



BOARD OF GOVERNORS

NOTICE OF MEETING

December 1, 2017

Please be advised that the next meeting of the Board of Governors of Concordia University will take place **at 4 p.m., on Tuesday, December 5, 2017**, in Room GM 410 (Board of Governors Meeting Room), located on the 4th floor of the Guy-Metro Building, 1550 de Maisonneuve Blvd. West, on the SGW Campus. Refreshments and light fare will be provided.

Kindly confirm your attendance to the meeting to Evelyne Loo as soon as possible at evelyne.loo@concordia.ca or at 514-848-2424, ext. 4814.

Members of the University community who wish to view the meeting are invited to go to the observers' room H 544, located on the 5th floor of the Hall Building, on the SGW Campus.

A handwritten signature in blue ink that reads "D. Tessier".

Danielle Tessier
Secretary of the Board of Governors



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

Tuesday, December 5, 2017, 2017, 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	G. Paulez	
	1.1 Adoption of the Agenda	G. Paulez	Approval
	CONSENT AGENDA	G. Paulez	
	2. Adoption of October 25, 2017 Minutes		Approval
	3. Requests for the use of the Concordia name (<i>Document BG-2017-9-D3</i>)		Approval
	4. RECYC-QUÉBEC application authorization (<i>Document BG-2017-9-D4</i>)		Approval
	5. Collection of undergraduate student fee levy (<i>Document BG-2017-9-D5</i>)		Approval
	REGULAR AGENDA		
4:05	6. Business arising from the Minutes not included on the Agenda		
4:10	7. President's report (<i>Document BG-2017-9-D6</i>)	A. Shepard	Information
4:20	8. Amendments to the <i>Terms of Reference of the Ombuds Office (BD-2)</i> (<i>Document BG-2017-9-D7</i>)	M. Sullivan	Approval

4:30	9.	Amendments to the composition of Senate (<i>Document BG-2017-9-D8</i>)	H. Antoniou/ A. Shepard	Approval
4:35	10.	Borrowing from Financement-Québec (<i>Document BG-2017-9-D9</i>)	G. Pardillo	Approval
4:45	11.	Report on compliance with environmental legislation and health and safety (EH&S) regulations (<i>Document BG-2017-9-D10</i>)	R. Côté	Information
4:55	12.	Other business		
5:00	13.	Adjournment	G. Paulez	

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

Held on Wednesday, October 25, 2017, at 4 p.m.
in Room GM 410 (Board of Governors Meeting Room)
located on the 4th floor of the Guy-Metro Building,
1550 de Maisonneuve Blvd. West
on the SGW Campus

PRESENT

Governors: Norman Hébert jr., *Chair*, Helen Antoniou, Françoise Bertrand, *Vice-Chair*, (*via telephone*), Jeff Bicher, Antoinette Bozac, Gabriel Bran Lopez, William Bukowski, Jarrett Carty, Gina P. Cody, Daniel Cross, Hélène Fortin (*via telephone*), Chaim Kuhnreich, Tony Loffreda (*via telephone*), Claudine Mangen, Frédérica Martin, *Vice-Chair*, Maria Peluso, Michael Novak, Georges Paulez, Philippe Pourreaux (*via telephone*), Suzanne Sauvage, Alan Shepard, *President and Vice-Chancellor*, Leyla Sutherland

Alternate Governor: Robert Young

Also attending: Philippe Beauregard, Sylvie Bourassa, Graham Carr, William Cheaib, Denis Cossette, Roger Côté, Bram Freedman, Christophe Guy, Frederica Jacobs, Lisa Ostiguy, Gracy Pardillo

ABSENT

Governors: Jean Pierre Desrosiers, Ted Stathopoulos

Non-voting Observer: Jonathan Wener, *Chancellor*

1. **Call to Order**

Mr. Hébert called the meeting to order at 4:03 p.m., welcoming new Board members.

1.1 **Adoption of the Agenda**

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

R-2017-8-1 *That the Agenda be approved, including the items on the Consent Agenda.*

CONSENT

2. Adoption of September 13, 2017 Minutes

R-2017-8-2 *That the Minutes of the meeting of the Open Session of September 13, 2017 be approved.*

3. Requests for the use of the Concordia name (Document BG-2017-8-D1)

R-2017-8-3 *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 requests to use the Concordia name:*

- *Alpha Epsilon Phi Concordia*
- *Comité des Jeunes Péquistes de Concordia*
- *Concordia Debate Society*
- *Concordia Pool & Snooker Club*
- *Concordia Triathlon Club*
- *Pakistani Students Association Concordia*

4. Audit Committee recommendation: Système d'information financière des universités (SIFU) for the year ended April 30, 2017 (Document BG-2017-8-D2)

R-2017-8-4 *That, on recommendation of the Audit Committee, the Board of Governors approve the Système d'information financière des universités (SIFU) for the year ended April 30, 2017, as set out in Document BG-2017-8-D2.*

5. Undergraduate student fee levies (Document BG-2017-8-D3)

Dish Project

R-2017-8-5 *That the Board of Governors authorize the University to discontinue the collection of a fee levy of \$0.04 per credit from all undergraduate students to support the Dish Project, to be implemented with registration for the Winter 2018 term (2017/4), to reflect the results of the referendum held on the subject during the CSU regular election of March 2017, in accordance with the University billing, refund and withdrawal policy.*

CSU Operating fee

R-2017-8-6 *That the Board of Governors authorize the University to collect an increased fee levy of \$2.11 per credit (increase of \$0.04 per credit from \$2.07 per credit) from all undergraduate students to support the CSU Operating fee, annually adjusted to the Consumer Price Index of Canada, to be implemented with registration for the Winter 2018 term (2017/4), in accordance with the University billing, refund and withdrawal policy.*

REGULAR

6. Business arising from the Minutes not included on the Agenda

There was no business arising from the Minutes not included on the Agenda.

7. President's report (Document BG-2017-8-D4)

As complimentary information to his written report, Prof. Shepard's oral report included conveying the results of the Maclean's 2018 University rankings, noting that Concordia has held 10th place in the comprehensive university category for the third consecutive year while making gains in important areas such as student satisfaction, research, innovation, and reputation.

He also urged Governors to attend the Fall Convocation ceremonies, which will be held on November 20. Honorary degree recipients include Isabelle Hudon, Kon Leong and Bernard Voyer.

8. Concordia University Alumni Strategic Plan (Document BG-2017-8-D5)

The President of the Concordia University Alumni Association (CUAA), Kim Fuller, presented the highlights of the CUAA's 2015/2017 strategic plan, which was implemented following the merger of the three alumni associations (Concordia University and its founding institutions, Sir George Williams University and Loyola College).

She explained that the 2015 strategic priorities were based on how the CUAA could best serve the University's nine strategic directions. These included enhancing the volunteer experience, strengthening the student and young alumni experience and experience, and bolstering the alumni network.

The CUAA Board held a successful retreat in early September and will be developing its new strategic plan, to be implemented in the Spring. She provided details in connection with the discussions and activities held during the retreat.

She noted that the CUAA has achieved 100% giving at the Board level, specifying that its goal to set an example for the alumni community to give more and that it will be working closely with Alumni Relations to see how its Board and its respective networks can assist the University in the upcoming comprehensive campaign.

9. Annual report from the Office of Rights and Responsibilities (Document BG-2017-8-D6)

Interim Director Lisa White summarized the mandate of the Office of Rights and Responsibilities (ORR) and presented the highlights of the annual report, including some key statistics. She informed Governors that following the adoption of the *Policy regarding Sexual Violence*, ORR works together with the Sexual Assault Resource Centre.

To illustrate the type of situations that ORR deals with on a regular basis, Ms. White shared three narratives, one situation involving a professor and a student, another involving a student feeling harassed by multiple individuals in a department, and the third regarding a student of concern.

10. Annual report from the Ombuds Office (Document BG-2017-8-D7)

Ombudsperson Amy Fish presented the highlights of the annual report, including some key statistics. She explained that while the Office of Rights and Responsibilities deals behavioral issues, the Ombuds Office deals exclusively with academic issues.

To illustrate the type of concerns and issues the Ombuds Office deals with on a regular basis, Ms. Fish provided two examples, the first involving an undergraduate student, the second involving a graduate student. As a follow-up from last's year presentation, she noted that she had no example to provide with respect to a case involving a staff member, since her interaction with them is primarily to provide advice.

11. Update on strategic directions

Prof. Shepard recapitulated the process which led to the establishment of the nine strategic directions and the identification of the action plan which contains the first moves.

Dr. Carr explained that the presentation was divided into two parts, the first focusing on a review of the first moves accomplished during 2016/2017 following the implementation of the strategic directions, the second looking ahead as to how the strategic directions can contribute to the attainment of the University's vision and ultimate objective of becoming a next-generation university.

He recalled the nine strategic directions and, while the list of accomplishments is very impressive, he highlighted only a few of them in relation to each of the strategic directions. He noted that the key takeaways from last year are the remarkable level of engagement and that we have much to be proud of while identifying a need for alignment around shared objectives.

Dr. Carr made the point that the nine directions are leading to one big goal and that the challenge is to define what is a next-generation university in order to become a next-generation university, noting that getting this right will constitute an incredible advantage in positioning Concordia as a standout among its peers.

Following the many successful first moves, the academic leadership team determined which principles will guide its decision-making and prioritization going forward, to give shape to a narrative about that one big goal of becoming a next-generation university. This lead into identifying the five following guiding principles:

- Position globally
- Partner meaningfully
- Integrate for impact
- Deliver on innovation
- Augment the student experience

He apprised the Board of five transformational projects that the academic leadership team is prioritizing which cut across the University as a whole and are of a scale to be truly

transformative: *Montréal 2050, Health Institute, Digital Strategy, Summer@Concordia, and Next-Generation Learning.*

Dr. Carr concluded his presentation by emphasizing the importance of a sustained commitment to indigenous directions, which is in a category of its own, as well as the University's commitment and responsibility to address the recommendations stemming from the Truth and Reconciliation Commission. Following the presentation, Prof. Shepard and Dr. Carr responded to questions and comments.

12. Other business

Prof. Peluso spoke of the upcoming Concordia Centraide campaign and urged Governors to participate by purchasing 50/50 raffle tickets. She made the point that contributing to Centraide is in line with the University's commitment to community engagement.

13. Adjournment

The meeting adjourned at 5:39 p.m.



Danielle Tessier
Secretary of the Board of Governors



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of December 5, 2017**

AGENDA ITEM: Requests for the use of the Concordia name

ACTION REQUIRED: For approval

SUMMARY: Associations or groups wishing to use the Concordia name must obtain the permission of the Board of Governors, as set out in the *Policy on the Use of Concordia University's Name, Logo and Related Insignia, and the Governance of its Visual Character and Digital Presence* ([SG-4](#)).

BACKGROUND: The following requests were reviewed by the Dean of Students and the Office of the Secretary-General who are recommending Board approval:

- **Concordia Business Gateway Association**, which aims to connect post-secondary students with professional and entrepreneurial experiences through internships in various startups.
- **Concordia Cheerleading Club**, a group of gymnasts, athletes and certified instructors that wish to cheer on Concordia sports teams at home games and cultivate school spirit.
- **Concordia Foosball Club**, whose goals are to connect students through meetings and social events, to encourage social and competitive participation in the game and to spread awareness of the game.
- **Concordia Go Club**, which aims to bring together students who share an interest in the ancient board game Go.
- **Concordia RPG Club**, which regroups roleplaying game enthusiasts who gather to play games with a focus on improvisational storytelling.
- **Concordia Student Nightline**, which provides a confidential, anonymous and non-judgmental listening service, run by undergraduate students, for those in need of aid and support.
- **Concordia Students for Parkinson's**, whose objective is to raise awareness of the disease and raise funds for charities supporting patients and research.
- **Mauritian Students of Concordia**, which aims to promote and educate about Mauritian culture while also focusing on integration into Canada's multicultural environment.

DRAFT MOTION: That, subject to the conditions set out in the *Policy on the Use of Concordia University's Name, Logo and Related Insignia, and the Governance of its Visual Character and Digital Presence* ([SG-4](#)), the Board of Governors approve the following requests to use the Concordia name:

- Concordia Business Gateway Association
- Concordia Cheerleading Club
- Concordia Foosball Club
- Concordia Go Club
- Concordia RPG Club
- Concordia Student Nightline
- Concordia Students for Parkinson's
- Mauritian Students of Concordia

PREPARED BY:

Name: Danielle Tessier
Date: November 24, 2017



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of December 5, 2017**

AGENDA ITEM: RECYC-QUÉBEC application authorization

ACTION REQUIRED: For approval

SUMMARY: Board approval is required as part of the University's grant application for RECYC-QUÉBEC's *Appel de propositions visant les débouchés des matières résiduelles des ICI* (APDICI).

BACKGROUND: As part of the grant application, RECYC-QUÉBEC requires a resolution from the Board of Governors authorizing the Vice-President, Services to submit the grant application and to sign the contract on behalf of the University, if the project is accepted for funding.

The grant is for \$75,000 in funding for a project called Concordia Centre for Creative Reuse (CUCCR) 2.0, a waste reduction and community engagement initiative. Please refer to the attached documents for additional details regarding the proposal.

