



BOARD OF GOVERNORS

NOTICE OF MEETING

January 18, 2019

Please be advised that the next meeting of the Board of Governors of Concordia University will take place **at 4 p.m., on Wednesday, January 23, 2019**, 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 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 EV 002.301, Located on Floor S2 of the Engineering, Computer Science, and Visual Arts Integrated Complex.

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**

Wednesday, January 23, 2019, 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	N. Hébert	
	1.1 Adoption of the Agenda	N. Hébert	Approval
	CONSENT AGENDA	N. Hébert	
	2. Adoption of December 12, 2018 Minutes		Approval
	3. Revisions to the membership of the Council of the John Molson School of Business (<i>Document BG-2019-1-D1</i>)		Approval
	4. Revisions to the CIBC Wood Gundy banking resolution (<i>Document BG-2019-1-D2</i>)		Approval
	REGULAR AGENDA		
4:05	5. Business arising from the Minutes not included on the Agenda		
4:10	6. President's report (<i>Document BG-2019-1-D3</i>)	A. Shepard	Information
4:20	7. Presentation on digital strategy	G. Beaudry	Information

4:45	8.	Presentation on the strategic research plan (<i>Document BG-2019-1-D4</i>)	C. Guy	Information
5:15	9.	Other business		
5:20	10.	Adjournment	N. Hébert	

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

Held on Wednesday, December 12, 2018, 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*, Jeff Bicher, Patrice Blais, Antoinette Bozac (*via telephone*), Ken Brooks, William Bukowski, Jarrett Carty, Daniel Cross, Adriana Embiricos Rana Ghorayeb, Sophie Hough-Martin, Chaim Kuhnreich, Frédérica Martin, *Vice-Chair*, Michael Novak, Georges Paulez, Philippe Pourreaux, Suzanne Sauvage, Alan Shepard, *President and Vice-Chancellor*, Ted Stathopoulos

Alternate Governor: Eunbyul Park

Also attending: Robert Beauchemin, Philippe Beauregard, Graham Carr, William Cheaib, Paul Chesser, Denis Cossette, Roger Côté, Marc Gauthier, Christophe Guy, Jesse Harris, Frederica Jacobs, Lisa Ostiguy, Melodie Sullivan, Anne Whitelaw

ABSENT

Governors: Gina P. Cody, Tony Loffreda, Claudine Mangen

Non-voting Observer: Jonathan Wener, *Chancellor*

1. **Call to Order**

Mr. Hébert called the meeting to order at 4:18 p.m., welcoming Paul Chesser, appointed Vice-President, Advancement as of December 1. Referring to the letter from Ellie Hummel, he urged Governors to give generously to the Student Emergency and Food Fund.

1.1 **Adoption of the Agenda**

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

R-2018-8-4 *That the Agenda be approved, including the items on the Consent Agenda.*

CONSENT2. Adoption of October 24, 2018 Minutes

R-2018-8-5 *That the Minutes of the meeting of the Open Session of October 24, 2018 be approved.*

3. Additional borrowing from Financement-Québec (Document BG-2018-8-D2)

R-2018-8-6 *ATTENDU QUE, conformément à l'article 78 de la Loi sur l'administration financière (RLRQ, chapitre A-6.001), l'Université Concordia a, en vertu de sa résolution du 17 septembre 2018, institué un régime d'emprunts, valide jusqu'au 30 juin 2019, lui permettant d'emprunter à long terme auprès de Financement-Québec, pour un montant n'excédant pas 9 697 731 \$;*

ATTENDU QU'il y a lieu de modifier ce régime d'emprunts, afin d'établir le montant maximum des emprunts qui pourront être effectués en vertu de celui-ci à 20 311 137\$;

ATTENDU QUE le ministre de l'Éducation et de l'Enseignement supérieur a autorisé ce montant, selon les conditions auxquelles réfère sa lettre du 5 novembre 2018;

IL EST RÉSOLU :

1. *QUE le régime d'emprunts institué par la résolution du 17 septembre 2018 soit modifié afin d'établir le montant des emprunts à 20 311 137 \$;*
2. *QUE les dispositions de la résolution du 17 septembre 2018 demeurent valides et en vigueur, sauf dans la mesure où elles sont modifiées par les dispositions des présentes.*

2. Revisions to the Policy concerning Gift Acceptance and Receipting (VPA-1) (Document BG-2018-6-D3)

R-2018-8-7 *That, on recommendation of the Finance Committee, the Board of Governors approve the revisions to the Policy concerning Gift Acceptance and Receipting (VPA-1), as outlined in Document BG-2018-8-D3.*

3. Membership of the Evaluation Committee for the Chief Communications Officer (Document BG-2018-8-D4)

This document was provided for information purposes.

4. Designation of person responsible for the management of the Recreation & Athletics bar permits (Document BG-2018-8D-D5)

R-2018-8-8 *That Darren Finney, Manager, Facilities Planning and Development, Recreation and Athletics Department, residing at 288 Delinelle Street, in Montréal, be designated as the person responsible for the day-to-day management of the bars in the Recreation and*

Athletics Complex (permits 9642752001 and 9642786001) and, as such, be authorized to sign any document in relation to the day-to-day management of those bars.

REGULAR

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

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

8. President's report (Document BG-2018-8-D6)

As complimentary information to his written report, Prof. Shepard apprised Governors that he is focusing on the comprehensive campaign and working well Mr. Chesser. He noted that undergraduate and graduate applications for the Winter term are strong.

The space previously occupied by the Concordia Bookstore on the ground floor of the Webster Library Building has been transformed into Concordia's 4th SPACE, a curated public space, recently opened. It will be officially inaugurated on January 18, 2019.

He was pleased to report that JMSB has been ranked 95th in the world and fourth in Canada in Bloomberg Businessweek's business schools ranking.

The President also announced that the Centraide campaign has concluded and has surpassed its goal of \$160,000. He thanked campaign co-chairs Philippe Beauregard and Nadia Bhuiyan as well as campaign manager Suzanne Kaye.

