

YOUR UNIVERSITY SERVICES

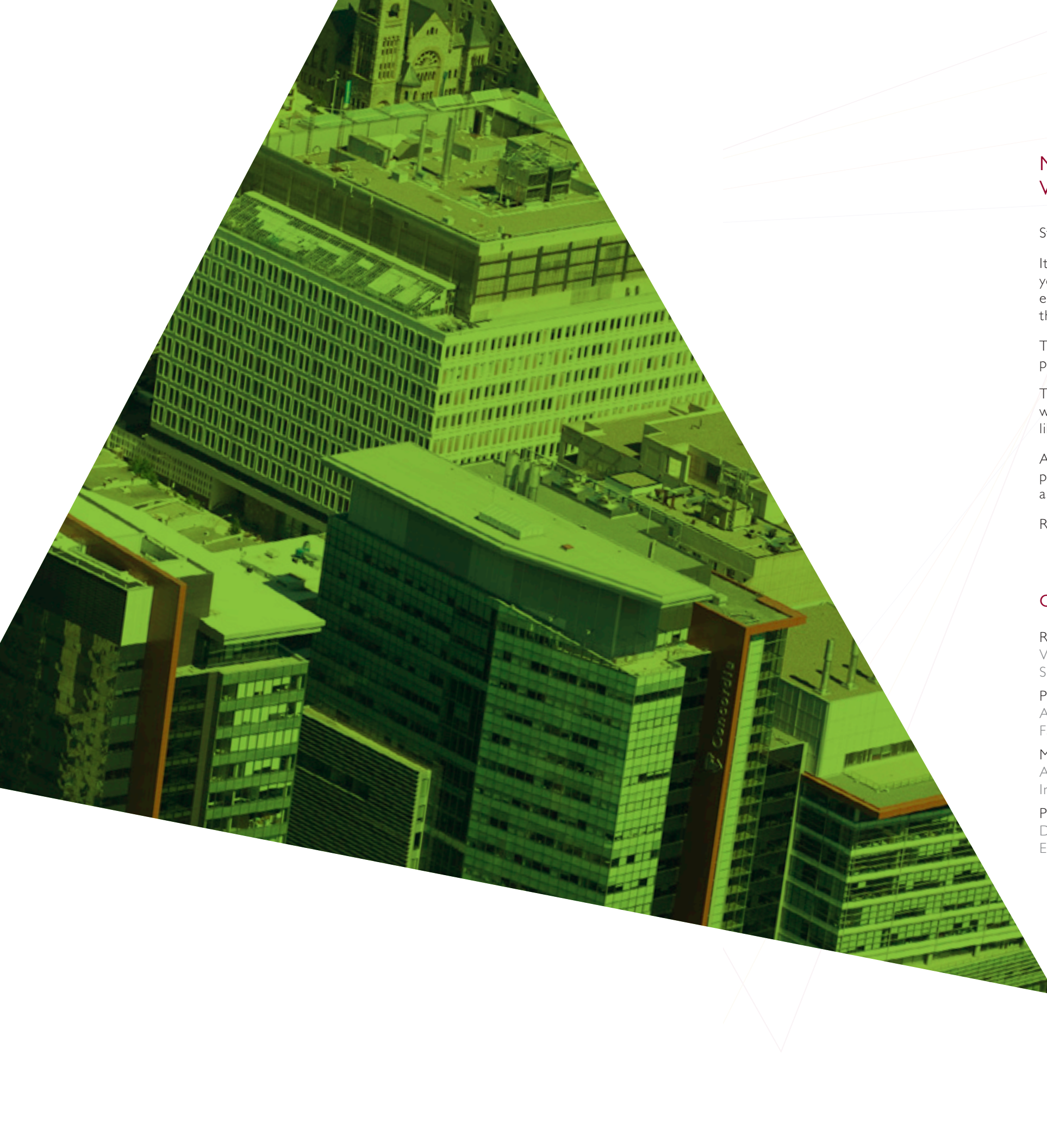
WORKING TOGETHER TO BUILD A BETTER UNIVERSITY
FOR OUR STUDENTS, FACULTY AND STAFF

SERVICES SECTOR ANNUAL REPORT

2012–2013

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MESSAGE FROM ROGER CÔTÉ, VICE-PRESIDENT, SERVICES

Students and colleagues,

It is with great pleasure that I share the Services Sector 2012-2013 Annual Report with you. This has been a year filled with many successes thanks to the great work of the employees in the Services Sector and the excellent collaboration with our colleagues across the university, as well as external service providers.

This report provides a snapshot of the projects our departments have worked on over the past year in support of the university's goals.

This year, we have also featured profiles from each of our service units; staff members who work tirelessly in support of Concordia's academic mission. These are individuals that have likely assisted and supported you in one way or another at the university.

As always, the Services Sector remains focused on supporting the university's strategic priorities and is committed to assisting and collaborating with all of our stakeholders – all of the people who make up Concordia: students, faculty and staff.

Roger Côté

OFFICE OF THE VICE-PRESIDENT, SERVICES

Roger Côté
Vice-President,
Services

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Associate Vice-President,
Facilities Management

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Director,
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Sabrina Lavoie
Executive Director,
Budget Planning and Business Development

Bradley Tucker
Associate Vice-President,
Student and Enrolment Services

ABOUT THE SERVICES SECTOR: A CLIENT-FOCUSED APPROACH TO SERVICE EXCELLENCE

Concordia's Services Sector consists of six areas:

- Student and Enrolment Services
- Instructional and Information Technology Services
- Environmental Health and Safety
- Security
- Facilities Management
- Budget Planning and Business Development

Together, our areas deliver services that are essential to supporting the needs of the community, to advancing the university's academic mission and to enriching the student experience.

We share a common vision and understanding of our collective role. We serve a vibrant and diverse community that includes students, faculty and staff. For their benefit, and in support of the university's strategic priorities, we aim to continually improve the quality of our services while pursuing innovative program models that allow us to do more with available resources.

