions du Ministère (515)	Annexe 5	315,177,571	9,080,490	28,529,000	---	---	352,787,061	11
12	Autres subventions provinciales (405, 410, 411, 427, 495, 496, 497)	s/o	-	6,337,137	(0)	-	-	6,337,136	12
13	Subventions du gouvernement du Canada (415, 416, 417, 418, 419, 420, 421, 422, 423)	s/o	5,320,858	36,155,723	4,144,000	-	-	45,620,581	13
14	Autres produits et autres aides (424, 426, 428, 429, 431)	s/o	-	(0)	-	-	-	(0)	14
15	Contributions du siège social aux constituantes de l'UQ (520)	s/o	---	---	-	---	---	-	15
<b>Amortissement des apports reportés afférents aux immobilisations:</b>									
16	Ministère (530)	s/o	---	---	-	---	---	-	16
17	Entités incluses dans le périmètre comptable du gouvernement du Québec autre que le Ministère (531)	s/o	---	---	-	---	---	-	17
18	Organismes inclus au périmètre comptable du gouvernement du Canada (532)	s/o	---	---	-	---	---	-	18
19	Autres (533)	s/o	---	---	-	---	---	-	19
20	<b>TOTAL DES SUBVENTIONS</b>		<b>320,498,429</b>	<b>51,573,349</b>	<b>32,673,000</b>	<b>-</b>	<b>-</b>	<b>404,744,778</b>	<b>20</b>
21	Intérêts et dividendes (435)	s/o	799,000	3,617,054	(2,363,945)	-	(0)	2,052,109	21
22	Intérêts sur les avances interfonds (440)	s/o	-	-	-	-	-	-	22
23	Produits provenant du fonds de dotation (445)	s/o	-	-	-	---	-	-	23
24	Produits provenant d'une fondation (446)	s/o	-	0	-	-	-	0	24
25	Produits non gouvernementaux (430)	Note#1 (annexe 20)	1,545,894	17,109,685	3,260,868	-	428,788	22,345,235	25
26	Gains sur vente de placements (526)	s/o	-	-	-	-	-	-	26
27	Gains sur la cession d'immobilisations (525)	s/o	---	---	-	---	---	-	27
28	Recouvrement des coûts indirects (465)	s/o	2,193,118	---	---	---	---	2,193,118	28
29	Ventes externes (460)	s/o	11,361,879	1,869,978	-	---	-	13,231,856	29
30	Autres produits (466, 470)	Annexe 10	3,939,145	848,260	-	-	-	4,787,405	30
31	<b>TOTAL DES PRODUITS AUTRES</b>		<b>19,839,036</b>	<b>23,444,977</b>	<b>896,923</b>	<b>-</b>	<b>428,788</b>	<b>44,609,723</b>	<b>31</b>
32	<b>TOTAL DES PRODUITS</b>		<b>589,546,518</b>	<b>75,018,326</b>	<b>33,569,923</b>	<b>-</b>	<b>428,788</b>	<b>698,563,554</b>	<b>32</b>

	Annexe et note à compléter	Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation (Note 1) 4	Autres fonds 5	Ajustements 6	Total 7	
1	Masse salariale								1
2	Direction	s/o	18,190,790	80,577	---	---	---	18,271,366	2
3	Gérance	s/o	27,141,133	527,033	---	---	---	27,668,166	3
4	Enseignants-chercheurs	s/o	138,670,750	1,569,275	---	---	---	140,240,024	4
5	Chargés de cours	s/o	27,781,284	-	---	---	---	27,781,284	5
6	Personnel associé à l'enseignement et à la recherche	s/o	2,411,905	8,097,850	---	---	---	10,509,755	6
7	Personnel auxiliaire à l'enseignement et à la recherche	s/o	13,820,717	4,409,925	---	---	-	18,230,641	7
8	Personnel professionnel non enseignant	s/o	75,518,444	3,232,590	---	---	-	78,751,035	8
9	Personnel de soutien technique	s/o	10,882,570	295,289	---	---	-	11,177,858	9
10	Personnel de soutien de bureau	s/o	34,633,351	1,072,391	---	---	---	35,705,742	10
11	Personnel de métier et ouvrier	s/o	6,369,442	13,208	---	---	---	6,382,650	11
12	Avantages sociaux (700)	Annexe 14	83,033,133	4,121,057	---	---	-	87,154,190	12
13	Variation de la provision pour heures supplémentaires, maladie, vacances, congés sociaux et autres avantages (701, 702, 703)	s/o	10,109,428	-	---	---	-	10,109,428	13
14	<b>TOTAL DE LA MASSE SALARIALE ET DES AVANTAGES SOCIAUX</b>		<b>448,562,946</b>	<b>23,419,195</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>471,982,141</b>	<b>14</b>
15	Avantages sociaux futurs (704)	s/o	(2,133,600)	---	---	---	---	(2,133,600)	15
16	Frais pour congés sabbatiques et d'études (705)	s/o	60,397	8,217	---	---	-	68,614	16
17	Stagiaires postdoctoraux (706)	s/o	1,611,527	3,241,390	---	---	-	4,852,917	17
18	Formation et perfectionnement (710)	s/o	1,041,407	472,258	---	---	-	1,513,665	18
19	Frais de déplacement et de représentation (715, 720, 725, 730)	s/o	2,463,056	1,243,822	---	---	-	3,706,878	19
20	Bourses (735)	s/o	21,643,254	23,744,608	---	---	-	45,387,863	20
21	Subventions, cotisations et transferts (740, 871, 872)	s/o	2,770,569	374,381	-	-	-	3,144,951	21
22	Fournitures et matériel (745)	s/o	20,008,644	5,745,995	---	---	-	25,754,639	22
23	Coûts des marchandises vendues (755)	s/o	639,420	5,730	---	---	-	645,149	23
24	Frais de services (760, 765, 770, 775, 780, 785, 790, 795, 800)	s/o	40,718,345	6,378,301	(0)	---	405,870	47,502,515	24
25	Volumes et périodiques (750)	s/o	366,664	198,313	---	---	-	564,977	25
26	Charges reliées aux terrains et aux bâtiments (805, 810, 815, 820, 826)	s/o	12,975,400	26,978	(0)	---	-	13,002,378	26
27	Location de locaux et de bâtiments (840, 845)	s/o	5,493,131	86,353	---	---	-	5,579,484	27
28	Location-exploitation (830)	s/o	964,474	198,156	---	---	-	1,162,629	28
29	Transfert de coûts indirects (865)	s/o	---	2,193,118	---	---	---	2,193,118	29
30	Pertes sur vente de placements (886)	s/o	-	-	-	-	-	-	30
31	Biens sous le seuil de capitalisation (892)	Note#3 (annexe 20)	-	-	-	---	-	-	31
32	Biens de nature non capitalisable (893)	Note#3 (annexe 20)	(0)	(0)	19,646,866	---	---	19,646,866	32
33	Frais bancaires et charges d'intérêts (850, 851, 852, 853)	s/o	698,000	-	22,025,000	-	-	22,723,000	33
34	Intérêts relatifs aux avances interfonds (855)	s/o	-	-	-	-	-	-	34
35	Perte sur la cession d'immobilisations (885)	s/o	---	---	-	---	---	-	35
36	Amortissement des immobilisations (890)	s/o	---	---	54,215,004	---	---	54,215,004	36
37	Autres charges (860, 870)	Annexe 10	<b>436,950</b>	<b>7,961,018</b>	0	-	-	<b>8,397,968</b>	37
38	<b>TOTAL DES AUTRES CHARGES</b>		<b>109,757,637</b>	<b>51,878,638</b>	<b>95,886,871</b>	<b>-</b>	<b>405,870</b>	<b>257,929,015</b>	<b>38</b>
39	Ventes internes (878) <sup>2</sup>	s/o	-	-	---	---	-	-	39
40	Achats internes (711, 716, 721, 726, 731, 746, 751, 761, 776, 796, 801, 806, 811, 821, 827, 831, 841, 846, 873, 894, 895)	s/o	-	-	-	-	-	-	40
41	Gains et pertes latents (879)	s/o	-	-	-	-	-	-	41
42	<b>Total des autres charges incluant les gains et pertes latents</b>		<b>109,757,637</b>	<b>51,878,638</b>	<b>95,886,871</b>	<b>-</b>	<b>405,870</b>	<b>257,929,015</b>	<b>42</b>
43	<b>TOTAL DES CHARGES</b>		<b>558,320,583</b>	<b>75,297,832</b>	<b>95,886,871</b>	<b>-</b>	<b>405,870</b>	<b>729,911,156</b>	<b>43</b>
44	<b>EXCÉDENT (INSUFFISANCE) DES PRODUITS PAR RAPPORT AUX CHARGES</b>		<b>31,225,935</b>	<b>(279,507)</b>	<b>(62,316,948)</b>	<b>-</b>	<b>22,918</b>	<b>(31,347,601)</b>	<b>44</b>

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

Note 2: Le montant total des ventes internes présenté à la ligne 39 doit être annulé par le montant total des achats internes présenté à la ligne 40.

Université Concordia  
Évolution des soldes de fonds  
de l'exercice terminé le 30 avril 2022  
en \$

	Annexe à compléter	Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation (Note 1) 4	Autres fonds 5	Ajustements 6	Total 7	
1	<b>SOLDE AU DÉBUT DE L'ANNÉE</b>	(186,214,638)	(0)	159,079,818	144,992,352	-	-	117,857,532	1
2	Redressement des années précédentes (comptes 306, 307 et 308)	-	-	-	-	-	-	-	2
3	<b>Solde de fonds redressé</b>	<b>(186,214,638)</b>	<b>(0)</b>	<b>159,079,818</b>	<b>144,992,352</b>	<b>-</b>	<b>-</b>	<b>117,857,532</b>	<b>3</b>
4	Produits de l'année	589,546,518	75,018,326	33,569,923	-	428,788	-	698,563,554	4
5	Charges de l'année	558,320,583	75,297,832	95,886,871	-	405,870	-	729,911,156	5
6	<b>Excédent (insuffisance) des produits par rapport aux charges</b>	<b>31,225,935</b>	<b>(279,507)</b>	<b>(62,316,948)</b>	<b>-</b>	<b>22,918</b>	<b>-</b>	<b>(31,347,601)</b>	<b>6</b>
7	Rééval. autres éléments afférents au régime de retraite et d'avantages complé. de retraite (309)	(8,825,000)	---	---	---	---	---	(8,825,000)	7
8	Apports reçus à titre de dotations (compte 311)	-	-	-	(5,946,930)	-	-	(5,946,930)	8
9	Apports reçus pour le financement d'actifs non amortissables (compte 312)	-	-	-	-	-	-	-	9
10	Virements d'autres soldes de fonds	-	280,071	22,115,300	-	-	-	22,395,371	10
11	Virements vers d'autres soldes de fonds	22,394,807	564	-	-	-	-	22,395,371	11
12	<b>Sous-total</b>	<b>6,128</b>	<b>0</b>	<b>(40,201,648)</b>	<b>(5,946,930)</b>	<b>22,918</b>	<b>-</b>	<b>(46,119,531)</b>	<b>12</b>
13	<b>SOLDE À LA FIN DE L'EXERCICE</b>	<b>(186,208,510)</b>	<b>0</b>	<b>118,878,170</b>	<b>139,045,422</b>	<b>22,918</b>	<b>-</b>	<b>71,738,000</b>	<b>13</b>

**RÉPARTITION DES SOLDES DE FONDS<sup>2</sup>**

14	Grevé d'affectations d'origine interne	Annexe 8	76,552,931	-	79,611,713	-	-	156,164,644	14
15	Grevé d'affectations d'origine externe (FD et AF)	s/o	---	---	---	139,045,422	22,918	139,068,340	15
16	Non grevé d'affectation (FF)	s/o	(262,761,441)	---	---	---	---	(262,761,441)	16
17	Produits nets non transférés d'affectation d'origine interne (FD)	s/o	---	---	---	---	---	-	17
18	Produits nets non transférés d'affectation d'origine externe (FD)	s/o	---	---	---	---	---	-	18
19	Investi en immobilisations (FI)	s/o	---	---	39,266,458	---	---	39,266,458	19
20	<b>TOTAL DES SOLDES DE FONDS</b>		<b>(186,208,510)</b>	<b>-</b>	<b>118,878,170</b>	<b>139,045,422</b>	<b>22,918</b>	<b>71,738,000</b>	<b>20</b>

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

Note 2: Les montants de ce tableau correspondent au solde de fonds du début de l'exercice plus les variations de l'exercice.

Ces montants doivent être saisis manuellement.

Université Concordia  
Produits par fonction - Fonds de fonctionnement  
de l'exercice terminé le 30 avril 2022  
en \$

Annexe 1

	Enseignement/ Recherche	Soutien à l'enseignement et à la recherche	Administration	Terrains et bâtiments	Services à la collectivité	Services aux étudiants	Entreprises auxiliaires	Ajustements	Total	
	1	2	3	4	5	6	7	8	9	
1	Droits de scolarité de base (étudiants réglementés) (401)	69,457,521	---	-	---	-	---	---	69,457,521	1
2	Montants forfaitaires internationaux des étudiants réglementés (402)	---	---	5,287,236	---	---	---	---	5,287,236	2
3	Montants forfaitaires canadiens des étudiants réglementés (403)	---	---	17,192,373	---	---	---	---	17,192,373	3
4	Montants supplémentaires chargés aux étudiants assujettis à des forfaits internationaux (10% du f	---	---	557,562	---	---	---	---	557,562	4
5	Droits de scolarité des étudiants déréglementés (406)	104,581,887	---	-	---	-	---	---	104,581,887	5
6	Droits de scolarité des étudiants inscrits à des programmes crédités et autofinancés (407)	2,981,700	---	-	---	41,760	---	---	3,023,460	6
7	Revenus de scolarité des étudiants inscrits à des programmes ou des activités non crédités (408)	-	---	-	---	7,308,786	---	---	7,308,786	7
8	Frais institutionnels obligatoires (FIO) (447, 448, 449, 451, 452, 453, 454, 456, 457)	325,374	(0)	26,259,139	-	352,065	11,920,922	-	38,857,501	8
9	Autres frais facturés aux étudiants (458, 459, 462, 463, 464, 467)	(0)	-	2,629,336	-	-	-	313,392	2,942,728	9
<b>10</b>	<b>Total des produits provenant des étudiants</b>	<b>177,346,481</b>	<b>(0)</b>	<b>51,925,646</b>	<b>-</b>	<b>7,702,612</b>	<b>11,920,922</b>	<b>313,392</b>	<b>249,209,053</b>	<b>10</b>
11	Subventions du Ministère (515)	-	-	315,177,571	---	-	0	---	315,177,571	11
12	Autres subventions provinciales (405, 410, 427)	-	-	-	-	-	-	-	-	12
13	Subventions du gouvernement du Canada (415, 416, 417, 418, 419, 420, 421, 422)	-	-	5,320,858	-	-	-	-	5,320,858	13
14	Autres produits et autres aides (424, 426, 428, 429)	-	-	-	-	-	-	-	-	14
<b>15</b>	<b>Total des subventions</b>	<b>-</b>	<b>-</b>	<b>320,498,429</b>	<b>-</b>	<b>-</b>	<b>0</b>	<b>-</b>	<b>320,498,429</b>	<b>15</b>
16	Intérêts et dividendes (435)	---	---	799,000	---	-	-	-	799,000	16
17	Intérêts sur les avances interfonds (440)	---	---	-	---	---	---	---	-	17
	Produits provenant du fonds de dotation (445)	-	-	-	---	-	-	-	-	0
1	Produits provenant d'une fondation (446)	-	-	-	-	-	-	-	-	1
2	Subventions et dons non gouvernementaux (430)	196,548	36,061	596,499	-	442,549	252,393	21,844	1,545,894	2
3	Gains sur vente de placement (526)	---	---	-	---	---	---	---	-	3
4	Recouvrement des coûts indirects (465)	769,239	-	1,423,879	---	-	-	-	2,193,118	4
5	Ventes externes (460)	103,613	23,288	138,515	-	3,910,524	816,045	6,369,894	11,361,879	5
6	Autres produits (466, 470)	69,395	-	413,598	-	2,534	-	3,453,618	3,939,145	6
<b>7</b>	<b>Total des produits autres</b>	<b>1,138,795</b>	<b>59,349</b>	<b>3,371,491</b>	<b>-</b>	<b>4,355,607</b>	<b>1,068,437</b>	<b>9,845,356</b>	<b>19,839,036</b>	<b>7</b>
<b>8</b>	<b>TOTAL DES PRODUITS</b>	<b>178,485,277</b>	<b>59,349</b>	<b>375,795,566</b>	<b>-</b>	<b>12,058,219</b>	<b>12,989,360</b>	<b>10,158,748</b>	<b>589,546,518</b>	<b>8</b>

**Université Concordia**  
**Charges par fonction - Fonds de fonctionnement**  
**de l'exercice terminé le 30 avril 2022**  
**en \$**

