



BOARD OF GOVERNORS

NOTICE OF MEETING

October 20, 2022

The Agenda and documents for the Open Session meeting of the Board of Governors of Concordia University to be held on Thursday, October 27, 2022, 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 OPEN SESSION
OF THE MEETING OF THE BOARD OF GOVERNORS**

Thursday, October 27, 2022, at 4 p.m.
Room GM 410 (Board of Governors meeting room)
SGW Campus

Time	Item	Presenter(s)	Action
4:00	1. Call to order	H. Antoniou	
	1.1 Approval of the Agenda	H. Antoniou	Approval
CONSENT AGENDA			
	2. Approval of September 29, 2022 Minutes		Approval
	3. Audit Committee recommendations:		
	3.1 External Auditors' Status Report for the year ended April 30, 2022 (Document BG-2022-9-D1)		Information
	3.2 Unaudited interfund transfers for the year ended April 30, 2022 (Document BG-2022-9-D2)		Information
	3.3 Unaudited draft consolidated financial statements for the year ended April 30, 2022 (Document BG-2022-9-D3)		Information

3.4 Unaudited *Système d'information financière des universités (SIFU)* for the year ended April 30, 2022 - Informations nécessaires aux fins d'analyse de l'octroi de la subvention conditionnelle - Annexe 19 (Document BG-2022-9-D4) Information

4. Membership of the Advisory Search Committee for the Dean of Graduate Studies (Document BG-2022-9-D5) Information

REGULAR AGENDA

4:05	5. Business arising from the Minutes not included on the Agenda.		
4:10	6. President's report (Document BG-2022-9-D6)	G. Carr	Information
4:20	7. Annual report from the Ombuds Office (Document BG-2022-9-D7)	A. Fish	Information
4:30	8. Annual report from the Office of Rights and Responsibilities (Document BG-2022-9-D8)	A. Topsakal	Information
4:40	9. Other business		
4:50	10. Adjournment	H. Antoniou	

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

Thursday, September 29, 2022, at 4 p.m.
Room GM 410 (Board of Governors meeting room) SGW Campus

PRESENT

Governors: Helen Antoniou (Chair), Francis Baillet (attended remotely), Françoise Bertrand, Kenneth Brooks (attended remotely), Graham Carr (President and Vice-Chancellor), Jarrett Carty, Gary N. Chateram (attended remotely), Gina P. Cody (attended remotely), Daniel Cross, Selvadurai Dayanandan, Pat Di Lillo, Rana Ghorayeb (attended remotely), Fawaz Halloum, Caroline Jamet, Claudine Mangen (attended remotely), Frederica Martin (Vice-Chair), Paul John Murdoch, Philippe Pourreaux, Duraichelvan Raju, Robert Soroka, Ted Stathopoulos, Cathy Wong

Non-voting observer: Jonathan Wener (attended remotely)

Alternate Governor: Nassim Boutalbi

Also attending: Philippe Beauregard, Dominique Bérubé, William Cheaib, Paul Chesser, Michael Di Grappa, Frederica Jacobs, Lisa Ostiguy, Karan Singh, Anne Whitelaw

ABSENT

Governors: Adriana Embiricos, Kim Fuller, Claude Joli-Cœur (Vice-Chair)

1. Call to order

The Chair called the meeting to order at 4:02 p.m. and welcomed everyone to the first meeting of the academic year. H. Antoniou welcomed and introduced new Governors Cathy Wong, Francis Baillet, Paul John Murdoch, Daniel Cross, Duraichelvan Raju, Fawaz Halloum and Nassim Boutalbi.

The Chair reminded the Board that today was S. Houssenyaly's last meeting and thanked her for her service. She introduced and welcomed the incoming Secretary of the Board, Karan Singh.

H. Antoniou thanked Board members who participated in the Shuffle, by either participating or setting up their own team.

The Chair informed Governors that the Board meetings this year will be held in-person, with the option to connect remotely. She added that the Observer Room has been re-instated for people who wish to watch the proceedings of the Open Sessions and that the Open Session meetings will no longer be recorded.

Governors did a tour de table to introduced themselves, for the benefit of the new Board members.

1.1 Approval of the Agenda

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

R-2022-8-1 That the Agenda be approved, including the items on the Consent Agenda.

CONSENT

2. Approval of June 16, 2022 Minutes

R-2022-8-2 That the Minutes of the meeting of June 16, 2022, be approved.

3. Request for the use of the Concordia name (Document BD-2022-8-D1)

R-2022-8-3 That, subject to the conditions set out in the Policy on the Use of Concordia University's Name, Logo and Related Insignia, and the Governance of its Visual Character and Digital Presence (SG-4), the Board of Governors approve the following request to use the Concordia name:

- *Concordia Kpop Club*

4. Professional liability waiver for an in-house architect (Document BG-2022-8-D2)

R-2022-8-4 Considérant que Kristen Too, architecte, est au service exclusif de l'Université Concordia;

Considérant que Kristen Too, architecte, ne pose des actes professionnels que pour des édifices destinés à l'usage exclusif de l'Université Concordia et non destinés à la revente;

IL EST RÉSOLU de déclarer aux fins du Règlement sur la souscription obligatoire au Fonds d'assurance de la responsabilité professionnelle de l'Ordre des architectes du Québec (chapitre A-21, r. 13) que l'Université Concordia se porte garant et s'engage à prendre le fait et cause et répondre financièrement des conséquences de toute erreur ou omission de Kristen Too dans l'exercice de ses fonctions.

5. Borrowing from Financement-Québec (*Régime d'emprunts à long terme*)

(Document BG-2022-8-D3)

R-2022-8-5 ATTENDU QUE, conformément à l'article 78 de la *Loi sur l'administration financière* (RLRQ, chapitre A-6.001), l'Université Concordia (l'« Emprunteur ») souhaite instituer un régime d'emprunts, valide jusqu'au 30 juin 2023, lui permettant d'emprunter à long terme auprès de Financement-Québec, pour un montant n'excédant pas 43 305 840,10 \$;

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

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

ATTENDU QUE la ministre de l'Enseignement supérieur (la « Ministre ») a autorisé l'institution du présent régime d'emprunts, selon les conditions auxquelles réfère sa lettre du 12 juillet 2022;

IL EST RÉSOLU :

1. QU'un régime d'emprunts, valide jusqu'au 30 juin 2023, en vertu duquel l'Emprunteur peut, sous réserve des caractéristiques et limites énoncées ci-après, effectuer des emprunts à long terme auprès de Financement-Québec, pour un montant n'excédant pas 43 305 840,10 \$, soit institué;
2. QUE les emprunts à long terme effectués par l'Emprunteur en vertu du présent régime d'emprunts soient sujets aux caractéristiques et limites suivantes :
 - a) malgré les dispositions du paragraphe 1 ci-dessus, l'Emprunteur ne pourra, au cours de chacune des périodes de **quinze mois** s'étendant du 1^{er} avril au 30 juin et comprises dans la période visée au paragraphe 1, effectuer des emprunts qui auraient pour effet que le montant total approuvé pour l'Emprunteur, pour une telle période, par le Conseil du trésor au titre de la programmation des emprunts à long terme des établissements universitaires, soit dépassé;
 - b) l'Emprunteur ne pourra effectuer un emprunt à moins de bénéficier d'une subvention du gouvernement du Québec conforme aux normes établies par le Conseil du trésor, au titre de l'octroi ou de la promesse de subventions aux établissements universitaires, ainsi qu'aux termes et conditions déterminés par la Ministre et pourvoyant au paiement en capital et intérêt de l'emprunt concerné même si, par ailleurs, le paiement de cette subvention est sujet à ce que les sommes requises à cette fin soient votées annuellement par le Parlement;

- c) chaque emprunt ne pourra être effectué qu'en monnaie légale du Canada auprès de Financement-Québec;
 - d) le produit de chaque emprunt ne pourra servir, outre le paiement des frais inhérents à l'emprunt concerné, qu'aux fins suivantes :
 - i) le financement des dépenses d'investissement faites par l'Emprunteur aux termes d'un plan d'investissement approuvé par le gouvernement du Québec; ou
 - ii) le refinancement d'une partie ou de la totalité d'emprunts antérieurs venus à échéance.
3. QU'aux fins de déterminer le montant total auquel réfère le paragraphe 1 ci-dessus, il ne soit tenu compte que de la valeur nominale des emprunts effectués par l'Emprunteur;
4. QU'en plus des caractéristiques et limites énoncées précédemment, les emprunts comportent les caractéristiques suivantes :
- a) l'Emprunteur pourra contracter un ou plusieurs emprunts pendant toute la durée du régime d'emprunts jusqu'à concurrence du montant qui y est prévu, et ce, aux termes d'une seule et unique convention de prêt à conclure entre l'Emprunteur et Financement-Québec;
 - b) chaque emprunt sera constaté par un billet fait à l'ordre de Financement-Québec;
 - c) le taux d'intérêt payable sur les emprunts sera établi selon les critères déterminés par le gouvernement en vertu du décret numéro 514-2022 du 23 mars 2022, tel que ce décret pourra être modifié ou remplacé de temps à autre; et
 - d) afin d'assurer le paiement à l'échéance du capital de chaque emprunt et des intérêts dus sur celui-ci, la créance que représente pour l'Emprunteur la subvention qui lui sera accordée par la Ministre, au nom du gouvernement du Québec, sera affectée d'une hypothèque mobilière sans dépossession en faveur de Financement-Québec.
5. QUE l'Emprunteur soit autorisé à payer, à même le produit de chaque emprunt contracté en vertu du présent régime, les frais d'émission et les frais de gestion qui auront été convenus;
6. QUE l'un ou l'autre des dirigeants suivants :

Le recteur et vice-chancelier;

Le chef de la direction financière;

La secrétaire générale et directrice, service des affaires juridiques; ou

Le trésorier et chef de placement

de l'Emprunteur, **pourvu qu'ils soient deux agissant conjointement**, soit autorisé, au nom de l'Emprunteur, à signer la convention de prêt, les conventions d'hypothèque

mobilière et les billets, à consentir à toute clause et garantie non substantiellement incompatible avec les dispositions des présentes, à livrer les billets, à apporter toutes les modifications à ces documents non substantiellement incompatibles avec les présentes ainsi qu'à poser tous les actes et à signer tous les documents, nécessaires ou utiles, pour donner plein effet aux présentes;

7. QUE, dans la mesure où l'Emprunteur a déjà adopté une résolution instituant un régime d'emprunts pour les mêmes fins, la présente résolution remplace la résolution antérieure, sans pour autant affecter la validité des emprunts conclus sous son autorité avant la date du présent régime d'emprunts.

6. Report on compliance with environmental legislation and health and safety regulations (Q2-2022 Report) (Document BG-2022-8-D4)

This report was submitted for information.

REGULAR

7. 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.

8. President's report (Document BG-2022-8-D5)

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

- G. Carr started by welcoming everyone, including the new Board members, and thanking them for their service.
- G. Carr congratulated Board member G. Cody for having received an honorary doctorate from the Université de Sherbrooke.
- He noted that the new academic semester started well and that the vibe on campus is excellent.
- G. Carr highlighted a few of the many events that took place on campus since the beginning of the academic year, such as the conferral of the Loyola Medal on The Honourable Murray Sinclair and the first ever Pow Wow hosted by Concordia and Homecoming.
- When reporting on the win of the Stingers football team against McGill University, G. Carr shared with the Board the disappointment for being the only Montreal university that has not received government funding for athletic infrastructure upgrades. Given the current state of the facilities, he informed the Board that a proposal to REPC will be submitted at a future date.

- G. Carr thanked everyone who participated in the Shuffle and announced that with \$220,000 raised this year, a total \$2.7M was raised in the past 33 years.
- He informed the Board of the \$800,000 gift from Lallemand to support the Bioprocessing Centre in the Applied Science Hub.
- G. Carr noted that Hospitality Concordia had resumed its activities in the summer and generated about \$1.1M in revenue in the previous months.
- He updated the Board on the previous announcements regarding experiential learning opportunities at Concordia and the plans to triple registrations in the Mel Hoppenheim School of Cinema.
- He congratulated Marc Gauthier for his innovative approach to aligning the sustainability agenda of the University with its financial practices and apprised the Board that Concordia is the first University to secure a Sustainability Linked Loan with BMO.
- G. Carr advised the Board that a more precise report on registration numbers would be available for the October meeting but informed the Governors that the current available data aligns with what was expected. He indicated that the University experienced a 4% decline in the registration number of Québec students, which has been compensated for with an increase in the number of Canadian students from outside of Québec and of international students.
- To try to address the increase in the cost of living, he reported that the University's residence offer is higher than in previous years and the University is looking at continuing to increase its offer in the coming years.
- G. Carr informed the Board that voting on election day will be possible on campus, no classes will be held but the University will be open. He noted that he is looking forward to working with the new government.
- In response to the news about a potential student strike for a fall reading week, G. Carr reminded the Board that Senate approved in 2021 the implementation of the fall reading week starting in 2023 and explained the operational reasons for the implementation timeline.

9. Other business

There was no other business to bring before the meeting.

10. Adjournment

The Chair declared the meeting adjourned at 4:37 p.m.

Shelina Houssenaly
Shelina Houssenaly
Secretary of the Board of Governors

MEMORANDUM

Date: October 14, 2022
From: Denis Cossette, Chief Financial Officer
To: Audit Committee
Subject: Audit of Financial Statements as at April 30, 2022 – Update

The audit of the University's April 30th, 2022 financial statements is in progress. Due to delays related to the implementation of the new UNITY system, the University, with the collaboration and support of its external auditors, had to extend the timeline of the external audit.

For the reason mentioned above, the University experienced a 5-week delay in the preparation of its financial statements. Consequently, the audit performed by KPMG only began in mid-September. Normally, the audit should have started at the beginning of August.

As a result of these delays, KPMG is not in a position to complete its audit on time for the October 20th Audit Committee meeting. To address this situation, we have modified the agenda for the Audit Committee meeting and the documentation to be provided has been modified as follows:

1. A first package of information which is being sent to members of the Audit Committee concurrently with this memo, composed of the following items:
 - May 30, 2022 Minutes (Item #3, Consent Agenda);
 - Internal Audit Report (Item #4, Consent Agenda);
 - Data risk management and risk register report (Item #5, Consent Agenda);
 - Unaudited Interfund Transfers for year ended April 30, 2022 (Item #6, Consent Agenda);
 - Unaudited Appendix 19 of SIFU report (Item #7, Consent Agenda)

2. A second package of information will be sent to members of the Audit Committee on October 19th, 2022, composed of the following elements:
 - État de traitement and *Règle budgétaire* 5.11 (Item #9, Regular Agenda)
 - Unaudited draft of Consolidated Financial Statements (Item #10, Regular Agenda)
 - External Auditors' Status Report (Item #11, Regular Agenda)

As indicated above, the draft financial statements presented to the Audit Committee will be unaudited. The audited financial statements will be provided for the December 7th, 2022 Audit Committee.

The University's external auditors will present a status report, explaining the work performed so far, outstanding elements to be audited, any issues or mistakes that have been identified, next steps and a timeline to complete the external audit.

We will keep the Audit Committee informed of the evolution of the audit in the coming weeks.

Please note that the audited financial statements for the Concordia University Foundation, the Concordia Pension Plan and audits for special programs and grants have been completed and, in all cases, KPMG has issued reports with no reserves.

The Administration wishes to recognize the support and collaboration from KPMG during this transition year and its impacts on the audit of the University's financial statements.

MEMORENDUM

Date: October 20, 2022
To: Board of Governors
From: Denis Cossette, CFO
Subject: Update regarding audit findings for the year ending April 30, 2022

The purpose of this memorandum is to update the Board of Governors regarding the audit of the April 30, 2022 financial statements.

The audit of the University's April 30th, 2022 financial statements is in progress. Due to delays related to the implementation of the new UNITY system, the University, with the collaboration and support of its external auditors, had to extend the timeline of the external audit.

For the reason mentioned above, the University experienced a 5-week delay in the preparation of its financial statements. Consequently, the audit performed by KPMG only began in mid-September. Normally, the audit should have started at the beginning of August.

As a result of these delays, KPMG was not in a position to complete its audit on time for the October 20th Audit Committee meeting, and for approval of the audited financial statements by the Board on October 27th.

In light of this context, the external auditors, KPMG, presented a status report during the October 20th Audit Committee meeting (the "**Report**"). This status report highlighted the following elements:

- Work performed as of the date of the Report (October 19, 2022);
- Key outstanding points to be finalized, including receivables, deferred capital contributions, journal entries testing, fixed asset additions and SAP capitalization;
- Manager and partner review still in progress;
- Financial statements and completion of audit procedures;
- List of preliminary corrected and uncorrected errors identified at time of the Report. The total net impact of these corrected and uncorrected errors is below the level of materiality used by the external auditors and, as at the date of the Report, do not compromise the capacity of the external auditors to issue a final report with no reserve.

The audited financial statements and the final Auditors' report will be presented to the Audit Committee at the December 7, 2022 meeting, and the audited financial statements will be presented to the Board at the December 15, 2022 meeting.



**Board of Governors
OPEN SESSION
Meeting of October 27, 2022**

AGENDA ITEM: Audit Committee recommendation: Unaudited interfund transfers for the year ended April 30, 2022

ACTION REQUIRED: For information

SUMMARY: On recommendation of the Audit Committee, the Board of Governors is being asked to review the interfund transfers for the year ended on April 30, 2022.

BACKGROUND: Under the directives of the *Ministère de l'Enseignement supérieur*, the University is required to obtain specific Board approval of interfund transfers. Interfund transfers form part of the changes in fund balances on our financial statements and are disclosed under Note 19 of the financial statements. Interfund transfers can be defined as money transfers between the various funds of the University.

As set forth in the attached supporting memo document BG-2022-9-DA, owing to delays caused by the transition to Unity, this report has been delayed. Accordingly, the unaudited report is being provided for review. A final audited report will be provided to the Board of Governors for its meeting of December 15, 2022.

PREPARED BY:

Name: Karan Singh
Date: October 13, 2022

Concordia University					UNAUDITED
2021 - 2022 INTERFUND TRANSFERS					
FUNDED PROGRAM	DESCRIPTION	Operating Fund	Research Fund	Designated Fund	Capital Fund
1-Contribution towards major renovation or construction projects		-1,068,842	0	-564	1,069,406
220000160	REPURPOSE H00604/PRM247	76,165			-76,165
220000313	ENERGY EFFICIENT IMPROVEMENTS (SGW & LO)	343,345			-343,345
E-0311-04-10-1	BIOLOGY CONTRIBUTION CFI PROJECT	-10,000			10,000
E-0311-04-10-1	DR. KUZMIN CFI PROJECT H00234/PRM29	-50,000			50,000
E-0311-04-10-1	KUZMIN CFI PROJECT SUPPORT (OVPRGS)	-16,278			16,278
F-0002-02-10-1	HB INSTALL ANTENNA & SETUP GRND. STATION	-75,000			75,000
F-0191-02-10-6	ALLOCATION H00195 PRM285	-1,000,000			1,000,000
F-0191-02-10-6	BRIDGE FUNDING CLAIM 20201031-001	-815,173			815,173
F-0191-02-10-6	RETURN OF EXCESS FUNDING TO H00195	478,099			-478,099
C-0204-02-10-6	SGP trsf to CUF	0	0	-564	564
2-Contribution towards interest on capital debt		-17,702,125	0	0	17,702,125
220000010	CAPITALIZATION FUND	-214,295			214,295
220000363	BOND SERIE A: NET FINANCING COSTS	-12,586,577			12,586,577
220000364	BOND SERIES B : FINANCING COSTS	-1,868,665			1,868,665
220000365	BOND SERIES C : FINANCING COSTS	-936,368			936,368
220000367	TD SIS - UNITY SWAPS	-596,221			596,221
C-0210-02-10-6	SINKING FUND TRANSFER FOR 2002 BOND	-1,500,000			1,500,000
3-Contribution towards equipment		-3,343,767	0	0	3,343,767
E-0011-02-10-6	TO PAY OFF DEFICIT IN PEM112	-3,964			3,964
E-0056-01-90	MAOTIC: IT NETWORK, WIRELESS	-1,461			1,461
I-0007-01-10	FMIS FACILITIES MANAGEMENT INFORMATION	-39,859			39,859
I-0038-02-80-1	UNITY	-1,609,806			1,609,806
I-0057-02-10-1	SECURITY CAMERAS	-230,000			230,000
220000010	Equipment acquired directly by the Operating Fund	-1,458,677			1,458,677
4-Contribution towards specific University projects		-280,071	-30,750	310,821	0
11211205	FAS DEAN'S SUPP TO CONF. M.JOHNSTON	1,500		-1,500	
11211205	SUPPORT TO CIGALE-A.-M. TREPANIER	1,000		-1,000	
11211207	SUPPORT TO TAKE A LEAP PROJECT	1,000		-1,000	
11211208	F01127 TR TO UAS290 COURSE REMISSION	11,500	-11,500		
11211208	SUPPORT TO EVENT:TRAIN THE TRAINER	2,680		-2,680	
11211221	SUPP TO BIENNIAL CONF-B.GILCHRIST	3,000		-3,000	
11211221	SUPPORT EXP DIAL SYMPOSIUM OEFFINGE	1,108		-1,108	
11211221	SUPPORT TO PETTIGREW & BOBKER SPEAK	2,000		-2,000	
11211302	SUPPORT TO GUEST SPEAKER FPS PROG	2,000		-2,000	
210000153	F C A FACULTY FUND	-35,592		35,592	
210000159	FY22 MBA INTERNATIONAL CASE COMPETITION	-15,000		15,000	
210000182	FAC DEV- GEOGRAPHY, PLANNING	-2,000		2,000	
210000187	FAC DEV- PHYSICS	-500		500	
210000212	FINE ARTS FAC. DEV.	-600		600	
210000342	OPVPAA FUNDING FOR THE ART HIVE FY2	-200,000		200,000	
220000020	TRAN. FOR CUCCR: T20883/H00405	515		-515	
230000096	DEPT CONTRIBUTION	500		-500	
230000147	2021 CBGRC CONFERENCE SUPPORT	500		-500	
230000176	CONTR TO CHALLENGES OF 21ST CENTURY	1,000		-1,000	
230000184	ALLOCATION H00600/T20040	2,500		-2,500	
230000198	THEOLOGY IN THE CITY	1,750		-1,750	
230000239	INDIGENOUS PERSPECTIVE ON SUSTAINABILITY	1,145		-1,145	
230000241	A LEGACY: KNOWLEDGE, WISDOM, EXPERIENCE	500		-500	
270000015/16	20-21 & 21-22 INSTALL MAGNAN	80,000		-80,000	
270000256	FY21-22 UA SUPPORT	12,000		-12,000	
270000257	FY21-22 UA SUPPORT	30,000		-30,000	
270002606	AWARD 2021- OVPRGS- KARIMFAZLI	10,000		-10,000	
270002642	21/22 INSTALL SCHWEIZER	11,250	-11,250		
270002677	Award 21/22-KHARMA	6,000	-6,000		
270002678	Award 21/22-SWAMY	6,000	-6,000		
271000061	B00736 TO CLOSE UP THE ACCOUNT	-8,508		8,508	
280000001	UA SUPPORT	200,000		-200,000	
300000539	20-21 ALLOC TO MAIN MERIT H00338	11,081		-11,081	
300000585	21-22 FAS COMMITMENT-LET'STALK SC	4,534		-4,534	
300000633	CAREER MANAGEMENT SERVICES	-9,000		9,000	
300000681	DR. KAI NIELSEN GRAD	-1,000		1,000	
300000732	CONCORDIA MERIT SCHOLARSHIPS	-2,367		2,367	
300000752	VLADIMIR ZEMAN GRADUATE AWARD	-1,000		1,000	
300001069	TOP UP FUND FOR TA0143/H00196	-566		566	
300001625	CONCORDIA CONFERENCE	-170,000		170,000	
300001632	CONCORDIA GRADUATE FELLOWSHIPS	-235,000		235,000	
300001719	Concordia Merit Scholarship	-100,000		100,000	
310000001	TO COVER ATHLETE TUITION AWARDS	100,000		-100,000	
400003398	OVPRGS ADVANCE	-14,000	14,000		
400003530	REVERSE COLLATERAL DOLBEC	10,000	-10,000		
Total		-22,394,806	-30,750	310,257	22,115,299



