



## **BOARD OF GOVERNORS**

### **NOTICE OF MEETING**

December 7, 2023

The Agenda and documents for the Open Session meeting of the Board of Governors of Concordia University to be held on Thursday, December 14, 2023, are now posted on the [Board webpage](#).

Please note that while there is an Open Session, only Governors, resources and invited guests will be admitted to the meeting.

*Members of the University community who wish to view the meeting are invited to go to the observers' room EV 2.301, Located on Floor 2 of the Engineering, Computer Science, and Visual Arts Integrated Complex.*

Karan Singh  
Secretary of the Board of Governors



**AGENDA OF THE JOINT MEETING  
OF THE OPEN SESSION OF THE BOARD OF GOVERNORS  
AND OF THE CORPORATION**

Thursday, December 14, 2023, at 4 p.m.  
Room GM 410 (Board of Governors meeting room)  
SGW Campus

<b>Time</b>	<b>Item</b>	<b>Presenter(s)</b>	<b>Action</b>
4:00 p.m.	1. Call to order 1.1 Approval of the Agenda	H. Antoniou H. Antoniou	Approval

**CONSENT AGENDA**

	2. Approval of October 26, 2023, Minutes		Approval
	3. Request for the use of Concordia's Name (Document BG-2023-10-D1)		Approval
	4. Collection of fee levies (Document BG-2023-10-D2)		Approval
	5. Honorary Degree Committee recommendation: Revisions to the <i>Policy on the Awarding of Honorary Degrees</i> (BD-15) (Document BG-2023-10-D3)		Approval
	6. Human Resources Committee recommendation: Revisions to the <i>Policy On Employment And Remuneration Of Senior Administrators, Deputy Provosts, Vice-Provosts And Associate Vice-Presidents</i> (BD-8) (Document BG-2023-10-D4)		Approval

- |    |   |  |             |
|----|---|--|-------------|
| 7. | Ratification of nominations to Board Standing Committees (Document BG-2023-10-D5/<br>CORP-2023-6-D1)                            |  | Approval    |
| 8. | Report on compliance with environmental legislation and health and safety regulations (Q3-2023 Report) (Document BG-2023-10-D6) |  | Information |

#### REGULAR AGENDA

- |      |   |                             |             |
|------|---|-----------------------------|-------------|
| 4:03 | 9. Business arising from the Minutes not included on the Agenda                           |                             |             |
| 4:05 | 10. President's report<br>(Document BG-2023-10-D7)  | G. Carr                     | Information |
| 4:20 | 11. Annual report from the Office of Rights and Responsibilities (Document BG-2023-10-D8) | H. Antoniou/<br>A. Topsakal | Information |
| 4:35 | 12. Update from the Ombuds office   | H. Antoniou/<br>A. Fish     | Information |
| 4:50 | 13. Other business  | H. Antoniou                 |             |
| 4:55 | 14. Adjournment   | H. Antoniou                 |             |

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

Thursday, October 26, 2023, at 4 p.m.  
Room GM 410 (Board of Governors meeting room)  
SGW Campus

**PRESENT**

**Governors:**

Helen Antoniou (C)	Selvadurai Dayanandan (V.C)	Catherine Loubier (zoom)
Francis Baillet	Pat Di Lillo (zoom)	Harley Martin
Kenneth Brooks (zoom)	Adriana Embiricos	Paul John Murdoch (zoom)
Graham Carr (P and Vice-C)	Kim Fuller	Duraichelvan Raju (zoom)
Jarett Carty	Caroline Jamet	Rahul Ravi
Gary N. Chateram (zoom)	Claude Joli-Coeur (V.C)	Robert Soroka
Daniel Cross		Ted Stathopoulos (zoom)
		Roula Zaarour (zoom)

**Also attending:**

Philippe Beauregard	Paul Chesser	Frederica Jacobs
Dominique Bérubé	Denis Cossette	Pascal Lebel
William Cheaib	Michael Di Grappa	Anne Whitelaw

**Alternate Governor:** Nassim Boutalbi (zoom)

**Non-voting observer:** Jonathan Wener (zoom)

**ABSENT**

**Governors:**

Rana Ghorayeb	Philippe Pourreaux	Cathy Wong
---------------	--------------------	------------

**LEGEND:**

C: Chair

P and Vice-C: President and Vice Chancellor

V.C: Vice Chair

## 1. Call to order

The Chair called the meeting to order at 4:02 p.m.

### 1.1 Approval of the Agenda

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

*R-2023-9-1 That the Agenda be approved, including the items on the Consent Agenda.*

## CONSENT

## 2. Approval of September 28, 2023 Minutes

*R-2023-9-2 That the Minutes of the meeting of September 28, 2023, be approved.*

## 3. Request for the use of Concordia's Name (Document BG-2023-9-D1)

*R-2023-9-3 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) and its related Procedures, the Board of Governors approve the following requests to use the Concordia name:*

- *EngiQueers Concordia*
- *Concordia Students Recreational Sports Club*
- *Ascend Concordia Student Group*
- *Concordia Sailing Club*
- *TEDx Concordia University Student Club*

## 4. Audit Committee recommendations:

### 4.1 **Système d'information financière des universités (SIFU) for the year ended April 30, 2023** (Document BG-2023-9-D2)

*R-2023-9-4 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, 2023.*

### 4.2 **Interfund transfers for the year ended April 30, 2023** (Document BG-2023-9-D3)

*R-2023-9-5 That, on recommendation of the Audit Committee, the Board of Governors approve the interfund transfers for the year ended April 30, 2023.*

### 4.3 **État de traitement (statement of salaries) for the year ended April 30, 2023** (Document BG-2023-9-D4)

*R-2023-9-6 That, following recommendation of the Audit Committee, the Board of Governors approve the état du traitement (statement of salaries) for the year*

*ended April 30, 2023.*

**5. Appointment to Administrative and Support Staff Tribunal Pool**  
(Document BG-2023-9-D5)

*R-2023-9-7 That, the appointment of Raja Bhattacharya as a member of the Administrative and Support Staff Tribunal Pool for a term beginning on October 26, 2023 and ending on August 31, 2025 be approved by the Board of Governors.*

**REGULAR**

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

There was no other business to bring before the meeting that was not included on the Agenda.

**7. President's report** (Document BG-2023-9-D6)

As complementary information to his written report, G. Carr's remarks are summarized as follows:

- Dr. Carr began by noting that the written President's report that was circulated to the Board contains many positive updates; however, the focus today will be on two major challenges that Concordia faces: the situation on campus following the violence in the Middle East, and the developments following the Québec government's recent announcement of substantial changes to university funding.
- Dr. Carr went on to address the situation in the Middle East. He spoke about the challenges universities were facing to manage life on campuses in the wake of the violence underway in the Middle East. He spoke to the expectations that existed for the University to declare a political position. He restated the University's role as a place for the peaceful exchange of ideas, and underlined that diversity is intrinsic to who Concordia is and that it is not the role of the University to editorialize on the topics of the day. The University must speak to the ensemble of the community with compassion for all members of the community – a difficult feat when the views are so polarizing. He affirmed that the University's core responsibility is to do the utmost to ensure that exchanges on campus are peaceful and respectful, and to provide support to students, faculty and staff to ensure that everyone feels safe on campus.
- Dr. Carr had recently attended the national meeting of university presidents in Ottawa, where these concerns were discussed. He observed that, no matter what the University said, it would not be possible to satisfy everyone's expectations as there are no right words to diffuse and mollify the diversity of opinions on this matter. The approach that Concordia is taking is to be measured in its public statements. He thanked the University team, particularly Anne Whitelaw, Nadia Hardy, Michael Di Grappa, Philippe Beauregard and the University Communications Services team, Pascal Lebel, the Dean of Students, the Equity Office and the Office of Rights and

Responsibilities, all of whom have been working day and night on this issue and on responding to the concerns of the community.

- Dr. Carr commented on the protest that was organized on campus the day before. While some community members were not happy that the protest had occurred, it went off peacefully and it was far preferable to allow things to proceed in that manner rather than to provoke a counter-reaction. Deploying the metaphor of a pot of water on a stove, he noted that all campuses in North America have reached a point where the water is boiling - not because of things caused by the universities - but because campuses are at the risk of becoming proxies of what is happening outside. The University cannot turn off the heat, the issues are too fraught - the task at hand is to ensure that the boiling pot doesn't overflow.
- Dr. Carr then went on to address the Québec government's recent announcement that out-of-province tuition fees would double and the funding formula for international students would be modified. These changes will have a significant impact on the University and its revenues, curtailing diversity and resulting in a significant decline in enrolment. Although these changes have been described as having an impact on universities across the sector, they will disproportionately affect Bishops, McGill, Concordia.
- The policy will also have an impact on the Montreal brand as one of the world's great university cities and to the image of Québec externally as a welcoming place eager to recruit and retain top talent to nurture the economy of the future.
- Since the government's announcement, Dr. Carr has met with the Minister of Higher Education, Pascale Déry, who is so far unyielding on this decision. Assessment and strategizing with his executive team are ongoing.
- Dr. Carr underlined the amazing work that the team at University Communications Services has done since the announcement, with a big thank you to Philippe Beaugard, Vannina Maestracci, Pascal Lebel, and William Cheaib for all their efforts. He then thanked community members who have mobilized in response to the government's announcement, adding that he was pleased about the support from Mayor Valerie Plante's office, the head of BMO Québec, and the leaders of the five francophone charter universities (Université de Montréal, Université Laval, Université de Sherbrooke, HEC Montréal and Polytechnique Montréal), who have all come out publicly against the policy.

**8. Audit Committee recommendation: Audited consolidated financial statements for the year ended April 30, 2023** (Document BG-2023-9-D7)

The Chair of the Audit Committee introduced the item and complimented the University team and the auditors for the timeline completion of the annual audit. D. Cossette then went on to provide an overview of the audit.

The Chair noted an addition to the resolution to add the necessary signatories.

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

*R-2023-9-8 That, on recommendation of the Audit Committee, the Board of Governors approve the financial statements for the fiscal year ended on April 30, 2023, as prepared by Concordia, and audited by the external auditors, KPMG.*

*That the Chair of the Board of Governors and the President and Vice-Chancellor be designated to sign the financial statements on behalf of the University.*

**9. Other business**

There was no other business to bring before the meeting.

**10. Adjournment**

The Chair declared the meeting adjourned at 4:35 p.m.

*K. Singh*  
Karan Singh  
Secretary of the Board of Governors





**JOINT MEETING OF THE BOARD OF GOVERNORS  
AND OF THE CORPORATION  
OPEN SESSION  
Meeting of December 14, 2023**

**AGENDA ITEM:** Request for the use of name per 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](#)).

**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](#)) and its related Procedures Handbook (the "Policy").

**BACKGROUND:** The following use of name request was received under the Policy and forwarded to the Secretary-General and assessed per the provisions of the Policy:

1. Oxfam- Québec Concordia Student Group - The Oxfam-Québec Committee is a non-profit association, chapter of Oxfam-Québec. The mission of the group is to inform, raise awareness and mobilize the student community around issues related to international development, social justice and respect for human rights.

**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](#)) and its related Procedures, the Board of Governors approve the following request to use the Concordia name:

- Oxfam-Québec Concordia Student Group

**PREPARED BY:**

Name: Secretary of the Board  
Date: December 5, 2023



JOINT MEETING OF THE BOARD OF GOVERNORS  
AND OF THE CORPORATION  
OPEN SESSION  
Meeting of December 14, 2023

**AGENDA ITEM:** Collection of undergraduate student fee levies

**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 of undergraduate student fee levies, following a referendum conducted in October - November 2023.

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

**DRAFT MOTION:**

SAE Fee Levy

That the Board of Governors authorize Concordia University to collect an SAE Fee Levy of \$0.50 per credit, annually adjusted to the Consumer Price Index of Canada, to be collected from all undergraduate students in the Gina Cody School of Engineering and Computer Science and to be implemented with registration for the Winter 2024 (2234) term in accordance with the University's tuition refund and withdrawal policy.

Space Concordia Levy

That the Board of Governors authorize Concordia University to collect a Space Concordia Fee Levy of \$ 0.50 per credit, annually adjusted to the Consumer Price Index of Canada, to be collected from all undergraduate students in the Gina Cody School of Engineering and Computer Science and to be implemented with registration for the Winter 2024 (2234) term in accordance with the University's tuition refund and withdrawal policy.

**PREPARED BY:**

Name: Secretary of the Board  
Date: December 4, 2023

**STUDENT SERVICES**

Dean of Students Office

**INTERNAL MEMORANDUM**

November 16, 2023

**TO:** Mr. Karan Singh, Secretary, Board of Governors  
**FROM:** Andrew Woodall, Dean of Students  
**RE:** ECA Election Results November 2023

---

In the most recent Engineering & Computer Science Association elections held from October 30 – November 01, 2023, undergraduate Gina Cody School of Engineering & Computer Science students voted on the following referendum questions:

*“Do you agree for the ECA to collect a SAE Fee Levy of \$ 0.50 per credit, annually adjusted to the Consumer Price Index of Canada, to be collected from all undergraduate students in the Gina Cody School of Engineering and Computer Science and to be implemented with registration for the Winter 2024 (2234) term in accordance with the university’s tuition refund and withdrawal policy?”*

**Yes: 376**  
**No: 232**  
**Abstain: 119**

*“Do you agree for the ECA to collect a Space Concordia Fee Levy of \$ 0.50 per credit, annually adjusted to the Consumer Price Index of Canada, to be collected from all undergraduate students in the Gina Cody School of Engineering and Computer Science and to be implemented with registration for the Winter 2024 (2234) term in accordance with the university’s tuition refund and withdrawal policy?”*

**Yes: 423**  
**No: 212**  
**Abstain: 97**



Andrew Woodall  
Dean of Students



JOINT MEETING OF THE BOARD OF GOVERNORS  
AND OF THE CORPORATION  
OPEN SESSION  
Meeting of December 14, 2023

**AGENDA ITEM:** Honorary Degree Committee (HDC) recommendation: Revisions to the *Policy on Awarding Honorary Degrees* ([BD-15](#))

**ACTION REQUIRED:** For approval

**SUMMARY:** Upon recommendation of the HDC and following input from the Governance and Ethics Committee (GEC), the Board of Governors (the "Board") is being requested to approve the changes to the *Policy on Awarding Honorary Degrees* (BD-15) (the "Policy").

**BACKGROUND:** In accordance with the *Policy on University Policies* ([SG-6](#)), University policies that fall under the mandate of the Board shall normally be reviewed by a committee of the Board before they are presented for approval.

At its meeting of March 31, 2023, the HDC reviewed certain nominations for honorary degrees that are awarded under the Policy. During the review, it was noted that, in addition to being a member of the Concordia University (the "University") community, nominators under the Policy should also have substantial and enduring connection to the University.

Following this suggestion, it was agreed that, pursuant to its mandate under the University By-laws, the GEC be asked for its input on these proposed changes. The GEC reviewed the changes at its meeting of June 8, 2023, and recommended the same for approval. The HDC also reviewed the changes and recommended the same for approval at its meeting of November 24, 2023.

As part of standard policy review, the changes also include other minor proposed modifications which are mostly administrative in nature and aimed to align the Policy with the University's policy template. The proposed changes are included in the draft document attached hereto.

**DRAFT MOTION:** That, following input from the Governance and Ethics Committee and recommendation from the Honorary Degree Committee, the Board of Governors approve the proposed changes to the *Policy on Awarding Honorary Degrees* ([BD-15](#)).

**PREPARED BY:**

Name: Secretary of the Board  
Date: December 4, 2023

## POLICY ON THE AWARDING OF HONORARY DEGREES

---

**Effective date:** [insert date]

**Approving Authority:** Board of Governors

**Supersedes/Amends:** December 16, 2021

**Policy Number:** BD-15

---

### PREAMBLE

Concordia University (the “University”) confers honorary degrees as a way of honoring the exemplary contributions and accomplishments of distinguished individuals to a specific field or to society in general. Honorary degrees are awarded to inspire and celebrate excellence and shall reflect positively on the public reputation of the recipients as well as the University.

### SCOPE

This Policy applies to honorary degrees conferred by the University.

### PURPOSE

This Policy presents the selection and eligibility criteria, the types of degrees awarded and the nomination process.

### POLICY

#### Selection Criteria

1. A nominee must have sufficient stature and recognition to ensure that the awarding of an honorary degree brings credit to the University and to the academic community as a whole, upholds the values that lead to the advancement of learning and to the pursuit of greater knowledge and inspires students.
2. Candidates must meet one or more of the following criteria:
  - a) *Eminence in a field of activity or profession*  
Exceptional record of distinction and achievement in an academic field, in the creative or performing arts, or in a profession or discipline.
  - b) *Outstanding public or community service*  
Distinguished service to the community, locally, nationally, or internationally, or exceptional accomplishments having contributed to Canadian culture and society.

## POLICY ON THE AWARDING OF HONORARY DEGREES

---

Page 2 of 5

*c) Significant connection or benefaction to the University*

Extraordinary contribution to the development of the University or magnanimous contribution to the University, creatively, materially or financially.

### Eligibility and Exclusions

3. Nominations that reflect the diversity of the University community and Canadian society are encouraged.
4. For reasons of propriety, honorary degrees are not conferred to:
  - a) current members of the Board of Governors (the “Board”) or their family members;
  - b) current members of the Board of Directors or employees of the Concordia University Foundation, eConcordia or KnowledgeOne; or
  - c) current employees or students of the University.
5. Prudence shall also be shown in recommending honorary degrees to elected officials and holders of public office as well as any member of a university or faculty advisory committee.

### Types of Degrees Conferred

6. The Honorary Degree Committee of the Board (“HDC”) makes a recommendation on the type of honorary degree to confer. The following honorary degrees are most commonly conferred, although other degrees may be considered as appropriate:
  - a) *LLD (Doctor of Laws)*  
Awarded in recognition of exceptional service to the University or the community at large. This generic honorary degree is the most frequently awarded.
  - b) *DSc (Doctor of Science)*  
Awarded in recognition of outstanding achievement in science or engineering.

## POLICY ON THE AWARDING OF HONORARY DEGREES

---

Page 3 of 5

c) *DLitt (Doctor of Letters)*

Awarded in recognition of outstanding achievement in the humanities or literature.

d) *DFA (Doctor of Fine Arts)*

Awarded in recognition of outstanding achievement in visual or performing arts.

### Nomination

7. The Secretary of the HDC issues a call for nominations each year. Normally, such calls occur in the Spring and the Fall. Nominations may be submitted by relevant Faculty Council or by any member of the University community or by another person who has a substantial and enduring connection to the University. A nominator must not inform a nominee at any stage of the process that they have been nominated or approved to receive an honorary degree. A nominator shall not normally be a family member of a nominee.
8. Each nominator must complete and sign a confidential [Honorary Degree Nomination Form](#) containing a statement explaining why the University should award a degree to the nominee based on the criteria set out above. Each nomination must be accompanied by the nominee's résumé and must be forwarded to the Secretary of the HDC. The Secretary of the HDC acknowledges receipt of all nominations.
9. Nominations are received by the Secretary of the HDC who consults with the President and Vice-Chancellor (the "President"), when applicable, to decide whether or not the nomination should be returned to the nominator for further information, or be forwarded as is to the HDC for consideration.
10. All complete nominations are reviewed by the HDC, which evaluates the nominations in accordance with the criteria set out in this Policy. A slate of honorary degree recipients is approved by the Board upon recommendation of Senate.
11. Once approved by the Board, nominations are added to a pool of approved candidates, which is managed and reviewed annually by the Office of the President.

### Confidentiality

## POLICY ON THE AWARDING OF HONORARY DEGREES

---

Page 4 of 5

12. All nominations must be held in the strictest confidence by the nominator or nominating body, by members of the HDC and by members of Senate and the Board.

### Selection of Candidates for Convocation Ceremonies

13. Save in exceptional circumstances, there shall be no more than one honorary degree awarded at each convocation ceremony. While a candidate is invited to attend a specific convocation ceremony, the honorary degree is bestowed by the University and not by the relevant faculty.
14. The pool of approved candidates is forwarded to the President by the Secretary of the HDC. The President may confer in confidence with the Dean of each faculty, in a timely manner, in order to determine who is awarded the honorary degree at each of their respective convocation ceremonies. Candidates chosen are contacted directly by the President and invited to receive an honorary degree.
15. Save in exceptional circumstances, candidates must be present at the convocation ceremony to receive an honorary degree. Should a candidate who has accepted an invitation to receive an honorary degree be unable to attend a convocation ceremony, the degree may be awarded at another occasion, such as a major academic conference or major public event, as deemed appropriate by the President. A candidate who declines an invitation, or who cancels an invitation twice without reasonable cause, is removed from the pool of candidates and is not considered eligible for further nomination.
16. Where a candidate for an honorary degree approved for inclusion in the pool of candidates subsequently dies, the name is removed from the pool. Should a candidate who has accepted an invitation to receive an honorary degree die before the convocation at which it is to be awarded, the degree is not normally awarded posthumously, although the President, in consultation with the relevant Dean, is at liberty to consider making an exception to this rule.
17. Once the chosen candidates have accepted, their names and the ceremonies at which their degree is awarded is confirmed to the [Office of the Registrar](#) on a confidential basis and shall remain confidential until such time as a public announcement has been made by [University Communications Services](#) with respect to the convocation ceremonies.



## POLICY ON THE AWARDING OF HONORARY DEGREES

---

Page 5 of 5

### Revocation

18. In rare and exceptional circumstances, if the behavior of a recipient or maintaining their honorary degree may harm or undermine the University's reputation, or may be found to be inconsistent with the mission and values of the University, the honorary degree may be revoked or removed in accordance with the *Policy on Revocation of Awards and Other Types of Recognition* ([SG-15](#)).

### Policy Responsibility and Review

19. The overall responsibility for implementing and recommending amendments to this Policy shall rest with the Secretary-General.

Approved by the Board of Governors on March 23, 2009, and amended on November 17, 2011, November 16, 2012, April 26, 2013, June 11, 2015, December 16, 2021 and [insert date].

## POLICY ON THE AWARDING OF HONORARY DEGREES

---

**Effective date:** ~~December 16, 2021~~ [insert date]      **Approving Authority:** Board of Governors

**Supersedes/Amends:** ~~December 16, 2021~~ June 11, 2015      **Policy Number:** BD-15

---

### PREAMBLE

Concordia University (the “University”) confers honorary degrees as a way of honoring the exemplary contributions and accomplishments of distinguished individuals to a specific field or to society in general. Honorary degrees are awarded to inspire and celebrate excellence and shall reflect positively on the public reputation of the recipients as well as the University.