OUR VALUES

These shared values underscore the keys to our success in achieving our strategic priorities:

- A client-focused approach to service development and delivery that guides our actions.
- Employees are our most valued assets and their full engagement keeps us strong.
- Teamwork and collaboration across service units are key to achieving outstanding results.
- Creativity and new thinking that allow us to find the most cost-effective means to meet client needs.

OUR OPERATING PRINCIPLES

Our areas collectively aim to deliver top-quality, superior service to meet the needs of our students, faculty and staff. Our work also supports the university's academic mission and its vision to become one of the leading comprehensive universities in the country. To achieve this, we start from three fundamental operating tenets:

We are proud to be a part of the community. The Services Sector is composed of dedicated and committed professionals who work hard every day to ensure a level of quality service and excellence in client care.

We strive for effective and open communications. The Services Sector is committed to fostering ongoing dialogue with campus groups to enhance the student experience and promote active participation in university life while interacting with local communities. We welcome feedback to help us improve our offerings.

We seek to build a better university for all. The Services Sector is continually updating and optimizing its program-delivery models to reflect emerging needs and practices in sustainability, operations, information technology and communications.

OUR GOAL IS SIMPLE:

PROVIDE TOP-QUALITY CORE SUPPORT SERVICES TO THE ENTIRE CONCORDIA COMMUNITY WHILE MAKING THE MOST EFFECTIVE USE OF UNIVERSITY RESOURCES.



OUR AREAS

STUDENT AND ENROLMENT SERVICES

Provides efficient, effective and transparent front-line services to current and prospective students. We coordinate recruitment, admissions, registration, class and exam scheduling processes, while enriching students' educational and personal development through diverse support groups that offer individualized assistance and support.

INSTRUCTIONAL AND INFORMATION TECHNOLOGY SERVICES

Delivers university-wide technology services to faculty, staff and students. Also responsible for providing the community with advanced information technology resources and quality customer service to meet its diverse research, educational and departmental needs, such as streamlining processes, improving efficiency and effectiveness, and improving the teaching and learning experience.

ENVIRONMENTAL HEALTH AND SAFETY

Responsible for the management of workplace safety, hazardous materials management, emergency management and sustainability. This includes ensuring compliance with government regulations, providing safety training, conducting risk assessments, and managing the radiation, chemical, biosafety and industrial hygiene programs.

SECURITY

Maintains a secure campus environment while remaining responsive to evolving community needs. We achieve this by promoting and maintaining close collaboration with students, faculty and staff. This enables us to offer quality service during normal operations and in times of crisis.

Our services include patrolling, investigation, prevention and consultation services, emergency hotline and risk prevention training.

FACILITIES MANAGEMENT

Leads and oversees campus facility planning, real estate development and leasing, design and construction, engineering, property management, infrastructure operations, custodial, distribution, transportation and mail services.

BUDGET PLANNING AND BUSINESS DEVELOPMENT

Provides financial planning and oversight of the Services Sector budget and development of strategic approaches to maximize new opportunities. Manages and oversees the university's retail operations, food and beverage services, event planning, dining and student residence meal plans, as well as campus lockers, parking, automated teller machines and advertising, while ensuring the community benefits from competitive pricing on academic material, technology products, supplies and print services.



OUTSTANDING STUDENT EXPERIENCE AND STUDENT ENGAGEMENT

A network of expertise, resources and programs is offered to facilitate and enhance students' academic success and their personal development, health and well-being. Services are provided that also advocate for students, support diversity and encourage a strong sense of community.

- Began renovations of the Ed Meagher Arena, thanks to a \$3.25-million grant received from the Government of Quebec (the total cost is \$7.75 million, with Concordia contributing the balance). The renovations will result in a new NHL-quality rink surface and an eco-friendly refrigeration system that allows for use 11 months of the year. The investment demonstrates Concordia's commitment to varsity sports and will benefit not only Concordians, but the more than 40 varsity, intramural and community teams.
- Completed major renovations to the Birks Student Service Centre, which opened in August 2013. The new centre aims to provide personalized and streamlined assistance in a more comfortable, inviting space. The waiting area is fresh and bright and features a new ticketing system to speed up request processing and reduce wait times. Staff can now offer personalized service, directing students to key university resources and booking appointments with other services as needed.
- Helped almost 10,000 students with peer assistance, mentoring programs and workshops on learning and study skills. Assisting our students in writing, math and languages – and also connecting them with trained student success mentors – allows them to learn effective strategies for academic success, as well as develop interpersonal skills.
- The Oui Can Help! program continued to help international and out-of-province students improve their French-language skills by awarding 155 French language bursaries to international and out-of-province students.
- Widened the sidewalks and completed the bicycle path on De Maisonneuve Boulevard, between Bishop and Mackay streets – all part of the Quartier Concordia urban improvement project.



OUR ACTIVITIES FOR 2012-2013

In setting our strategic priorities for the past year, we once again concentrated on aligning our work as providers of services with the three strategic directions outlined in Concordia's *Strategic Framework*:

- Outstanding student experience and student engagement.
- Academic work of the highest quality.
- Community engagement and social responsibility.

- Made financial aid services and counsellors available to students at the Loyola Campus; the Dean of Students Office shared their Loyola office space with Financial Aid and Awards.
- Renovated and expanded Health Services at the Loyola Campus, providing students at the west-end campus with a team of physicians, nurses, consulting psychiatrists and psychologists, as well as health promotion specialists.
- New budgeting workshops were created by the Financial Aid and Awards Office to increase financial literacy for students.
- Offered 1,200 textbooks for rent over the past three years. This represents a savings of up to 60 per cent compared to new textbook purchases. This new service was used by more than 1,200 students.
- Offered orientation sessions in Mandarin, Arabic, Farsi and French in order to make our new international students feel welcome and more at ease.
- Completed renovations to add 118 new beds in Hingston Hall residence B at the Loyola Campus. This brings the total number of residence beds on both campuses to 543 in 2012. The next phase involves the addition of 355 beds at the Sir George Williams Campus in 2014.
- Improved the wireless infrastructure and deployed 125 telephones in Hingston Hall residence B.
- Renovations were completed on the new Access Centre for Students with Disabilities Loyola Exam Centre. The centre was outfitted with furniture and equipment purchased with funding from the Quebec Ministry of Education.