DRAFT MOTION:

Autorisation de dépôt de projet auprès de RECYC-QUÉBEC dans le cadre de l'appel de propositions visant les débouchés de matières résiduelles des industries, des commerces et des institutions (ICI), et pouvoir de signature de la convention d'aide financière et des addendas y étant relatifs.

Considérant que l'Université Concordia a élaboré un projet visant au réemploi créatif de l'ameublement et d'autre matériaux destinés à l'élimination, nommé CUCCR 2.0, (ci-après le «PROJET»);

Considérant que le PROJET sera déposé auprès de RECYC-QUÉBEC dans le cadre de l'appel de propositions susmentionné en titre, administré par cette dernière (ci-après l' «APPEL DE PROPOSITIONS»);

Considérant que s'il est accepté par les instances décisionnelles de RECYC-QUÉBEC et de l'Université Concordia, une convention de contribution financière interviendra entre l'Université Concordia et RECYC-QUÉBEC (ci-après la «CONVENTION»);

Considérant qu'il peut survenir des situations nécessitant que des modifications soient apportées à cette CONVENTION.

IL EST RÉSOLU :

D'autoriser M. Roger Côté, Vice-recteur aux services, à déposer une demande d'aide financière et tout document y relatif auprès de RECYC-QUÉBEC, eu égard au PROJET, dans le cadre de l'APPEL DE PROPOSITIONS;

D'autoriser M. Roger Côté, Vice-recteur aux services, à signer la CONVENTION eu égard au PROJET déposé auprès de RECYC-QUÉBEC dans le cadre de l'APPEL DE PROPOSITIONS;

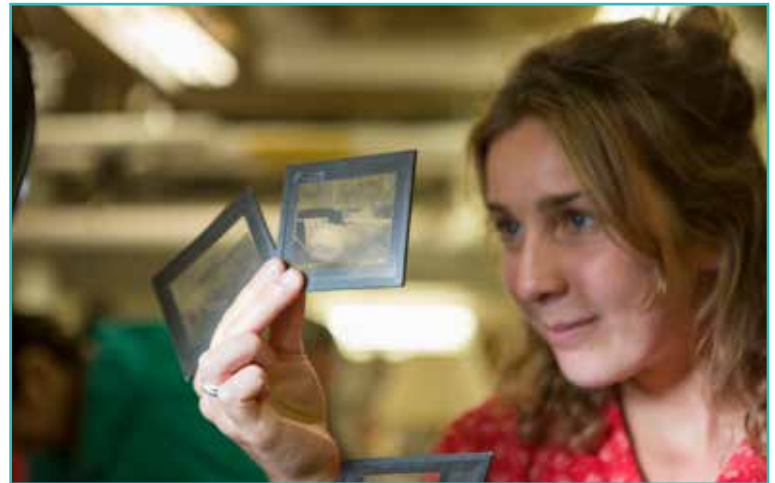
D'autoriser M. Roger Côté, Vice-recteur aux services, à signer, au besoin, tout addenda à la CONVENTION eu égard au PROJET déposé auprès de RECYC-QUÉBEC dans le cadre de l'APPEL DE PROPOSITIONS.

PREPARED BY:

Name: Danielle Tessier
Date: November 24, 2017



The **Concordia University Centre for Creative Reuse** or **CUCCR**, commonly pronounced "suck-er", is a Concordia-wide initiative that collects and diverts usable materials from the university waste-stream, making them available to the Concordia Community in one central location. By carefully sorting and displaying these previously unwanted materials we open up creative possibilities, intersections of imagination and innovation for all.



CUCCR's current location handles wood, glass, metal, fibers, office supplies, plastics, tools and equipment, paper, and arts & crafts supplies. The space features a large work table, a registration station, and a check-out system that sends real-time statistics on waste diversion, money saved, and membership stats to the website.

CUCCR is a key initiative of **Concordia's Zero Waste Program**, operated through Facilities Management and Environmental Health and Safety departments. The initiative relies on a multi-stakeholder partnership funding model since it provides valuable services, beyond material diversion from the landfill, to a broad cross-section of the Concordia community.

SERVICES:
(more than waste diversion)

FREE MATERIALS to the Concordia community & beyond
SPACE & MENTORSHIP for curriculum develop & internships in material reuse
EDUCATIONAL MATERIAL & WORKSHOPS on upcycling and reuse

Statistics

Total
Members

913

Material Weight
Checked-in

5,718.51 KG

Material Weight
Checked-out

4,498.52 KG

Money
Saved

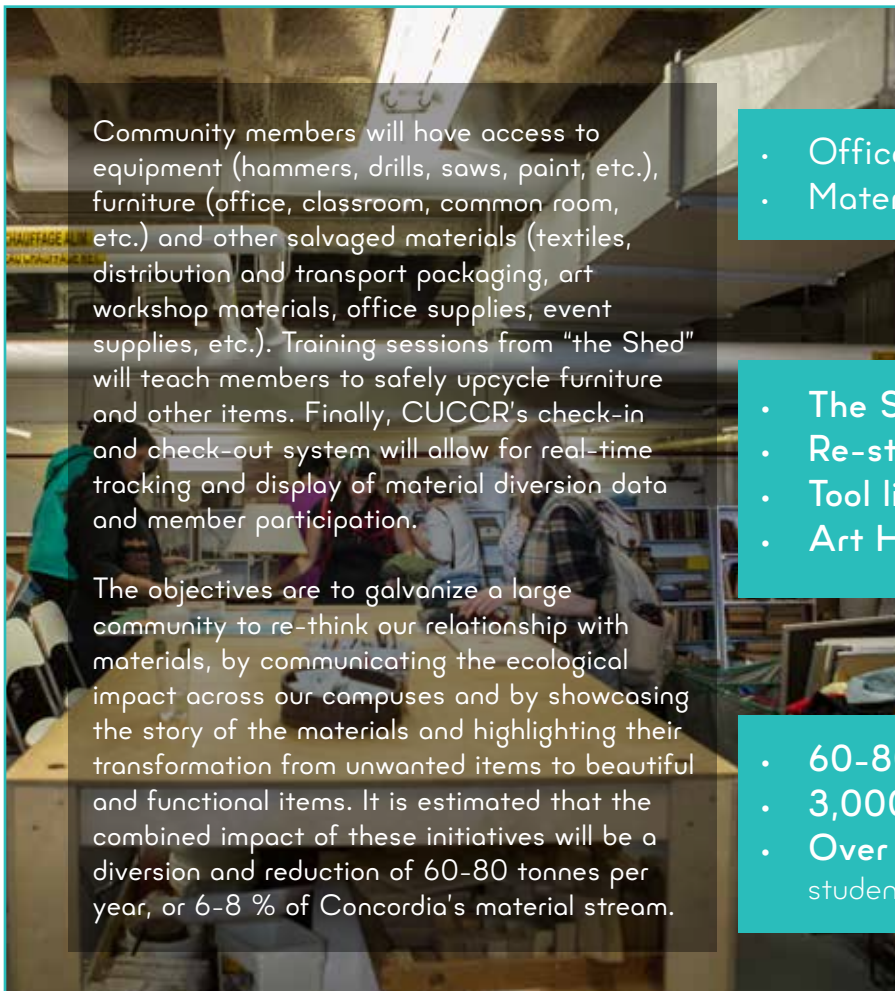
\$48,268.13

Since opening in March 2017. See www.cuccr.ca for real-time stats.



Concordia University's department of Facilities Management is setting ambitious objectives for the reduction and diversion of Concordia's materials from the landfill: 90% diversion and 50% reduction by 2028. Reuse initiatives will play a key role in reaching these initiatives, and several have already been launched as pilot projects over the last few years: Second-hand furniture reuse initiative, CUCCR, and The Shed upcycling workshop series.

CUCCR 2.0 will serve as a nexus for these projects. By placing these activities in an accessible, shared space, sited at the Grey Nun's student residence building, and by creating a shared engagement plan, we can amplify the impacts of each initiative. Combining the staffing resources, tracking system, and storage and showroom spaces of these projects will allow for an optimized, sustainable operation that will serve as a model for other institutions.



Community members will have access to equipment (hammers, drills, saws, paint, etc.), furniture (office, classroom, common room, etc.) and other salvaged materials (textiles, distribution and transport packaging, art workshop materials, office supplies, event supplies, etc.). Training sessions from "the Shed" will teach members to safely upcycle furniture and other items. Finally, CUCCR's check-in and check-out system will allow for real-time tracking and display of material diversion data and member participation.

The objectives are to galvanize a large community to re-think our relationship with materials, by communicating the ecological impact across our campuses and by showcasing the story of the materials and highlighting their transformation from unwanted items to beautiful and functional items. It is estimated that the combined impact of these initiatives will be a diversion and reduction of 60-80 tonnes per year, or 6-8 % of Concordia's material stream.

NEW MATERIALS

diverted, sorted, and upcycled

- Office, classroom, and other furniture
- Materials from residence move-out

NEW SERVICES

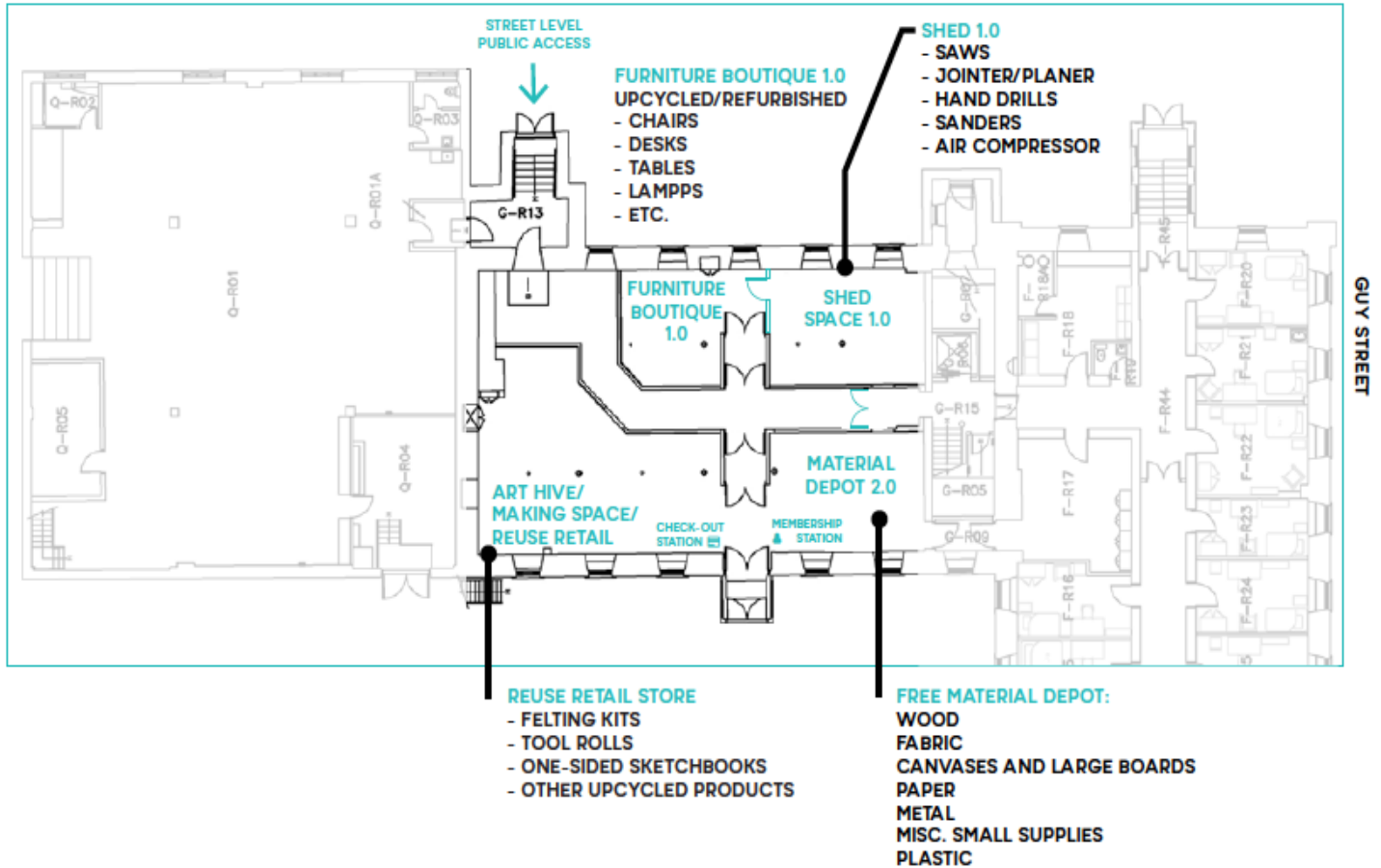
- **The SHED** – workshop space
- **Re-store boutique** – furniture & upcycled items
- **Tool library** – loan of basic shop tools to members
- **Art Hive** – facilitated community art space

NEW IMPACTS

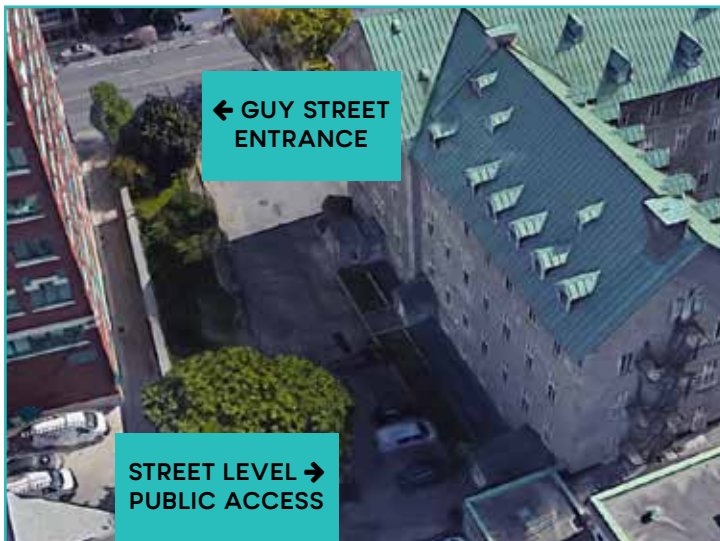
- **60-80 tonnes** of materials diverted per year
- **3,000 new members** per year
- **Over \$300,000 in avoided costs** to faculties, students, and the community from reuse of materials

CUCCR 2.0 LAYOUT

CONCORDIA UNIVERSITY'S CENTRE FOR CREATIVE REUSE
SPACE 2.0 - GN G-R01/GR02



EASY ACCESS



CUCCR 2.0 will be accessible by entrances on the ground floor, allowing for easy access by the community for visits and easy access for delivery and pick-up by vehicle.