### SCOPE

This Policy applies to honorary degrees conferred by the University.

### PURPOSE

This Policy presents the selection and eligibility criteria, the types of degrees awarded and the nomination process.

### POLICY

#### Selection Criteria

1. A nominee must have sufficient stature and recognition to ensure that the awarding of an honorary degree brings credit to the University and to the academic community as a whole, upholds the values that lead to the advancement of learning and to the pursuit of greater knowledge and inspires students.
2. Candidates must meet one or more of the following criteria:
  - a) *Eminence in a field of activity or profession*  
Exceptional record of distinction and achievement in an academic field, in the creative or performing arts, or in a profession or discipline.
  - b) *Outstanding public or community service*  
Distinguished service to the community, locally, nationally, or internationally, or exceptional accomplishments having contributed to Canadian culture and society.

## POLICY ON THE AWARDING OF HONORARY DEGREES

---

Page 2 of 5

*c) Significant connection or benefaction to the University*

Extraordinary contribution to the development of the University or magnanimous contribution to the University, creatively, materially or financially.

### Eligibility and Exclusions

3. Nominations that reflect the diversity of the Concordia University community and Canadian society are encouraged.
4. For reasons of propriety, honorary degrees are not conferred to:
  - a) current members of the Board of Governors (the “Board”) or their family members;
  - b) current members of the Board of Directors or employees of the Concordia University Foundation, eConcordia or KnowledgeOne; or
  - c) current employees or students of the University.
5. Prudence shall also be shown in recommending honorary degrees to elected officials and holders of public office as well as any member of a university or faculty advisory committee.

### Types of Degrees Conferred

6. The Honorary Degree ~~and Convocation~~ Committee of the Board (“HDEC”) makes a recommendation on the type of honorary degree to confer. The following honorary degrees are most commonly conferred, although other degrees may be considered as appropriate:
  - a) *LLD (Doctor of Laws)*  
Awarded in recognition of exceptional service to the University or the community at large. This generic honorary degree is the most frequently awarded.
  - b) *DSc (Doctor of Science)*

## POLICY ON THE AWARDING OF HONORARY DEGREES

---

Page 3 of 5

Awarded in recognition of outstanding achievement in science or engineering.

c) *DLitt (Doctor of Letters)*

Awarded in recognition of outstanding achievement in the humanities or literature.

d) *DFA (Doctor of Fine Arts)*

Awarded in recognition of outstanding achievement in visual or performing arts.

### Nomination

7. The Secretary of the HDCC issues a call for nominations each year. Normally, such calls occur in the Spring and the Fall ~~of each year~~. Nominations may be submitted by the relevant Faculty Councils or, by any member of the Concordia University community or by a member of the general public another person who has a substantial and enduring connection to the University. A nominator must not inform a nominee at any stage of the process that they have been nominated or approved to receive an honorary degree. A nominator shall not normally be a family member of a nominee.
8. Each nominator must complete and sign a confidential Honorary Degree Nomination Form containing a statement explaining why the University should award a degree to the nominee based on the criteria set out above. Each nomination must be accompanied by the nominee's résumé and must be forwarded to the Secretary of the HDCC. The Secretary of the HDCC acknowledges receipt of all nominations.
9. Nominations are received by the Secretary of the HDCC who consults with the President and Vice-Chancellor (the "President"), when applicable, to decide whether or not the nomination should be returned to the nominator for further information, or be forwarded as is to the HDCC for consideration.
10. All complete nominations are reviewed by the HDCC, which evaluates the nominations in accordance with the criteria set out in this Policy. A slate of honorary degree recipients is approved by the Board upon recommendation of Senate.
11. Once approved by the Board, nominations are added to a pool of approved candidates, which is managed and reviewed annually by the Office of the President.

## POLICY ON THE AWARDING OF HONORARY DEGREES

---

Page 4 of 5

### Confidentiality

12. All nominations must be held in the strictest confidence by the nominator or nominating body, by members of the HDCC and by members of Senate and the Board.

### Selection of Candidates for Convocation Ceremonies

13. Save in exceptional circumstances, there shall be no more than one honorary degree awarded at each convocation ceremony. While a candidate is invited to attend a specific convocation ceremony, the honorary degree is bestowed by the University and not by the relevant Faculty/faculty.
14. The pool of approved candidates is forwarded to the President by the Secretary of the HDCC. The President may confers in confidence with the Dean of each Faculty/faculty, in a timely manner, in order to determine who is awarded the honorary degree at each of their respective convocation ceremonies. Candidates chosen are contacted directly by the President and invited to receive an honorary degree.
15. Save in exceptional circumstances, candidates must be present at the convocation ceremony to receive an honorary degree. Should a candidate who has accepted an invitation to receive an honorary degree be unable to attend a convocation ceremony, the degree may be awarded at another occasion, such as a major academic conference or major public event, as deemed appropriate by the President. A candidate who declines an invitation, or who cancels an invitation twice without reasonable cause, is removed from the pool of candidates and is not considered eligible for further nomination.
16. Where a candidate for an honorary degree approved for inclusion in the pool of candidates subsequently dies, the name is removed from the pool. Should a candidate who has accepted an invitation to receive an honorary degree die before the convocation at which it is to be awarded, the degree is not normally awarded posthumously, although the President, in consultation with the relevant Dean, is at liberty to consider making an exception to this rule.
17. Once the chosen candidates have accepted, their names and the ceremonies at which their degree is awarded is confirmed to the Office of the Registrar on a confidential basis and

## POLICY ON THE AWARDING OF HONORARY DEGREES

---

Page 5 of 5

shall remain confidential until such time as a public announcement has been made by [University Communications Services](#) with respect to the convocation ceremonies.

### Revocation

18. In rare and exceptional circumstances, if the behavior of a recipient or maintaining their honorary degree may harm or undermine the University's reputation, or may be found to be inconsistent with the mission and values of the University, the honorary degree may be revoked or removed in accordance with the *Policy on Revocation of Awards and Other Types of Recognition* ([SG-15](#)).

### Policy Responsibility and Review

19. The overall responsibility for implementing and recommending amendments to this Policy shall rest with the Secretary-General.

Approved by the Board of Governors on March 23, 2009, and amended on November 17, 2011, November 16, 2012, April 26, 2013, June 11, 2015, ~~and~~ December 16, 2021 and [insert date].



**JOINT MEETING OF THE BOARD OF GOVERNORS  
AND OF THE CORPORATION  
OPEN SESSION  
Meeting of December 14, 2023**

**AGENDA ITEM:** Human Resources Committee (HRC) recommendation: Review and recommendation regarding the *Policy on Employment and Remuneration of Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents* ([BD-8](#)) (the "Policy")

**ACTION REQUIRED:** For approval

**SUMMARY:** The Board of Governors (the "Board") is being asked to approve the revisions to the Policy.

**BACKGROUND:** In accordance with the *Policy on University Policies* ([SG-6](#)), the University Secretariat periodically conducts reviews of the University's policies and governance practises. Often, when such reviews are conducted, in the interest of staying abreast of new developments elsewhere, benchmarking exercises are also undertaken to verify the relevant practises at other Canadian universities. In addition, based upon feedback over a period of several years regarding the existing process, it appeared appropriate to evaluate whether a less onerous process could be recommended in the Policy.

In this context, a review of the Policy was undertaken, and a benchmarking exercise was conducted to analyze the existing frameworks and processes for the evaluation and renewal of Senior Non-Academic Administrators at other Canadian universities. The benchmarking exercise revealed that a number of Canadian universities had simpler processes than what is currently provided for under the Policy, and several consulted had no prescribed process at all.

Based upon the above, certain modifications to the Policy are being suggested to streamline the evaluation and renewal process for Senior Non-Academic Administrators. The revised process enables the President, to whom the Senior Non-Academic Administrators report, to have greater flexibility and to engage in a consultative process with pertinent units within the University when conducting such process and eliminates the evaluation committee in order to provide for a more efficient and less labour-intensive process. Certain other modifications are also being proposed, some of which were recommended by members of past evaluation committees.

The revisions to the Policy were recommended for approval of the Board by the HRC at its meeting of November 30, 2023

The complete marked up and clean versions of the Policy are attached.

**DRAFT MOTION:**

That, on recommendation of the Human Resources Committee, the Board of Governors approve the revisions to the *Policy on Employment and Remuneration of Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents* ([BD-8](#))

**PREPARED BY:**

Name: Secretary of the Board

Date: December 1, 2023



**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

**Effective Date:** [insert date]

**Approval Authority:** Board of Governors

**Supersedes /Amends:** September 16, 2021

**Policy Number:** BD-8

**Table of Contents**

PREAMBLE.....	2
SCOPE.....	2
PURPOSE.....	3
DEFINITIONS.....	3
POLICY.....	5
Chapter 1: Senior Administrators.....	5
Employment agreements.....	5
Teaching Responsibilities.....	5
Remuneration.....	6
Scholarly research allowance.....	9
Evaluation of the President or Senior Academic Administrators.....	9
Evaluation of Senior Non-Academic Administrators.....	12
Process for reaching a decision on a mid-term departure.....	12
Chapter 2: Deputy Provosts, Vice-Provosts and Associate Vice-Presidents.....	14
Employment agreements.....	14
Teaching Responsibilities.....	15
Remuneration.....	15
Scholarly research allowance.....	17
Performance review.....	18
Chapter 3: Administrative Leave.....	19
Chapter 4: Severance Pay.....	21
Chapter 5: Policy Responsibility and Review.....	23
Appendices.....	24

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 2 of 28

PREAMBLE

The [\*Règles budgétaires et calcul des subventions de fonctionnement aux universités du Québec\*](#) (the “*Règles budgétaires*”) govern, among other things, the Remuneration (as defined below) for certain senior administrative personnel of Quebec universities (section 5.11 of the *Règles budgétaires*) and affect several categories of Remuneration, including, but not limited to, annual salary and salary increases; stipends; bonuses; allowances, such as a car or housing allowance; payment or reimbursement of expenses, such as parking fees, membership in private clubs and private medical services; Administrative Leave (as defined below); and severance pay.

The conditions governing Remuneration provided for in the *Règles budgétaires* apply to the members of the senior administrative personnel listed in subparagraphs 1 and 3 of the second paragraph of section 4.4 of the [\*Act Respecting Educational Institutions at the University Level, CQLR, chapter E-14.1\*](#), which includes the positions of President, Provost, Vice-President, Chief Officer appointed by the Board of Governors (the “Board”), Secretary-General, Deputy Provost, Vice-Provost, Associate Vice-President and any other position of equivalent rank and responsibility.

These rules also call for the Board to adopt a remuneration framework which respects the conditions of Remuneration provided for in the *Règles budgétaires*. The remuneration framework includes, but is not limited to, resolutions, regulations, provisions, agreements, practices and policies such as the present Policy that deal with the Remuneration of senior administrative personnel.

SCOPE

This Policy shall apply to Senior Administrators (as defined below), Deputy Provosts, Vice-Provosts, Associate Vice-Presidents and any other position of equivalent rank and responsibility to any of those positions:

- a) who are newly appointed, reappointed, renewed or extended on or after May 1, 2018;  
or
- b) whose conditions of Remuneration were modified on or after May 1, 2018.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 3 of 28

This Policy shall be read in conjunction with any applicable legislation and any other applicable University policy, guideline, directive and the like.

PURPOSE

The purpose of this Policy is to establish the parameters of the Remuneration as well as the evaluation process for Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents and any other position of equivalent rank and responsibility to any of those positions.

DEFINITIONS

For the purposes of this Policy, the following definitions shall apply:

“Academic Administrator” means any Senior Academic Administrator, any Deputy Provost, any Vice-Provost, any Academic Associate Vice-President and any other position of equivalent rank and responsibility to any of those positions. Academic Administrators hold a position in the Concordia University Faculty Association (“CUFA”) bargaining unit before their appointment, or a position in CUFA or a comparable position is held for them upon the conclusion of the term of their administrative appointment.

“Academic Associate Vice-President” means an individual who reports to a Senior Academic Administrator and holds the position of Associate Vice-President.

“Administrative Leave” means a paid transition period during which the Academic Administrator may benefit from their Remuneration without having to perform the duties related to their administrative appointment. The purpose of this paid transition is to enable the Academic Administrator to update their skills, reintegrate into research networks and/or carry out any activity that would enable them to deepen their knowledge in order to exercise their professorial duties. The Administrative Leave shall not exceed 12 months.

“Associate Vice-President” means any Academic Associate Vice-President or any Non-Academic Associate Vice-President.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 4 of 28

“Benefits” means the benefits for which University employees may be eligible, such as group insurance, pension, leaves and the like, as amended from time to time.

“Chair” means the person who chairs an Evaluation Committee, namely the Chair of the Board or the President, as applicable, based upon the person to whom the position being evaluated reports.

“Election Procedures” means the relevant election procedures, which may be adopted from time to time by a particular union or other relevant group in the context of appointments of their members to committees.

“General Increase” means the base salary increase provided to the Senior Administrators, the Deputy Provosts, the Vice-Provosts and the Associate Vice-Presidents to recognize their additional experience and development in their position. The General Increase is one of the two components of the formula to determine the progression in the salary scale.

“Legislative Provisions” means any applicable legislative provision, budgetary rule, guideline, directive and the like.

“Nominal Academic Salary” means the salary an Academic Administrator would earn as a faculty member, i.e. the CUFA grid salary, plus supplements if applicable.

“Non-Academic Associate Vice-President” means an individual who reports to a Senior Administrator and holds the position of Associate Vice-President.

“Remuneration” means any amount paid for the fulfilment of any employment duties, including, but not limited to, annual base salary, stipends, allowances and the like.

“Senior Academic Administrator” means an individual who is appointed by the Board in an academic leadership position, including the Provost and Vice-President, Academic, the Vice-President, Research and Graduate Studies and any other position of equivalent rank and responsibility as determined by the Board.

## **POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS, DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 5 of 28

“Senior Administrator” means the President and Vice-Chancellor (the “President”), any Senior Academic Administrator, any Senior Non-Academic Administrator and any other position of equivalent rank and responsibility as determined by the Board.

“Senior Non-Academic Administrator” means an individual who is appointed by the Board in a non-academic leadership position and in any other position of equivalent rank and responsibility as determined by the Board.

### POLICY

#### Chapter 1: Senior Administrators

##### Employment agreements

1. The employment of a Senior Administrator shall be governed by an employment agreement that specifies the position, term, Remuneration, Benefits, severance and, when applicable, any Administrative Leave and any other relevant conditions of employment.
2. The employment agreement must conform to the University employment contract template and must be prepared by the Secretary-General, in consultation, when appropriate, with the Associate Vice-President, Human Resources, prior to its signature. It shall bear the signatures of the Senior Administrator, the President and the Chair of the Board.

##### Teaching Responsibilities

3. A President or a Senior Academic Administrator may be assigned teaching responsibilities as part of their appointment, at the discretion of the Chair of the Board in the case of the President and the President in the case of a Senior Academic Administrator. All such assigned courses shall be considered as part of the duties eligible for performance review. Such teaching responsibilities shall only be assigned to a President or a Senior Academic Administrator who holds a position in the CUFA bargaining unit before their appointment, or for whom a position in CUFA or a comparable position is held upon the conclusion of the term of their administrative appointment.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 6 of 28

Remuneration

4. The salary scale for Senior Administrators is contained in Appendices A and B and shall apply at the time of appointment. The salary scale shall be reviewed annually, normally with effect June 1.
5. The Remuneration of Senior Administrators at the time of appointment shall be approved by:
  - a) the Board, on recommendation of the Human Resources Committee of the Board (the “Human Resources Committee”) in the case of the President.
  - b) the President and reported to the Human Resources Committee in the case of all other Senior Administrators.

The Remuneration, Benefits and severance shall be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.

6. Any exceptions to the Remuneration, Benefits or severance provided for in this or any other applicable University policy to which a Senior Administrator would normally be entitled must be in accordance with applicable Legislative Provisions and shall be approved by:
  - a) the Board, on recommendation of the Human Resources Committee in the case of the President.
  - b) the Human Resources Committee and reported to the Executive Committee of the Board (the “Executive Committee”) in the case of all other Senior Administrators.
7. The Senior Administrators’ progression in the applicable salary scale shall be based on two components: the annual General Increase and the increase on the basis of the performance review, in each case, when applicable. Any such increases must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 7 of 28

- a) The Senior Administrators' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual General Increase.
  - b) The Senior Administrators' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual confidential performance review which shall be conducted as follows:
    - i. The Chair of the Board, in consultation with the Human Resources Committee, shall conduct the President's performance review. The Chair of the Board shall present their recommendations for approval to the Executive Committee, the essence of which shall be reported to the Board.
    - ii. The President shall conduct the performance review of all other Senior Administrators. The conclusions of the performance review exercise, including any salary increases, shall be reported to the Human Resources Committee on an annual basis.
8. Any salary adjustments resulting from the above must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions, and shall normally be made effective June 1.
9. Academic Administrators shall be excluded from the CUFA bargaining unit during the term of their administrative appointment and subsequent Administrative Leave. For the purposes of determining the salary of Academic Administrators who return to the CUFA bargaining unit upon the conclusion of the term of their administrative appointment, a Nominal Academic Salary shall be notionally maintained during the term of the administrative appointment and subsequent Administrative Leave by applying all of the adjustments accorded to members of CUFA to the Nominal Academic Salary of the Academic Administrators on the day they took office. The same conditions shall apply, adapted as required, to Academic Administrators appointed from outside of the University for whom a position in CUFA is held upon the conclusion of the term of their administrative appointment.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 8 of 28

10. In addition to base salary, Benefits and the Administrative Leave specific to Academic Administrators outlined in [Sections 59 to 69](#), the following benefits shall be provided to the Senior Administrators:
- a) A professional development allowance which shall not exceed the amount contained in Appendix C and enables Senior Administrators to maintain their professional activities or assist them with remaining current in their area of expertise.  
  
All expenses incurred for this purpose shall be governed by all applicable University policies, guidelines, directives and the like, and must be approved in advance by the person to whom the Senior Administrator reports. In no event may the professional development allowance be a personal advantage for the Senior Administrators.
  - b) An annual vacation of 25 days in addition to the various legal and University holidays. A maximum of 10 days may be carried from 1 year to the next, and this for 2 consecutive years. Should the accumulated vacation not be taken in the 3rd year, it shall be forfeited unless otherwise agreed upon with the Chair of the Board or the President, as applicable.
  - c) The reimbursement of membership fees of a professional order only if the designation is required to hold their specific position at the University.
  - d) Other applicable benefits in accordance with the relevant [Human Resources policies](#), as amended from time to time.
11. When Senior Administrators temporarily assume, in an interim situation, additional duties and responsibilities above the level of their primary position, they shall be entitled to receive a stipend. The stipend awarded shall be established by the President, in consultation with the Associate Vice-President, Human Resources.



**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 9 of 28

Scholarly research allowance

12. Senior Academic Administrators may receive a scholarly research allowance to maintain their research activities over the course of the term of their administrative appointment. This allowance, which does not constitute Remuneration, is made available for research purposes, including, but not limited to, the employment of research staff, the funding of graduate students and other research-related expenses. In no event may the scholarly research allowance be a personal advantage for the Senior Academic Administrators.

Evaluation of the President or Senior Academic Administrators

13. The maximum term that may be served in a particular office by a President or Senior Academic Administrator shall be set forth in the *Policy on Senior Administrative Appointments* ([BD-5](#)), as amended from time to time .
14. The Chair shall write to the President or to the Senior Academic Administrator during the penultimate year of the first term of their administrative appointment, requesting confirmation as to whether they wish to seek a second term. The President or the Senior Academic Administrator shall respond, in writing, within 10 working days. An absence of response within the deadline shall be construed as an indication that they do not wish to seek a second term.
15. If the President responds in the affirmative, the Board shall establish an Evaluation Committee composed of the 12 members below and shall ratify its membership.
- Chair
  - Three external members of the Board, appointed by the Executive Committee
  - Four full-time faculty members, one from each faculty, elected in accordance with the Election Procedures
  - One part-time faculty member, elected in accordance with the Election Procedures
  - One representative of the administrative and support staff, elected in accordance with the Election Procedures
  - One graduate student, appointed by the Graduate Students' Association
  - One undergraduate student, appointed by the Concordia Student Union

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 10 of 28

16. If the Senior Academic Administrator responds in the affirmative, the President shall establish an Evaluation Committee composed of 12 members as follows:
- Chair
  - One external member of the Board, appointed by the Executive Committee
  - Five full-time faculty members, two from the Faculty of Arts and Science and one from each of the other faculties, elected in accordance with the Election Procedures
  - One part-time faculty member, elected in accordance with the Election Procedures
  - One librarian, elected in accordance with the Election Procedures
  - One representative of the administrative and support staff from a unit where the position is being evaluated, elected in accordance with the Election Procedures
  - One graduate student, appointed by the Graduate Students' Association
  - One undergraduate student, appointed by the Concordia Student Union
17. The eligibility requirements to serve on the Board set forth in the University By-Laws shall apply, adapted as required, to faculty members, librarians, members of the administrative and support staff, and students appointed to serve on all evaluation committees established under this Policy.
18. Members of the Evaluation Committee shall serve as individuals and not as delegates of their constituencies. Each member is called upon to exercise their own judgment in the best interests of the University.
19. In conducting its review, the Evaluation Committee shall develop a list of criteria based upon the goals and objectives established at the time of the appointment as well as those established on an annual basis thereafter.
20. The President or the Senior Academic Administrator shall submit a self-evaluation report of no more than 15 pages, excluding appendices.
21. The Evaluation Committee shall solicit views from members of the University community by inviting brief written submissions with respect to the evaluation criteria referred to in [Section 19](#). Comments received shall be dealt with in accordance with the [Protocol for Receiving and Transmitting Comments Submitted to Evaluation Committees](#), as amended from time to time by the Executive Committee.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 11 of 28

22. The Evaluation Committees of the President and of the Senior Academic Administrators shall select a person, currently occupying or having recently occupied a comparable position at another University, to serve as a consultant to the Evaluation Committee and provide their feedback in the form of a detailed written report.
23. The Evaluation Committee shall examine any evidence that it feels it requires, solicited in the manner that it deems most appropriate.
24. Decisions shall be carried by a majority vote, unless the Evaluation Committee decides to set a higher standard. Voting shall be by secret ballot upon request of any member of the Evaluation Committee.
25. The Chair shall only vote when the outcome of a vote results in a tie. This in no way limits the Chair's right of expression during any or all proceedings.
26. The Evaluation Committee shall meet *in camera*, and its deliberations shall be strictly confidential.
27. In conducting its review, the Evaluation Committee shall ensure that due process is followed. For the purpose of this section, due process is defined as applying the rules of natural justice which comprise two elements:
  - a) *Audi alteram partem* - the duty to give persons affected by a decision a reasonable opportunity to be heard;
  - b) *Nemo iudex in causa sua debet esse* - the duty to reach a decision untainted by bias.
28. The report of the Evaluation Committee shall contain a reasoned recommendation as to the renewal of the President or the Senior Academic Administrator shall indicate the numerical vote.
29. The motion embodying the Evaluation Committee's recommendation shall be moved by the Chair of the Board in the case of the President and by the President in the case of any other Senior Academic Administrator.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 12 of 28

30. In the event that the Chair does not agree with the recommendation of the Evaluation Committee for the President or for a Senior Academic Administrator, they shall inform the Board as to their reasons for not supporting the recommendation.