ONLINE TECHNOLOGY

- Developed a mobile website (m.myconcordia.ca) that allows students to use their handheld devices (e.g., smartphones and tablets) to register for classes, add or drop courses and view class schedules and grades.
- Developed and implemented an online Interac payment solution for tuition and fees, providing students with an easy alternative to credit card payment.
- Added an online form in the portal for students to submit refund requests online or apply for credit toward their account balance. This eliminates the need to line up at the Birks Student Service Centre.
- Introduction of an online STM Opus Card Attestation form enabling students to verify eligibility requirements to obtain a reduced-fare pass. Resulted in reduced waiting times at the Birks Student Service Centre.
- In response to student requests for more digital content, Campus Retail Stores offered 700 academic eBook titles, compared to 400 the previous year.
- Implemented a new electronic event management system (MyEvents) to facilitate the booking of events for all Hospitality Concordia venues on campus. The system boasts new automated features to facilitate the booking process for internal and external clients, including student associations.
- Developed a tool in the MyConcordia portal that allows students registered with the Access Centre for Students with Disabilities to book their examinations online.
- The Access Center for Students with Disabilities introduced an encrypted upload of exams by professors for students taking accommodated examinations. This allows students to access their exams from any machine with an internet connection by simply logging in to the MyConcordia portal. It also provides a secure platform for faculty to upload exams. The entire process is managed through a system called Clockwork, and Concordia is the first university in Quebec to use this system.
- Deployed a new application for course evaluation on mobile technology; the new service encourages student response by making the service more accessible.
- Encouraged sustainable transportation by launching bike parking registration through the MyConcordia portal.



ACADEMIC WORK OF THE HIGHEST QUALITY

SUPPORTING THE RESEARCH, CREATIVITY, TEACHING
AND LEARNING OBJECTIVES OF A LEADING COMPREHENSIVE UNIVERSITY

Concordia's students and faculty members continue to gain national and global attention because of their contributions to the advancement of knowledge in a variety of fields. Advancing a strong and robust research agenda includes providing our faculty and students with state-of-the-art facilities that support their work.

- Added five new courses led by Environmental Health and Safety (EHS). This resulted in a 369 per cent increase in the number of participants in 2012-2013 compared to 2011-2012.
- EHS collaborated with the Faculty of Arts and Science to launch a partnership between the Sustainability Action Fund to jointly fund and manage a Sustainability Curriculum project.
- EHS supported the creation of a Minor in Sustainability Studies program in the Faculty of Arts and Science, launched in the summer of 2013.
- Provided five sustainability related internships, including one that was funded through the Undergraduate Student Research Award to analyze cost-saving sustainability initiatives at Concordia.
- Provided support to numerous academic events, including the Gender Health and Music Therapy Conference, the fifth Family Enterprise Research Conference and the International Association for the Study of Irish Literatures.
- In partnership with the Research and Graduate Studies office, Instructional and Information Technology Services implemented a new Research Information Management System. The system tracks all research program requests allowing the university to collect, contextualize and report on research outputs. Researchers can access the system through a personalized researcher portal.

TEACHING AND LEARNING TECHNOLOGY

- Upgraded Moodle, the university's online course management system. From automatic blogs and wikis to live chat and drag-and-drop – Moodle 2.3 boasts a myriad of new and improved features for faculty and staff.
- Upgraded classroom technology in 40 rooms throughout both campuses. These classrooms are now standardized with a simplified interface, including the latest Panasonic projectors and Creston panel technology. Benefits include better image quality, capacity and resolution, as well as increased ease of use.
- Created classroom technology videos to support faculty using the university's newly equipped classrooms.
- Renovated and updated the physical layout and classroom technology (including high-definition projection) in the H-937 Amphitheatre. This 250-seat classroom is one of the university's largest teaching classrooms.





COMMUNITY ENGAGEMENT AND SOCIAL RESPONSIBILITY

INTEGRATING COMMUNITY INVOLVEMENT, SUSTAINABILITY AND SOCIAL RESPONSIBILITY INTO SERVICE DELIVERY AND STUDENT LIFE.

The Services Sector undertook initiatives in 2012-2013 to support current students and to foster communication with them and prospective students.

- Hosted the most successful FanTasia International Film Festival to date with almost 110,000 spectators and more than 160 feature films. This year represented the 10th edition at Concordia.
- Obtained Gold Leadership in Energy and Environmental Design (LEED) certification status for the PERFORM Building and Silver LEED certification status for the John Molson School of Business Building by the Canada Green Building Council (CaGBC). The CaGBC recognizes high-performance green buildings based on longstanding sustainable practices that include design, construction and operation.
- Upgraded 59 water fountains on both campuses to accommodate reusable containers.
- For the 15th consecutive year, Concordia was recognized as the energy conservation leader among major universities in Quebec by the Ministère de l'Enseignement supérieur, de la Recherche, de la Science et de la technologie. At a rate of 1.03 GJ/m², it consumed 22 per cent less than the second- and third-placing institutions, which both used 1.32 GJ/m².

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- Completed the university's first self-audit of bulk printed matter intended for external use – as required by the Government of Quebec's Environment Quality Act.
- Over 80 people attended the Sustainable Champions Gala in March. The gala provides an opportunity to express appreciation to those involved in sustainability endeavours throughout Concordia, as well as in the surrounding community.
- Supported the Greenhouse and City Farm School in their transition to an independent student fee levy group. By responding to a growing interest in issues around food sovereignty and the practice of urban agriculture, the group facilitates education through an experience-based model.
- Promoted sustainable transportation by launching a Bixi rebate campaign that offered a 20 per cent discount on membership fees.
- Students traded in their old backpack to receive a \$25 rebate on the purchase of a Jansport backpack; 112 used backpacks were donated to Renaissance.
- Hosted 48 young women from Les Scientifines, an after-school activity dedicated to encouraging an interest in science among girls between the ages of 8 and 12.
- The Student Advocate Program spoke about academic integrity (e.g., plagiarism, paraphrasing, academic referencing, Academic Code of Conduct) to almost 6,000 students at orientations, workshops and in-class presentations.