Annexe 2

	Enseignement/ Recherche	Soutien à l'enseignement et à la recherche	Administration	Terrains et bâtiments Détail Annexe 15	Services à la collectivité	Services aux étudiants	Entreprises auxiliaires	Ajustements	Total		
	1	2	3	4	5	6	7	8	9		
1	<b>Masse salariale</b>									1	
2	Direction	3,485,321	1,229,422	11,021,671	977,350	782,280	581,162	113,584	<b>18,190,790</b>	2	
3	Gérance	9,715,705	2,195,733	9,323,252	2,326,373	683,255	1,944,800	952,014	<b>27,141,133</b>	3	
4	Enseignants-chercheurs	136,649,370	151,072	1,718,339	-	151,566	402	-	<b>138,670,750</b>	4	
5	Chargés de cours	26,104,391	8,310	559,375	0	1,090,648	18,561	-	<b>27,781,284</b>	5	
6	Personnel associé à l'enseignement et à la recherche	2,119,144	46,869	164,800	0	58,184	19,495	3,413	<b>2,411,905</b>	6	
7	Personnel auxiliaire à l'enseignement et à la recherche	13,588,941	8,354	98,588	-	25,697	99,136	-	<b>13,820,717</b>	7	
8	Personnel professionnel non enseignant	19,616,265	14,226,085	27,679,422	4,891,348	2,149,986	5,520,312	1,435,026	<b>75,518,444</b>	8	
9	Personnel de soutien technique	6,104,642	2,997,526	411,419	378,462	989,447	1,073	-	<b>10,882,570</b>	9	
10	Personnel de soutien de bureau	13,022,381	4,683,034	10,133,936	1,946,715	1,095,939	2,450,924	1,300,422	<b>34,633,351</b>	10	
11	Personnel de métier et ouvrier	443	-	-	6,065,884	126,129	176,986	-	<b>6,369,442</b>	11	
12	Avantages sociaux (700) - Complétez l'annexe 14	54,205,876	6,146,166	13,632,385	3,734,597	1,761,036	2,862,686	690,387	<b>83,033,133</b>	12	
13	Variation de la provision heures supplémentaires, maladie, vacances, congés sociaux et autres avantages (701, 702, 703)	(137,120)	900,084	7,155,837	1,029,958	520,162	470,474	170,033	<b>10,109,428</b>	13	
<b>14</b>	<b>Total de la masse salariale et des avantages sociaux</b>	<b>284,475,360</b>	<b>32,592,654</b>	<b>81,899,025</b>	<b>21,350,688</b>	<b>9,434,329</b>	<b>14,146,010</b>	<b>4,664,880</b>	<b>-</b>	<b>448,562,946</b>	<b>14</b>
15	Avantages sociaux futurs (704)	---	---	---	---	---	---	---	(2,133,600)	(2,133,600)	15
16	Frais pour congés sabbatiques et d'études (705)	60,397	-	-	-	-	-	-	<b>60,397</b>	16	
17	Stagiaires Postdoctoraux (706)	1,611,427	-	-	-	-	100	-	<b>1,611,527</b>	17	
18	Formation et perfectionnement (710)	549,086	49,806	253,397	119,509	39,321	28,107	2,183	<b>1,041,407</b>	18	
19	Frais de déplacement et de représentation (715, 720, 725, 730)	633,524	689,507	742,647	67,910	(0)	329,468	(0)	<b>2,463,056</b>	19	
20	Bourses (735)	19,169,001	-	214,189	-	100,190	2,159,875	-	<b>21,643,254</b>	20	
21	Subventions, cotisations et transferts (740, 871, 872)	509,355	269,887	1,561,918	37,816	10,322	220,127	161,144	<b>2,770,569</b>	21	
22	Fournitures et matériel (745)	4,241,628	9,861,034	2,792,706	945,627	1,225,451	728,102	214,096	<b>20,008,644</b>	22	
23	Coûts des marchandises vendues (755)	18,530	610	3,314	-	658	34,976	581,331	<b>639,420</b>	23	
24	Frais de services (760, 765, 770, 775, 780, 785, 790, 795, 800)	11,706,231	151,682	7,422,414	15,535,402	3,934,258	1,496,152	472,206	<b>40,718,345</b>	24	
25	Volumes et périodiques (750)	268,133	54,594	36,427	1,465	2,081	3,964	-	<b>366,664</b>	25	
26	Charges reliées aux terrains et aux bâtiments (805, 810, 815, 820, 826)	146,975	22,236	488,321	9,447,918	47,470	229,511	2,592,968	<b>12,975,400</b>	26	
27	Locations de locaux et de bâtiments (840, 845)	305,363	-	-	3,241,924	836,114	56,391	1,053,339	<b>5,493,131</b>	27	
28	Location-exploitation (830)	24,158	19,123	34,270	856,775	1,618	28,529	-	<b>964,474</b>	28	
29	Pertes sur vente de placements (886)	-	-	-	-	-	-	-	-	-	29
30	Biens sous le seuil de capitalisation (892)	-	-	-	-	-	-	-	-	-	30
31	Biens de nature non capitalisable (893)	(0)	(0)	(0)	0	0	(0)	0	<b>(0)</b>	31	
32	Frais bancaires et charges d'intérêts (850, 851, 852, 853)	0	-	698,000	-	0	0	0	<b>698,000</b>	32	
33	Intérêts relatifs aux avances interfonds (855)	-	-	-	-	-	-	-	-	-	33
34	Autres charges (860, 870)	(339,709)	(47,565)	663,872	0	23,775	121,768	14,809	<b>436,950</b>	34	
<b>35</b>	<b>Total des charges autres</b>	<b>38,904,098</b>	<b>11,070,913</b>	<b>14,911,476</b>	<b>30,254,346</b>	<b>6,221,258</b>	<b>5,437,070</b>	<b>5,092,076</b>	<b>(2,133,600)</b>	<b>109,757,637</b>	<b>35</b>
36	Ventes internes (878)	-	-	-	-	-	-	-	-	-	36
37	Achats internes (711, 716, 721, 726, 731, 746, 751, 761, 776, 796, 801, 806, 811, 821, 827, 831, 841, 846, 873, 894, 895)	-	-	-	-	-	-	-	-	-	37
38	Gains et pertes latents (879)	-	-	-	-	-	-	-	-	-	38
<b>39</b>	<b>Total des autres charges incluant les gains et pertes latents ainsi que les ventes et les achats internes</b>	<b>38,904,098</b>	<b>11,070,913</b>	<b>14,911,476</b>	<b>30,254,346</b>	<b>6,221,258</b>	<b>5,437,070</b>	<b>5,092,076</b>	<b>(2,133,600)</b>	<b>109,757,637</b>	<b>39</b>
<b>40</b>	<b>TOTAL DES CHARGES</b>	<b>323,379,458</b>	<b>43,663,567</b>	<b>96,810,501</b>	<b>51,605,034</b>	<b>15,655,587</b>	<b>19,583,080</b>	<b>9,756,956</b>	<b>(2,133,600)</b>	<b>558,320,583</b>	<b>40</b>



Université Concordia  
Produits par fonction - Fonds avec restrictions  
de l'exercice terminé le 30 avril 2022  
en \$

Annexe 3

	Enseignement/ Recherche	Enseignement	Recherche	Soutien à l'enseignement et à la recherche	Administration	Terrains et bâtiments	Services à la collectivité	Services aux étudiants	Entreprises auxiliaires	Ajustements	Total	
	1	2	3	4	5	6	7	8	9	10	11	
1	-	-	-	-	-	-	-	-	-	-	-	1
2	-	-	-	-	-	-	-	-	-	-	-	2
3	-	1,961,204	-	831,250	3,030,646	-	60,000	3,197,390	-	-	9,080,490	3
4	-	367,677	5,695,647	-	-	-	270,155	3,658	-	-	6,337,137	4
5	-	277,126	35,731,932	-	-	-	146,665	-	-	-	36,155,723	5
6	-	-	(0)	-	-	-	-	-	-	-	(0)	6
7	-	2,606,008	41,427,579	831,250	3,030,646	-	476,819	3,201,048	-	-	51,573,349	7
8	-	1,878,832	120,298	85,952	40,135	-	161,719	1,330,118	-	-	3,617,054	8
9	-	-	-	-	-	-	-	-	-	-	-	9
10	-	-	-	-	-	-	-	-	-	-	-	10
11	-	-	-	-	-	-	-	(0)	-	-	(0)	11
12	-	5,038,716	8,099,045	41,681	1,980,843	-	499,316	1,450,084	-	-	17,109,685	12
13	-	-	-	-	-	-	-	-	-	-	-	13
14	-	484,218	43,228	783,329	81,990	-	405,528	71,684	-	-	1,869,978	14
15	-	806,434	29,174	0	-	12,653	-	-	-	-	848,260	15
16	-	8,208,200	8,291,746	910,961	2,102,968	12,653	1,066,563	2,851,886	-	-	23,444,977	16
17	-	10,814,207	49,719,325	1,742,211	5,133,613	12,653	1,543,382	6,052,934	-	-	75,018,326	17

Université Concordia  
Charges par fonction - Fonds avec restrictions  
de l'exercice terminé le 30 avril 2022  
en \$

	Enseignement/ Recherche	Enseignement	Recherche	Soutien à l'enseignement et à la recherche	Administration	Terrains et bâtiments	Services à la collectivité	Services aux étudiants	Entreprises auxiliaires	Ajustements	Total	
	1	2	3	4	5	6	7	8	9	10	11	
1	Masse salariale											1
2	Direction	-	37,531	-	-	-	43,046	-	-	-	80,577	2
3	Gérance	-	375,368	-	31,499	-	41,648	78,519	-	-	527,033	3
4	Enseignants-chercheurs	-	158,948	1,250,851	-	-	159,475	-	-	-	1,569,275	4
5	Chargés de cours	-	-	-	-	-	-	-	-	-	-	5
6	Personnel associé à l'enseignement et à la recherche	-	591,714	7,440,980	1,410	1,686	53,850	8,211	-	-	8,097,850	6
7	Personnel auxiliaire à l'enseignement et à la recherche	-	524,383	3,781,312	2,576	8,301	55,335	38,017	-	-	4,409,925	7
8	Personnel professionnel non enseignant	-	1,868,777	243,094	85,240	347,021	157,074	531,385	-	-	3,232,590	8
9	Personnel de soutien technique	-	38,279	7,746	-	15,531	233,734	-	-	-	295,289	9
10	Personnel de soutien de bureau	-	524,207	30,390	-	67,246	123,117	327,432	-	-	1,072,391	10
11	Personnel de métier et ouvrier	-	-	-	-	-	-	13,208	-	-	13,208	11
12	Avantages sociaux (700) - Complétez l'annexe 14	-	819,022	2,731,040	22,302	110,560	181,447	256,685	-	-	4,121,057	12
13	Variation de la provision heures supplémentaires, maladie, vacances, congés sociaux et autres avantages (701, 702, 703)	-	-	-	-	-	-	-	-	-	-	13
14	<b>Total de la masse salariale et des avantages sociaux</b>	-	<b>4,938,228</b>	<b>15,485,414</b>	<b>143,026</b>	<b>550,345</b>	<b>1,048,726</b>	<b>1,253,456</b>	-	-	<b>23,419,195</b>	<b>14</b>
15	Frais pour congés sabbatiques et d'études (705)	-	-	8,217	-	-	-	-	-	-	8,217	15
16	Stagiaires postdoctoraux (706)	-	13,409	3,224,573	-	-	3,408	-	-	-	3,241,390	16
17	Formation et perfectionnement (710)	-	148,549	313,803	-	233	3,824	5,850	-	-	472,258	17
18	Frais de déplacement et de représentation (715, 720, 725, 730)	-	290,354	608,332	155,019	67,000	7,299	115,817	-	-	1,243,822	18
19	Bourses (735)	-	4,197,689	15,106,249	-	73,820	6,900	4,359,951	-	-	23,744,608	19
20	Subventions, cotisations et transferts (740, 871, 872)	-	101,275	109,445	25,000	3,373	75,796	59,492	-	-	374,381	20
21	Fournitures et matériel (745)	-	234,009	4,356,960	1,054,135	672	37,116	63,103	-	-	5,745,995	21
22	Coûts des marchandises vendues (755)	-	-	5,730	-	-	-	-	-	-	5,730	22
23	Frais de services (760, 765, 770, 775, 780, 785, 790, 795, 800)	-	316,619	2,987,830	201,006	2,191,161	12,653	349,563	319,468	-	6,378,301	23
24	Volumes et périodiques (750)	-	18,670	57,012	122,631	-	-	-	-	-	198,313	24
25	Charges reliées aux terrains et aux bâtiments (805, 810, 815, 820, 826)	-	135	22,489	-	-	3,582	772	-	-	26,978	25
26	Location de locaux et de bâtiments (840, 845)	-	47,053	39,300	-	-	-	-	-	-	86,353	26
27	Location exploitation (830)	-	15,674	181,808	-	-	673	-	-	-	198,156	27
28	Transfert de coûts indirects (865)	-	-	2,193,118	-	-	-	-	-	-	2,193,118	28
29	Pertes sur vente de placements (886)	-	-	-	-	-	-	-	-	-	-	29
30	Biens sous le seuil de capitalisation (892)	-	-	-	-	-	-	-	-	-	-	30
31	Biens de nature non capitalisable (893)	-	(0)	(0)	-	-	-	-	-	-	(0)	31
32	Frais bancaires et charges d'intérêts (850, 851, 852, 853)	-	-	-	-	-	-	-	-	-	-	32
33	Intérêts relatifs aux avances interfonds (855)	-	-	-	-	-	-	-	-	-	-	33
34	Autres charges (860, 870)	-	1,355,129	4,987,398	41,394	1,357,882	88,743	130,473	-	-	7,961,018	34
35	<b>Total des charges autres</b>	-	<b>6,738,565</b>	<b>34,202,264</b>	<b>1,599,185</b>	<b>3,694,140</b>	<b>12,653</b>	<b>576,905</b>	<b>5,054,926</b>	-	<b>51,878,638</b>	<b>35</b>
36	Ventes internes (878)	-	-	-	-	-	-	-	-	-	-	36
37	Achats internes (711, 716, 721, 726, 731, 746, 751, 761, 776, 796, 801, 806, 811, 821, 827, 831, 841, 846, 873, 894, 895)	-	-	-	-	-	-	-	-	-	-	37
38	Gains et pertes latents (879)	-	-	-	-	-	-	-	-	-	-	38
39	<b>Total des autres charges incluant les gains et pertes latents ainsi que les ventes et les achats internes</b>	-	<b>6,738,565</b>	<b>34,202,264</b>	<b>1,599,185</b>	<b>3,694,140</b>	<b>12,653</b>	<b>576,905</b>	<b>5,054,926</b>	-	<b>51,878,638</b>	<b>39</b>
40	<b>TOTAL DES CHARGES</b>	-	<b>11,676,793</b>	<b>49,687,678</b>	<b>1,742,211</b>	<b>4,244,485</b>	<b>12,653</b>	<b>1,625,630</b>	<b>6,308,383</b>	-	<b>75,297,832</b>	<b>40</b>

	Sommes comptabilisées au fonds de fonctionnement	Sommes comptabilisées au fonds avec restrictions	Sommes comptabilisées au fonds d'immobilisations	Sommes en Fiducie	Total	Montant selon calculs définitifs	Écart
	1	2	3	4	5 = 1 + 2 + 3 + 4	6	7 = 5 - 6
1 Subvention générale						\$	0
2 Allocations relatives aux nombres de grades universitaires						\$	0
3 Frais indirects de la recherche subventionnée						\$	0
4 Subvention de transition - FIR						\$	0
5 Subvention de recherche - FIR						\$	0
6 Location de locaux						\$	0
7 Soutien à l'enseignement médical						\$	0
8 Soutien à l'insertion professionnelle						\$	0
9 Soutien et complément aux bibliothèques et à l'accès aux équipements informatiques pour les étudiants						\$	0
10 Services aux étudiants						\$	0
11 Soutien à l'intégration des personnes handicapées, des communautés autochtones et fonds des services aux collectivités						\$	0
12 Reconfiguration de l'offre de formation						\$	0
13 Subvention de contrepartie						\$	0
14 Programmes études-travail pour les étudiants étrangers						\$	0
15 Saines habitudes de vie						\$	0
16 Aide aux universités de taille modeste sises en région						\$	0
17 Programme de mobilité internationale						\$	0
18 Autres projets						\$	0
19 Compte à payer de 53 M\$						\$	0
Gouvernance et perfectionnement de la fonction publique						\$	0
21 Allocation particulière pour la médecine						\$	0
22 Collaboration entre les universités et les collèges						\$	0
23 Soutien, bourses d'enseignement et renouvellement du corps professoral en génie et en administration						\$	0
24 Aide à la formation des maîtres						\$	0
25 Formation d'appoint aux immigrants						\$	0
26 Démarrage de certains programmes en sciences de la santé						\$	0
27 Redistribution de l'écart de financement en 08-09 et ajustement transitoire - déréglementation						\$	0
28 Autres ajustements particuliers						\$	0
29 Programme de bourses pour de courts séjours à l'extérieur du Québec						\$	0
30 Sommes accordées pour des activités para-universitaires						\$	0
31 Bourses aux diplômés en sciences infirmières						\$	0
32 Aide au siège social de l'Université du Québec						\$	0
33 Réinvestissement provincial annoncé en 2006						\$	0
34 Estimation effectif 2010-2011						\$	0
35 Ajustement recomptage 2009-2010						\$	0
36 Ajustement recomptage 2008-2009						\$	0
37 Ajustement recomptage 2007-2008						\$	0
38 Impacts compression						\$	0
39 Récupération des sommes non dépensées (chantiers)						\$	0
40 Total apparaissant aux calculs définitifs du MELS		\$	\$	\$	\$	\$	\$
41 Ajustements (donnez la description):						-	-
42						\$	-
43						\$	-
44						\$	-
45 Ajustements effectués par le Siège Social de l'UQ (complétez Annexe 6)	13,022,381	0	0	0	13,022,381	-	-
46						\$	-
47 Autres ajustements (complétez Annexe 6)	0	0	0	0	0	-	-
48 Total des subventions comptabilisées	\$ 13,022,381	\$ -	\$ -	\$ -	\$ 13,022,381	-	-