Evaluation of Senior Non-Academic Administrators

31. The President shall write to the Senior Non-Academic Administrator during the penultimate year of the first or any subsequent term of their administrative appointment, requesting confirmation as to whether they wish to seek another term. The Senior Non-Academic Administrator shall respond, in writing, within 10 working days. An absence of response within the deadline shall be construed as an indication that they do not wish to seek another term.
32. If the Senior Non-Academic Administrator responds in the affirmative, the President shall conduct an evaluation of the Senior Non-Academic Administrator.
33. The President shall consult with members of the administrative units who report to the Senior Non-Academic Administrator and individuals who would most likely interact with them as well as the Human Resources Committee.
34. The President shall also solicit views from other members of the University community by inviting brief written submissions. Comments received shall be dealt with in accordance with the Protocol for Receiving and Transmitting Comments Submitted to Evaluation Committees, as amended from time to time by the Executive Committee and adapted as required.
35. The President may also take any other additional steps necessary to conduct the evaluation of the Senior Non-Academic Administrator.
36. The President shall provide the Board with their recommendation regarding the renewal of a Senior Non-Academic Administrator including their reasons for the recommendation.

Process for reaching a decision on a mid-term departure

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 13 of 28

37. In the event that the performance of the President is deemed by the Chair of the Board or by the Human Resources Committee (either as part of the annual performance review or otherwise) to be unsatisfactory, the Chair of the Board shall discuss the results with the President, and the Human Resources Committee shall so report, in writing, to the Executive Committee.
38. Should the Executive Committee agree with those findings and conclusions, the Board shall be consulted during a Closed Session meeting, excluding the President, to discuss the appropriate steps to be taken. Prior to the Board taking a formal vote on removal, the President shall be offered the choice of resigning.
39. For Senior Administrators whose performance has been unsatisfactory (either as part of the annual performance review or otherwise), the President shall discuss the results with the Senior Administrator. The President shall bring the matter to the attention of the Human Resources Committee to discuss the appropriate steps to be taken.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 14 of 28

Chapter 2: Deputy Provosts, Vice-Provosts and Associate Vice-Presidents

Employment agreements

40. The relevant Vice-President shall contact the Associate Vice-President, Human Resources prior to engaging in discussions with respect to all new hires, appointments, employment agreement renewals, transfers to new, existing or interim positions, and promotions.
41. Following consultation with the Associate Vice-President, Human Resources, the relevant Vice-President shall make a recommendation to the President regarding the conditions of an employment agreement.
42. The employment of a Deputy Provost, a Vice-Provost or an Associate Vice-President shall be governed by an employment agreement that specifies the position, term, Remuneration, Benefits, severance and, when applicable, any Administrative Leave and any other relevant conditions of employment.
43. The employment agreement must conform to the University employment contract template and must be prepared by the Associate Vice-President, Human Resources, in consultation, when appropriate, with the Secretary-General, prior to its signature. It shall bear the signatures of the Deputy Provost, the Vice-Provost or the Associate Vice-President, the relevant Vice-President and the President.
44. Initial employment agreements as well as renewals for Non-Academic Associate Vice-President positions shall normally be for a term of 5 years.
45. Initial employment agreements as well as renewals for Deputy Provost, Vice-Provost and Academic Associate Vice-President positions shall normally be for a 3 to 5-year term, with exceptions in cases of interim appointments, short-term extensions or other exceptional situations.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 15 of 28

46. When an employment agreement is renewed for the same position with no substantive change in job responsibility, the employment conditions shall normally remain the same, subject to this and any other applicable University policy as well as applicable Legislative Provisions. An employment agreement shall not be renewed without prior consultation with the Associate Vice-President, Human Resources and approval of the President and the relevant Vice-President.

Teaching Responsibilities

47. A Deputy Provost, a Vice-Provost or an Academic Associate Vice-President may be assigned teaching responsibilities as part of their appointment, at the discretion of the relevant Vice-President. All such assigned courses shall be considered as part of the duties eligible for performance review. Such teaching responsibilities shall only be assigned to a Deputy Provost, a Vice-Provost or an Academic Associate Vice-President who holds a position in the CUFA bargaining unit before their appointment, or for whom a position in CUFA or a comparable position is held upon the conclusion of the term of their administrative appointment.

Remuneration

48. The salary scales for Deputy Provosts, Vice-Provosts and Associate Vice-Presidents are contained in Appendix D and shall apply at the time of appointment. The salary scales shall be reviewed annually, normally with effect June 1.
49. The Remuneration of Deputy Provosts, Vice-Provosts and Associate Vice-Presidents at the time of appointment shall be approved by the President or the relevant Vice-President, as applicable, in consultation with the Associate Vice-President, Human Resources. The Remuneration, Benefits and severance shall be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 16 of 28

50. Any exceptions to the Remuneration, Benefits or severance provided for in this or any other applicable University policy to which a Deputy Provost, a Vice-Provost or an Associate Vice-President would normally be entitled must be in accordance with applicable Legislative Provisions and shall first be discussed with the Associate Vice-President, Human Resources. Recommendations shall then be presented by the relevant Vice-President to the President for approval.
51. The Deputy Provosts, Vice-Provosts and Associate Vice-Presidents' progression in the applicable salary scale shall be based on two components: the annual General Increase and the increase on the basis of the performance review, in each case, when applicable. Any such increases must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.
- a) The Deputy Provosts, the Vice-Provosts and the Associate Vice-Presidents' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual General Increase.
  - b) The Deputy Provosts, the Vice-Provosts and the Associate Vice-Presidents' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual confidential performance review conducted by the relevant Vice-President.
52. Any salary adjustments resulting from the above must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions, and shall normally be made effective June 1.
53. [Section 9](#) shall apply to Deputy Provosts, Vice-Provosts and Associate Vice-Presidents, adapted as required.
54. In addition to base salary, Benefits and the Administrative Leave specific to Academic Administrators outlined in [Sections 59 to 69](#) of this Policy, the following benefits shall be provided to the Deputy Provosts, Vice-Provosts and Associate Vice-Presidents:



**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 17 of 28

- a) A professional development allowance which shall not exceed the amount contained in Appendix E and enables Deputy Provosts, Vice-Provosts and Associate Vice-Presidents to maintain their professional activities or assist them with remaining current in their area of expertise.

All expenses incurred for this purpose shall be governed by all applicable University policies, guidelines, directives and the like, and must be approved in advance by the relevant Vice-President. In no event may the professional development allowance be a personal advantage for the Deputy Provosts, the Vice-Provosts or the Associate Vice-Presidents.

- b) An annual vacation of 25 days in addition to the various legal and University holidays. A maximum of 10 days may be carried from 1 year to the next, and this for 2 consecutive years. Should the accumulated vacation not be taken in the 3rd year, it shall be forfeited unless otherwise agreed upon with the relevant Vice-President, in consultation with the Associate Vice-President, Human Resources.
- c) The reimbursement of membership fees of a professional order only if the designation is required to hold their specific position at the University.
- d) Other applicable benefits in accordance with the relevant [Human Resources policies](#), as amended from time to time.

55. When Deputy Provosts, Vice-Provosts and Associate Vice-Presidents temporarily assume, in an interim situation, additional duties and responsibilities above the level of their primary position, they shall be entitled to receive a stipend. The stipend awarded shall be established by the relevant Vice-President, in consultation with the Associate Vice-President, Human Resources.

Scholarly research allowance

56. [Section 12](#) shall apply to Deputy Provosts, Vice-Provosts and Associate Vice-Presidents, adapted as required.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 18 of 28

Performance review

57. During the annual review referred to in [Section 51](#), the relevant Vice-President shall review the performance of the Deputy Provost, the Vice-Provost and the Associate Vice-President and their goals and objectives.
58. For Deputy Provosts, Vice-Provosts and Associate Vice-Presidents whose performance has been unsatisfactory (either as part of the annual performance review or otherwise), the relevant Vice-President shall discuss the results with the Deputy Provost, the Vice-Provost or the Associate Vice-President, as applicable. The relevant Vice-President shall bring the matter to the attention of the President, and the relevant Vice-President shall consult with the Associate Vice-President, Human Resources to discuss the appropriate steps to be taken.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 19 of 28

Chapter 3: Administrative Leave

59. A Senior Academic Administrator who completes one or two terms of an administrative appointment shall be entitled to a single, 1-year Administrative Leave. For greater clarity, an Administrative Leave shall not be prorated, and a Senior Academic Administrator shall not be entitled to an Administrative Leave if they do not complete the first full term of their administrative appointment.
60. A Senior Academic Administrator shall take their Administrative Leave as follows:
- a) at the conclusion of the first term of their administrative appointment, if not re-appointed for a second term; or
  - b) at the conclusion of the second and final term of their administrative appointment or earlier, if they do not complete their second term.
61. The Administrative Leave for a Senior Academic Administrator shall be established as set forth below. If the Administrative Leave is taken after the completion of:
- a) the first term of the administrative appointment and at any time prior to the completion of the second term of the administrative appointment, it will be established on the basis of the average base salary earned during the first term of the administrative appointment; or
  - b) the second and final term of the administrative appointment, it will be established on the basis of the average base salary earned during the second term of the administrative appointment.
62. For Deputy Provosts, Vice-Provosts and Associate Vice-Presidents, the Administrative Leave shall be established based upon 2 months of Administrative Leave per year of service in the administrative appointment, to a maximum of 1 year.
63. A Deputy Provost, a Vice-Provost or an Associate Vice-President shall take their Administrative Leave at the conclusion of the final term of their administrative appointment or earlier, if they do not complete their final term.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 20 of 28

64. The salary rate during the Administrative Leave for a Deputy Provost, a Vice-Provost and an Associate Vice-President shall be based on the average salary earned during the last 6 years of the administrative appointment or such lesser period adapted as required.
65. The Administrative Leave shall only be granted if the Academic Administrator returns to the professorial ranks immediately after the Administrative Leave.
66. No Administrative Leave shall be banked or otherwise deferred, and no monetary compensation in lieu of Administrative Leave shall be paid.
67. During the Administrative Leave, an Academic Administrator shall only be entitled to receive the base salary referred to in [Section 61](#) or [64](#), the professional development allowance and the continuation of the Benefits, as applicable.
68. Subject to the approval from the President or the relevant Vice-President, an Academic Administrator may, while on Administrative Leave, devote the equivalent of up to 1 day per week to relevant outside employment. If an Academic Administrator accepts any employment with another employer which exceeds the equivalent of 1 day per week, they must resign their position at the University and shall forfeit their entitlement to any Administrative Leave.
69. The Academic Administrator must return to the CUFA bargaining unit in order to take advantage of any of the privileges provided by the CUFA collective agreement (leaves, early retirement, etc.). The term(s) of the administrative appointment and the Administrative Leave will not count towards sabbatical eligibility. An Academic Administrator who retires from the University under the relevant section of the CUFA collective agreement during or following the term(s) of their administrative appointment are eligible for retirement-related remuneration only at the Nominal Academic Salary effective at the time of their retirement.
70. [Sections 59 to 69](#) shall apply to the President for whom a position in CUFA has been held upon the conclusion of the term of their administrative appointment.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 21 of 28

Chapter 4: Severance Pay

71. The Human Resources Committee shall establish the severance pay provisions for Senior Administrator, Deputy Provost, Vice-Provost and Associate Vice-President positions. The severance pay may not exceed 1 year of the base salary that they receive at the time of their departure, must be based on the duration of the continuous mandate and must respect all other conditions set forth in the *Règles budgétaires*, as amended from time to time, and all other applicable Legislative Provisions. The following, without limitation, are governing conditions pertaining to the payment of severance pay:
- a) No severance pay shall be granted to a Senior Administrator, a Deputy Provost, a Vice-Provost or an Associate Vice-President who:
    - i. is terminated with cause;
    - ii. resigns from their position; or
    - iii. ceases to exercise their duties as a Senior Administrator, a Deputy Provost, a Vice-Provost or an Associate Vice-President and who remains employed by the University.
  - b) The Senior Administrator, the Deputy Provost, the Vice-Provost or the Associate Vice-President shall not be entitled to any severance pay for the period during which they are employed or hold another paid position in a public or parapublic body. For greater clarity, the severance pay shall either immediately cease as soon as the Senior Administrator, the Deputy Provost, the Vice-Provost or the Associate Vice-President is employed or holds another paid position in a public or parapublic body during the severance period or the severance pay shall be reduced accordingly.
  - c) An Academic Administrator shall not benefit from both severance pay and Administrative Leave.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 22 of 28

72. If the President, the Senior Academic Administrator, the Deputy Provost, the Vice-Provost or the Associate Vice-President's employment is terminated without cause, they shall, if applicable, elect whether they wish to return to the professorial ranks or not, and the relevant provision(s) of [Section 71](#) shall apply.

DRAFT

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 23 of 28

Chapter 5: Policy Responsibility and Review

73. The Board shall approve this Policy.

Following its initial approval,:

- a) any modification to the salary scales, the General Increase and the maximum eligible percentage increase for performance shall be approved on an annual basis by:
  - i. the Executive Committee in the case of the President.
  - ii. the Human Resources Committee in the case of any other Senior Administrators.
- b) any modification to the professional development allowance amount shall be approved by:
  - i. the Executive Committee in the case of the President.
  - ii. the President in the case of any other Senior Administrators.

74. The overall responsibility for implementing and recommending amendments to this Policy shall rest with the Secretary-General, in collaboration with the Associate Vice-President, Human Resources.

Approved by the Board of Governors on September 18, 2002, and amended on May 18, 2006; June 7, 2013; May 20, 2015; December 14, 2016; December 9, 2020, September 16, 2021 and [insert date].

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 24 of 28

**Appendix A**

**Salary Scale for the President**

Last Updated: June 1, 2022

<b>Position</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
President	\$332,838	\$416,047	\$499,256

DRAFT



**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 25 of 28

**Appendix B**

**Salary Scale for Senior Administrators other than the President<sup>1</sup>**

Last Updated: June 1, 2022

<b>Positions</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Senior Administrator <sup>1</sup>	\$262,656	\$328,320	\$393,984

---

<sup>1</sup> See Appendix A for the salary range applicable to the President.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 26 of 28

**Appendix C**

**Professional Development Allowance for Senior Administrators**

Effective Date: June 1, 2022

<b>Positions</b>	<b>PDA Amount</b>
Senior Administrator	\$10,000

DRAFT

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 27 of 28

**Appendix D**

**Salary Scales for Deputy Provosts, Vice-Provosts and Associate Vice-Presidents**

Last Updated: June 1, 2022

<b>Positions</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Deputy Provost	\$227,775	\$284,877	\$341,978
Vice-Provost	\$194,234	\$228,511	\$262,787
Associate Vice-President	\$194,234	\$228,511	\$262,787

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 28 of 28

**Appendix E**

**Professional Development Allowance for  
Deputy Provosts, Vice-Provosts and Associate Vice-Presidents**

Effective Date: June 1, 2022

<b>Positions</b>	<b>PDA Amount</b>
Deputy Provost	\$7,500
Vice-Provost	\$5,000
Associate Vice-President	\$5,000



**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

**Effective Date:** ~~September 16, 2021~~ [insert date]

**Approval Authority:** Board of Governors

**Supersedes /Amends:** ~~December 9, 2020~~ ~~September 16, 2021~~ **Policy**  
**Number:** BD-8

**Table of Contents**

PREAMBLE.....	2
SCOPE.....	2
PURPOSE.....	3
DEFINITIONS.....	3
POLICY.....	5
Chapter 1: Senior Administrators.....	5
Employment agreements.....	5
Teaching Responsibilities.....	5
Remuneration.....	6
Scholarly research allowance.....	9
Evaluation of the President or Senior Academic Administrators.....	9
Evaluation of Senior Non-Academic Administrators.....	12
Process for reaching a decision on a mid-term departure.....	<del>13</del> <del>12</del>
Chapter 2: Deputy Provosts, Vice-Provosts and Associate Vice-Presidents.....	<del>15</del> <del>14</del>
Employment agreements.....	<del>15</del> <del>14</del>
Teaching Responsibilities.....	<del>16</del> <del>15</del>
Remuneration.....	<del>16</del> <del>15</del>
Scholarly research allowance.....	<del>18</del> <del>17</del>
Performance review.....	<del>19</del> <del>18</del>
Chapter 3: Administrative Leave.....	<del>20</del> <del>19</del>
Chapter 4: Severance Pay.....	<del>22</del> <del>21</del>
Chapter 5: Policy Responsibility and Review.....	<del>24</del> <del>23</del>
Appendices.....	<del>25</del> <del>24</del>

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 2 of 29

PREAMBLE

The Règles budgétaires et calcul des subventions de fonctionnement aux universités du Québec (the “*Règles budgétaires*”) govern, among other things, the Remuneration (as defined below) for certain senior administrative personnel of Quebec universities (section 5.11 of the *Règles budgétaires*) and affect several categories of Remuneration, including, but not limited to, annual salary and salary increases; stipends; bonuses; allowances, such as a car or housing allowance; payment or reimbursement of expenses, such as parking fees, membership in private clubs and private medical services; Administrative Leave (as defined below); and severance pay.

The conditions governing Remuneration provided for in the *Règles budgétaires* apply to the members of the senior administrative personnel listed in subparagraphs 1 and 3 of the second paragraph of section 4.4 of the [Act Respecting Educational Institutions at the University Level, COLR, chapter E-14.1](#), which includes the positions of President, Provost, Vice-President, Chief Officer appointed by the Board of Governors (the “Board”), Secretary-General, Deputy Provost, Vice-Provost, Associate Vice-President and any other position of equivalent rank and responsibility.

These rules also call for the Board to adopt a remuneration framework which respects the conditions of Remuneration provided for in the *Règles budgétaires*. The remuneration framework includes, but is not limited to, resolutions, regulations, provisions, agreements, practices and policies such as the present Policy that deal with the Remuneration of senior administrative personnel.

SCOPE

This Policy shall apply to Senior Administrators (as defined below), Deputy Provosts, Vice-Provosts, Associate Vice-Presidents and any other position of equivalent rank and responsibility to any of those positions:

- a) who are newly appointed, reappointed, renewed or extended on or after May 1, 2018;  
or
- b) whose conditions of Remuneration were modified on or after May 1, 2018.



## POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS, DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS

---

Page 3 of 29

This Policy shall be read in conjunction with any applicable legislation and any other applicable University policy, guideline, directive and the like.

### PURPOSE

The purpose of this Policy is to establish the parameters of the Remuneration as well as the evaluation process for Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents and any other position of equivalent rank and responsibility to any of those positions.

### DEFINITIONS

For the purposes of this Policy, the following definitions shall apply:

“Academic Administrator” means any Senior Academic Administrator, any Deputy Provost, any Vice-Provost, any Academic Associate Vice-President and any other position of equivalent rank and responsibility to any of those positions. Academic Administrators hold a position in the Concordia University Faculty Association (“CUFA”) bargaining unit before their appointment, or a position in CUFA or a comparable position is held for them upon the conclusion of the term of their administrative appointment.

“Academic Associate Vice-President” means an individual who reports to a Senior Academic Administrator and holds the position of Associate Vice-President.

“Administrative Leave” means a paid transition period during which the Academic Administrator may benefit from their Remuneration without having to perform the duties related to their administrative appointment. The purpose of this paid transition is to enable the Academic Administrator to update their skills, reintegrate into research networks and/or carry out any activity that would enable them to deepen their knowledge in order to exercise their professorial duties. The Administrative Leave shall not exceed 12 months.

“Associate Vice-President” means any Academic Associate Vice-President or any Non-Academic Associate Vice-President.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 4 of 29

“Benefits” means the benefits for which University employees may be eligible, such as group insurance, pension, leaves and the like, as amended from time to time.

“Chair” means the person who chairs an Evaluation Committee, namely the Chair of the Board or the President, as applicable, based upon the person to whom the position being evaluated reports.

“Election Procedures” means the relevant election procedures, which may be adopted from time to time by a particular union or other relevant group in the context of appointments of their members to committees.

“General Increase” means the base salary increase provided to the Senior Administrators, the Deputy Provosts, the Vice-Provosts and the Associate Vice-Presidents to recognize their additional experience and development in their position. The General Increase is one of the two components of the formula to determine the progression in the salary scale.

“Legislative Provisions” means any applicable legislative provision, budgetary rule, guideline, directive and the like.

“Nominal Academic Salary” means the salary an Academic Administrator would earn as a faculty member, i.e. the CUFA grid salary, plus supplements if applicable.

“Non-Academic Associate Vice-President” means an individual who reports to a Senior Administrator and holds the position of Associate Vice-President.

“Remuneration” means any amount paid for the fulfilment of any employment duties, including, but not limited to, annual base salary, stipends, allowances and the like.

“Senior Academic Administrator” means an individual who is appointed by the Board in an academic leadership position, including the Provost and Vice-President, Academic, the Vice-President, Research and Graduate Studies and any other position of equivalent rank and responsibility as determined by the Board.



**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 5 of 29

“Senior Administrator” means the President and Vice-Chancellor (the “President”), any Senior Academic Administrator, any Senior Non-Academic Administrator and any other position of equivalent rank and responsibility as determined by the Board.

“Senior Non-Academic Administrator” means an individual who is appointed by the Board in a non-academic leadership position and in any other position of equivalent rank and responsibility as determined by the Board.

