

**BOARD
OF GOVERNORS**

**ANNUAL
REPORT**

2022 – 2023

CONCORDIA

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CHAIR'S MESSAGE

Over the 2022-23 academic year, Concordia University has continued to stand out in terms of innovation, excellence, and next-generation learning.

It has emerged as a global leader in sustainability research, education, and operations through the launch of initiatives like PLAN/NET ZERØ, a roadmap for achieving carbon neutrality by 2040; the "Electrifying Society" program, which received the largest institutional research grant in our history; and the partnership with the City of Shawinigan and the Centre National en électrochimie et en Technologies Environnementales for the creation of thematic campus in energy transition.

We are not the only ones to recognize our growing list of achievements; the world is taking notice. The QS World University Rankings rated Concordia the top university under 50 years old in North America for the fourth year in a row and The Young University Rankings placed us as number one in Canada for the sixth consecutive year.

Like many other institutions, however, Concordia faces its share of challenges. Financially, we are managing a decline in enrollment from Quebec students due to changing demographics and a strong job market. To address this decline in revenues, the Board approved a deficit for 2023-24, which includes both the revision of strategic investments and a five-year plan to balance the budget.

Concordia's leadership team is strong and well-equipped to navigate this fiscally challenging period while keeping up the momentum on strategic priorities. In terms of its constituents, we've welcomed Effrosyni (Faye) Diamantoudi as the Dean of Graduate Studies and look forward to Amy Buckland joining our community as the new University Librarian.

The Board has also renewed Paul Chesser as Vice-President of University Advancement. This year, under Paul's direction, Campaign for Concordia surpassed its initial fundraising targets of \$250 Million, ahead of schedule.

Thank you to outgoing Board members Françoise Bertrand, Gina Cody, Claudine Mangen, Frederica Martin and Fawaz Halloum, who concluded their terms. Your tireless advocacy on behalf of the university is critical to its ongoing success.

I also take this opportunity to welcome our newest colleagues Catherine Loubier and Roula Zarrour, who are joining as external members, and Dr. Rahul Ravi, representing the John Molson School of Business, and Harley Martin, joining as the representative of the CSU.

As we begin a new academic year, we can all take pride in helping Concordia grow into the Next-Gen university that the world needs now.



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.

MEETINGS

Members of Board were convened to six meetings during the 2022-23 academic year:

September 29, 2022	February 16, 2023
October 27, 2022	May 18, 2023
December 15, 2022	June 15, 2023

Board meetings were held in person, with the option to join via Zoom. Board standing committee meetings were held virtually all year.

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

PROJECT UNITY

Following the launch of 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:

- As part of periodic review the university revised the [University By-Laws](#) were required, providing a more defined schedule for meetings of Senate and also updated the [Mandates and Functions of Senate Standing Committees](#).
- Modifications were made to the following policies:
 - *Policy on the Use of Concordia University's Name, and the Governance of its Visual Character and Digital Presence (SG4)* and its related *Procedures Handbook* - revisions to the policy and its related guidelines were made so that clear parameters may be set to grant or decline the permission to use the University's name.
 - *Code of Rights and Responsibilities (BD-3)* – changes were made to the Code pursuant to a settlement agreement with the Human Rights Commission.
 - *Policy on the Establishment of Tribunal Hearing Pools (BD-6)* – modifications were made to provide that the trainings given to the members of the various tribunal pools include principles of fairness and natural justice and that the hearing of complaints of sexual violence are done in full awareness of their highly sensitive nature.
 - *Policy on Employment and Remuneration (BD-14)* given the continually changing risk landscape, the policy was revised to reflect the current orientation of the University as it relates to risk management.

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 contracts, the Board approved the awarding of a new security 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.

During the COVID-19 period, the University invested \$37.5 million to meet the demands of change and adjustment. For the period 2019-20 to 2021-22, the University experienced a cumulative loss of \$35.4 million in the operating fund, based on audited financial statements.