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of October 27, 2022**

AGENDA ITEM: Audit Committee recommendation: Unaudited draft consolidated financial statements for year ended April 30, 2022

ACTION REQUIRED: For information

SUMMARY: Upon review of the Audit Committee, the unaudited draft consolidated financial statements are being submitted to the Board of Governors for information and review.

BACKGROUND: The unaudited draft consolidated financial statements for the fiscal year ended on April 30, 2022, are being provided for information and review.

As set forth in the attached supporting memo document BG-2022-9-DA, owing to delays caused by the transition to Unity, the audited financial statements have been delayed. Accordingly, the unaudited draft financial statements are being provided for information and review. The audited consolidated financial statements will be provided to the Board of Governors for its meeting of December 15, 2022.

PREPARED BY:

Name: Karan Singh
Date: October 20, 2022



AC-2022-5-D7

**UNAUDITED DRAFT CONSOLIDATED
FINANCIAL STATEMENTS FOR THE YEAR ENDED
APRIL 30, 2022**

PRESENTATION TO AUDIT COMMITTEE

Oct 20, 2022



STRATEGY FOR AUDITED F/S – RELEASE AFTER OCT. 31 2022

Governance meeting	Documents submitted for info	Documents for Approval
Oct 20 AC & Oct 27 BOG	<p>Unaudited draft financial statements,</p> <p>Unaudited Interfund transfers</p> <p>Unaudited SIFU Annexe 19</p> <p>KPMG status report</p>	Etat de Traitement & RB 5.11
Dec 7 AC & Dec 15 BOG	<p>Updated CU power point</p> <p>KPMG full audit report</p>	Audited financial statements, interfund transfers, and SIFU Report

Why we were not ready

1. **Go-live decision taken;** *non-critical functionality for users and community planned to be completed post-go live. Significant impact on f/s readiness*
2. **Transition impact / learning**
3. **Staff challenges:**

Our confidence about controls surrounding our f/s

- Is very high, vigorous testing during pre-go-live, SUDA green light on trial balance.
- Bank reconciliations are in order, major effort from accounting team. Desjardins bank change strategically implemented April 2021, well before go-live.
- Direct post journal entries – documentation improvement
- Mappings are accurate, fine tuning corrections only
- Delay in posting transactions from EMPATH (legacy Payroll system)
- Delays in posting wire-payments (AP and Payroll)

TOPICS FOR DISCUSSION

- ❑ Consolidated Financial Statements – relevant orientations
- ❑ Financial Highlights
- ❑ Financial Statement Results
- ❑ Notes to Financial Statements
- ❑ Appendices - Financial Trends – TO FOLLOW in December

CONSOLIDATED FINANCIAL STATEMENTS; relevant orientations

- Financial Statements(F/S) prepared using new system (SAP S4)
- No automatic issuance of F/S for this year end. Manually prepared. (*Business development for F/S automated mappings scheduled to be in place for 2022-23 y-e*)
- Reliance on SUDA mandate for opening Trial Balance, as planned.
- No reliance on the system based controls for this audit, as planned. A more substantive approach followed by KPMG.

CONSOLIDATED FINANCIAL STATEMENTS; relevant orientations

- Presentation slides contain less variance analysis; time constraints. Complete usual analysis and appendices to follow at December 7 AC
- Consolidated F/S, as past 3 years
- Concordia – stand alone financial statements, unaudited available
- KPMG and CU teams, this year → heroic performance

2022 CHANGES IN ACCOUNTING POLICIES

(PRESENTATION AND METHODOLOGY)

- Approach (same as 2021) to account for the allowance for doubtful accounts of tuition fees. More importance is applied to international student accounts, due to risk environment .
- Vacation accrual approach was refined due to improvement of available details per employee. As of April 30, 2022 the vacation liability is more precise.
- Fixed assets, due to our new F/A module, significant tracking and accounting on a per asset basis. Allows for more precise determination of depreciation and deferred revenues. (*Impact of change, next slide*)

CAPITALIZATION & DEFERRED REVENUE

LEGACY	UNITY
<ul style="list-style-type: none">✓ Additions grouped per asset class✓ Funding source by asset category & by year (“pool” by year)	<ul style="list-style-type: none">✓ Individual asset tracking since Dec 6✓ Allocate each asset to its funding source. No more need for “pools”✓ More precision to deferred rev cal’c

- Net result for change in methodology is adjustment of \$ 5.3 M (recorded) to adjust revenue and receivables.
- Still under final audit review. Updates to follow December 7

-

RESEARCH AR – AUDIT IN PROCESS

Some challenges due to new system: GRANTS MODULE:

1. Timing and Recording of grant installment & fund management set up (learning curve, complexities & time capacities)
2. System adjustments and corrections at April 30th
3. Completeness approach on AR-different approach from previous years(*to be confirmed with past years back up*)

* These above components have impacts on audit readiness

4. KPMG: work to be completed for audit samples to achieve audit assurance. Audit & traceability issues under resolution.
Conclusion to be announced Dec 7.

COVID-19 SIGNIFICANT IMPACT

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Surplus BEFORE TRANS	11.6M	25.3M	20M	16.5M	11.2M	38.9M
Surplus before COVID and salary indexation one-time-only envelope						15.8M

- In May 2022 CU received \$ 23.1M from MES, special One-Time-Only (OTO) envelope:
 - COVID-19: 12.2M (*3.6M recognized in 2021*)
 - Salary indexation 2019-20 to 2021-22: \$10.9M
- Recovery of the negative COVID-19 reserve (\$ 9 M)
See **Note 12** Internally restricted fund balance

FINANCIAL HIGHLIGHTS

Fluctuation of revenues

Operating grants **13 %** total increase *with OTO \$ 23M; 5% excl OTO*

- Conditional grant \$ 14,349 M before COVID, and \$ 20,522M after COVID
- Ancillary services revenues went up by 133% (**Note 15**)
 - * Residence revenue increase
 - * Rental income increase
- Research revenues remain stable as compared with 2021
- Designated revenues remains stable as compared to 2021
- Investment in capital assets remains strong
- Investment income drop to \$ - 2.0 M (2022) vs. \$ 27.8M (2021)
- Fluctuations of Expenses
 - ❑ Operating expenses are up 6.4% compared to a reduction of 0.9% % in 2021. (*resumption of on-campus activities*)
 - ❑ Deficit from employee future benefit obligations declined by 5 % or \$6.6M due to the performance of our Registered Pension Plan

FINANCIAL HIGHLIGHTS

❑ Operating revenue : % over total revenue

Revenue type	2021	2022
Tuition Fees	35%	34%
Grants	54%	55%
Service to the community	9%	10%
Ancillary services	1%	1%
Donations	0%	0%
Investment	1%	0%
	100%	100%

FINANCIAL HIGHLIGHTS

□ Tuition increase : 6,37% (2021-22)

(in thousands)	2018	2019	2020	2021	2022	2022 (%)
Total tuition income	\$ 148 321	\$ 162 177	\$ 175 750	\$ 185 280	\$ 197 076	100%
% Increase	12,72%	9,34%	8,37%	5,42%	6.37%	
Quebec	\$ 51 924	\$ 52 679	\$ 52 362	\$ 57 917	\$59,564	30%
% Increase	2,81%	1,46%	-0,60%	10,61%	2.84%	
Rest of Canada	\$ 15 415	\$ 15 649	\$ 15 921	\$ 21 289	\$ 23 554	12%
% Increase	5,40%	1,51%	1,74%	33,72%	10.64%	
International	\$ 80 982	\$ 93 849	\$ 107 467	\$ 106 074	\$113,958	58%
% Increase	21.86%	15.89%	14.51%	-1.30%	7.43%	

FINANCIAL HIGHLIGHTS

❑ FTE variance : -2.39% (2021-22)

	2018	2019	2020	2021	2022	2022 (%)
Total FTE	29,455	30,045	29,822	31,167	30,423	100%
% Increase		2.00%	-0.74%	4.51%	-2.39%	
Quebec	22,816	22,378	21,750	22,915	22,158	73%
% Increase		-1.92%	-2.81%	5.36%	-3.30%	
Rest of Canada	2,545	2,141	2,094	2,279	2,367	8%
% Increase		-15.86%	-2.23%	8.86%	3.83%	
International	4,094	5,525	5,978	5,973	5,898	19%
% Increase		34.96%	8.20%	-0.09%	-1.25%	

FINANCIAL HIGHLIGHTS

Research Fund

(in thousands)	2019	2020	2021	2022
Deferred contributions	51 807	57 086	69 363	
% Growth	11,41%	10,19%	21,51%	
Annual revenues	45 284	48 163	48 603	
% Growth	17,50%	6,36%	0,91%	
Deferred contributions / Revenues	1,1	1,2	1,4	

SLIDE for 2021-2022 to be presented Dec 7 2022

AUDIT IN PROCESS

FINANCIAL STATEMENT RESULTS

Statement of Operations and Changes in Fund Balances

➤ Endowment fund activity

(in thousands)	2021	2022
Balance, beginning of year	\$ 116,571.00	\$ 144,992.00
Contributions	\$ 3,236.00	\$ 2,020.00
Investment income (loss), net of fees	\$ 28,478.00	-\$ 3,340.00
Investment income distributed for spending	\$ -4,325.00	-\$ 4,635.00
Transfers from other funds	\$ 1,032.00	\$ 31.00
	\$ 28,421.00	-\$ 5,924.00
Balance, end of year	\$ 144,992.00	\$ 139,068.00

FINANCIAL STATEMENT RESULTS

Statement of Cash Flows

TO BE PRESENTED DEC 7 2022

FINANCIAL STATEMENT RESULTS

Tangible capital assets trends @ April 30th

TO BE PRESENTED DEC 7 2022

NOTES TO FINANCIAL STATEMENTS

NOTE 3: Accounts receivable - Student Fees

- Student fees receivable has decreased by 32% due to resumption of normal collection practices, end of pandemic leniency for collections);

(in thousands)	2021	2022
Total student fees receivable	18,694	15,824
Allowance for doubtful accounts	6,412	7,489
Net amount	12,282	8,335

- Ratio: AFDA / Tuition Rev 3.4 % (2021) 3.7 % (2022)
- We re-instated normal collection processes during the Summer 2021 term and afterwards.
- Methodology to calculate the allowance for doubtful accounts now has a greater proportion of risk attributed to international students.

NOTES TO FINANCIAL STATEMENTS

▪ NOTE 5: Investments

➤ Held by Concordia University Foundation

	2022		2021	
	Fair value	Cost	Fair Value	Cost
Equities	\$ 25,647	\$ 23,835	\$ 32,844	\$ 30,696
Bonds	5,523	5,943	4,216	4,245
Investment funds	312,835	286,331	285,330	239,875
Fair value of life insurance policies	3,083	3,083	3,083	3,083
	\$ 347,088	\$ 319,192	\$ 325,473	\$ 277,899

NOTES TO FINANCIAL STATEMENTS

▪ NOTE 11: Employee Future Benefits

	2022			
	Registered Pension Plan	Other Retirement- Related Benefit Plans	Post- Retirement and Post- Employment Benefits	Total
Defined benefit obligations	\$ 1,275,410	\$ 35,444	\$ 108,829	\$ 1,419,683
Fair value of plan assets	1,427,525	–	5,676	1,433,201
Surplus (deficit)	152,115	(35,444)	(103,153)	13,518
Valuation allowance ⁽ⁱ⁾	(152,115)	–	–	(152,115)
Net employee future benefit liability end of year	\$ –	\$ (35,444)	\$ (103,153)	\$ (138,597)

NOTES TO FINANCIAL STATEMENTS

NOTE 17: Interfund transfers; \$22.4M

NOTE 18: Related Party Transactions

- **Entities not consolidated because immaterial on the aggregate:**

Significantly influenced entities

- eConcordia/KnowledgeOne

Controlled entities

- Fondation universitaire de l'Université Concordia
- Concordia University Press
- Galilei Innovations Inc. / Galilei Innovations 2
- Kenneth Woods Portfolio Management Foundation

- **Total revenues from related parties \$16.8M vs. \$15.8M (2021)**

NOTES TO FINANCIAL STATEMENTS

NOTE 18: Related Party Transactions CONTINUED...

➤ Receivables from K-1

2020: \$ 9.2 M

2021: \$ 7.3 M

2022: \$ 3.7 M

➤ 2023: \$ - - - anticipated full repayment

NOTES TO FINANCIAL STATEMENTS

NOTE 21: Capital Assets Management and Financing Policy

- Overall stability & capacity available vis-à-vis thresholds

	2021	2022
Active Debt-to-FTE	5 722	6 131
Threshold	12 000	12 000
Strategic Debt-to-FTE	1 348	2 484
Threshold	3 000	3 000

Debt burden - Overall interest	3,1%	2.80%
Threshold	5,0%	5.00%

Debt burden - Overall capital repayment	0,6%	0.50%
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RISKS & IMPACTS OF MISSING OCTOBER 31 2022 DEADLINE

- ❑ US loan; USA Department of Education, letter with unaudited financial statements before Oct 31, 2022
- ❑ MES – Conditional grant compliance, letter to accompany SIFU unaudited annexe 19
- ❑ Banks – draft unaudited f/s to be provided

APPENDICES – NOT AVAILABLE

TO PRESENT DEC 7 2022 AC

Questions?

Consolidated Financial Statements of
(In thousands of dollars)

CONCORDIA UNIVERSITY

Year ended April 30, 2022

CONCORDIA UNIVERSITY

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(In thousands of dollars)

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STATEMENT OF ADMINISTRATOR'S RESPONSIBILITY

Management of Concordia University (the "University") is responsible for the preparation of the consolidated financial statements, the notes and all other financial information contained in this financial report.

Management has prepared the consolidated financial statements in accordance with Canadian accounting standards for not-for-profit organizations. In order to achieve the objective of fair presentation in all material respects, reasonable estimates and professional judgments were used. Management believes the consolidated financial statements present fairly the University's consolidated financial position as at April 30, 2022, and the consolidated results of its operations, consolidated changes in fund balances and consolidated cash flows for the year then ended.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, management has developed and maintains a system of internal control designed to provide reasonable assurance that the University's assets are safeguarded from loss and that the accounting records are a reliable basis for the preparation of the consolidated financial statements. The system of internal controls is monitored by the University's internal audit service.

The Board of Governors is responsible for ensuring that management fulfills its responsibilities for financial reporting, and is ultimately responsible for reviewing and approving the consolidated financial statements. The Board of Governors carries out its responsibility for review of the consolidated financial statements principally through the Audit Committee. All members of the Audit Committee are not officers or employees of the University. The Audit Committee meets with management, the external auditors as well as the internal auditors to discuss the results of audit examinations and financial reporting matters to satisfy itself that each party is properly discharging its responsibilities. The external and internal auditors have full access to the Audit Committee with or without the presence of management.

The financial statements as at and for the year ended April 30, 2022, have been audited by KPMG LLP, the auditors appointed by the Board of Governors. The independent auditors' report outlines the scope of their audit and their opinion on the preparation of the information included in the consolidated financial statements.

Graham Carr
President and Vice-Chancellor

Denis Cossette
Chief Financial Officer

DRAFT - UNAUDITED

INDEPENDENT AUDITORS' REPORT

(TO BE UPDATED)

DRAFT - UNAUDITED

INDEPENDENT AUDITORS' REPORT

(TO BE UPDATED)

DRAFT - UNAUDITED

INDEPENDENT AUDITORS' REPORT

(TO BE UPDATED)

CONCORDIA UNIVERSITY

Consolidated Statement of Financial Position

(In thousands of dollars)

April 30, 2022, with comparative information for 2021

	Total Funds		Operating Fund		Research Fund		Designated Fund		Restricted Funds		
	2022	2021	2022	2021	2022	2021	2022	2021	Capital Asset Fund	2022	2021
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	
Assets											
Current assets:											
Cash	10,766	21,490	10,766	21,490	–	–	–	–	–	–	
Grants receivable (note 2)	65,233	43,274	31,244	21,875	31,672	20,997	2,317	402	–	–	
Accounts receivable (note 3)	29,123	60,432	20,357	37,375	7,451	12,070	1,298	1,701	17	9,286	
Prepaid expenses and other assets	5,831	6,972	4,692	5,222	–	–	227	543	912	1,207	
	110,953	132,168	67,059	85,962	39,123	33,067	3,842	2,646	929	10,493	
Amount receivable from the Ministère de l'Enseignement supérieur ("MES") (note 4)	51,436	64,757	–	–	–	–	–	–	51,436	64,757	
Grants receivable (note 2)	32,647	30,894	–	–	–	–	–	–	32,647	30,894	
Research partnership investment	715	715	–	–	715	715	–	–	–	–	
Due from other funds, without interest	–	–	–	–	44,765	35,629	223,921	220,035	–	–	
Investments (note 5)	347,088	325,473	347,088	325,473	–	–	–	–	–	–	
Tangible capital assets (note 6)	943,803	916,559	–	–	–	–	–	–	943,803	916,559	
Intangible capital assets (note 7)	69,005	56,256	–	–	–	–	–	–	69,005	56,256	
	1,555,647	1,526,822	414,147	411,435	84,603	69,411	227,763	222,681	1,097,820	1,078,959	

See accompanying notes to consolidated financial statements.