9. Executive Committee recommendation: Revisions to the Policy regarding Sexual Violence (PRVPAA-3) (Document BG-2018-8-D7)

Dr. Ostiguy summarized the five-year journey which began in 2013 to consistently work on improving policies and processes to support survivors and to prevent sexual violence and misconduct on campus.

This includes the establishment in 2013 of the Sexual Assault Resource Center (SARC), a student initiative, as well as the establishment of the Sexual Assault Working Group (SAWG) in 2014/2015, at the President's request. SAWG issued a series of recommendations, the two main ones being to provide for the creation of a stand-alone policy to address sexual violence and the setting of guidelines to address relationships between faculty, staff and students. As a result, the *Policy regarding Sexual Violence* was approved by the Board in 2016 and the *Guidelines on Consensual Romantic or Sexual Relationships* were issued in 2017.

In early 2018, following the allegations stemming from the Department of English, investigations were launched, a climate review was initiated, and a Task Force was set up to look at sexual misconduct and sexual violence more broadly.

In Summer 2018, the government adopted *An Act to prevent and fight sexual violence in higher education institutions* (Bill 151), and as a result thereof, in Fall 2018 the Standing

Committee on Sexual Misconduct and Sexual Violence was set up as a permanent committee, composed of 25 members and alternates from across the University. Dr. Ostiguy noted that the revisions presented to the 2016 policy were discussed and reviewed by the Standing Committee, in order to align the policy with the requirements of Bill 151. This review also allowed an opportunity to clarify some processes and incorporate the recommendations of the Task Force. She summarized the various initiatives undertaken by the Standing Committee and also apprised the Board of the composition of the Training and Education Committee, a permanent sub-committee of the Standing Committee.

Me Sullivan reviewed the information contained in the comparative chart, which outlines the requirements stipulated in Bill 151, the content of the 2016 policy and the additions brought to the revised policy. Ms. Hough-Martin, who is a member of the Standing Committee, commented on the measures adopted by the CSU with respect to its orientation activities.

Following their presentation, Dr. Ostiguy and Me Sullivan responded to comments and questions from Governors.

Prof. Shepard thanked the members of the Standing Committee for their work, underlining the leadership of Dr. Ostiguy and Me Sullivan. He noted that the efforts are paying off in terms of changing attitudes and that the community as a whole is moving in the right direction.

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

R-2018-8-9 That, on recommendation of the Executive Committee, the Board of Governors approve the revisions to the Policy regarding Sexual Violence (PRVPAA-3).

10. Presentation on KnowledgeOne

Robert Beauchemin, President and CEO, noted that KnowledgeOne's (K1) was established in 2001 and outlined its governance structure and its relationship with the University. A lot has changed since 2001, the most important change being its alignment with the University's strategic directions.

The course delivery has been transformed from a passive lecture-based approach with narrated presentations and videos to a tailor-made, non-template-based approach as well as a dedicated analysis phase. At its inception, K1 offered one course and developed one to two courses a year. Together with Université Laval, Concordia is now a leader for online course registrations. K1 has received 14 international awards for the quality of its course pedagogy, design and use of technology. K1 is now developing more than 20 courses a year. It currently offers 74 courses and is aiming to offer 110 courses by 2019/2020.

Mr. Beauchemin apprised the Board of a recent survey from the Canadian Digital Learning Research which shows that Concordia is among the top five universities for registration in online courses, with a total of 33,000 registrations a year.

Jesse Harris, Project Manager, provided some examples of online courses which use innovative methods to enhance content and facilitate its delivery, including the lightboard example used by Prof. Gabriel Rosenbaum in PHYS 204. These courses are not-template based but custom-fit, aligned with the teaching style and pedagogy of the instructor, in accordance with the desired learning outcomes. She apprised the Board of a Master's degree in Music Therapy which will be the first fully online program, with potential collaboration in a blended Master's degree with Soochow University in China, which has a highly regarded music program.

Ms. Harris also mentioned that K1 is that the forefront of raising awareness of sexual harassment, since it is the first to develop an online course on that topic. The course, entitled *It Takes ALL of Us: Creating a campus community free of sexual violence*, is offered in English and in French, and its content will be shared free of charge with other higher education partners.

Mr. Beauchemin apprised Governors of the University's academic partnerships, including its engagement with the government project eCampus Québec, a virtual provincial campus for the entire province, as well as Agence universitaire de la francophonie, and external partnerships with organizations such as Ubisoft and Honeywell, which create synergies between academia and the private sector.

Pursuant to their presentation, Mr. Beauchemin and Ms. Harris responded to comments and queries from Governors.

11. Report on compliance with environmental legislation and health and safety (EH&S) regulations (Document BG-2018-8-D8)

Mr. Côté highlighted the internal and external inspections in connection with the escalator and elevator mechanical room safety. While the Commission des normes, de l'équité, de la santé et de la sécurité du travail (CNEEST) has undertaken inspections at universities, he explained that EH&S had begun its own inspection a year earlier, further to which a number of deficiencies are being addressed. The CNEEST conducted inspections in three buildings randomly selected. EH&S provided a copy of its report to CNEEST, and the latter is satisfied with the report and the action plan to correct the deficiencies.

12. Employee Benefits Committee recommendation: Pension Plan Funding Policy (Document BG-2018-8-D9)

Mr. Bicher, the Chair of the Employee Benefits Committee, informed the Board that at its meeting of October 31, 2018, the Committee reviewed the above-captioned plan and is recommending approval thereof.

Mr. Cossette projected a slide detailing the respective roles of the Employee Benefit Committee, the Board of Governors, the Pension Investment Sub-Committee and the University Pension Committee, noting that the pension plan text and funding policy are recommended by the Employee Benefits Committee for Board approval, while the

Pension Investment Sub-Committee applies the investment policy and the Pension Committee has oversight on the administration of the pension plan.

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

R-2018-8-10 *That, on recommendation of the Employee Benefits Committee, the Board of Governors adopt the Funding Policy pertaining to the Pension Plan for the Employees of Concordia University, as outlined in Document BG-2018-8-D9.*

13. Other business

There was no other business to bring before the Open Session meeting.

