

**BOARD
OF GOVERNORS**

**ANNUAL
REPORT**

2021 – 2022

CONCORDIA

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CHAIR'S MESSAGE

Over the course of the academic year, as the severity of the COVID-19 pandemic lessened, there was a gradual return to in-person classes and services on both campuses of Concordia University. And even though it was not business as usual, the university's operations became more stable than in 2020-21 as the crisis waned.

The pandemic's successive, unpredictable waves created a challenging budgetary environment that required frequent adjustments. The university's leadership team was agile and took the necessary measures to successfully balance the 2021-22 budget. On the recruitment front, we welcomed two key members to our team: Dominique Bérubé, a national leader in research administration is now our new Vice-President of Research and Graduate Studies; and Daniel Therrien has come in as Associate Vice-President of Integrated Planning, to support enrolment management, academic space planning and future growth.

The university remains in an enviable position. For the third straight year, QS ranked Concordia as the top university less than 50 years old in North America. Applications, enrolments, graduations and philanthropy all remain generally strong, with the exception of declining undergraduate registrations from Quebec, a reflection of the province's current demographic dip in young adults.

Concordia's prudent management and positive momentum continue to be a magnet for diverse and experienced Board members. I would like to thank those whose term of service concluded at the end of June 2022 and welcome the new members who joined us thereafter. Their commitment, collegiality and complementary skillsets and backgrounds are critical to Concordia's mission to strengthen our society by educating the individual. On behalf of all our Board members, it is an honour and a privilege to serve Concordia – the "Next-Gen" University.



Helen Antoniou

MANDATE

The Board of Governors is the university's senior governing body and, as such, is responsible for establishing its legal and administrative framework, which includes the adoption of the university's mission and strategic directions, the approval of the budget, the appointment of senior administrators, the establishment of policies, procedures and regulations in connection with the university's governance, the adoption of tuition fees, and the conferment of honorary degrees. The detailed list of the Board's functions and powers is found in [Section 9](#) of the By-Laws.

STANDING COMMITTEES

The work of the Board is supported by its ten standing committees which regularly report to the Board and bring forward recommendations as required. A full description of each committee's composition and mandate is included in the [Mandates of the Standing Committees of the Board of Governors](#).

APPEALS COMMITTEE

Reviews and makes recommendations regarding any matter referred to it by the Chair of the Board in accordance with its superintending power over decisions affecting the university.

AUDIT COMMITTEE

Monitors the internal audit function and enterprise risk management process, reviews and makes recommendations to the Board regarding changes to accounting policies and practices and regarding the approval of the audited financial statements and the appointment of the external auditors.

EMPLOYEE BENEFIT COMMITTEE

Reviews, monitors and makes recommendations to the Board regarding modifications to employee group insurance and benefit plans, except for plans that are exclusively for employee groups with primary membership of part-time employees, and makes recommendations to the Board regarding modifications to the Pension Plan.

EXECUTIVE COMMITTEE

Reviews draft Board agendas and documentation, and decides on matters requiring urgent attention between Board meetings.

FINANCE COMMITTEE

Reviews and makes recommendations to the Board regarding the integrated operating, capital and cash budgets, and examines and reports on the quarterly results and projections in relation thereto, reviews and recommends all major university borrowings, financings and expenditures.

GOVERNANCE AND ETHICS COMMITTEE

Reviews and makes recommendations to the Board regarding governance rules and related policies and procedures, oversees the application of the Code of Ethics, recommends the appointment of external Governors, Board Chair and Vice-Chairs, Chancellor and Deputy Chancellor, and evaluates the performance of the Board.

HONORARY DEGREE COMMITTEE

Reviews and makes recommendations regarding proposals for honorary degree and faculty awards of distinction recipients.

HUMAN RESOURCES COMMITTEE

Recommends and oversees the implementation and application of human resources policies for the university's employees and senior management personnel, makes recommendations to the Board in connection with the collective bargaining mandates as well as tenure and sabbatical leave of academic personnel.

PART-TIME EMPLOYEE BENEFITS COMMITTEE

Reviews, monitors and makes recommendations to the Board regarding modifications to employee group insurance and benefit plans that are exclusively for employee groups with primary membership of part-time employees.

REAL ESTATE PLANNING COMMITTEE

Reviews and makes recommendations to the Board regarding plans for the management and development of the university's real estate, makes recommendations regarding policies and major expenditures with respect to the construction, expansion, repairs and renovations of buildings, facilities, premises and properties as well as the acquisition or disposal thereof.

BOARD RETREAT

A Board retreat was held on August 24, 2021 designed around the theme "An Exciting New Vision for Health at Concordia".

MEETINGS

Members of Board were convened to eight meetings during the 2021-22 academic year:

September 16, 2021	March 17, 2022
October 21, 2021	April 14, 2022
December 16, 2021	May 19, 2022
January 27, 2022	June 16, 2022

Board meetings were held virtually from September to March and hybrid meetings were organized from April to June. Board standing committee meetings were held virtually all year.

The highlights of the main topics discussed during those meetings are summarized below.