CONCORDIA UNIVERSITY

Consolidated Statement of Financial Position (continued)

(In thousands of dollars)

April 30, 2022, with comparative information for 2021

	Total Funds		Operating Fund		Research Fund		Designated Fund		Restricted Funds	
									Capital Asset Fund	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Liabilities and Fund Balances										
Current liabilities:										
Cash – bank overdraft	10,674	16,049	10,674	16,049	–	–	–	–	–	–
Bank loans (note 8)	182,024	137,662	132,595	137,662	–	–	–	–	49,429	–
Trade payables and other liabilities	108,074	109,530	78,944	72,382	758	48	10,039	9,830	18,333	27,270
Agency and fiduciary accounts	22,141	12,613	22,141	12,613	–	–	–	–	–	–
Unearned revenue	43,285	33,054	43,285	33,054	–	–	–	–	–	–
Deferred contributions (note 9)	83,845	69,363	–	–	83,845	69,363	–	–	–	–
Current portion of long-term debt (note 10)	42,080	40,673	–	–	–	–	–	–	42,080	40,673
	492,123	418,944	287,639	271,760	84,603	69,411	10,039	9,830	109,842	67,943
Deferred contributions (note 9)	206,829	203,874	–	–	–	–	78,656	67,859	128,173	136,015
Due to other funds, without interest	–	–	166,465	193,984	–	–	–	–	102,221	61,680
Long-term debt (note 10)	642,305	654,240	–	–	–	–	–	–	642,305	654,240
Employee future benefit liability (note 11)	138,597	131,906	138,597	131,906	–	–	–	–	–	–
	1,479,854	1,408,964	592,701	597,650	84,603	69,411	88,695	77,689	982,541	919,878
Fund surplus (deficit):										
Unrestricted deficit	(116,509)	(120,251)	(116,509)	(120,251)	–	–	–	–	–	–
Deficit from employee future benefit obligation	(138,597)	(131,906)	(138,597)	(131,906)	–	–	–	–	–	–
Internally restricted (note 12)	156,164	147,869	76,552	65,942	–	–	–	–	79,612	81,927
Endowments (note 13)	139,068	144,992	–	–	–	–	139,068	144,992	–	–
Invested in capital assets	35,667	77,154	–	–	–	–	–	–	35,667	77,154
	75,793	117,858	(178,554)	(186,215)	–	–	139,068	144,992	115,279	159,081
Commitments (note 20)										
Contingencies (note 22)										
Subsequent event (note 24)										
	1,555,647	1,526,822	414,147	411,435	84,603	69,411	227,763	222,681	1,097,820	1,078,959

See accompanying notes to consolidated financial statements.

On behalf of the Board:

_____ Chair of the Board

_____ Governor

CONCORDIA UNIVERSITY

Consolidated Statement of Operations and Changes in Fund Balances (In thousands of dollars)

Year ended April 30, 2022, with comparative information for 2021

	Total Funds		Operating Fund		Research Fund		Designated Fund		Restricted Funds Capital Asset Fund	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenues:										
Tuition fees	199,109	185,280	199,109	185,280	–	–	–	–	–	–
Grants (note 14)	415,005	387,419	320,965	284,021	49,124	48,547	11,930	14,970	32,986	39,881
Services to the community, students and other income	58,545	51,976	55,818	49,476	46	176	2,722	2,121	(41)	203
Ancillary services and rental properties (note 15)	10,159	4,366	10,159	4,366	–	–	–	–	–	–
Donations	11,508	6,898	504	484	429	–	7,586	5,131	2,989	1,283
Investment income (loss) (note 5)	2,052	27,750	799	3,316	120	(120)	3,497	3,564	(2,364)	20,990
	696,378	663,689	587,354	526,943	49,719	48,603	25,735	25,786	33,570	62,357
Expenses:										
Academic activities and support (note 16)	309,520	295,599	309,520	295,599	–	–	–	–	–	–
Research	75,585	75,509	25,897	26,991	49,688	48,518	–	–	–	–
Institutional services and support (note 16)	125,785	105,427	125,785	105,427	–	–	–	–	–	–
Services to the community, students and other expense	32,600	27,681	32,345	27,681	–	–	255	–	–	–
Endowed and restricted projects	25,759	25,480	–	–	–	–	25,759	25,480	–	–
Employee future benefits (note 11)	44,927	51,962	44,927	51,962	–	–	–	–	–	–
Ancillary services and rental properties (note 15)	9,302	7,484	9,302	7,484	–	–	–	–	–	–
Capital maintenance projects	19,648	18,032	–	–	–	–	–	–	19,648	18,032
Interest on bank loans	726	1,901	698	550	–	–	–	–	28	1,351
Interest on long-term debt (note 10)	25,597	25,295	–	–	–	–	–	–	25,597	25,295
Amortization of tangible capital assets	48,999	46,755	–	–	–	–	–	–	48,999	46,755
Amortization of intangible capital assets	5,216	3,610	–	–	–	–	–	–	5,216	3,610
	723,664	684,735	548,474	515,694	49,688	48,518	26,014	25,480	99,488	95,043
Excess (deficiency) of revenues over expenses before										
interfund transfers	(27,286)	(21,046)	38,880	11,249	31	85	(279)	306	(65,918)	(32,686)
Interfund transfers (note 17)	–	–	(22,395)	(23,468)	(31)	(85)	310	726	22,116	22,827
Excess (deficiency) of revenues over expenses after										
interfund transfers	(27,286)	(21,046)	16,485	(12,219)	–	–	31	1,032	(43,802)	(9,859)

See accompanying notes to consolidated financial statements.

CONCORDIA UNIVERSITY

Consolidated Statement of Operations and Changes in Fund Balances (continued)

(In thousands of dollars)

Year ended April 30, 2022, with comparative information for 2021

	Total Funds		Operating Fund		Research Fund		Designated Fund		Restricted Funds Capital Asset Fund	
	2022	2021	2022	2021	2022	2021	2022	2021	2022	2021
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Excess (deficiency) of revenues over expenses after interfundtransfers (balance brought forward)	(27,286)	(21,046)	16,485	(12,219)	–	–	31	1,032	(43,802)	(9,859)
Remeasurements and other items (note 12)	(8,825)	52,405	(8,825)	52,405	–	–	–	–	–	–
Endowment contributions received	2,020	3,236	–	–	–	–	2,020	3,236	–	–
Investment gain (loss) on endowments (note 5)	(7,975)	24,153	–	–	–	–	(7,975)	24,153	–	–
	(42,066)	58,748	7,660	40,186	–	–	(5,924)	28,421	(43,802)	(9,859)
Fund balances, beginning of year	117,858	59,110	(186,215)	(226,401)	–	–	144,992	116,571	159,081	168,940
Fund balances, end of year	75,792	117,858	(178,555)	(186,215)	–	–	139,068	144,992	115,279	159,081

See accompanying notes to consolidated financial statements.

CONCORDIA UNIVERSITY

DRAFT - UNAUDITED

Notes to Consolidated Financial Statements (continued)

(In thousands of dollars)

Year ended April 30, 2022

	2022	2021
Cash provided by (used in):		
Operating:		
Deficiency of revenues over expenses	\$ (27,286)	\$ (21,046)
Items not involving cash:		
Net change in fair value of financial assets and liabilities	-	(212)
Net change in deferred contributions - Research Fund	14,482	12,277
Amortization of tangible capital assets	48,999	46,755
Amortization of intangible assets	5,216	3,610
Employee future benefits expense over funding contributions	(2,134)	4,960
Net change in working capital items	27,041	31,376
	66,318	77,720
Financing:		
Bank loans	44,362	5,149
Amount receivable from the MES	13,321	2,287
Issuance of long-term debt	29,948	49,895
Repayment of long-term debt	(40,476)	(36,843)
Deferred contributions - Designated and Capital Asset Fund	2,955	19,585
Endowment contributions received	2,020	3,236
	52,130	43,309
Investing:		
Acquisition of investments	(68,571)	(19,289)
Re-invested capital	(5,130)	(3,735)
Disposal of investments	39,210	7,382
Change in fair value of investments	12,876	(39,942)
Investment (loss) gain on externally restricted endowments	(7,975)	24,153
Acquisition of tangible capital assets	(76,243)	(85,370)
Acquisition of intangible assets	(17,964)	(18,369)
	(123,797)	(135,170)
Net decrease in cash	(5,349)	(14,141)
Cash and cash equivalents, beginning of year	5,441	19,582
Cash and cash equivalents, end of year	\$ 92	\$ 5,441

See accompanying notes to consolidated financial statements.

Year ended April 30, 2022

Concordia University (the "University") was incorporated under the *Concordia University Act*, S.Q. 1948 c. 91 as amended by S.Q. 1959-60, c. 191 and S.Q. 2006, c. 69. The University's mission includes post-secondary and graduate education, research and public service. The University is a registered charity under Section 149 of the *Income Tax Act* and it is exempt from the payment of income tax.

1. Significant accounting policies:

The University's financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations in Part III of the *CPA Canada Handbook*.

(a) Basis of presentation:

These consolidated financial statements include the assets, liabilities, revenues, expenses and other transactions of Concordia University and the Concordia University Foundation, an entity controlled by the University. All transactions, assets and liabilities between the two entities have been eliminated. These consolidated financial statements do not include the assets, liabilities and operations of the Fondation universitaire de l'Université Concordia, the Concordia University Press, Galilei Innovations Inc., and the Kenneth Woods Portfolio Management Foundation since these controlled entities are not material to the consolidated financial statements of Concordia University. Refer to Note 20 on required disclosures for the other controlled entities.

(b) Use of estimates:

The preparation of consolidated financial statements requires management to make estimates and assumptions that affect the amounts recorded in the consolidated financial statements and notes to consolidated financial statements. In particular, significant estimates are made regarding the valuation of receivables, fair values of assets and liabilities including derivatives and effectiveness of hedging relationships, useful lives of capital assets,

provisions for contingencies and employee future benefits. These estimates are based on management's knowledge of current events and actions that the University may undertake in the future. Actual results may differ from these estimates.

(c) Financial assets and liabilities:**(i) Initial measurement:**

Upon initial measurement, the University's financial assets and liabilities are measured at fair value, which, in the case of financial assets or financial liabilities that will be measured subsequently at amortized cost, is increased or decreased by the amount of the related financing fees and transaction costs. Transaction costs relating to financial assets and liabilities that will be measured subsequently at fair value are recognized in operations in the year they are incurred.

1. Significant accounting policies (continued):

(ii) Subsequent measurement:

At each reporting date, the University measures its financial assets and liabilities at amortized cost (including any impairment in the case of financial assets), except for life insurance policies which are measured at the greater of fair value at acquisition and cash surrender value, research partnership investments and investments in common shares and investment funds which are measured at fair value, and bond investments which the University has elected to measure at fair value by designating that fair value measurement shall apply.

Financial assets and liabilities measured at amortized cost are calculated using the effective interest method (including any impairment in the case of financial assets). Interest calculated using the effective interest method is presented in the consolidated statement of operations and changes in fund balances under net investment income, interest on bank loans or interest on long-term debt, as appropriate.

With respect to financial assets measured at amortized cost, the University assesses whether there are any indicators of impairment. When there is an indication of impairment, and if the University determines that during the year there was a significant adverse change in the expected timing or amount of future cash flows from a financial asset, it will then recognize a reduction as an impairment loss in operations. The reversal of a previously recognized impairment loss on a financial asset measured at amortized cost is recognized in operations in the year the reversal occurs.

(d) Derivative financial instruments:

The University uses derivative financial instruments to manage its interest rate risk exposure. It does not use these derivative financial instruments for trading or speculative purposes. The University has elected to use hedge accounting to recognize the interest rate swaps that it uses to provide protection against interest rate fluctuations on its variable interest rate for long-term debt. These interest rate swaps require the periodic exchange of interest.

Payments without an exchange of the notional (capital) amount on which payments are calculated.

At the inception of the hedging relationship, the University formally documents the hedging relationship, identifying the hedged item, the related hedging items, the nature of the specific risk exposure being hedged and the intended term of the hedging relationship. Both at the inception of the hedging relationship and throughout its term, the University has reasonable assurance that the critical terms of the hedged item and the related hedging item will remain the same.

Year ended April 30, 2022

1. Significant accounting policies (continued):

(e) Fund accounting:

The Operating Fund is used to account for the University's academic and administrative services. Unrestricted resources as well as internally restricted resources are reported in this fund.

Externally restricted resources that are used for research and research-related purposes are reported in the Research Fund.

The Designated Fund is used to account for funds received from external entities for specific purposes imposed by the outside donor or party.

Assets, liabilities, revenues and expenses related to the capital assets owned and managed by the University are reported in the Capital Asset Fund, including the cost of capital assets purchased, funded and expensed by other funds in the year of acquisition.

(f) Revenue recognition:

The University follows the deferral method of accounting for contributions, comprised of grants and donations. Under this method, contributions restricted for future period expenses are deferred and are recognized as revenue in the year in which the related

(f) Revenue recognition (continued):

expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Endowment contributions and restricted investment income earned on endowments and not available for distribution are recognized as direct increases in net assets in the period in which they are received or earned. Investment income earned on endowment and available for distribution are deferred and recognized as revenue in the period in which the related expenses are incurred. and contributions in capital assets that are not subject to amortization are reported as direct increases in the appropriate fund balance.

Investment income, excluding restricted investment income earned on endowment and designated funds, is comprised of interest, dividends, income distributions from pooled funds and realized and unrealized gains and losses, and is recorded as revenue in the consolidated statement of operations.

Interest income is recognized on a time apportionment basis.

Year ended April 30, 2022

1. Significant accounting policies (continued):

(f) Revenue recognition (continued):

The University's principal sources of revenue, aside from contributions, are tuition fees, services to the community, student services, ancillary services, other income and rental of properties. Revenue is recognized when the following criteria are met:

- Persuasive evidence of an arrangement exists;
- Delivery has occurred and services have been rendered;
- The price is fixed or determinable;
- Collection is reasonably assured.

Revenue is recognized as services are provided. Receipts for which revenue is not yet earned are recorded as unearned revenue.

(g) Contributed supplies and services:

The University may recognize contributed supplies and services when the fair value of these contributions can be reasonably estimated and if it would have had to otherwise acquire these supplies and services for its normal operations.

(h) Cash and cash equivalents:

Cash and cash equivalents include cash on hand, bank balances and short-term investments with original maturities of three months or less, net of bank overdrafts whenever they are an integral part of the University's cash management process.

(i) Inventories:

Inventories of the retail stores are valued at the lower of cost and net realizable value. Cost is determined using the first-in, first-out method. Inventories are accounted for within prepaid expenses and other assets.

(j) Other assets:

Tenant inducements and commissions on rental of properties included in other assets are deferred and amortized on a straight-line basis over the duration of the respective leases.

(k) Tangible and intangible assets:

Tangible and intangible assets are recorded at cost. Interest related to capital assets under construction is capitalized at rates reflecting the financing costs of such assets. Contributed capital assets are recorded at fair value at the date of contribution.

1. Significant accounting policies (continued):

Construction in progress includes buildings under construction and other major capital projects. Once completed, projects are transferred to their respective asset class and amortized.

The art collections received by gift and bequest are recorded in the Capital Asset Fund at cost or nominal value at the date of contribution if they can be reasonably estimated, and they are not amortized.

Information technology development in progress includes internally developed systems software. Once completed, projects are transferred to their respective asset class and amortized.

(l) Amortization:

(i) Tangible and intangible assets subject to amortization are amortized on a straight-line basis over their estimated useful lives as prescribed by the MES over the following periods:

Assets	Period
Tangible capital assets:	
Land improvements	20 years
Buildings	40 to 50 years
Building alterations	25 to 40 years
Leasehold improvements	Lease term (max. 10 years)
Furniture and equipment	3 to 15 years
Library collection	10 years
Intangible assets:	
Information technology	10 years
Information technology – Unity Project	15 years

Amortization is recorded in the Capital Asset Fund.

Year ended April 30, 2022

1. Significant accounting policies (continued):

(l) Amortization (continued):

(ii) Write-down:

Tangible capital assets, intangible assets and other assets subject to amortization are tested for recoverability when events or changes in circumstances indicate that their carrying amount may not be recoverable. The carrying amount of a long-lived asset is not recoverable when it exceeds the sum of the undiscounted cash flows expected to result from its use and eventual disposal. In such a case, an impairment loss must be recognized and is equivalent to the excess of the carrying amount of a long-lived asset over its fair value.

(m) Foreign currency translation:

The University uses the temporal method to translate transactions denominated in a foreign currency. Under this method, monetary assets and liabilities are translated at the exchange rate in effect at the consolidated statement of financial position date. Non-monetary assets and liabilities are translated at historical exchange rates, with the exception of those recognized at fair value, which are translated at the exchange rate in effect at the statement of financial position date. Revenues and expenses are translated at the exchange rate in effect at the date they are recognized. The related exchange gains and losses are recognized in the statement of operations.

(n) Employee future benefits:

The University accrues its obligations under the defined benefit pension plans and the other benefit plans as the employees render the services necessary to earn the pension benefits. More specifically, the University recognizes its obligations under the defined benefit plans on the consolidated statement of financial position, net of the fair value of plan assets. The University determines the defined benefit obligations using the most recent actuarial valuation prepared for accounting purposes, which is extrapolated to the University's year-end. The total defined benefit plan cost includes current service cost and finance cost and is recognized in operations under Employee future benefits. Remeasurements and other items, which include actuarial gains and losses related to the obligations, the difference between the actual return on plan assets and interest income deducted from the finance cost as well as past service cost, are recognized separately on the statement of changes in fund balances. Remeasurements and other items are not classified to the statement of operations in a subsequent year.

Year ended April 30, 2022

1. Significant accounting policies (continued):

(o) Internally restricted fund balance:

The internally restricted fund is used for two types of transactions:

- The University has adopted a policy to internally restrict the Operating Fund balance of unspent budgeted amounts relating to specific programs. The programs covered by this policy are described in Note 14.
- Management has chosen to internally restrict unspent budgeted amounts from the Operating Fund that relate to specific key University’s priorities.

2. Grants receivable:

						2022
	Operating	Research	Designated	Capital	Total	
Current:						
Amount receivable from the MES	\$ 31,229	\$ –	\$ 1,407	\$ –	\$ 32,636	
Amount receivable from federal agencies	25	27,130	210	–	27,365	
Amount receivable from provincial agencies (other than MES)	(10)	4,542	700	–	5,232	
	31,244	31,672	2,317	–	65,233	
Long-term:						
Amount receivable from the MES	–	–	–	2,500	2,500	
Amount receivable from federal agencies	–	–	–	7,397	7,397	
Amount receivable from provincial agencies (other than MES)	–	–	–	22,750	22,750	
	\$ 31,244	\$ 31,672	\$ 2,317	\$ 32,647	\$ 97,880	

Year ended April 30, 2022

2. Grants receivable (continued):

						2021
	Operating	Research	Designated	Capital		Total
Current:						
Amount receivable from the MES	\$ 21,992	\$ -	\$ 302	\$ -	\$	22,294
Amount receivable from federal agencies	(117)	17,667	-	-		17,550
Amount receivable from provincial agencies (other than MES)	-	3,330	100	-		3,430
	21,875	20,997	402	-		43,274
Long-term:						
Amount receivable from the MES	-	-	-	2,135		2,135
Amount receivable from federal agencies	-	-	-	858		858
Amount receivable from provincial agencies (other than MES)	-	-	-	27,901		27,901
	\$ 21,875	\$ 20,997	\$ 402	\$ 30,894	\$	74,168

3. Accounts receivable:

	2022	2021
Operating Fund:		
Tuition fees, net of an allowance for doubtful accounts ⁽ⁱ⁾	\$ 8,335	\$ 12,282
Services, advances and other	7,704	3,803
Accounts receivable and advances to a wholly-owned subsidiary of a controlled entity	3,720	7,344
Net investment sales receivable	598	13,946
	\$ 20,357	\$ 37,375

⁽ⁱ⁾ As at April 30, 2022, the gross carrying amount of tuition fees receivable totals \$15,824 (2021 - \$18,694). These tuition fees receivable are presented in the financial statements net of an allowance for doubtful accounts of \$7,489 (2021 - \$6,412).

Year ended April 30, 2022

4. Amount receivable from the MES:

This University accounted for a grant receivable from the MES resulting from the difference between the net value of the University's capital assets funded by the MES and the value of the long-term debt serviced by the Government of Québec.

5. Investments:

	2022		2021	
	Fair value	Cost	Fair Value	Cost
Equities	\$ 25,647	\$ 23,835	\$ 32,844	\$ 30,696
Bonds	5,523	5,943	4,216	4,245
Investment funds	312,835	286,331	285,330	239,875
Fair value of life insurance policies	3,083	3,083	3,083	3,083
	\$ 347,088	\$ 319,192	\$ 325,473	\$ 277,899

Life insurance represents the greater of either the fair market value of insurance policies at acquisition or the current cash surrender value of insurance policies held.

As at April 30, 2022, the weighted average interest rate of the bonds is 2.53% (2021 - 2.15%) and the weighted average duration is 3.74 years (2021 - 4.58 years).

Income earned on investments in the year was as follows:

	2022	2021
Investment income:		
Dividends	\$ 2,932	\$ 2,984
Interests	1,390	1,285
Partnership income	1,293	863
Pooled fund income	215	–
	5,830	5,132
Realized gains	7,672	7,079
Unrealized gains (losses)	(19,461)	46,234
Other	(71)	(12)
Income (loss)	\$ (6,030)	\$ 58,433

Year ended April 30, 2022

5. Investments (continued):

Based on the University's revenue recognition method, investment income was recognized in the consolidated financial statements as follows

	2022	2021
Increase (decrease) in Endowment Funds	\$ (7,975)	\$ 24,153
Recognized as investment income	2,052	27,750
Net change in deferred contributions	(107)	6,530
	\$ (6,030)	\$ 58,433

6. Tangible capital assets:

		2022	
	Cost	Accumulated amortization	Net book value
Land	\$ 77,991	\$ –	\$ 77,991
Land improvements	5,698	1,984	3,714
Buildings, building alterations and leasehold improvements	1,148,614	375,149	773,465
Furniture and equipment	114,941	54,990	59,951
Library collection	48,476	23,910	24,566
Art collections	4,116	–	4,116
	\$ 1,399,836	\$ 456,033	\$ 943,803

		2021	
	Cost	Accumulated amortization	Net book value
Land	\$ 68,139	\$ –	\$ 68,139
Land improvements	4,312	1,603	2,709
Buildings, building alterations and leasehold improvements	1,109,080	352,030	757,050
Furniture and equipment	121,063	58,757	62,306
Library collection	45,104	22,865	22,239
Art collections	4,116	–	4,116
	\$ 1,351,814	\$ 435,255	\$ 916,559

During the year, the University disposed of fully amortized tangible capital assets totalling \$28,220 (2021 - \$21,597).