14. Adjournment

The meeting adjourned at 4:36 p.m.



Danielle Tessier
Secretary of the Board of Governors



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of January 23, 2019**

AGENDA ITEM: Revisions to the membership of the Council of the John Molson School of Business

ACTION REQUIRED: For approval

SUMMARY: In accordance with the University By-Laws, modifications to the membership of the Faculty and School Councils require approval of Senate and the Board of Governors.

BACKGROUND: The membership of the Council was last revised in 2007. Revisions to its membership were discussed at its May 2018 meeting and at its meeting of November 2, 2018, the Council approved the attached revised membership, which was approved by Senate at its meeting of December 14, 2018.

The changes are mainly of a housekeeping nature to streamline and simplify the wording. More specifically:

- All members are now voting members with the exception of the Secretary and Recording Secretary which has been added. The Chair would vote in the case of a tie. The VPRGS delegate was not a voting member in the past and this has been changed.
- Some non-JMSB members have been removed (Other University Service Department – Facilities; Two representatives from the Department of Economics; Two representatives from different departments).
- Elected full-time members are no longer designated by rank and there are now three full-time faculty members by department.
- The Director of assessment and accreditation has been added.

DRAFT MOTION: That, on recommendation of the Council of the John Molson School of Business and Senate, the Board of Governors approve of the membership of the Council of the John Molson School of Business, as outlined in Document BG-2019-1-D1.

PREPARED BY:

Name: Danielle Tessier
Date: January 3, 2019

MEMBERSHIP OF THE COUNCIL OF JOHN MOLSON SCHOOL OF BUSINESS

CHAIR

The Dean shall chair the Council and vote in the event of a tie

Secretary/Recording Secretary (non-voting member)

VOTING MEMBERS

Ex-officio members

President

Provost and Vice-President, Academic Affairs

Vice-President, Research and Graduate Studies or delegate

University Librarian or delegate

Registrar or delegate

All Associate Deans

Director, Assessment and Accreditation

All Department Chairs

Elected members

Three full-time faculty members from each Department (2-year term)

Two full-time staff representatives (2-year term)

One part-time faculty representative (2-year term)

Two graduate student representatives (JMGSA) (1-year term)

Eight undergraduate student representatives (CASA) (1-year term)

MEMBERSHIP OF THE COUNCIL OF JOHN MOLSON SCHOOL OF BUSINESS

CHAIR

The Dean ~~of the John Molson School of Business~~ shall ~~be the Chair of~~ chair the Council, ~~and vote in the event of a tie~~

Secretary/Recording Secretary (non-voting member)

VOTING MEMBERS

~~Voting~~ Ex-officio members

~~The~~ President ~~and Vice-Chancellor~~

~~The~~ Provost and Vice-President, Academic Affairs

Vice-President, Research and Graduate Studies or delegate

~~The~~ University Librarian or delegate

~~The~~ Registrar or delegate

~~One representative from any other University service department, the department to be designated by the Council of the John Molson School of Business and the representatives appointed by the head of the department, for a one-year term~~

~~Up to Four~~ All Associate Deans ~~or other senior administrators~~

Director, Assessment and Accreditation

All Department Chairs

Elected members

~~The Chairs of the Departments of Accountancy, Finance, Management, Marketing, and Decision Sciences and Management Information Systems~~

Three full-time faculty members from each Department (2-year term)

Two full-time ~~faculty members~~ elected by and from each Department, each for a two staff representatives (2-year term)

~~Two Lecturers or Senior Lecturers, elected by the full-time faculty members of the John Molson School of Business, each for a three-year term~~

~~Two Assistant Professors, elected by the full-time faculty members in the John Molson School of Business, each for a three-year term~~

~~Two Associate Professors, elected by the full-time faculty members in the John Molson School of Business, each for a three-year term~~

~~Two Professors, elected by the full-time faculty members in the John Molson School of Business, each for a three-year term~~

~~Two full-time faculty members from the Economics Department, appointed by the Chair of the Department, each for a one-year term~~

~~Two full-time faculty members from Departments other than Economics, in Faculties other than the John Molson School of Business, to be designated by the Council of the John Molson School of Business and the faculty members appointed by the Chair of the respective departments, each for a one-year term~~

~~One part-time faculty member, excluding any graduate students, nominated by CUPFA for a two-year term~~

~~Ten students from the John Molson School of Business: six full-time undergraduate students, two part-time undergraduate students, and two graduate students, each for a one-year term~~

~~Two staff members employed by the John Molson School of Business, each for a two~~
~~[One part-time faculty representative \(2-year term\)](#)~~

~~Non-voting Member~~

~~[Two graduate student representatives \(JMGSA\) \(1-year term\)](#)~~

~~[Vice-President, Research and Graduate Studies \(or delegate\)](#)~~

~~[Eight undergraduate student representatives \(CASA\) \(1-year term\)](#)~~

Document comparison by Workshare 9.5 on 12 novembre 2018 16:17:11

Input:	
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Description	Old JMSB membership
Document 2 ID	file:///C:/Users/clege/Desktop/New JMSB membership.doc
Description	New JMSB membership
Rendering set	Standard

Legend:	
Insertion	
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Inserted cell	
Deleted cell	
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Split/Merged cell	
Padding cell	

Statistics:	
	Count
Insertions	18
Deletions	26
Moved from	1
Moved to	1
Style change	0
Format changed	0
Total changes	46



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of January 23, 2019**

AGENDA ITEM: Revisions to the CIBC Wood Gundy banking resolution

ACTION REQUIRED: For approval

SUMMARY: The Board of Governors is being asked to approve the amendments to the CIBC Wood Gundy banking resolution for gifts and donations.

BACKGROUND: Paragraph 4 of the resolution has been updated to reflect the following title changes and addition of signatories.