Ne pas compléter

**Ne pas compléter**

**Université Concordia**  
**Produits reportés**  
**Exercice 2021-2022**  
**en \$**

**Annexe 7**

	<b>Fonds de fonctionnement</b>	<b>Fonds avec restrictions</b>	<b>Fonds d'immobilisations</b>	<b>Fonds de dotation</b>	<b>Autres fonds</b>
	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1 Droits de scolarité institutionnels (trimestre été)			s.o.	s.o.	
2 Forfaitaires des étudiants étrangers (trimestre été)			s.o.	s.o.	
3 Forfaitaires des étudiants canadiens non-résidents (trimestre été)			s.o.	s.o.	
4 Activité de recherche			s.o.	s.o.	
5 Frais de confirmation et autres dépôts étudiants	37,271,935		s.o.	s.o.	
6 Droit de scolarité institutionnels	2,431,810		s.o.	s.o.	
7 Subvention du Ministère - Programme de mobilité internationale	1,111,641		s.o.	s.o.	
8 Subvention du Ministère - Soutien aux membres des communautés a	725,382		s.o.	s.o.	
9 Droit de scolarité - Programme autofinancés	613,516		s.o.	s.o.	
10 Droit de scolarité- formation continue	259,736		s.o.	s.o.	
11 Subvention du Ministère - Reconnaissance des acquis et compétences	234,526		s.o.	s.o.	
12 Subvention du Ministère - Plan d'action pour la réussite	207,737		s.o.	s.o.	
13 Autre revenu reporté	177,693		s.o.	s.o.	
14 Subvention du Ministère - Plan de lutte pour les violences	147,394		s.o.	s.o.	
15 Subvention du Ministère - Soutien aux établissements d'enseigne	95,850		s.o.	s.o.	
16 Subvention du Ministère - Fierté en hiver	7,392		s.o.	s.o.	
17			s.o.	s.o.	
18			s.o.	s.o.	
19			s.o.	s.o.	
<b>Total</b>	<b>43,284,612</b>	<b>-</b>	<b>s.o.</b>	<b>s.o.</b>	<b>-</b>

**Université Concordia**  
**Affectations internes des soldes de fonds**  
**Exercice 2021-2022**  
**en \$**

	Nature de l'affectation (Seuil de signification de 50 000\$)	Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation - Capital 4	Fonds de dotation - Produits nets non distribués 5	Autres fonds 6
1	Projets Institutionnels	29,451,896					
2	Services aux étudiants et à la communauté	18,093,797					
3	Fonds de développement professionnel	4,524,237					
4	Autres	(218,450)					
5	Recherche financée par les frais généraux	18,504,970					
6	Infrastructure des unités en recherche	5,180,007					
7	Projets d'Immobilisations et technologies de l'information	1,016,474					
8	Fonds d'immobilisations - fonds d'amortissement			79,611,713			
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
20							
21							
22							
23							
24							
25							
26							
27							
28	Montant en bas du seuil de 50 000 \$						
29							
30	<b>Total des affectations des soldes de fonds</b>	<b>76,552,931</b>	<b>-</b>	<b>79,611,713</b>	<b>-</b>	<b>-</b>	<b>-</b>

**Université Concordia**  
**Détail Autres actifs - Autres passifs**  
**Exercice 2021-2022**  
**en \$**

Annexe 9

Seuil de signification de 50 000\$

Informations additionnelles sur les autres actifs						
#	Autres actifs	Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation 4	Autres fonds 5
1	Instruments financiers dérivés					
2						
3						
4						
5						
6						
7						
8						
9						
10						
11						
12						
13	Montants en bas du seuil de 50 000 \$					
14						
15	<b>TOTAL <sup>(1)</sup></b>	-	-	-	-	-

Seuil de signification de 50 000\$

Informations additionnelles sur les autres passifs						
#	Autres passifs	Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation 4	Autres fonds 5
16	Swaps de flux trésorerie					
17	Instruments financiers dérivés					
18	Apports reportés					12,750,828
19						
20						
21						
22						
23						
24						
25						
26						
27						
28						
29	Montants en bas du seuil de 50 000 \$					
30						
31	<b>TOTAL <sup>(2)</sup></b>	-	-	-	-	12,750,828

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

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

Université Concordia  
 Détail Autres produits - Autres charges  
 Exercice 2021-2022  
 en \$

		Fonds de Fonctionnement			Fonds avec restrictions		Fonds d'immobilisations		Fonds de dotation		Autres fonds	
		Ventes aux étudiants Fonction enseignement	Autres produits	Autres charges	Autres produits	Autres charges	Autres produits	Autres charges	Autres produits	Autres charges	Autres produits	Autres charges
		1	2	3	4	5	6	7	8	9	10	11
Seuil de signification de 50 000\$												
1	Récupérations de salaires ou prêts de service	---		---								
2	Créances douteuses	---		380,407		72,252						
3	Programme de carte affinity		430,081									
4	Loyers commerciaux et recouvrement de frais		3,416,164									
5	Honoraires		64,486	390,999								
6	Frais-Services aux étudiants				803,149							
7	Autres		28,414	(331,245)	45,111	221,756						
8	Royautés			287,330								
9	Remise de soldes non utilisés					1,667,837						
10	Inter-Universités et Agences					5,708,632						
11	Redistribution des frais indirects			(5,695)		5,695						
12	Recouvrement de salaires											
13	-Programme étude-travail			(21,491)		21,491						
14	-Rémission de cours			(121,515)		121,515						
15	Recouvrement de dépenses:											
16	Support à la recherche			(141,840)		141,840						
17												
18												
19												
20												
21												
22												
23												
24												
25												
26												
27												
28												
29	<b>Total</b>	-	3,939,145	436,950	848,260	7,961,018	-	-	-	-	-	-



**Université Concordia**  
**Redressements des soldes de fonds**  
**Exercice 2021-2022**  
**en \$**

Annexe 11

		Solde de fonds Fonds de fonctionnement 1	Solde de fonds Fonds avec restrictions 2	Solde de fonds Fonds d'immobilisations 3	Solde de fonds Fonds de dotation 4	Solde de fonds Autres fonds 5
1	Provision pour vacances courues des années antérieures (compte 306)	-	-	-	-	-
2	Provision pour avantages sociaux futurs (compte 307)	-	---	---	---	---
3	Autres redressements des années antérieures (compte 308) <sup>1</sup>	-	-	-	-	-
<b>4</b>	<b>Total des redressements des soldes de fonds</b>	-	-	-	-	-
5	<b>Précision "Autres redressements des années antérieures" (compte 308)</b>					
6						
7						
8						
9						
10						
11						
12	<b>Résiduel "Autres redressements des années antérieures" à précier</b>	-	-	-	-	-

AVANCES INTERFONDS DU		VERS					Total des avances aux autres fonds 6
		Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation 4	Autres fonds 5	
1	Fonds de fonctionnement				-	-	-
2	Fonds avec restrictions	14,618,484		102,221,175	-	-	116,839,659
3	Fonds d'immobilisations	-	-		-	-	-
4	Fonds de dotation	139,045,422	-	-		-	139,045,422
5	Autres fonds	12,801,094	-	-	-		12,801,094
6	<b>Total des avances reçues d'autres fonds</b>	<b>166,465,000</b>	<b>-</b>	<b>102,221,175</b>	<b>-</b>	<b>-</b>	<b>268,686,175</b>

VIREMENTS INTERFONDS <sup>Notes 1 et 2</sup> DU		VERS					Total des virements vers d'autres fonds 6
		Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Fonds de dotation 4	Autres fonds 5	
7	Fonds de fonctionnement		280,071	22,114,736			22,394,807
8	Fonds avec restrictions			564			564
9	Fonds d'immobilisations						-
10	Fonds de dotation						-
11	Autres fonds						-
12	<b>Total des virements reçus d'autres fonds</b>	<b>-</b>	<b>280,071</b>	<b>22,115,300</b>	<b>-</b>	<b>-</b>	<b>22,395,371</b>

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

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

Université Concordia  
 Informations additionnelles sur les virements interfonds  
 Exercice 2021-2022  
 en \$

Annexe 12 a

Seuil de signification de 100 000\$

Informations additionnelles sur les virements du fonds de fonctionnement							
#	Description du projet	Vers le fonds avec restrictions	Vers le fonds d'immobilisations	Vers le fonds de dotation	Vers d'autres fonds	Total	Participation (subvention) du Ministère si connue (3)
1	contribution à des projets de rénovations ou de construction majeurs		1,068,842			1,068,842	
2	contribution de l'intérêt sur la dette à long terme		17,702,126			17,702,126	
3	contribution pour l'achat d'équipements		3,343,767			3,343,767	
4	contribution à des projets spécifiques de l'Université	280,071				280,071	
5						-	
6						-	
7						-	
8						-	
9						-	
10						-	
11						-	
12						-	
13						-	
14	<b>Total <sup>(1)</sup></b>	<b>280,071</b>	<b>22,114,736</b>	<b>-</b>	<b>-</b>	<b>22,394,807</b>	<b>-</b>

Seuil de signification de 100 000\$

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

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

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

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

	Nature des faits et des opérations en cause	Numéro de compte dans lequel est comptabilisé l'élément extraordinaire	Fonds de fonctionnement	Fonds avec restrictions	Fonds d'immobilisations	Fonds de dotation	Autres fonds
			1	2	3	4	5
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							
11							
12							
13							
14							
15							
16							
17							
18							
20	Total des éléments extraordinaires		0	0	0	5	0

**Ne pas compléter**

**Université Concordia**  
**Avantages sociaux**  
**Exercice 2021-2022**  
**en \$**

Annexe 14

	<b>Composition des avantages sociaux</b>	<b>Fonds de fonctionnement 1</b>	<b>Fonds avec restrictions 2</b>	<b>Autres fonds 3</b>	<b>Total 4</b>
1	Régime de retraite de l'université	30,196,163	1,498,680		31,694,844
2	Régie des rentes du Québec	13,891,678	689,465		14,581,143
3	Régime québécois d'assurance parentale	2,018,324	100,172		2,118,496
4	Fonds des services de santé (FSS)	15,503,448	769,459		16,272,907
5	Commission des normes de l'équité de la santé et de la sécurité du travail - CNESST	1,538,862	76,376		1,615,238
6	Assurance-emploi	3,939,192	195,508		4,134,699
7	Assurance-vie	1,310,116	65,023		1,375,139
8	Assurance santé et salaire	9,854,867	489,112		10,343,978
9	Exonération des droits de scolarité	474,792	23,565		498,357
10	Cotisation pour déficit actuariel du régime de retraite	4,305,691	213,698		4,519,389
11	Autres avantages sociaux				-
<b>12</b>	<b>TOTAL</b>	<b>83,033,133</b>	<b>4,121,057</b>	<b>-</b>	<b>87,154,190</b>

	<b>Ratio des avantages sociaux sur la masse salariale par fonds</b>	<b>Fonds de fonctionnement 1</b>	<b>Fonds avec restrictions 2</b>	<b>Autres fonds 3</b>	<b>Total 4</b>
13	Masse salariale <sup>1</sup> (900 à 906), (910 à 916), (920 à 926), (930 à 936), (940 à 946), (950 à 956), (960 à 966), (970 à 976), (980 à 986), et (997 à 998)	355,420,385	19,298,138	-	374,718,523
14	Ratio (Avantages sociaux /Masse salariale, en %)	23%	21%		23%

Note 1 : La masse salariale de la ligne 13 est présentée au brut, c'est-à-dire qu'elle n'est pas diminuée du montant des salaires capitalisables transférés au fonds des immobilisations.

Université Concordia  
 Détail des charges Soutien institutionnel (terrains et bâtiments)  
 Fonds de fonctionnement  
 Exercice 2021-2022  
 en \$

Annexe 15

	Direction 1	Sécurité 2	Entretien ménager et gestion des produits dangereux 3	Entretien courant et réparations mineures 4	Autres 5	TOTAL 6		
1	Masse salariale						1	
2	Direction	719,385	82,698	72,267	103,000	977,350	2	
3	Gérance	185,679	226,606	156,328	1,080,917	2,326,373	3	
4	Enseignants-chercheurs	-	-	-	-	-	4	
5	Chargés de cours	-	-	-	-	-	5	
6	Personnel associé à l'enseignement et à la recherche	-	-	-	(0)	(0)	6	
7	Personnel auxiliaire à l'enseignement et à la recherche	-	-	-	-	-	7	
8	Personnel professionnel non enseignant	1,713,205	494,393	898,210	812,326	4,891,348	8	
9	Personnel de soutien technique	120,273	-	163,038	26,082	378,462	9	
10	Personnel de soutien bureau	509,911	413,025	122,334	61,850	1,946,715	10	
11	Personnel de métier et ouvrier	68,207	-	69,013	5,112,293	6,065,884	11	
12	Avantages sociaux (700)	596,156	283,008	341,251	1,693,005	3,734,597	12	
13	Heures supplémentaires, maladie, vacances, congés sociaux et autres avantages (701, 702, 703)	582,019	(69,367)	162,288	111,007	1,029,958	13	
<b>14</b>	<b>Total de la masse salariale et des avantages sociaux</b>	<b>4,494,835</b>	<b>1,430,364</b>	<b>1,984,729</b>	<b>9,000,479</b>	<b>4,440,281</b>	<b>14</b>	
15	Frais pour congés sabbatiques et d'études (705)	-	-	-	-	-	15	
16	Stagiaires postdoctoraux (706)	-	-	-	-	-	16	
17	Formation et perfectionnement (710)	111,443	2,287	1,596	654	119,509	17	
18	Frais de déplacement et de représentation (715, 720, 725, 730)	46,815	3,353	4,418	138	67,910	18	
19	Bourses (735)	-	-	-	-	-	19	
20	Subventions, cotisations et transferts (740, 871, 872)	20,063	742	1,673	9,198	37,816	20	
21	Fournitures et matériel (745)	24,732	212,634	167,134	448,029	945,627	21	
22	Coûts des marchandises vendues (755)	-	-	-	-	-	22	
23	Frais de services (760, 765, 775, 780, 785, 790, 795, 800)	219,392	6,119,386	4,700,610	1,298,561	15,535,402	23	
24	Volumes et périodiques (750)	143	-	-	1,322	1,465	24	
25	Charges reliées aux terrains et aux bâtiments (805, 810, 815, 820, 826)	-	5,967	90,280	9,327,768	9,447,918	25	
26	Location de locaux et de bâtiments (840, 845)	-	-	-	-	3,241,924	3,241,924	26
27	Location-exploitation (830)	-	2,558	-	9,567	844,651	856,775	27
28	Pertes sur vente de placement (886)	-	-	-	-	-	-	28
29	Biens sous le seuil de capitalisation (892)	-	-	-	-	-	-	29
30	Biens de nature non capitalisable (893)	-	-	-	-	-	-	30
31	Frais bancaires et charges d'intérêts (850, 851, 852, 853)	-	-	-	-	-	-	31
32	Intérêts relatifs aux avances interfonds (855)	-	-	-	-	-	-	32
33	Mauvaises créances (860)	-	-	-	-	-	-	33
34	Autres charges (870)	-	-	-	-	-	-	34
<b>35</b>	<b>Total des autres charges</b>	<b>422,588</b>	<b>6,346,926</b>	<b>4,965,712</b>	<b>11,095,236</b>	<b>7,423,883</b>	<b>30,254,346</b>	<b>35</b>
36	Ventes internes (878)	-	-	-	-	-	-	36
37	Achats internes (711, 716, 721, 726, 731, 746, 751, 761, 776, 796, 801, 806, 811, 821, 827, 831, 841, 846, 873, 881, 894, 895)	-	-	-	-	-	-	37
38	Gains et pertes latents (879)	-	-	-	-	-	-	38
<b>39</b>	<b>Total des autres charges incluant les gains et pertes latents ainsi que les ventes et les achats internes</b>	<b>422,588</b>	<b>6,346,926</b>	<b>4,965,712</b>	<b>11,095,236</b>	<b>7,423,883</b>	<b>30,254,346</b>	<b>39</b>
<b>40</b>	<b>Total des charges</b>	<b>4,917,423</b>	<b>7,777,290</b>	<b>6,950,442</b>	<b>20,095,716</b>	<b>11,864,164</b>	<b>51,605,034</b>	<b>40</b>