FUNDING BREAKDOWN

CUCCR is asking for the community to collectively match Concordia's contribution towards the \$100,000 in yearly operational funds and \$231,000 in capital required for the creation and operation of CUCCR 2.0.

OPERATIONAL FUNDING

CAPITAL FUNDING

Category	Total %	Organization	%	Amount	Category	Organization	%	Amount
Concordia Administration	55%	VP Services	50%	\$ 50,000	Concordia Capital Funding	Concordia University	50%	\$ 115,500
		Dean of Students	5%	\$ 5,000		Dean of Students	5%	\$ 10,000
Student Unions	32%	GSA	7%	\$ 7,000	External and Grants	RecycQuebec	30%	\$ 75,000
External		CSU	25%	\$ 25,000		FundOne	5%	\$ 10,000
		Art Hives	7.0%	\$ 7,000		Art Hives	5%	\$ 10,000
Faculties	20%	Fine Arts	5%	\$ 5,000	SAF	10%	\$ 25,000	
		ENCS	5%	\$ 5,000	Student Unions	CSU	5%	\$ 10,000
		JMSB	5%	\$ 5,000		GSA	5%	\$ 10,000
		Arts and Science	5%	\$ 5,000	Faculties	Fine Arts	5%	\$ 10,000
Colleges	5%	LOY College	2.5%	\$ 2,500		ENCS	5%	\$ 10,000
		SCPA	2.5%	\$ 2,500	JMSB	5%	\$ 10,000	
Fee-Levy groups	6%	SAF	3.0%	\$ 3,000	Arts and Science	5%	\$ 10,000	
		SC	3.0%	\$ 3,000	Colleges	SCPA	3%	\$ 5,000
Student Associations and Groups	10%	ASFA	2.5%	\$ 2,500		LOY College	3%	\$ 5,000
		ECSA	2.5%	\$ 2,500	ASFA	3%	\$ 5,000	
		CASA	2.5%	\$ 2,500	ECSA	3%	\$ 5,000	
		FASA	2.5%	\$ 2,500	CASA	3%	\$ 5,000	
	5%	ASFA	1.25%	\$ 1,250	FASA	3%	\$ 5,000	
		CASA/JMSB	1.25%	\$ 1,250	JSEC	1%	\$ 2,500	
		JSEC	1.25%	\$ 1,250	ECGSA	1%	\$ 2,500	
		ECGSA	1.25%	\$ 1,250				

FUNDING PARTNERS

With an annual contribution, you join CUCCR as a partner organization, and get these perks:

- Co-contributing to developing the vision of CUCCR at our annual partner meetings
- Your organization's name on our partners board
- Consultation time to explore your department or organization's material streams and reuse needs
- Development of curriculum tie-ins for your faculty or department of study
- Development of a targeted engagement plan for your organization's members

GET IN TOUCH

GENERAL COORDINATOR: Anna Timm-Bottos, reuse@concordia.ca

ADDRESS: 1455 De Maisonneuve W. | Hall Building | H 013-7

OPEN HOURS: T/W/R 1-5PM



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of December 5, 2017**

AGENDA ITEM: Collection of an undergraduate student fee levy

ACTION REQUIRED: For approval

SUMMARY: The Board of Governors is being asked to approve the collection by the University on behalf of the Concordia Student Union (CSU) of an increased fee levy from all undergraduate students to fund the Concordia Food Coalition (CFC), further to a referendum held from November 27 to 30, 2017.

BACKGROUND: The results of the vote have been validated by the Dean of Students as outlined in the attached memo.

The CSU regulations provide for a 5-day contestation period following the announcement of the results of a referendum by the Chief Electoral Officer. Normally the Dean of Students waits until after the contestation period before confirming the final outcome of the results.

However, due to the timing of the referendum period and the date of the Board meeting, and given that the collection of this fee needs to be approved in December in order to be implementable as of January, the collection will be approved with the understanding that the resolution will become null in the event of the filing of a contestation.

DRAFT MOTION: That the Board of Governors authorize the University to collect an increased fee levy of \$0.16 per credit (increase of \$0.08 per credit from \$0.08 per credit) from all undergraduate students to support the Concordia Food Coalition, to be implemented with registration for the Winter 2018 term (2017/4), in accordance with the University billing, refund and withdrawal policy, pending confirmation no later than December 8, 2017 by the CSU's Chief Electoral Officer to the Secretary of the Board of Governors that no contestation has been filed in connection with this fee levy.

PREPARED BY:

Name: Danielle Tessier
Date: December 1, 2017

Office of the Dean of Students

INTERNAL MEMORANDUM
December 1, 2017

TO: Ms. Danielle Tessier, Secretary, Board of Governors
FROM: Andrew Woodall, Dean of Students
RE: CSU By-Election results November 2017

In the most recent Concordia Student Union by-elections held from November 28-November 30 2017, undergraduate students voted on the following referendum question:

The Concordia Food Coalition exists to facilitate the transition of Concordia's food system to a more just and sustainable one. The CFC funds and incubates student-led projects that deal with food sovereignty and food-related sustainability (projects such as The Hive Cafe, Campus Potager, and the Concordia Farmer's Market); organizes educational programming regarding food-related issues throughout the year to engage the Concordia community; and supports the creation of a sustainable food system at Concordia by prioritizing collaborations with other food initiatives on campus. As demand grows for our services, a fee levy increase would allow the CFC to continue to grow as an organization by supporting new working groups, further developing intra-university collaborations that promote and create a sustainable food system, and provide internship, job, and experiential learning opportunities for students.

Do you agree to increase the fee levy of the Concordia Food Coalition by \$0.08 per credit to a total of \$0.16 per credit, effective Winter 2018?

Yes : 408
No : 173
Abstain : 81

DAVID BAKER


ON BEHALF OF
Andrew Woodall

BG-2017-9-D6



REPORT TO THE BOARD OF GOVERNORS

ALAN SHEPARD
PRESIDENT AND VICE-CHANCELLOR

DECEMBER 2017

CONCORDIA

INTRODUCTION

November 20th was a proud day for 1,700 Concordians who participated in the university's three convocation ceremonies. Graduating students joined a network of more than 200,000 alumni around the world.

Three honorary doctorate recipients offered aspirational goals for our community. During the Faculty of Arts and Science convocation, explorer **Bernard Voyer** talked about persistence in the face of adversity. **Isabelle Hudon**, the first woman ambassador to represent Canada in Paris, told the John Molson School of Business graduating class about reinterpreting the meaning of courage. At a joint ceremony for the Faculty of Engineering and Computer Science and the Faculty of Fine Arts, serial entrepreneur **Kon Leong**, BComm 79, discussed leading an impactful life.

TEACHING, RESEARCH, INNOVATION

On November 15th, the Honourable **Kirsty Duncan**, Canada's Minister of Science, announced funding of **\$9.3 million** for Concordia. The investment comes from the Social Sciences and Humanities Research Council Partnerships, Insight and Talent programs. Support goes toward 32 faculty projects (\$3.5 million), 65 graduate and postdoctoral students (\$3.3 million), and a partnership grant for an initiative to improve teaching and learning outcomes through educational technology in Sub-Saharan Africa (\$2.5 million).

Other funding that was announced:

- Two **DND/NSERC Discovery Grant** supplement awards totaling **\$240,000**
- Two **SSHRC Connection** grants totaling **\$48,905**
- Two **SSHRC Partnership Engage** grants totaling **\$49,973**
- One **NSERC Engage** grant totaling **\$25,000**

Good staff news:

- **Christophe Guy**, vice-president of Research and Graduates Studies, received the **Prix du Québec's** Armand-Frappier Award
- **Paula Wood-Adams** was appointed to a second five-year term as **dean, Graduate Studies**
- **D'Arcy Ryan**, MBA 09, was named **director of Recreation and Athletics**
- On November 14th, Réseau Action TI honoured **Marc Denoncourt**, associate vice-president of Instructional and Information Technology Services and chief information officer, and **Anne-Marie Croteau**, dean of the John Molson School of Business (JMSB), with **Méritic awards**. Denoncourt received the Senior IT Leadership award for his visionary qualities,

leadership abilities and contributions to Concordia. Croteau was handed the IT Career award for having distinguished herself in an exceptional manner over the course of her years working in the field.

The Leonard and Bina Ellen Art Gallery and Aboriginal Territories in Cyberspace collaborated on the exhibition-forum ***Owerà:ke Non Aié:nahne / Filling in the Blank Space***. It featured more than 20 years of workshops, machinimas (animated films created with software), and virtual reality projects. The exhibition-forum was developed by **Jason Lewis** (Concordia University Research Chair in Computational Media and the Indigenous Future Imaginary and Trudeau Fellow), and **Skawennati**, artist and coordinator of the Initiative for Indigenous Futures.

The Canadian Psychological Association **reaffirmed accreditation status** for both Concordia's Psychology Internship Program and Doctorate in Philosophy (Psychology) – Research and Clinical Training Option.

GradProSkills offered the **Thesis Boost: 3-day writing retreat**, in partnership with the Concordia Library, the Student Success Centre, Health Services and Le Gym. Sixty master's and PhD students attended the event. Workshops provided students with advice from librarians and writing assistants.

Concordia and the Universitat Autònoma de Barcelona (UAB) in Spain were awarded an **Erasmus + grant**. The European Union-funded grant will provide one short-term staff exchange. Four scholarships support two Concordia students attending UAB and vice versa.

Concordia International concluded two new **exchange agreements**. One is with the National University of Ireland Galway and the other is with the Strate École de Design in France. A new faculty collaboration **Memorandum of Understanding** was reached with the Federal University of Bahia in Brazil.

Faculty of Arts and Science students **Noah Furlani** (Honours in English Literature) and **Natalia Espinel-Quintero** (Western Society and Culture/Spanish Translation) were awarded scholarships by the **Japan-Canada Academic Consortium**. Both will attend a student forum titled *The Crisis in the Humanities: Reconsidering the Studies of the Humanities in the Age of Technology and Innovation*. It will be hosted by J. F. Oberlin University in Tokyo in February.

Concordia International awarded 15 **Graduate Student Mobility Awards**. The **\$37,850** in awards originate from the Government of Quebec's Mobility Bursaries for Short-term Studies Outside Quebec. Projects take place in 11 countries and typically last between two and four months.

Beyond Disciplines: Let's Talk about Sex took place on October 18th. Co-hosted by **Kimberley Manning** (Simone de Beauvoir Institute) and **Marc Lafrance** (Department of Sociology and Anthropology), experts gathered from Irish studies, psychology, religions and cultures, and fine

arts. This was one of the first academic events to be held in the new Concordia University Conference Centre in the John Molson Building, which offers different set-ups such as a conference (up to 64 people) workshop (up to 90 people) and reception (up to 180 people).

The Faculty of Arts and Science held its annual **Scholar Awards** on October 25th. Approximately 90 per cent of the 151 scholars recognized at the event have GPAs of 4.00 or higher and five have perfect GPAs of 4.30.

Ricardo Dal Farra (Department of Music) received a **\$12,000** grant from Quebec's Ministère des Relations internationales et de la Francophonie and Mexico's Secretariat of Foreign Affairs. The funding supports a project titled *Le pont artistique entre le Québec et le Mexique* with the Mexican Centre for Music and Sonic Arts.

The Milieux Institute for Arts, Culture and Technology announced its first cohort of **14 undergraduate fellows**. Each fellow receives a \$500 award and full membership privileges to Milieux labs and workspaces. On November 8th, fellows gathered for a pecha-kucha (Japanese for "chit-chat") – where 20 slides are shown for 20 seconds each – of their work and to network with Milieux students and faculty.

Milieux's Performing Arts Research Cluster presented **ALVIN ALVIN ALVIN: Reflections and Refractions Around the Work of Alvin Lucier** in November. The performance and lecture series featured the Ever Present Orchestra, visiting from Switzerland's Zurich University of the Arts.