List 1	The Chief Financial Officer
	The Vice-President, Advancement and External Relations
	The Associate Vice-President, Development
	The Treasurer and Investment Officer
List 2	The Senior Executive Director, Advancement Services
	The Manager, Accounting and Gift Stewardship
	The Director, Investments
	The Senior Advisor, Investment Portfolio

DRAFT MOTION:

WHEREAS CIBC Wood Gundy (“CIBC”) is an investment management firm with which Concordia University (the “University”) currently does business;

WHEREAS CIBC has asked that the Board of Governors pass a resolution confirming this fact and detailing those individuals possessing signing authority on behalf of the University to generally commit the University with respect to trades effected through the specific trading account used to receive and sell securities that are donated to the University and to enter into and oversee such trades with CIBC pertaining thereto and to sign and execute on behalf of the University all documentation that CIBC may require from time to time in connection thereto;

BE IT RESOLVED:

1. THAT CIBC be confirmed as an investment management firm with which the University currently does business, pursuant to the terms and conditions of the agreement(s) governing this business relationship.

2. THAT as soon as possible after the date hereof, the University will utilize CIBC Account number 311-0759515 (the “**Account**”) solely for the purposes of receiving and selling securities that are donated to the University and all transactions in relation thereto (collectively, the “**Trades**”).
3. THAT the University will be opening and closing brokerage accounts (the brokerage accounts together with the Account are hereinafter referred to as the “**Accounts**”), transferring securities between the Accounts and from external parties to the Accounts and instructing cash transfers from the Accounts to the University (collectively, the “**Operations**”).
4. THAT any two of the persons holding the following positions with the University, from either List 1 or List 2:

List 1	The Chief Financial Officer
	The Vice-President, Advancement
	The Associate Vice-President, Development
	The Treasurer and Investment Officer
List 2	The Senior Director, Advancement Services
	The Manager, Accounting and Gift Stewardship
	The Director, Investments
	The Senior Advisor, Investment Portfolio

(the persons forming part of List 1 and List 2 are collectively referred to as the “**Signatories**”)

shall, together, be and they are hereby authorized to:

- a) Oversee the Trades and to sign for and on behalf of the University, all documentation that CIBC may require from time to time in connection therewith;
 - b) Deal with CIBC in connection with the Trades;
 - c) Issue instructions with respect to the Trades that may be given using any of the following means: fax, telephone, e-mail or mail;
5. THAT any two of the Signatories, provided always one is from List 1 and one is from List 2, shall, together, be and they are hereby authorized to:
 - a) Designate, and advise CIBC of the identity of persons who, in relation to the Accounts and the Trades, have:
 - i. authority to receive and administer user procedures, client and user numbers and codes, passwords and other identification data and procedures; and
 - ii. authority to instruct CIBC on set-up and security procedures, client and user number and codes, passwords and other identification data.

- b) Issue written instructions with respect to the Operations that must be sent either by fax, e-mail or mail.
6. THAT any one of the Signatories be and they are hereby authorized to receive all monthly statements in relation to the Accounts, the Trades and the Operations and to carry out any other non-transactional, administrative tasks in relation to the Accounts as may be required from time to time.
 7. THAT all transactions in connection with the Accounts will be governed by the provisions of the agreement(s) pertaining to the Accounts.
 8. THAT any previous resolution dealing with the Account be hereby abrogated and replaced by the present Resolution.
 9. THAT a certified copy of this Resolution be delivered to CIBC for its guidance and information and that this Resolution remain valid, in full force and effect until it is revoked or a Resolution abrogating the same shall have been passed and a certified copy thereof delivered to CIBC.

PREPARED BY:

Name: Danielle Tessier
Date: January 17, 2019

BG-2019-1-D3



CONCORDIA

REPORT TO THE BOARD OF GOVERNORS

ALAN SHEPARD
PRESIDENT AND VICE-CHANCELLOR

JANUARY 2019

INTRODUCTION

Welcome back **meet-and-greets** were held at our Loyola and Sir George Williams campuses on January 8th and 9th, respectively. Hundreds of students stopped by to enjoy snacks and coffee, as well as the opportunity to meet Concordia faculty and staff. These events are always a great way to ease into the new year.

Our recently opened **4th SPACE** has a robust schedule of events this month. **Cities: Urban Essentials** was launched January 9th, and ends January 23rd. Public activities include presentations from Concordia professors on urban sprawl and transportation, a solar bus shelter installation and related workshop, a panel discussion on food sustainability in Montreal – and much more. It's a strong debut for this next-generation initiative, one that's perfectly aligned with our Embrace the City strategic direction.

Concordia's **Centraide Campaign** raised just over **\$162,000**, surpassing our goal of \$155,000. Centraide of Greater Montreal helps half a million people each year through 350 local agencies. A dedicated group of Concordia volunteers helped guide the campaign, led by co-chairs Philippe Beauregard (Chief Communications Officer) and Nadia Bhuiyan (Vice-Provost, Partnerships and Experiential Learning).

TEACHING, RESEARCH, INNOVATION

Muthukumaran Packirisamy (Department of Mechanical, Industrial and Aerospace Engineering) was elected a **Fellow** of the U.S.-based **National Academy of Inventors**. He is the first-ever laureate from Quebec and the 11th from Canada to join. Packirisamy heads Concordia's Optical-Bio Microsystems Laboratory and specializes in micro and nanotechnology – such as lab-on-a-chip. The induction ceremony will take place April 11th in Houston, Texas.

Stingers wrestler **Francis Carter** was named a **U SPORTS Top 8 Academic All-Canadian**. He will be honoured by Governor General Julie Payette at a ceremony at Rideau Hall in Ottawa on January 29th. Carter, a student in the Department of Psychology, maintained a 4.30 GPA in the 2017-18 academic year while dominating in his sport. His athletic achievements include winning gold at the U SPORTS national championship in February 2018.

Two District 3 Innovation Centre startups won prizes at the **IBM Watson AI XPRIZE** competition on December 5th. **Aifred Health** uses machine learning to analyze characteristics of patients with depression and predicts treatment efficiency. The company won the top competitor prize, worth **\$35,000**. The other winning District 3 startup, **Nectar**, uses technology to help beekeepers improve colony health and the security of food supply. Nectar received the people's choice award, worth **\$5,000**.