Year ended April 30, 2022

7. Intangible capital assets:

	2022		
	Cost	Accumulated amortization	Net book value
Information technology - Development in progress	\$ 5,127	\$ –	\$ 5,127
Information technology	91,800	27,922	63,878
	\$ 96,927	\$ 27,922	\$ 69,005

	2021		
	Cost	Accumulated amortization	Net book value
Information technology - Development in progress	\$ 42,047	\$ –	\$ 42,047
Information technology	36,916	22,707	14,209
	\$ 78,963	\$ 22,707	\$ 56,256

During the year, the University disposed of fully amortized intangible assets totalling nil (2021-\$123).

Year ended April 30, 2022

8. Bank loans:

The University has an unsecured on-demand revolving credit facility of \$475,000. This credit facility can be drawn on prime rate, bankers’ acceptances or SOFR loans. As at April 30, 2022, the University had on prime rate, a total of \$5,622 bearing interest of 2.26% (2021 – 2.20%), total outstanding bankers’ acceptances amounted to \$19,900 (2021 - \$1,000) bearing interest at a rate of 1.48% (2021 - 0.54%) and in addition, the University had drawn SOFR loans amounting to \$112,526 CAD equivalent (2021 - \$136,621), bearing interest at 1.16% (2021 - 0.32%), including the cross-currency swap strategy. The weighted average rate on all credit line financing for the year was 0.40% (2021 – 0.34%).

In May 2022, the University received authorization from the MES to increase the use of the line of credit up to \$564,032, which includes \$193,032 that are restricted to short-term loans of Financement-Québec to support the new financing structure implemented by the MES in 2021-2022. As at April 30, 2022, the total outstanding Financement-Québec short-term loans, which are related to PQI expenses and serviced by the MES, amounted to \$49,429.

In May 2022, the University issued an amendment to the irrevocable letter of credit to the U.S. Department of Education, for US\$889 where the amount remains unchanged since fiscal year 2021. The irrevocable letter of credit bears a term of 12 months, now ending on May 31, 2023. The amount represents 50% of the Title IV, Higher Education Act Program funds received by the University under the U.S. Federal Student Aid Program.

9. Deferred contributions:

The deferred contributions represent unused resources that are allocated to specific purposes imposed by the outside donor or party.

				2022	2021
	Research	Designated	Capital	Total	Total
Balance beginning of year (short and long term)	\$ 69,363	\$ 67,859	\$ 136,015	\$ 273,237	\$ 241,375
Amount received in the current year	(35,237)	(14,938)	(41,412)	(91,587)	168,608
Amount recognized in operations	49,719	25,735	33,570	109,024	(136,746)
End of year balance (short and long term)	\$ 83,845	\$ 78,656	\$ 128,173	\$ 290,674	\$ 273,237

Year ended April 30, 2022

10. Long-term debt:

	2022	2021
Capital Asset Fund:		
Serviced by the University:		
Loans, bearing interest at CDOR, payable in monthly varying instalments, maturing between April 2025 and April 2038 ⁽ⁱ⁾	\$ 57,799	\$ 66,425
6.550% (effective interest rate of 6.970%) \$200,000 Series A Senior Unsecured Debentures, due September 2, 2042,	191,002	190,806
3.678% \$50,000 Series B Senior Unsecured Debentures, due February 10, 2059.	50,000	50,000
3.626% \$25,000 Series C Senior Unsecured sustainable Debentures, due February 10, 2039	25,000	25,000
Serviced by the Government of Québec:		
Financement-Québec loans bearing interest at rates ranging between 0.0791% to 3.619% and maturing between September 2022 through February 2044	360,584	362,682
	684,385	694,913
Current portion of long-term debt	42,080	40,673
Long-term debt	\$ 642,305	\$ 654,240

Year ended April 30, 2022

10. Long-term debt (continued):

- (i) The University has entered into several long-term interest rate swap loan agreements to manage its interest rate risk. These transaction are effective at a fixed rates ranging between 1.210% and 3.045% with an underlying CDOR of 1.333% (2021 - 0.413%). The combined notional amount of outstanding swap agreements at April 30, 2022 is \$57,799. The combined fair value of liabilities of the agreements calculated according to information obtained from the financial institution is \$3,914 (2021 - \$73).

The MES makes two types of grants to universities: operating grants and capital grants. Capital grants are authorized under the five-year university capital investment plan and are funded by the Government of Québec out of public borrowing in the University's name (a process known as grant bonds). As a result, the long-term debt listed above is managed, administered and serviced by the Government of Québec.

In accordance with its charter and the government decrees adopted pursuant to its charter (the last such decree 1057-2018 was adopted on August 7, 2018), the University may have an outstanding aggregate principal amount of debentures and debt securities, which may not exceed \$1,000,000 at any time, excluding amounts borrowed by way of loan or promissory note.

The proceeds from the Series A, Series B and Series C Senior Unsecured Debentures were used primarily to finance the University's capital projects in the last several years. These offerings were separate and distinct from the existing "grant bonds" process, which have been used by the Government of Québec to finance capital spending in the education system, in which grant bonds are managed, administered and serviced by the Government of Québec. The debentures are direct obligations of the University.

Year ended April 30, 2022

10. Long-term debt (continued):

Repayments of principal over the years are scheduled as follows:

	Serviced by the University	Serviced by the Government of Québec	Total
2023	\$ 8,763	\$ 33,317	\$ 42,079
2024	8,898	32,543	41,441
2025	8,613	30,232	38,845
2026	3,877	35,806	39,682
2027	2,554	54,285	56,839
Thereafter	291,096	174,402	465,498
	\$ 323,801	\$ 360,584	\$ 684,384

The University has created a sinking fund in its internally restricted funds to support the repayment of this long-term debt. See Note 22 for further details on the University's capital asset management and financing policy.

Interest on long-term debt:

	2022	2021
Serviced by the Government of Québec	\$ 9,062	\$ 9,308
Serviced by the University	17,195	16,642
Changes in fair value of the derivative financial instrument	(660)	(655)
	\$ 25,597	\$ 25,295

Year ended April 30, 2022

11. Employee future benefits:

The University measures its accrued benefit obligations and the fair value of plan assets for accounting purposes as at April 30 of each year. Additionally, the financial status of the funded defined benefit pension plan is also measured through actuarial valuations for funding purposes at least once every three years. These financial statements were prepared using assumptions from an actuarial valuation performed as at December 31, 2019.

The employee future benefit liability is as follows:

	2022			
	Registered Pension Plan	Other Retirement- Related Benefit Plans	Post- Retirement and Post- Employment Benefits	Total
Balance, beginning of year	\$ -	\$ 33,630	\$ 98,276	\$ 131,906
Expense	27,553	3,517	13,857	44,927
Funding contributions	(34,760)	(4,145)	(8,156)	(47,061)
Remeasurements and other items ⁽ⁱ⁾	7,207	2,442	(824)	8,825
Net employee future benefit liability, end of year	\$ -	\$ 35,444	\$ 103,153	\$ 138,597

⁽ⁱ⁾ A valuation allowance of \$81,309 is included in the remeasurements and other items of the Registered Pension Plan for the year ended April 30, 2022.

Year ended April 30, 2022

11. Employee future benefits (continued):

	2021			
	Registered Pension Plan	Other Retirement- Related Benefit Plans	Post- Retirement and Post- Employment Benefits	Total
Balance, beginning				
of year	\$ 55,583	\$ 31,901	\$ 91,867	\$ 179,351
Expense	36,161	3,381	12,420	51,962
Funding contributions	(36,893)	(2,806)	(7,303)	(47,002)
Remeasurements and other items ⁽ⁱⁱ⁾	(54,851)	1,154	1,292	(52,405)
Net employee future benefit liability, end of year	\$ –	\$ 33,630	\$ 98,276	\$ 131,906

(ii) A valuation allowance of \$70,806 is included in the remeasurements and other items of the Registered Pension Plan for the year ended April 30, 2021.

(a) Reconciliation of the funded status of the benefit plans to the amounts recorded in the consolidated financial statements:

	2022			
	Registered Pension Plan	Other Retirement- Related Benefit Plans	Post- Retirement and Post- Employment Benefits	Total
Defined benefit obligations	\$ 1,275,410	\$ 35,444	\$ 108,829	\$ 1,419,683
Fair value of plan assets	1,427,525	–	5,676	1,433,201
Surplus (deficit)	152,115	(35,444)	(103,153)	13,518
Valuation allowance ⁽ⁱ⁾	(152,115)	–	–	(152,115)
Net employee future benefit liability end of year	\$ –	\$ (35,444)	\$ (103,153)	\$ (138,597)

Year ended April 30, 2022

11. Employee future benefits (continued):

(a) Reconciliation of the funded status of the benefit plans to the amounts recorded in the consolidated financial statements (continued):

⁽ⁱ⁾ Since the Registered Pension Plan's funding policy states that in no event can the University take contribution holidays, the expected future benefit that Concordia can expect to realize from the plan assets is nil and therefore, a valuation allowance of \$152,115 was applied against the surplus as at April 30, 2022.

	2021			
	Registered Pension Plan	Other Retirement- Related Benefit Plans	Post- Retirement and Post- Employment Benefits	Total
Defined benefit obligations	\$ 1,217,165	\$ 33,630	\$ 102,369	\$ 1,353,164
Fair value of plan assets	1,287,971	–	4,093	1,292,064
Surplus (deficit)	70,806	(33,630)	(98,276)	(61,100)
Valuation allowance ⁽ⁱ⁾	(70,806)	–	–	(70,806)
Net employee future benefit liability end of year	\$ –	\$ (33,630)	\$ (98,276)	\$ (131,906)

Notes to Consolidated Financial Statements (continued)
(In thousands of dollars)

Year ended April 30, 2022

11. Employee future benefits (continued):

(b) Significant assumptions:

The significant assumptions used are as follows:

					2022	
	Registered Pension Plan		Other Retirement-Related Benefit Plans		Post-Retirement and Post-Employment Benefits	
Accrued benefit obligations:						
Discount rate	%	5.90	%	5.90	%	5.90
Rate of compensation increase		2.50		2.50		2.50
Benefits costs:						
Discount rate	%	5.90	%	5.90	%	5.90
Rate of compensation increase		2.50		2.50		2.50
					2021	
	Registered Pension Plan		Other Retirement-Related Benefit Plans		Post-Retirement and Post-Employment Benefits	
Accrued benefit obligations:						
Discount rate	%	5.90	%	5.90	%	5.90
Rate of compensation increase		2.50		2.50		2.50
Benefits costs:						
Discount rate	%	5.90	%	5.90	%	5.90
Rate of compensation increase		2.60		2.60		2.60

Year ended April 30, 2022

11. Employee future benefits (continued):

(b) Significant assumptions:

Assumed health care cost trend rates are based on the following:

		2022		2021
Initial health care cost trend rate	%	5.12	%	5.21
Cost trend rate declines to		3.97		3.97
Year when the rate reaches the level at which it is assumed to remain at		2036		2036

(c) Benefits paid:

Benefits paid by the Pension Plan for the Employees of Concordia University were \$62,112 (2021 - \$64,442), benefits paid by the other retirement-related benefit plans totaled \$4,145 (2021 - \$2,807) and post-retirement and post-employment benefits paid amounted to \$6,476 (2021 - \$7,766).

Year ended April 30, 2022

12. Internally restricted fund balances:

	2022	2021
Academic-related:		
Institutional projects	\$ 29,451	\$ 30,083
Services to students and the community	18,094	17,970
Employee and faculty development	4,524	4,162
Other	(218)	1,386
Emergency funds	–	(9,769)
	51,851	43,832
Research-related:		
Internally funded projects	18,505	16,647
Infrastructure for research units	5,180	4,114
	23,685	20,761
Capital and technology projects	1,016	1,349
Total - Operating Fund	76,552	65,942
Capital Asset Fund - Sinking Fund for long-term debt repayment (note 22)	79,612	81,927
	\$ 156,164	\$ 147,869

13. Endowments:

Endowment funds are composed of restricted donations received by the University. Donations that have been internally designated as endowments are accounted for as transfers to the Endowment funds. Investment returns generated from endowments are used in accordance with the various purposes established by the donors at the discretion of the University. The University protects the future purchasing power of its endowments by designating a portion of the annual investment income earned to endowments, known as capital protection. Accordingly, the University has established a policy of setting the amount of income available for spending to 3.5% (2021 - 3.5%) annually. The purpose of this policy is to allow the University to distribute a consistent amount of income from endowment on an annual basis regardless of the investment income earned in the fiscal year.

Activities in the endowments were as follows:

	2022	2021
Balance, beginning of year	\$ 144,992	\$ 116,571
Contributions	2,020	3,236
Investment income (loss), net of fees	(3,340)	28,478
Investment income distributed for spending	(4,635)	(4,325)
Transfers from other funds	31	1,032
	(5,924)	28,421
Balance, end of year	\$ 139,068	\$ 144,992

Year ended April 30, 2022

14. Grants:

	2022				
	Operating	Research	Designated	Capital	Total
Government of Québec	\$ 315,177	\$ 5,696	\$ 9,723	\$ 28,529	\$ 359,125
Government of Canada	5,321	35,732	424	4,144	45,621
Non-governmental grants	467	7,696	1,783	313	10,259
	\$ 320,965	\$ 49,124	\$ 11,930	\$ 32,986	\$ 415,005

	2021				
	Operating	Research	Designated	Capital	Total
Government of Québec	\$ 278,465	\$ 6,244	\$ 12,987	\$ 36,999	\$ 334,695
Government of Canada	5,446	30,412	365	-	36,223
Non-governmental grants	110	11,891	1,618	2,882	16,501
	\$ 284,021	\$ 48,547	\$ 14,970	\$ 39,881	\$ 387,419

Year ended April 30, 2022

15. Ancillary services and rental properties:

	2022		
	Revenues	Expenses	Excess (deficiency)
Retail stores	\$ 418	\$ 105	\$ 313
Residences	3,769	3,709	60
Parking	980	506	474
Food and conference services	114	(938)	1,052
Other services	1,462	3,130	(1,668)
Rental properties	3,416	2,790	626
	\$ 10,159	\$ 9,302	\$ 857

	2021		
	Revenues	Expenses	Excess (deficiency)
Retail stores	\$ 1,114	\$ 1,302	\$ (188)
Residences	(66)	1,784	(1,850)
Parking	419	424	(5)
Food and conference services	(13)	1,106	(1,119)
Other services	89	296	(207)
Rental properties	2,823	2,572	251
	\$ 4,366	\$ 7,484	\$ (3,118)

Year ended April 30, 2022

16. Expenses:

	2022	2021
Academic activities and support:		
Academic	\$ 272,600	\$ 262,376
Library	14,674	14,746
Instructional and information technology services	22,246	18,477
	<u>309,520</u>	<u>295,599</u>
Institutional services and support:		
Administration	79,534	61,184
Facilities and operation services	42,017	40,006
Rented facilities	4,234	4,237
	<u>125,785</u>	<u>105,427</u>

Year ended April 30, 2022

17. Interfund transfers:

The University manages its cash centrally in the Operating Fund. Receipts and disbursements of other funds are recorded as amounts due to or from the Operating Fund. The balances are non-interest bearing and have no fixed terms of repayment.

	2022			
	Operating Fund	Research Fund	Designated Fund	Capital Asset Fund
Contributions towards the following:				
Major renovation or construction projects	\$ (1,070)	\$ –	\$ –	\$ 1,070
Interest on capital debt	(17,702)	–	–	17,702
Equipment	(3,344)	–	–	3,344
Research Partnership Investment	–	–	–	–
Specific university projects	(279)	(31)	310	–
	\$ (22,395)	\$ (31)	\$ 310	\$ 22,116

	2021			
	Operating Fund	Research Fund	Designated Fund	Capital Asset Fund
Contributions towards the following:				
Major renovation or construction projects	\$ (2,758)	\$ –	\$ (290)	\$ 3,048
Interest on capital debt	(15,870)	–	–	15,870
Equipment	(4,676)	–	(233)	4,909
Research Partnership Investment	167	(85)	(82)	–
Specific university projects	(331)	–	1,331	(1,000)
	\$ (23,468)	\$ (85)	\$ 726	\$ 22,827

Year ended April 30, 2022

18. Related party transactions:

(a) eConcordia.com:

The University exercises significant influence over eConcordia.com, a registered charity under the *Income Tax Act*. eConcordia.com has a wholly-owned subsidiary, KnowledgeOne Inc., that provides courses for the advancement of learning on electronic or other new media. There are no significant differences in accounting policies between eConcordia.com, KnowledgeOne Inc. and the University.

The University incurred service fees from KnowledgeOne Inc. for the delivery of courses to students of the University. The expense (net of rebates) amounted to approximately \$12,153 (2021 - \$11,690). The University invoiced operating costs and management fees amounting to approximately \$85 (2021 - \$114). The University has accounts receivable and non-interest bearing advances totalling \$3,720 (2021 - \$7,344).

(b) Controlled entities:

(i) Fondation universitaire de l'Université Concordia:

The University exercises control over the Fondation universitaire de l'Université Concordia (hereafter the "Fondation"). By law, the Fondation's resources must be used exclusively to promote and financially support the teaching and research activities of the University. The Fondation was created by Order-in-Council 834-97, dated June 25, 1997, of the provincial government, in accordance with the *Loi sur les fondations universitaires*. As a mandatory of the Crown, it is recognized as a charitable organization under both the *Income Tax Act* (Canada) and the *Taxation Act* (Québec). As at April 30, 2022, the Fondation remained inactive.

(ii) Concordia University Press:

The Concordia University Press is incorporated under the *Canada Not-for-profit Corporations Act* for the purposes of publishing scholarly books that cross disciplinary boundaries and propel scholarly inquiries into new areas and wishes to assist the University by publishing scholarly works in order to disseminate knowledge and educate. The University exercises control over Concordia University Press by virtue of the fact that the majority of its board members hold senior management positions at the University.

(iii) Galilei Innovations Inc.:

Galilei Innovations Inc. is a wholly-owned subsidiary of Concordia University and is incorporated under the *Business Corporations Act* of Québec. As at April 30, 2022, the corporation remained inactive.

Year ended April 30, 2022

18. Related party transactions (continued):

(iv) Innovations Galilei 2:

The University exercises control over Innovations Galilei 2, which is incorporated under Part II of the *Canada Business Corporations Act*. The purpose of the entity is to provide consulting and other services to new businesses and entrepreneurs.

(v) The Kenneth Woods Portfolio Management Foundation:

The Kenneth Woods Portfolio Management Foundation is incorporated under Part II of the *Canada Business Corporations Act* as a not-for-profit organization and is a registered charity under the *Income Tax Act*. It provides financial support, investment resources, assistance and training for students at Concordia University in the Kenneth Woods Portfolio Management Program and the Calvin Patter Fellowship Program. The University exercises control over the Kenneth Woods Portfolio Management Foundation by virtue of the fact that the majority of its board members hold senior management positions at the University.

The University's related party transactions were concluded in the normal course of operations and are measured at the exchange amount, which is the amount established and accepted by the parties.

The following table presents condensed financial information of its related parties:

			2022	2021
	eConcordia.com/ Knowledge One	Controlled entities	Total	Total
Statement of operations:				
Revenues	\$ 13,683	\$ 3,155	\$ 16,838	\$ 15,780
Expenses	10,263	649	10,912	12,018
Surplus over expenses	3,420	2,506	5,926	3,762
Statement of financial position:				
Total assets	7,262	4,339	11,601	10,817
Total liabilities	6,859	223	7,082	13,175
Surplus (Deficit)	403	4,116	4,519	(2,358)
Statement of cash flows:				
Operating activities	4,653	723	5,376	2,153
Investing activities	(827)	(268)	(1,095)	(1,348)
Financing activities	(3,500)	(700)	(4,200)	(1,910)

19. Financial risks:

(a) Credit risk:

The University is exposed to credit risk from its debtors. A significant portion of the University's receivables are due from governments, which are believed to be at low risk of default. The University considers tuition fees receivable as a financial asset with greater credit risk exposure and considers the concentration of the remaining risks to be minimal considering the large base of counterparties. See Note 3 for details on the gross carrying amount of tuition receivables and the allowance for doubtful accounts that addresses this risk.

The University is also exposed to credit risk from investments in corporate bonds, since failure of any of these parties to fulfill their obligations could result in significant financial losses for the University. The risk is mitigated by adhering to the investment policy targets as described in the investment policy. In addition, monitoring by investment managers is done on a regular basis. Currently, the allocation to corporate bonds in the University's portfolio is low. Additionally, some investment funds indirectly expose the University to credit risk.

(b) Market risk:

The University's financial instruments expose it to market risk, in particular, to interest rate risk and currency risk, resulting from both its investing and financing activities.

(i) Interest rate risk:

Interest rate risk refers to the adverse consequences of interest rate changes on the University's cash flows and financial position. The University is exposed to interest rate risk as a result of short-term floating rate bank indebtedness and the variable interest rate on the long-term debt serviced by the University. The long-term debt serviced by the Government of Québec does not bear any risk since the debt service is financed by the Government of Québec.