On November 16th and 17th, Milieux hosted a **workshop series on ethical practices for research creation**. The project was organized by Université de Montréal and Université du Québec à Montréal (UQAM), with panel discussions that included Milieux-affiliated faculty.

The 8th **International Conference on Human Rights Education** is being co-hosted by Concordia and Equitas – a human rights education non-profit organization – from November 30th to December 3rd. Participants from 50 countries are expected to attend.

Two students earned prizes in the **NSERC 2017 Science Exposed photography competition**. Master's student **Alicia McTaggart** (Department of Chemistry and Biochemistry) and PhD candidate **Arthi Ramachandran** (Department of Biology) won the Jury Prize and the People's Choice Award, respectively. Photos from last year's competition, won by Ehsan Rezabeigi, PhD 15, were on display in the atrium of the Richard J. Renaud Science Complex on the Loyola Campus in early November.

A **mural of Leonard Cohen** was inaugurated on Crescent Street. Its co-creator was **Gene Pendon**, MFA 94. Numerous Concordia Faculty of Fine Arts students were involved in this initiative. The work was produced by MU, an organization with the mission of beautifying Montreal. **Isabelle Duguay**, MA 12, and **Stéphanie Harel**, MA 15, are the lead artistic educators at MU.

The 22nd **John Molson Sports Business Conference** – the largest student-run sports marketing conference in North America – took place on November 2nd. Over 350 student-delegates attended and over 25 sports industry executives participated as speakers or panelists.

The Faculty of Fine Arts, in partnership with the Concordia University Centre for Creative Reuse, welcomed Italian artist **Edoardo Malagigi** in early November. Malagigi worked with students to plan a large-scale artwork of reused materials, to be constructed on a second visit in 2018.

The Concordia Library announced the appointment of **Claire Burrows** as its 2018 **Researcher-in-Residence**, effective January 8, 2018. Burrows is a PhD candidate in Library and Information Science at Western University. Her research involves academic library accessibility in Canada for disabled students.

SERVICES SECTOR

On November 13th, four **Student Services units relocated** from the Henry F. Hall Building to the Guy-De Maisonneuve Building. The Access Centre for Students with Disabilities, Counselling and Psychological Services, International Students Office, and Student Advocacy Program opened on November 14th. As a result of this relocation, these units are now in closer proximity to three other student services: Student Financial Aid and Awards Offices, the Exams Office, and Health Services.

Hospitality Concordia organized the fifth edition of **Taste for a Good Cause**, an event that introduced approved caterers while raising **\$2,093** for the Student Emergency and Food Fund.

The Concordia Food Coalition won the bid to host the 10th **National Food Secure Assembly** in November 2018. The assembly explores healthy, just and sustainable food practices.

ADVANCEMENT & EXTERNAL RELATIONS

Fundraising

In the presence of 160 members of the university's Chancellor's Builders Circle and friends, Concordia launched the **Campaign for Concordia: Next-Gen. Now** on November 1st. The \$250-million campaign is the university's most ambitious to date in support of teaching, learning and research. Campaign co-chairs are **Andrew Molson** and **Lino Saputo Jr.**, BA 89. An **internal launch of the campaign** took place on October 26th with 150 faculty and staff members in attendance. Both internal and public launches were emceed by alumna **Mutsumi Takahashi**, BA 79, MBA 95, LLD 13.

The **R. Howard Webster Foundation** announced a **\$1.5 million** donation to Concordia on November 28th. The gift creates the R. Howard Webster Foundation:

- **Scientist in Nutrition, Lifestyle Research and Bio-Imaging** to investigate the effects of daily routine on long-term health using imaging techniques,
- **Healthy Living Program for Seniors** to prevent disease and injury through healthy diet and exercise,
- **Athletic Financial Awards** for Concordia Stingers, and
- **Healthy Athlete Program** to provide nutritional assessments for student-athletes and education on healthy eating.

The **Birks family** donated **\$287,500** to Concordia. Of this amount, the **Concordia University Press** received \$250,000 and the **Centre for the Arts in Human Development** received \$37,500.

Concordia received the first installment of the distribution in the Estate of **William Ross Phalen**, BSc 58, in the amount of **\$250,000**, which will go towards Concordia's Greatest Needs.

Michael Minkoff, BComm 68, made a gift of **\$50,000** towards Concordia's Greatest Needs.

Spouses who are Concordia alumni, who wish to remain anonymous, included their alma mater in their respective wills. Leaving **30 per cent share** of their estate, they will create an endowment fund for full-time student scholarships at the John Molson School of Business.

Alumni Relations

Toronto and Montreal hosted, respectively, their second and third **Women and Leadership** events. Both events sold out and offered an inside look on how failure can be a stepping stone to success.

More than 150 alumni in Toronto, Ottawa and Calgary attended **The Walrus Talks Disruption**. The events featured: Steve Shih, assistant professor, Department of Electrical and Computer Engineering; pk langshaw, professor, Department of Design and Computational Arts; Jennifer McGrath, PERFORM Chair, Childhood Preventive Health and Data Science; Adam Radomsky, Concordia University Research Chair in Anxiety and Related Disorders; Rilla Khaled, director, TAG Lab; and Karen Li, professor, Department of Psychology.

Concordia's School of Community and Public Affairs (SCPA) and the Table régionale d'économie sociale des Premières Nations welcomed Indigenous young people for **StartUp Nations**. Forty participants from across Quebec developed an alternative economic initiative. In the process, they honed skills and pitched ideas to a panel of judges. Collaborators included the Office of Community Engagement, Shift (Social Innovation Hub), District 3, the Indigenous Directions Leadership Group and the John Molson School of Business.



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of December 5, 2017**

AGENDA ITEM: Amendments to the *Terms of Reference of the Ombuds Office* (BD-2)

ACTION REQUIRED: For approval

SUMMARY: On recommendation of the Executive Committee, Board approval is sought of the amendments to the *Terms of Reference of the Ombuds Office* (BD-2).

BACKGROUND: The Terms of Reference were last amended in 2010. Please refer to the attached memo from Melodie Sullivan, chair of the Ad Hoc Committee to Review the Terms of Reference of the Ombuds Office, for details regarding the Committee's mandate and process as well as a summary of the main amendments, together with the executive summary of the changes. Marked and clean versions of the Terms of Reference are attached.

In accordance with the process outlined in the [Guidelines on the Approval of Official Policies](#), any policy requiring Board approval must be reviewed by a committee of the Board before its presentation to the Board.

At its meeting of November 29, 2017, the Executive Committee reviewed the amendments and is recommending approval to the Board of Governors.

DRAFT MOTION: That, on recommendation of the Executive Committee, the Board of Governors approve the amendments to the *Terms of Reference of the Ombuds Offices* (BD-2), outlined in Document BG-2017-9-D7.

PREPARED BY:

Name: Danielle Tessier
Date: November 30, 2017



Report of the Ad Hoc Committee to Review the Terms of Reference of the Ombuds Office

Mandate

The Ad Hoc Committee to Review the Terms of Reference of the Ombuds Office (the “**Committee**”) was established with a mandate to review policy BD-2 - Terms of Reference of the Ombuds Office (the “**Terms**”). The Committee was composed of:

Melodie Sullivan, Sr. Legal Counsel (Chair)
Enza De Cubellis, Director, University Secretariat (Secretary)
Amy Fish, Ombudsperson
Lisa Ostiguy, Deputy Provost
Genevieve Robichaud, Professional Officer, CUFA
Nicolas Tzoutis, Manager, Reg/Exams/Academic, Enrolment Services
Robert Soroka, President, CUPFA
Andrew Woodall, Dean of Students
Omar Riaz, General Coordinator, CSU
Thufile Ariful Mohamed, VP, Academic and Advocacy Affairs, GSA

Process

The Committee met on three separate occasions: September 26, 2017, October 6, 2017 and October 16, 2017.

Overview of Changes

Although no major changes were made to the Terms, this opportunity was taken to update some terminology (example: article 2 and the definitions of Member and Applicant, “website” replaces “newspaper”) and employ gender neutral language.

OMBUDS OFFICE

Executive Summary - Ombuds Office Terms of Reference Changes:

1. Gender neutral language now used throughout document. For example, the phrase “at his/her discretion” is now “where appropriate”.
2. Unions and challenges to the collective agreements remain outside the jurisdiction of Ombuds Office. Even stronger language was used to clarify this point.
3. The word “Member” is now used instead of “Applicant” to describe the person who is requesting assistance from the Ombuds Office.
4. The definition of “Member” was not expanded to expressly include Alumni because the committee felt that the Ombuds Office has sufficient discretion to take relevant files even if outside the strict definition (e.g., in certain cases, alumni or recent students can request assistance from the office).
5. The delay for a Member to come forward to Ombuds was decreased from six months to three months. The committee felt that concerns should be brought forward within an academic term. This was agreed to with the understanding that the Ombuds Office can make exceptions where appropriate.
6. Instead of advising all parties as to the outcome of the file, the Ombuds Office now only has to advise the Member seeking assistance. This is because there are often many people contacted in the investigation of a file and it would not be appropriate to respond to each of them with the results of the case.
7. If the Ombuds Office deems it necessary, they can now advise the administration of the outcome of a case. For example, if the Ombuds Office makes a recommendation, they can let the appropriate University office know the rationale for the recommendation.
8. In the past, there was a clause that the Ombuds Office would ask the member before contacting anyone on their behalf. This has been updated to a blanket authorization. In the event of an inquiry or investigation, the Ombuds Office will use their discretion to contact whomever they deem necessary and share details of the case as appropriate.
9. Ombudsperson must avoid cases where there is a *perceived* conflict of interest (updated to include the word perceived.)
10. The clause regarding withdrawing complaints was updated to reflect that the Ombuds Office will respect the Member’s decision to withdraw, however, in certain extenuating circumstances the Ombuds Office may decide to continue with the investigation (e.g., if someone’s safety or security is threatened).



Effective Date: **June 17, 2010**

Originating Office: Board of Governors

Supersedes /Amends: December 14, 1998

Policy Number: BD-2

SCOPE

1. The Ombuds Office shall be independent of all existing administrative structures of the University.

2. For the purposes of these Terms of Reference:

“Member” means ~~faculty members~~, employees, ~~administrative and support staff,~~ ~~postdoctoral fellows, members of the administration,~~ students, student applicants, exchange students, visiting student, postdoctoral fellows, interns, academic visitors, stagiaires or researchers ~~including but not limited to exchange students and visiting students.~~

3. The Ombudsperson shall provide an impartial and confidential service to Members who have been unable to resolve their concerns about the application of any policy, rule or procedure.

4. The Ombudsperson ~~may~~does not ~~inquire into~~have jurisdiction regarding the application or interpretation of a collective or employee agreement nor into ~~the~~any alleged violation of the duty of fair representation against a certified union.

5. The Ombudsperson ~~shall have no actual authority to~~may not impose remedies or sanctions, or ~~to~~ enforce any policy, rule or procedure. However, ~~he/she~~ the Ombudsperson may make any appropriate recommendations ~~that he/she deems appropriate~~ with regard to resolving complaints or improving policies, rules or procedures.

Functions of the Ombuds Office

6. Specifically, the Ombudsperson shall:

a. ~~actively promote these Terms of Reference and the services offered;~~assist Members to resolve complaints informally and quickly and, when appropriate, recommend solutions to help resolve complaints;

b. explain decisions taken by University authorities when complaints are not substantiated;



- ~~c.~~ ~~b.~~ inform Members about existing policies, rules and procedures and advise them as to the appropriate channel of redress for any concern or complaint they may have;
- ~~e.~~ ~~assist Members to resolve complaints informally and quickly;~~
- d. ~~at his/her discretion~~when appropriate, conduct an independent and objective inquiry into complaints when normal ~~channels of recourse~~recourses have been exhausted;
- e. ~~at his/her discretion~~when appropriate, conduct an independent and objective inquiry into the application of any policy, rule or procedure of the University;
- ~~f.~~ ~~explain decisions taken by University authorities when complaints are not substantiated;~~
- ~~g.~~ ~~at his/her discretion, recommend solutions to help resolve complaints;~~
- f. ~~h.~~ bring to the attention of University authorities any policies, rules or procedures which appear unclear or inequitable or which might jeopardize the rights or freedoms of any Member . The Ombudsperson may suggest changes to ~~the~~ existing policies, rules or procedures or offer advice on the development of new policies, rules or procedures;
- g. actively promote these Terms of Reference and the services of the Office.