The following funding results were received:

- Four **NSERC Engage Grants** totaling **\$100,000**
- One **SSHRC Partnership Engage Grant** of **\$25,000**

Department of Classics, Modern Languages and Linguistics student **Valerie Courion** received an **Erasmus+ Award** valued at about **\$7,700** to study at the Autonomous University of Barcelona. **Aaron Amar**, a student in the Department of Mathematics and Statistics, was awarded the **Naim Mahlab Student Travel Award** valued at **\$5,000** to journey to Tel Aviv University. Department of Physics undergraduate **Alec Zarow** was awarded funding to participate in the 2019 Japan Canada Academic Consortium Student Forum.

Three students received **Mitacs Global Research Awards** for travel to international institutions. Each is valued at **\$6,000**. The recipients are: **Shide Salimi**, PhD student at the Concordia Institute for Information Systems Engineering; **Meysam Effati**, PhD student in the Department of Electrical and Computer Engineering; and **Patrick Brodie**, PhD student at the Mel Hoppenheim School of Cinema.

Ali Nazemi (Department of Building, Civil and Environmental Engineering) and undergraduate student **Shakil Jiwa** have developed three **apps to help navigate Canadian climate data**. The three apps are: the Canadian Climate Data Accessibility Portal, Past vs. Current Climate Comparison in Canada, and Evolution of Climate Observatories in Canada. Users can check and compare data going back to the 1800s. The apps provide easy access to once widely dispersed climate information – a great benefit for researchers.

On January 9th, a **PERFORM Colloquium** was held, titled “The Importance of Music for Persons Living with Dementia: Knowledge, Assumptions, and the Need for Professional Leadership.” The event was led by Laurel Young (Department of Creative Arts Therapies).

The PERFORM Centre welcomed **80 students** from the **Collège international Marie de France**. They had the opportunity to experience hands-on training with equipment housed in the centre’s Imaging, Functional Assessment and Cardiopulmonary Suites.

For the fall 2018 term, **GradProSkills** held 142 workshops for 2,726 participants. Workshops stretched over eight skill domains which include: communication, research, leadership, health and career planning. GradProSkills also organized two key events: Grad School Base Camp and a three-day writing retreat called Thesis Boost.

SERVICES SECTOR

Concordia was selected to host the 30th **International Conference on Adaptive Structures and Technologies** from October 6th to 9th, 2019. The conference will gather leading researchers in the area of smart materials and building technology.

The university was chosen to host the **Canadian Engineering Education Conference (CEEA)**, which will take place June 18th to the 21st, 2020. For the first time, the CEEA will be joined by its U.S. counterpart, the American Society for Engineering Education. Concordia will collaborate with Tourism Montreal on the event.

ADVANCEMENT & EXTERNAL RELATIONS

David M. Brand, BComm 66, made a new pledge towards next generation teaching and learning at the John Molson School of Business (JMSB).

A **\$25,000** gift from **Broccolini Construction Inc.** will go to the Broccolini Construction Undergraduate Bursary in Building Engineering at the Gina Cody School of Engineering and Computer Science.

The **Commerce and Administration Students' Association** made a **\$30,000** gift towards the Commerce and Administration Students' Association Awards Endowment at JMSB.

The **Concordia University Alumni Association** gave a total of **\$30,000** to the Concordia University Alumni Association Scholarship Endowment, the Loyola College Alumni Endowment, and the Alumni Association of Sir George Williams University Scholarship and Bursary Endowment.

The **Flash Fund Foundation** made a gift of **\$110,000** towards the Kenneth Woods Undesignated Fund at Concordia's JMSB.

A new pledge of **\$36,000** from **Maria A. Mangiocavallo**, BComm 86, GrDip 89, will support next-generation initiatives at JMSB.

Concordia received a **\$100,000** gift of shares from a donor who wishes to remain anonymous. He was an attendee of Sir George Williams University, one of Concordia's two founding institutions.

Another donor who wishes to remain anonymous directed a **\$50,000** grant towards graduate student support across Concordia's four faculties.

A new gift from the **Rossy Foundation** supports Concordia's Institute for Investigative Journalism.

Ruth Steinberg made a **\$45,000** gift to create the Ruth and David Steinberg PhD Scholarship in English Literature at Concordia's Faculty of Arts and Science.



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of January 23, 2019**

AGENDA ITEM: Presentation on the strategic research plan

ACTION REQUIRED: For information

SUMMARY: A presentation will be given on the University's research plan as well as an overview of the research productivity of the University.

BACKGROUND: Please refer to the attached strategic research plan for 2018/2023, which was adopted by Senate at its meeting of December 14, 2018.

PREPARED BY:

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Date: January 15, 2019

**Concordia University's
CRC and CFI Strategic Research Plan:
2018 - 2023**

**Office of the Vice-President,
Research and Graduate Studies**

Senate approved - December 14, 2018

Strategic Research Plan 2018-2023

Objectives

The 2018- 23 *Strategic Research Plan* is a guide for the intensification and growth of research activity at Concordia over the next five years. It informs strategic level resource allocation and other institutional decision-making with regard to high-profile initiatives: *Canada Research Chair* (CRC) nominations, *Canada Foundation for Innovation* (CFI)-funded projects, and other major institutional research grants and commitments. It also describes a framework of renewed commitments to support and enhance existing and emerging clusters of research and research-creation activities across the university, while applying and encouraging principles of equity, diversity and inclusiveness. Concordia will continue to leverage its position in the social, cultural and economic fabrics of Montréal, Québec and Canada in order to take advantage of new opportunities for broadened partnerships, collaborations, and knowledge mobilization-impact, in ways that matter.