The University's other financial instruments do not comprise any interest rate risk since they do not bear interest.

The University manages the interest rate risk on short-term bank indebtedness by locking in to fixed rates as described in Note 8. Interest rate risk on long-term debt

Year ended April 30, 2022

19. Financial risks (continued):

(i) Interest rate risk (continued):

serviced by the University has been mitigated by entering into an interest rate swap agreement as described in Note 11.

(b) Market risk (continued):

(ii) Currency risk:

The University is exposed to currency risk due to cash and cash equivalents and investments denominated in U.S. dollars. As at April 30, 2022, financial assets in foreign currency represent cash and cash equivalents of \$ [REDACTED] (2021 - \$2,219) and investments totalling \$ [REDACTED] (2021 - \$63,582). The University is also exposed to currency risk from a \$112,695 (2021 - \$87,817) bank loan denominated in U.S. dollars. The risk associated with this foreign currency bank loan is mitigated by a cross-currency interest rate swap agreement as described in Note 8.

(iii) Other price risk:

The University is exposed to other price risk due through its investments in common shares and investment funds since changes in market prices could result in changes in the fair value or cash flows of these instruments. Additionally, some investment funds also indirectly expose the University to other price risk.

(c) Liquidity risk:

The University's liquidity risk represents the risk that the University could encounter difficulty in meeting obligations associated with its financial liabilities. The University manages its liquidity risk by monitoring its operations. The University prepares budgets and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

There have been no significant changes to the risk exposures during the year.

Year ended April 30, 2022

20. Commitments:

(a) Operational commitments:

As part of its operations, the University has entered into various long-term agreements. The most significant agreements have led to the following contractual obligations:

- An amount of \$____ related to consulting services to implement an ERP system. This contractual obligation will be payable during fiscal years 2023;
- An amount of \$____ for the construction, renovations and land improvement agreements to be completed during fiscal years 2023 and 2024; and
- As at April 30, 2022, the University has lease commitments totalling \$92,312 maturing through to August 31, 2038. Future minimum lease payments for the next five years are \$4,554 in 2023, \$4,884 in 2024, \$5,057 in 2025, \$5,111 in 2026 and \$5,165 in 2027.

(b) Investment commitments:

The University has committed to making investments that will be funded in future years in accordance with the terms and conditions agreed in the agreements. As at April 30, the University has committed \$7,894 to private equity investments. The financing of the commitments can be requested at various dates until 2030.

21. Capital Assets Management and Financing Policy:

The Operating Fund has a \$348,330 commitment (2021 - \$325,305) towards the Capital Asset Fund to finance the capital assets with a useful life greater than 10 years; as well as a commitment of \$166,166 (2021 - \$155,820) towards capital assets with a useful life of less than 10 years. All of this net of the balance held in the Sinking Funds as of April 30, 2022. Therefore, these two commitments go into two separate sinking funds at the University.

The first sinking fund related to capital assets with a useful life greater than 10 years is dedicated to the repayment of certain debts of the University, namely, the \$275,000 Series A, Series B and Series C Senior Unsecured Debentures in September 2042 (Series A), February 2059 (Series B) and February 2039 (Series C). The fund is comprised of an initial gift of \$3.4 million transferred in May 2010. In addition, \$22.6 million in unrestricted donations were transferred to this fund when it was first created. In 2022, an amount of \$1,500 (2021 - \$1,500) was transferred to this fund. As at April 30, 2022, the fund balance is \$79,612 (2021 - \$81,927). All these amounts combined with future payments on existing pledges and annual contributions will be invested to generate the required funds to meet the University's future debt obligations by 2042 and 2060.

Year ended April 30, 2022

21. Capital Assets Management and Financing Policy (continued):

The University’s capital investments are governed by its Capital Assets Management and Financing Policy. They are determined through the University’s Capital Budget process, which is approved by its Board of Governors and is an integrated process with the University operating and cash budgets. The capital budget along with the University’s financing program are integrated through asset allocation, funding and financing sub-policies.

The Funding Policy is composed of 13 indicators that measure the overall health of the University’s financial position. Two of the most important ratios are the debt burden and debt/FTE indicators. These support in determining the affordability of the University’s capital investment needs and, as a result, its capital budget.

The debt burden ratio is segregated into two components:

- the overall interest cost of the University, where its affordability is determined to be no more than 5% of total revenues;
- the University’s overall capital repayment contributions (including those for the pension plan) toward the repayment of its financial debt. For the capital repayment contribution portion, the University does not set a ceiling, but will rather seek to contribute as much as possible in order to create fiscal capacity towards its future capital investment needs.

For the debt/FTE ratio, it is comprised of two components: the active component for which the University has determined its affordability to be no more than \$12,000 of total debt (only the portion for which the University is responsible for the servicing; therefore, it excludes all government subsisted debt and net of established accumulated sinking funds per one full time equivalent registered student ("FTE")), and the strategic component for which the University has determined its affordability to be no more than \$3,000 of total debt.

The results of the ratios are as follows:

	2022	2021
Active Debt-to-FTE	\$ 6,131	\$ 5,722
Strategic debt-to-FTE	2,484	1,348
Debt burden - overall interest	2.8%	3.1%
Debt burden - overall capital repayment	0.5%	0.6%

Year ended April 30, 2022

22. Contingencies:

As with other large institutions of a similar nature, the University is party to various legal proceedings, including claims such as grievances arising under its collective agreements, claims instituted by building contractors for additional payments, claims for damages, other claims which may present themselves from time to time under the laws regulating employment matters, and claims instituted by students or former students.

While it is not possible at this time to assess definitely the outcome of these claims, the University has serious grounds to defend these claims and it is confident that they will be resolved without material effect on the University's financial position. The University has accrued an amount it deems sufficient to cover any potential losses from these claims.

23. Pledges receivable:

Pledges receivable from donors are not recorded in the consolidated statement of operations and changes in fund balances for the restricted funds. Pledges receivable amounted to \$53,586 as at April 30, 2022 (2021 - \$50,278).

These pledges will be recognized in the financial statements when collected.

24. Subsequent event:

In May 2022, Concordia has entered into a \$50,000 10-year long-term interest rate swap loan agreement at a fixed rate of 3.959%, to align with the University's Financing Policy. With this long-term financing, Concordia is within the capital budget allocation limits and in tight alignment with duration matching.



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of October 27, 2022**

AGENDA ITEM: Audit Committee recommendation: Unaudited *Système d'information financière des universités (SIFU)* for year ended April 30, 2022- Informations nécessaires aux fins d'analyse de l'octroi de la subvention conditionnelle – Annexe 19

ACTION REQUIRED: For information

SUMMARY: The unaudited SIFU report is being provided for information and review purposes only.

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.

As set forth in the attached supporting memo document BG-2022-9-DA, owing to delays caused by the transition to Unity, this report has been delayed. Accordingly, the unaudited report is being provided for review. A final audited report will be provided to the Board of Governors for its meeting of December 15, 2022.

PREPARED BY:

Name: Karan Singh
Date: October 21, 2022

	Fonds de fonctionnement ^(note 2)		
	2020-2021	2021-2022	
Solde de fonds au début aux fins de la subvention conditionnelle (note 3) (1)	(31,049,953)	(22,284,519)	
Produits (2) (Report automatique de l'évolution du solde de fonds)	529,393,476	587,353,400	
Charges (3) (Report automatique de l'évolution du solde de fonds)	518,144,492	548,474,466	
Excédent (insuffisance) des produits par rapport aux charges (4) = (2) - (3)	11,248,984	38,878,934	
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	saisie manuelle
Annulation des revenus relatifs au décret du 24 mars 2010 (10) (Établissements de l'Université du Québec seulement)			saisie manuelle
Résultats annuels ajustés aux fins de la subvention conditionnelle (11) = (4) - (5) + (6) + (7) + (8) + (9) + (10)	8,765,434	20,522,431	
Solde de fonds à la fin aux fins de la subvention conditionnelle avant ajustements du Ministère (12) = (1) + (11)	(22,284,519)	(1,762,088)	
Ajustements après révision ^(note 5) (13)			
Solde de fonds à la fin aux fins de la subvention conditionnelle (14) = (12) + (13)	(22,284,519)	(1,762,088)	
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 ^(note 3)			
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	
Solde de fonds tel qu'établi aux états financiers audités (18) = (14) + (15) + (16) + (17)	(186,214,638)	(178,555,511)	

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.



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of October 27, 2022**

AGENDA ITEM: Membership of the Advisory Search Committee for the Dean of Graduate Studies

ACTION REQUIRED: For information

SUMMARY: Following the establishment by the President of the Advisory Search Committee for the Dean of Graduate Studies, the committee membership is outlined below, in accordance with the composition set out in the *Policy on Senior Administrative Appointments* ([BD-5](#)):

- Co-Chairs: Anne Whitelaw and Dominique Bérubé
- External member of the Board: Gary Chateram
- Full-time Faculty Members:
 - Diane Querrien, Département d'Études Françaises, Faculty of Arts and Science
 - Geoff Dover, Department of Health, Kinesiology and Applied Physiology, Faculty of Arts and Science
 - Emad Shihab, Computer Science and Software Engineering, Gina Cody School
 - Cédric Lesage, Department of Accountancy, John Molson School of Business
 - Johanne Sloan, Department of Art History, Faculty of Fine Arts
- Administrative and Support Staff: Donald Lafrance
- Graduate Student: Jasleen Kaur, Gina Cody School
- Graduate student: Aman Bajaj, John Molson School of Business
- Secretary: Karan Singh

PREPARED BY:

Name: Karan Singh
Date: October 12, 2022



REPORT TO THE BOARD OF
GOVERNORS

GRAHAM CARR
PRESIDENT AND VICE-CHANCELLOR

OCTOBER 2022

INTRODUCTION

Our community was proud to announce a **\$1.2 million** gift from **J. Sebastian van Berkom**, BComm 69, LL.D 17, on October 11th. This brings the amount Sebastian has donated to his alma mater up to nearly \$4 million. Sebastian's generosity will support experiential learning in the Van Berkom Investment Management Program and Van Berkom John Molson Small-Cap Case Competition. Sebastian credits his time at Concordia with giving him the start he needed to become the founder, partner, chairman and chief executive officer of Van Berkom Global Asset Management.

To follow up on an entry from my last report, the total raised by our **Shuffle** is **\$220,000**, beating our target of \$150,000. Congratulations go to **Hardial Rosner**, property administrative coordinator in Facilities Management, who earned the honour of **Shuffler of the Year**. Our **Shuffle Team of the Year** was **Justin Time**, an 11-member group that walked in honour of our late colleague Justin Powlowski. The team raised an impressive \$33,000, with nearly a third of that raised by **Adrian Tsang**, Director of the Centre for Structural and Functional Genomics. Thanks again to the 900 participants who joined in support of our students.

Concordia's Centraide Campaign launched on October 11th and runs until November 11th. Funds raised by Centraide support 350 agencies and projects and more than 800,000 individuals in Montreal, Laval and on the South Shore. Our goal this year is to raise \$205,000. Last year, our community's generosity helped us reach \$216,287.

Together with **Mourad Debbabi**, Dean, Gina Cody School of Engineering and Computer Science and **Karim Zaghbi**, Professor in our Department of Chemical and Materials Engineering, I participated in a meeting on October 6th in Shawinigan with **François-Philippe Champagne**, the federal Minister of Innovation, Science and Industry, **Michel Angers**, the Mayor of Shawinigan, and other representatives of the city of Shawinigan and Cégep de Shawinigan to discuss research and training initiatives in cell battery development.

Concordia, together with McGill University, hosted the two-day **World 100 Reputation Network Meeting** on October 13-14 with the opening day taking place at MB.9, 4TH Space and SHIFT. The conference explored the future of reputation in higher education with a focus on connectivity and innovation. It attracted participants from around the world from universities ranked in the top 200 by QS, Times Higher Education, Academic Ranking of World Universities, and US News and World Report. One of the highlights of the conference was an interview with board member **Gina Cody** by **Aphrodite Salas**, Assistant Professor in the Department of Journalism, about the impact of philanthropy and leadership donors on institutional reputation.

Led by **Vincent Martin** in the Department of Biology, Concordia hosted the **Global BioFoundries Alliance Meeting** from October 14-16 at the Loyola Jesuit Hall and Conference Centre (RF Building) and virtually. Coming ten years after Concordia hosted Canada's first-ever symposium on synthetic biology, this hybrid event brought together more than 30 leading synthetic biology biofoundries

from around the world to explore opportunities for collaboration and knowledge exchange and to discuss the variety of projects being developed by each group. Concordia's Genome Foundry — which was the first Canadian laboratory of its kind when it opened in 2018 — is one of the 15 founding institutions of the Global BioFoundries Alliance.

On October 14th in 4TH Space, I moderated a panel on experiential learning called **How the Labour Market Can Beat the Odds**. The panel focused on placements for students from equity-seeking groups or those facing important life challenges, from the point of view of both students and employers. Making up the panel were **Francis Baillet**, Vice-President, Corporate Affairs, Ubisoft (and a member of the Board of Governors); **Sony Perron**, President of Shared Services Canada and Concordia's Champion in the federal Public Service Champions program; **Maria Giammarco**, Senior Lead of Research and Development of the Equitable Learner Pathways at the Business and Higher Education Roundtable; **Jason Toney**, Publisher, Black Rose Books; and **Simon Hogue**, undergraduate history student and graduate of Concordia's Beat the Odds work-integrated learning program. The second public event, The Role of Experiential Learning in a Thriving Economy is to be held on November 30th and will focus on how experiential learning opportunities are critical in preparing students to enter the workforce and contribute effectively to the economy.

Together with **Jan Vapaavuori**, the former mayor of Helsinki, **Ana Bailão**, Deputy Mayor of Toronto, and others, I was part of a hybrid roundtable on **Cities, Financial Institutions and Sustainable Urban Finance** at the **Urban Economic Forum 4** conference, hosted in Toronto, on October 3rd and 4th.

Concordia conferred three honorary doctorates as part of fall convocation on October 24th. The recipients were **Fibbie Tatti**, journalist, educator and a leader of the Dene Nation, for preserving and promoting Indigenous languages and culture; **Reshma Shetty**, founder and CEO of Ginkgo Bioworks (incidentally, the lead sponsor for the Global Alliance of BioFoundries conference), for expanding the role of synthetic biology in our world; and **David Fung**, a technology integrator, serial entrepreneur and decorated Canadian for developing sustainable industries around the globe. Joining our honorands were 1,000 students from Concordia's Faculty of Arts and Science, Gina Cody School of Engineering and Computer Science, John Molson School of Business and School of Graduate Studies.

TEACHING, RESEARCH, AWARDS AND INNOVATION

Concordia fine arts student **Jason Sikoak** has honoured residential school survivors with his **Truth and Reconciliation keepsake coin design**; the commemorative medallion is a collaborative effort between Inuit, First Nations and Métis artists. The fourth-year studio arts and art history student is originally from the Inuit community of Rigolet, Nunatsiavut in Labrador. He went to Winnipeg with collaborative artists Leticia Spence (First Nations) and JD Hawk (Métis) for the ceremonial unveiling of their keepsake commemorative coin. The medallion was created to honour residential school survivors and victims and is intended to ensure that Canadians never forget the more than

150,000 First Nations, Inuit and Métis children who were forced by the state to attend Residential Day and Boarding Schools after being taken from their families.

Conor Church, a Métis student from Manitoba who is a first-year marketing student at the John Molson School of Business and a member of Concordia's varsity wrestling team is this year's male recipient of the **Tom Longboat Award** which honors the top Indigenous athletes in Canada.

As part of the Concordia-Africa initiative, the university hosted **Lorna Magara**, Chairperson of the Makerere University Council. The visit centred on collaborative opportunities between Concordia and **Makerere University** that would provide students and faculty with opportunities for academic exchanges. Founded in Uganda in 1922, Makerere University is one of the oldest and most prestigious universities in Africa, with 35,000 undergraduate students and 3,000 graduate students.

Concordia's learning platform, **Riipen**, is helping Concordia faculty provide experiential learning opportunities to students by matching employers and university instructors. Hands-on, real-world learning is an established Concordia tradition. The companies and organizations that use Riipen are looking for the skills and innovation that students can provide, and professors employ the platform to put their students' learning into action with a concrete project. This platform was developed and is run by a Vancouver-based company and is used by employers and universities around the world.

Recommendations from **Future Concordia's** working groups were presented in a hybrid town hall by **Anne Whitelaw**, Provost and Vice-President, Academic, and **Michael Di Grappa**, Vice-President, Services and Sustainability at 4TH Space on October 12th. Future Concordia has been leading a reflection on Concordia's future; six working groups were tasked with imagining new approaches to the way we work, teaching and learning, conducting research, the way we use our spaces, serve our students, and connect to local and global communities.

Concordia partnered with **MTL Connect**, a hybrid conference for digital leaders. The international event, centred on digital transformation, took place in a hybrid format from October 15-23 and included themes ranging from artificial intelligence to culture and creativity to the future of the city and more. Members of the Concordia community were featured in 10 sessions in this year's program, largely as part of the professional stream. **Anne Whitelaw**, Provost and Vice-President, Academic, presented on a panel about the future of education and work. Other members of the Concordia community who participated include **Pamela Tudge**, who delivered a keynote with **Cheryl Bryce** about Indigenous (Eco)Systems and Sovereignty, **Miranda Smitheram**, who led a Master Class on Interspecies Sociality, Indigenous Futures member **Suzanne Kite** facilitated a workshop on Nonhuman Futures, and **Fenwick McKelvey** (Department of Communication Studies) delivered a workshop on artificial intelligence.

The Faculty of Fine Arts recently hosted the **In.Site: Collaborative Sustainability Across the Fine Arts symposium**, from September 12-16 at 4TH SPACE. The event was organized by **pk langshaw**, professor and chair of the Department of Design and Computation Arts, and a team of four undergrad students (**Sarah Hontoy-Major, Elisabeth Bureau, Claire Lecker** and **Patrizio McLelland**). In.Site workshops and presentations covered several sociocultural and environmental sustainability topics within the fine arts, including making processes, waste and performance.

A **PERFORM Colloquium** by **Christophe Grova** (Department of Physics) was held October 19th entitled “Studying brain activity through multimodal neuroimaging techniques: insights from EEG/fMRI and EEG/fNIRS approaches.”

Leonard and Bina Ellen Art Gallery

The Gallery continues its presentation of **Thinking again and supposing. The trajectory of an exhibition** by artists and Concordia professors **Sarah Greig** and **Thérèse Mastroiacovo** (both Department of Studio Arts), curated by **Michèle Thériault**, until October 29th.

The 3rd edition of **TERMS**, a semi-annual program that explores how terms circulate in society and unpacks its various meanings through writing by scholars and artists, was launched. **TERMS: Investment – Part I**, with contributions by **Clifford Gordon Atleo, Stacy A. Ernst**, and artworks by Canadian artist **Greg Curnoe**, is available as a download on the Gallery website.

SIGHTINGS programming launched a multi-year cycle focusing on the theme **SEE FEVER** with **Simon Belleau’s SIGHTINGS 36: Untitled**, Leonard and Bina Ellen Art Gallery, presented in the Sightings Cube in the Henry F. Hall Building’s lobby until January 2023.

The Gallery’s third and final **Expanding Exhibitions Residency** began mid-September with residents **Megan Quigley** and **Maxime Pigeon** working on their project from the gallery.

Milieux activities

October 12th marked the launch of **Soft Slow** tech, a new series of workshops and workgroup sessions, presented in the frame of experiential learning opportunities. This series, developed by Milieux’s **Lee Wilkins**, explores the world of soft circuits, e-textiles, and slow / low tech solutions, and includes bi-weekly meet-ups for participants to discuss their research goals and work on their projects together.

On October 21st, **Speculative Life** hosted a day-long **symposium**, featuring Australian artist and academic **Julian Stadon** as a guest speaker. With presentations from the five research groups of the cluster (Machine Agencies, The Solar Media Collective, Critical Practices in Materials and Materiality (BioLab), Critical Anthropocene Research Group, and the Ethnography Lab), this symposium gathered directors, faculties, and students into interdisciplinary discussions on infrastructures.

Moving the Landscape to Find the Ground is the new cycle of artist talks and artist residencies presented by Post Image, in collaboration with the Indigenous Futures Research Centre, the Feminist Media Studio and the Black Perspectives Office. This series, designed to stir conversations among all communities impacted by the colonial gaze, was inaugurated by the artist **Martin Akwiranoron Loft**, photographer, printmaker, and craftsman from Kahnawá:ke, with a very well-attended talk. A second talk on October 18th was with artist **Greg Staats** (Kanien'kehá:ka).

PhD student **Brice Ammar-Khodja** and BFA student **Philippe Vandal** launched **Écotones**, an urban laboratory at Champs des Possibles combining artistic interventions and a round table to reflect on soil pollution in Montreal. Organized in partnership with the Association Les Amis du Champ des Possibles, these series of events gathered citizens, artists, academics and an expert in mycoremediation to discuss urban soil pollution. The vernissage and roundtable happened on October 14th. In addition, participants were able to test the site-specific, GPS enabled location app Global Urban Wilds, a platform developed by a research team led by **Jill Didur** (Department of English).

UNIVERSITY ADVANCEMENT

Gifts to the Campaign for Concordia: Next-Gen Now.

A gift of **\$750,000** from **TD Bank Financial Group** will support the development of Teen ACCELERATION, an eHealth platform and innovative solution for adolescent health and well-being co-led by researchers at Concordia.