PROJECT UNITY

As the university was preparing to go live with the new systems for human resources, finance and procurement in December 2021, a major deliverable for Concordia, regular reports on the progress and implementation of the project were delivered to the relevant Board Standing Committees and the Board.

POLICY DOCUMENTS

During the academic year, the Board approved or amended the following policy documents and procedures:

- Further to the Board of Governors' approval of the new School of Health on June 16, 2021, amendments to the [University By-Laws](#) were required. The university took the opportunity of this revision to make some additional modifications to the By-Laws, including changes to the mandates of certain Board Standing Committees, modernizing practices and updating references.
- Modifications to the [Membership and Powers of the Faculty and School Councils](#), formerly entitled *Membership and Powers of the Faculty Councils and the Council of the School of Graduate Studies*, were required to include the School of Health. Faculty Councils and the Council of the School of Graduate Studies took the opportunity of this review to make additional modifications to ensure alignment with current practices and harmonization of the text. The Board approved the modifications on recommendation of Senate.
- Amendments to the *Policy on Senior Administrative Appointments* ([BD-5](#)) and the *Policy on the Employment and Remuneration of the Academic Deans and the University Librarian* ([BD-17](#)) were made to include the position of Dean, School of Health.
- Minor revisions were made to the following employment and remuneration policies to provide greater clarity regarding the approval process of certain elements of the remuneration of senior administrative and management personnel:
 - *Policy on Employment and Remuneration of Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents* ([BD-8](#));
 - *Policy on Employment and Remuneration of the Academic Deans and the University Librarian* ([BD-17](#));
 - *Policy on Employment and Remuneration of Academic Administrators* ([HR-40](#)); and
 - *Policy on Employment and Remuneration of Managerial and Other Employees not*

Governed by a Collective or Other Employment Agreement ([HR-39](#));

- Since the pandemic, there has been an increase in the number of academic incidents, resulting in a backlog of cases. Revisions to the *Policy on the Establishment of Tribunal Hearing Pools* ([BD-6](#)) were made to increase the number of undergraduate and graduate students nominated to the Student Tribunal Pool. In addition, the breakdown of faculty members in the Faculty Tribunal Pool was updated.
- The need to have a formal policy on revocation of awards and other types of recognition conferred by the university arose in recent years; therefore, the new *Policy on Revocation of Awards and Other Types of Recognition* ([SG-15](#)) was adopted.
- Amendments to the *Policy on the Awarding of Honorary Degrees* ([BD-15](#)), formerly entitled *Guidelines for the Awarding of Honorary Degrees*, as well as to the *Policy on the Conferral of the Emeriti Title by the Board of Governors* ([SG-7](#)) and the *Policy on the Naming of University Spaces, Buildings, and Other Assets, Programs or Activities* ([VPA-3](#)) were made to add a provision to reference the new *Policy on Revocation of Awards and Other Types of Recognition* ([SG-15](#)). Additional revisions, unrelated to the adoption of the new *Policy on Revocation of Awards and Other Types of Recognition* ([SG-15](#)), were made to these three policies to better align the policy documents with the university's current practices. Other minor changes were also made.
- With the implementation of the UNITY project, modifications were made to the *Travel and Conference Policy* ([CFO-3](#)) and to the *Policy on Hospitality, Meetings and Events* ([CFO-10](#)) to ensure alignment with the university's new system.
- Revisions to the *Policy regarding Sexual Violence* ([PRVPA-3](#)) were made to comply with *An Act to modernize legislative provisions as regards the protection of personal information* as well as a recommendation from the Human Rights Commission following the settlement of a complaint made to them by a former student. The suggested changes are about informing the complainant, in specific cases, when an investigation has been carried out and, upon request, providing information to the survivor/victim about the outcome of the complaint as well as a more descriptive wording about the hearing option available to a survivor/victim.

PRESENTATION OF ANNUAL REPORTS

Amy Fish and Aisha Topsakal presented the highlights of the [Ombuds Office Annual Report](#) and the [Office of Rights and Responsibilities Annual Report](#), respectively.

PROCESSES

Pursuant to the parameters set out in the *Policy on Contract Review, Signing and Required Approvals (BD-1)*, which require Board approval of all major contacts, the Board approved the awarding of a food services contract.

The Board also approved a new three-year copyright license agreement with COPIBEC.

FINANCES

Throughout the year, the Board was kept apprised of the university's evolving financial situation via reports provided by the Finance Committee, the Chief Financial Officer as well as the President.

The 2021-22 fiscal year was another challenging budgetary environment for Concordia. For the second consecutive year, the university had to operate with COVID-19 ambiguity, unanticipated events and frequent adjustments.

Fortunately, the Government of Quebec delivered on non-recurrent grants. The \$23 million allocated to Concordia allowed the university to reimburse a portion of the \$37 million in costs directly related to the impact of COVID-19. The grant has even allowed the university to close the 2021–22 fiscal year with an expected small surplus of \$2 million. These adjustments are to cover expenses incurred between 2019–20 and 2021–22.