Strategic Research Plan 2013-2018 Impact Summary

Key highlights include:

- Appointment of 16 CRCs and reappointments of 8 CRCs and 4 IRCs, as well as a new NSERC/Hydro-Québec Thales Senior Industrial Research Chair in Smart Grid Security
- Concordia's first equity, diversity and inclusion (EDI) action plan, mandated by the CRC secretariat but designed to be a model for action and discussion about EDI issues across all sectors at Concordia
- Through CFI funding, growth of existing and emerging research capacity including: Canada's first biofoundry for genome engineering; a Concordia node of a Quebec-wide microscopy network; a feminist media studio; a test facility for net-zero energy buildings of the future; a sleep research laboratory; a surface engineering laboratory; and equipment to uncover and harness quantum processes in engineered nanostructures
- Concordia's first indigenous CRC, appointment of two indigenous CURCs and the establishment of an Indigenous Futures cluster at MILIEUX
- Establishment of the NSERC Chair in Aerospace Design Engineering (NCADE), Concordia's first NSERC Chair in Design Engineering award
- Concordia's first successful application for a Canada Excellence Research Chair (CERC), in smart, sustainable and resilient cities and communities
- Sustained growth in research revenues during this period
- Continued leadership of the Hexagram and CSLP FRQ-SC Regroupements Stratégiques
- Leadership of numerous SSHRC Partnership Grants in diverse research areas: aging, communication and technologies; Indigenous Futures; Inuit futures in arts leadership; the SpokenWeb (networked archive of literary recordings); and educational technology to develop essential educational competencies in sub-Saharan Africa
- Concordia leadership of a new NSERC Strategic Network, Green-SEAM, in surface engineering for various advanced manufacturing applications in aerospace, automotive, mining, oil and gas, and renewable energy industries
- Successful application for funding of a new research building on the Loyola campus for the applied science hub, scheduled for completion in 2019

- Senate recognition for new university research units and infrastructure platforms building on emerging strengths in synthetic biology, microscopy and cellular imaging, sensory studies, Canadian art, aging, and clinical research in health
- Creation and growth of umbrella platforms to consolidate and grow research strengths in key areas: MILIEUX for arts, culture and technology; expansion of CIADI to coordinate and expand research in aerospace; expansion of membership in PERFORM, a preventive health research platform
- Launch of a new Department of Chemical and Materials Engineering and associated academic programs and research activities
- A highly successful Public Scholars program, which showcases the value our PhD students bring to our city and our world
- Creation of the Horizon Postdoctoral program to attract 24 to 30 world-class Postdoctoral Fellows each year

Directions and Guiding Principles

In 2016, Concordia embraced 9 *Strategic Directions* that were identified to help define, support and enhance our position as a next-generation university. Prominent amongst these is the aspiration to “Double our Research”, which has been interpreted in the broadest possible sense of becoming a more research-intensive university with: increased research funding; higher-impact outputs; more competitive and intensive research training opportunities; stronger knowledge mobilization efforts; and a willingness and ability to lead and to work across boundaries to address some of society’s greatest challenges. These goals are supported within the elements of the vision articulated in the university’s *Strategic Directions* framework, including “Mix it Up”, “Experiment Boldly”, “Get Your Hands Dirty” and “Embrace the City, Embrace the World”. The 2018-23 *Strategic Research Plan* charts a course to achieving this objective through deepening our existing major research strengths, developing emerging ones and capitalizing on new opportunities.

The following six broad principles will continue to guide the support and development of Concordia’s research and help to define our success: build on research and research-creation strengths; expand in new directions; attract and retain talent; create, update and support state-of-the-art spaces for research and research-creation; prepare the next generation of talent; and connect our research and research-creation activities and outcomes with the wider world. An overarching goal will be to incorporate best practices within each to address equity, diversity and inclusion. Specific ways in which this will be achieved include:

Build on research and research-creation strengths

- hire strategically to build capacity and leadership in areas of research strength and to develop emerging areas
- provide support for Concordia researchers to lead major inter-institutional initiatives
- identify and foster opportunities to expand areas of research strength, vertically and horizontally
- recognize and reward excellence in the research endeavour

Expand in new directions

- encourage meaningful cross-disciplinary connections, both internally and externally
- nurture emerging and novel research programs

- capitalize on transformative opportunities
- expand inter-sectoral partnerships with governments, industry, communities and NGOs

Attract and retain talent

- apply and continuously improve internal best practices to allocate new CRCs, CURCs IRCs and CFI project priorities
- strive to achieve the goals of Concordia's EDI plan for CRCs and to extend them to other aspects of the research enterprise
- collaborate with the Indigenous Directions Leadership group in not only attracting and retaining Indigenous faculty but also to incorporate our commitment to understanding and responding to the Truth and Reconciliation's (TRC) principles within the research ecosystem
- provide direct support and release time for research chairs and other high-performing researchers
- ensure availability of resources for the attraction and development of early career researchers
- throughout the university, work continually to provide the most effective and efficient support for researchers and administration of research

Create, update and support state-of-the-art spaces for research and research-creation

- target CFI envelope to projects that complement and augment existing physical resources both at Concordia and elsewhere in the area, in ways that are accessible to our research community
- maximize use of platforms, facilities and equipment by researchers, collaborators and HQP
- target operation cost support and equipment upgrade funding envelopes in optimal ways to encourage collaborative research infrastructures
- prioritize creative design of research and research-creation spaces to facilitate and optimize collaboration and innovation
- encourage and support more extensive participation in inter-institutional networks
- improve institutional support for research computing

Preparing the next generation of talent

- prioritize new graduate program development in growing and emerging areas of research, including high risk, future-oriented areas that cross disciplinary boundaries
- support new and enhanced graduate student training opportunities (e.g. summer graduate schools, multidisciplinary programs, experiential and work-related learning, GradProSkills workshops)
- provide students access to entrepreneurial activities to acquire the skills for moving ideas to market, including scientific and social innovation
- facilitate graduate student mobility within Canada and abroad
- attract increased numbers of postdoctoral fellows in an expanded range of fields
- support and provide visibility for undergraduate research initiatives

Connecting our research and research-creation with the wider world

- encourage diverse range of campus-community collaborations (e.g. community economic development, public policy, social innovation)

- expand forward-thinking intellectual property, technology transfer and commercialization policies and support mechanisms that drive creative and innovative uses of research discoveries, inventions and findings to benefit society
- enable international research collaborations and mobility opportunities
- maintain institutional commitment to open access (e.g., institutional repository, *Spectrum*)
- innovate in how we showcase and communicate our research and research-creation activities

Progress in meeting these objectives will be reported annually by the Office of the Vice-President, Research and Graduate Studies to the Senate Research Committee, from which it will also solicit input and guidance.