The **Richard and Edith Strauss Foundation** made a gift of **\$300,000** to support research that seeks to develop novel ways to fight certain cancers via GPR68, a protein-coupled receptor.

In honour of his coach at Loyola College, Concordia Sports Hall of Famer and major donor **George Lengvari**, BA 63, made a gift of **\$100,000** to establish the Jackson Winters Men's Basketball Student Athlete Award. **Jackson Winters** coached the Loyola men's basketball team in the early 1960s, and was one of the first, if not the first, Black coaches of a varsity athletics team in Canada.

Power Corporation has donated **\$1.3 million** to create the **Power Corporation Fund for Women's Varsity Excellence** to support women's athletics at Concordia. The fund will support the academic excellence of women athletes, promote leadership, health and well-being, and advance national competitiveness for USports teams. An event to mark the award will take place at the start (19:30) of the Stingers women's ice hockey game on November 18th at the Loyola arena.

SERVICES AND SUSTAINABILITY SECTOR

Sustainability

Campus Sustainability Month, a community-wide celebration of all things sustainable at Concordia, is taking place October 3-31. Activities are a combination of in-person and virtual activities for home, the outdoors and both the Loyola and Sir George Williams campuses. Themes include wellness in the climate crisis, zero waste (coinciding with Waste Reduction Week), urban agriculture and biodiversity, and sustainable solidarity (coinciding with Fair Trade Campus Week).

Cybersecurity

Cybersecurity Awareness Month is underway. Several themes will be highlighted throughout the month, namely: student cybersecurity microlearning, time to reset your passwords, online world, greater risks, cyber hygiene at home, and staying safe in an online world.

Security

The Department has guided all its agents through the completion of **anti-bias, de-escalation, and racial profiling training**. Combined, they represent to date approximately 500 hours of training delivered on these topics.

Campus Security conducted a BBQ **outreach activity** for students and employees, to meet with the community and raise awareness around campus safety and emergency notifications.

The Department conducted a **refresher training** on emergency medical response with all agents.

Concordia has launched two **safe exchange zones** on campus for completing transactions initiated online. One is located at the EV security desk on Sir George Williams Campus and the other is at the SP security desk on Loyola Campus. Community members can set up their in-person exchanges at the designated locations on each campus, which are highlighted with Safe Exchange signs.

Recreation and Athletics

Les Lawton was inducted into Concordia's **Sports Hall of Fame** as a Builder. Les, one of the most accomplished coaches in the history of women's hockey, crossed the 500 victories threshold with the Concordia Stingers in 2003. He led Concordia University to 15 Quebec championships and two national titles. With Les coaching, Canada won gold at the International Ice Hockey Federation Women's World Championship in Lake Placid, New York, in 1994.

Hospitality Concordia

Hospitality Concordia sent a delegate to the 2022 **Canadian University and College Conference Organizers Association National Conference** in Fredericton, New Brunswick, where it was announced that Concordia University won the bid to host the next national conference in October of 2023. This conference has not taken place in Montreal since 2006 and it will be the first time that Concordia hosts.



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of October 27, 2022**

AGENDA ITEM: Annual report from the Ombuds Office

ACTION REQUIRED: For information

SUMMARY: The *Terms of Reference of the Ombuds Office* ([BD-2](#)) provide for the filing of an annual report detailing the activities of the Ombuds Office, including statistics on the concerns and complaints received, a copy of which shall be submitted to the Board of Governors for information purposes. The highlights of the report will be presented by the Ombudsperson, Amy Fish.

PREPARED BY:

Name: Karan Singh
Date: October 12, 2022

CONCORDIA

OMBUDS OFFICE

Promoting fairness at Concordia

ANNUAL REPORT 2021-22



INFORMATION

RELATIONS DIPLOMACY

PROCEDURAL COMMUNITY

PROMOTE INDEPENDENT IMPARTIAL

OMBUDSMAN SUPPORT ADVICE

FAIRNESS SEEK INVESTIGATION

ACT DEFENDER SENSITIVITY

RECOMMENDATION CONCERNS

TACT REASONABLE COACHING



OMBUDS OFFICE

October 1, 2022

Members of the Board of Governors
Concordia University
1455 de Maisonneuve Blvd. West
Montreal, QC
H3G 1M8

To the Board of Governors;

As per article 29 of the Terms of Reference of the Ombuds Office, I am pleased to submit the **2021-2022 Annual Report of the Ombuds Office: Promoting Fairness at Concordia University**.

We have provided an overview of the year's activities from May 1, 2021 to April 30, 2022, with two examples of our files. This year the report does not include recommendations.

I look forward to presenting this report to you in person.

Sincerely,

A handwritten signature in black ink that reads "amy fish".

Amy Fish, MHSc.

Ombudsperson

Concordia University / Université Concordia

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Ombuds Office Overview

The Ombuds Office at Concordia University was established in 1978.

The role of the office is to uphold the principles of impartiality, accessibility, confidentiality, and independence and to promote fairness throughout the University. The Ombuds Office continues to abide by these core values.

The Ombuds Office has several responsibilities, such as:

- Investigating unfairness and offer recommendations where suitable;
- Recommending changes to policies, rules and procedures where appropriate;
- Informally mediating simple academic disputes to prevent escalation;
- Providing a sounding board for community members seeking advice on academic matters;
- Coaching undergraduate and graduate students, faculty and staff members regarding improved communication; and
- Offering hands-on workshops to build skills in dealing with challenging situations.

The Ombuds Office reports directly to the Board of Governors, and is supervised by the University Secretariat.

Ombuds Office 2021-2022

Changes in the Ombuds Office 2021-2022

This year again brought some changes to the staffing at the Ombuds Office.

In February 2022, our Department Assistant, Sraddha Bista, accepted a new position in the Access Centre for Students with Disabilities (ACSD) office. We thank her for her contribution and wish her the best of luck. We welcomed a new Department Assistant, Andreea Constantinescu who has already been a great contributor to the team.

In April 2022, our Associate Ombudsperson Dorothee Beaupré-Bernier left on parental leave, and was replaced by Nicole Marie Macoretta. Dorothee will be returning in April 2023.

Amy Fish has been the Ombudsperson since 2016. In 2022, Amy was up for renewal. In accordance with the Ombuds Office Terms of Reference, a committee was struck to oversee the process. An external review was conducted, and feedback was solicited from the University community.

Amy prepared a self-assessment, was interviewed by the committee as well as by an external reviewer (an Ombudsperson at a comparable university).

At its September 29th meeting, the Board of Governors approved the committee's recommendation to renew Amy Fish as Concordia University's Ombudsperson for another five year term.

Change in Work Flow

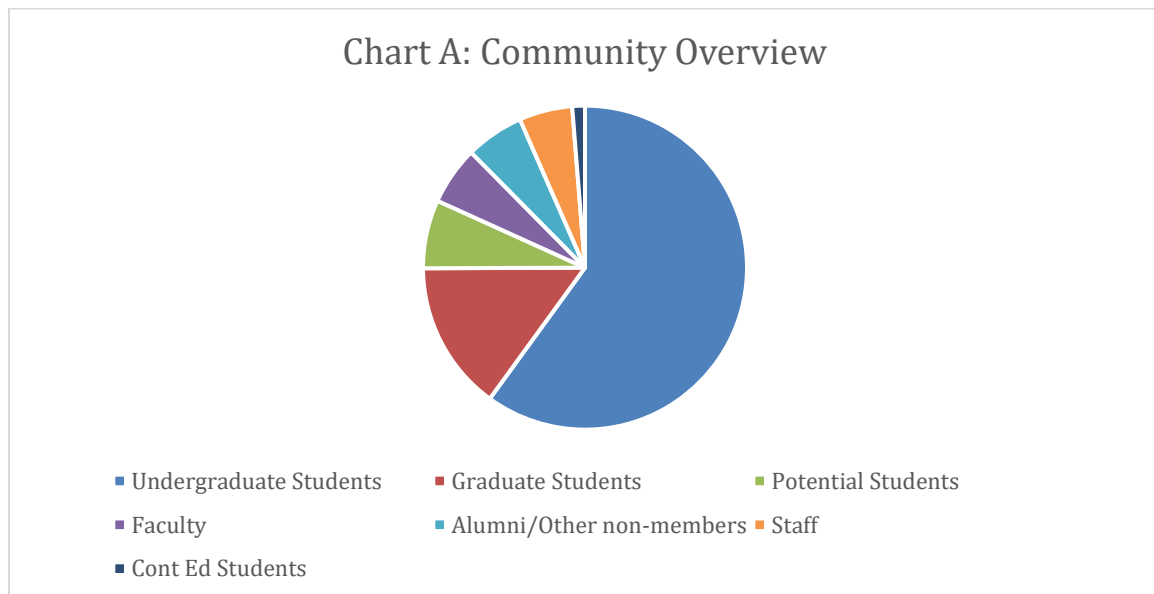
Over the past three years, we have noticed a trend where the volume of our files is decreasing but the complexity is increasing. 393 concerns were brought to the Ombuds Office in 2021-2022,

a reduction of approximately 10% since 2020-2021. However, our files have become significantly more complex. This is best measured by the proportion of investigations compared to total number of files. In 2019-2020, we had only 12 investigations, whereas this year we had 68. Each investigation requires a document review and multiple interviews in addition to an analysis and writing of a letter. We are seeing our work move from being asked advice to conducting in-depth enquiries on a wide variety of issues.

Following consultation with our colleagues at other universities, we have been advised that some are seeing an increase in visits while others, like Concordia, are seeing an overall reduction. We believe that as students become more involved on campus, we are more likely to see an increase in volume in our office. We have also been invited to multiple orientation meetings and have presented to faculty and students across the university. We are expecting our volume to return to previous levels over the next year or two.

Community Overview

Please see Chart A below, for a breakdown of what type of clients came to our office.



The distribution of files is similar to what we have seen before:

- 83% of files come from students;
- 11% come from Faculty and Staff; and
- 6% come from non-members.

Improved Access to Ombuds

This year we began hosting weekly Zoom drop-in sessions where no appointment is needed to receive a general consultation. Staffed by our Department Assistant, this is an opportunity for members who need assistance with their intake forms or who are not sure if we are the correct place to assist them to get some help. We have had some students and faculty members come to the Zoom drop-in for advice and to book further consultations. While the volume is modest, we believe this is an important service that offers additional accessibility for our community, and we will continue to offer it even though students have returned to campus. Community members

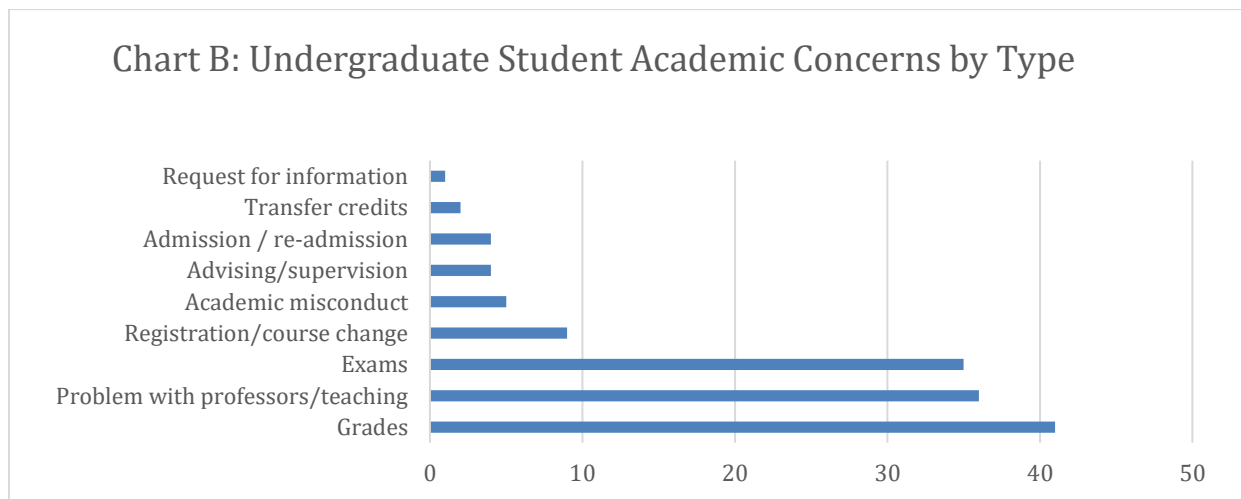
mainly access our service by completing our Intake Form (available on our website) and e-mailing it to us. We also receive requests for assistance over the phone.

Student Concerns

This year's concerns are similar in type to what the Ombuds Office has seen in past years. Undergraduate and Graduate students' files are presented separately below.

Undergraduate Student Academic Concerns

The main types of undergraduate concerns are presented in Chart B, below.



The top reason undergraduate students visited the Ombuds Office this year was “Grades”, consistent with previous years. Last year, “Exams” was the next largest category, likely because of the struggles with online exams during the Covid-19 lockdown. This year, “Problems with Professors and Teaching” is second, just ahead of “Exams”. It is interesting to note that the three top categories are closely distributed, and the next type of issue (“Registration/Course Change”) is significantly less prominent.

Some examples of what the Ombuds Office sees in terms of Grades are:

- A student's concern that their exam was not graded correctly;
- A student who believes they were given an unfair grade in a group project or participation mark;
- A student who has tried repeatedly to contact their Professor regarding a grade and have not had a response; and/or
- A student who did not pass a course and is wondering what their options are to improve their grades.

Problems with professors and teaching could include the following types of issues:

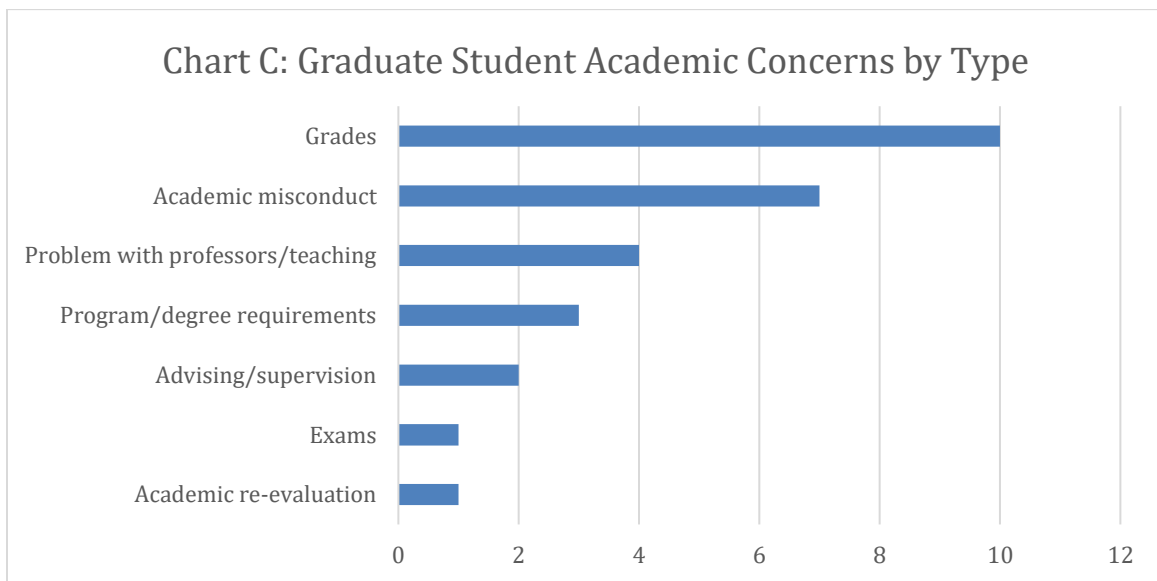
- Students who are unsatisfied with the teaching for practical reasons (i.e., they can't hear the Professor, too many classes were cancelled, handouts are incomplete);
- Students who are philosophically not aligned with a particular faculty member; and/or
- Students who would like explanations regarding variations in the way material is taught in multiple sections of the same course.

Some examples of what was brought to the Ombuds Office regarding exams are:

- Students who arrive late to an exam or miss an exam would like information regarding next steps;
- Students who believe an exam did not cover material as described in the course outline; and/or
- Complaints about an exam that was exceedingly rigorous (i.e., higher than expected failure rate).

Graduate Student Academic Concerns

A full breakdown of academic concerns is presented in Chart C, below.



Last year, “Consultation and Request for Information” was tied with “Advising/Supervision” for the most common reasons to contact the Ombuds Office. This year, the most popular reasons were “Grades” and “Academic misconduct”, followed by “Professors/Teaching”, “Program degree requirements” and “Advising/Supervision.” There was one file about “Exams” and one about “Academic Re-evaluation.”

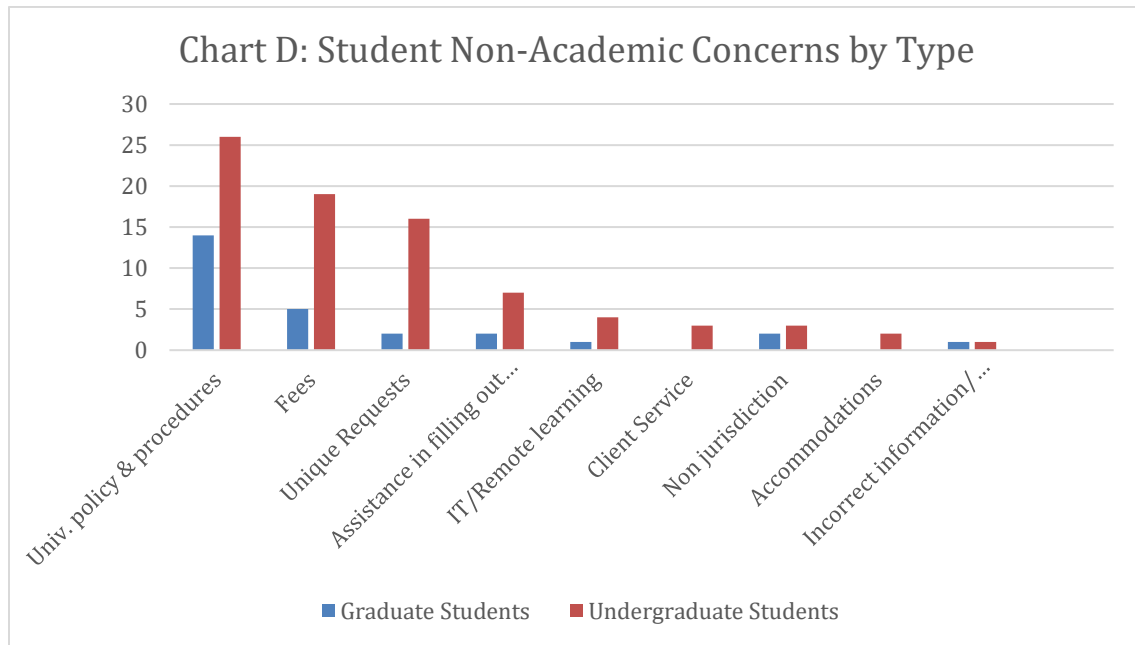
With respect to “Grades”, the Ombuds Office could help a Graduate Student determine whether they have been treated fairly, what their options would be going forward and might offer coaching regarding the best way to communicate with the Faculty member involved.

For “Academic misconduct”, the Ombuds Office does not interfere with University processes. In these cases, our role would be to listen and refer the student to the appropriate office for assistance. For example, the Ombuds Office might recommend that the student request support from one of the Student Advocacy Offices on Campus.

Concerns regarding Professors vary considerably from differing expectations on an assignment to the tone of correspondence in an email exchange.

Student Non-Academic Concerns

The Ombuds Office can also assist students in issues that are not purely academic in nature, as shown in Chart D, below.



As in past years, “University Policy and Procedures” was the top non-academic category for both Graduate and Undergraduate students followed by “Fees.”

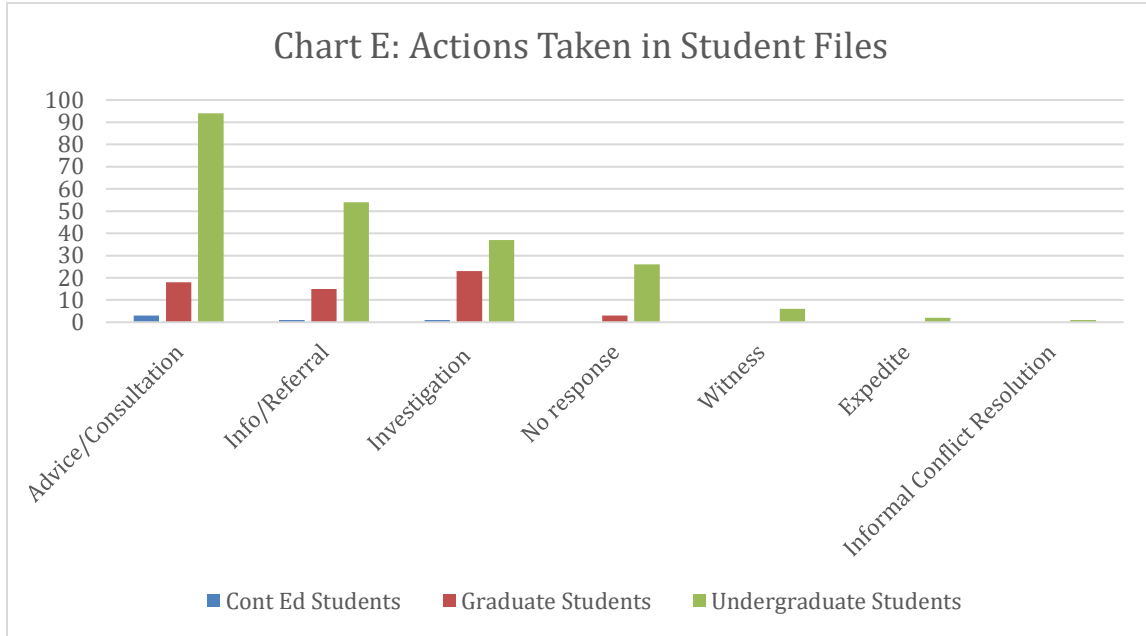
Students come to us with a wide range of questions regarding University Policy and Procedures, ranging from concerns about emotional support animals on campus to questions regarding Quebec study permits. Student concerns regarding fees are normally specific issues being faced by that particular student such as how their fees are calculated or why they were charged for a course that they believed they dropped.