~~Special Concerns~~The Role of the Ombuds Office

7. ~~In dealing with complaints, the Ombudsperson shall be concerned that all Members are dealt with and deal with others fairly and more specifically that:~~The role of the Ombuds Office is to promote:

 - a. fairness;
 - b. ~~a.~~reasonable promptness in decisions affecting Members ~~are made with reasonable promptness;~~



- c. ~~b. procedures used to reach decisions are~~ decision-making that is based on adequate and the appropriate procedures, criteria and rules ~~upon which such decisions are based are appropriate;~~
- d. ~~e. clear communication, to those affected, of the~~ procedures and, criteria and rules used in making decisions ~~are clearly communicated to those affected.~~

Complaints

8. In dealing with complaints, the Ombudsperson shall act ~~in an impartial fashion~~ impartially, acting neither as an advocate for the Member ~~making a complaint ("the Applicant")~~ seeking assistance nor as a defender of the University but rather ~~he/she,~~ shall seek to promote procedural fairness and a reasonable outcome. In so doing, ~~he/she~~ the Ombudsperson shall ~~endeavor~~ endeavour to maintain harmonious relations with all Members using tact, diplomacy and sensitivity.
9. The Ombudsperson shall have prompt access to such University records, reports or documents as are required to fulfill ~~his/her functions~~ each function. Requests for such access shall receive priority from all Members.
10. A complaint should be brought to the attention of the Ombudsperson within ~~six~~ three (~~6~~) months of the ~~Applicant~~ Member seeking assistance becoming aware of the situation giving rise to the complaint. This period may be extended at the discretion of the Ombudsperson.
11. If the Ombudsperson decides to inquire into a matter, ~~he/she~~ the Ombudsperson shall make every effort to consult the relevant parties and give such parties the opportunity to reply, ~~should they so wish.~~
12. Upon the conclusion of an inquiry, the Ombudsperson shall advise ~~all parties to a complaint~~ the Member seeking assistance of ~~his/her~~ any findings and any formulated recommendations ~~that he/she has formulated.~~
13. In addition, the Ombudsperson may bring ~~his/her~~ any such findings to the attention of the University authorities and make whatever recommendations ~~he/she deems~~ deemed appropriate and to whomever within the University ~~he/she feels should receive them~~ deemed appropriate. Such recommendations may bear either on the actions or decision of an individual or a group, or on the policies, rules and procedures which gave rise to them. If, upon receipt of such findings or recommendations, a University



authority proceeds to disciplinary action in order to resolve the matter, the procedure of any relevant University policy, collective or employee agreement shall be followed.

14. The Ombudsperson shall use judgement as to the appropriateness of intervention and may refuse to take up ~~any case where he/she judges his/her intervention would be inappropriate and a case or~~ may withdraw from a case if continued involvement is ill-advised. In such cases, the Ombudsperson shall inform the ~~Applicant~~Member seeking assistance as to the appropriate channel of redress, if applicable.
15. If the Ombudsperson refuses to take up a case or withdraws from a case, ~~he/she shall, upon request, provide the Applicant with~~ a written statement of the reason: shall be provided, upon request, to the Member seeking assistance.
16. The Ombudsperson shall not inquire into any matter that is before a court of law or is pending at or before any administrative tribunal outside the University. In addition, upon being informed that a legal claim or that a notice of a potential legal claim has been received by the University, the Ombudsperson shall immediately withdraw from a case and shall cease any communication with the ~~Applicant~~Member seeking assistance.
17. Under no circumstances shall the mere fact of bringing a complaint to the attention of the Ombudsperson constitute a formal notification, for legal purposes, to the University.
18. The Ombudsperson shall avoid involvement in cases where the Ombudsperson perceives there may be a conflict of interest.

Confidentiality and Protection from Reprisals

19. ~~Should~~The Member seeking assistance shall be informed that should the pursuit of any inquiry necessitate the disclosure of details ~~that identify an Applicant, the Applicant shall be informed. Any, any~~ disclosure shall be limited to those who, in the opinion of the Ombudsperson, have a need to know.
20. Should ~~an Applicant~~a Member seeking assistance decide to withdraw an application ~~in order to protect his/her anonymity,~~ the Ombudsperson shall respect this decision. The Ombudsperson's decision to proceed, notwithstanding the Member's withdrawal, shall only be taken in extraordinary circumstances such as but not limited to situations where the safety of a person and/or the community may be at risk.



21. The Ombudsperson shall respect the confidentiality of any confidential information or materials ~~to~~ which ~~he/she has access~~ is accessed or consulted.
22. Should the Ombudsperson consider that the response to ~~his/hers~~ his/hers recommendation has been unsatisfactory, ~~he/she~~ the Ombudsperson shall be entitled to make the recommendation public, provided ~~always~~ that, subject to Article 19, the confidentiality of the ~~Applicant~~ parties is respected.
23. Notwithstanding articles 19-22, confidentiality rights are subject to disclosure required by law and specifically situations outlined in the *Policy on the Emergency Release of Personal Information (SG-5)*.
24. No Member who seeks the ~~services~~ assistance of, files a complaint with, or cooperates in any manner with the Ombudsperson, shall be subject to any reprisals for so doing. The appropriate procedure set out in the relevant University policy or collective or employee agreement shall be followed in cases of alleged reprisals.

Files

25. The Ombudsperson shall maintain suitable records of complaints, findings and recommendations which shall be accessible only to the staff of the Ombuds Office or as required by law. Such files shall be destroyed according to a retention schedule determined in accordance with provincial legislation.

Appointment of Ombudsperson

26. The Ombudsperson shall be appointed by the Board of Governors (“the Board”) upon the recommendation of a representative advisory committee struck for this purpose by the Board. The Committee shall be composed of representatives of the University constituencies, including at least one (1) undergraduate and one (1) graduate student and shall be chaired by the Secretary-General.



27. The Secretary-General shall act as the link between the Board and the Ombudsperson for administrative purposes.
28. The appointment shall be made for an initial term of two years, renewable for further terms of five years. During the fourth year of each such term, the Board shall appoint an appraisal committee, chaired by the Secretary-General, and composed of representatives of the University constituencies, including at least one (1) undergraduate and one (1) graduate student which shall:
- a. review the operations of the Office;
 - b. make recommendations with respect to the Office;
 - c. make a recommendation with respect to the renewal of the Ombudsperson.

This review shall include, but shall not be limited to, consultations with the University community as well as an external appraisal.

29. The Ombudsperson shall submit an annual report to the Board by November 1st of each year covering the previous academic year. The report shall detail activities of the Ombuds Office, including statistics on the concerns and complaints received, and shall make recommendations, as necessary. The Secretary-General shall ensure that the appropriate University authorities consider and respond to the recommendations contained in the report.
30. The annual report shall be published in the University's [newspaper/news site](#) and submitted, for information purposes, to the Senate.

Complaints Relating to the Operations of the Ombuds Office

31. If a Member considers that the Ombudsperson has committed a procedural or substantive violation of these Terms of Reference, with respect to any matter to which the Member has been a party, [he/she/the Member](#) may submit a written complaint, detailing the alleged violation, to the Secretary-General. The Secretary-General shall investigate the complaint and inform the Member of the results of the investigation.
32. If the Member is not satisfied with the response of the Secretary-General, [he/she/the Member](#) may request, in writing, within fifteen (15) working days of receiving the



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TERMS OF REFERENCE OF THE OMBUDS OFFICE

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response, that the Appeals Committee of the Board review the complaint against the Ombudsperson.

Document comparison by Workshare 9 on November-17-17 1:43:05 PM

Input:	
Document 1 ID	file://C:\Users\mpetrovi\AppData\Local\Temp\Workshare\wtemp26fc\Original BD-2_final.doc
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Description	Revised BD-2- 17.11.2017
Rendering set	Standard

Legend:	
	<u>Insertion</u>
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Moved cell	
Split/Merged cell	
Padding cell	

Statistics:	
	Count
Insertions	66
Deletions	68
Moved from	4
Moved to	4
Style change	0
Format changed	0
Total changes	142

TERMS OF REFERENCE OF THE OMBUDS OFFICE

Effective Date: June 17, 2010

Originating Office: Board of Governors

Supersedes /Amends: December 14, 1998

Policy Number: BD-2

SCOPE

1. The Ombuds Office shall be independent of all existing administrative structures of the University.
2. For the purposes of these Terms of Reference:

“Member” means, employees, students, student applicants, exchange students, visiting student, postdoctoral fellows, interns, academic visitors, stagiaires or researchers.
3. The Ombudsperson shall provide an impartial and confidential service to Members who have been unable to resolve their concerns about the application of any policy, rule or procedure.
4. The Ombudsperson does not have jurisdiction regarding the application or interpretation of a collective or employee agreement nor into any alleged violation of the duty of fair representation against a certified union.
5. The Ombudsperson may not impose remedies or sanctions, or enforce any policy, rule or procedure. However, the Ombudsperson may make appropriate recommendations with regard to resolving complaints or improving policies, rules or procedures.

Functions of the Ombuds Office

6. Specifically, the Ombudsperson shall:
 - a. assist Members to resolve complaints informally and quickly and, when appropriate, recommend solutions to help resolve complaints;
 - b. explain decisions taken by University authorities when complaints are not substantiated;
 - c. inform Members about existing policies, rules and procedures and advise them as to the appropriate channel of redress for any concern or complaint they may have;

TERMS OF REFERENCE OF THE OMBUDS OFFICE

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- d. when appropriate, conduct an independent and objective inquiry into complaints when normal recourses have been exhausted;
- e. when appropriate, conduct an independent and objective inquiry into the application of any policy, rule or procedure of the University;
- f. bring to the attention of University authorities any policies, rules or procedures which appear unclear or inequitable or which might jeopardize the rights or freedoms of any Member. The Ombudsperson may suggest changes to existing policies, rules or procedures or offer advice on the development of new policies, rules or procedures;
- g. actively promote these Terms of Reference and the services of the Office.

The Role of the Ombuds Office

- 7. The role of the Ombuds Office is to promote:
 - a. fairness;
 - b. reasonable promptness in decisions affecting Members;
 - c. decision-making that is based on adequate and appropriate procedures, criteria and rules;
 - d. clear communication, to those affected, of the procedures, criteria and rules used in making decisions .

Complaints

- 8. In dealing with complaints, the Ombudsperson shall act impartially, acting neither as an advocate for the Member seeking assistance nor as a defender of the University but rather, shall seek to promote procedural fairness and a reasonable outcome. In so doing, the Ombudsperson shall endeavour to maintain harmonious relations with all Members using tact, diplomacy and sensitivity.

TERMS OF REFERENCE OF THE OMBUDS OFFICE

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9. The Ombudsperson shall have prompt access to such University records, reports or documents as are required to fulfill each function. Requests for such access shall receive priority from all Members.
10. A complaint should be brought to the attention of the Ombudsperson within three (3) months of the Member seeking assistance becoming aware of the situation giving rise to the complaint. This period may be extended at the discretion of the Ombudsperson.
11. If the Ombudsperson decides to inquire into a matter, the Ombudsperson shall make every effort to consult the relevant parties and give such parties the opportunity to reply.
12. Upon the conclusion of an inquiry, the Ombudsperson shall advise the Member seeking assistance of any findings and any formulated recommendations.
13. In addition, the Ombudsperson may bring any such findings to the attention of the University authorities and make whatever recommendations deemed appropriate and to whomever within the University deemed appropriate. Such recommendations may bear either on the actions or decision of an individual or a group, or on the policies, rules and procedures which gave rise to them. If, upon receipt of such findings or recommendations, a University authority proceeds to disciplinary action in order to resolve the matter, the procedure of any relevant University policy, collective or employee agreement shall be followed.
14. The Ombudsperson shall use judgement as to the appropriateness of intervention and may refuse to take up a case or may withdraw from a case if continued involvement is ill-advised. In such cases, the Ombudsperson shall inform the Member seeking assistance as to the appropriate channel of redress, if applicable.
15. If the Ombudsperson refuses to take up a case or withdraws from a case, a written statement of the reason shall be provided, upon request, to the Member seeking assistance.
16. The Ombudsperson shall not inquire into any matter that is before a court of law or is pending at or before any administrative tribunal outside the University. In addition, upon being informed that a legal claim or that a notice of a potential legal claim has been received by the University, the Ombudsperson shall immediately withdraw from a case and shall cease any communication with the Member seeking assistance.

TERMS OF REFERENCE OF THE OMBUDS OFFICE

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17. Under no circumstances shall the mere fact of bringing a complaint to the attention of the Ombudsperson constitute a formal notification, for legal purposes, to the University.
18. The Ombudsperson shall avoid involvement in cases where the Ombudsperson perceives there may be a conflict of interest.

Confidentiality and Protection from Reprisals

19. The Member seeking assistance shall be informed that should the pursuit of any inquiry necessitate the disclosure of details, any disclosure shall be limited to those who, in the opinion of the Ombudsperson, have a need to know.
20. Should a Member seeking assistance decide to withdraw an application, the Ombudsperson shall respect this decision. The Ombudsperson's decision to proceed, notwithstanding the Member's withdrawal, shall only be taken in extraordinary circumstances such as but not limited to situations where the safety of a person and/or the community may be at risk.
21. The Ombudsperson shall respect the confidentiality of any confidential information or materials which is accessed or consulted.
22. Should the Ombudsperson consider that the response to a recommendation has been unsatisfactory, the Ombudsperson shall be entitled to make the recommendation public, provided that, subject to Article 19, the confidentiality of the parties is respected.
23. Notwithstanding articles 19-22, confidentiality rights are subject to disclosure required by law and specifically situations outlined in the *Policy on the Emergency Release of Personal Information* ([SG-5](#)).
24. No Member who seeks the assistance of, files a complaint with, or cooperates in any manner with the Ombudsperson, shall be subject to any reprisals for so doing. The appropriate procedure set out in the relevant University policy or collective or employee agreement shall be followed in cases of alleged reprisals.