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BEST PRACTICES IN ADMINISTRATION

Our work to support faculty members and students involves implementing activities that adhere to best practices.

- Completed the Guy-Metro Building recladding project which involved the replacement of the original panels, giving the building the same look as the Engineering, Computer Science and Visual Arts Integrated Complex and John Molson School of Business Building. The building now boasts improved insulation, a new roof, and heating/cooling units that allow for better control over temperature and humidity.
- Concordia received a Silver ranking in the 2012 Sustainability Tracking, Assessment and Rating System (STARS). STARS measures more than 100 parameters, from standard sustainability measures such as greenhouse gas emissions, energy use and waste management, to such things as employee equity and diversity, childcare facilities, socially responsible investments and community engagement.
- Expanded the list of 2012-2013 Approved Caterers for events held at the university in order to better suit the needs and variety of tastes of the university community.
- Replaced all 17 escalators in the Henry F. Hall Building and added two staircases from the lobby to the mezzanine. This has facilitated the flow of traffic throughout the building, as well as improved reliability and efficiency.
- Campus Retail Stores joined the Millennium Micro Group Banner, Canada's largest network of independent computer product merchants. The partnership with Millennium will provide Campus Retail Stores with better buying tools, as well as better pricing and programs in the technology category.

THE BOOKSTORE PASSED THE \$1 MILLION MARK IN USED BOOKS SOLD TO THE INTER-COLLEGIATE BUY-BACK SINCE NOVEMBER 2005.

WE ARE THE SECOND STORE TO ACHIEVE THIS MARK, ALONG WITH QUEEN'S UNIVERSITY.

COMMUNICATION AND COLLABORATION TECHNOLOGIES

- Migrated most* staff and faculty from 10 email systems into one central system – Exchange 2010. The new service is designed to not only enhance communication and collaboration but also standardize Concordia's email naming convention – all addresses now follow the format `firstname.lastname@concordia.ca`. The move to one integrated platform also allows for increased technical support and reliability, a flexible messaging environment and improved security.
- Completed migration of existing `live@edu` student email accounts to Office365 – a new cloud service for undergraduate students that offers office applications in addition to email. As long as students have an internet connection, no matter where they go, Office 365 services are available to them.
- Deployed 250 multi-function copiers to allow students and visiting professors to send print jobs from anywhere (via webprint) and pick them up on their way to class. Printing can also be done directly from a laptop or mobile device.

**The John Molson School of Business and the Department of Education have their own email systems running in parallel.*

- Acquired floors five and six of the Faubourg complex, further consolidating our presence in the Grey Nuns quadrilateral and adding space for academic growth.
- Designed and implemented a multi-stakeholder strategy involving Student Services and students groups and associations to formalize a Sexual Assault Resource Centre on campus. The centre will serve as a confidential resource for students, staff and faculty by providing educational resources, intervention and expert referral services.
- Introduced a new Environmental Health and Safety Training & Compliance Database to easily and quickly track students, staff and faculty who have participated in the department's various safety and compliance courses.
- Added 11 new compost bins throughout the university, for a total of 19.

MEET THE FACES BEHIND THE SERVICES SECTOR

Electricians, programmers, engineers, security guards, event planners, receptionists – these are just a handful of the important roles held by our staff. Each of these individuals is essential in making the university function, as well as in supporting the academic mission of Concordia. From assisting individuals in our computer labs and cinemas to counselling students on financial aid and program requirements, the Services Sector team is dedicated to providing top-notch service to our over 45,000 students.

Here's a look at several of our staff members who are clearly passionate about what they do!

STUDENT AND ENROLMENT SERVICES

THIRTY-FIVE YEARS ON THE JOB AND LOVING IT

A two-week temporary filing assignment has turned into a 35-year career in the Office of the Registrar for senior graduate service team assistant Janet Fradette.

"I like the variety, challenges and people I meet," says Fradette of why she has remained in the department. "I feel my work is appreciated."

About 6,000 graduate students are enrolled at Concordia and Fradette coordinates a team that updates their academic records. Everything you see on a graduate student's record, from grades to status, goes through Fradette and her team of four. Students wouldn't be able to graduate without them.

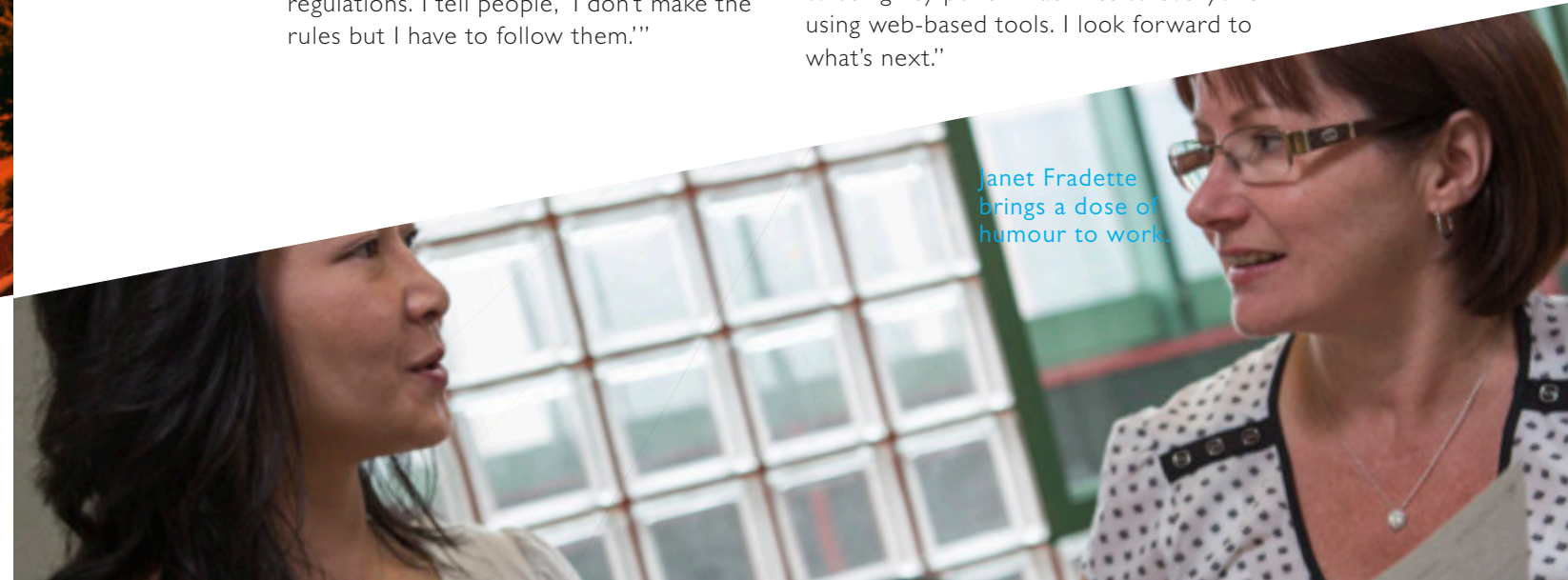
"I try to make everyone happy while maintaining government rules and regulations. I tell people, 'I don't make the rules but I have to follow them.'"