	Immobilisations brutes au début de l'année	Acquisitions de l'année						Total des acquisitions de l'année	Solde à reporter
		Financé par le gouvernement du Québec	Fonds de fonctionnement	Fonds avec restriction	Fonds de dotation	Autres fonds, Fondations et dons	Autres sources		
	1	2	3	4	5	6	7	8	9
1 Projets en cours	0							-	0
2 Terrains	68,138,811						9,852,582	9,852,582	77,991,393
3 Aménagement de terrains	4,312,251							-	4,312,251
4 Bâtiments	680,052,197		873,429				19,702,034	20,575,462	700,627,659
5 Bâtiments - construction prestigieuse	-							-	-
6 Améliorations majeures aux bâtiments	414,149,436	10,363,876	545,651	376,598		561	12,593,932	23,880,618	438,030,054
7 Améliorations locatives	14,878,136						2,191,106	2,191,106	17,069,242
8 Équipements informatiques	12,271,127	700,280	145,817	17,239			2,346,277	3,209,614	15,480,740
9 Équipements de communication multimédia	9,750,325	265,818					817,645	1,083,463	10,833,788
10 Mobilier et équipement de bureau	8,113,950	425,341			8,448		1,425,708	1,859,497	9,973,448
11 Autres équipements	21,338,394	190,870	14,757	73,058			478,212	756,896	22,095,290
12 Équipements spécialisés liés à l'enseignement et à la recherche	62,354,461		85,069	309,315		225,000	2,449,409	3,068,794	65,423,254
13 Documents de bibliothèques	45,104,321				12,258		6,870,595	6,882,853	51,987,174
14 Manuels pédagogiques	-							-	-
15 Matériels roulants	529,350						11,943	11,943	541,293
16 Réseaux de télécommunications	-							-	-
17 Biens loués en vertu d'un contrat de location-acquisition	963,041							-	963,041
18 Autres actifs corporels (note A)	-							-	-
19 Actifs non amortissables	4,116,613							-	4,116,613
20 Logiciels (note B)	5,742,831		19,946	50,702		1,164,510	1,634,632	2,869,789	8,612,621
21 Développements informatiques (note B)	78,962,926	10,992,486					6,972,087	17,964,573	96,927,499
22 Autres actifs incorporels	0	0						-	0
<b>23 TOTAL</b>	<b>1,430,778,170</b>	<b>22,938,671</b>	<b>1,684,670</b>	<b>826,912</b>	<b>20,706</b>	<b>1,390,071</b>	<b>67,346,160</b>	<b>94,207,190</b>	<b>1,524,985,360</b>

## Annexe 16 (suite)

	Solde reporté	Vente ou radiation d'actifs (crédit)	Virements débit (crédit)	Immobilisations brutes à la fin de l'année	Amortissement accumulé				Immobilisations nettes à la fin de l'année
					Solde au début de l'année	Plus amortissement	Moins annulation	Solde à la fin de l'année	
24 Projets en cours	0			0	-			-	0
25 Terrains	77,991,393			77,991,393	-	0	0	-	77,991,393
26 Aménagement de terrains	4,312,251		1,386,052	5,698,303	1,603,182	215,623	-165,843	1,984,649	3,713,654
27 Bâtiments	700,627,659	-5,784,975	-1,386,052	693,456,632	220,090,774	14,008,831	12,238,707	221,860,898	471,595,734
28 Bâtiments - construction prestigieuse	-			-	-	0	0	-	-
29 Améliorations majeures aux bâtiments	438,030,054	57,566		438,087,620	131,401,372	14,261,843	-6,345,455	152,008,669	286,078,951
30 Améliorations locatives	17,069,242			17,069,242	537,457	742,142	0	1,279,599	15,789,643
31 Équipements informatiques	15,480,740	-3,568,232		11,912,509	6,778,634	3,442,273	3,568,232	6,652,675	5,259,834
32 Équipements de communication multimédia	10,833,788	-1,676,151		9,157,636	5,121,392	1,740,881	1,676,151	5,186,122	3,971,514
33 Mobilier et équipement de bureau	9,973,448	-1,008,226		8,965,222	4,196,476	1,637,866	1,008,226	4,826,116	4,139,105
34 Autres équipements	22,095,290	-5,773,569		16,321,722	13,914,078	1,065,081	5,773,569	9,205,589	7,116,132
35 Équipements spécialisés liés à l'enseignement et à la recherche	65,423,254	-4,238,535		61,184,720	24,380,322	5,346,750	4,238,535	25,488,537	35,696,183
36 Documents de bibliothèques	51,987,174	-3,511,418		48,475,756	22,865,499	4,556,139	3,511,418	23,910,220	24,565,536
37 Manuels pédagogiques	-	0		-	-	0	0	-	-
38 Matériels roulants	541,293	-206,801		334,492	362,966	66,899	206,801	223,064	111,428
39 Réseaux de télécommunications	-	0		-	-	0	0	-	-
40 Biens loués en vertu d'un contrat de location-acquisition	963,041	-963,041		(0)	963,041	0	963,041	-	(0)
41 Autres actifs corporels (note A)	-	0		-	-	0	0	-	-
42 Actifs non amortissables	4,116,613	0		4,116,613	-	0	0	-	4,116,613
43 Logiciels (note B)	8,612,621	-1,547,657		7,064,964	3,041,272	1,914,505	1,547,657	3,408,120	3,656,844
44 Développements informatiques (note B)	96,927,499			96,927,499	22,706,704	5,216,172	0	27,922,875	69,004,624
45 Autres actifs incorporels	0			0	0		0	0	(0)
<b>46 TOTAL</b>	<b>1,524,985,360</b>	<b>(28,221,038)</b>	<b>-</b>	<b>1,496,764,322</b>	<b>457,963,170</b>	<b>54,215,004</b>	<b>28,221,038</b>	<b>483,957,136</b>	<b>1,012,807,187</b>

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

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



**Université Concordia**  
**Salaire moyen par catégorie de personnel**  
**Exercice 2021-2022**  
**en \$**

**Annexe 17**

CATÉGORIES DE PERSONNEL		PERSONNEL RÉGULIER	PERSONNEL NON RÉGULIER
1	Direction	178,816 \$	0 \$
2	Gérance	108,904 \$	0 \$
3	Enseignants-chercheurs	129,812 \$	69,833 \$
4	Auxiliaires à l'enseignement et à la recherche	0 \$	15,544 \$
5	Associés à l'enseignement et à la recherche	0 \$	46,671 \$
6	Professionnel non enseignant	90,178 \$	70,655 \$
7	Soutien technique	72,247 \$	40,594 \$
8	Soutien de bureau	62,365 \$	37,219 \$
9	Métiers et ouvriers	60,257 \$	38,889 \$
		<b>VALEUR MOYENNE D'UNE CHARGE DE 3 CRÉDITS</b>	
10	Chargés de cours	9,896 \$	

Frais institutionnels obligatoires (FIO) et autres frais facturés aux étudiants <sup>(note1)</sup>

Exercice 2021-2022

Ensemble des fonds

en \$

No ligne	Comptes des frais institutionnels obligatoires	1 Revenus FIO
1	Frais d'admission (447)	5,098,441
2	Frais d'inscription (448)	1,944,037
3	Frais technologiques (449)	4,976,601
4	Frais de droits d'auteur (451)	407,080
5	Frais de rédaction de thèses ou de mémoires et frais de polongation (452)	599,053
6	Frais spécifiques à certains cours ou programmes (453)	-
7	Frais de diplomation et relevés de notes (454)	33,749
8	Services aux étudiants (456)	14,906,289
9	Autres frais institutionnels obligatoires facturés aux étudiants (457)	10,892,250
<b>10</b>	<b>Total pour les frais institutionnels obligatoires <sup>(2)</sup></b>	<b>38,857,501</b>
11	<b>Explications «Autres frais institutionnels obligatoires facturés aux étudiants (457)» (si 10% ou plus du total) :</b>	<b>28%</b>
12	Frais d'administration	
13		
14		

No ligne	Frais institutionnel obligatoire perçu à titre de fiduciaire ou mandataire	FIO perçus
15	Primes relatives à certaines assurances obligatoires	5,603,514
16	Frais pour le transport en commun (FIO)	
<b>17</b>	<b>Total des FIO perçus à titre de fiduciaire ou mandataire</b>	<b>5,603,514</b>

No ligne	Comptes des autres frais facturés aux étudiants (Non FIO)	Revenus Non FIO
18	Pénalités, retards et révision de notes (458)	1,526,108
19	Dons et campagnes de financement (459) <sup>(3)</sup>	-
20	Ventes de notes de cours (462)	-
21	Vente ou locations de matériel ou d'équipements (463)	-
22	Reconnaissance des acquis (464)	-
23	Autres frais facturés aux étudiants (467)	1,416,620
<b>24</b>	<b>Total pour les autres frais facturés aux étudiants (Non FIO) <sup>(4)</sup></b>	<b>2,942,728</b>
25	<b>Explications «Autres frais facturés aux étudiants (467)» (si 10% ou plus du total) :</b>	<b>48%</b>
26	Services aux étudiants:	
27	Envoi postal, réplique de diplôme, report d'examen/médical, frais d'obtention du diplôme, réévaluation de cours,	
28	frais d'achèvement tardif, lettre d'attestation, dossier d'étudiant et frais de relevé de notes.	

29	Total des nouveaux apports reçus pour les dons et campagnes de financement	
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No ligne	Autres frais perçus à titre de fiduciaire ou mandataire	Autres frais perçus
30	Primes relatives aux assurances des étudiants étrangers	11,493,923
31	Primes relatives aux assurances non obligatoires	
32	Dons et campagnes de financement (exclus du compte 459)	
33	Cotisations aux associations étudiantes	9,958,403
34	Frais pour le transport en commun (Non FIO)	
<b>35</b>	<b>Total pour les autres frais perçus à titre de fiduciaire ou mandataire</b>	<b>21,452,326</b>

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

Note 2: Le total inscrit à la ligne 10 de la colonne 1 correspond au total inscrit à la ligne 8 de la colonne 7 à la page 2 du SIFU.

Note 3: Ce revenu correspond à la portion de l'apport qui a été comptabilisée dans les produits de la période. Le montant total de l'apport reçu dans la période doit être inscrit à la ligne 2

Note 4: Le total inscrit à la ligne 24 de la colonne 1 correspond au total inscrit à la ligne 9 de la colonne 7 à la page 2 du SIFU.

Informations nécessaires aux fins d'analyse de l'octroi de la subvention conditionnelle <sup>(note 1)</sup>

Exercice 2021-2022

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	Fonds de fonctionnement <sup>(note 2)</sup>	
	2020-2021	2021-2022
<b>Solde de fonds au début aux fins de la subvention conditionnelle (note 3) (1)</b>	<b>(31,049,953)</b>	<b>(22,284,519)</b>
Produits (2) (Report automatique de l'évolution du solde de fonds)	529,393,476	589,546,518
Charges (3) (Report automatique de l'évolution du solde de fonds)	518,144,492	558,320,583
<b>Excédent (insuffisance) des produits par rapport aux charges (4) = (2) - (3)</b>	<b>11,248,984</b>	<b>31,225,935</b>
Virements du fonds de fonctionnement vers d'autres fonds (5) (Report automatique de l'évolution du solde de fonds)	23,467,611	22,394,807
Virements des autres fonds vers le fonds de fonctionnement (6) (Report automatique de l'évolution du solde de fonds)	-	-
Annulation des coûts des avantages sociaux futurs (7) (compte 704 du SIFU)	4,959,100	(2,133,600)
Annulation des gains (-) et pertes latents (8) (Compte 879 du SIFU)	-	-
Annulation des impacts financiers de la COVID 19 (note 4) (9)	16,024,960	6,171,904
Annulation des revenus relatifs au décret du 24 mars 2010 (10) (Établissements de l'Université du Québec seulement)		
<b>Résultats annuels ajustés aux fins de la subvention conditionnelle (11) = (4) - (5) + (6) + (7) + (8) + (9) + (10)</b>	<b>8,765,434</b>	<b>12,869,432</b>
<b>Solde de fonds à la fin aux fins de la subvention conditionnelle avant ajustements du Ministère (12) = (1) + (11)</b>	<b>(22,284,519)</b>	<b>(9,415,087)</b>
Ajustements après révision <sup>(note 5)</sup> (13)		
<b>Solde de fonds à la fin aux fins de la subvention conditionnelle (14) = (12) + (13)</b>	<b>(22,284,519)</b>	<b>(9,415,087)</b>
<b>Conciliation solde de fonds à la fin aux fins de la subvention conditionnelle par rapport au solde de fonds tel qu'établi aux états financiers audités <sup>(note 3)</sup></b>		
Annulation ajustements cumulés aux fins de la subvention conditionnelle (15) = - (7) - (8) - (9) - (10) cumulés	(175,770,560)	(179,808,864)
Redressements des années antérieures cumulés (16)	(132,529,778)	(132,529,778)
Réévaluation et autres éléments régimes de retraite cumulé (17)	144,370,219	135,545,219
<b>Solde de fonds tel qu'établi aux états financiers audités (18) = (14) + (15) + (16) + (17)</b>	<b>(186,214,638)</b>	<b>(186,208,510)</b>

Note 1: Voir la règle budgétaire 5.8 (2021-2022).

Note 2 : Seulement les montant de l'année courante aux lignes 10 et 11 doivent être saisis manuellement.

Note 3 : Solde de fonds aux fins de la subvention conditionnelle à partir du solde du fonds de fonctionnement au 30 avril 2010.

Note 4 : Impacts financiers rapportés par les établissements au ministère dans le formulaire de recensement des coûts liés à la COVID-19 pour l'année courante.

Note 5 : Les ajustements après révision seront inscrits par le Ministère au besoin.

Note # 1: Ventilation du compte n° 430 - Produits non gouvernementaux

	Fonds de fonctionnement	Fonds avec restrictions	Fonds d'immobilisations	Fonds de dotation	Autres fonds
Dons en espèce	503,701	7,631,051	2,148,646		383,542
Dons en nature			799,222		
Autres (Il faut préciser. Si le nombre de lignes est insuffisant, il faut aviser le Ministère)	---	---	---	---	---
Autre 1 Subventions de l'industrie		5,514,880			
Autre 2 Autres subventions	467,000	3,963,754	313,000		
Autre 3 Commandites	445,810				45,246
Autre 4 Contrats commerciaux et industriels	129,384				
Autre 5					
Autre 6					
Autre 7					
Autre 8					
Autre 9					
Autre 10					
<b>Total</b>	<b>1,545,894</b>	<b>17,109,685</b>	<b>3,260,868</b>	<b>-</b>	<b>428,788</b>

Note # 2: Ventilation des comptes 015 et 210

	Compte 015	Compte 210
2021-2022 (T)		1,336,882
2020-2021 (T-1)		
2019-2020 (T-2)		

Note # 3: Portion des dépenses financées par les subventions du Ministère (enveloppes MAO-TIC<sup>1</sup> et PQI<sup>2</sup>)

	Fonds de fonctionnement	Fonds d'immobilisations
Biens sous le seuil de capitalisation (892)		
Biens de nature non capitalisable (893)		8,294,253

<sup>1</sup> Matériel, appareils, outillage, technologie de l'information et de la communication.

<sup>2</sup> Plan quinquennal d'investissement

Note # 4: Limite maximale d'emprunt temporaire utilisé mensuellement au cours de la période du 1er juin 2021 au 31 mai 2022

	Limite maximale utilisée											
	juin	juillet	août	septembre	octobre	novembre	décembre	janvier	février	mars	avril	mai
<b>2021-2022</b>	187,206,550	197,253,500	214,621,000	190,914,314	164,115,900	169,271,550	192,703,000	192,703,000	133,305,000	167,606,500	210,095,000	133,480,607

Note # 5: Utilisation des sommes allouées pour le soutien à l'intégration des personnes en situation de handicap (Règle 2.1.4 des Règles budgétaires des universités)

		solde de début 30 avril 2021	Allocations	Utilisation	Ajustement	solde de fin 30 avril 2022
<b>2021-2022</b>	Volet 1	2,616,061	1,476,531	1,037,909		<b>3,054,683</b>
	Volet 2	628,796	236,031	212,901		<b>651,926</b>

**Ne pas compléter**

Université Concordia  
Continuité des apports reportés - Gouvernement du Canada  
Exercice 2021-2022

Annexe 22a

en \$

TABLEAU 1 : FONDS AVEC RESTRICTIONS

No ligne	Organismes subventionnaires	Apports reportés au début (court et long termes)	Redressements des apports reportés au début (court et long termes)	Nouveaux apports reportés de l'exercice	Montant constaté à titre de produits au cours de l'exercice	Montant transféré à titre d'apports reportés afférents aux immobilisations	Apports reportés à la fin (court et long termes)
		note 1	note 2	note 3	note 4	note 5	note 6
		1	2	3	4	5	6 = 1 + 2 + 3 - 4 - 5
1	Subvention des ministères du gouvernement du Canada	135,080		16,798,078	10,353,747		6,579,410
2	Conseil de recherches en sciences humaines	15,059,750		13,425,439	8,992,402		19,492,786
3	Santé Canada	-		51,405	-		51,405
4	Conseil de recherches en sciences naturelles et en génie	21,664,391		22,765,755	14,226,418		30,203,727
5	Instituts de recherche en santé du Canada	3,843,068		4,067,492	2,314,006		5,596,554
6	Fondation canadienne pour l'innovation	167,790		356,624	63,558		460,857
7	Chaires de recherche du Canada	2,394,352		(1,748,352)	202,551		443,450
8	Organismes inclus au périmètre comptable du gouvernement du Canada (autres que ceux de la liste)	804,342		292,814	3,041		1,094,115
9	<b>Total pour le fonds avec restrictions</b>	<b>44,068,772</b>	<b>-</b>	<b>56,009,255</b>	<b>36,155,723</b>	<b>-</b>	<b>63,922,304</b>