TERMS OF REFERENCE OF THE OMBUDS OFFICE

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Files

25. The Ombudsperson shall maintain suitable records of complaints, findings and recommendations which shall be accessible only to the staff of the Ombuds Office or as required by law. Such files shall be destroyed according to a retention schedule determined in accordance with provincial legislation.

Appointment of Ombudsperson

26. The Ombudsperson shall be appointed by the Board of Governors (“the Board”) upon the recommendation of a representative advisory committee struck for this purpose by the Board. The Committee shall be composed of representatives of the University constituencies, including at least one (1) undergraduate and one (1) graduate student and shall be chaired by the Secretary-General.
27. The Secretary-General shall act as the link between the Board and the Ombudsperson for administrative purposes.
28. The appointment shall be made for an initial term of two years, renewable for further terms of five years. During the fourth year of each such term, the Board shall appoint an appraisal committee, chaired by the Secretary-General, and composed of representatives of the University constituencies, including at least one (1) undergraduate and one (1) graduate student which shall:
- a. review the operations of the Office;
 - b. make recommendations with respect to the Office;
 - c. make a recommendation with respect to the renewal of the Ombudsperson.

This review shall include, but shall not be limited to, consultations with the University community as well as an external appraisal.

29. The Ombudsperson shall submit an annual report to the Board by November 1st of each year covering the previous academic year. The report shall detail activities of the Ombuds Office, including statistics on the concerns and complaints received, and shall make recommendations, as necessary. The Secretary-General shall ensure that the appropriate University authorities consider and respond to the recommendations contained in the report.

TERMS OF REFERENCE OF THE OMBUDS OFFICE

Page 6 of 6

30. The annual report shall be published in the University's news site and submitted, for information purposes, to the Senate.

Complaints Relating to the Operations of the Ombuds Office

31. If a Member considers that the Ombudsperson has committed a procedural or substantive violation of these Terms of Reference, with respect to any matter to which the Member has been a party, the Member may submit a written complaint, detailing the alleged violation, to the Secretary-General. The Secretary-General shall investigate the complaint and inform the Member of the results of the investigation.
32. If the Member is not satisfied with the response of the Secretary-General, the Member may request, in writing, within fifteen (15) working days of receiving the response, that the Appeals Committee of the Board review the complaint against the Ombudsperson.



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of December 5, 2017**

AGENDA ITEM: Amendments to the composition of Senate

ACTION REQUIRED: For approval

SUMMARY: On recommendation of the Governance and Ethics Committee and Senate, Board approval is being sought with respect to amendments to articles 61 to 63 of the By-Laws, providing for the addition of one part-time faculty member from the Faculty of Engineering and Computer Science (ENCS) as a non-voting member of Senate.

BACKGROUND: Currently, there is no part-time representation from ENCS serving on Senate, all five seats being filled by full-time faculty members, given that the threshold of courses taught by part-time faculty members has not reached the 30% threshold set out in Article 61 k) of the By-Laws, in which case one of the five seats would automatically be attributed to a part-time faculty member.

In recognition of the contributions of part-time faculty members to the Faculty, including the fact that approximately 20% of the courses in ENCS are taught by part-time faculty members, and following several discussions between the Faculty and CUPFA, the ENCS Faculty Council has approved the terms under which a part-time faculty member be added as a non-voting member of Senate, as outlined in the amendments to articles 61 to 63 of the By-Laws.

The proposed amendments were reviewed and approved by the Governance and Ethics Committee at its meeting of October 23, 2017 and by Senate, at its meeting of November 10, 2017.

The 15-day written notice of motion of the proposed amendments required under article 79 a) of the By-Laws was forwarded to Governors on November 17, 2017.

DRAFT MOTION: That, on recommendation of the Governance and Ethics Committee and Senate, the Board of Governors approve the amendments to Articles 61 to 63 of the By-Laws regarding the composition of Senate, as outlined in Document BG-2017-9-D8.

PREPARED BY:

Name: Danielle Tessier
Date: November 27, 2017

Article 61 of the By-Laws

The Senate shall be composed of fifty-three (53) voting members and ~~ten (10)~~ eleven (11) non-voting members, as follows:

Voting members

- a) The President and Vice-Chancellor;
- b) The Provost and Vice-President, Academic Affairs;
- c) The Vice-President, Research and Graduate Studies;
- d) The Dean of the Faculty of Arts and Science;
- e) The Dean of the Faculty of Engineering and Computer Science;
- f) The Dean of the Faculty of Fine Arts;
- g) The Dean of the John Molson School of Business;
- h) The Dean of Graduate Studies;
- i) The University Librarian;
- j) Fourteen (14) faculty members who shall be appointed from among the faculty of the Faculty of Arts and Science, one of whom shall be a part-time faculty member;
- k) Five (5) faculty members who shall be appointed from among the faculty of the Faculty of Engineering and Computer Science, one of whom may be a part-time faculty member, unless the number of course sections taught by part-time faculty members surpasses 30% of the total, in which case one of the five shall be a part-time faculty member;
- l) Four (4) faculty members who shall be appointed from among the faculty of the Faculty of Fine Arts, one of whom shall be a part-time member;
- m) Four (4) faculty members who shall be appointed from among the faculty of the John Molson School of Business, one of whom shall be a part-time faculty member;
- n) One (1) librarian who shall be appointed from among the professional librarians;
- o) Twelve (12) undergraduate students who shall be appointed by the Concordia Student Union, with representation from each Faculty;

- p) Four (4) graduate students who shall be appointed by the Graduate Students' Association, with representation from each Faculty whenever possible;

Non-voting members

- q) The Vice-President, Advancement and External Relations;
- r) The Vice-President, Services;
- s) The Chief Financial Officer;
- t) The Chief Communications Officer;
- u) The University Registrar;
- v) The Deputy Provost;
- w) The Director, Centre for Continuing Education;
- x) The Secretary-General;

y) Two (2) members of the administrative and support staff, appointed in accordance with the procedures used to appoint the representatives of the administrative and support staff of the Board of Governors; z

y)z) One (1) part-time faculty member who shall be appointed from among the Faculty of Engineering and Computer Science, unless the number of course sections taught by part-time faculty members surpasses 30% of the total, in which case the part-time member shall be appointed a voting member in accordance with Article 61 k).

Article 62

Senators who are ex-officio as provided under Article 61 a) through i) and q) through x) shall be Senators for the duration of their term of office.

Senators who are appointed under Article 61 j) through n), ~~and y)~~ and z) shall serve for a term of three (3) years or less, as stipulated in the resolutions of appointment. Senators who are appointed under Article 61 o) and p) shall serve for a term of one (1) year or less, as stipulated in the resolutions of appointment.

Senators who are appointed under Article 61 j) through n), ~~and y)~~ and z) may serve a maximum of two consecutive terms, following which one (1) year shall elapse before they become eligible for reappointment. Senators who are appointed under Article o) and p) may serve a maximum of three consecutive terms, following which one (1) year shall elapse before they become eligible for reappointment.

The term of any Senator appointed under Article 61 j) through n), ~~and y)~~ and z) which is two (2) years or less, and of any Senator appointed under Article 61 o) and p) which is six (6) months or less, shall not be taken into account in the application of this restriction on length of continuous membership.

Senators shall remain in office until replaced by their successors.

Article 63

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

- a) Faculty members and librarians elected to Senate who take a leave during their term of office shall be replaced by their Faculty Council for the duration of their leave, or by the professional librarians, in the case of librarians.
- b) Student members elected to Senate shall be registered in a course or other for-credit activity, be registered in an undergraduate or graduate program, and be in acceptable academic standing (such standing to be verified semi-annually, normally in September and January).
- c) Suspension or expulsion from the University shall immediately render student members ineligible to serve on Senate. Suspension or termination of employment at the University shall immediately render faculty members, librarians and members of the administrative and support staff ineligible to serve on Senate. Constituencies that appoint individuals as their representative members are expected to conduct appointment processes in view of the duties and obligations of Senators specified in the *Code of Ethics and Conduct applicable to Members of Senate and Members of Committees Established by Senate* (US-1). A constituency may request, in writing, that the seat of one of its appointees be vacated. Vacated seats shall be filled as specified in Article 61.
- d) The part-time faculty member appointed under article 61 z) shall have taught at least one course in the Faculty of Engineering and Computer Science in the last twelve months prior to being appointed and shall teach at least one course in the Faculty of Engineering and Computer Science in each of the first two years of his or her three-year term.



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of December 5, 2017**

AGENDA ITEM: Borrowing from Financement-Québec

ACTION REQUIRED: For approval

SUMMARY: The Board is being asked to authorize the establishment of a borrowing plan by which the University could conclude, from time to time up to June 30, 2017, borrowing transactions for an amount not to exceed \$40,211,833.

BACKGROUND: Grant bonds and long-term borrowing are used by the government as a financing mechanism.

DRAFT MOTION: The wording of the motion is set by Financement-Québec and included in the attached document.

PREPARED BY:

Name: Danielle Tessier
Date: November 9, 2017

PAR COURRIER ÉLECTRONIQUE

Québec, le 15 septembre 2017

Madame Gracy Pardillo
Vice-présidente associée et contrôleure
Université Concordia
1455, boulevard de Maisonneuve Ouest
Montréal (Québec) H3G 1M8

Objet : Régime d'emprunts à long terme – autorisation

Madame la Vice-Présidente associée,

Conformément à l'article 77.1 de la Loi sur l'administration financière (RLRQ, chapitre A-6.001) et aux pouvoirs qui me sont confiés, j'autorise l'Université Concordia (l'« Université ») à instituer un régime d'emprunts à long terme lui permettant de conclure de temps à autre, d'ici le 30 juin 2018, des emprunts à long terme d'au plus 40 211 833 \$, en monnaie légale du Canada, sous réserve des limites énoncées à ce régime.

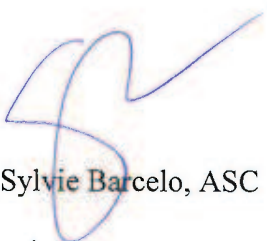
Les emprunts conclus en vertu de ce régime serviront à refinancer des emprunts à long terme échus et à rembourser des dépenses d'investissements déjà effectuées, le tout actuellement financé par des emprunts temporaires.

...2

Nous vous transmettons le modèle de résolution à adopter par l'Université. Nous vous demandons de nous retourner une copie certifiée conforme de la résolution, datée et signée.

Je vous prie d'agréer, Madame la Vice-Présidente associée, l'expression de mes sentiments les meilleurs.

La sous-ministre,



Sylvie Barcelo, ASC

p. j. 1

c. c. M. Alain Bélanger, sous-ministre adjoint au financement et à la gestion de la dette, ministère des Finances

EXTRAIT du procès-verbal d'une séance ordinaire du conseil d'administration de l'Université Concordia tenue à ___ le ___ à compter de ___ heures et à laquelle il y avait quorum.

Résolution numéro :

RÉGIME D'EMPRUNTS À LONG TERME

ATTENDU QUE, conformément à l'article 78 de la Loi sur l'administration financière (RLRQ, chapitre A-6.001), l'Université Concordia (l'« Emprunteur ») désire instituer un régime d'emprunts lui permettant d'effectuer, de temps à autre d'ici le 30 juin 2018, des emprunts à long terme auprès de Financement-Québec, pour un montant n'excédant pas 40 211 833 \$;

ATTENDU QUE, conformément à l'article 83 de cette Loi, l'Emprunteur désire 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'instituer un régime d'emprunts permettant à l'Emprunteur d'effectuer des emprunts à long terme, 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 responsable de l'Enseignement supérieur (la « Ministre ») a autorisé l'institution du présent régime d'emprunts, selon les conditions auxquelles réfère sa lettre du 15 septembre 2017;

SUR LA PROPOSITION DE , IL EST RÉSOLU :

1. QU'un régime d'emprunts en vertu duquel l'Emprunteur peut, sous réserve des caractéristiques et limites énoncées ci-après, effectuer de temps à autre d'ici le 30 juin 2018, des emprunts à long terme auprès de Financement-Québec, pour un montant n'excédant pas 40 211 833 \$, 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 Universités, 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;
 - ii) le refinancement d'une partie ou de la totalité d'emprunts antérieurs venus à échéance; ou
 - iii) le remboursement d'emprunts bancaires contractés en attente du financement à long terme ou de refinancement.
- 3. QU'aux fins de déterminer le montant total auquel réfère le paragraphe 1 ci-dessus, on ne tient 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 238-2000 du 8 mars 2000, modifié par le décret numéro 1056-2013 du 23 octobre 2013, tel que ce décret pourra être modifié ou remplacé de temps à autre; et
 - d) aux fins 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 [ou La];
 - Le [ou La];
 - Le [ou La]; ou
 - Le [ou La];de l'Emprunteur, **pourvu qu'ils soient deux agissant conjointement**, soit autorisé, au nom de l'Emprunteur, à signer la convention de prêt, la convention d'hypothèque mobilière et le billet, à consentir à toute clause et garantie non substantiellement incompatible avec les dispositions des présentes, à livrer le billet, 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.