Major Research Strengths

Concordia University research is constantly evolving in response to the drive to advance knowledge, to serve the needs of society and to engage and guide the next generation of researchers. It spans a series of continuums from the most fundamental kinds of studies to the most applied, from the efforts of individuals to the synergies of networks, from the local to the international and from the fine arts and humanities to business to engineering and the sciences. More and more it is driven by the efforts of individuals across and between disciplines, working on joint research projects, pooling intellectual, financial and infrastructure resources together, collaborating at interdisciplinary research centres, and in conjunction with partners in academia, the community, government, NGOs and the private sector.

Within the Concordia research ecosystem, six unifying research themes may be discerned, for which we are widely recognized and where we have concentrated investments such as Canada Research Chair allocations, CFI infrastructure projects, Concordia University Research Chairs, Special Professorships, and University research units and infrastructure platforms. These areas were in large part originally identified in the previous Strategic Research Plan, and were used successfully to build research capacity at Concordia over the past five years. However it is increasingly evident that Concordia's research crosses over and between these identified strengths. Although we will continue to prioritize and build excellence within these areas and ancillary disciplines, fostering the cross-fertilizations between them will be key in further developing our research and research-creation strengths over the next five years. We believe also that a transdisciplinary approach within each of these themes with researchers from different fields will warrant a greater impact.

1. Health, Development and Well-being of the Person across the Lifespan and in Society

Human well-being and quality of life is predicated upon a balance of such factors as health, the ability to learn and the ability to function in society. Concordia is well-recognized as a research leader in fields such as aging, behavioural neurobiology and appetitive motivation, child and learning studies, cognitive science, community development, creative arts therapies, educational technologies, psychosocial determinants of physical and mental health and sensory studies. Concordia researchers make influential contributions to addressing today's health and well-being issues via both fundamental and applied approaches, and by increasing our understanding of the social contexts of health and related public policy issues.

2. Arts, Culture, History and Identity

Understanding human diversity and identity, together with their many expressions, are critical in a multicultural and rapidly-changing world. New information and communication technologies in particular are profoundly transforming our lives, continuously reshaping how we interact, intervene, and express ourselves, as well as how we represent, understand and negotiate contemporary life. Concordia is in the forefront of research and research-creation that explores cinema and digital media, creative writing, contemporary art practices, curatorial research and practice, cultural history, cultural and identity issues in business and marketing, ethnographic practices, games and gaming, gender and sexuality, human rights, Indigenous ways of knowing and sharing, media studies (including production, history and criticism), new technologies in the arts and humanities, oral and public history, and the performing and visual arts.

3. People, Organizations and Society

Interactions between people, be it as individuals, communities or organizational groupings, shape our present-day systems and structures. Society as a whole is highly influenced by these interactions as well as by economic conditions and cultural factors that must constantly adapt and respond to create pathways for meaningful interactions and inquiries. In addition to social, cultural and geographically-determined influences, national and transnational business and economic forces affect our well-being and prosperity. Our own cultural heritage, together with the impacts of human mobility and immigration, underlie social and political structures, and the development of the relevant services and policies. Deepening our understanding of the dynamics of choice, consumerism, entrepreneurship, governance, leadership styles, organizational behavior and identity in an ever-changing societal landscape are keys to shaping a balanced approach to complex and challenging issues facing humankind in the 21st century.

4. Enabling and Disruptive Technologies and their Foundations

Many of the most transformative advances shaping society today are dependent on research and development done in the area of enabling technologies and their foundational precursors. Our expertise in artificial intelligence, cyberphysical systems, cybersecurity, data analytics, design, internet of things, information and communications technology (ICT - including telecommunications, electromagnetics and antennas, hardware design and verification; signal processing, and control systems), microsystems, micro- and nano-electronics, power systems, robotics, sensors, software engineering and supply chain is in demand for many types of applications. Within the life sciences sphere, research strengths include bioimaging, informatics, omics technologies, and synthetic biology and their applications. The disruptive nature of many of these technologies feeds critique and research into their impacts on society and the economy by social science, humanities, business and fine arts researchers. In the basic sciences, we have significant strengths within the areas of: cell and molecular biology, neurosciences, the interface between chemistry and biology, theoretical and computational approaches, and pure and applied mathematics.

5. Advanced Materials and their Applications

Materials and the ways in which they are made, used and assembled form the basis for this area of research strength. Concordia houses world-class research in the areas of advanced manufacturing, mechatronics, nanotechnologies, new materials, system design, and robotics. Well-developed programs include composites, nanomaterials, polymers, surface engineering, and smart textiles and clothing. Specific applications of this research at Concordia, much of

which is interdisciplinary and intersectoral, include: aerospace design and manufacturing; aerospace technology, including control systems, autonomy, UAVs, and avionics; and biomedical applications such as biosignal processing, biocompatible materials, robotics and biomechanics, and health care technology development.

6. Natural Systems and Sustainability

The global imperative to meet the challenges of environmental destabilization begins with recognition of the importance of maintaining the quality of our natural systems and adopting sustainable human systems and technology to minimize environmental impacts. Concordia's strengths in this area have been developed in multiple inter-disciplinary research areas related to biodiversity, climate change, ecology, energy and natural resources. Our researchers are focusing on: the development of alternative, renewable and sustainable sources of energy; corporate social responsibility and sustainability; design and support of energy efficient and resilient buildings, communities and transportation; green products; sustainable civil infrastructure; transportation infrastructures and logistics; and water resource management. Science and engineering approaches are complemented by assessments of human impact on the environment, implications for policies and actions regarding resource efficiency and sustainable consumption and production, as well as understanding how to respond to climate change from a variety of sustainable technologies, organizational systems, built environment alternatives, and resource management systems.