Concordia has experienced continuous growth over the last two decades, with an average rise in the student population of 1.6% between 2013 and 2021. This continuous growth supported development and investments, giving the University the capacity to present a balanced budget for the 2019-20 fiscal year.

However, 2021-22 and 2022-23 altered this trend as the total student population across Canada failed to grow for the first time in years and the entire Quebec university network experienced a decline in students. At Concordia, that decline was 2.4% in 2021-22 and 2.1% in 2022-23.

As a result of these demographic realities, Concordia's student-population has been re-distributed. While out-of-province students increased in number by 9.1% and international students by 8.9%, a combined uptick of 929 students, the number of Quebec students dropped by 1,576 in 2022-23, a 7.4% decline. Quebec students represent 69% of the university's student population in 2022-23, while international students make up 22% and students from the rest of Canada total 9%.

Taking stock of the major trends and factors that affect the higher education sector, the University team forecasts a reduction in student population in the years to come, with three important factors influencing the student population evolution: demographics, the labour market and post COVID-19 confinement impacts.

Given these challenges, and the fact that structural changes take time, the University continues to be on a pragmatic path of deficit reduction. The 2023-24 integrated operating, capital and cash budget was adopted to continue on this path 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.
- Effrosyni (Faye) Diamantoudi was appointed the new Dean of Graduate Studies for a term beginning on February 17, 2023.
- In June 2023, the search for a new University Librarian concluded with the appointment of Amy Buckland with a term starting on September 15, 2023.

On recommendation of the Governance and Ethics Committee:

- Claude Joli-Coeur was reappointed Vice-Chair of the Board representing the external members while Selvadurai Dayanandan was appointed Vice-Chair of the Board representing the internal members, both for a one-year term beginning on July 1, 2023.
- Gina Cody was nominated to be Concordia's next Deputy Chancellor for a term starting on July 1, 2023.

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 (the "DO") is the Secretary-General. In accordance with Article 25 of the Act, the University is required to include the information below in this annual report.

For the period beginning May 1st, 2022, and ending on April 30, 2023 (the "Reporting Period"), there were no disclosures made to the DO that were well-founded.

On May 30th, 2022, the DO received a Disclosure of Wrongdoing made by an employee of the University invoking Sections 4 (2)(3)(4) and (6) of the Act (the "Disclosure").

Following careful review and analysis, there was no finding of any wrongdoing and the DO put an end to the processing or examination of the Disclosure, advising the complainant accordingly by letter dated June 16th, 2022 (the "Letter"). When the DO was asked by the complainant to reconsider the conclusions set forth in the Letter, that request was rejected. In the Letter and in that subsequent exchange requesting reconsideration, the complainant was advised that they were free to contact the Public Protector and were provided with the coordinates of the latter.

In keeping with what is set forth above, for the Reporting Period, it was not appropriate to, and the DO did not, under the first Section of 23 of the Act, forward any information to the Anti-Corruption Commissioner or to any other body responsible for the prevention, detection or repression of crime or statutory offences.

MEMBERSHIP

The membership of the Board of Governors, effective June 1, 2023, 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

Francis Baillet
Vice-président, Affaires corporatives
Ubisoft

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)
Lawyer and Board Member

Paul John Murdoch
Attorney and Founder
Murdoch Archambault Avocats

Philippe Pourreaux
Vice-President, Valuations
PricewaterhouseCoopers LLP

Cathy Wong
Vice-President, Equity,
Diversity & Inclusion in Official Languages
Téléfilm Canada

Representing the Faculty

Jarrett Carty
Professor and Principal
Liberal Arts College

Daniel Cross
Professor
Mel Hoppenheim School 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

Duraichelvan Raju

Representing Undergraduate Students

Fawaz Halloum
Nassim Boutalbi (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

Karan Singh
Associate Secretary-General

Board and Senate Governance team

Caroline Leamon
Assistant, Board and Senate Administration



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