POLICY

Chapter 1: Senior Administrators

Employment agreements

1. The employment of a Senior Administrator shall be governed by an employment agreement that specifies the position, term, Remuneration, Benefits, severance and, when applicable, any Administrative Leave and any other relevant conditions of employment.
2. The employment agreement must conform to the University employment contract template and must be prepared by the Secretary-General, in consultation, when appropriate, with the Associate Vice-President, Human Resources, prior to its signature. It shall bear the signatures of the Senior Administrator, the President and the Chair of the Board.

Teaching Responsibilities

3. A President or a Senior Academic Administrator may be assigned teaching responsibilities as part of their appointment, at the discretion of the Chair of the Board in the case of the President and the President in the case of a Senior Academic Administrator. All such assigned courses shall be considered as part of the duties eligible for performance review. Such teaching responsibilities shall only be assigned to a President or a Senior Academic Administrator who holds a position in the CUFA bargaining unit before their appointment, or for whom a position in CUFA or a comparable position is held upon the conclusion of the term of their administrative appointment.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 6 of 29

Remuneration

4. The salary scale for Senior Administrators is contained in Appendices A and B and shall apply at the time of appointment. The salary scale shall be reviewed annually, normally with effect June 1.
5. The Remuneration of Senior Administrators at the time of appointment shall be approved by:
  - a) the Board, on recommendation of the Human Resources Committee of the Board (the "Human Resources Committee") in the case of the President.
  - b) the President and reported to the Human Resources Committee in the case of all other Senior Administrators.

The Remuneration, Benefits and severance shall be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.

6. Any exceptions to the Remuneration, Benefits or severance provided for in this or any other applicable University policy to which a Senior Administrator would normally be entitled must be in accordance with applicable Legislative Provisions and shall be approved by:
  - a) the Board, on recommendation of the Human Resources Committee in the case of the President.
  - b) the Human Resources Committee and reported to the Executive Committee of the Board (the "Executive Committee") in the case of all other Senior Administrators.
7. The Senior Administrators' progression in the applicable salary scale shall be based on two components: the annual General Increase and the increase on the basis of the performance review, in each case, when applicable. Any such increases must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 7 of 29

- a) The Senior Administrators' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual General Increase.
- b) The Senior Administrators' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual confidential performance review which shall be conducted as follows:
  - i. The Chair of the Board, in consultation with the Human Resources Committee, shall conduct the President's performance review. The Chair of the Board shall present their recommendations for approval to the Executive Committee, the essence of which shall be reported to the Board.
  - ii. The President shall conduct the performance review of all other Senior Administrators. The conclusions of the performance review exercise, including any salary increases, shall be reported to the Human Resources Committee on an annual basis.
- 8. Any salary adjustments resulting from the above must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions, and shall normally be made effective June 1.
- 9. Academic Administrators shall be excluded from the CUFA bargaining unit during the term of their administrative appointment and subsequent Administrative Leave. For the purposes of determining the salary of Academic Administrators who return to the CUFA bargaining unit upon the conclusion of the term of their administrative appointment, a Nominal Academic Salary shall be notionally maintained during the term of the administrative appointment and subsequent Administrative Leave by applying all of the adjustments accorded to members of CUFA to the Nominal Academic Salary of the Academic Administrators on the day they took office. The same conditions shall apply, adapted as required, to Academic Administrators appointed from outside of the University for whom a position in CUFA is held upon the conclusion of the term of their administrative appointment.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 8 of 29

10. In addition to base salary, Benefits and the Administrative Leave specific to Academic Administrators outlined in ~~sections 55~~[Sections 59 to 6569](#), the following benefits shall be provided to the Senior Administrators:
- a) A professional development allowance which shall not exceed the amount contained in Appendix C and enables Senior Administrators to maintain their professional activities or assist them with remaining current in their area of expertise.  
  
All expenses incurred for this purpose shall be governed by all applicable University policies, guidelines, directives and the like, and must be approved in advance by the person to whom the Senior Administrator reports. In no event may the professional development allowance be a personal advantage for the Senior Administrators.
  - b) An annual vacation of 25 days in addition to the various legal and University holidays. A maximum of 10 days may be carried from 1 year to the next, and this for 2 consecutive years. Should the accumulated vacation not be taken in the 3rd year, it shall be forfeited unless otherwise agreed upon with the Chair of the Board or the President, as applicable.
  - c) The reimbursement of membership fees of a professional order only if the designation is required to hold their specific position at the University.
  - d) Other applicable benefits in accordance with the relevant [Human Resources policies](#), as amended from time to time.
11. When Senior Administrators temporarily assume, in an interim situation, additional duties and responsibilities above the level of their primary position, they shall be entitled to receive a stipend. The stipend awarded shall be established by the President, in consultation with the Associate Vice-President, Human Resources.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 9 of 29

Scholarly research allowance

12. Senior Academic Administrators may receive a scholarly research allowance to maintain their research activities over the course of the term of their administrative appointment. This allowance, which does not constitute Remuneration, is made available for research purposes, including, but not limited to, the employment of research staff, the funding of graduate students and other research-related expenses. In no event may the scholarly research allowance be a personal advantage for the Senior Academic Administrators.

Evaluation of the President or Senior Academic Administrators

13. The maximum term that may be served in a particular office by a President or Senior Academic Administrator shall be set forth in the *Policy on Senior Administrative Appointments (BD-5)*, as amended from time to time.
14. The Chair shall write to the President or to the Senior Academic Administrator during the penultimate year of the first term of their administrative appointment, requesting confirmation as to whether they wish to seek a second term. The President or the Senior Academic Administrator shall respond, in writing, within 10 working days. An absence of response within the deadline shall be construed as an indication that they do not wish to seek a second term.
15. If the President responds in the affirmative, the Board shall establish an Evaluation Committee composed of the 12 members below and shall ratify its membership.
- Chair
  - Three external members of the Board, appointed by the Executive Committee
  - Four full-time faculty members, one from each faculty, elected in accordance with the Election Procedures
  - One part-time faculty member, elected in accordance with the Election Procedures
  - One representative of the administrative and support staff, elected in accordance with the Election Procedures
  - One graduate student, appointed by the Graduate Students' Association
  - One undergraduate student, appointed by the Concordia Student Union

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 10 of 29

16. If the Senior Academic Administrator responds in the affirmative, the President shall establish an Evaluation Committee composed of 12 members as follows:

- Chair
- One external member of the Board, appointed by the Executive Committee
- Five full-time faculty members, two from the Faculty of Arts and Science and one from each of the other faculties, elected in accordance with the Election Procedures
- One part-time faculty member, elected in accordance with the Election Procedures
- One librarian, elected in accordance with the Election Procedures
- One representative of the administrative and support staff from a unit where the position is being evaluated, elected in accordance with the Election Procedures
- One graduate student, appointed by the Graduate Students' Association
- One undergraduate student, appointed by the Concordia Student Union

~~17.1. The Chair shall write to the Senior Non-Academic Administrator appointed for a fixed term during the penultimate year of the first or any subsequent term, as applicable, of their administrative appointment, requesting confirmation as to whether they wish to seek another term. The Senior Non-Academic Administrator shall respond, in writing, within 10 working days. An absence of response within the deadline shall be construed as an indication that they do not wish to seek another term.~~

~~18. If the Senior Non-Academic Administrator responds in the affirmative, the President shall establish an Evaluation Committee composed of seven members of the Board, appointed by the Executive Committee, as follows:~~

- ~~• Chair~~
- ~~• Two external members of the Board~~
- ~~• One internal member of the Board representing full time faculty~~
- ~~• One internal member of the Board representing part time faculty~~
- ~~• One internal member of the Board representing administrative and support staff~~
- ~~• One internal member of the Board representing students~~

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 11 of 29

- ~~19-17~~. The eligibility requirements to serve on the Board set forth in the University By-Laws shall apply, adapted as required, to faculty members, librarians, members of the administrative and support staff, and students appointed to serve on all evaluation committees established under this Policy.
- ~~20-18~~. Members of the Evaluation Committee shall serve as individuals and not as delegates of their constituencies. Each member is called upon to exercise their own judgment in the best interests of the University.
- ~~21-19~~. In conducting its review, the Evaluation Committee shall develop a list of criteria based upon the goals and objectives established at the time of the appointment as well as those established on an annual basis thereafter.
- ~~22-20~~. The President or the Senior Academic Administrator shall submit a self-evaluation report of no more than 15 pages, excluding appendices.
- ~~23-21~~. The Evaluation Committee shall solicit views from members of the University community in meetings and/or by inviting brief written submissions with respect to the evaluation criteria referred to in section 21Section 19. Comments received shall be dealt with in accordance with the Protocol for Receiving and Transmitting Comments Submitted to Evaluation Committees, as amended from time to time by the Executive Committee.
- ~~24-22~~. The Evaluation Committees of the President and of the Senior Academic Administrators shall select a person, currently occupying or having recently occupied a comparable position at another University, to serve as a consultant to the Evaluation Committee and provide their feedback in the form of a detailed written report.
- ~~25-23~~. The Evaluation Committee shall examine any evidence that it feels it requires, solicited in the manner that it deems most appropriate.
- ~~26-24~~. Decisions shall be carried by a majority vote, unless the Evaluation Committee decides to set a higher standard. Voting shall be by secret ballot upon request of any member of the Evaluation Committee.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 12 of 29

~~27-25.~~ The Chair shall only vote when the outcome of a vote results in a tie. This in no way limits the Chair's right of expression during any or all proceedings.

~~28-26.~~ The Evaluation Committee shall meet *in camera*, and its deliberations shall be strictly confidential.

~~29-27.~~ In conducting its review, the Evaluation Committee shall ensure that due process is followed. For the purpose of this section, due process is defined as applying the rules of natural justice which comprise two elements:

- a) *Audi alteram partem* - the duty to give persons affected by a decision a reasonable opportunity to be heard;
- b) *Nemo iudex in causa sua debet esse* - the duty to reach a decision untainted by bias.

~~30-28.~~ The report of the Evaluation Committee shall contain a reasoned recommendation as to ~~whether the renewal of the President or the Senior Administrator's performance warrants another term and~~ Academic Administrator shall indicate the numerical vote.

~~31-29.~~ The motion embodying the Evaluation Committee's recommendation shall be moved by the Chair of the Board in the case of the President and by the President in the case of any other Senior Academic Administrator.

~~32-30.~~ In the event that the Chair does not agree with the recommendation of the Evaluation Committee for the President or for a Senior Academic Administrator, they shall inform the Board as to their reasons for not supporting the recommendation.

Evaluation of Senior Non-Academic Administrators

~~31.~~ The President shall write to the Senior Non-Academic Administrator during the penultimate year of the first or any subsequent term of their administrative appointment, requesting confirmation as to whether they wish to seek another term. The Senior Non-Academic Administrator shall respond, in writing, within 10 working days. An absence of response within the deadline shall be construed as an indication that they do not wish to seek another term.



**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 13 of 29

32. If the Senior Non-Academic Administrator responds in the affirmative, the President shall conduct an evaluation of the Senior Non-Academic Administrator.
33. The President shall consult with members of the administrative units who report to the Senior Non-Academic Administrator and individuals who would most likely interact with them as well as the Human Resources Committee.
34. The President shall also solicit views from other members of the University community by inviting brief written submissions. Comments received shall be dealt with in accordance with the Protocol for Receiving and Transmitting Comments Submitted to Evaluation Committees, as amended from time to time by the Executive Committee and adapted as required.
35. The President may also take any other additional steps necessary to conduct the evaluation of the Senior Non-Academic Administrator.
36. The President shall provide the Board with their recommendation regarding the renewal of a Senior Non-Academic Administrator including their reasons for the recommendation.

Process for reaching a decision on a mid-term departure

- ~~33-37.~~ In the event that the performance of the President is deemed by the Chair of the Board or by the Human Resources Committee (either as part of the annual performance review or otherwise) to be unsatisfactory, the Chair of the Board shall discuss the results with the President, and the Human Resources Committee shall so report, in writing, to the Executive Committee.
- ~~34-38.~~ Should the Executive Committee agree with those findings and conclusions, the Board shall be consulted during a Closed Session meeting, excluding the President, to discuss the appropriate steps to be taken. Prior to the Board taking a formal vote on removal, the President shall be offered the choice of resigning.
- ~~35-39.~~ For Senior Administrators whose performance has been unsatisfactory (either as part of the annual performance review or otherwise), the President shall discuss the results with

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 14 of 29

the Senior Administrator. The President shall bring the matter to the attention of the Human Resources Committee to discuss the appropriate steps to be taken.

DRAFT

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 15 of 29

Chapter 2: Deputy Provosts, Vice-Provosts and Associate Vice-Presidents

Employment agreements

- 36-40. The relevant Vice-President shall contact the Associate Vice-President, Human Resources prior to engaging in discussions with respect to all new hires, appointments, employment agreement renewals, transfers to new, existing or interim positions, and promotions.
- 37-41. Following consultation with the Associate Vice-President, Human Resources, the relevant Vice-President shall make a recommendation to the President regarding the conditions of an employment agreement.
- 38-42. The employment of a Deputy Provost, a Vice-Provost or an Associate Vice-President shall be governed by an employment agreement that specifies the position, term, Remuneration, Benefits, severance and, when applicable, any Administrative Leave and any other relevant conditions of employment.
- 39-43. The employment agreement must conform to the University employment contract template and must be prepared by the Associate Vice-President, Human Resources, in consultation, when appropriate, with the Secretary-General, prior to its signature. It shall bear the signatures of the Deputy Provost, the Vice-Provost or the Associate Vice-President, the relevant Vice-President and the President.
- 40-44. Initial employment agreements as well as renewals for Non-Academic Associate Vice-President positions shall normally be for a term of 5 years.
- 41-45. Initial employment agreements as well as renewals for Deputy Provost, Vice-Provost and Academic Associate Vice-President positions shall normally be for a 3 to 5-year term, with exceptions in cases of interim appointments, short-term extensions or other exceptional situations.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 16 of 29

42-46. When an employment agreement is renewed for the same position with no substantive change in job responsibility, the employment conditions shall normally remain the same, subject to this and any other applicable University policy as well as applicable Legislative Provisions. An employment agreement shall not be renewed without prior consultation with the Associate Vice-President, Human Resources and approval of the President and the relevant Vice-President.

Teaching Responsibilities

43-47. A Deputy Provost, a Vice-Provost or an Academic Associate Vice-President may be assigned teaching responsibilities as part of their appointment, at the discretion of the relevant Vice-President. All such assigned courses shall be considered as part of the duties eligible for performance review. Such teaching responsibilities shall only be assigned to a Deputy Provost, a Vice-Provost or an Academic Associate Vice-President who holds a position in the CUFA bargaining unit before their appointment, or for whom a position in CUFA or a comparable position is held upon the conclusion of the term of their administrative appointment.

Remuneration

44-48. The salary scales for Deputy Provosts, Vice-Provosts and Associate Vice-Presidents are contained in Appendix D and shall apply at the time of appointment. The salary scales shall be reviewed annually, normally with effect June 1.

45-49. The Remuneration of Deputy Provosts, Vice-Provosts and Associate Vice-Presidents at the time of appointment shall be approved by the President or the relevant Vice-President, as applicable, in consultation with the Associate Vice-President, Human Resources. The Remuneration, Benefits and severance shall be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 17 of 29

~~46-50.~~ Any exceptions to the Remuneration, Benefits or severance provided for in this or any other applicable University policy to which a Deputy Provost, a Vice-Provost or an Associate Vice-President would normally be entitled must be in accordance with applicable Legislative Provisions and shall first be discussed with the Associate Vice-President, Human Resources. Recommendations shall then be presented by the relevant Vice-President to the President for approval.

~~47-51.~~ The Deputy Provosts, Vice-Provosts and Associate Vice-Presidents' progression in the applicable salary scale shall be based on two components: the annual General Increase and the increase on the basis of the performance review, in each case, when applicable. Any such increases must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions.

- a) The Deputy Provosts, the Vice-Provosts and the Associate Vice-Presidents' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual General Increase.
- b) The Deputy Provosts, the Vice-Provosts and the Associate Vice-Presidents' salary shall, when applicable, progress in the applicable salary scale on the basis of an annual confidential performance review conducted by the relevant Vice-President.

~~48-52.~~ Any salary adjustments resulting from the above must be in accordance with this and any other applicable University policy as well as applicable Legislative Provisions, and shall normally be made effective June 1.

~~49-53.~~ [Section 9](#) shall apply to Deputy Provosts, Vice-Provosts and Associate Vice-Presidents, adapted as required.

~~50-54.~~ In addition to base salary, Benefits and the Administrative Leave specific to Academic Administrators outlined in [Sections 59 to 69](#) of this Policy, the following benefits shall be provided to the Deputy Provosts, Vice-Provosts and Associate Vice-Presidents:

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 18 of 29

- a) A professional development allowance which shall not exceed the amount contained in Appendix E and enables Deputy Provosts, Vice-Provosts and Associate Vice-Presidents to maintain their professional activities or assist them with remaining current in their area of expertise.

All expenses incurred for this purpose shall be governed by all applicable University policies, guidelines, directives and the like, and must be approved in advance by the relevant Vice-President. In no event may the professional development allowance be a personal advantage for the Deputy Provosts, the Vice-Provosts or the Associate Vice-Presidents.

- b) An annual vacation of 25 days in addition to the various legal and University holidays. A maximum of 10 days may be carried from 1 year to the next, and this for 2 consecutive years. Should the accumulated vacation not be taken in the 3rd year, it shall be forfeited unless otherwise agreed upon with the relevant Vice-President, in consultation with the Associate Vice-President, Human Resources.
- c) The reimbursement of membership fees of a professional order only if the designation is required to hold their specific position at the University.
- d) Other applicable benefits in accordance with the relevant [Human Resources policies](#), as amended from time to time.

~~51.55.~~ When Deputy Provosts, Vice-Provosts and Associate Vice-Presidents temporarily assume, in an interim situation, additional duties and responsibilities above the level of their primary position, they shall be entitled to receive a stipend. The stipend awarded shall be established by the relevant Vice-President, in consultation with the Associate Vice-President, Human Resources.

Scholarly research allowance

~~52.56.~~ [Section 12](#) shall apply to Deputy Provosts, Vice-Provosts and Associate Vice-Presidents, adapted as required.

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 19 of 29

Performance review

~~53-57~~ During the annual review referred to in ~~section 47~~Section 51, the relevant Vice-President shall review the performance of the Deputy Provost, the Vice-Provost and the Associate Vice-President and their goals and objectives.

~~54-58~~ For Deputy Provosts, Vice-Provosts and Associate Vice-Presidents whose performance has been unsatisfactory (either as part of the annual performance review or otherwise), the relevant Vice-President shall discuss the results with the Deputy Provost, the Vice-Provost or the Associate Vice-President, as applicable. The relevant Vice-President shall bring the matter to the attention of the President, and the relevant Vice-President shall consult with the Associate Vice-President, Human Resources to discuss the appropriate steps to be taken.

DRAFT

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 20 of 29

Chapter 3: Administrative Leave

55-59. A Senior Academic Administrator who completes one or two terms of an administrative appointment shall be entitled to a single, 1-year Administrative Leave. For greater clarity, an Administrative Leave shall not be prorated, and a Senior Academic Administrator shall not be entitled to an Administrative Leave if they do not complete the first full term of their administrative appointment.

56-60. A Senior Academic Administrator shall take their Administrative Leave as follows:

- a) at the conclusion of the first term of their administrative appointment, if not re-appointed for a second term; or
- b) at the conclusion of the second and final term of their administrative appointment or earlier, if they do not complete their second term.

57-61. The Administrative Leave for a Senior Academic Administrator shall be established as set forth below. If the Administrative Leave is taken after the completion of:

- a) the first term of the administrative appointment and at any time prior to the completion of the second term of the administrative appointment, it will be established on the basis of the average base salary earned during the first term of the administrative appointment; or
- b) the second and final term of the administrative appointment, it will be established on the basis of the average base salary earned during the second term of the administrative appointment.

58-62. For Deputy Provosts, Vice-Provosts and Associate Vice-Presidents, the Administrative Leave shall be established based upon 2 months of Administrative Leave per year of service in the administrative appointment, to a maximum of 1 year.

59-63. A Deputy Provost, a Vice-Provost or an Associate Vice-President shall take their Administrative Leave at the conclusion of the final term of their administrative appointment or earlier, if they do not complete their final term.



**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 21 of 29

~~60-64~~. The salary rate during the Administrative Leave for a Deputy Provost, a Vice-Provost and an Associate Vice-President shall be based on the average salary earned during the last 6 years of the administrative appointment or such lesser period adapted as required.

~~61-65~~. The Administrative Leave shall only be granted if the Academic Administrator returns to the professorial ranks immediately after the Administrative Leave.

~~62-66~~. No Administrative Leave shall be banked or otherwise deferred, and no monetary compensation in lieu of Administrative Leave shall be paid.

~~63-67~~. During the Administrative Leave, an Academic Administrator shall only be entitled to receive the base salary referred to in ~~section 57 or 60~~ Section 61 or 64, the professional development allowance and the continuation of the Benefits, as applicable.

~~64-68~~. Subject to the approval from the President or the relevant Vice-President, an Academic Administrator may, while on Administrative Leave, devote the equivalent of up to 1 day per week to relevant outside employment. If an Academic Administrator accepts any employment with another employer which exceeds the equivalent of 1 day per week, they must resign their position at the University and shall forfeit their entitlement to any Administrative Leave.

~~65-69~~. The Academic Administrator must return to the CUFA bargaining unit in order to take advantage of any of the privileges provided by the CUFA collective agreement (leaves, early retirement, etc.). The term(s) of the administrative appointment and the Administrative Leave will not count towards sabbatical eligibility. An Academic Administrator who retires from the University under the relevant section of the CUFA collective agreement during or following the term(s) of their administrative appointment are eligible for retirement-related remuneration only at the Nominal Academic Salary effective at the time of their retirement.

~~66-70~~. Sections 5559 to 6569 shall apply to the President for whom a position in CUFA has been held upon the conclusion of the term of their administrative appointment.