TABLEAU 2 : FONDS DES IMMOBILISATIONS

No ligne	Ensemble des organismes subventionnaires	Apports reportés au début	Redressement des apports reportés au début	Nouveaux apports de l'exercice	Montant constaté à titre de produits au cours de l'exercice	Montant transféré à titre d'apports reportés afférents aux immobilisations	Apports reportés afférents aux immobilisations avant amortissement de l'exercice	Amortissement des apports reportés afférents aux immobilisations	Apports reportés afférents aux immobilisations à la fin
		note 1	note 2	note 3	note 4	note 7	note 8	note 6	
		1	2	3	4	5	6=1+2+3-4+5	7	8=6-7
10	Organismes inclus au périmètre comptable du gouvernement du Canada	68,616,409		6,897,375	4,144,000	-	71,369,784	-	71,369,784
11	<b>Total pour le fonds des immobilisations</b>	<b>68,616,409</b>	<b>-</b>	<b>6,897,375</b>	<b>4,144,000</b>	<b>-</b>	<b>71,369,784</b>	<b>-</b>	<b>71,369,784</b>

###

Annexe 22b

**Continuité des apports reportés - Gouvernement du Québec**  
**Exercice 2021-2022**

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TABLEAU 1 : FONDS AVEC RESTRICTIONS

No ligne	Organismes subventionnaires	Apports reportés au début (court et long termes) note 1 1	Redressements des apports reportés au début (court et long termes) note 2 2	Nouveaux apports reportés de l'exercice note 3 3	Montant constaté à titre de produits au cours de l'exercice note 4 4	Montant transféré à titre d'apports reportés afférents aux immobilisations note 5 5	Apports reportés à la fin (court et long termes) note 6 6 = 1 + 2 + 3 - 4 - 5
1	Subventions du Ministère	10,300,126		15,853,423	9,080,490		17,073,059
2	Subventions des autres ministères du gouvernement du Québec	1,040,439		1,069,677	228,463		1,881,653
3	Fonds de recherche du Québec - Nature et technologie (FRQNT)	1,080,674		3,944,538	2,780,862		2,244,350
4	Fonds de recherche du Québec - Santé (FRQS)	1,337,775		985,651	651,431		1,671,995
5	Fonds de recherche du Québec - Société et culture (FRQSC)	3,734,091		2,280,667	2,676,380		3,338,378
6	Université du Québec et ses constituantes	-			-		-
7	Organismes inclus au périmètre comptable du gouvernement du Québec (autres que ceux de la liste)	2,920,218		(2,733,265)	-		186,954
<b>8</b>	<b>Total pour le fonds avec restrictions</b>	<b>20,413,323</b>	<b>-</b>	<b>21,400,691</b>	<b>15,417,626</b>	<b>-</b>	<b>26,396,388</b>

TABLEAU 2 : FONDS DES IMMOBILISATIONS

No ligne	Ensemble des organismes subventionnaires	Apports reportés au début note 1 1	Redressement des apports reportés au début note 2 2	Nouveaux apports de l'exercice note 3 3	Montant constaté à titre de produits au cours de l'exercice note 4 4	Montant transféré à titre d'apports reportés afférents aux immobilisations note 7 5	Apports reportés afférents aux immobilisations avant amortissement de l'exercice 6=1+2+3-4+5	Amortissement des apports reportés afférents aux immobilisations note 8 7	Apports reportés afférents aux immobilisations à la fin note 6 8=6-7
9	Organismes inclus au périmètre comptable du gouvernement du Québec	32,756,754		45,779,375	28,529,000	-	50,007,129	-	50,007,129
<b>10</b>	<b>Total pour le fonds des immobilisations</b>	<b>32,756,754</b>	<b>-</b>	<b>45,779,375</b>	<b>28,529,000</b>	<b>-</b>	<b>50,007,129</b>	<b>-</b>	<b>50,007,129</b>

**Université Concordia**  
**Continuité des apports et des produits reportés - Autres sources**  
**Exercice 2021-2022**

Annexe 22c

(en \$)

**TABLEAU 1 : FONDS AVEC RESTRICTIONS**

No ligne	Organismes subventionnaires	Apports et produits reportés au début (court et long termes) note 1 1	Redressements des apports et produits reportés au début (court et long termes) note 2 2	Nouveaux apports et nouveaux produits reportés de l'exercice note 3 3	Montant constaté à titre de produits au cours de l'exercice note 4 4	Montant transféré à titre d'apports reportés afférents aux immobilisations note 5 5	Apports et produits reportés à la fin (court et long termes) note 6 6 = 1 + 2 + 3 - 4 - 5
1	Municipalités	-			-		-
2	Produits provenant d'autres universités et d'organismes apparentés	-			-		-
3	Gouvernements autres provinces	-			-		-
4	Gouvernements étrangers	-		17,987	-		17,987
5	Produits non gouvernementaux	72,740,236	(12,750,828)	18,931,365	17,109,685		61,811,089
6	Produits provenant d'une fondation	-			0		(0)
<b>7</b>	<b>Total pour le fonds avec restrictions</b>	<b>72,740,236</b>	<b>(12,750,828)</b>	<b>18,949,352</b>	<b>17,109,685</b>	<b>-</b>	<b>61,829,076</b>

**TABLEAU 2 : FONDS DES IMMOBILISATIONS**

No ligne	Ensemble des organismes subventionnaires	Apports reportés au début note 1 1	Redressement des apports reportés au début note 2 2	Nouveaux apports de l'exercice note 3 3	Montant constaté à titre de produits au cours de l'exercice note 4 4	Montant transféré à titre d'apports reportés afférents aux immobilisations note 7 5	Apports reportés afférents aux immobilisations avant amortissement de l'exercice 6=1+2+3-4+5	Amortissement des apports reportés afférents aux immobilisations note 8 7	Apports reportés afférents aux immobilisations à la fin note 6 8=6-7
8	Autres sources	34,641,009		(24,583,950)	3,260,868	-	6,796,192	-	6,796,192
<b>9</b>	<b>Total pour le fonds des immobilisations</b>	<b>34,641,009</b>	<b>-</b>	<b>(24,583,950)</b>	<b>3,260,868</b>	<b>-</b>	<b>6,796,192</b>	<b>-</b>	<b>6,796,192</b>



**Université Concordia**

**Produits des entités subventionnaires du gouvernement du Canada par fonds**

**Exercice 2021-2022**

**Fonds de fonctionnement, fonds avec restrictions et fonds d'immobilisations**

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No ligne	Comptes	Fonds de fonctionnement 1	Fonds avec restrictions 2	Fonds d'immobilisations 3	Total 4 = 1+2+3
1	Subvention des ministères du gouvernement du Canada (415)	5,320,858	10,353,747	3,001,478	18,676,083
2	Conseil de recherches en sciences humaines (416)	-	8,992,402	-	8,992,402
3	Santé Canada (417)	-	-	-	-
4	Conseil de recherches en sciences naturelles et en génie (418)	-	14,226,418	-	14,226,418
5	Instituts de recherche en santé du Canada (419)	-	2,314,006	-	2,314,006
6	Fondation canadienne pour l'innovation (421)	-	63,558	1,142,522	1,206,080
7	Chaires de recherche du Canada (422)	-	202,551	-	202,551
8	Organismes inclus au périmètre comptable du gouvernement du Canada (autres que ceux de la liste) (420)	-	3,041	---	3,041
9	Organismes inclus au périmètre comptable du gouvernement du Canada (fonds d'immobilisations) (423)	---	---	-	-
<b>10</b>	<b>Total</b>	<b>5,320,858</b>	<b>36,155,723</b>	<b>4,144,000</b>	<b>45,620,581</b>



**JOINT MEETING OF THE OPEN SESSION OF THE  
BOARD OF GOVERNORS AND OF THE CORPORATION  
Meeting of February 16, 2023**

**AGENDA ITEM:** Audit Committee recommendation: Approval of revisions to the *Policy on Enterprise Risk Management* (BD-14)

**ACTION REQUIRED:** For approval

**SUMMARY:** The Board of Governors (the “Board”) is being asked to approve the amendments to the *Policy on Enterprise Risk Management* (BD-14) (the “Policy”).

**BACKGROUND:**

In accordance with the *Policy on University Policies* ([SG-6](#)), University Policies that fall under the mandate of the Board shall normally be reviewed by a standing committee of the Board before they are presented for Board approval. Further, per Article 53 of the Concordia University By-Laws, the mandate of the Audit Committee includes the monitoring of the enterprise risk management process as set out in the *Policy on Enterprise Risk Management* (BD-14).

Given the continually changing risk landscape, the Policy has been revised to reflect the current orientation of the University as it relates to risk management. At its meeting of February 2, 2023, the Audit Committee reviewed and recommended the revisions to the Policy. The proposed modifications are highlighted in the attached documents.

**DRAFT MOTION:**

That, on recommendation of the Audit Committee, the Board of Governors approve the revisions to the *Policy on Enterprise Risk Management* (BD-14).

**PREPARED BY:**

Name: Karan Singh and Marc Gauthier  
Date: February 6, 2023

## ENTERPRISE RISK MANAGEMENT POLICY

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**Effective Date:** [insert date]

**Approval Authority:** Board of Governors

**Supersedes /Amends:** September 17, 2014

**Policy Number:** BD-14

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### PREAMBLE

The Enterprise Risk Management Program (the “Program”) (as defined below) aims to achieve an advanced level of risk maturity where Enterprise Risk Management (“ERM”) (as defined below) becomes integral to Concordia University’s (the “University”) culture and where ERM provides the University with a competitive advantage by optimizing Risk (as defined below) reward trade-offs. The Program seeks to improve institutional resilience by:

- a) continuously improving management preparedness and organizational readiness to treat Risks and to capture Opportunities (as defined below); and
- b) continuously improving efficiency in recovering and rebounding from any negative impact and prospering in a constantly changing environment.

### SCOPE

This Policy applies to all departments, units, Employees, Students (as such terms are defined below), the Board of Governors (the “Board”) and the committees of the Board. It applies to all University activities, including academic, research, administration and support, as well as environmental, social and governance (“ESG”) related responsibilities.

### PURPOSE

The purpose of this Policy is to articulate the University’s approach to institutional risk management and associated activities, to define roles and responsibilities for the maintenance of the Program, as well as establish a University-wide common language used in the University’s ERM activities.

The terms, processes and guidelines outlined in this Policy and the accompanying Enterprise Risk Management Handbook (the “Handbook”) serve to guide the departments, units, the Members (as defined below), the Board and committees of the Board in aligning their plans and activities with the five Institutional Risk Objectives (as defined below) established in the Program.

## ENTERPRISE RISK MANAGEMENT POLICY

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### DEFINITIONS

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

“Claim(s)” means a request submitted to the University by a Member, which is subject to the applicable limits, and also includes claims that the University submits to its insurance company to receive compensation further to a loss.

“Employee(s)” means a full-time, part-time or temporary employee of the University, including staff, faculty, postdoctoral fellows, researchers, members of the administration, stagiaires and interns; any individual engaged by the University on a consulting basis or in virtue of any other contractual agreement; and appointees (including volunteers) of the University.

“Enterprise Risk Management” or “ERM” means a coordinated approach, effected by an entity’s board of directors, management, and other personnel, applied in strategy setting and decision-making across the organization based on its risk appetite, to identify potential events or trends that may affect the entity on a material level, to manage risks and opportunities to be within its risk tolerance, and to provide reasonable assurance regarding the achievement of Institutional Risk Objectives.

“Enterprise Risk Management Committee” or “ERMC” means the University’s decision-making body that is responsible for overseeing institution-wide risk management processes, activities and the Program’s evolution.

“Enterprise Risk Management Program” is the specific set of processes established within the Risk Management Framework as they apply to the University’s Risk management activities.

“Incident” means an unexpected, sudden event that causes the actual outcome of a process to differ from the expected outcome in a negative way.

“Institutional Risk Objectives” means the five objectives within which the University identifies Risks and Opportunities:

- a) Financial sustainability: ability to sustain inter-generational financial health and wealth.
- b) Avoiding harm to the community: ability to prevent physical injury and/or psychological harm to community Members, including visitors and suppliers.

## ENTERPRISE RISK MANAGEMENT POLICY

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- c) Sustaining public and community trust: management commitments toward the University's fiduciary obligations as a public entity which include responsiveness and reliability as well as sustaining our image of being a progressive, transparent, and responsible modern university.
- d) Productivity and business continuity: ability to maintain and improve organizational productivity as well as keeping the interruptions to core activities at the University (teaching, learning and research) to the minimum.
- e) Institutional agility: foster institutional agility in change responsiveness by embracing organizational values such as adaptation, diversity, creativity, and collaboration, as well as updating skillsets, tools, and processes to better manage Risk and capitalize on Opportunities.

"Members" means all Employees, Students and members of the Board.

"Opportunity" means the uncertainty of an event occurring (or failing to occur) which could have a positive impact on the achievement of the Institutional Risk Objectives.

"Risk" means the uncertainty of an event occurring (or failing to occur) which could have an adverse impact on the achievement of the Institutional Risk Objectives.

"Risk Appetite" means the levels of risk the University is prepared to accept given its capabilities and the expectations of its stakeholders.

"Risk Management Framework" means the set of components that provide the foundations and organizational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the University.

"Risk Respondent(s)" mean Members of the University who are responsible for reporting Incidents pursuant to this Policy and to assist in the collection of information for investigation. Risk Respondents consists of Members from Facilities Management, Security Department, Environmental Health and Safety, Instructional and Information Technology Services, University Secretariat, Legal Services, Office of Rights and Responsibilities, Office of the Dean of Students and other departments as needed.

## ENTERPRISE RISK MANAGEMENT POLICY

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“Risk Tolerance” means the acceptable range of variation around a particular set of Institutional Risk Objectives. It is a measurement of how much of a loss an organization is willing to experience given its existing capacity and the other risks it faces.

“Student(s)” means any person registered in a course or program on a full or part-time basis, for credit or not, and includes undergraduate and graduate students, independent students as well as visiting students, exchange students and interns.

### POLICY

1. The powers and authority of the Board and the mandate of the Audit Committee of the Board (the “Audit Committee”) in relation to Enterprise Risk Management are set out in the [University By-Laws](#).
2. The University created its Risk Management Framework based on current and relevant industrial standards adapted as required to the University’s environment and reality.
3. The Program manages Risks and Opportunities based on pre-established Institutional Risk Objectives.
4. The ERMC submit periodic reports on Risk management, including the ERM Program and its implementation, to the Audit Committee.
5. The day-to-day management of the Program and the ERMC is the responsibility of the Office of the Treasurer.
6. The ERMC shall consist of the following members:
  - a) Chief Financial Officer (Co-Chair)
  - b) Vice-President, Services and Sustainability (Co-Chair)
  - c) Chief Communications Officer
  - d) Provost and Vice President, Academic
  - e) Vice President, Advancement
  - f) Vice President, Research and Graduate Studies
  - g) Associate Vice-President, Information Systems and Chief Information Officer
  - h) Director of Internal Audit

## ENTERPRISE RISK MANAGEMENT POLICY

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- i) Executive Director, Institutional Planning and Analysis; and
  - j) Secretary-General and General Counsel
7. Responsibilities of the ERM Council are detailed in the Handbook.
8. The relevant Risk Respondent is responsible for reporting Incidents and Claims, occurring under their purview, to the Office of the Treasurer in a timely manner.
9. All Members:
- a) must report Incidents and Claims to the Office of the Treasurer in a timely manner;
  - b) must support the Office of the Treasurer and other relevant University stakeholders in the investigation of Incidents;
  - c) must support the Office of the Treasurer in the collection and analysis of information related to University-wide risk management activities; and
  - d) shall participate, when required, in new risk management initiatives approved and adopted by the ERM Council.
10. Risk and Opportunity management involves all initiatives, major processes and programs around identifying, assessing, managing, monitoring, and reporting institutional level Risks and Opportunities at the University.
11. Risk and Opportunity management requires periodic review of the Program and the University's Risk Tolerance and Appetite levels; Risk financing program provides funding to the Program.
12. All aspects of the Program's administration, including information management, communication of information and technical support to the University community are provided in the Handbook.
13. The overall responsibility for implementing and recommending amendments to this Policy shall rest with the Chief Financial Officer and the Vice-President, Services and Sustainability.

Approved by the Board of Governors on April 21, 2011, and amended on September 17, 2014; and [insert date].



POLICY ON

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## ENTERPRISE RISK MANAGEMENT POLICY

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Effective Date: September 17, 2014 Originating Office: [insert date] Approval Authority: Board of Governors

Supersedes /Amends: April 21, 2011 September 17, 2014 Policy Number: BD-14

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### PREAMBLE

The Enterprise Risk Management Program (the "Program") (as defined below) aims to achieve an advanced level of risk maturity where Enterprise Risk Management ("ERM") (as defined below) becomes integral to Concordia University's (the "University") culture and where ERM provides the University with a competitive advantage by optimizing Risk (as defined below) reward trade-offs. The Program seeks to improve institutional resilience by:

- a) continuously improving management preparedness and organizational readiness to treat Risks and to capture Opportunities (as defined below); and
- b) continuously improving efficiency in recovering and rebounding from any negative impact and prospering in a constantly changing environment.

### SCOPE

This policy applies to all units and employees of the University.

This Policy applies to all departments, units, Employees, Students (as such terms are defined below), the Board of Governors (the "Board") and the committees of the Board. It applies to all University activities, including academic, research, administration and support, as well as environmental, social and governance ("ESG") related responsibilities.



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ENTERPRISE RISK MANAGEMENT POLICY

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PURPOSE

The purpose of this ~~policy~~Policy is to articulate the University's approach to institutional risk management, and associated activities, to ~~set forth the~~ define roles and responsibilities for the maintenance of the Program, as well as establish a University-wide common language used in the University's ERM activities.