They are not built into the base budget of the university. Therefore, structural challenges remain for 2022–23 and future years. Still, the university aims to reach its target of returning to a balanced budget within the next few years through its integrated planning framework: Concordia aims to reduce the deficit for 2022–23 by \$5.5 million, leaving the university with a manageable forecasted deficit of \$15 million for the year.

This integrated approach will be based on a multi-dimensional strategy that will cover many key components of our complex environment, including:

- student population forecast and strategic enrollment;
- post-COVID-19 structural changes;
- design and review of academic programs;
- digital learning and technology;
- research activities;
- space acquisition and management;
- communications; and
- ancillary services, etc.

Critical components of today's university life such as mental health support, sustainability, equity, diversity, inclusion and accessibility, cybersecurity, recruitment and retention will also be included in this integrated planning.

To support this strategy, the position of Associate Vice-President, Integrated Planning has been created. Reporting to the Provost and Vice-President, Academic, with a dotted line to the Chief Financial Officer, this new role will be supported by an Integrated Planning Committee representing the major sectors of the university.

The 2022-23 integrated operating, capital and cash budget was adopted in the spring with the objective of returning to a balanced budget by 2025-26 through a combination of prudent management of expenses and additional growth and diversification of revenues.

APPOINTMENTS

Following a successful search conducted in accordance with the *Policy on Senior Administrative Appointments (BD-5)*, Dominique Bérubé was appointed Vice-President, Research and Graduate Studies for a term beginning on September 1, 2022 and ending on August 31, 2027.

On recommendation of the Governance and Ethics Committee:

- Claude Joli-Coeur was reappointed Vice-Chair of the Board representing the external members while Frédérica Martin was reappointed Vice-Chair of the Board representing the internal members, both for a one-year term beginning on July 1, 2022;
- Caroline Jamet and Claude Joli-Coeur were reappointed for a term beginning on July 1, 2022 and ending on June 30, 2025;
- Francis Baillet, Paul John Murdoch and Cathy Wong were appointed for a term beginning on July 1, 2022 and ending on June 30, 2025.

REAL ESTATE

In keeping with the university's short and long-term space development plan, Board approval was sought and obtained in connection with several renovation and construction projects.

ANNUAL REPORT ON DISCLOSURE OF WRONGDOINGS REQUIRED UNDER ARTICLE 25 OF AN ACT TO FACILITATE THE DISCLOSURE OF WRONGDOINGS RELATING TO PUBLIC BODIES

In accordance with *An Act to facilitate the disclosure of wrongdoings relating to public bodies* (the "Act"), the university approved the *Policy on Employee Disclosure of Wrongdoings* (BD-16) which identified a Designated Official who is responsible for receiving and treating the disclosure of wrongdoings. Currently, the Designated Official is the Secretary-General.

During the 2021-22 academic year, the Designated Official received one new disclosure of wrongdoing. The processing and examination were ended for a variety of reasons, including the finding that the subject matter of this disclosure did not fall within the Designated Official's mandate as prescribed by the Act.

The foregoing constitutes the public dissemination required under the Act.

MEMBERSHIP

The membership of the Board of Governors, effective June 1, 2022, included 24 members as well as one alternate Governor and one non-voting observer.

Ex-officio

Graham Carr
President and Vice-Chancellor

External members

Helen Antoniou (Chair of the Board)
Executive Coach and Strategy Consultant

Françoise Bertrand, O.C., C.Q.
Administratrice de sociétés

Ken Brooks
Senior Vice-President
Ernst & Young

Gary N. Chateram
Senior Vice-President, Co-Head of Retail
MacKenzie Investments

Gina Cody
President
Gina Cody Foundation

Pat Di Lillo
Vice-President, Finance
Sidcan

Adriana Embiricos Coumondouros
Consultant
The Libra Group

Kim Fuller
Founder and CEO
Phil Inc.

Rana Ghorayeb
President and Chief Executive Officer
Otéra Capital

Caroline Jamet
Executive Director, Radio & Audio
Radio-Canada

Claude Joli-Coeur (Vice-Chair of the Board)
Government Film Commissioner and President
National Film Board of Canada

Georges Paulez
Board Director

Philippe Pourreaux
Vice-President, Valuations
PricewaterhouseCoopers LLP

Suzanne Sauvage
President and Chief Executive Officer
McCord Museum

Representing the Faculty

Jarrett Carty
Professor and Principal
Liberal Arts College

Roy Cross
Professor
Department of Cinema

Selvadurai Dayanandan
Professor and Chair
Department of Biology

Claudine Mangen
Associate Professor
Department of Accountancy

Robert Soroka
President
Concordia University Part-time Faculty Association

Ted Stathopoulos
Professor
Department of Building, Civil and
Environmental Engineering

Representing Graduate Students

Shalini Perala

Representing Undergraduate Students

Eduardo Malorni
Lauren Perozek (alternate)

Representing the Administrative and Support Staff

Frédérica Martin (Vice-Chair of the Board)
Senior Advisor, Office of the Associate Dean
AACSB Accreditation

Non-voting observer

Jonathan Wener, C.M.
Chancellor

Secretary-General

Frederica Jacobs
Secretary-General and General Counsel

Secretary of the Board of Governors

Shelina Houssenaly
Associate Secretary-General



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