Formatted: Font: Book Antiqua

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 22 of 29

Chapter 4: Severance Pay

67-71 The Human Resources Committee shall establish the severance pay provisions for Senior Administrator, Deputy Provost, Vice-Provost and Associate Vice-President positions. The severance pay may not exceed 1 year of the base salary that they receive at the time of their departure, must be based on the duration of the continuous mandate and must respect all other conditions set forth in the *Règles budgétaires*, as amended from time to time, and all other applicable Legislative Provisions. The following, without limitation, are governing conditions pertaining to the payment of severance pay:

- a) No severance pay shall be granted to a Senior Administrator, a Deputy Provost, a Vice-Provost or an Associate Vice-President who:
  - i. is terminated with cause;
  - ii. resigns from their position; or
  - iii. ceases to exercise their duties as a Senior Administrator, a Deputy Provost, a Vice-Provost or an Associate Vice-President and who remains employed by the University.
- b) The Senior Administrator, the Deputy Provost, the Vice-Provost or the Associate Vice-President shall not be entitled to any severance pay for the period during which they are employed or hold another paid position in a public or parapublic body. For greater clarity, the severance pay shall either immediately cease as soon as the Senior Administrator, the Deputy Provost, the Vice-Provost or the Associate Vice-President is employed or holds another paid position in a public or parapublic body during the severance period or the severance pay shall be reduced accordingly.
- c) An Academic Administrator shall not benefit from both severance pay and Administrative Leave.



**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 23 of 29

~~68-72.~~ If the President, the Senior Academic Administrator, the Deputy Provost, the Vice-Provost or the Associate Vice-President's employment is terminated without cause, they shall, if applicable, elect whether they wish to return to the professorial ranks or not, and the relevant provision(s) of ~~section 67~~[Section 71](#) shall apply.

DRAFT

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 24 of 29

Chapter 5: Policy Responsibility and Review

~~69-73.~~ The Board shall approve this Policy.

Following its initial approval,:

- a) any modification to the salary scales, the General Increase and the maximum eligible percentage increase for performance shall be approved on an annual basis by:
  - i. the Executive Committee in the case of the President.
  - ii. the Human Resources Committee in the case of any other Senior Administrators.
- b) any modification to the professional development allowance amount shall be approved by:
  - i. the Executive Committee in the case of the President.
  - ii. the President in the case of any other Senior Administrators.

~~70-74.~~ The overall responsibility for implementing and recommending amendments to this Policy shall rest with the Secretary-General, in collaboration with the Associate Vice-President, Human Resources.

Approved by the Board of Governors on September 18, 2002, and amended on May 18, 2006; June 7, 2013; May 20, 2015; December 14, 2016; December 9, 2020, ~~and~~ September 16, 2021, and insert date.



**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 25 of 29

**Appendix A**

**Salary Scale for the President**  
Last Updated: June 1, 2022

<b>Position</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
President	\$332,838	\$416,047	\$499,256

DRAFT



**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 26 of 29

**Appendix B**

**Salary Scale for Senior Administrators other than the President<sup>1</sup>**

Last Updated: June 1, 2022

<b>Positions</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Senior Administrator <sup>1</sup>	\$262,656	\$328,320	\$393,984

DRAFT

---

<sup>1</sup> See Appendix A for the salary range applicable to the President.



**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 27 of 29

**Appendix C**

**Professional Development Allowance for Senior Administrators**

Effective Date: June 1, 2022

<b>Positions</b>	<b>PDA Amount</b>
Senior Administrator	\$10,000

DRAFT

**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 28 of 29

**Appendix D**

**Salary Scales for Deputy Provosts, Vice-Provosts and Associate Vice-Presidents**

Last Updated: June 1, 2022

<b>Positions</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
Deputy Provost	\$227,775	\$284,877	\$341,978
Vice-Provost	\$194,234	\$228,511	\$262,787
Associate Vice-President	\$194,234	\$228,511	\$262,787



**POLICY ON EMPLOYMENT AND REMUNERATION OF SENIOR ADMINISTRATORS,  
DEPUTY PROVOSTS, VICE-PROVOSTS AND ASSOCIATE VICE-PRESIDENTS**

---

Page 29 of 29

**Appendix E**

**Professional Development Allowance for  
Deputy Provosts, Vice-Provosts and Associate Vice-Presidents**  
Effective Date: June 1, 2022

<b>Positions</b>	<b>PDA Amount</b>
Deputy Provost	\$7,500
Vice-Provost	\$5,000
Associate Vice-President	\$5,000



**JOINT MEETING OF THE BOARD OF GOVERNORS  
AND OF THE CORPORATION  
OPEN SESSION  
Meeting of December 14, 2023**

**AGENDA ITEM:** Appointments to the Board Standing Committees

**ACTION REQUIRED:** For approval

**SUMMARY:** Approval of the Board of Governors is being sought to fill vacancies on the Board Standing Committees.

**BACKGROUND:**

Employee Benefits Committee

The Employee Benefits Committee's (EBC) composition includes two (2) members who are members of the Pension Plan representing the active administrative and support staff to be nominated by such members through the Administrative and Support Staff Electoral College and appointed by the Board of Governors. The term of these members shall be two (2) years. For purposes of continuity within the Committee, the two-year terms shall be staggered.

One of the positions of the EBC will fall vacant as of December 31, 2023. The Electoral College has recommended the appointment of Faith Howard as a representative of the administrative and support staff.

Honorary Degree Committee

The Honorary Degree Committee (HDC) is composed of (i) at least six (6) Governors including the Chair of the Board of Governors and the President and Vice-Chancellor who are ex-officio members of the Committee, and (ii) three (3) Senators, one of whom shall be a Faculty Dean. The Committee is chaired by an external Governor and meets at the call of the Chair.

One position on HDC fell vacant as of August 31, 2023, and as such Bonnie Harnden is being nominated to serve on the HDC. They will serve as one of the Senators on the HDC.

**DRAFT MOTION:**

That, Faith Howard be nominated to the Employee Benefits Committee for a two-year term starting December 14, 2023.

That, Bonnie Harnden be nominated to the Honorary Degree Committee, for a term starting December 14, 2023, till the time they remain a member of Senate.

**PREPARED BY:**

Name: Secretary of the Board  
Date: November 18, 2023



## STANDING COMMITTEES OF THE BOARD OF GOVERNORS

Membership updates effective December 14, 2023

EMPLOYEE BENEFITS		HONORARY DEGREE	
<b>Members:</b>		<b>Members:</b>	
1	Bicher (C)	1	Chateram (C)
2	Antoniou (ex-off)	2	Antoniou (ex-off)
3	Carr (ex-off)	3	Carr (ex-off)
4	Di Grappa (ex-off)	4	Dayanandan
5	Chaikelson	5	Murdoch
6	Cooper	6	Raju
7	Fortin	7	Wener
8	Hansen	8	Wong
9	Howard		
10	Jamet		<u>Plus 3 Senators:</u>
11	Proppe	9	Barker (Faculty Senator)
12	Riley	10	Croteau (Faculty Dean)
13	Tsoublekas	11	Harnden (Faculty Senator)
Secretary: Gauthier		Secretary: Singh	



## **Report on Due Diligence**

**Presented to  
the Board of Governors of  
Concordia University**

*For the Reporting Period  
Q3 2023 (July, August, September)*

Pietro Gasparini, C.I.H.  
Director, Environmental Health & Safety  
November 20, 2023

## Table of Contents

Table of Contents .....	2
Section A: Leading Safety Key Performance Indicators.....	3
1. Safety & Security Training.....	3
2. Injury & Near-Miss Investigations.....	3
3. Preventative Internal Inspections & Assessments .....	4
4. Internal Non-Compliance Citations .....	5
5. Corrective Action Completion Rate .....	6
6. EHS Research Compliance Reviews .....	8
Section B: Traditional (Lagging) Safety Key Performance Indicators .....	9
7. Total Injuries.....	9
8. Work-Related Injuries.....	10
9. Workers' Compensation Claims .....	10
10. Lost-Time Days.....	12
11. Near-Misses.....	12
12. External Inspections .....	13
13. Regulatory Citations.....	15
14. Regulatory Fines .....	15
15. Hazardous Materials Emergency Responses.....	16

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. It also 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.

**Section A** presents the university’s Leading Safety Key Performance Indicators (KPIs). Leading Safety KPIs are metrics that are used to assess and measure proactive safety efforts within an organization. They are called "leading" because they provide insight into activities and behaviors that can help prevent accidents and incidents before they occur. Leading safety KPIs are typically used to monitor and improve safety performance and promote a safety culture within a workplace. The goal of tracking Leading Safety KPIs is to proactively identify and mitigate risks, promote a safety-conscious culture, and reduce the likelihood of accidents and incidents in the workplace.

**Section B** presents the university’s Lagging Safety Key Performance Indicators (KPIs). Lagging Safety KPIs are metrics that measure the outcomes and historical performance of safety within an organization. Unlike leading safety KPIs that focus on proactive measures to prevent incidents, lagging safety KPIs are used to assess the effectiveness of past safety efforts and to identify areas where improvements are needed. These indicators typically reflect incidents, accidents, and injuries that have already occurred.

## Section A: Leading Safety Key Performance Indicators

### 1. Safety & Security Training

During the period of July 1 to September 30, 2023, there were **1441** safety and security training participants, of which **1384** (96%) participated in training provided by Environmental Health & Safety and **57** (4%) participated in training provided by Campus Safety and Prevention Services. The Q3 training total in 2023 is 37% higher than in 2022, indicating a continued increase in activities on campus.

	2022 Q3 <i>July, Aug, Sept.</i>	2022 <i>Full Year</i>	2023 Q3 <i>July, Aug, Sept.</i>	2023 <i>Year To Date</i>
<b>Total Participants</b>	1054	5778	1441	3581

### 2. Injury & Near-Miss Investigations

Depending on the circumstances surrounding a reported injury or near-miss, EHS staff will conduct a formal investigation with supervisors. Investigations are conducted to determine the root causes of injuries and near-misses to prevent similar occurrences in the future, to determine compliance with applicable safety regulations, and to collect information for Workers' Compensation Claims (if applicable). In some instances, injury and near-miss investigations result in the assignment of corrective actions to prevent injury and near-miss reoccurrence (see Section 5).

For the period of July 1 to September 30, 2023, **18** injury investigations and **16** near-miss investigations were conducted. Six injury investigations were connected to work-related injuries with associated accepted CNESST claims. Eight near-miss investigations were associated with hazardous materials spills. The number of investigations is related to the number of reported injuries and near-misses.

Completing injury and near-miss investigations has become easier with the implementation of the My Workplace Health & Safety module in Unity, allowing EHS staff to complete comprehensive investigations faster. We will continue to prioritize injury and near-miss investigations given that they play an important role in improving safety, preventing future injuries, reducing costs, fostering a culture of safety within the university, and maintaining regulatory compliance.

	<b>2022 Q3</b> <i>July, Aug, Sept.</i>	<b>2022</b> <i>Full Year</i>	<b>2023 Q3</b> <i>July, Aug, Sept.</i>	<b>2023</b> <i>Year To Date</i>
<b>Injury Investigations</b>	8	39	18	44
<b>Near-Miss Investigations</b>	11	27	16	49
<b>TOTAL Investigations</b>	<b>12</b>	<b>66</b>	<b>34</b>	<b>93</b>

As described in the Q2 2023 report, the total number of both reported injuries and near-misses in 2023 have increased compared to 2022 due to the increased level of activity on the university’s campuses since the end of the pandemic (see Sections 7 and 11). Consequently, EHS staff are conducting more investigations.

### 3. Preventative Internal Inspections & Assessments

Preventative internal inspections and assessments refer to workplace inspections and risk assessments conducted by, or in collaboration with, EHS staff on university premises.

Workplace inspections involve a walkthrough of a place (e.g., research laboratory, studio, workshop, mechanical room) to determine the degree of compliance with both government regulations and internal policies and procedures. Inspections may result in internal non-compliance citations (Section 4) and require corrective actions (Section 5).

Risk assessments are considered more thorough evaluations with the objective of identifying all hazards and determining if the hazards can be eliminated. If elimination of the hazard is not possible, the risk assessment will determine how the hazard can be controlled. EHS also conducts ergonomic risk assessments. Ergonomic risk assessments are one-on-one evaluations of the risk of musculoskeletal injury; actions are then taken to prevent these injuries from occurring to the employee.

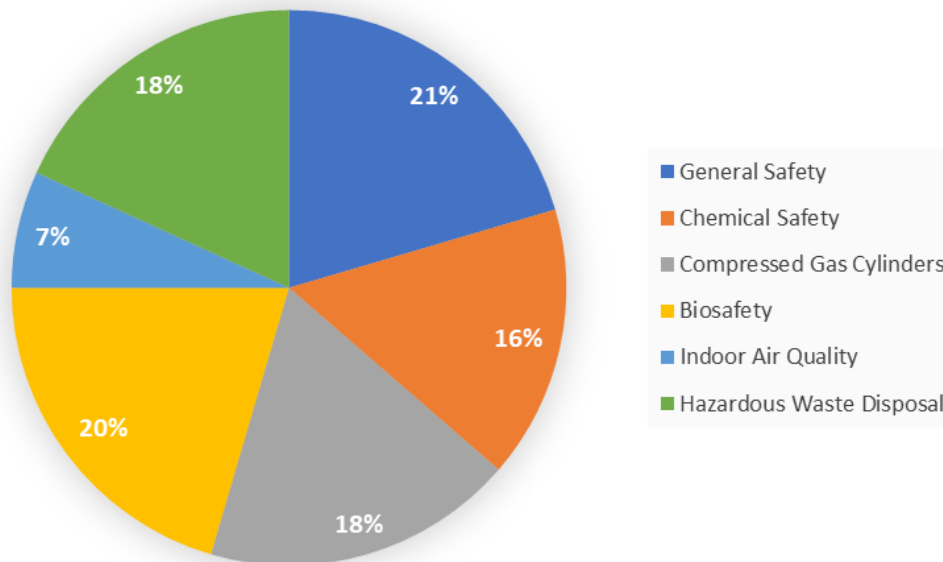
Workplace inspections and risk assessments are complementary; they form an integral part of the university’s comprehensive health and safety program. Both serve as a mechanism to determine compliance with government regulations and internal policies and procedures.

For the period of July 1 to September 30, 2023, **46** preventative internal inspections and assessments were conducted, of which 33 were individual ergonomic assessments and 13 were workplace inspections. During the pandemic, much effort was placed on educating employees working remotely on the importance of properly setting up their home office to avoid discomfort and injuries. As a result, for the past 2 years there has been a constant increase in requests for ergonomic assessments from the university community with 33 ergonomic assessments completed in Q3 2023 alone.



Year	Preventative Internal Inspections & Assessments
<b>2023 Q3</b> <i>July, Aug, Sept.</i>	46
<b>2023</b> <i>Year to Date</i>	116
<b>2022 Q3</b> <i>July, Aug, Sept.</i>	21
<b>2022</b> <i>Full Year</i>	145

Workplace inspections are conducted using a series of hazard-based inspection checklists. The pie chart below presents the percentage distribution for each hazard-based checklist used during workplace inspections conducted during Q3 2023.



Graph 1: Q3 2023 Percent Distribution of Hazard-Based Workplace Inspection

#### 4. Internal Non-Compliance Citations

EHS is mandated to monitor compliance with 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.

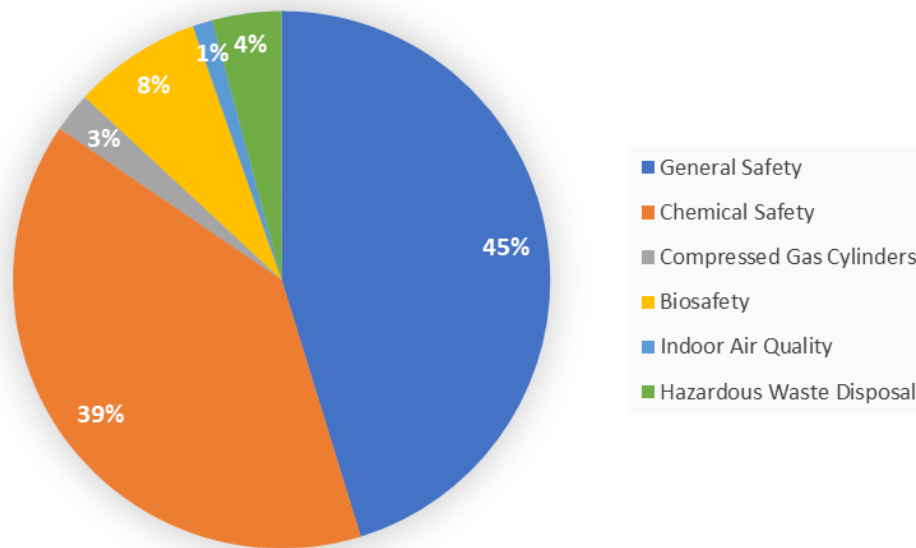
Most internal non-compliance citations result from preventative internal inspections and assessments, and injury and near-miss investigations. Identification of non-compliance issues and their subsequent correction improves the overall safety performance of the university prior to the intervention of regulatory bodies.

For the period of July 1 to September 30, 2023, there were **168** internal non-compliance citations, all identified during workplace inspections. The new workplace inspection application allowed the creation

of hazard-based checklists which are much more comprehensive than in the past. One inspection can verify up to 80 compliance points, therefore as noted in the table, workplace inspections generate more non-compliance citations than previously.

Year	Internal Non-Compliance Citations
<b>2023 Q3</b> <i>July, Aug, Sept.</i>	168
<b>2023</b> <i>Year To Date</i>	450
<b>2022 Q3</b> <i>July, Aug, Sept.</i>	43
<b>2022</b> <i>Full Year</i>	171

With the new workplace inspection application, it is possible to present the percentage distribution of the source of the internal non-compliance citations. Graph 2 illustrates what percentage of the 168 non-compliance citations were identified during workplace inspections using each of the hazard-based checklists.



*Graph 2: Q3 2023 Percent Distribution of Source of Internal Non-Compliance Citations*

## 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. These 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 inspections (Section 12) are accompanied by obligatory corrective actions and imposed deadlines. Internal non-compliance citations (Section 4) are also accompanied by obligatory corrective actions and target deadlines. This metric tracks the percentage of assigned corrective actions that are completed. This is tracked by calendar year until all actions are completed.

The most significant challenge we have is the time it takes to complete a corrective action. The enhanced reporting capabilities with the new Safety Corrective Action Application will help bring visibility to senior leadership on the outstanding corrective actions in their areas/sectors. It is important to note that when corrective actions cannot be completed and non-compliance poses a risk to employees or students, interim measures are put in place to ensure everyone’s safety.

**2023**

Table 1 presents the total number of corrective action status per assigned priority and Table 2 presents the same data as percentages. The status of “OPEN” indicates that the responsible individuals have been notified of the required safety corrective action and the deadline for completion has not passed. The status of “OVERDUE” indicates that the deadline to complete the corrective action has passed. The amount of time allotted to complete a corrective action is determined by the risk that the non-compliance presents to the health and safety of the employees and/or students.

An additional 188 corrective actions were assigned in Q3 2023, increasing the total count for 2023 to 523. The percentage of overdue corrective actions in Q3 (32.9%), is similar to Q2 (33.4%). EHS staff continue to provide support to supervisors on how to use the new corrective action application in My Workplace Health & Safety. EHS has begun to create a new self-directed safety training on workplace inspections and safety corrective actions for supervisors that not only explains the importance of workplace inspections but also demonstrates how to use the new corrective action application.

*Table 1: 2023 YTD Number of corrective actions per priority by status*

Corrective Action Status	Priority			Total Count
	High	Medium	Low	
Completed	127	59	77	263
Open	21	14	53	88
Overdue	70	51	52	172
<b>Total</b>	<b>218</b>	<b>124</b>	<b>181</b>	<b>523</b>

*Table 2: 2023 YTD Percentage of corrective actions per priority by status*

Corrective Action Status	Priority			Total Count
	High	Medium	Low	
Completed	58.3%	47.6%	42.5%	50.3%
Open	9.6%	11.3%	29.3%	16.8%
Overdue	32.1%	41.1%	28.2%	32.9%
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## Previous years

The following two tables provide information on the status of corrective actions according to the year when the corrective action was assigned. Corrective actions are left “OPEN” in the system until the permanent solution is implemented. EHS staff work closely with the individuals responsible to ensure no immediate safety concerns arise while awaiting permanent solutions, and temporary measures are put in place each time we are confronted with a hazardous situation that needs to be corrected if it cannot be addressed permanently in a timely manner.

Table 3: Number of corrective actions per year by status

Status	2015	2016	2017	2018	2019	2020	2021	2022
Completed	449	215	360	637	961	275	296	253
Open	0	0	0	18	264	0	2	6
Overdue	3	4	5	137	36	4	15	28
<b>Total</b>	<b>452</b>	<b>219</b>	<b>365</b>	<b>792</b>	<b>1261</b>	<b>279</b>	<b>313</b>	<b>287</b>

Table 4: Percentage of corrective actions per year by status

Status	2015	2016	2017	2018	2019	2020	2021	2022
Completed	99.3%	98.2%	98.6%	80.4%	76.2%	98.6%	94.6%	88.2%
Open	0%	0%	0%	2.3%	20.9%	0%	0.6%	2.1%
Overdue	0.7%	1.8%	1.4%	17.3%	2.9%	1.4%	4.8%	9.7%

## 6. EHS Research Compliance Reviews

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

Between July 1 to September 30, 2023, **17** EHS research compliance reviews were completed.

Year	EHS Research Compliance Reviews
<b>2023 Q3</b> <i>July, Aug, Sept</i>	17
<b>2023</b> <i>Year to Date</i>	35
<b>2022 Q3</b> <i>July, Aug, Sept</i>	15
<b>2022</b> <i>Full Year</i>	42

## 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 during, 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 of July 1 to September 30, 2023, **28** injuries were reported.

Year	Total Injuries
<b>2023 Q3</b> <i>July, Aug, Sept.</i>	28
<b>2023</b> <i>Year to Date</i>	81
<b>2022 Q3</b> <i>July, Aug, Sept.</i>	15
<b>2022</b> <i>Full Year</i>	74

Although the total for 2023-Q3 is higher than 2022-Q3, it is important to note that compared to pre-pandemic years, the value is reasonable; the number of reported injuries in 2019-Q3 was 44 and the 2018-Q3 value was 40.

For each injury reported, the source of the injury is identified. This allows trend identification and subsequent targeted prevention strategies. Chart 2 presents a breakdown of the reported injuries by source and by status of the injured individual.