ADOPTÉE

Copie conforme

, le

Le [La] secrétaire,

[Nom en lettre moulées]



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of December 5, 2017**

AGENDA ITEM: Report on compliance with environmental legislation and health and safety (EH&S) regulations

ACTION REQUIRED: For information

SUMMARY: This report is provided to members of the Board of Governors on a quarterly basis to apprise them of matters concerning EH&S at Concordia and to allow them to ask questions.

PREPARED BY:

Name: Danielle Tessier
Date: November 24, 2017



**ENVIRONMENTAL
HEALTH AND SAFETY**

Report on Due Diligence for Concordia University Board of Governors

Reporting Period

2017 Q3

(July, August, September)

Pietro Gasparini, C.I.H.
Director, Environmental Health & Safety
November 22, 2017

Environmental Health & Safety (**EHS**) supports the academic, research and operational activities of the University and promotes a safe, healthy and sustainable campus environment. EHS manages and coordinates programs and services that minimize health, safety, environmental and regulatory risks. Through a multitude of safety programs, EHS monitors compliance with federal and provincial health and safety legislation and internal university policies. We identify and evaluate risks, develop control strategies, and implement appropriate internal procedures. Education is a key component of all risk mitigation strategies and providing high quality, relevant safety training is one of EHS's main responsibilities.

Occupational Health Program

In August, EHS completed the roll out of the university's Occupational Health Program. Concordia's Occupational Health Program (OHP) allows for the prevention, early detection and monitoring of occupational illness and disease, and compliance with federal and provincial regulatory requirements. The Occupational Health Program has three main components: Job Hazard Analysis, Occupational Health Screening and Fitness for Duty Evaluations.

Job Hazard Analysis is the risk assessment process for identifying and evaluating exposure to hazards in order to adequately protect the health and well-being of employees, as well as to comply with applicable regulatory requirements. Completed by EHS, the Job Hazard Analysis takes into consideration all tasks associated with a job position in order to identify all hazards that the employee may be exposed to during their work and to document the health risks associated with the job position. As a result of the Job Hazard Analysis, the Occupational Health Screening and Fitness for Duty requirements for each job position are established. Working in close collaboration with Human Resources, Job Hazard Analyses are being done in priority for permanent and contract staff positions in active recruitment and where there are known exposure to hazards (e.g., electrician, chemistry laboratory technician). Ultimately, the objective is to have a Job Hazard Analysis for every staff and academic position.

Occupational Health Screening is targeted medical evaluations based upon hazard specific regulatory requirements or, in their absence, applicable standards of practice. Occupational Health Screening may involve the completion of questionnaires, medical testing or examinations, or any other appropriate medical screening protocol.

The university's Occupational Health Screening activities are conducted such that:

- Examinations and testing are performed by qualified/certified personnel;
- Sample analyses are performed by government approved laboratories, where required;
- Test results and records are interpreted by qualified/certified personnel;
- Medical privacy is in compliance with applicable privacy laws; and
- Medical opinions are rendered only by licensed health care providers.

During the Job Hazard Analysis, in conjunction with an Occupational Health Physician, the Occupational Health Screening requirements for the job position are determined based on the hazards that the employee is exposed to. For example, if an employee will be required to wear a respirator in order to complete a job task, then they are required to complete a respirator user medical clearance form annually.

Occupational Health Screening requirements are compiled into Occupational Health Screening Procedures. EHS has established a series of procedures for known hazards present at the university, including for:

- Work Involving Human Blood, Bodily Fluids and Tissues,
- Work Involving Biohazardous Materials,
- Hearing Conservation,
- Respiratory Protection,
- Working with Research Animals, and
- Individuals Potentially Exposed to Wastewater, Sewage and/or Sludge

Several other protocols are currently in development.

Fitness for Duty Evaluations is the process whereby the university ensures that candidates can perform work safely without risk to themselves or to the safety of others. Fitness for duty evaluations requirements are determined by an Occupational Health Physician, also as part of the Job Hazard Analysis. These evaluations, which include questionnaires and medical examinations, ensure compliance with provincial regulations, support management decision-making regarding employee hiring, and serve as a baseline for entry into the Occupational Health Program.

Currently, Fitness for Duty Evaluations are required for all candidates prior to an offer of permanent or temporary employment for the University and for those required to work in areas where potential exposure may exist, as determined by the Job Hazard Analysis. Fitness for Duty Evaluations are completed by an Occupational Health Physician and the process is managed by EHS.

In order to ensure that applicants are informed of the hazards associated with the job position and the Occupational Health Screening requirements at the time of recruitment, EHS works in close collaboration with Supervisors and Human Resources.

Work on the development and implementation of the OHP has been ongoing for the last two years, but was only recently completed with the full implementation of the Job Hazards Analysis and the Fitness for Duty Evaluations this August. In Q3, a total of 15 Job Hazards Analyses and 5 Fitness for Duty Evaluations were completed. In the month of October alone, an additional 12 Job Hazards Analyses and 8 Fitness for Duty Evaluations were completed.

The Occupational Health Program is a great achievement and aligns the university with current standard safety practices.

Safety Key Performance Indicators

Section A presents the University's Leading Safety Key Performance Indicators (KPIs) which measure safety performance and helps reflect the safety culture within the university. **Section B** presents the traditional Lagging Safety KPIs which are retrospective and which now include four incident/injury rates.

Section A: **Leading Safety Key Performance Indicators**

1. Safety Training

For the period of July 1 to September 30, 2017, **52** safety-training sessions took place with **515** participants. Compared to Q3 2016, there was a 9% increase in the number of training participants, with a 37% increase in training sessions. The implementation of new safety programs for the Control of Hazardous Energy Program and Confined Space Entry Program have contributed to this increase significantly.

	2016 Q3 <i>July, Aug., Sept.</i>	2016 <i>Full Year</i>	2017 Q3 <i>July, Aug., Sept.</i>	2017 <i>Year To Date</i>
Total Safety Training Sessions	38	192	52	165
Total Participants	471	2206	515	2009

Included in these statistics are safety and compliance training provided or organized by EHS.

2. Investigations of Injuries & Near-Misses

Depending on the circumstances surrounding a reported injury or near-miss, EHS staff will conduct a formal investigation in partnership with supervisors. Investigations are conducted in order to: determine the root causes; prevent similar injuries and near-misses in the future; determine compliance with applicable safety regulations; and collect information for workers' compensation claims (if applicable). In some instances, injury and near-miss investigations result in the identification of corrective actions that can prevent injury and near-miss reoccurrence (see Section 5). The investigation of work-related injuries and near-misses is prioritized.

For the period of July 1 to September 30, 2017, there were **11** investigations of injuries and near-misses.

	2016 Q3 <i>July, Aug., Sept.</i>	2016 <i>Full Year</i>	2017 Q3 <i>July, Aug., Sept.</i>	2017 <i>Year To Date</i>
Injury Investigations	6	32	10	22
Near-Miss Investigations	3	11	1	14
TOTAL	9	58	11	36

3. Preventative Internal Inspections & Risk Assessments

Preventative internal inspections and risk assessments (total number) refer to workplace inspections and risk assessments conducted by, or in collaboration with, EHS staff on university premises (e.g., research laboratories, workshops, art studios, mechanical rooms).

Workplace inspections involve a walkthrough of a workplace (e.g. research laboratory, studio, workshop, mechanical room) to determine the degree of compliance with both government regulations and internal policies and procedures. Inspections result in internal non-compliance citations (Section 4) and required corrective actions (Section 5). Audit checklists are used and permit an easy on-the-spot recording of findings.

Workplace risk assessments are a more thorough evaluation of the workplace with the objective to identify all hazards and determine if the hazards can be eliminated. If elimination of the hazard is not possible, the risk assessment determines if the hazards are adequately controlled.

Workplace inspections are conducted on a more routine basis (annually or bi-annually), whereas risk assessments, which take more time, are conducted once and repeated when there is a major change in the level or area of activity in the workplace.

Routine workplace inspections and workplace risk assessments are complementary and together form an integral part of the University's comprehensive health and safety program. Both will serve as a mechanism to determine compliance with government regulations and internal policies and procedures.

For the period of July 1 to September 30, 2017, EHS conducted **6** preventative internal inspections and risk assessments. As is often the case for Q3, during the summer months there are less preventative internal inspections and risk assessments. This past quarter was also affected by the increase in department activity in other new areas, including the Occupational Health Program.

Year	Preventative Internal Inspections & Assessments
2016 Q3 <i>July, Aug., Sept.</i>	8
2016 <i>Full Year</i>	68
2017 Q3 <i>July, Aug., Sept.</i>	6
2017 <i>Year to Date</i>	33

4. Internal Non-Compliance Citations

EHS is mandated to monitor compliance with both government regulations and internal safety policies and procedures. Compliance monitoring allows us to ensure the safety and well-being of

the university community and to mitigate external non-compliance citations.

The majority of internal non-compliance citations result from preventative internal inspections and assessments and injury and near miss investigations. Identification of non-compliance issues and their subsequent correction improves the overall safety performance of the university prior to the intervention of regulatory bodies. Often, a single internal workplace inspection or injury investigation can generate several non-compliance citations.

For the period of July 1 to September 30, 2017, **33** internal non-compliance citations were assigned.

Year	Internal Non-Compliance Citations
2016 Q3 <i>July, Aug., Sept.</i>	12
2016 <i>Full Year</i>	143
2017 Q3 <i>July, Aug., Sept.</i>	33
2017 <i>Year To Date</i>	147

5. Corrective Action Completion Rate

Corrective actions are assigned as the result of an intervention by EHS, including injury investigations and internal inspections. When non-compliance issues are identified, corrective actions are generally required. Corrective actions are assigned to the supervisor responsible for the area where the citation occurred or for the individuals involved.

All non-compliance citations (internal and external) must be resolved in a timely manner. External non-compliance citations from external bodies received during external inspection (Section 12) are accompanied by obligatory corrective actions and imposed deadlines. Internal Non-Compliance Citations (Section 4) are accompanied by obligatory corrective actions and target deadlines. This metric tracks the percentage of assigned corrective actions that are completed and tracked by calendar year until all actions are completed.

Year	Corrective Action Completion Rate
2014	96%

As of September 30, 2017, 99% (137) of Corrective Actions assigned in **2014** (138) were completed, 1% (1) is currently in progress, and all outstanding corrective actions involve capital expenditure.

The remaining Corrective Action from 2014 is the decontamination of a diesel spill that occurred on the Loyola campus. After extensive soil investigations and discussions with the representatives from the Ministère du développement durable, de l'environnement, et de la lutte contre les changements climatiques (MDDELCC), Facilities Management is preparing for a

call for tenders for the *in-situ* treatment of the contaminated site using bio-chemical oxidation.

Year	Corrective Action Completion Rate
2015	97%

As of September 30, 2017, 97% (436) of Corrective Actions assigned in **2015** (450) were completed, 2% (11) are currently in progress and 1% (3) have yet to begin.

Year	Corrective Action Completion Rate
2016	84%

As of September 30, 2017, 84% (183) of Corrective Actions assigned in **2016** (217) were completed, 7% (15) are currently in progress and 9% (19) have yet to begin.

Year	Corrective Action Completion Rate
2017	59%

As of September 30, 2017, 73% (163) of Corrective Actions assigned in **2017** (225) were completed, 20% (46) are currently in progress and 7% (16) have yet to begin. Nearly 100 Corrective Actions were completed since Q2 2017.

6. EHS Research Compliance Reviews

In collaboration with the Office of Research, EHS reviews research and teaching activities that involve hazardous materials, in order to ensure compliance with applicable government regulations and internal policies and procedures.

For the period of July 1 to September 30, 2017, **8** EHS Research Compliance Reviews were completed.

Year	EHS Research Compliance Reviews
2016 Q3 <i>July, Aug., Sept.</i>	1
2016 <i>Full Year</i>	17
2017 Q3 <i>July, Aug., Sept.</i>	8
2017 <i>Year To Date</i>	49

Section B: Traditional (Lagging) Safety Key Performance Indicators

7. Total Injuries

An injury refers to the occurrence of a sudden and unforeseen event arising out of, or in the course of, a university-sanctioned activity attributable to any factor that caused an injury or an occupational disease (an exposure to conditions or substances that resulted in a disease). Injuries are grouped as work-related (involving staff and faculty), student or visitor/contractor.

For the period July 1 to September 30, 2017, **45** injuries were reported, more than the number of reported injuries during the same period in 2016. Of the 45 injuries, 15% (7 of 45) were sports related. Year-to-date, sports injuries account for 24% (32 of 131) of all injuries.

Year	Total Injuries
2016 Q3 <i>July, Aug., Sept.</i>	38
2016 <i>Full Year</i>	168
2017 Q3 <i>July, Aug., Sept.</i>	45
2017 <i>Year To Date</i>	131

Included in the Total Injuries in Q3 was a serious injury sustained to a contract elevator maintenance technician on September 11, 2017 while performing maintenance work on the FG Building elevator. Due to the nature and severity of the injury, the CNESST was advised and investigated. EHS participated in the investigation and the inspection report concluded no infractions or non-compliance issues for the university.

8. Work-Related Injuries

Work-Related Injuries are a subset of Total Injuries whereby the injured person is a worker (staff or faculty). An injury or illness is considered work-related when an employee is involved and if an event, or exposure in the work environment, either caused or contributed to the resulting condition or significantly aggravated a pre-existing injury or illness. Work-related injuries are investigated by EHS staff and an investigation report with corrective actions is submitted to the employee's supervisor.