This year, we added a new category called “Unique Requests” to capture some of the files we have that represent one-time-only issues. For example, allegations that an outdoor water fountain at Loyola Campus was stagnant and breeding mosquitos or complaints related to construction noise during a final exam.

Only four files were judged to be outside our jurisdiction this year. These would be cases where, after listening to the student’s concerns, the Office concluded that we are not the most appropriate resource. The community members were then be referred to another office in the University that could better meet their needs.

Resolution of Student Files

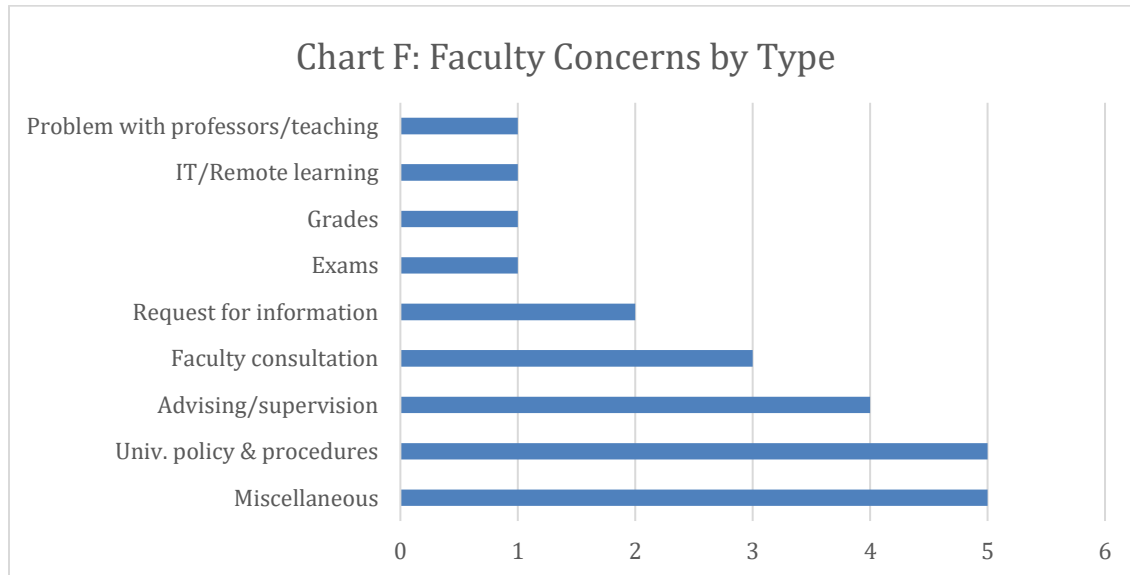
The Ombuds Office normally provides advice and information to students, as shown in Chart E, below.



In the vast majority of cases, the Ombuds Office offers advice and consultation to students. This has remained consistent for several years.

The exponential growth of investigations compared to previous years is likely due to the increasing complexity of files which require additional inquiries and analysis. In most cases, no recommendations are offered, however getting to that point requires a comprehensive review of the issue(s). The increase in multi-faceted files is best explained by the general complexity brought on by a post-Covid-19 learning environment. The additional struggles that so many are facing, as well as necessary policy changes and workflow modifications have likely impacted the number of investigations we are seeing.

Faculty and Staff Concerns



Faculty Concerns

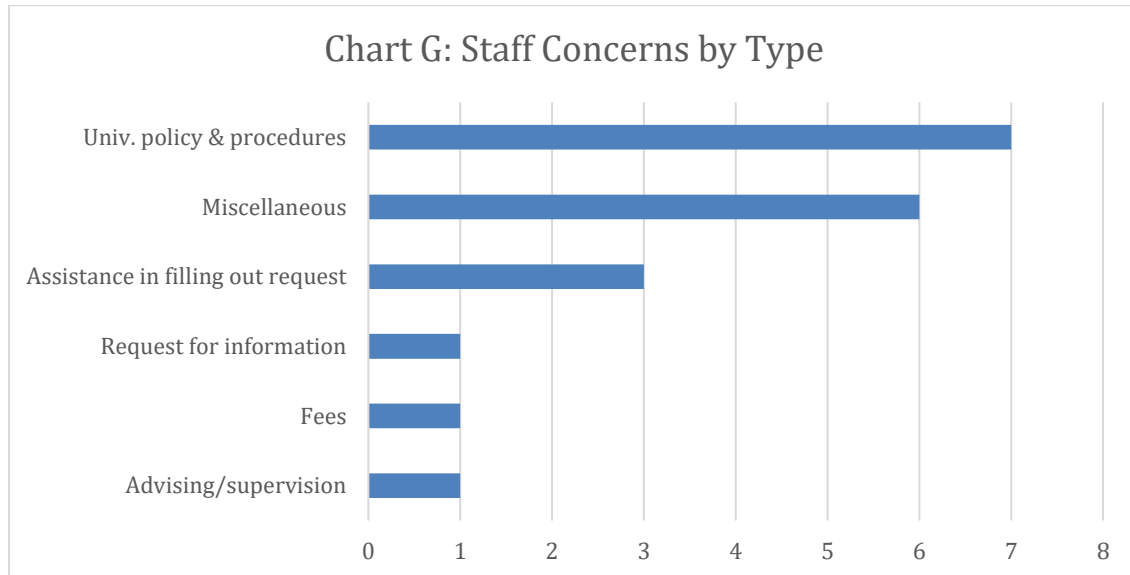
The distribution of types of files brought by Faculty members is very much in line with previous years and is what we would have expected. As a proportion of overall files, those brought to us by Faculty have grown. Last year, there were 13 Faculty concerns and this year there were 23. This is because we have been encouraging faculty to consult with our office. We believe that the Ombuds Office has a role to play in preventing conflict. By speaking to us when there is only a gentle miscommunication, we are often able to step in and prevent escalation.

Some examples of Faculty concerns are:

- How to handle conflict in peer study groups;
- Request for advice regarding how to tell a student they are not going to pass; or
- Looking for a sounding board regarding Department level decisions.

Staff Concerns

A summary of staff concerns by type is presented in Chart G, below.



The majority of staff questions relate to “University Policies and Procedures” as in previous years. It is worth noting that there were six requests that fell into the Miscellaneous category. These were mainly related to return to work following the Covid-19 pandemic lockdown. For example, staff wanted to make sure that their requests to work from home were fairly evaluated.

Review of Prior Recommendations

In 2020-2021 there were two recommendations. One related to accessibility of Graduate Studies and the Recommendation that accessibility for diverse students be prioritized. We are happy to report that this has been taken very seriously by the School of Graduate Studies and we consider the recommendation to have been implemented.

The second recommendation had two aspects. The first related to online exams, and it is our understanding that this has been resolved. The second related to faculty members not responding to student or internal emails. We have seen an improvement in this area, however there still some challenges. For that reason we are keeping the recommendation open for this year, and will revisit next year.

Recommendations for 2021-2022

There are no new major recommendations this year.

Examples of Assistance Provided for 2021-2022

To offer context regarding our work, here are some examples of cases our office has treated. Please note that some identifying details have been changed.

Example 1: Potential Student (Undergraduate)

A potential student contacted our office for assistance because they applied to a program at Concordia and they were not accepted. They believed that they had all the correct qualifications and they wanted to know why they did not get in. The Ombuds Office explained that we could not interfere with the Admissions process, but we could check to make sure that the application was received and fairly evaluated. We contacted the Department and they had very clear records indicating that the application and portfolio were looked at closely. They shared with us the rubric used and the ranking of applicants, and we were able to see that this potential student's application was fairly treated. The Department also told us that the student was a strong candidate but that it had been an unusually competitive cohort. They suggested that we tell the student to keep applying as they may have more luck in a future semester. We let the student know and while he was disappointed, he did have some comfort in confirming that he was given a fair chance. I share this file with you for a few reasons. First, I think it is important to know that Potential students can contact the Ombuds Office if they believe there has been an unfairness in the evaluation of their application. Second, because the Department had excellent records and was open to working with us, which made our job so much easier. And then, finally, it is important to note that sometimes the Ombuds Office does not suggest changes to the outcome of a file, but simply by providing information we are able to offer assistance.

Example 2: Graduate Students

Sometimes multiple students in the same class come to our office with the same concern. In this case, four grad students came to see us because they had each received a grade that would normally be considered an A-. However, their Professor was not recognizing A- as a grade. Students could only get an A or a B+. It is the opinion of the Ombuds Office that the grade distribution must follow the guidelines established in the Graduate Calendar, which includes A-. With this in mind, the Ombuds Office met with the Professor and the Department Chair. It was decided that a Departmental Committee would be struck to look into this further. Ultimately, the committee agreed that A- had to be offered as a possible grade in the course and the students' marks were adjusted accordingly. This is an example of the Ombuds Office working in partnership with a Department to confirm the fairest possible outcome for students. It is also an example of an Academic Department being open to feedback and being willing to adjust final grades to reflect an improvement in fair practice.

Example 3: Faculty Member

A faculty member contacted our office for assistance because they were concerned about one of their students. Specifically, the student said that they suffered from a sleep disorder that was causing them to miss class and important assignments. We suggested that the student be encouraged to contact the Access Centre for Students with Disabilities (ACSD). ACSD is the best place on campus to navigate accommodations for students with a wide range of issues including a sleep disorder. We also suggested familiarizing the student with the available academic options (such as a MED notation or the short term absence request form). Finally, we reminded the faculty member that established program degree requirements cannot and should not be modified. The student must be held accountable to complete all the requirements of the degree, with the available support. If the student is not able to complete this program, there may be another program that is a better fit. The faculty member then spoke to the student about options and it is our understanding that the situation in the department improved. *This is an example of a Faculty member consulting with the Ombuds Office regarding a situation before it became problematic, and the Ombuds Office was able to step in and offer advice and avoid escalatio*



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of October 27, 2022**

AGENDA ITEM: Annual report from the Office of Rights and Responsibilities

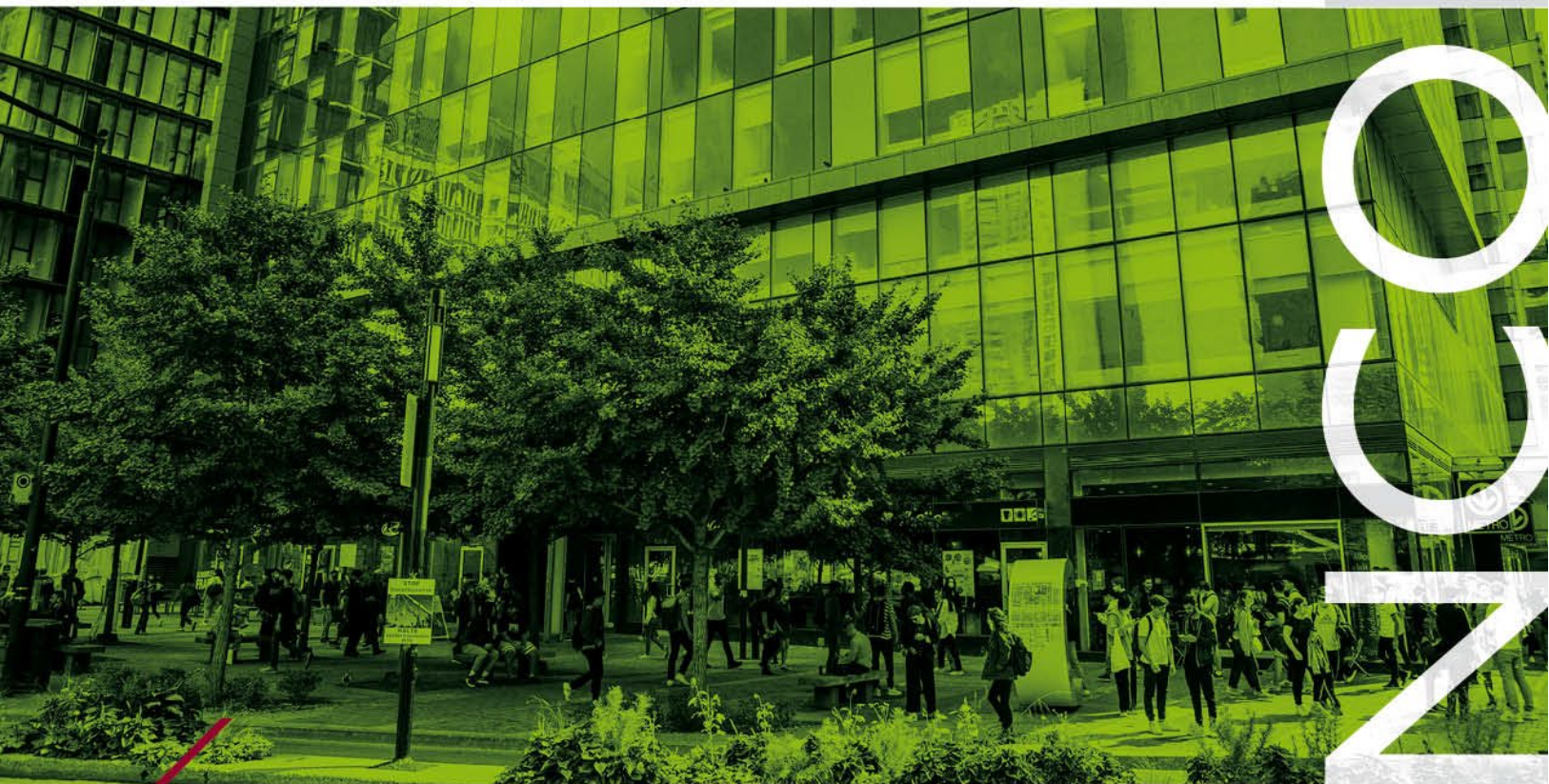
ACTION REQUIRED: For information

SUMMARY: The *Code of Rights and Responsibilities* ([BD-3](#)) provides for the filing of an annual report detailing the activities of the Office of Rights and Responsibilities, including statistics on the complaints received, a copy of which shall be submitted to the Board of Governors for information purposes. The highlights of the report will be presented by the Director, Aisha Topsakal.

PREPARED BY:

Name: Karan Singh
Date: October 12, 2022

OFFICE OF RIGHTS AND RESPONSIBILITIES
Promoting Respect on Campus



ANNUAL REPORT 2021-2022

OCTOBER 2022

CONCORDIA

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Office of Rights and Responsibilities: Annual Report 2021-2022

Introduction

The present report refers to the activities of the Office of Rights and Responsibilities (“**ORR**” or the “**Office**”) from **May 1, 2021 to April 30, 2022**. Submitted to the Secretary-General each year, the ORR’s annual report aims to do the following:

- Offer an overview of the mandate of the Office;
- Present statistics on cases and consultations during the previous academic year;
- Make recommendations with respect to policies or operations of the Office.

The report is made available to the University community via the ORR website www.concordia.ca/rights. It is also submitted, for information purposes, to Concordia’s Senate and Board of Governors.

ORR’s Mandate

The Office administers the Code of Rights and Responsibilities (the “**Code**”), which sets out the behavioral expectations that apply to all members of the University, including students, faculty, and staff. It explicitly prohibits a range of behaviours, such as threatening or violent conduct, sexual violence, sexual assault, harassment, and discrimination. The Code governs behavior that takes place on campus or on other premises in the course of University activities or events.

When any University member has a behavioural concern, they may approach the Office to obtain impartial, confidential, and independent advice and support in resolving the situation. The Office helps members by reviewing all available options and assisting in selecting the most appropriate approach. Options include:

- Helping informally resolve disputes by providing shuttle diplomacy, mediation, crafting settlement agreements, and/or providing strategies for resolution;
- Initiating the appropriate formal complaint process, such as forwarding cases to the Office of Student Tribunals or to the appropriate human resources authority;
- Directing complainants to another, more appropriate mechanism for addressing their complaints, for example: union grievance, police complaints, etc.

In addition to resolving conflicts, the Office coordinates the University’s response in handling urgent cases and managing behaviours that may pose a danger or threat to our community. Members may approach the Office to flag any such behaviour. The Office then takes immediate steps to direct an appropriate and time-sensitive response, in consultation with colleagues from across the University.

The ORR frequently participates in committees and other University bodies mandated to address behavioural issues. Most recently, this has included the Standing Committee on Sexual Misconduct and Sexual Violence (“**SCSMSV**”).

Policies that Guide ORR's Work

In addition to administering the Code, the Office is guided in its work by a number of related University policies, including:

- *Policy Regarding Sexual Violence*
- *Protocol on the Coordination of Urgent Cases of Threatening or Violent Conduct*
- *Policy on Student Involuntary Leave of Absence ("POSILA")*
- *Policy on Harassment, Sexual Harassment and Psychological Harassment*

Each policy sets out timelines, decision-making structures and a selection of appropriate responses to potential situations. The policies aim to guide difficult decisions so that they can be made in a timely manner with input from experts from across the University, including the Provost's Office, Campus Security, the Sexual Assault Resource Centre ("SARC"), the School of Graduate Studies, International Students Office, Campus Wellness and Support Services, and others.

A New Team at ORR

The ORR team is composed of a **Director, Associate Advisor** and a shared **Department Assistant**, who also serves the Ombuds Office. 2021-2022 was a period of significant staffing change, with a new person stepping in to each of the three roles:

- **Director and Senior Advisor:** In January 2021, Concordia appointed Lisa White as its inaugural Executive Director of the Equity Office. She continued to lead the ORR while a search for her replacement took place. A selection committee appointed the undersigned, **Aisha Topsakal**, as the new Director and Senior Advisor of ORR, effective May 1, 2021. Aisha has been at the university since 2014, previously with JMSB's Goodman Institute of Investment Management and the Office of the President.
- **Associate Advisor: Sarvenaz Ezzatpour** stepped into this role in January 2021 on an interim basis to replace Daniel Giglio during his parental leave. Daniel has since accepted a new role at the International Students Office. Sarvenaz was appointed in the permanent role of Associate Advisor effective August 29, 2022. She previously worked as the lead advocate at Concordia Student Advocacy.
- **Department Assistant:** In December 2021, Sraddha Bista moved to a new role at the Access Centre for Students with Disabilities. **Andreea Constantinescu**, who is new to the University, joined ORR as Interim Department Assistant in February 2022.

The staffing changes throughout the year brought with them the normal challenges, requiring that time and resources be devoted to training. Throughout this period of adjustment, we are proud to have maintained our level of service to the University community. This would not have been possible without support from the outgoing ORR team. We extend a warm thank you to our colleagues Lisa White, Daniel Giglio and Sraddha Bista for their assistance.

The Return to Campus

The ORR team physically returned to the office in **August 2021** on a full-time basis. We share office space on the 10th floor of the GM building with our colleagues from the Ombuds Office, who also returned to campus at the same time. We were pleased to see our colleagues in person and we have benefited immensely from the spontaneous conversations that can be difficult to replicate in a remote setting.

At the time of writing, our presence on campus has not translated into as many face-to-face meetings with our clients as we would have expected. Students, staff and faculty have continued to opt for remote appointments, despite our availability to meet in person. We have had very few walk-in visitors (3) or in-person meeting requests (under 10) throughout the year.

The ability to collaborate remotely has in some ways been beneficial for ORR. Frequently, we must pull together senior administrators from across the university for urgent meetings – for example, Student of Concern (“SOC”) meetings can require us to quickly assemble a committee with representatives from the Office of the Provost, Campus Security, SARC, Campus Wellness and Support Services and others. Remote meetings facilitate the work of pulling together the needed expertise on short notice.

As the new academic year begins, it remains to be seen whether the ongoing return to campus will impact the number of in-person meetings we host at ORR.

Data Analysis and Statistical Review

Activity Summary and Breakdown of Requests for Assistance

The Office categorizes its assistance to members in the following ways:

- **Consultations:** ORR provides information and guidance but usually does not play an active role in the conflict or concern.
- **Formal and informal cases:** ORR provides advice and may also directly intervene, review evidence or play an ongoing role in the situation. This can include forwarding a complaint to the appropriate authority. In informal cases, ORR typically assists in reaching a voluntary agreement to resolve a dispute.
- **Student of Concern (“SOC”)/POSILA:** A SOC file is opened when a student is identified as presenting a potential threat or danger to themselves or others. ORR typically assembles a Case Team to review these files and recommend appropriate actions. Measures can include various interventions, such as connecting students with appropriate resources, restricting campus access or placing a student on a leave of absence.

An ORR dossier typically begins as a consultation. If it ultimately evolves into a case, it is only counted once when reporting the data. Cases are generally categorized as behavioural issues under the Code or as SOC files under POSILA.