The terms, processes and guidelines outlined in this Policy and the accompanying Enterprise Risk Management Handbook (the "Handbook") serve to guide the departments, units, the Members (as defined below), the Board of Governors, the administration, and their various and committees of the Board in aligning their plans and activities with the five Institutional Risk Objectives (as defined below) established in the Program.

DEFINITION

DEFINITIONS

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

"Risk" means any event whose occurrence could have a significant impact on the university's ability to attain its objectives.

"Claim(s)" means a request submitted to the University by a Member, which is subject to the applicable limits, and also includes claims that the University submits to its insurance company to receive compensation further to a loss.

## ENTERPRISE RISK MANAGEMENT POLICY

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“Employee(s)” means a full-time, part-time or temporary employee of the University, including staff, faculty, postdoctoral fellows, researchers, members of the administration, stagiaires and interns; any individual engaged by the University on a consulting basis or in virtue of any other contractual agreement; and appointees (including volunteers) of the University.

“Enterprise Risk Management” or “ERM” means a coordinated approach to be used by the University, effected by an entity’s board of directors, management, and other personnel, applied in strategy setting and decision-making across the organization based on its risk appetite, to identify, assess, respond to and monitor potential events or trends that may affect the entity on a material level, to manage risks and opportunities to be within its risk tolerance, and to provide reasonable assurance regarding the achievement of Institutional Risk Objectives.

“Enterprise Risk Management Committee” or “ERMC” means the University’s decision-making body that is responsible for overseeing institution-wide risk management processes, activities and the Program’s evolution.

“Enterprise Risk Management Program” is the specific set of processes established within the Risk Management Framework as they apply to the University’s Risk management activities.

“Incident” means an unexpected, sudden event that causes the actual outcome of a process to differ from the expected outcome in a negative way.

“Institutional Risk Objectives” means the five objectives within which the University identifies Risks and Opportunities:

- a) Financial sustainability: ability to sustain inter-generational financial health and wealth.

## ENTERPRISE RISK MANAGEMENT POLICY

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- b) Avoiding harm to the community: ability to prevent physical injury and/or psychological harm to community Members, including visitors and suppliers.
- c) Sustaining public and community trust: management commitments toward the University's fiduciary obligations as a public entity which include responsiveness and reliability as well as sustaining our image of being a progressive, transparent, and responsible modern university.
- d) Productivity and business continuity: ability to maintain and improve organizational productivity as well as keeping the interruptions to core activities at the University (teaching, learning and research) to the minimum.
- e) Institutional agility: foster institutional agility in change responsiveness by embracing organizational values such as adaptation, diversity, creativity, and collaboration, as well as updating skillsets, tools, and processes to better manage Risk and capitalize on Opportunities.

"Members" means all Employees, Students and members of the Board.

"Opportunity" means the uncertainty of an event occurring (or failing to occur) which could have a positive impact on the achievement of the Institutional Risk Objectives.

"Risk" means the uncertainty of an event occurring (or failing to occur) which could have an adverse impact on the achievement of the Institutional Risk Objectives.

"Risk Appetite" means the levels of risk the University is prepared to accept given its capabilities and the expectations of its stakeholders.

"Risk Management Framework" means the set of components that provide the foundations and organizational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the University.

## ENTERPRISE RISK MANAGEMENT POLICY

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“Risk Respondent(s)” mean Members of the University who are responsible for reporting Incidents pursuant to this Policy and to assist in the collection of information for investigation. Risk Respondents consists of Members from Facilities Management, Security Department, Environmental Health and Safety, Instructional and Information Technology Services, University Secretariat, Legal Services, Office of Rights and Responsibilities, Office of the Dean of Students and other departments as needed.

“Risk Tolerance” means the acceptable range of variation around a particular set of Institutional Risk Objectives. It is a measurement of how much of a loss an organization is willing to experience given its existing capacity and the other risks it faces.

“Student(s)” means any person registered in a course or program on a full or part-time basis, for credit or not, and includes undergraduate and graduate students, independent students as well as visiting students, exchange students and interns.

### POLICY

1. The powers and authority of the Board and the mandate of the Audit Committee of the Board (the “Audit Committee”) in relation to Enterprise Risk Management are set out in the University By-Laws.

1. ~~The~~ The University will establish and maintain an Enterprise Risk Management (“ERM”) program.

2. ~~ERM will be carried out systematically, with a view to supporting and facilitating the achievement of the~~ University created its Risk Management Framework based on current

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ENTERPRISE RISK MANAGEMENT POLICY

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and relevant industrial standards adapted as required to the University's environment and reality.

3. The Program manages Risks and Opportunities based on pre-established Institutional Risk Objectives.
4. The ERMC submit periodic reports on Risk management, including the ERM Program and its implementation, to the Audit Committee.
5. The day-to-day management of the Program and the ERMC is the responsibility of the Office of the Treasurer.
6. The ERMC shall consist of the following members:
  - a) Chief Financial Officer (Co-Chair)
  - b) Vice-President, Services and Sustainability (Co-Chair)
  - c) Chief Communications Officer
  - d) Provost and Vice President, Academic
  - e) Vice President, Advancement
  - f) Vice President, Research and Graduate Studies
  - g) Associate Vice-President, Information Systems and Chief Information Officer
  - h) Director of Internal Audit
  - i) Executive Director, Institutional Planning and Analysis; and
  - j) Secretary-General and General Counsel
7. Responsibilities of the ERMC are detailed in the Handbook.

ENTERPRISE RISK MANAGEMENT POLICY

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8. The relevant Risk Respondent is responsible for reporting Incidents and Claims, occurring under their purview, to the Office of the Treasurer in a timely manner.

9. All strategic, operational and financial objectives, Members:

- a) must report Incidents and Claims to the Office of the Treasurer in a timely manner;
- b) must support the Office of the Treasurer and other relevant University stakeholders in the investigation of Incidents;
- c) must support the Office of the Treasurer in the collection and analysis of information related to University-wide risk management activities; and
- d) shall participate, when required, in new risk management initiatives approved and adopted by the ERMC.

~~4.10.~~ Risk and Opportunity management involves all initiatives, major processes and programs around identifying, analyzing, evaluating, treating and assessing, managing, monitoring risks on an ongoing basis, and reporting institutional level Risks and Opportunities at the University.

~~2.~~ ERM will serve not as an independent activity but as a valuable source of information to assist administrators in making informed, consistent decisions throughout the University.

The University will promote an administrative culture of risk and Opportunity management and will seek to evaluate requires periodic review of the Program and anticipate risk at the planning stages of initiatives and projects.

~~2.11.~~ The University will decide with respect to each identified risk whether to transfer, accept, mitigate or avoid that risk. As appropriate, the University will seek to prevent or mitigate

ENTERPRISE RISK MANAGEMENT POLICY

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~~the impact of losses occasioned by negative risks, while encouraging the informed and controlled undertaking of positive risks, having regard to the University's strategic objectives and operational commitments~~Risk Tolerance and Appetite levels; Risk financing program provides funding to the Program.

~~3. In addition to its regular reports, the University will maintain a formal register of key risks, indicators and other data derived from its ongoing ERM activities.~~

All aspects of the Program's administration, including

~~4. All ERM relevant information will be gathered and consolidated for accurate, timely and up to date compilation, interpretation and intervention including financial management, communication of information relating to the transfer, acceptance, mitigation or avoidance of risks by the University. All financial information relating to the materialization of events will be segregated.~~

~~3.12. For this purpose, members of and technical support to the University community are requested to declare all ERM relevant information to their Unit Heads who shall, in turn, declare this information to the Office of the Treasurer in a timely manner provided in the Handbook.~~

~~5. All costs relative to the University's decisions to transfer, accept, mitigate or avoid a risk will form part of the University's regular budgeting processes.~~

Responsibilities

~~13. ERM is the responsibility of the President and Vice-Chancellor and is overseen by an ERM Committee appointed by the President and Vice-Chancellor, with reporting~~The overall

ENTERPRISE RISK MANAGEMENT POLICY

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responsibility ~~to for implementing and recommending amendments to this Policy shall rest with the Chief Financial Officer and the Vice-President, Services and Sustainability.~~

6. ~~Approved by~~ the Board of Governors ~~through the Audit Committee.~~

7. ~~The Audit Committee monitors and, having regard to current best practices, recommends improvements to the University's overall approach to risk management on April 21, 2011, and amended on September 17, 2014; and [insert date].~~

8. ~~The ERM Committee exercises oversight for the successful incorporation of ERM principles and activities into the University's administration. Regular reports of all ERM activities will be provided to the President and Vice-Chancellor and to the Audit Committee.~~

9. ~~The ERM Committee and its representatives, with strict accountability for confidentiality and safeguarding records and information, is authorized full, free, and unrestricted access to any and all University records, physical property, and personnel pertinent to carrying out any risk assessment. All employees are required to assist the ERM Committee in fulfilling its roles and responsibilities. The ERM Committee will also have free and unrestricted access to the Audit Committee via the President.~~

4.1. ~~The ERM Committee's work of identifying, analyzing, evaluating, treating and monitoring risks will not in any way relieve Unit Heads of responsibilities assigned to them.~~

10. ~~The ERM Committee will oversee and report on the following risks:~~

a. ~~Operational;~~



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b. ~~Financial;~~

c. ~~Compliance;~~

d. ~~Fiduciary;~~

e. ~~Reputational; and~~

~~5.1. Strategic;~~

~~The Office of the Treasurer, Financial Services, is designated as the unit responsible for supporting the ERM Committee in the accomplishment of its responsibilities.~~



**JOINT MEETING OF THE OPEN SESSION OF THE  
BOARD OF GOVERNORS AND OF THE CORPORATION  
Meeting of February 16, 2023**

**AGENDA ITEM:** Finance Committee recommendation: Delegation of Powers by the Board of Governors (“Board”)

**ACTION REQUIRED:** For approval

**SUMMARY:** The Board are being requested to approve the delegation of powers pursuant to *An respecting the governance and management of the information resources of public bodies and government enterprises* (S.Q. 2006, c-29).

**BACKGROUND:** *An respecting the governance and management of the information resources of public bodies and government enterprises* (S.Q. 2006, c-29), as same may be amended from time to time (the “Act”), as well as the accompanying regulations, as same may be amended from time to time (the “Regulations”) (the Act and the Regulations are together referred to as the “Law”), initially came into effect on June 1, 2013.

In its letter of July 13<sup>th</sup>, 2022, the Ministry of Higher Education delegated to the Board the right to approve certain qualified projects, as further delated in the document BG-2023-1-D4A. The Finance Committee at its meeting of February 6, 2023 recommended that the Board approve the delegation and the ratification of acts, as detailed in document BG-2023-1-D4A.

The Board is being asked to approve the confirmation of the delegation of powers to University Administrators as permitted by the Law. The delegation of powers shall remain in effect unless and until a new delegation is adopted by the Board for any reason, including without limitation any material change to the powers that may be delegated pursuant to the Law. Further, the Board is being asked to ratify all as further detailed in Document BG-2023-1-D4A.

**DRAFT MOTION:** That, upon the recommendation of the Finance Committee, the Board of Governors approve the delegation of powers and the ratification of all acts as outlined in Document BG-2023-1-D4A.

**PREPARED BY:**

Name: Karan Singh  
Date: February 8, 2023

Regulation Concerning a Delegation of Powers by the Board of Governors Pursuant to *An Act respecting the governance and management of the information resources of public bodies and government enterprises*

## INTRODUCTION

The *Act respecting the governance and management of the information resources of public bodies and government enterprises* (S.Q. 2006, c-29) (the “Act”) initially came into effect on June 13, 2011. For the purposes of this delegation of powers by the Board of Governors, the Act, as same may be amended from time to time, as well as any accompanying regulations, decrees and directives adopted in virtue of the Act (collectively, the “Regulations”), as same may be amended from time to time are collectively referred to herein as the “Law”.

The purpose of the Law is to establish a framework for the governance and management of information resources applicable to public bodies and government enterprises. For the purposes of the Law, universities are deemed to be public bodies.

Under the Law, a public body must, for each qualified project, obtain prior governmental approval at two stages of the life cycle of all qualified projects: 1° at the end of the pre-project phase (“*autorisation au terme de l’étape d’avant-projet*”); and 2° at the end of the planning phase (“*autorisation au terme de l’étape de planification*”). These two governmental approvals must be obtained before a qualified project can move on the execution phase.

The Law confers the power to give these authorizations to either a board of governors, the *Conseil du trésor*, or the Government of Québec. In its letter dated July 13<sup>th</sup>, 2022 (the “Letter”), the Minister of Higher Education delegated to Concordia’s Board of Governors (the “Board”) the right to approve certain qualified projects as follows:

<b>Opportunity Case</b>	
Description	Thresholds for the cost of a project or a program of projects
Authorization at the end of the pre-project phase, for which the request to undertake the planning phase of the project (or program of projects) is supported by an opportunity case.	Less than \$20M
<b>Business Case</b>	
Description	Threshold for the cost of a project
Authorization at the end of the planning phase, for which the request to execute the project is supported by a business case.	Less than \$5M

Please find below more details on the definition of qualified projects and approval rules at Appendix – A.

This delegation of powers (the “MES Delegation of Powers”) may be sub-delegated by the Board to certain functionaries of the University.

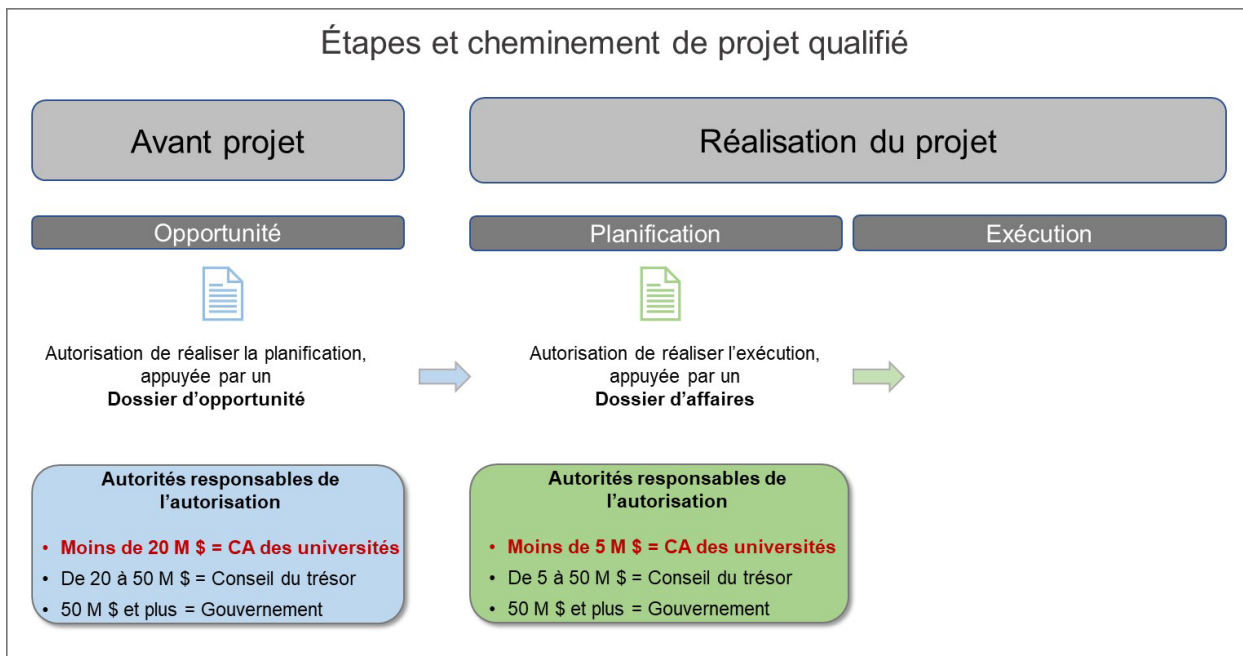
### **Delegation of Powers**

1. As such, for all qualified projects up to three million dollars (\$3,000,000.00), the Board hereby sub-delegates the approval authority delegated by the MES Delegation of Powers to the individuals vested with signing authority as per the University’s *Policy on Contract Review, Signing and Required Approvals* ([BD-1](#)). For greater certainty, the Board retains the authority to approve any qualified projects valued at more than three million dollars (\$3,000,000.00).
2. The Board hereby ratifies all authorizations for qualified projects that were given in conformity with this present delegation of powers since the delegation of authority by the Minister of Higher Education in the Letter.
3. The delegation of powers contemplated hereinabove shall remain in effect unless and until a new delegation is adopted by the Board for any reason, including without limitation any material changes to the powers that may be delegated pursuant to the Law.