For the period July 1 to September 30, 2017, **16** of the 45 reported injuries (Section 7) were Work-Related Injuries.

Year	Work-Related Injuries
2016 Q3 <i>July, Aug., Sept.</i>	14
2016 <i>Full Year</i>	53
2017 Q3 <i>July, Aug., Sept.</i>	16
2017 <i>Year To Date</i>	37

Recordable Injury Rate (RIR)

The Recordable Injury Rate, also commonly referred to as the recordable incident rate, is calculated by multiplying the number of Work-Related Injuries by 200,000, and then dividing that number by the number of labor hours during that period. The Recordable Injuries Rate was **0.34** work-related injuries per 100 full-time employees at the end of the third quarter. The RIR is a cumulative rate calculated at the end of each quarter. Baseline data was collected in 2016. Presented below is the RIR as reported at the end of Q3 2016 and the full year rate, which can be compared to the current year's Year-to-Date rate. The following table illustrates that in 2016, the RIR progressively improved throughout the year and in 2017, the current RIR is an improvement on the 2016 rate.

Year	Recordable Incident Rate
2016 <i>Q3 Year To Date</i>	0.42
2016 <i>Full Year</i>	0.37
2017 <i>Year To Date</i>	0.34

9. Workers' Compensation Claims

Employees who sustain a work-related injury may be eligible for compensation from the *Commission des normes, de l'équité, de la santé et de la sécurité du travail* (CNESST).

For the period July 1 to September 30, 2017, there were **4 Accepted Worker's Compensation Claims**. In addition to these four accepted claims from Q3, a worker's compensation claim associated to an injury that occurred in Q2 was accepted by the CNESST in Q3 (on August 10, 2017), bringing the Year-To-Date total to 9.

Year	Accepted Compensation Claims
2016 Q3 <i>July, Aug., Sept.</i>	1
2016 <i>Full Year</i>	13

Year	Accepted Compensation Claims
2017 Q3 <i>July, Aug., Sept.</i>	4
2017 <i>Year To Date</i>	9

The following table provides details on the 2017 accepted workers' compensation claims and indicates the lost-time days associated with the claim.

Table: Q3 2017 Accepted Workers' Compensation Claims

Date	Description	Department	Diagnosis	Lost-Time Days
12-Jun-2017*	The employee was manipulating a metal plate and sustained a contusion to the right foot.	Facilities Operations	Right Foot Contusion	1
09-Jul-2017	The employee was replacing a CPU from the podium and sustained a shoulder strain.	IITS	Right Shoulder Strain	0
11-Jul-2017	The employee slipped and fell coming out of the copier room and sustained a right shoulder fracture.	JMSB	Right Shoulder Fracture	81
24-Jul-2017	The employee was pushing a cart and sustained a right calf strain.	Facilities Operations	Right Calf Strain	0
20-Sep-2017	The employee tripped on a wire and sustained a left radial head fracture.	Engineering & Comp. Science	Left Radial Head Fracture	0

**The injury occurred in Q2 but was only accepted by the CNESST in Q3*

10. Lost-Time Days

A Lost-Time Work-Related Injury is defined as a work-related injury or illness that results in days away from work, other than the day of injury or the day the illness began. Lost-Time Days refers to the total number of calendar days employees are away from work due to a work-related injury or illness.

For the period of July 1 to September 30, 2017, there was **1 Lost-Time Work-Related Injury** (See the Accepted Worker Compensation Claims table in Section 9 for details) which incurred 81 Lost-Time Days. As noted in Section 8, a work-related injury that occurred in Q2 was only reported in Q3; this work-related injury had an associated accepted worker's compensation claim and it incurred 1 Lost-Time Day, bringing the Year-to-Date total to 142.

Year	Lost-Time Days
2016 Q3 <i>July, Aug., Sept.</i>	160
2016 <i>Full Year</i>	566
2017 Q3 <i>July, Aug., Sept.</i>	81
2017 <i>Year To Date</i>	142

Lost-Time Injury Rate (LTIR)

The Lost-Time Injury Rate measures the occurrence of work-related injuries that resulted in an employee’s inability to work the next workday. It represents the number of lost-time injuries per 100 full-time employees in the stated period. The LTIR is calculated by multiplying the number of Lost-Time Work-Related Injuries by 200,000, and then dividing that number by the number of labor hours during that period. The Year to Date Lost-Time Injury Rate was **0.19** lost-time injuries per 100 full-time employees. The LTIR is a cumulative rate calculated at the end of each quarter. Baseline data was collected in 2016. Presented below is the LTIR as reported at the end of Q3 2016 and the full year rate, which can be compared to the current year’s Year to Date rate. The table illustrates that in 2016, the LTIR progressively improved throughout the year and in 2017, the current LTIR is slightly higher than the full year rate in 2016.

Year	Lost-Time Injury Rate
2016 <i>Q3 Year To Date</i>	0.19
2016 <i>Full Year</i>	0.17
2017 <i>Year To Date</i>	0.19

Lost-Time Day Rate (LTDR)

The Lost-Time Day Rate is a rate that measures the length of time an employee is away from work due to a work-related injury. It represents the number of lost-time days per 100 full-time employees in the stated period. The LTDR is calculated by multiplying the number of Lost-Time Days by 200,000, and then dividing that number by the number of labor hours during that period. The Year-to-Date Lost-Time Day Rate was **5.30** lost-time days per 100 full-time employees. The LTDR is a cumulative rate calculated at the end of each quarter. Baseline data was collected in 2016. Presented below is the LTDR as reported at the end of Q3 2016 and the full year rate, which can be compared to the current year’s Year-to-Date rate. The table illustrates that in 2016, the LTDR improved slightly throughout the year and in 2017, the current LTDR is much improved compared to the full year rate in 2016.

Year	Lost-Time Day Rate
2016 <i>Q3 Year To Date</i>	17.69
2016 <i>Full Year</i>	16.15
2017 <i>Year To Date</i>	5.30

Severity Rate

The Severity Rate provides an average of the number of Lost-Time Days per Lost-Time Work-Related Injury. The Severity Rate is calculated by dividing the total number of lost-time days by the total number of lost-time work-related injuries. The Year to Date Severity Rate was **28.4** lost-time days per lost-time injury, a marked decline when compared to 2016. The Severity Rate is a cumulative rate calculated at the end of each quarter. Baseline data was collected in 2016. Presented below is the Severity Rate as reported at the end of Q3 2016 and the full year rate, which can be compared to the current year’s Year-to-Date rate. The table illustrates that in 2016, the Severity Rate worsened slightly throughout the year and in 2017, the current Severity Rate has significantly improved compared to the full year rate in 2016.

Year	Severity Rate
2016 <i>Q3 Year To Date</i>	92.6
2016 <i>Full Year</i>	94.3
2017 <i>Year To Date</i>	28.4

11. Near Misses

A Near Miss is the occurrence of an event arising out of, or in the course of, a university-sanctioned activity attributable to any factor that could have caused either an injury to a member of the Concordia community (including visitors) or material damage to university property. For example, events such as tripping on a stair or slipping in a water puddle, where no injury occurred, would be categorized as a near miss. As per the University’s Policy on Injury Reporting and Investigation (VPS-42), reporting of Near Misses is required. Traditionally, Near Misses go underreported due to no injury having occurred. Steps have been taken to encourage Near-Miss reporting, including discussing the importance of Near-Miss reporting at safety committee meetings and emphasizing Near-Miss reporting during safety training and new Principal Investigator orientation sessions.

For the period of July 1 to September 30, 2017, **5** Near Misses were reported.

Year	Near Misses
2016 Q3 <i>July, Aug., Sept.</i>	10
2016 <i>Full Year</i>	27
2017 Q3 <i>July, Aug., Sept.</i>	5
2017 <i>Year To Date</i>	22

12. External Inspections

External inspections refer to inspections or audits of the university premises or safety programs conducted by government agencies or third parties (e.g., insurance provider). Third-party audits include those performed at the request of Environmental Health & Safety. These inspections and audits ensure that the university’s activities and facilities comply with all applicable legislation and regulations.

For the period of July 1 to September 30, 2017, there were **3** external inspections.

On July 5, 2017, a CNESST inspector conducted a workplace inspection of the Concordia Greenhouse. The Concordia Greenhouse is a student fee-levy group that operates on university property (Hall Building, 13th Floor). As an independent organization, the Concordia Greenhouse is subject to periodic inspections by the CNESST. Although not present during the inspection, EHS received a copy of the inspection report, which indicated that the Concordia Greenhouse was in compliance with provincial health and safety regulations. This external inspection was mistakenly reported in Q2.

On July 13, 2017, a CNESST inspector visited the campus due to concerns with a contractor who was not respecting the university’s established procedures for working under asbestos conditions in the Hall building. Like many buildings from the same time period, asbestos was used in parts of the construction of the Hall building, which was built in 1964. Concordia has strict procedures in place for the proper management and maintenance of asbestos. When the university intervened (EHS and Project Management), the contractor instituted the proper safe work procedures, including application of the required personal protective equipment. The CNESST inspector was satisfied with our internal intervention.

On August 19, 2017, a *Service de sécurité incendie de Montréal* inspector visited the VA building to follow-up on the false fire alarm from May 29, 2017.

Year	External Inspections
2016 Q3 <i>July, Aug., Sept.</i>	1
2016 <i>Full Year</i>	6
2017 Q3 <i>July, Aug., Sept.</i>	3

Year	External Inspections
2017 <i>Year To Date</i>	5

13. Regulatory Citations

The university may receive regulatory citations for non-compliance with federal, provincial or municipal laws, regulations or by-laws. Regulatory citations can be the outcome of government inspections or interventions (e.g., CNESST, Public Health Agency of Canada, Canadian Nuclear Safety Commission) or violations of regulations and by-laws (e.g., false fire alarm citation from the *Service de sécurité incendie de Montréal*). This metric tracks the total number of regulatory citations received by the University.

For the period of July 1 to September 30, 2017, there were **3** regulatory citations from the *Service de sécurité incendie de Montréal*. Two were associated with false fire alarms and one was associated with a non-compliance issue raised during the August 19, 2017 inspection of the VA building by the *Service de sécurité incendie de Montréal*; this citation was for the absence of an inspection report for the building's fire alarm and sprinkler system.

Year	Regulatory Citations
2016 Q3 <i>July, Aug., Sept.</i>	5
2016 <i>Full Year</i>	12
2017 Q3 <i>July, Aug., Sept.</i>	3
2017 <i>Year To Date</i>	16

14. Regulatory Fines

Regulatory Citations (Section 13) may have associated monetary fines or penalties that are issued to the university.

For the period of July 1 to September 30, 2017, Concordia received **1** regulatory fine totaling **\$2,250** from the *Service de sécurité incendie de Montréal* associated with a non-compliance issue raised during the inspection of the VA building.

Year	Fines Received
2016 Q3 <i>July, Aug., Sept.</i>	\$3700
2016 <i>Full Year</i>	\$10,100

Year	Fines Received
2017 Q3 <i>July, Aug., Sept.</i>	\$2,250
2017 <i>Year To Date</i>	\$4,250

False fire alarm fines are determined by the number of false alarms over a 12-month period for each civic address. Fines are incremental.

15. Hazardous Materials Spills Responses

The university's Hazardous Materials Spill Response Team responds to hazardous material spills that occur on university premises. Service providers are called upon to assist when a major spill occurs and additional resources are required.

For the period of July 1 to September 30, 2017, there were **8** hazardous materials spills.

Year	Hazardous Material Spills Responses
2016 Q3 <i>July, Aug., Sept.</i>	5
2016 <i>Full Year</i>	16
2017 Q3 <i>July, Aug., Sept.</i>	8
2017 <i>Year To Date</i>	18

Nuclear Substances and Radiation Devices Licence

In September the university's Nuclear Substances and Radiation Devices Licence for Consolidated Uses of Nuclear Substances was successfully renewed by the Canadian Nuclear Safety Commission. The licence is valid until September 2022.

Unmanned Aerial Vehicles

Recent changes to Transport Canada regulations on unmanned aerial vehicles (UAV), commonly known as drones, have required that the university have a mechanism in place to monitor UAV use on university property. To this effect, EHS has developed new guidelines for UAV use and put in place a series of procedures. Concordia University is effectively a *no drone zone* in that recreational drone activities are prohibited at both campuses. The university recognizes that flying UAV may be required in research, teaching, student clubs or during maintenance operations; therefore, non-recreational drone flights may be permitted under certain circumstances. Prior to flight, the individual or organisation

responsible for the UAV must now obtain permission to fly from Concordia University via EHS. In addition, every UAV at the university must be registered with EHS.

3D Printers

Three-dimensional (3D) printers are gaining in popularity due to their ease of use, more affordable cost and the ability to create prototypes quickly. 3D printers present a potential health and safety risk depending on several parameters, including the type of media used. Due to the potential release of toxic fumes from 3D printers, it is imperative that they are placed in areas with adequate ventilation. EHS has created new guidelines for the use of 3D printers on campus and now requires that all 3D printers be registered. Once registered, a risk assessment is conducted to review the potential health and safety risks present and corrective actions are assigned, if required.



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