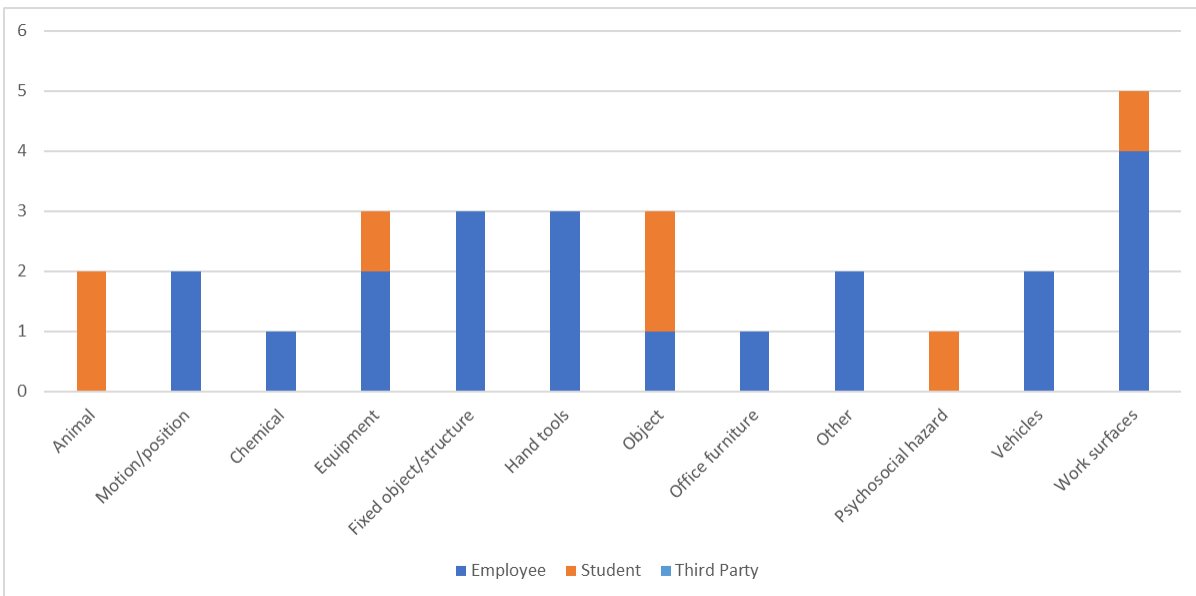


Chart 2: Q3 2023 Total Injuries by Source and by Status

## 8. Work-Related Injuries

Work-related injuries are a subset of the total injuries (Section 7), 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 when warranted, an investigation report with corrective actions is submitted to the employee's supervisor. Work-related injuries can occur on campus and off-campus.

For the period of July 1 to September 30, 2023, **20** of the 28 reported injuries (Section 7) were work-related.

Year	Work-Related Injuries
<b>2023 Q3</b> <i>July, Aug, Sept.</i>	20
<b>2023</b> <i>Year to Date</i>	41
<b>2022 Q3</b> <i>July, Aug, Sept.</i>	4
<b>2022</b> <i>Full Year</i>	37

The data highlights that as the level of activity on our campuses continues to increase, so will the number of total injuries (Section 7), work-related injuries, and worker's compensation claims (Section 9). Environmental Health and Safety will be putting additional resources on conducting preventative workplace inspections in the next quarter to identify and correct safety issues before they become the source of an injury.

## 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 of July 1 to September 30, 2023, there were **four (4)** accepted workers' compensation claims.

Year	Accepted Compensation Claims
<b>2023 Q3</b> <i>July, Aug, Sept.</i>	4
<b>2023</b> <i>Year to Date</i>	13
<b>2022 Q3</b> <i>July, Aug, Sept.</i>	2
<b>2022</b> <i>Full Year</i>	14

Table 5 below provides details on all accepted workers' compensation claims YTD for 2023. For each claim, the total number of lost-time days in 2023 is indicated, if applicable.

*Table 5: 2023 Accepted Workers' Compensation Claims*

<b>Date</b>	<b>Description</b>	<b>Location</b>	<b>Type of Injury</b>	<b>Union / Association</b>	<b>Lost-Time Days YTD</b>
07-Feb-23	The employee sustained a foot injury while opening a door, the handle came apart and fell onto their foot.	GA	Bruise, Contusion	N/A	0
12-Feb-23	The employee suffered a laceration while repairing the garage door.	GM	Cut, Laceration	CSN	0
09-Mar-23	The employee injured their back while working under a sink.	GM	Sprains, Strains, Tears	CSN	16
04-April-23	The employee sustained a concussion when they fell off a ladder.	GA	Concussion	CSN	7
26-April-23	The employee sprained their ankle while working.	JR	Sprains, Strains, Tears	CSN	31
02-May-23	The employee sustained an elbow injury by striking a pipe in a narrow area.	EV	Sprains, Strains, Tears	CSN	80
26-May-23	The employee sustained a concussion when they struck their head on the underside of the staircase.	EV	Concussion	N/A	4
09-June-23	The employee fractured their toe when a desk they were moving fell on their foot.	FB	Fracture	N/A	17
26-June-23	The employee experienced pain in their elbow and hand due to frequent and repetitive tasks.	H	Sprains, Strains, Tears	CSN	22
06-Jul-2023	The employee sprained their ankle when they tripped on the stairs.	SP	Sprains, Strains, Tears	CUFA	0
12-Jul-2023	The employee suffered a laceration on their toe when a paper cutter landed on their foot.	FB	Cut, Laceration	CUSSU	0
03-Aug-2023	The employee injured their shoulder while manipulating a heavy load.	SP	Sprains, Strains, Tears	CSN	0
11-Aug-2023	The employee sustained a laceration when they tripped and fell on the sidewalk due to an unknown individual on a bicycle.	FB	Cut, Laceration	CSN	10

**Financial Impact**

Throughout the year, the cost of individual claims impacts the annual premium paid, with the CNESST making periodic adjustments for the following three calendar years. The number and severity of the workplace injuries directly impacts the University's contribution and potential reimbursement. Aside from the multitude of prevention programs that aim to reduce the number of injuries, the management of

injuries, more specifically our return-to-work program, aims to reduce the cost of the injury claims and to keep the annual premium and the university's personalized rate as low as possible.

The cost allocated to a specific compensation claim file may fluctuate over the years due to the treatments an employee may require, to the occurrence of a relapse, or through various compensation cost-sharing initiatives suggested by EHS. The table below details, per calendar year, the amount attributed to the accepted workers' compensation claims along with the number of current active files.

The objective is to have as few workers' compensation claims as possible. However, in the eventuality that an employee does sustain an injury, the focus shifts to reducing the number of lost-time days and successfully reintegrating the employee into their pre-injury role. A quick and successful return to work not only benefits the employees' mental and physical well-being but also has a positive impact on the university's annual premium.

Period	Accepted claims	Active Files	Lost-Time Days	Financial Impact
<b>2023</b> <i>Year To Date</i>	13	1	187	+ 29 384\$
<b>2022</b> <i>Full Year</i>	14	1	566	+ 122 527\$

**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 July 1 to September 30, 2023, there were **10** lost-time days from work-related injuries that occurred in Q3 2023, plus an additional 21 lost-times days from work-related injuries that occurred in Q2.

Year	Lost-Time Days
<b>2023 Q3</b> <i>July, Aug, Sept.</i>	10
<b>2023</b> <i>Year to Date</i>	187
<b>2022 Q3</b> <i>July, Aug, Sept.</i>	19
<b>2022</b> <i>Full Year</i>	375

**11. Near-Misses**

A near-miss is the occurrence of an event on university property, arising out of, or during, a university-sanctioned activity attributable to any factor that could have caused either an injury or material damage.

For example, events such as tripping on a stair or slipping in a water puddle, where no injury occurred,

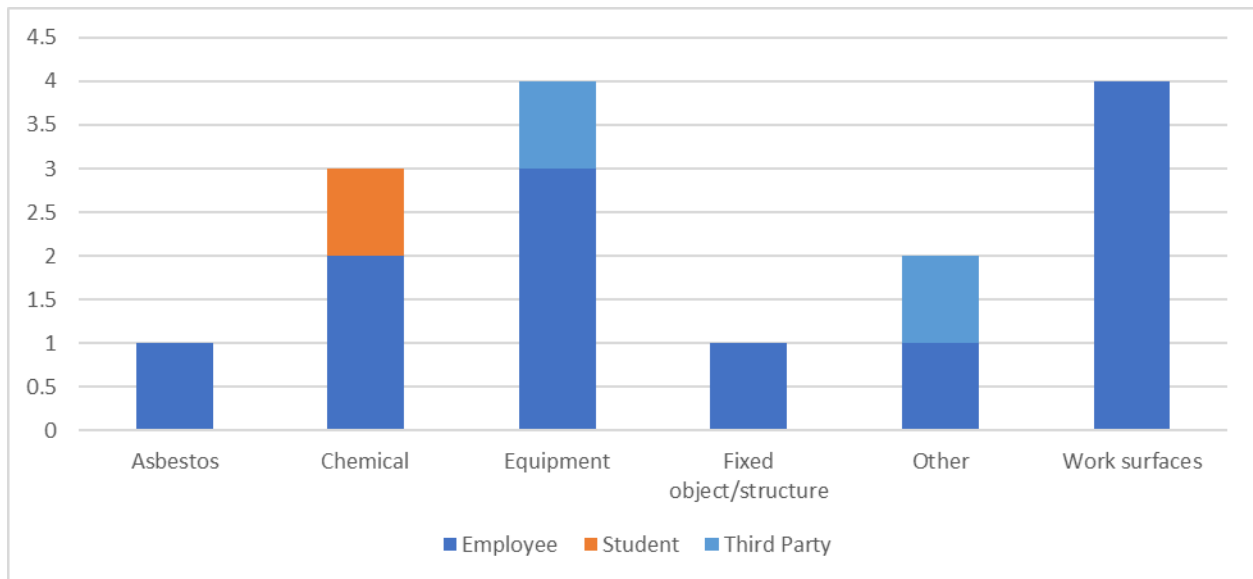


would be categorized as a near-miss. As per the University’s policy on Injury Reporting and Investigation (VPS-42), reporting of near-miss events is required.

For the period of July 1 to September 30, 2023, a total of **15** near-misses were reported. There has been an increase in near-miss reporting throughout 2023 given that the My Workplace Health and Safety module in Unity has simplified the reporting process, along with the communication campaign that accompanied the launch of this new reporting module. Additionally, the level of activity on our campuses has continued to increase to pre-pandemic levels.

Year	Near-Misses
<b>2023 Q3</b> <i>July, Aug, Sept.</i>	15
<b>2023</b> <i>Year to Date</i>	62
<b>2022 Q3</b> <i>July, Aug, Sept.</i>	14
<b>2022</b> <i>Full Year</i>	37

Near-misses are categorized by their source; examples include chemicals, equipment, and mold. The chart below presents the distribution of the sources of near-misses reported by the status of the individual who reported them.



Graph 3: Q3 2023 Near-Misses by Source and by Status

## 12. External Inspections

External Inspections refer to inspections or audits of university premises or safety programs conducted by government agencies or third parties (e.g., insurance providers). Third-party audits include those performed at the request of Environmental Health & Safety. These inspections and audits complement

EHS work and ensure that the university’s activities and facilities comply with all applicable legislation and regulations.

For the period of July 1 to September 30, 2023, there were **two (2)** external inspections by the CNESST. Both were follow-up inspections.

*Summary of CNESST Inspections by location/issue:*

1. *Employee complaint regarding exposure to silica, fiber glass, and metal dust in a research lab*

On June 26, 2023, a CNESST inspection occurred in a research laboratory following a complaint regarding exposure to silica, fiber glass, and metal dust. During the inspection, employees raised concerns regarding safety training and wearing personal protective equipment. The university did not receive any non-compliance citations; however, the inspector requested an action plan on how the supervisors will deal with the issues raised by the employees and students. The action plan was submitted to the CNESST on July 24, 2023. The inspector’s follow-up visit on July 26, 2023 was to verify the implementation of the action plan. The inspector was satisfied and indicated that another follow-up inspection would occur in the fall.

2. *NB Building (2085 Guy Street)*

The CNESST inspected the NB Building (2085 Guy Street; not currently used for university activities) on February 21, 2023, which resulted in 7 non-compliance citations for roof safety, machine safety, electrical safety, fire extinguisher, and egress issues. This was a routine inspection and was not the result of an employee complaint. A follow-up inspection occurred on April 17, 2023, after which 4 of the non-compliance issues were closed. A second follow-up inspection occurred on May 23, 2023, after which 2 of the non-compliance issues were closed. During the same inspection, two additional non-compliance issues were issued to the university, of which one was corrected immediately. Thus, a balance of 2 non-compliance issues remained with a deadline of July 22, 2023. A further follow-up inspection occurred on July 28, 2023; the inspector extended the deadlines for correcting the two remaining non-compliance issues to September 7, 2023. At the end of Q3, there were 2 non-compliance issues outstanding in the NB building (safety issue with electrical panel and lack of adequate roof fall prevention).

Year	External Inspections
<b>2023 Q3</b> <i>July, Aug, Sept.</i>	2
<b>2023</b> <i>Year to Date</i>	9
<b>2022 Q3</b> <i>July, Aug, Sept.</i>	1
<b>2022</b> <i>Full Year</i>	7

During the July 26, 2023 CNESST inspection, the inspector inquired about the designation of the university’s Health & Safety Representatives, as per the Act to modernize the occupational health and safety regime. Environmental Health & Safety is working with the Central Advisory Health & Safety

Committee and the employee unions and associations on the university’s implementation of the new requirements for the institutional health and safety committee and the designation of the Health & Safety Representatives.

**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, Canadian Council on Animal Care) 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.

From July 1 to September 30, 2023, the university received **one (1)** regulatory citation from *Service de sécurité incendie de Montréal* due to false fire alarm.

Year	Regulatory Citations
<b>2023 Q3</b> <i>July, Aug, Sept</i>	1
<b>2023</b> <i>Year to Date</i>	23
<b>2022 Q3</b> <i>July, Aug, Sept</i>	3
<b>2022</b> <i>Full Year</i>	7

**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, 2023, the university received no regulatory fines. However, in Q3 2023, the university received a \$2,700 fine from the *Service de sécurité incendie de Montréal* for the false fire alarm that occurred on May 21, 2023 (Q2); the year-to-date total for fines received was adjusted.

Year	Fines Received
<b>2023 Q3</b> <i>July, Aug, Sept</i>	\$0
<b>2023</b> <i>Year to Date</i>	\$16,950
<b>2022 Q3</b> <i>July, Aug, Sept</i>	\$0
<b>2022</b> <i>Full Year</i>	\$500

## 15. Hazardous Materials Emergency Responses

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

Between July 1 to September 30, 2023, there were **four (4)** hazardous materials emergency responses by the Hazardous Materials Spill Response Team.

Year	Hazardous Material Spill Responses
<b>2023 Q3</b> <i>July, Aug, Sept</i>	4
<b>2023</b> <i>Year to Date</i>	16
<b>2022 Q3</b> <i>July, Aug, Sept</i>	4
<b>2022</b> <i>Full Year</i>	13

The Department of Environmental Health and Safety thanks the Board of Governors for their usual thorough attention to the Due Diligence Report.



## REPORT TO THE BOARD OF GOVERNORS

GRAHAM CARR  
PRESIDENT AND VICE-CHANCELLOR

DECEMBER 2023

## INTRODUCTION

Unfortunately, one of the top-of-mind stories continues to be the Government of Quebec’s plan to substantially **increase tuition fees** for rest-of-Canada students attending traditionally anglophone universities – namely Concordia, Bishop’s and McGill. That in addition to reconfiguring the funding formula for international students. Since the announcement, I’ve met with both Premier **François Legault** and Minister of Higher Education **Pascale Déry**, with my counterparts from Bishop’s and McGill. We offered an unprecedented proposal to further the valorization of the French language – already prominent at Concordia. This would include compulsory French courses for all incoming students from outside of Quebec. The proposal was well received by the public and has prompted an (as of now unofficial) counter of \$12,000 (down from \$17,000) as leaked to *La Presse*. While a step in the right direction, this revised sum remains uncompetitive for many programs. The latest development is we’ve been informed that the Government of Quebec will be bringing its decision to the *Conseil des ministres*. We’ve asked for a postponement, as it’s already December and there’s still opacity in terms of details. Throughout this sequence, we’ve kept our community apprised of developments and the ramifications of any prohibitively drastic increases in tuition fees. My executive team and I have been clear with our community about the negative budgetary impact of any further decline in enrollment. This is on top of the measures we’re already applying to control our deficit, such as salary and hiring freezes, use of strategic reserve funds, and pausing capital and IT projects. As we navigate these challenges we remain resolutely committed to our mission, which is to support world-class teaching and research.

In developments tied to the **Middle East crisis**, I’d like to provide updates on an altercation that took place in Concordia’s Hall Building on November 8<sup>th</sup>. Two individuals, neither of whom are Concordians, were banned from our campus. We’re also investigating other possible violations of our Code of Rights and Responsibilities by individuals both internal and external to the university. At Senate and in messaging to the community, I’ve acknowledged the hurt and insecurity — both emotional and physical — that some members of our community are feeling. I have met with leaders from many student associations, as well as heads of our unions. Part of my message is that all of us must take to heart our collective responsibilities to be civil, respectful of the views of others, and empathetic to the pain and sense of powerlessness that is felt by all. Violence, hatred and intimidation have no place on campus or anywhere. I’ve also assembled an ad hoc advisory team of six faculty and one staff member with expertise in conflict resolution and mediation. Together we are working to develop a made-in-Concordia approach to changing the climate on our campus that will engage and involve our community in finding pathways to move forward positively in the future.

Concordia’s fall convocation took place on November 28<sup>th</sup> at Place des Arts. Our three honorary doctorate recipients were **Edward Rosenthal**, BA 74, for his contributions to innovation in the agricultural industry; **Farah Alibay**, an aerospace engineer who has worked on the *Perseverance Rover* that went to Mars and promotes inclusion in STEM fields; and **Anita Marangoly George**, a

business executive and leader of a sustainability fund for climate solutions in India. Approximately 1,200 students crossed the stage in three ceremonies. As always, it was a joyous occasion for them, their friends and families, as well as the staff and faculty who supported them during their studies at Concordia.

Concordia placed within the global top 100 universities (96<sup>th</sup> out of 1,397) in the second edition of the **2024 QS Sustainability Rankings**, in recognition of our action to tackle grand challenges pertaining to Environmental, Social and Governance (ESG) issues. Our ranking is an improvement over the first edition, where we placed in the 201-220 (out of the 700 institutions evaluated).

From October 31<sup>st</sup> to November 2<sup>nd</sup>, I travelled to New York and Boston to meet alumni and discuss potential university partnerships around decarbonization. In the same vein, I participated on a panel at the **Canadian Urban Institute's Summit on the State of Canada's Cities** in Ottawa on November 30<sup>th</sup>, where the discussion focused on effective ways to create transformational change at a policy making level which is then translated into practical action on the ground.

As this is the season of giving, I also want to applaud our community for surpassing our goal to raise \$200,000 in this year's **Centraide Campaign**. We had more donors than ever before in support of Centraide's work with some 375 agencies and projects and more than 800,000 individuals in Greater Montreal.

## AWARDS AND RECOGNITION

Concordia creative writing graduate **Sarah Bernstein**, BA 09, won the **Scotiabank Giller Prize** for her novel *Study for Obedience* (Knopf Canada, 2023). The prize is the biggest in Canadian literature, valued at \$100,000. In addition to winning the Giller Prize, Sarah was shortlisted for the Booker Prize. She was also named one of Granta's best young British novelists in 2023. Montreal-born, Sarah lives in Scotland where she's a Lecturer in Scottish Literature and Creative Writing at the University of Strathclyde in Glasgow.

Quebec's 2024 **Rhodes Scholar**-elect is recent Department of Journalism graduate **Bogdan Lytvynenko**. Recently, Bogdan was awarded a Joan Donaldson CBC News Scholarship to complete a four-month internship at CBC News and Centres in Toronto. Bogdan was further the recipient of the Frank B. Walker award and the *Montreal Gazette* Mike King Scholarship. This is the second Rhodes Scholar for Concordia in three years – a testament to the calibre of our student body.

Concordia aerospace engineering student **Marion Thénault** won aerials gold at the women's **World Cup** in Ruka, Finland on December 3<sup>rd</sup>. Marion, from Sherbrooke, Quebec, previously won Bronze at the Olympic games in Beijing in the inaugural Olympic mixed team aerials event.

A Concordia-student run literary journal, **Headlight Anthology**, won the **FORCES Avenir** award in the Arts, Literature and Culture category. Operating since 1998, the publication features poets,

writers and artists from Concordia, Montreal and beyond. The journal's editors – **Misha Solomon**, **Ariella Ruby** and **Alex Affonso** – are all in the MA in English – Creative Writing program.

**Riya Dutta**, a recent MASc in Software Engineering graduate, won the **national 3-Minute Thesis (3MT) showcase** held on November 10<sup>th</sup> during the 61<sup>st</sup> Canadian Association of Graduate Studies annual conference in Victoria, British Columbia. Her presentation titled "Like clean hands? Diversify your research!" encapsulated her outstanding research using a vocabulary that captivates all audiences in just under 180 seconds.

Former Concordia football Stinger **Kristian Matte** won the **Grey Cup** with the Alouettes in a 28-24 upset of the Winnipeg Blue Bombers on November 19<sup>th</sup>. An offensive lineman, Kristian has played 12 seasons in the CFL, all with the Als, and is the only remaining holdover from the Alouettes last Grey Cup victory in 2010. The Als banner finish to the season came after a dubious start; the team commenced in February without an owner and, with an 11-7 record, beat the defending champions and East Division leading Toronto Argonauts before defeating the Blue Bombers at the top of the West Division scoreboard.

At a breakfast on December 5<sup>th</sup>, we celebrated the academic achievements of 28 varsity athletes representing eight sports teams. **Academic All-Canadians** and **Academic All-Stars** were honoured for maintaining a GPA of 3.7 or greater while actively playing on their respective teams. In addition to these awards, special recognition was given to **Emmy Fecteau**, captain of the women's ice hockey team from Beauce, Quebec, and a 5<sup>th</sup> year student in the Bachelor of Education in English as a Second Language, was awarded the Joe and Ben Weider Athletic Leadership Award for her academic success, exemplary achievements in sport and stellar contributions to the wider community.