In the 2021-2022 reporting period, ORR received **357 new requests for assistance**, compared to the 380 new requests recorded in the previous reporting period (a drop of 6%). In addition to new files, we managed 37 ongoing files carried over from the previous year, for a **total of 394 active files**, compared to a total of 430 active files in the previous reporting period.

Below, you will find a 3-year comparison of total active files processed by ORR in the relevant reporting periods. As we entered the second year of the pandemic, it may be that the slight dip in requests for assistance reflects the lack of in-person interaction on campus.

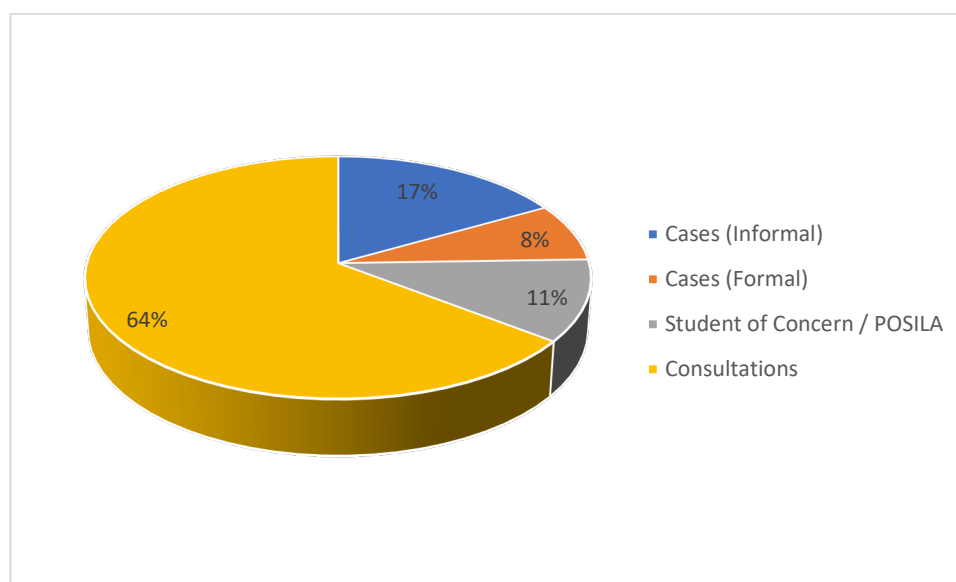
TABLE 1: 3 YEAR ANNUAL COMPARISON OF TOTAL FILES PROCESSED IN REPORTING YEAR

Year	Informal	Formal	SOC	Consults	Total
2021-2022	68	31	44	251	394
2020-2021	94	44	43	249	430
2019-2020	71	47	38	268	424

SOC files typically represent the most challenging cases at ORR, often involving complex problems of mental health and requiring threat assessments in collaboration with colleagues from across the university. This year, ORR had 44 active cases involving SOC files, similar to the 43 SOC cases from the previous year.

The relative distribution of services remained fairly consistent with previous years. As illustrated in the chart below, consultations accounted for a majority of services provided in 2021-2022. Also, in keeping with historical trends, informal resolution tends to be preferred over formal resolution. Active formal complaints represented approximately 8 percent of the Office’s activity.

CHART A: DISTRIBUTION OF SERVICES (2021-2022)



Complainant and Respondent Demographics

In the charts that follow, we take a closer look at our Complainant and Respondent demographics in both our complaint and consultation files.

The following definitions apply when we consider demographics:

- **Student** - Members registered in any academic program on a full-time or part-time basis, independent students, members registered in non-credit courses, auditors, exchange students and visiting students.
- **Staff** - Full-time and part-time employees who are not faculty members and/or do not perform administrative and/or supervisory functions as specified in the 'Administration' category.
- **Faculty** - Full-time and part-time professors including extended and/or limited term appointments, visiting lecturers, etc.
- **Administration** - Employees and/or units who fulfill specific administrative and/or supervisory functions including Deans, Associate Deans, Department Chairs, Campus Security, Residence Life, Directors, etc.
- **Other** - Non-members including alumni, contractors, non-academic visitors, volunteers, etc.
- **Joint** - Two or more Complainants and/or Respondents from different demographic categories
- **N/A** - Complainants and/or Respondents who are unknown, unidentified or anonymous. Complainants in the 'N/A' category are typically anonymous and seeking consultation services from the Office, while Respondents in this category are generally either unknown to the Complainant or not identified by the Complainant.

Who is seeking assistance?

The term “Complainant” is used to refer to any member of the University community who is directly affected by someone’s behaviour and/or as part of their administrative role, raises a concern with the Office. The conduct in question should be within the scope of the Code. If warranted, a case file is opened regardless of whether informal resolution was sought or a formal complaint was launched. In 2021-2022, students followed by faculty members most often requested assistance from the Office in both case and consultation categories.

CHART B: COMPLAINANT DEMOGRAPHICS 2021-2022 (CASES)

In cases, requests for assistance/complaints were generated by:

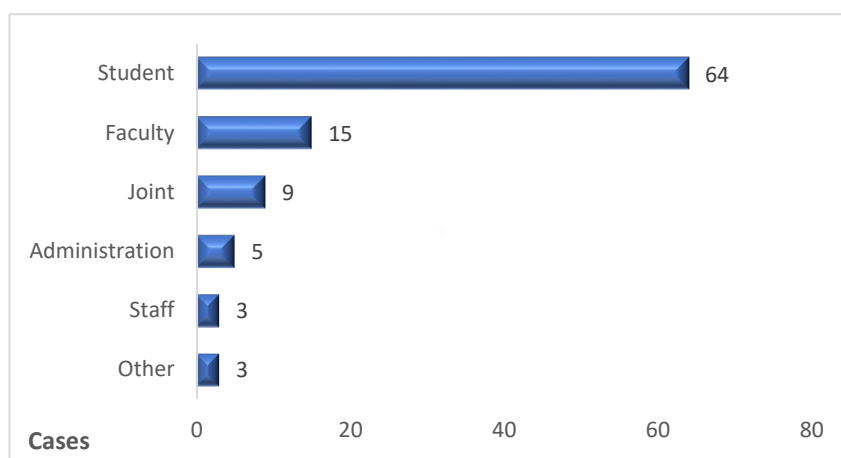
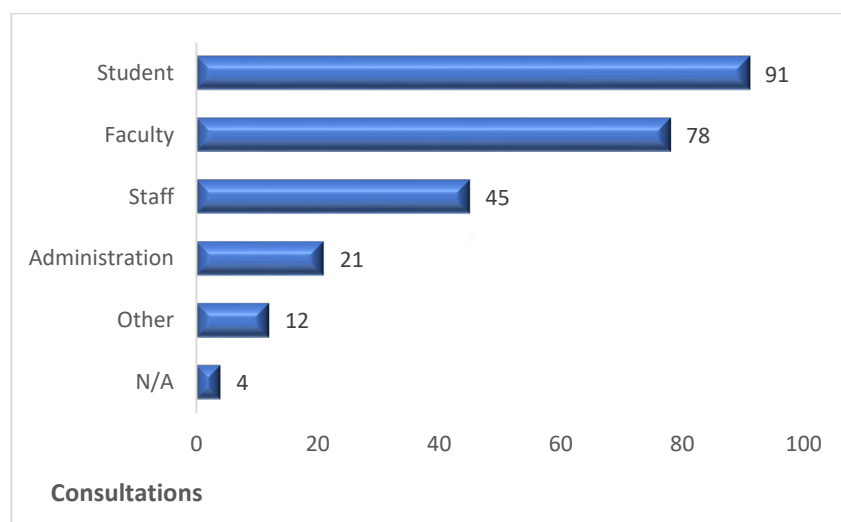


CHART C : COMPLAINANT DEMOGRAPHICS 2021-2022 (CONSULTATIONS)

In consultations, requests for assistance/complaints were generated by:



Who are complaints being made against?

The term “Respondent” refers to the person against whom a complaint is made. A “Respondent” is any member who is alleged to be responsible for undesirable behaviour described as an offense/infraction under the Code. Students were predominantly the identified respondents in both complaints and consultations, followed by faculty.

CHART D: RESPONDENT DEMOGRAPHICS 2021-2022 (CASES)

In cases, complaints were generated against:

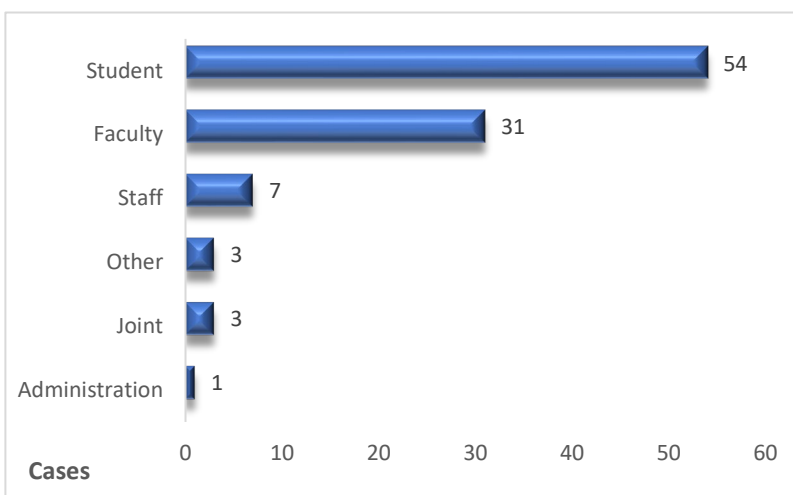
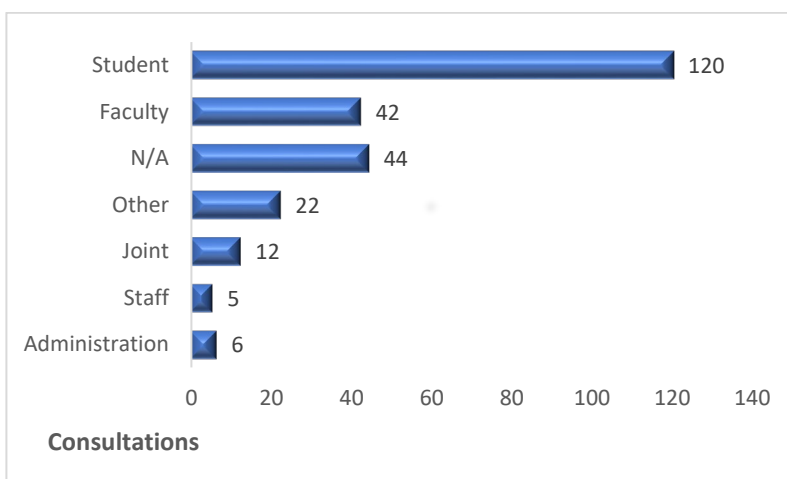


CHART E: RESPONDENT DEMOGRAPHICS 2021-2022 (CONSULTATIONS)

In consultations, complaints were generated against:



What infractions are reported to ORR?

Some complaints allege multiple Code infractions. These complaints are counted as a single file, regardless of the number of offences cited. In consultations, complainants will not necessarily allege a complaint or issue that falls neatly under a specific Code article, accounting for the high number in the “Miscellaneous Consultations” category.

Below, you will see a breakdown of all infractions reported. Consistent with previous years, harassment and SOC reports accounted for the vast majority of concerns brought to ORR. Reports of discrimination and sexual harassment were consistent with last year’s numbers. Allegations of threatening or violent conduct decreased significantly, which may reflect the lack of in-person interaction. A decrease was also noted in reports of sexual violence and sexual assault, as well as psychological harassment. The Office will continue to monitor if any trends emerge through future reporting periods.

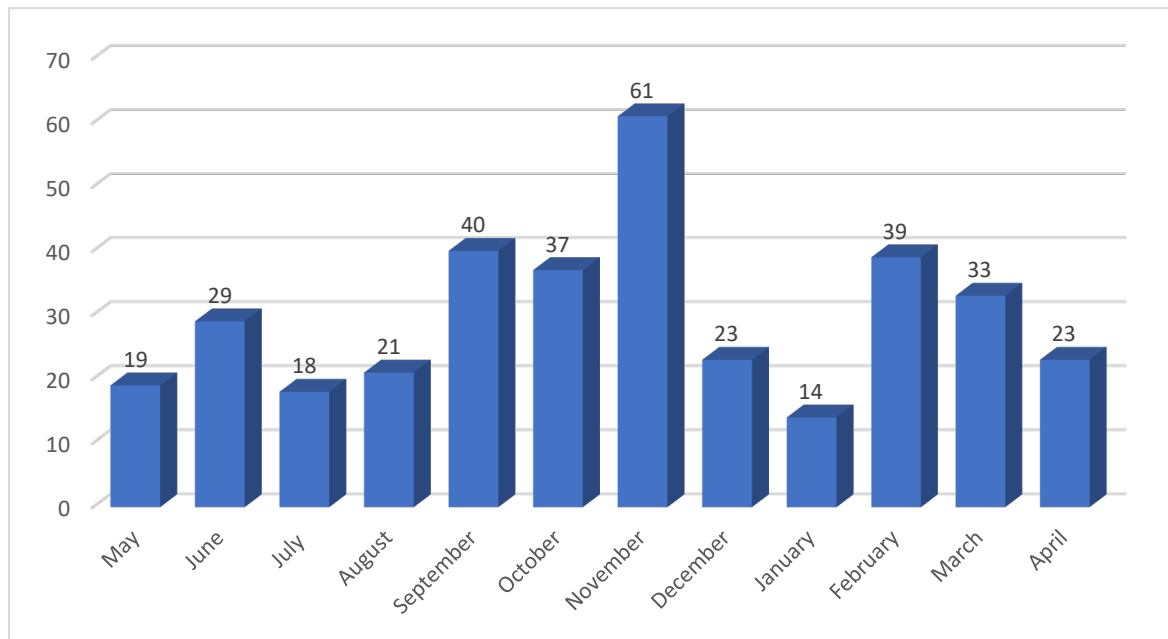
TABLE 2: BREAKDOWN OF INFRACTIONS ALLEGED IN CASES AND CONSULTATIONS (2021-2022)

Offences reported	Cases	Consults	Totals 2021-2022	Totals reported in previous year 2020-2021
Harassment	35	72	107	150
Student of Concern	49	49	98	66
*Miscellaneous Consultations	8	72	98	138
Discrimination	18	32	50	40
Sexual Harassment	15	13	28	30
Communication of Discriminatory Matter	8	18	26	28
Threatening or Violent Conduct	10	3	13	54
Sexual Violence and Sexual Assault	3	7	10	27
Psychological Harassment	2	5	7	45
Forging or altering University documents	0	2	2	6
Unlawful use, sale, etc. of controlled substances	1	0	1	1
Hazing	0	1	1	0
Total	149	274	441	585

When do members reach out to ORR?

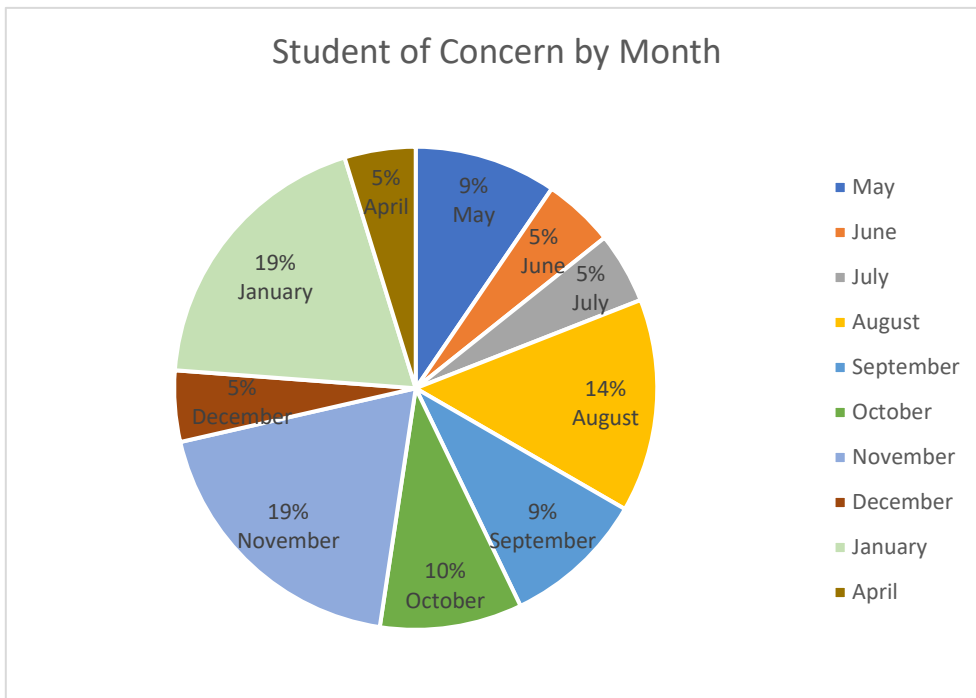
In analyzing new requests for assistance throughout the years (excluding exceptional circumstances), we noted that the Office typically receives more requests in the months of September to November. As illustrated in the chart below, this year was consistent with previously noted trends, with most requests coming to us in the Fall semester.

CHART F: MONTHLY DISTRIBUTION OF NEW REQUESTS FOR ASSISTANCE (357)



Note: Thirty-seven ongoing requests for assistance were carried over from 2020-2021 and are not reflected in this graph.

CHART G: NEW STUDENT OF CONCERN DISTRIBUTION BY MONTH



Note: Seventeen ongoing SOC files were carried over from 2020-2021 and are not reflected in this chart.

Of the 27 new SOC cases received in 2021-2022, the most were reported in the months of November and January. Not surprisingly, SOC reports decreased throughout the summer months.

No students were placed on involuntary leaves of absence in 2021-2022, although two students opted for a voluntary leave from their studies. As always, the SOC dossiers received by the Office required varying levels of intervention, coordination and/or implementation of restrictions, where appropriate.

Education, Outreach, Promotion and Collaboration

ORR education and outreach takes place throughout the year and takes many forms. The staff participates in student, faculty and employee orientations, offers workshops and training, and provides information regarding harassment, threatening or violent conduct and dealing with disruptive members.

Throughout the 2021-2022 year, ORR participated in and presented at various University events

and activities remotely. Outreach activities also included providing information to departments regarding ORR policies and approaches to behavioural incidents and concerns.

In last year's annual report (2020-2021), we recommended that ORR and the newly launched Equity Office develop a combined program of outreach efforts, given that discrimination complaints brought to ORR are often tied to problems of a more systemic nature. I am pleased to report that ORR and the Equity Office delivered a series of joint workshops to faculty members throughout the reference year. Lisa White and Aisha Topsakal visited departments to lead discussions and present scenarios on EDI-related topics. The topics covered were varied and included barriers to creating an inclusive classroom, managing difficult conversations, and responding to reprisals when complaints are filed. We look forward to collaborating further with the Equity Office to offer additional resources for our community members.

Recommendations

The Office may make recommendations regarding situations within a unit, department, faculty or the University as a whole, when such situations have the general effect of violating the rights protected by the Code. Often, these recommendations arise from specific issues or situations that are brought to the Office's attention. The Office also makes recommendations as needed regarding the Code, related policies and its own operations. University members are welcome to submit recommendations for consideration.

As we look ahead, our recommendation for the coming year is that ORR work together with colleagues to deliver a regular series of recurring workshops for academic and non-academic leaders to help equip them with the skills to manage difficult situations and respond to crisis situations. Topics should include how to respond to **students in distress** and how to manage **difficult situations and conversations**.

As the 2022-2023 academic year begins, we are pleased to report that we have delivered our first in-person workshop to all Concordia Chairs on how to manage difficult situations, in collaboration with the Office of the Provost, Equity Office, SARC and the Office of Indigenous Directions. We have also presented to the Chairs of the Faculty of Arts and Science in collaboration with the Ombuds Office. We look forward to continuing hands-on trainings such as these throughout the year.

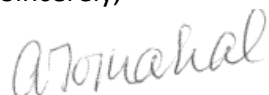
Closing Remarks

In summary, 2021-2022 has been a year marked by change. In addition to our return to campus, we now have an entirely new team at ORR. Under normal circumstances, the work at ORR is challenging – the transitions of this year required an even greater level of adaptability and agility. We were nevertheless able to maintain a level of service that has elicited positive feedback from students and colleagues throughout the year.

I would like to thank our ORR Associate Advisor, Sarvi Ezzatpour, and our Department Assistant, Andreea Constantinescu, for the hard work and dedication they have shown in their roles since their very first day of joining our office. The enthusiasm, compassion and rigour they bring to the office each day is remarkable. I would again like to thank the outgoing ORR team - Lisa White, Daniel Giglio and Sraddha Bista - for their assistance throughout our staffing changes.

Finally, I would like to extend our thanks to the Secretary-General and our Concordia colleagues for their invaluable support as we have navigated the challenges of this past year. We look forward to working together to ensure that all Concordians can pursue their studies and work in a safe, collegial space.

Sincerely,



Aisha Topsakal

Director and Senior Advisor, Rights and Responsibilities

HARMONY
 RESPECT
 CONNECTION
 THREATS
 DISRUPTIVE
 BEHAVIOUR
 EQUITY
 DISCRIMINATION
 COOPERATION
 COLLEGIALLY
 DIVERSITY
 TRESPASSING
 CIVILITY
 HARASSMENT
 THEFT