Fradette relies on her light-hearted approach to handle the volume of paperwork she receives. "Occasionally, we'll get a completed form without a student name or number. We'll return it to the department with a humorous note saying, 'Your invisible ink hasn't taken affect and we'd like you to return this using a regular pen.' It doesn't happen often but when little things add up to delay the process, you need a sense of humour to see you through."

Such an attitude has led to a long and rewarding career.

"Every work day is different from the previous and so much has changed in 30 years, from students registering in person, to using key punch machines to everyone using web-based tools. I look forward to what's next."

Janet Fradette brings a dose of humour to work.





Listening is a big part of Farooq Shaikh's job.

STUDENT AND ENROLMENT SERVICES

FIRST-HAND EXPERIENCE WITH THE INTERNATIONAL STUDENTS OFFICE LEADS TO A CAREER CHANGE

22 Farooq Shaikh came to Concordia from India in 2005 to study engineering but the support he received from the International Students Office (ISO) inspired him to make a career change. He now helps students as an international student advisor.

Shaikh volunteered in the ISO when he was a student and quickly realized he's a social guy who wanted a career that involved meeting people.

"I see about 10 to 15 students daily and I listen and guide them through immigration, social, cultural and personal issues," says Shaikh. "We're their home away from home and I'm happy when I know I've made a real difference in someone's life."

Putting his master's degree in electrical and computer engineering aside, he's been working full-time in

the ISO for three years. Shaikh said the biggest shock for international students is the weather. "They've read about winter but don't understand how the darkness and extreme temperature fluctuation will affect them." Shaikh expects students to complain about winter but he never expected to see the inside of a hospital because of a student.

"One of our students was hospitalized and I had empathized with him during our meetings because he was also an engineering student, so I asked if I could visit him. He had no family or friends here. It's definitely not part of the job description but he was alone. I had never seen the inside of a Montreal hospital so it was all new to me."

Connecting with people is what Shaikh likes most about his job.

INSTRUCTIONAL AND INFORMATION TECHNOLOGY SERVICES

RISING THROUGH THE RANKS

Concordia has been Katie Gilkes's home away from home for 13 years.

Gilkes, manager of the IITS cinemas, came to Concordia from Toronto as an undergraduate student, stayed for her graduate degree and worked part time in the university's cinemas, which led to a full-time position.

"I've done every job within the department from part-time projectionist to booking manager," says Gilkes. "I'm very proud of the work we do and I'm lucky IITS supports its people and encourages their development."

The 11-member cinema team provides technical support and event planning for Concordia and outside clients in its four cinemas.


Managing the cinemas involves juggling roles from managing people and budgets to making sure furniture arrives and projectors

work. "Real stress is having 700 people in a theatre watch you trying to fix a projector."

Gilkes, manager for about a year, says her predecessor and mentor Cindy Canavan retired from the department with a strong client service ethic.

"Sometimes we may not have everything a client asks for, but we do our best to provide what's necessary for a seamless class or event, like patching together parts from different projectors to improve the image and audio quality."

Concordia hosts the FanTasia International Film Festival and is a partner in the International Festival of Films on Art, among other prestigious events where Gilkes occasionally meets celebrities like Harry Belafonte. These events raise the cinemas' profile in Quartier Concordia and continue to make an important contribution to the university and city's cultural scene.



Katie Gilkes has held almost every job in the IITS Cinema department.



Chantal Forgues believes sustainability begins at home.

ENVIRONMENTAL HEALTH AND SAFETY

TAKING INSPIRATION FROM THE RAINFOREST

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Spending 10 days in a rainforest led Chantal Forgues on a career path that has taken her to where she is today, sustainability coordinator for Environmental Health and Safety.

Forgues took a rainforest ecology course in Costa Rica when she was in CEGEP, and the experience inspired her. "I saw you could do good for people and the planet and still earn a living. In university, I realized there was a name for that – sustainability. I knew that's what I wanted to do."

Forgues' role is to help Concordians understand sustainability issues and raise awareness of what people can do in their daily lives to reduce their environmental footprint and make a positive social impact.

One of the ways she does this is by supporting groups that organize activities

on campus, such as Sustainable Concordia's ecological footprint awareness event on Earth Day. "People were invited to have their eco-footprint calculated. My work takes place at Concordia but when people change their behaviour at home they bring that behaviour to work."

One of Forgues' goals is to institutionalize sustainability, which means making it such a part of daily work life that it becomes automatic. To help make that happen she's coordinating a university-wide strategic plan for sustainability.

The best part of the job, says Forgues, who just completed a Master's of Environmental Assessment, is when she's having a tough day, "I can go home and feel I've contributed to helping the environment in one way or another and it makes it all worthwhile."

SECURITY

READY TO HELP

Valérie Bolduc never knows what will happen when she reports to work. As an event analyst and emergency-call dispatcher in the security department, she's fine with that.