*Adopted by the Board of Governors on [insert date]*

Appendix A – Rules for the management of information resources projects

Projets qualifiés	Critères d'autorisation	Suivi
<ul style="list-style-type: none"> <li>Seuls les projets qualifiés sont soumis aux processus d'autorisation et de suivis définis dans les règles.</li> <li>Un projet qualifié répond à l'ensemble de ces critères :               <ol style="list-style-type: none"> <li>il implique un coût total qui est égal ou supérieur à 500 000 \$</li> <li>il correspond à l'une ou plusieurs situations suivantes :                   <ol style="list-style-type: none"> <li>l'ajout ou l'implantation d'un nouveau système d'information, d'une nouvelle solution ou d'un service d'affaires pouvant couvrir le développement, l'acquisition ou l'abonnement</li> <li>le remplacement d'un système d'information existant</li> <li>l'ajout de fonctionnalités ou l'amélioration d'un système d'information, d'une solution ou d'un service d'affaires</li> <li>l'introduction de nouveaux services en infrastructures technologiques</li> </ol> </li> </ol> </li> </ul> <p>Ne constitue pas un projet qualifié tout projet visant le seul remplacement d'une composante d'infrastructure sans l'ajout ou la modification d'une fonctionnalité d'un service d'affaires.</p>	<ul style="list-style-type: none"> <li>L'autorité responsable de l'autorisation doit considérer des critères, lesquels sont clairement exprimés dans les règles.</li> <li>En résumé, les critères sont:               <ul style="list-style-type: none"> <li>le projet découle d'une loi ou d'un règlement</li> <li>des bénéfices sont démontrés</li> <li>le projet répond à la désuétude</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Tout projet qualifié doit faire l'objet d'un suivi de projet, lequel se compose d'un :               <ul style="list-style-type: none"> <li>suivi régulier, au moyen de revues de projets périodiques au 3 mois</li> <li>état de santé dont la phase d'exécution est débutée</li> <li>bilan de projet au plus tard 6 mois suivant la date de fin du projet.</li> </ul> </li> </ul>



Québec, le 13 juillet 2022

Mesdames les Présidentes et Messieurs les Présidents des conseils d'administration des établissements d'enseignement universitaires et collégiaux,

Le 13 juillet sont entrées en vigueur les nouvelles [Règles relatives à la gestion des projets en ressources informationnelles](#). En respect de ces règles, un organisme public doit, pour chaque projet qualifié en RI, obtenir deux autorisations. À l'heure actuelle, ces autorisations sont sous ma responsabilité.

Ainsi, en ma qualité de ministre de l'Enseignement supérieur, je souhaite déléguer une partie des pouvoirs qui m'ont été confiés dans le cadre de mon mandat en lien avec l'article 7 des *Règles relatives à la gestion des projets en ressources informationnelles* (Règles).

Par la présente, et conformément à l'article 16 des Règles, je donne délégation de pouvoir à votre conseil d'administration (CA) afin qu'il puisse accorder, à compter du 13 juillet 2022, les autorisations suivantes :

<b>Dossier d'opportunité</b>	
<b>Description</b>	<b>Seuils pour le coût d'un projet ou d'un programme de projet ou nature visée</b>
Autorisation au terme de l'étape d'avant-projet, dont la demande est appuyée par un dossier d'opportunité	Moins de 20 M\$
<b>Dossier d'affaires</b>	
<b>Description</b>	<b>Seuils pour le coût d'un projet ou nature visée</b>
Autorisation au terme de la phase de planification, dont la demande est appuyée par un dossier d'affaires	Moins de 5 M\$

Je vous rappelle également que préalablement à une autorisation, chaque dossier d'opportunité ou dossier d'affaires doit faire l'objet d'une recommandation positive du dirigeant de l'information, monsieur Sylvain Périgny ou toute personne qui lui succéderait dans cette fonction.

Ces pouvoirs délégués sont exercés conformément aux lois, règles, directives et autres politiques applicables.

Le présent acte de délégation entre en vigueur à la date de sa signature.

La ministre de l'Enseignement supérieur



Danielle McCann

c.c. Recteurs et rectrices des universités

Directeurs généraux et directrices générales des cégeps



**JOINT MEETING OF THE OPEN SESSION OF THE  
BOARD OF GOVERNORS AND OF THE CORPORATION  
Meeting of February 16, 2023**

**AGENDA ITEM:** Finance Committee recommendation: Authorization for Concordia University (the “University”) to join the *Centre d’acquisitions gouvernementales* (“CAG”) for the purchase of its standard personal computers.

**ACTION REQUIRED:** For approval

**SUMMARY:** The Board of Governors (the “Board”) is being asked to authorize the University to join CAG for the purchase of its standard personal computers for a 5-year contract.

**BACKGROUND:**

The University currently has a 3-year contract with the vendor Solutions Informatiques Inso Inc., which was concluded in June 2020 for a total value of \$5,800,000.00 to provision standard personal computers. \$4,700,000.00 of the said amount has been spent so far, and about \$900,000.00 remains to be ordered in 2023, for a total amount which will equal \$5,600,000.00. This will result in a surplus of \$200,000.00.

The existing contract with Solutions Informatiques Inso Inc. expires in July 2023, thus the University must plan its personal computer acquisition needs over the next few years.

The CAG is set up for the benefit of ministries and public agencies, educational institutions and health and social services institutions that have common and recurring needs. The mission of the CAG is to optimize government acquisitions by providing ministries and public bodies a procurement framework for the grouped acquisition of goods and services, with the objective of getting the best price possible in compliance with the applicable contractual legislation.

The CAG is currently in the process of launching a group purchase call for tenders for the procurement of different types of personal computers and the University has evaluated the benefits of joining the CAG for this contract. The University’s evaluation is further detailed in the attached presentation (CAG Evaluation).

Following the review of the CAG Evaluation, the Finance Committee at its meeting of February 6, 2023 recommended that the Board approve the University joining the CAG for the procurement of standard personal computers for a 5-year period, following the termination of the current contract with Solutions Informatiques Inso Inc.

**DRAFT MOTION:**

That, upon recommendation of the Finance Committee, the Board of Governors authorize Concordia University:

1. to join the "*Centre d'acquisitions gouvernementales*" (CAG) for the purchase of its standard personal computers for a five-year contract (an initial two-year contract beginning on September 1, 2023, plus three one-year options) for a total contract commitment of \$10,800,000.00, including taxes; and
2. to spend an additional amount of \$1,620,000.00, including taxes, if required, to cover the unplanned purchases or potential growth as part of the same contract;

the whole for a total maximum contract commitment of \$12,420,000.00, including taxes, in accordance with the presentation entitled "New provisioning strategy for standard personal computers" attached hereto, as well as the University's policies and applicable government legislation and regulations.

**PREPARED BY:**

Name: Karan Singh  
Date: February 7, 2023





# **New provisioning strategy for standard personal computers (PCs)**

## **Board of Governors**



# Objective

- Obtain Board of Governors approval of the proposed procurement strategy for standard personal computers (PCs) for the next 5 years.

# General context

- As part of the University-wide asset standardization initiative, IITS has been leading the **institutional computer refresh program** to :
  - Provide all staff and faculty members with a work computer;
  - Provide teaching labs including Libraries and classrooms with computers to support teaching and learning requirements.
- Computer purchases are made primarily through :
  - A computer provisioning contract for standard personal computers (PCs) representing about 70% of computer purchases at an average cost of \$1,500 per computer;
  - Resellers for Mac computers and other non-standard computers representing about 30% of computer purchases at an average cost of \$3,000 per computer. Those would **not** be included in the standard provisioning contract.

# Current situation

- A 3-year contract with the vendor **Inso** was concluded in June 2020 for a total value of **\$5.8M** to provision standard personal computers
- \$4.7M has been spent so far, and about 900k remains to be ordered in 2023, for a total spent of 5.6M, 200k short of the \$5.8M total value.
- The existing contract expires in July 2023, so a decision needs to be made on what to do next (e.g., re-tender).

Inso Contract Milestones	Term	Status	Spending
1 -year contract	August 2020-July 2021	Executed	\$1.7M
1st one-year option	August 2021-July 2022	Executed	\$2.2M
2 <sup>nd</sup> one-year option	August 2022-July 2023	<b>In progress</b>	\$1.7M (target)
<b>Total</b>			<b>\$5.6M</b>

# Opportunity

The University has evaluated the benefits of joining the CAG (« Centre d'Acquisitions Gouvernementales ») for this contract:

- ❖ The CAG is set up for the benefit of **public organisations**.
- ❖ Its mission is to optimize government acquisitions by providing a procurement framework for the grouped acquisition of goods and services, with the objective of getting the **best price possible**.
- ❖ Concordia is already using CAG for several other goods and services including Microsoft products, data center and network components, and Gartner professional services.
- ❖ The CAG is currently in the process of launching a group purchase call for tenders for the procurement of personal computers with the goal of signing a contract with the selected vendors by September 2023
- ❖ Universities are invited to participate and must confirm their financial commitment to CAG by mid-March, subject to approval by their Board of Governors

# Options evaluated

## Option 1 - Procure through CAG (“Centre d’Acquisitions Gouvernementales”)

Pros	Cons
<ul style="list-style-type: none"><li>• The list of computers in scope meets all requirements for standard personal computers (PCs) at Concordia</li></ul>	<ul style="list-style-type: none"><li>• Locked in for 5 years: 3 one-year options after an initial 24-month contract - options are not at Concordia's discretion</li></ul>
<ul style="list-style-type: none"><li>• Bring lower pricing opportunities through grouped purchases</li></ul>	<ul style="list-style-type: none"><li>• Concordia must commit to exclusivity for the duration of the contract (except for what is outside the scope)</li></ul>
<ul style="list-style-type: none"><li>• Eliminate the effort required for the University to prepare a public bid and manage vendor contracts, as CAG will take over these activities</li></ul>	
<ul style="list-style-type: none"><li>• Aligned with Concordia's purchasing strategy to create synergy with other institutions and leverage shared knowledge</li></ul>	
<ul style="list-style-type: none"><li>• Concordia retains the flexibility to acquire additional services required outside of the CAG contract (e.g., engraving, labeling, imaging).</li></ul>	
<ul style="list-style-type: none"><li>• Multiple suppliers will be awarded through the same purchase agreement, providing more choices</li></ul>	

**Concordia must confirm its commitment to CAG by mid-March subject to approval by its Board of Governors. CAG aims to sign a 5-year contract with awarded vendors by Sept. 1<sup>st</sup>, 2023.**

# Options evaluated

## Option 2 – Re-tender

Pros	Cons
<ul style="list-style-type: none"><li>• More flexibility on contract terms and clauses</li></ul>	<ul style="list-style-type: none"><li>• Bidding is a lengthy and time-consuming process, and we may be unhappy with the awarded vendor</li></ul>
	<ul style="list-style-type: none"><li>• Requires significantly more effort from purchasing and IITS to manage the different suppliers</li></ul>
	<ul style="list-style-type: none"><li>• Missed opportunity to get lower prices through grouped purchases</li></ul>

**This option is not recommended considering the benefits of going with CAG.**

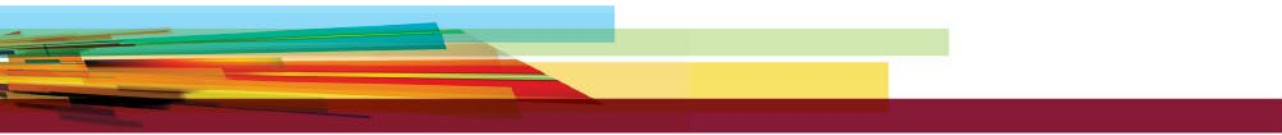
# Recommendation

## Considering the following :

- The list of computers in scope as part of the target CAG agreement meets all requirements for standard personal computers (PCs) at Concordia;
- Our current contract expires this summer;
- CAG is aligned with Concordia's purchasing strategy to create synergy with other institutions and leverage shared knowledge;
- Concordia is already using CAG for several other goods and services;
- The CAG contract will offer a choice of multiple vendors for each computer category;
- Concordia will significantly reduce the time and effort spent on preparing a tender and managing supplier contracts;
- Concordia retains the flexibility to acquire additional services required outside of the CAG contract through vendors of its choice (e.g., engraving, labeling, imaging).

**It is recommended to proceed with Option 1 and that the Board of Governors authorize Concordia University to join CAG in the purchase of its standard personal computers for a 5-year contract, for a maximum total commitment of \$12,420,000 that is consistent with Concordia's projected expenditures including an estimated inflation rate of 4% per year, a 15% contingency for unplanned purchased, and taxes.**





# Appendix A

# Expenditure forecasts for the next 5 years

The 5-year spending forecast for standard PCs is estimated at \$10.8 million:

- based on 6,400 computers purchased at an average cost of \$1,500 (CPU price list)
- 4% annual inflation included
- taxes included

Evergreen Project	Prevision spending 2023/2024	Prevision spending 2024/2025	Prevision spending 2025/2026	Prevision spending 2026/2027	Prevision spending 2027/2028	
Classrooms						
Meeting Rooms	84 448,00 \$	87 825,92 \$	91 338,96 \$	94 992,52 \$	98 792,22 \$	
Staff						
Faculty						
Employee Expansion	880 880,00 \$	916 115,20 \$	952 759,81 \$	990 870,20 \$	1 030 505,01 \$	
Teaching Labs	880 880,00 \$	916 115,20 \$	952 759,81 \$	990 870,20 \$	1 030 505,01 \$	
Total	1 846 208,00 \$	1 920 056,32 \$	1 996 858,57 \$	2 076 732,92 \$	2 159 802,23 \$	
						9 999 658,04 \$ +taxes

A 15% contingency is added to the above \$10.8M for unplanned purchases or potential growth, for a **maximum total value of \$12.4 million over the next 5 years, including taxes**



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**JOINT MEETING OF THE OPEN SESSION OF THE  
BOARD OF GOVERNORS AND OF THE CORPORATION  
Meeting of February 16, 2023**

**AGENDA ITEM:** Request for the use of name per 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).

**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) and its related Procedures Handbook (the "Policy").

**BACKGROUND:** The following use of name requests were received under the Policy and forwarded to the Secretary-General and assessed per the provisions of the Policy:

1. Concordia Naginata Club's - objective is to foster the development of individuals practicing Naginata within the university community, by providing the opportunity to practice and study modern Naginata at Concordia.
2. Concordia Relay for Life - is a group that supports cancer survivors, family members, staff and any other member in Concordia's community.
3. John Molson Data Analytics Club - is a student-run data analytics club with a mission to bring together students interested in data analytics and enable them to apply analytics-driven business solutions.
4. Nyantende Foundation - Concordia Chapter - Nyantende Foundation is a charity club at Concordia hosting fundraising events on campus to fund the education of small, impoverished community in Democratic Republic of Congo to promote education rights.

**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) and its related Procedures, the Board of Governors approve the following requests to use the Concordia name:

- Concordia Naginata Club
- Concordia Relay for Life
- John Molson Data Analytics Club
- Nyantende Foundation - Concordia Chapter

**PREPARED BY:**

Name: Karan Singh  
Date: February 1, 2023



REPORT TO THE BOARD OF GOVERNORS

GRAHAM CARR  
PRESIDENT AND VICE-CHANCELLOR

FEBRUARY 2023

CONCORDIA

## INTRODUCTION

In Stingers pride news, three Concordia ice hockey players won gold at the 31<sup>st</sup> winter edition of the FISU World University Games in Lake Placid, New York. **Emmy Fecteau**, who served as team captain, and **Rosalie Bégin-Cyr** earned gold medals as members of the Canadian women’s hockey team, while **Tyler Hylland** received his gold medal in the men’s hockey competition. The games are the largest international winter multi-sports event for student-athletes with more than 2,500 participants from more than 50 countries.

Concordia announced a **\$1-million** initiative enabled by loyal supporter, and former Board of Governors member (from 1991 to 2004) **Miriam Roland** on January 23<sup>rd</sup>. To be shared equally by Concordia’s Next-Generation Cities Institute and Ben-Gurion University of the Negev’s Goldman Sonnenfeldt School for Sustainability and Climate Change, Miriam’s donation will fund sustainability pilot projects. The two institutions will take part in workshops and knowledge exchanges, “living-lab” experimentations and collaborations with campus-adjacent neighbourhoods, all in an effort to encourage more sustainable approaches to urban development.

Following a visit by **Pierre Fitzgibbon**, Minister of Economy, Innovation and Energy, to our District 3 Innovation Hub, our incubator was awarded **\$1.5 million**. The award also means that District 3 is among the top three innovation accelerators in Quebec.

As is tradition, we kicked off the term with a **Welcome Reception**. A meet-and-greet took place on Sir George Williams Campus on January 23<sup>rd</sup> followed by one at Loyola Campus on January 24<sup>th</sup>. These were wonderful opportunities to connect with our community.

The second edition of Universities Canada’s **Accelerate** was held in Ottawa on February 7<sup>th</sup> and 8<sup>th</sup>, a conference federating various sectors to discuss a transition to greater sustainability. I joined Concordia graduate **Jennifer Hollett**, Executive Director of The Walrus, and **Deborah MacLatchy**, President of Wilfrid Laurier University in a segment on fighting disinformation. The Accelerate event was an opportunity for university leaders to connect with ministers, public servants and business and NGO leaders. I was joined for the conference by **Andréa Cartile**, PhD student in aerospace engineering and a member of the Chief Science Advisor’s Youth Council.

Deputy Minister **Francis Bilodeau**, on behalf of Innovation, Science and Economic Development Canada (ISED) hosted a **Lab-to-Market Program Consultation** on January 25<sup>th</sup> at District 3. The consultation centred on the design of improved pathways to support the commercialization of research to benefit society.

The new Minister of Higher Education, **Pascale Déry**, visited our downtown campus on January 19<sup>th</sup>, and together with **Anne Whitelaw** and **Dominique Bérubé** it was a pleasure for us to meet her and members of her staff.

## LAUNCH EVENTS

Concordia welcomed the new Canadian office of the **Canada-ASEAN Business Council (CABC)** in the John Molson School of Business. The new partnership will help advance Quebec and Canada's strategic goals in the Indo-Pacific region. CABC pursues advocacy, networking and education efforts in the Canada and Southeast Asian Nations economic corridor. The CABC Canada office will be led by Concordia alumna **Thi Be Nguyen**, Executive Director in Canada and supported by the former Premier of Quebec, the Honourable **Jean Charest**, and CABC Canada's co-chairs, the former Premier of Saskatchewan **Brad Wall** and the former CEO of the National Bank of Canada, **Louis Vachon**.