Building and expanding research strengths: We seek to grow in all of our major research areas, encouraging departments, units and Faculties from across the university to contribute organically from within their own specialties, but also inspiring them to work together between themselves and with partners to investigate these areas from broad and diverse perspectives. For example, as part of the *Strategic Directions* exercise, we have committed to develop two new umbrella platforms to support and grow research in health, and in smart, sustainable and resilient communities and cities, areas where we have considerable strengths amongst individual researchers and research units across the university. The smart, sustainable and resilient communities and cities initiative will be enhanced considerably by the activities of Concordia's first Canada Excellence Research Chair, expected to join in 2019. Also in 2019, the Applied Science Hub, which houses researchers from the new department of Chemical and Materials Engineering and expanded facilities for applied nanoscience research and biotechnologies, together with Concordia's start-up incubator, D3 and its Galilei Ventures, will provide new opportunities to transfer research from the bench to the real world. We will also continue to develop existing platforms: the MILIEUX Institute, which brings together researchers working at the intersection of design, art, culture and technology; CIADI, the Concordia Institute for Aerospace Design and Innovation, to coordinate and grow Concordia's aerospace education and research activities; and PERFORM, a platform dedicated to preventive health research.

Concordia has, with the formation of the Indigenous Directions Leadership group, acted on its commitment to find ways to improve its responsiveness to the Truth and Reconciliation's (TRC) Principles for Reconciliation and Calls to Action. Already a leader in Quebec and Canada, we will work together to prioritize and support building on our unique research and research-creation strengths in Indigenous issues, including youth and child welfare, impacts of new media and technologies, cultural identities, indigenous futures, co-construction of knowledge, art, and environmental and resource protection.

Canada Research Chair (CRC) Allocations

Equity, Diversity and Inclusion: Concordia University recognizes the essential role of diversity in fostering excellence by improving learning, advancing research, inspiring creativity, driving productivity and enhancing the experience and morale of the entire institution. Our [Equity, Diversity and Inclusion \(EDI\) Action Plan for the Canada Research Chairs \(CRC\) Program](#) specifically details how the university will address gaps in meeting and exceeding the targets for the four designated groups. The plan includes a number of key actions, at all stages from allocation to recruitment to hire to evaluation to renewal, to insure the success of the *Plan* in meeting and exceeding targets for the 4 designated groups. The current equity targets and gaps may be found at:

<https://www.concordia.ca/content/dam/research/docs/CRC/CRC%20Targets%20and%20Gaps%20at%20Concordia%20-%202017-12-15.pdf>

Adherence to the plan will be monitored closely at all stages by the Office of the Vice President, Research and Graduate Studies, in close collaboration with the Office of the Provost.

Filling CRC allocations 2018-2023: A current list of CRC allocations, including vacant positions, may be found at

<https://www.concordia.ca/content/dam/research/docs/CRC/Concordia%20CRC%20Utilization%20Table%20-%202017-12-15.pdf>

New CRCs will be filled using the process outlined below, while also respecting the EDI Action Plan.

Process, Retention and Recruitment: Concordia University has robust policies and practices in place to encourage recruitment and retention of the world-class talent required to fill CRC positions. The Senate-approved [Policy on Research Chairs \(VPRGS-7\)](#) stipulates that allotted CRCs be used to recruit new researchers from outside the university, and that a significant portion of CRC funds be invested in the Chairholder's research program. The opportunity to submit an application for a CRC is determined by a university-wide call for Letters of Intent (LOIs) where the strategic impact of allocating a Canada Research Chair in a given research area must be demonstrated, including the fit with the *Strategic Research Plan* and following the recommendations of the *EDI Action Plan for CRCs*. LOIs are prioritized by Faculty Research Committees and then submitted to the University Research Committee, which will take into consideration FRC rankings and justifications to select the strategic areas for allocation of CRCs.

The search process is initiated with the home department(s) of the selected candidates, as per the Concordia University Faculty Association (CUFA) collective agreement. In general, searches are unrestricted with regards to awardees from inside Canada vs outside.

While CRC awards are restricted to applicants recruited from outside the university, five-year *Concordia University Research Chairs (CURCs)* are reserved for faculty members already at Concordia. They are awarded following a process very similar to that described for CRCs, and yearly competitions help to ensure that the CURC program remains vigorous and accessible as a retention tool.

Canadian Foundation for Innovation (CFI) Allocations

All CFI applications must be justified in light of the *Strategic Research Plan*. Concordia holds open, university-wide calls for the CFI IF program, and strongly encourages both intra- and inter-institutional collaborations. The CFI-JELF program is managed centrally and used in the first instance to fulfill our commitment that each candidate for a new CRC nomination have an amount available to request infrastructure that will support the CRC research program (*Research Chair Policy VPRGS-7*). The second priority is support of other externally-funded institutional research chairs and major projects, and if any additional funds are available they are allotted strategically to help support the research programs of recent faculty hires.

Internal Support for Research Development and Mobilization

Concordia's internal funding programs include seed funding (team and individual), university research units, facilities support, research events, CURC, and other Chairs and Professorships. These programs help to position Concordia to support and leverage external funding opportunities and investments. The Office of the Vice-President, Research and Graduate Studies provides, in concert with the Faculties, institutional funding for major initiatives such as CFI; SSHRC Partnership and Partnership Development; NSERC CREATE; NSERC Strategic Networks; and FRQ Regroupements Stratégiques.

Allocations per major research theme

The following table indicates the distribution of major resources amongst the six research themes at the end of 2018.

Research Theme	Canada Research Chairs	Concordia Univ Research Chairs	University Research Units	Other Research Chairs
Advanced Materials and Tech	3	6	2	3
Culture Arts History Identity	6	14	6	4
Development and Well-Being	6	11	5	3
Enabling Technologies	7	14	6	2
Natural Systems, Sustainable Technologies and Sustainable Communities	3	11	2	2
People Organizations and Society	1	10	0	12
TOTAL	26	66	21	26

Planning and Approval Process

The *CRC and CFI Strategic Research Plan* was developed through an iterative and collaborative planning process under the leadership of the Vice-President, Research and Graduate Studies in consultation with researchers, all Faculty Councils, and Concordia's Senate Research Committee. The *Plan* was then approved by Senate and endorsed by the President.