"Being a dispatcher requires staying calm while being an event analyst requires thinking strategically," says Bolduc.

As an event analyst, Bolduc – who has worked at Concordia for 12 years – assesses the security needs for events. "If it's a party, I'll look into the number of people they're expecting, as well as the location, to determine how many security agents to assign," says Bolduc.

She began her career in the industry as a part-time security agent while in CEGEP. Upon graduating with a DEC in

administration, she stayed, preferring to work directly with people out in the field.

Bolduc worked her way through roles of increased responsibility from shift coordinator to supervising a team of 80 people. She's been an event analyst for three years. Bolduc, along with all of the university's security agents, is sub-contracted through the Canadian Corps of Commissionaires.

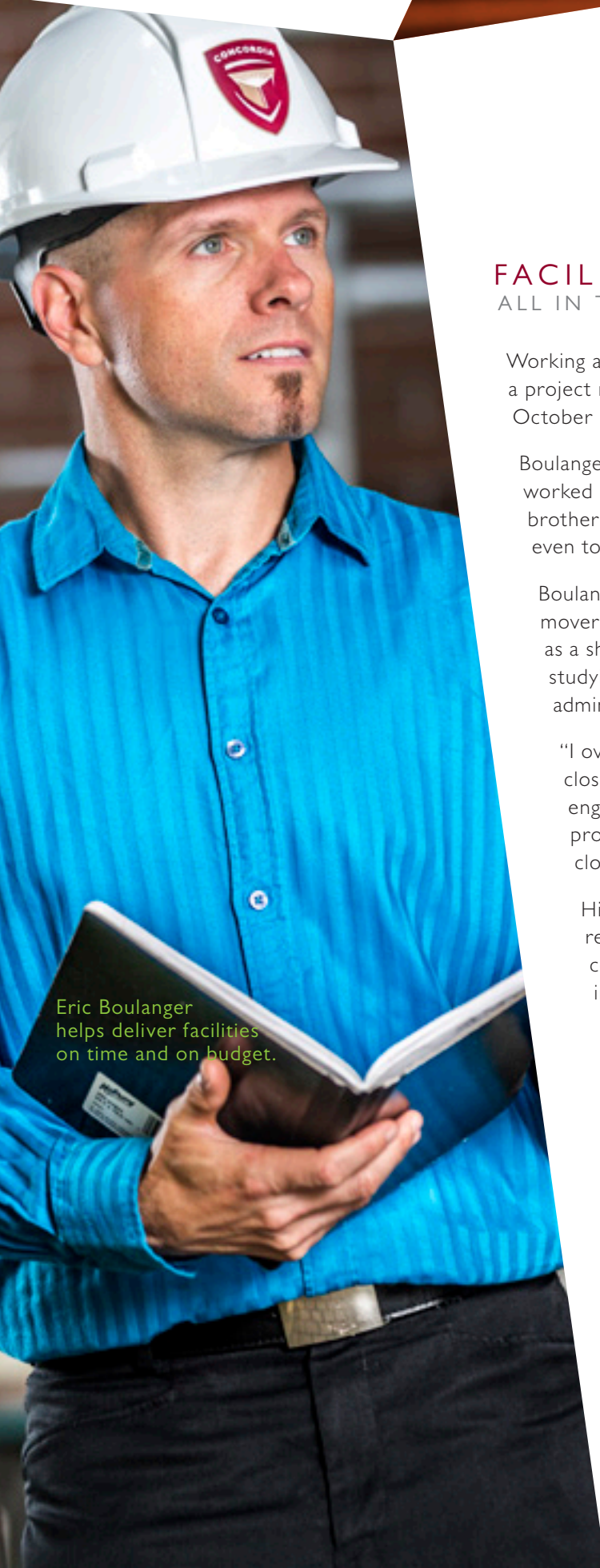
She works closely with Hospitality Concordia, keeping an office in their department.

"Security is a team effort," says Bolduc. "It's everyone's business and it would be impossible to do my job without my colleagues; not only in security but throughout the university."

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Valérie Bolduc is always ready to lend a hand.



FACILITIES MANAGEMENT

ALL IN THE FAMILY

Working at Concordia is a family affair for Eric Boulanger, a project manager in Facilities Management since October 2012.

Boulanger has been at Concordia for 26 years. His father worked here as a distribution services coordinator and his brother was once a shipper/receiver. Boulanger's daughter even took her first steps on campus.

Boulanger's career started out with a summer job as a mover in distribution services, which led to positions as a shipper, truck driver and electrician. He did all his studying at night, culminating with a BA in business administration from UQAM in 2012.

"I oversee projects from planning stages to project close-outs," says Boulanger. The cycle includes hiring engineers and architects, overseeing the tender process, hiring contractors, ensuring bills are paid and closing files.

His projects have included overseeing the roof replacement of the Henry F. Hall Building and construction of the Chronic Care Stress Laboratory in the Psychology Building.

When Boulanger was an electrician he envisioned himself retiring at 55 but ever since he became a project manager he says "no way" to that thought. "There's so much room to grow. I need new challenges and this job provides it."

Eric Boulanger helps deliver facilities on time and on budget.

BUDGET PLANNING AND BUSINESS DEVELOPMENT

ALL IN A DAY'S WORK

Many people at Concordia know what Christina Soulière sounds like but few know what she looks like. As a bookings and campus services coordinator with Hospitality Concordia, she speaks with countless people on the phone but rarely meets clients.

Soulière works behind the scenes ensuring paperwork is in place for events such as meetings, exhibits and graduation ceremonies, before passing files to event coordinators or designated space administrators.

"I review event requests that come through the department to ensure we have all the information, permits and forms, and then I book the space," says Soulière. Until recently she was the sole coordinator processing about 3,000 events a year. A second coordinator recently joined the team.

"I work well when there's a lot to do and my work environment is uplifting. I feel at home when I come to work," says Soulière, who's had the job for six years. Soulière is also the administrator for the event management system, MyEvents, used to book events online.