## AWARDS AND RECOGNITION

Three of the latest **Order of Canada** appointees have links to Concordia. **Donat (Don) Taddeo**, L BA 67, was named a Member in recognition of his contributions to education. Don taught communication studies for 15 years at Concordia, served as dean of what is now the Gina Cody School of Engineering and Computer Science and as co-chair of the university's first capital campaign in the late 1990s. **Gerald Lozinski**, S BComm 66, was named an Officer along with his wife **Joan Mary Lozinski** for their support of the arts. Concordia honorary doctorate recipient **Pierre Lassonde** was promoted to the rank of Officer in recognition of his career as a mining engineer and for his philanthropy.

**Gideon Abagna Azunre's** doctoral research on sustainability in Sub-Saharan African cities led him to win December's **Prix Relève étoile Paul-Gérin-Lajoie** from the Fonds de recherche du Québec – Société et culture (FRQSC). Gideon's research paper evaluated the role of urban informalities in sustainable city development in Sub-Saharan Africa. Urban informalities refer to everyday economic, social or spatial activities not recognized by formal regulations. He is currently pursuing his PhD in Geography, Urban and Environmental Studies.

Concordia professor **Dajana Vuckovic** (Department of Chemistry and Biochemistry and Centre for Biological Applications of Mass Spectrometry) won the 2023 **Fred Beamish Award** from the Canadian Society for Chemistry, in recognition of contributions to analytical chemistry. The award is presented every year to junior researchers who demonstrate innovation and as a reflection of the potential it carries. Dajana, who holds the Concordia University Research Chair in Clinical Metabolomics and Biomarkers, is working on developing novel ways of measuring very small amounts of biomarkers in biological samples.

Two researchers at the Gina Cody School of Engineering and Computer Science have been named fellows of the **Institute of Electrical and Electronics Engineers (IEEE)**, in recognition of exceptional accomplishments in fields of engineering and computer science and information technology. **Amir Aghdam** is a professor in the Department of Electrical and Computer Engineering and the



Concordia Institute of Aerospace Design and Innovation (CIADI) and associate dean of graduate studies at the Gina Cody School. He was elevated to fellow in November 2022. **Youmin Zhang**, professor in the Department of Mechanical, Industrial and Aerospace Engineering and CIADI, was also inducted into the IEEE’s fellowship. Amir’s research focuses on interconnected control systems, while Youmin’s contributions are to fault diagnosis and fault-tolerant control systems.

**Québec Science**, the leading science magazine in Quebec, named direct sound printing as one of the most significant scientific breakthroughs of 2022. Direct sound printing uses ultrasound waves to create complex 3D objects in areas not easily reached by conventional methods. The research team was led by **Muthukumaran Packirisamy** (Department of Mechanical, Industrial and Aerospace Engineering) and the technology was introduced in an article in *Nature Communications* in April.

**Research Infosource**, a leading research, consulting, and publishing firm, released their 2022 results (referencing the 2021 fiscal year). With a total of **\$75,782,000 million**, Concordia placed 25<sup>th</sup> among Canada’s Top 50 Research Universities. This is one spot higher than last year. Furthermore, our year-over-year growth in sponsored research income of +25.2 per cent was the highest among comprehensive universities and one of the largest gains, if not the largest year-over-year gain that the University has accomplished.

Among those contending for an Academy Award this year is **Luigi Allemano**, associate professor, Film Animation Undergraduate Program at the Mel Hoppenheim School of Cinema. Luigi is the sound designer on *The Flying Sailor*, which is nominated in the category of best animated short film. The award ceremony takes place on March 12<sup>th</sup>.

## TEACHING AND RESEARCH

Concordia was one of 18 universities, of 33 that expressed intent, that were invited to the interview stage of the **Canada First Research Excellence Fund (CFREF)** that occurred on January 18<sup>th</sup>. The presentation on “Electrifying Society: Towards Decarbonized Resilient Communities” was given by **Ursula Eicker**, Canada Excellence Research Chair in Smart, Sustainable and Resilient Communities and Cities, **Andreas Athienitis**, CFREF Scientific Director, **Karim Zaghib**, CFREF Innovation Lead, **Chris Henderson**, Executive Director, Indigenous Clean Energy, and me. The University of Calgary, Toronto Metropolitan University, and Dalhousie University are partner institutions on the \$124-million proposal.

Five **SSHRC Connection Grants** totalling **\$119,489** were awarded.

**Simon Bacon** (Department of Health, Kinesiology and Applied Physiology) was awarded **\$592,000** from the Canadian Institutes of Health Research for the **Canadian Behavioural Trials and Interventions Training Platform**. The pan-Canadian platform has received an additional \$1.3 million in funding from partners, bringing its total funding to \$1.8 million. The training platform

will focus on the development and testing of behavioural change interventions to address high-risk human behaviours linked to chronic diseases.

The **accreditation** of the **Concordia University Psychology Internship Program** was re-affirmed by the Accreditation Panel for Doctoral and Internship Programmes in Professional Psychology. The Panel recognized the quality of the program and work to continuously improve the training opportunities offered to students.

Concordia's MBA ranked for the first time on *The Princeton Review's* **Best Business Schools** list, in the best on-campus MBA category. The rankings factor student survey data, including career outcomes, admissions selectivity and academic rigor.

The John Molson School of Business undergraduate student delegation reached the podium again at this year's prestigious **Jeux du Commerce** case competition. The students were coached during the entire fall term and their efforts yielded **10 podium finishes** in seven different academic disciplines. They placed **third overall at the event**, which took place in-person from January 6<sup>th</sup> to 9<sup>th</sup> and was hosted by HEC Montréal. Fourteen universities across Quebec and the east of Canada take part at this competition. This year's final John Molson representatives consisted of 86 delegates.

The seventh edition of **ConUHacks** took place January 21<sup>st</sup> and 22<sup>nd</sup> at Concordia, organized by undergraduate students who are members of the hackathon society HackConcordia. The event welcomed some 900 attendees from across North America to create, in teams of four, hardware or software projects from scratch. More than an opportunity to test problem-solving skills, hackathons have become career and networking opportunities, with mentors from industry in attendance. The first in-person ConUHacks since 2020, this year's event was the biggest at Concordia to date. The event was sponsored by National Bank of Canada (partner), Accenture, CSE, CAE, SAP, nventive, DRW, GSoft, Pratt & Whitney, Mirego, Coveo, Sunlife, Modulus Data, Ubisoft, FDM, LG2 and Lighthouse Labs.

Concordia has created a new admissions pathway for First Nations, Inuit and Métis students. Beginning next fall, the **Kaié:ri Nikawerà:ke Indigenous Bridging Program** is a university preparatory program designed to help Indigenous students gain the prerequisite courses needed to study at Concordia. For its inaugural fall 2023 term, the program welcomes students interested in the Bachelor of Engineering degree to apply. The creation of the Kaié:ri Nikawerà:ke Indigenous Bridging Program is one of the steps outlined in Concordia's Indigenous Directions Action Plan, which provides concrete actions to decolonize and Indigenize the university and also functions to remove barriers to postsecondary education for Indigenous students.

Concordia is offering a summer public artwork course in partnership with the **Réseau Express Métropolitain** (REM). Concordia students will work together next summer to build temporary public artworks along a crucial portion of the new REM rail line as it enters the Griffintown

neighbourhood. Public Art and Sustainability, co-taught by **Kelly Jazvac** and **Juan Ortiz-Apuy** (Department of Studio Arts), is offered as part of the REM network's deployment and the Government of Quebec's *Programme d'intégration des oeuvres d'art aux bâtiments et lieux publics*.

Concordia's **Early Childhood and Elementary Education (ECEE)** program is **celebrating over 50 years** of success, which includes a curriculum designed around theories of child development, hands-on classroom experiences, and a proven track record in producing childhood educators. The ground-breaking program launched in 1971 in the Faculty of Arts and Science's Department of Education at Sir George Williams University.

Eight events are in development for **Black History Month**, including a series of activities, focused on Grenada, but broadly speaking to community pedagogy and Black knowledges, and an in-depth examination of housing in the Global South, chaired by Public Scholar **Hone Mandefro**.

On February 6<sup>th</sup>, the unveiling took place of a temporary **plaque** (a model of what will be installed this spring) commemorating the Henry F. Hall Building as the site, in 1969, of Canada's **largest student protest against anti-Black racism**.

On February 10<sup>th</sup>, a private lunch hosted by **George Lengvari** took place in advance of the February 11<sup>th</sup> **Lengvari Cup** and the **Sports Hall of Fame** induction and a gift recognition in honour of the late Coach **Jackson Winters**, former coach of the Loyola men's basketball team (1962 – 65) and one of the first, if not the first black varsity athletic coach in Canada. The event was attended by Coach Winters' daughter, Lauren, who joined from California. The ceremony followed a women's basketball game, coached by **Tenicha Gittens**, who was one of several Concordians recently recognized as one of CBC's **Black Changemakers**. Tenicha is one of the first Black female varsity coaches in Canada. Among her achievements, Tenicha was named the RSEQ conference Coach of the Year in 2021-22.

The John Molson School of Business (JMSB) received **gender-parity certification** from Women in Governance again this year. JMSB became the first business school ever certified by the non-profit organization in 2019. The certification recognizes a commitment to achieving gender parity by setting clear objectives, orientation toward facilitating equitable representation of women at all levels and progression toward equity or parity in the distribution of women to men in terms of promotion, recruitment and compensation.

In addition to the participation of many Concordia faculty and staff to COP15 in Montreal, **4<sup>TH</sup> Space** presented a documentary film screening ("Soy la Tierra. Historias desde el fin del mundo" ("I am the Earth. Stories from the southern edge of the world")) and discussion relevant to COP15, co-organized with Concordia International and the Consulate General of Chile in Montreal.

Concordia's John Molson Sustainable Enterprise Committee and the Concordia Precious Plastic Project (CP3) has been preselected to participate in the **Global Dialogue: Sustainable Campus and**

**Communities** launched by ENLIGHT, a European University Alliance formed by comprehensive, research-intensive universities from nine European countries.

Concordia joined the **Horizon Europe Next Generation Internet Program**. The collaboration aims to shape the development and evolution of the internet into a more human-centric internet by creating transatlantic research partnerships. Under this collaboration, Concordia will be able to welcome researchers from European institutions (fully funded by the EU) for a four to six-month period. An MOU was signed to establish the framework of this new cooperation.

This winter, **eConcordia** set an all-time record in terms of capacity and enrolment. We are offering 64 courses with a capacity of 19,512 seats and have **17,818 registrants**, the largest in our history. Total enrolment for the year is nearly 42,000.

#### **Milieux activities:**

- On January 10<sup>th</sup>, **Post Image** hosted the third installment of *Moving the Landscape to Find Ground*, their new cycle of artist talks organized in collaboration with the Indigenous Futures Research Centre, the Feminist Media Studio and the Black Perspectives Office. The event featured a talk with Inuk photographer **Barry Pottle** at Concordia's 4<sup>TH</sup> Space and offered studio visits for interested students.
- On January 9<sup>th</sup>, Milieux's associate director, **Anne-Louise Davidson**, launched the collective playbook titled *Makerspaces for Learning, Living and Sharing* at 4<sup>TH</sup> Space. This playbook is the result of Unconference events held in 2022 with 17 experts and leaders in the maker movement and 80 maker practitioners from schools, cegeps, universities, community centres, libraries, and museums.
- January 27<sup>th</sup> marked the inauguration of the **Indigenous Futures Inaugural Research Symposium**. This two-day research symposium gathered faculty and students from across the university, engaging Indigenous communities and knowledges for a series of presentations, panels, and screenings. The symposium presenters included **Hannah Claus** (Department of Studio Arts), **Heather Igloliorte** (Department of Art History), **Jason Edward Lewis** (Department of Design and Computation Arts), and interdisciplinary artist **Mark Igloliorte** (Department of Studio Arts).
- **Heather Igloliorte** (co-director of Indigenous Futures Research Centre and Concordia University Research Chair in Circumpolar Indigenous Arts) launched *The Routledge Companion to Indigenous Art Histories in The United States and Canada*, co-edited with **Carla Taunton** (NSCAD University), as part of the programming of the IFRC symposium. With over 40 people in attendance, the editors and local contributing authors set to discuss critical theories and productive methodologies for Indigenous art history in North America.
- Technoculture, Art and Games Research Centre students put together a symposium on **digital nostalgia** that took place at the institute on February 4<sup>th</sup>. The symposium featured panels and workshops with researchers and artists from across local universities including Concordia, McGill, UQAM, UdeM, and Columbia University.

### Leonard and Bina Ellen Art Gallery updates:

- The latest installment of **TERMS: INVESTMENT PART II** was launched online on January 16<sup>th</sup>. This semi-annual program looks at how widely disseminated key words echo within different forms of research, writing and works of art.
- January 23<sup>rd</sup> saw the launch of the latest **SIGHTINGS** satellite exhibition program. **Kim Kielhofner's HOTEL ATLAS: COLLECTED STORIES AND FRAGMENTS** can be found in the Hall Building's lobby in the Sightings cube until May 14<sup>th</sup>.
- On Saturday February 4<sup>th</sup>, the gallery opened its latest exhibition, **SEDIMENT: THE ARCHIVE AS A FRAGMENTARY BASE**, with curator **Denise Ryner** present. The exhibition runs until April 1<sup>st</sup>. The exhibition examines the notion of embodied archives from a decolonizing perspective. It brings together international artists **Filipa César** and **Louise Henderson** as well as Canadians **Sandra Brewster**, **Pamila Matharu** and **Krista Belle Stewart** from the Syilx Nation.

## UNIVERSITY ADVANCEMENT

Concordia's first-ever in-person **Giving Tuesday** generated more than **\$439,000** to 88 different designations.

**Dominic D'Alessandro**, BSc 67, former president and CEO of Manulife Financial, gave **\$2 million** to support a past endowment established to support graduate students in research-oriented programs, regardless of faculty.

**Robert Briscoe**, BSc 67, MBA 73, LLD 18, gave **\$200,000** to establish a fellowship in memory of his late daughter, Susan Jeanne, to support Concordia graduates who wish to become writers.

A gift of **\$100,000** from **Donald Poole**, BSc 72, and **Bonnie Poole**, BComm 86, will support the Donald and Bonnie Poole Undergraduate Research Internships in Science and the John Molson School of Business Case Competition Program.

A **\$75,000** gift from **Willingdon Extended Day Program** will support students in financial need who are enrolled in a child studies program in the Department of Education.

**The Commerce and Administration Students' Association (CASA)** gave a total of **\$70,000** to support undergraduate student awards at the John Molson School of Business.

**Fondation J.A. DeSève** gave **\$55,000** to support graduate students at the Mel Hoppenheim School of Cinema.

**Bouclair, Inc.** gave **\$54,000** to establish a residency program at the Faculty of Fine Arts in support of emerging artists seeking to gain professional experience, exposure and networking opportunities.

A gift of **\$52,500** from **J. Ross Quigley** will support the Tom Hopkins Memorial Graduate Award, established in memory of Quigley's late friend, Montreal artist Tom Hopkins.

**Louis A. Tanguay**, BComm 75, LLD 18, the former CEO of Bell Canada, gave **\$50,000** to support Concordia's Beat the Odds Internship Program.

A gift of **\$50,000** from the **Naim S. Mahlab Foundation** will support both the Student Emergency and Food Fund and fellowships for graduate students enrolled in Canadian Jewish Studies.

The **McCall MacBain Foundation** gave **\$49,000** to support the Homeroom Program, offered through the Office of the Dean of Students. Developed primarily for new undergraduate students, the program seeks to help foster social networks, facilitate access to services and resources, and build skills that will contribute to success both within and beyond the classroom.

Many other gifts under \$50,000 were also received since the last Board of Governors meeting that are not noted here.

## SERVICES AND SUSTAINABILITY SECTOR

### Sustainability

With the completion of year two of the Sustainability Action Plan, data is available for all five streams, and is now accessible through the publication of a new **web dashboard**. As the plan nears its half-way mark, longer-term projects are in position to ramp up. In addition to new hires for curriculum and greenspace projects, added research talent will help advance several initiatives, notably a food security project. Student interns are also playing an active role, taking part in zero-waste education, waste sorting and surplus food recuperation.

The Office of Sustainability has welcomed thirteen new **Employee Sustainability Ambassadors**. The Employee Sustainability Ambassadors Program is an applied volunteer program. Employee Ambassadors will spend four hours per month on activities. Each month, they will:

- Attend a training session on a particular topic offered by program partners.
- Work with relevant department members to review and implement action items and make progress toward their Sustainable Office Certification.
- Collaborate with other Employee Ambassadors on problem-solving through a dedicated Microsoft Team.

### Cybersecurity

A **cybersecurity maturity assessment** was completed showing significant improvements from the assessment done in 2018. A corresponding three-year investment roadmap is presently being finalized to prioritize the most impactful projects for Concordia to meet target maturity levels.

Concordia has joined the **National Cybersecurity Assessment** program offered by Canarie. The results of this self-assessment will contribute to the overall cybersecurity program at Concordia.

### **Campus Safety and Prevention Services**

As a result of recommendations issued by the President’s Task Force on Anti-Black Racism, Campus Security has been renamed to **Campus Safety and Prevention Services**. The VPSS Sector is working with University Communication Services on a communication plan and identifying assets impacted by the change.