## TEACHING AND RESEARCH

**Daniela Giudici** (a political anthropologist and postdoctoral researcher from Italy) joined Concordia through the prestigious **Marie Skłodowska-Curie Postdoctoral Fellowship**. For the next two years, Daniela will be based in the Concordia University Ethnography Lab at Milieux, conducting research on urban transformations, under the supervision of **Kregg Hetherington** (Department of Sociology and Anthropology), co-director of the Speculative Life Research Cluster.

Space Concordia's **Starsailor** program has reached a new milestone. On December 4<sup>th</sup>, the group of Concordia students in the Space Concordia Rocketry division successfully executed a full-scale test of the university's first space launch vehicle. Starsailor is a 42-foot, bi-propellant, pressure-fed rocket. The test loaded the rocket with 430 litres of water as a stand-in for propellant, pressurized the tanks and flawlessly rehearsed the launch sequence. The Rocketry division's goal with Starsailor is to launch past the Kármán line (100 kilometres altitude) into space. This successful run brings the group one step closer to achieving their goal.



Each year, the **Royal Society of Canada** (RSC) welcomes more than 90 new members. Science, social sciences, arts and humanities researchers who have broken new ground in their respective fields are invited to join. After 25 years of membership, **Michel Laroche**, a professor in Concordia's Department of Marketing, has reached a career milestone earning a lifetime membership to the society. Michel was recognized alongside fellow inductees at the RSC's **Celebration of Excellence and Engagement** event in Waterloo, Ontario, from November 15<sup>th</sup> to 18<sup>th</sup>. The first professor at the John Molson School of Business to join the RSC, Michel has dedicated much of his life to research. Michel's main research interests are in advertising management, consumer behaviour modelling, social media/digital marketing, retailing, services marketing, marketing strategy, marketing communications, culture, multidisciplinary research and research methodology. In addition to his Lifetime Member status with the RSC, Michel is also a fellow of the American Psychological Association and a distinguished fellow of both the Society for Marketing Advances and the Academy of Marketing Science. He also holds the Royal Bank Distinguished Professorship in Marketing at the John Molson School.

**Ayhan Ince** (Department of Mechanical, Industrial and Aerospace Engineering) has been named a **Fellow** of the **American Society of Mechanical Engineers** (ASME). The fellowship is awarded to elected members of the society to recognize their outstanding achievements in the field of mechanical engineering, and contributions to the engineering profession and to ASME. The Fellow grade is a distinction among ASME members. Ayhan has been a faculty member at the Gina Cody School of Engineering and Computer Science since 2017. His research focuses on computational modeling in fatigue and fracture, machine learning-based deformation and damage modeling and peridynamics-based damage approaches. Over the course of his career, he has worked for General Motors Defense and General Dynamics Land Systems. He was also a faculty member at Purdue University in West Lafayette, United States, prior to joining Concordia. Ayhan holds a Ph.D. in Mechanical Engineering from the University of Waterloo. The ASME is a not-for-profit professional organization that enables collaboration, knowledge sharing, and skill development across all engineering disciplines. It helps the global engineering community develop solutions to real world challenges.

**Antoine Bilodeau** and **Mireille Paquet** (both from the Department of Political Science) received **\$283,380** from le **Secrétariat du Québec aux relations canadiennes** (SQRC) under the "Études québécoises" stream of the *Programme d'appui à la recherche* for their project "Initiative de recherche sur l'immigration, Phase 2 : Immigration, relations interculturelles et identité au Québec et dans les États multinationaux."

**Rolf Wuthrich** (Department of Chemical and Materials Engineering and the Department of Mechanical, Industrial and Aerospace Engineering) received an "Unlock Ideas" research donation from the **Lam Research Corporation** of **\$50,000** (USD).

A new course from Concordia's **Innovation Lab** is now open to undergraduate students from across disciplines. INTE 298 Innovation Models and Concepts offers students the opportunity to

focus their ideas, hone their skills and gain the necessary confidence to realize a variety of forward-looking projects. The course is led by **Ann-Louise Davidson** director of the Innovation Lab. Ann-Louise is also strategic advisor, innovation, for the Faculty of Arts and Science, professor of education and associate director of the Milieux Institute for Arts Culture and Technology. Ann-Louise wants prospective students to be prepared to *move* as the experience will be hands-on and out of the classroom as much as possible. Students can count on acquiring a set of refined tools and the necessary supports to guide them on their way. They can propose almost any project, but there is no expectation that they arrive with one in mind. The course is open to all undergraduate students, regardless of their program or major. For now, there are only 25 spots available.

Concordia Library's **Visualization Studio** is pushing the boundaries of immersive and interactive technologies by advancing teaching, learning and research and providing opportunities for multidisciplinary collaborations. Located at Concordia's **Webster Library**, the studio has been serving students and faculty since its official unveiling in late 2017. It was a key addition to the Webster Library's transformation project, inaugurated on March 23<sup>rd</sup>, 2018. Its innovative space offers immersive visualizations and analytics to support learning, teaching and research in all disciplines. It also serves as a teaching and presentation area for classes, seminars, conferences, thesis defences and showcases for industry partners. The Department of Music's **Ricardo Dal Farra** and **Eldad Tsabary** have been connecting their students to the studio's particular environment and interactive technological resources. Ricardo describes the studio as a fantastic resource where he brings his advanced electroacoustic music composition students. The Concordia Laptop Orchestra (CLOrk) — created by Eldad in collaboration with his students — has greatly benefitted from the studio's space. CLOrk uses it for innovative performances that have emphasized audience interaction and democratic setups for live spatial performances.

#### **Updates from 4<sup>TH</sup> SPACE**

The fall season kept things moving in multiple directions. The space was at capacity for a powerful discussion organized with **Harambec** that revisited the legacy of Black women's organizing in Montreal and Concordia's history of black women's studies.

**Thinking Allowed** was a three-day series of events and workshops held in October with special attention given to the history of IMAX filmmaking and theatre technology in Canada.

We were thrilled to open the doors of 4<sup>th</sup> SPACE for the **Open House** weekend in October and partnered with the School of Graduate Studies to invite four of Concordia's **Public Scholars** together to discuss their experiences and approach to diverse research practices.

**Gamerella** is a long-running project focusing on supporting marginalized game creators and aspiring game makers. A series of workshops were hosted by 4<sup>TH</sup> Space leading up to their annual Game Jam that took place November 11<sup>th</sup> and 12<sup>th</sup>.

**Rocking Those Mocs: Connecting to Culture**, organized by Indigenous Directions, took place at 4<sup>th</sup> SPACE on November 14<sup>th</sup> with an intimate conversation exploring the ways in which wearing moccasins can empower culture and identity.

The **Applied AI Institute Annual General Meeting** began as the directors looked back on the year's incredible rate of change for fields impacted by artificial intelligence before breaking out into an active workshop planning for the coming months.

4<sup>th</sup> SPACE works to support researchers responding to the changing demands for creating and measuring scholarly impact. An event co-hosted by **OVRGS** and the **Provost's Office** invited **Giovanna Lima** (from Erasmus University Rotterdam) to present the **Researcher Impact Framework** tool and engaged attendees in a practical hands-on workshop.

### **Milieux**

On November 3<sup>rd</sup> and 4<sup>th</sup> The Post-Image Research Cluster, led by co-directors **Deanna Bowen**, **Hannah Claus**, and **Juan Ortiz-Apuy** hosted the "**Visioning New Horizons**" symposium. This event focused on strategies, projects and policies to challenge colonial structures within Fine Arts institutions. Presented in collaboration with the Indigenous Futures Research Centre, the Faculty of Fine Arts, and Onkwehonwené:ha Research Chair, this two-day symposium featured talks, panels, and a finissage at the Indigenous-run artist centre daphne. The event featured a variety of external speakers from both local and national universities and the arts community and attendance was excellent, with sold-out in-person and impressive online presence.

Milieux collaborated with the Gina Cody School of Engineering and Computer Science to present a concert of music generated by Artificial Intelligence. Led by **Eldad Tsabary** (Department of Music), **Sabine Bergler** (Department of Computer Science and Software Engineering), and **Yong Zeng** (Concordia Institute for Information Systems Engineering), the concert took place at the Concordia's Black Box on November 23<sup>rd</sup>. This initiative was developed in the context of an ongoing interdisciplinary research project exploring the intersection of AI and music. Concordia graduate **Philon Nguyen** was the main research assistant and composer of the concert, which featured more 15 professional musicians.

On November 1<sup>st</sup>, the **Indigenous Futures Research Centre** (IFRC) collaborated with the **Just Feminist Technology and Scholarship Lab** to host a virtual artist talk, featuring Indigenous sisters **Kahentawaks** and **Wannekerakon Tiewishaw** of Revital Software and **Keara** and **Caeleigh Lightning** of Studio Ekosi. The event, co-sponsored by Aboriginal Territories in Cyberspace (AbTeC), explored the sisters' work, challenges and aspirations as Indigenous women in STEAM, emphasizing their commitment to Indigenous language and culture revitalization through software development and animated films. IFRC co-director **Jason Lewis** (Department of Design and Computation Arts) moderated the online talk.

TAG student **Richy Srirachanikorn** was a special guest presenter at the Canadian Association for Graduate Studies (CAGS) **3 Minute Thesis Competition** in Victoria, British Columbia, disseminating his Minecraft research conducted at the Milieux Institute in collaboration with **Bart Simon** and **Darren Wershler**.

TAG Research Centre's members **Lynn Hughes**, **JoDee Allen** and **Don Undeen** presented **The Other Market** project at London's "Do As You're Told?" Festival, organized by ZU-UK theatre company in collaboration with the Centre for Creative Futures University of Greenwich. A diverse audience had the opportunity to play the game at the festival on November 12<sup>th</sup>. The Other Market is a SSHRC-CRSH project focused on designing participatory immersive experiences. The team recently launched a website with information about the project.

On November 10<sup>th</sup>, the Concordia Ethnography Lab inaugurated the **Visual Methods Studio**, a new working group open to students and faculty from across departments interested in visual methods. Led by Concordia's **Carolina Cambre** and **Mitchell McLarnon**, professors in the Department of Education, served as a dedicated space for addressing questions and concerns related to visual research, visual analysis, visually representing research and more.

## UNIVERSITY ADVANCEMENT

The **Caisse de dépôt et placement du Québec** strengthened its support for innovation-related initiatives at the Gina Cody School of Engineering and Computer Science with a gift of **\$300,000**.

A donation of **\$100,000** from the **Luigi Liberatore Foundation** was made towards the 2023 Concordia Golf Classic in support of student scholarships.

**RBC Dominion Securities** also supported the 2023 Concordia Golf Classic with a gift of **\$25,000**.

**Nicholas J. Houseman**, MBA 99, furthered his support for undergraduate student bursaries with a gift of **\$30,000**.

**John De Vries**, BA 65, and his spouse made a bequest of 25 per cent of their estate towards bursaries for students enrolled in the Department of Sociology.

A donor who wishes to remain anonymous gave an additional **\$30,000** towards an endowment for undergraduate student aid.

A retired faculty member made a substantial bequest to supplement an endowment for Faculty of Arts and Science scholarships.

**Alumni engagement:**

An October 5<sup>th</sup> webinar entitled “How and when to talk about your disability in the workplace” was attended by 140 people. Panellists included: **Charles Altman**, BComm 00, advisor, Access Centre for Students with Disabilities; **Anna Barrafato**, MA 98, accessibility change lead, Equity Office, Office of the Provost and Vice-President, Academic; and **Moire Stevenson**, BA 07, lead, Disability Accommodations/Access Centre for Students with Disabilities.

“How employers can support women’s career advancement,” a live panel event held on October 18<sup>th</sup> as part of the National Bank Women in Leadership Speaker Series at the John Molson School of Business, featured: **Sofia Quilico**, regional vice-president, Wealth Management Solutions, National Bank Financial Wealth Management; **Estelle Champagne**, BComm 16, senior manager, Exclusive Remote Advisory Service, National Bank Financial Wealth Management; and **Alexandra Dawson**, professor, Department of Management. Moderated by **Tracy Hecht**, associate professor, Department of Management, the event was attended by more than 40 people.

A Women Who LEAD event on October 24<sup>th</sup> focused on athletics and leadership and featured a panel of Concordia experts: **Julie Chu**, head coach, Concordia Stingers women’s hockey; **Tenicha Gittens**, head coach, Concordia Stingers women’s basketball; **Katrina Monton**, BA 17, organizational psychologist; **Emmy Fecteau**, student and Stingers hockey player; and moderator **Jessica Rusnak**, BA 10, CBC sports reporter.

More than 40 people attended a webinar on October 26<sup>th</sup> titled “What to do with my BA degree?” Panellists included **Jason Kung**, BA 17, foreign service officer, Global Affairs Canada, and **Alexander Nowak**, BA 05, associate director, IE Business School.

**John Molson School Day** was commemorated by students, faculty and alumni alike on October 30<sup>th</sup>. The faculty day of pride included a lunch-and-learn session attended by students, faculty and alumni as well as a panel discussion on how to invest for impact with moderator **Amr Addas**, director, Van Berkom Investment Management Program, and alumni **Lucas Pontillo**, BComm 97, and **Andrea Kilibarda**, BComm 21.

## SERVICES AND SUSTAINABILITY SECTOR

Concordia received a **Grand Prix de la CNESST** (Quebec’s workplace health and safety board) for collaborative work between Environmental Health and Safety and Facilities Management to make routine elevator maintenance safer. The honour praises the university’s commitment to make routine elevator maintenance more secure and recognizes Concordia’s commitment to improving occupational health and safety at the university. Teams from both Environmental Health and Safety and Facilities Management developed a project to make regular elevator maintenance safer for university employees. The aim was to design less cumbersome and restrictive protective guards. Regular installed guards are often heavy to maneuver, which can cause workers to reposition them incorrectly after servicing or to remove them altogether. To eliminate these risks,

the teams installed access doors, hinges, slides, and handles on their guards, as well as a simple and quick locking structure. The result is a lightweight system that is easy to remove and replace. This initiative's cross-collaborative approach encouraged team members to think outside of the box and can serve as a model for other organizations and institutions.

### **Sustainability**

Campus Sustainability Month was celebrated October 1<sup>st</sup> to November 3<sup>rd</sup>:

- This 34-day celebration offered more than 200 hours of activities including 53 in-person, hybrid, and virtual events, and was hosted by 25 sustainability-focused campus organizations.
- There were five weeks of activities, each with its own theme: Biodiversity and Sustainable Agriculture week; Wellness Week; Zero Waste Week; Climate Action Week; and Fostering Community and New Futures week.
- Larger events averaged approximately 100 attendees.
- In particular, the Office of Sustainability hosted the following events: 2023 Sustainability Fair; Become a WWF Living Planet Leader at Concordia; The Greenwashing Pipeline: A workshop on greenwashing; Fly Less Concordia; Halloween Scary Movie Night (in partnership with Le Frigo Vert); and Good Grief: Channeling Eco-Grief and Eco-Anxiety into Art (partnership with the Zen Dens).

Concordia's Student Sustainability Ambassadors Program:

- On October 31<sup>st</sup>, the Sustainability Ambassadors Program Coordinator presented the university's *Student Sustainability Ambassadors Program* at the Global Conference on Sustainability in Higher Education (held in Boston), hosted by the Association for the Advancement of Sustainability in Higher Education.

### **Instructional and Information Technology Services**

As part of cybersecurity month in October, IITS released a communique to all community members, making them aware that they are expected to change their passwords every 12 months or immediately if there is any sign of compromise.

Three new cybersecurity measures have been announced by the Quebec government. IITS is actively assessing each of the new measures and compliance planning has started.

The Quebec Government issued a directive, effective November 3<sup>rd</sup> for all public organizations to ban the use of WeChat. The directive requires Concordia to block WeChat and/or delete all WeChat applications. Communications and technical strategy are in progress.

A virtual engagement platform was launched in October. This platform is aimed at engaging prospective and newly admitted students. It will facilitate communication and real-time data collection to guide our recruitment strategies and service delivery in a more timely and meaningful way throughout the recruitment cycle.

#### New approved projects:

Law 25 – Data Consent: IITS received approval to acquire a consent management platform, designed to enable end users to provide or withdraw their consent. Quebec’s Law 25 privacy legislation introduces significant changes to personal information protection requiring end users to provide explicit, informed, and specific consent for the sharing of their data both within and outside the institution. The project scope also includes establishing and executing a governance framework to ensure Concordia’s continuous compliance with Law 25.

#### Recreation and Athletics

- The women’s hockey team is ranked #1 in the nation with a current 10-0 league play record.
- Both the men’s and women’s hockey teams participated in “Pink in the Rink” to raise awareness and funds for the Quebec Breast Cancer Society. This initiative was organized and lead by two female Stinger Players, **Emmy Fecteau** and **Rosalie Begin-Cyr**.

#### Rugby:

- Five men rugby players were named to the **Réseau du sport étudiant du Québec (RSEQ) All-Star Team: Joe Mabi, Arthur Du Chaffaut, Cameron Harte, Calvin Mazloun, and Elliot Conyers.**
- Six female rugby players have been recognized as **RSEQ All-Stars** and award winners: **Mahalie Robinson, Anicha Anli, Leanne Duncan, Roxanne Galarneau, Meaghen Comeau, and Sarah Scott.**
- Both the women’s and men’s rugby teams played in the **semi-finals of the RSEQ** on October 14<sup>th</sup> and October 29<sup>th</sup>.

#### Football:

- Five football players have been named to the **RSEQ All-Star Team:** offensive lineman, **Karim Brissault**; defensive lineman, **Nicolas Roy**; running back, **Franck Tchembe**; linebacker, **Loïk Gagné**; and punter **Eric Maximuik.**
- On October 28<sup>th</sup>, **Olivier Roy** became the all-time passing yards leader and most touchdowns player in Concordia history (6414 yards; 40 touchdowns).

#### Wrestling:

- Both the men’s and women’s wrestling programs are ranked in the USport top 10.

#### **Business and Development**

Business Services now has a permanent location at the **Loyola Landing Service Hub** providing service and assistance with parking, lockers, DPrint and ID cards for the Loyola community. This is the first time that Business Services has had a central location in Loyola and thus far has proven to be a success with the number of students visiting our location. As part of our commitment to providing quality services on both campuses, starting December 4<sup>th</sup>, staff will be available five days a week (by appointment).

The Concordia BookStop, operated by Follett, now offers fairtrade chocolate in addition to fairtrade t-shirts. The recent addition of fairtrade chocolate meets Fairtrade Canada's requirements for a Fairtrade Campus Silver status.





**JOINT MEETING OF THE BOARD OF GOVERNORS  
AND OF THE CORPORATION  
OPEN SESSION  
Meeting of December 14, 2023**

**AGENDA ITEM:** Annual report from the Office of Rights and Responsibilities

**ACTION REQUIRED:** For information

**SUMMARY:** The *Code of Rights and Responsibilities* ([BD-3](#)) provides for the filing of an annual report detailing the activities of the Office of Rights and Responsibilities, including statistics on the complaints received, a copy of which shall be submitted to the Board of Governors for information purposes. The highlights of the report will be presented by the Director, Aisha Topsakal.

**PREPARED BY:**

Name: Secretary of the Board  
Date: December 7, 2023

OFFICE OF RIGHTS AND RESPONSIBILITIES  
Promoting Respect on Campus



ANNUAL REPORT 2022-2023

NOVEMBER 2023

CONCORDIA

**TABLE OF CONTENTS**

Office of Rights and Responsibilities: Annual Report 2022-2023 ..... 3

Introduction ..... 3

ORR’s Mandate..... 3

Policies that Guide ORR’s work..... 4

The ORR Team..... 4

Return to In-Person Activities ..... 4

Data Analysis and Statistical Review ..... 5

Complainant and Respondent Demographics ..... 7

Who is seeking assistance? ..... 7

Who are complaints being made against?..... 9

What infractions are reported to ORR?..... 10

When do members reach out to ORR? ..... 11

Education, Outreach, Promotion and Collaboration ..... 12

General Recommendations ..... 13

Closing Remarks ..... 13

**CHARTS AND TABLES**

TABLE 1: 3 YEAR ANNUAL COMPARISON OF TOTAL FILES..... 6

CHART A: DISTRIBUTION OF SERVICES ..... 6

CHART B: COMPLAINANT DEMOGRAPHICS (CASES) ..... 8

CHART C: COMPLAINANT DEMOGRAPHICS (CONSULTATIONS) ..... 8

CHART D: RESPONDENT DEMOGRAPHICS (CASES) ..... 9

CHART E: RESPONDENT DEMOGRAPHICS (CONSULTATIONS) ..... 9

TABLE 2: BREAKDOWN OF INFRACTIONS ..... 10

CHART F: MONTHLY DISTRIBUTION OF NEW REQUESTS FOR ASSISTANCE (372) ..... 11

CHART G: NEW SOC DISTRIBUTION BY MONTH ..... 12

## Office of Rights and Responsibilities: Annual Report 2022-2023

### Introduction

The present report refers to the activities of the Office of Rights and Responsibilities (“**ORR**” or the “**Office**”) from **May 1, 2022 to April 30, 2023**. Submitted to the Secretary-General each year, the ORR’s annual report aims to do the following:

- Offer an overview of the mandate of the Office;
- Present statistics on cases and consultations during the previous academic year;
- Make recommendations with respect to policies or operations of the Office.

The report is made available to the University community via [www.concordia.ca/rights](http://www.concordia.ca/rights). It is also submitted, for information purposes, to Concordia’s Senate and Board of Governors.

### ORR’s Mandate

The Office administers the Code of Rights and Responsibilities (the “**Code**”), which sets out the behavioral expectations that apply to all members of the University, including students, faculty, and staff. It explicitly prohibits a range of behaviours, such as threatening or violent conduct, sexual violence, sexual assault, harassment, and discrimination. The Code governs behavior that takes place on campus or on other premises during University activities or events.

When any University member has a behavioural concern, they may approach the Office to obtain impartial, confidential, and independent advice and support in resolving the situation. The Office helps members by reviewing all available options and assisting in selecting the most appropriate approach. Options include:

- Helping informally resolve disputes by providing shuttle diplomacy, mediation, crafting settlement agreements, and/or providing strategies for resolution;
- Initiating the appropriate formal complaint process, such as forwarding cases to the Office of Student Tribunals or to the appropriate human resources authority;
- Directing complainants to another, more appropriate mechanism for addressing their complaints, for example: union grievance, police complaints, etc.