A typical day in her shoes includes coordinating event requests, updating MyEvents, covering reception and ordering supplies, as well as accounting duties. However, some days just cannot be planned. Soulière remembers one such occasion when just before leaving for the day, a wine order for an event arrived short of nine bottles. Soulière and a colleague ended up going to a local SAQ outlet to purchase the wine. They walked back carrying nine bottles between them and the event went ahead without a hitch.

"I really enjoy helping clients," says Soulière.

Christina Soulière works behind the scenes to ensure events run smoothly.



STUDENTS AND SERVICES: BY THE NUMBERS FOR 2012-2013

Thousands of students, faculty and staff members interact each day with members of the Services Sector units. Our staff operates across all levels of campus life, making their work an integral element of the Concordia student experience. We continually strive to improve the quality of our services and looking back at the past year, there was no shortage of work to be done:

RECRUITMENT AND ADMISSIONS

32,000 applications (undergraduate and graduate degree programs) processed by the Admissions Office

64,531 email communications

350 recruitment events held across Canada

1,334 campus tours

ADVOCACY AND SUPPORT SERVICES

31,048 visits to the International Students Office

19,529 student appointments with advisors in the International Students Office

4,143 students who attended workshops held by the International Students Office

5,287 exams administered to accommodate students with special needs

10,864 contacts made by advocates in the Student Advocate Program

178 students who visited the Aboriginal Student Resource Centre

3,993 contacts at the Aboriginal Student Resource Centre

COUNSELLING AND DEVELOPMENT

18,724 appointments (with counsellors, learning specialists, career advisors, etc)

SUPPORT FOR NEW STUDENTS

2,849 students receiving individual attention from student success mentors

nearly 4,644 students attending orientation programs, including Start Right and Discover Concordia

close to 2,723 in-person visits to the Student Success Centre

HEALTH AND WELL-BEING

36,937 visits to Health Services clinics

17,400 memberships at Le Gym on the Sir George William Campus

1,200 participants enrolled in the new Le Centre program during winter 2012, as part of the PERFORM Centre

FRONTLINE STUDENT SERVICE AND SUPPORT

136,700 student requests attended to in the Birks Student Service Centre

59,300 total calls fielded by the Birks telephone support unit

88,217 questions answered through Ask Concordia

CAREER AND STUDENT SUCCESS

2,457 students who benefited from peer-facilitated Strategic Learning sessions, and study sessions for basic economics, math and accounting

7,300 students helped by peer-facilitated writing assistance and math tutoring programs

3,934 total student jobs posted on the Career and Placement Services (CAPS) database

6,795 students using the Career and Student Success resource centres

4,675+ student jobs posted on the CAPS database

784 visitors to the annual Volunteer and Leadership Fair

FINANCIAL ADVICE AND ASSISTANCE*

24,000+ visits to the Financial Aid and Awards Office

863 scholarships awarded for a total of \$1,729,254

1,383 recipients of bursaries awarded for a total of \$2,666,662

265 work-study positions for a total of \$506,796

151 recipients of bursaries awarded to help international and out-of-province students improve their French-language skills for a total of \$75,500

* Please note that these figures reflect financial advice and assistance managed through the Financial Aid and Awards Office only. Graduate and departmentally awarded amounts are not included.



RESIDENCE LIFE

52 beds at the Jesuit Residence (Loyola Campus)

249 beds at Hingston Hall (Loyola Campus)

241 beds at Grey Nuns (Sir George Williams Campus)

FACILITIES MANAGEMENT

240 projects managed

21,131 work orders processed

20,000 one-way trips made by the shuttle bus (between the Sir George Williams and Loyola campuses)

750,000 passengers (includes repeat passengers) who travelled via shuttle bus

VARSITY ATHLETICS

350 student athletes

10 varsity sports at Concordia

1 Concordia Olympian

1 Quebec conference championship

3 National Award Winners

4 medallists at National Championships

7 All-Canadians

12 Academic All-Canadians

17 All-Stars

ENVIRONMENTAL HEALTH AND SAFETY

5 safety training courses created, resulted in a 369 per cent increase in the number of participants, compared to the previous year

102 safety training sessions offered

369 per cent increase in the number of safety-training session participants compared to the previous year

6 revised training courses

100 tons decrease in trash sent to landfills from public bins, compared to the previous year

SECURITY

17,979 campus patrols

758 incident reports responded to by Security

1,629 access card/alarm code modifications

100 frontline staff trained in nonviolent crisis intervention

50 hours training women in the Concordia Rape Aggression Defense System

200+ parents and students who attended Discover Concordia and Rediscover Concordia orientation sessions



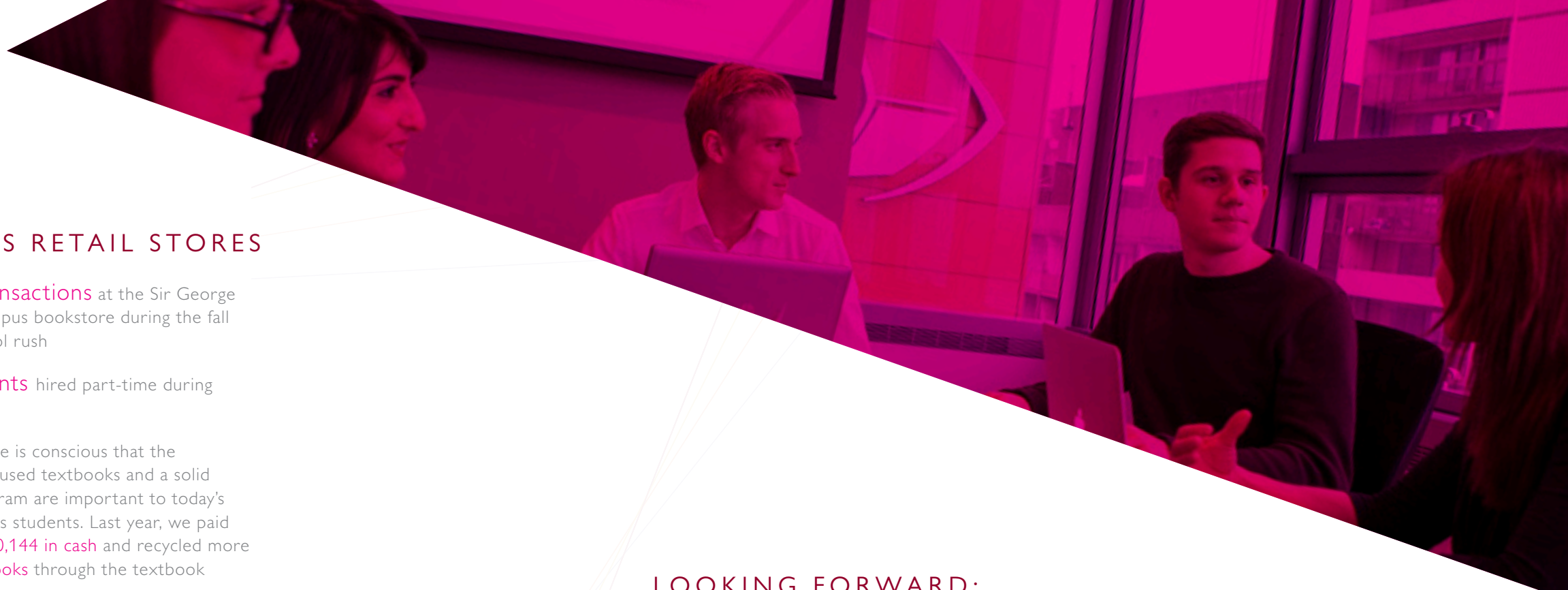


CAMPUS RETAIL STORES

96,928 transactions at the Sir George Williams Campus bookstore during the fall back-to-school rush

30+ students hired part-time during rush periods

The Bookstore is conscious that the availability of used textbooks and a solid buyback program are important to today's cost-conscious students. Last year, we paid students **\$400,144 in cash** and recycled more than **6,000 books** through the textbook buyback program.



LOOKING FORWARD: STRATEGIC PRIORITIES FOR 2013-2014

The Services Sector is committed to continually examining its programs in a bid to improve both quality and delivery while being mindful of trends and best practices in sustainability, operations, information technology and communications. We strive to provide leadership and support that enrich the university experience by developing and delivering service excellence in partnership with the Concordia community. Here's a look at the sector's strategic priorities for 2013-2014.

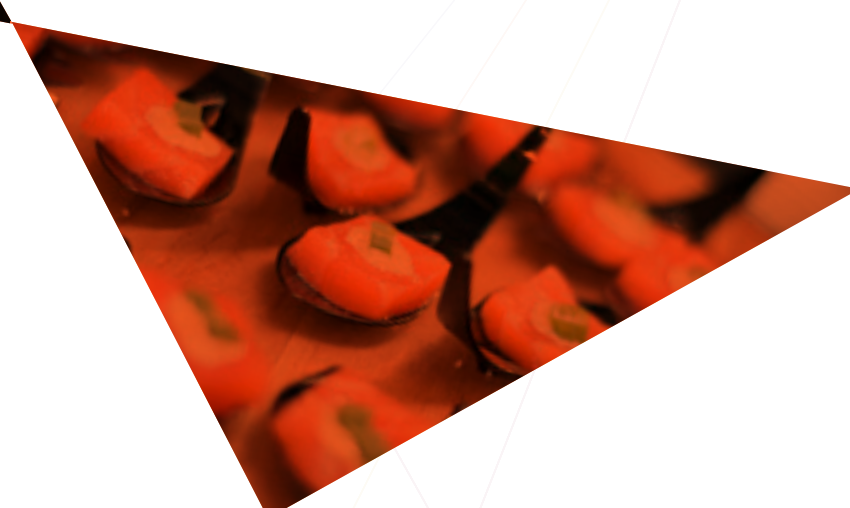
- Introduce an institutional reporting framework for human resources metrics. The framework will provide descriptive and analytical data with a view to provide baseline information on the size, scope and changes to the complement and type of employees.
- Implement a space-development plan to enhance student life at the Sir George Williams Campus. Such a plan would:
 - Seek to support student engagement in university life.
 - Provide an opportunity for student and community engagement in recreational and sporting activities.
- Optimize the institutional resource commitment for IS-IT support.
- Ensure the ongoing successful implementation of the Student Information System renewal project. Implementing a state-of-the-art system will make Concordia a better working and learning environment, furthering our strategic goal to become a top five comprehensive university.

HOSPITALITY CONCORDIA

1,432 campus events organized (including the FanTasia International Film Festival, the 69th Annual CAUBO Conference, the JMSB Undergraduate Case Competition and the CBC *Dragons' Den* auditions).

285 student-related events

762,208 transactions at campus cafeterias and food outlets



- Ensure the university's new food service agreement meets the wide array of needs of the Concordia community. Community consultations, as well as the development of a Food Advisory Working Group, have been critical to making this goal a reality.
- Implement a new sustainable governance framework. This will involve:
 - Leading an environmental sustainability working group.
 - Supporting the implementation of the university's overall sustainability governance framework.
- Review security operational parameters and retender the university security service contract.



2012-2013 FINANCIAL OVERVIEW

Business Operations	\$30.4M
Facilities Management	\$26.4M
Student Services	\$15.4M
Instructional and Information Technology Services	\$10.9M
Enrolment Services	\$7.9M
Environmental Health, Safety and Security	\$7.5M
Office of the Vice-President, Services	\$1.4M
Provision for Strategic Initiatives	\$1.5M

BUDGET
BY AREA
101.4 M

SERVICES SECTOR
TOTAL REVENUES
47.3 M

Campus Retail Stores	\$18.8M
Frais institutionnels obligatoires (student fees)	\$10.9M
Commercial leases	\$5.5M
Hospitality Concordia	\$3.6M
Revenues from Recreation & Athletics	\$2.5M
Residences	\$2.9M
Government of Quebec grant	\$2.0M
Ancillary revenues	\$1.1M

TOTAL NET EXPENDITURES FOR THE SECTOR: \$54.1M



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