In addition to resolving conflicts, the Office coordinates the University’s response in handling urgent cases and managing behaviours that may pose a danger or threat to our community. Members may approach the Office to flag any such behaviour. The Office then takes immediate steps to direct an appropriate and time-sensitive response, in consultation with colleagues from across the University.

The ORR frequently participates in committees and other University bodies mandated to address behavioural issues, such as the Standing Committee on Sexual Misconduct and Sexual Violence.

## Policies that Guide ORR's Work

In addition to administering the Code, the Office is guided in its work by several related University policies, including:

- *Policy Regarding Sexual Violence*
- *Protocol on the Coordination of Urgent Cases of Threatening or Violent Conduct*
- *Policy on Student Involuntary Leave of Absence ("POSILA")*
- *Policy on Harassment, Sexual Harassment and Psychological Harassment*

Each policy sets out timelines, decision-making structures, and a selection of appropriate responses to potential situations. The policies aim to guide difficult decisions so that they can be made in a timely manner with input from experts from across the University.

## The ORR Team

During the 2022-2023 year, the ORR team was composed of the following staff members:

- Director and Senior Advisor: Aisha Topsakal, the undersigned;
- Associate Advisor: Sarvi Ezzatpour;
- Department Assistant, shared with the Ombuds office: Andreea Constantinescu.

Unfortunately, our department assistant role was vacant from February 2023 until September 2023. Since the frontline role is key to the smooth functioning of our office, the vacancy was a difficult one to manage. However, we were able to maintain service due to the collaboration and assistance of various colleagues.

While we have a small team at ORR, we coordinate efforts with a vast number of colleagues to effectively address every dossier. On a daily basis, we collaborate with: Campus Safety and Prevention Services, Office of the Provost, Campus Wellness and Support Services, Sexual Assault Resource Centre, Equity Office, Legal Services, Employee and Labour Relations, Dean's Offices and Department Chairs. By coordinating actions and relying on the expertise of our colleagues, we were able to address the 400+ concerns and complaints brought to our office throughout the year.

## Return to In-Person Activities

The ORR team has been working on-site since August 2021 on a full-time basis. We share office space on the 10<sup>th</sup> floor of the GM building with our colleagues from the Ombuds Office, who also returned to campus at the same time.

The 2022-2023 year was marked by a return to in-person delivery of large presentations and workshops. Starting with the New Faculty Orientation at Loyola Campus on August 23, 2022, it was a pleasure to once again participate in a range of in-person activities for our community, after favouring remote presentations during the previous year.

When meeting with ORR advisors, our clients have continued to favour the convenience of remote meetings, despite our availability to meet on campus. We had roughly one or two in-person meetings per week throughout the academic year.

As we noted in last year's report, the ability to collaborate remotely has been beneficial in our most urgent files. Our Student of Concern ("SOC") files require us to pull together senior administrators from across the university for emergency meetings.

We will continue to offer whichever service is preferable for our clients. In rare but critical situations, we do mandate in-person meetings. For example, when working with Campus Safety to assess concerning behaviour, we typically ask the individual to meet us on campus.

## Data Analysis and Statistical Review

### Activity Summary and Breakdown of Requests for Assistance

The Office categorizes its assistance to members in the following ways:

- **Consultations:** ORR provides information and guidance but usually does not play an active role in the conflict or concern.
- **Formal and informal cases:** ORR provides advice and may also directly intervene, review evidence or play an ongoing role in the situation. This can include forwarding a complaint to the appropriate authority. In informal cases, ORR typically assists in reaching a voluntary agreement to resolve a dispute.
- **Student of Concern ("SOC")/POSILA:** A SOC file is opened when a student is identified as presenting a potential threat or danger to themselves or others. ORR typically assembles a Case Team to review these files and recommend appropriate actions. Measures can include various interventions, such as connecting students with appropriate resources, restricting campus access, or placing a student on a leave of absence.

An ORR dossier typically begins as a consultation. If it ultimately evolves into a case, it is only counted once when reporting the data. Cases are generally categorized as behavioural issues under the Code or as SOC files under POSILA.

In the 2022-2023 reporting period, ORR received **372 new requests for assistance**, compared to 357 new requests recorded in the previous reporting period. In addition to new files, we managed 32 ongoing files carried over from the previous year, for a **total of 404 active files**, compared to a total of 394 active files in the previous reporting period.

Below, you will find a 3-year comparison of total active files processed by ORR in the relevant reporting periods. Our file numbers have remained fairly consistent.

**TABLE 1: 3 YEAR ANNUAL COMPARISON OF TOTAL FILES PROCESSED IN REPORTING YEAR (NEW AND CONTINUING)**

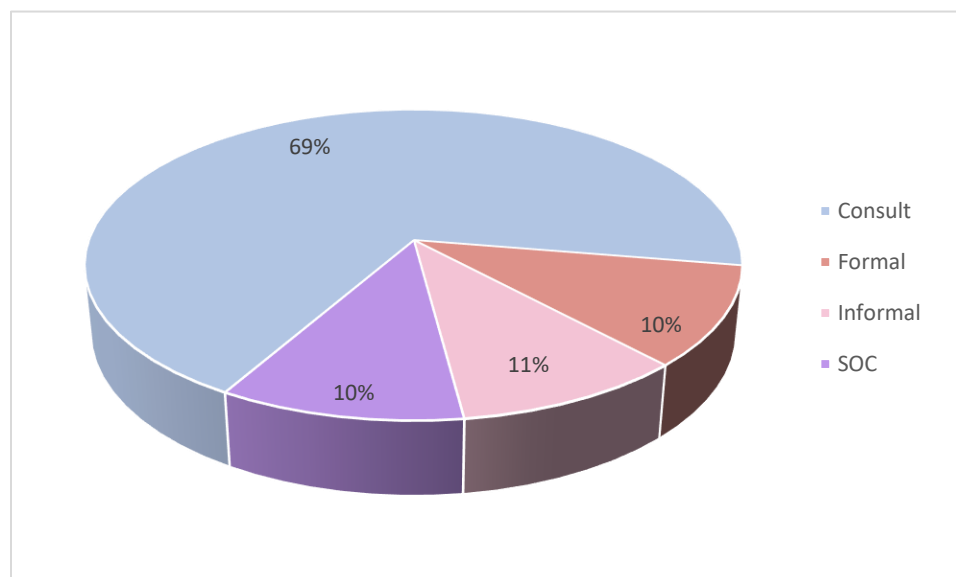
Year	Informal	Formal	SOC	Consults	Total
2022-2023	44	40	40	280	<b>404</b>
2021-2022	68	31	44	251	<b>394</b>
2020-2021	94	44	43	249	<b>430</b>

SOC files represent some of the most challenging cases at ORR, often involving complex problems of mental health and requiring threat assessments in collaboration with colleagues from across the university. This year, ORR had 40 active SOC files, similar to numbers in previous years.

The relative distribution of services remained consistent with previous years. As illustrated in the chart below, consultations accounted for a vast majority of services provided in 2022-2023. This year, a greater number of complainants opted to file formal complaints, while fewer pursued informal resolution.

When advising members on whether to pursue informal or formal mechanisms, we weigh a multitude of factors, including the seriousness of the behaviour reported and whether there appear to be conditions favorable to reaching a voluntary agreement. Ultimately, however, it is the right of the complainant to decide whether to file an informal or formal complaint.

**CHART A: DISTRIBUTION OF SERVICES (2022-2023)**



## Complainant and Respondent Demographics

In the charts that follow, we take a closer look at our Complainant and Respondent demographics in both our complaint and consultation files.

The following definitions apply when we consider demographics:

- **Student** - Members registered in any academic program on a full-time or part-time basis, independent students, members registered in non-credit courses, auditors, exchange students and visiting students.
- **Staff** - Full-time and part-time employees who are not faculty members and/or do not perform administrative and/or supervisory functions as specified in the 'Administration' category.
- **Faculty** - Full-time and part-time professors including extended and/or limited term appointments, visiting lecturers, etc.
- **Administration** - Employees and/or units who fulfill specific administrative and/or supervisory functions including Deans, Associate Deans, Department Chairs, Campus Security, Residence Life, Directors, etc.
- **Other** - Non-members including alumni, contractors, non-academic visitors, volunteers, etc.
- **Joint** - Two or more Complainants and/or Respondents from different demographic categories
- **N/A** - Complainants and/or Respondents who are unknown, unidentified, or anonymous. Complainants in the 'N/A' category are typically anonymous and seeking consultation services from the Office, while Respondents in this category are generally either unknown to the Complainant or not identified by the Complainant.

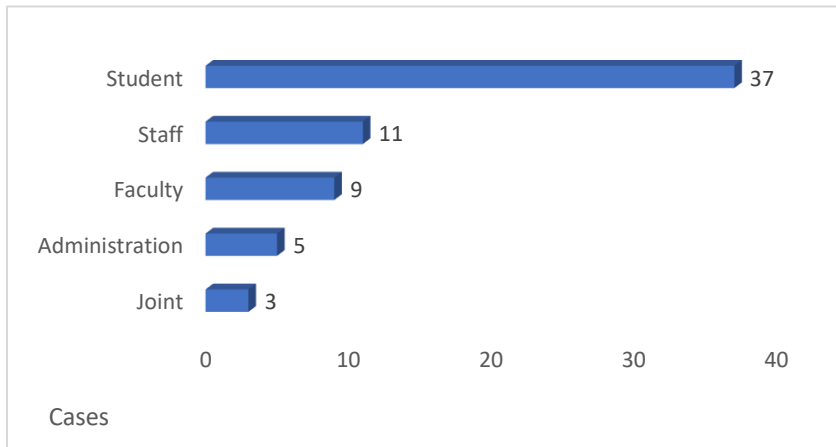
## Who is seeking assistance?

The term "Complainant" is used to refer to any member of the University community who is directly affected by someone's behaviour and/or as part of their administrative role, raises a concern with the Office. The conduct in question should be within the scope of the Code. If warranted, a case file is opened regardless of whether informal resolution was sought or a formal complaint was launched. In 2022-2023, students most often requested assistance from the Office in both case and consultation categories, as can be seen in the following charts.



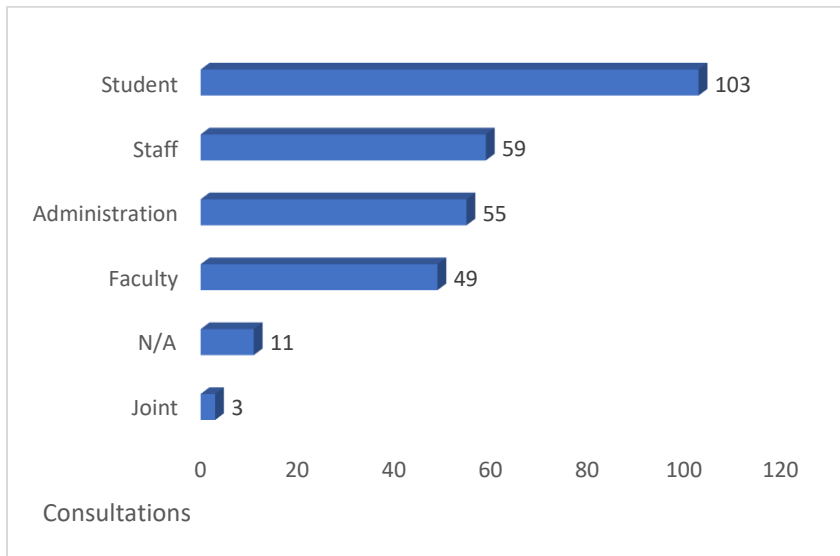
**CHART B: COMPLAINANT DEMOGRAPHICS 2022-2023 (CASES)**

*In cases, requests for assistance/complaints were generated by:*



**CHART C : COMPLAINANT DEMOGRAPHICS 2022-2023 (CONSULTATIONS)**

*In consultations, requests for assistance/complaints were generated by:*

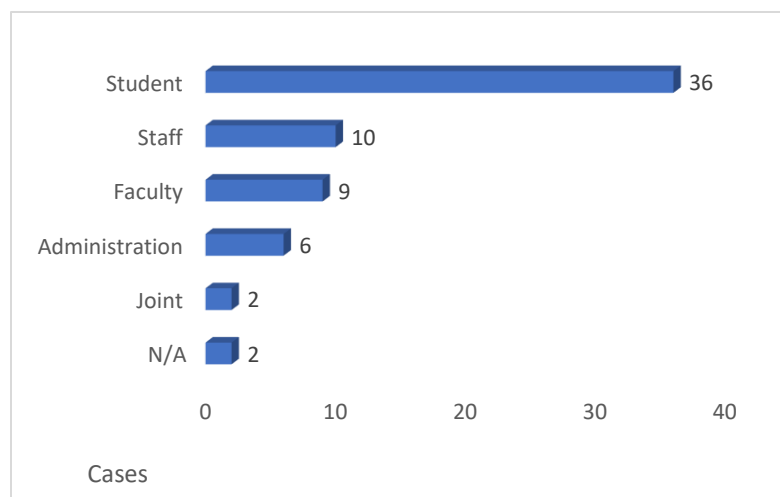


## Who are complaints being made against?

The term “Respondent” refers to the person against whom a complaint is made. A “Respondent” is any member who is alleged to be responsible for undesirable behaviour described as an offense/infraction under the Code. Students were predominantly the respondents in both complaints and consultation dossiers.

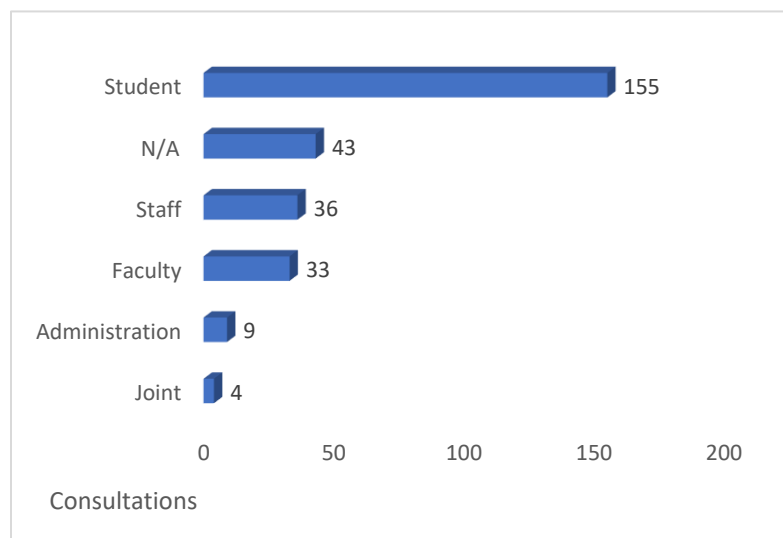
**CHART D: RESPONDENT DEMOGRAPHICS 2022-2023 (CASES)**

*In cases, complaints were generated against:*



**CHART E: RESPONDENT DEMOGRAPHICS 2022-2023 (CONSULTATIONS)**

*In consultations, complaints were generated against:*



## What infractions are reported to ORR?

Some complaints allege multiple Code infractions. These complaints are counted as a single file, regardless of the number of offences cited. In consultations, complainants will not necessarily allege a complaint or issue that falls neatly under a specific Code article, accounting for the high number in the “Miscellaneous Consultations” category.

Below, you will see a breakdown of all infractions reported. Consistent with previous years, harassment and SOC reports accounted for the vast majority of concerns brought to ORR. Reports of discrimination and sexual violence were fairly consistent with last year’s numbers, while psychological harassment citations increased. The Office will continue to monitor if any trends emerge through future reporting periods.

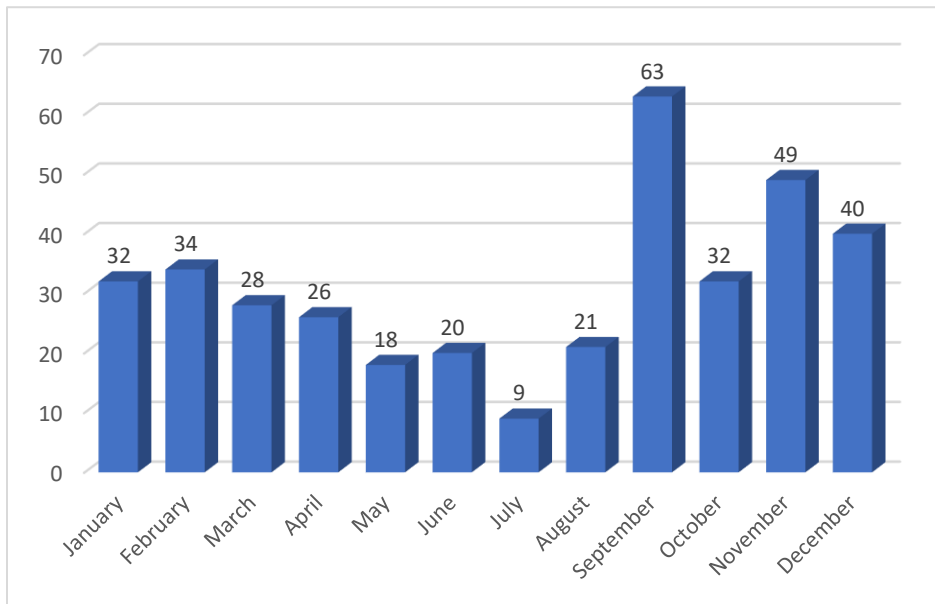
**TABLE 2: BREAKDOWN OF INFRACTIONS ALLEGED IN CASES AND CONSULTATIONS (2022-2023)**

<b>Offences reported</b>	<b>Cases</b>	<b>Consults</b>	<b>Totals 2022-2023</b>	<b>Totals reported in previous year 2021-2022</b>
<b>Harassment</b>	30	95	125	107
<b>*Miscellaneous Consultations</b>	7	86	93	98
<b>Student of Concern</b>	28	34	62	98
<b>Discrimination</b>	25	30	55	50
<b>Threatening or Violent Conduct</b>	9	14	23	13
<b>Psychological Harassment</b>	9	14	23	7
<b>Sexual Harassment</b>	6	12	18	28
<b>Communication of Discriminatory Matter</b>	11	3	14	26
<b>Sexual Violence and Sexual Assault</b>	4	4	8	10
<b>Obstruction or disruption of teaching, research, administration</b>	1	2	3	0
<b>Offences against property</b>	1	0	1	0
<b>Unlawful use, sale, etc. of controlled substances</b>	0	0	0	1
<b>Total</b>	131	294	425	438

## When do members reach out to ORR?

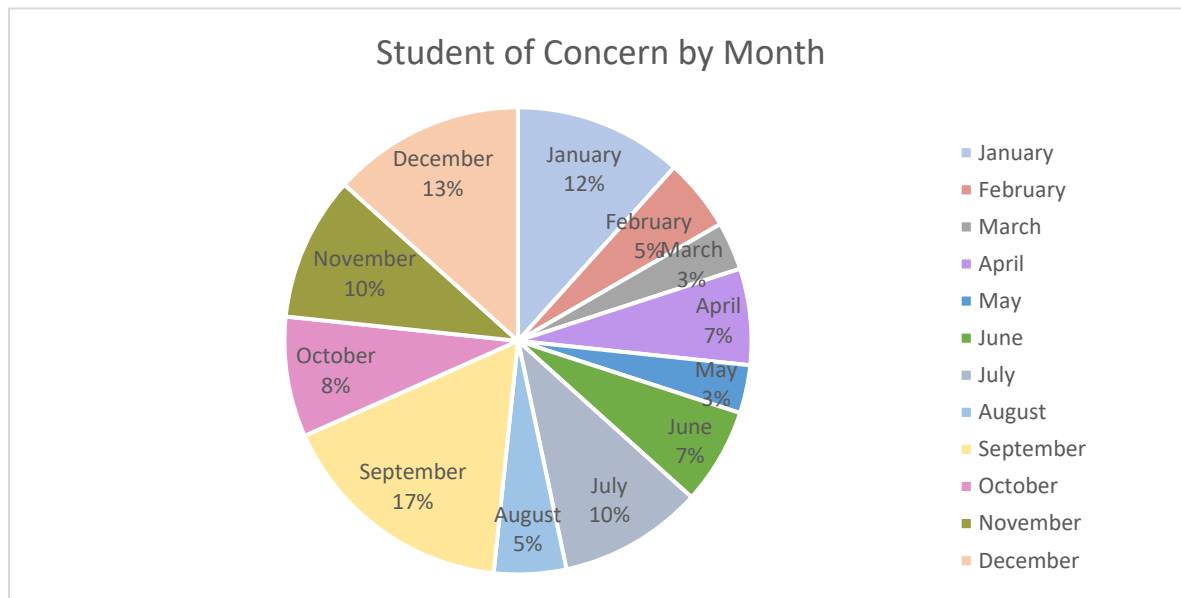
In analyzing new requests for assistance throughout the years, we noted that the Office typically receives more requests in the months of September to November. As illustrated in the chart below, this year was consistent with previously noted trends, with most requests coming to us in the Fall semester.

**CHART F: MONTHLY DISTRIBUTION OF NEW REQUESTS FOR ASSISTANCE (372)**



*Note: Thirty-two ongoing requests for assistance were carried over from 2021-2022.*

**CHART G: NEW STUDENT OF CONCERN DISTRIBUTION BY MONTH**



*Note: Twelve ongoing SOC files were carried over from 2021-2022.*

Of the 28 new SOC cases received in 2022-2023, the most were reported in the months of September, December, and January.

One student was placed on an involuntary leave of absence in 2022-2023, while three students opted for a voluntary leave from their studies. As always, the SOC dossiers received by the Office required varying levels of intervention, coordination and/or implementation of restrictions, where appropriate.

### **Education, Outreach, Promotion and Collaboration**

ORR education and outreach takes place throughout the year and takes many forms. The staff participates in student, faculty, and employee orientations, offers workshops and training, and provides information regarding harassment, discrimination, threats and violent conduct.

Throughout 2022-2023, ORR participated in and presented at various University events and activities, primarily in person. We delivered a number of presentations along with the Ombuds office, Equity office, SARC, Campus Safety and other units. Examples include an “Inclusive Leadership” series for academic unit heads, graduate program orientations and class visits, a training on how to manage difficult conversations for Chairs in the Faculty of Arts and Science, a workshop for graduate supervisors with the School of Graduate Studies, New Faculty Orientation, and outreach meetings with departments and student groups.

## General Recommendations

The Office may make recommendations regarding situations within a unit, department, faculty, or the University as a whole, when such situations have the general effect of violating the rights protected by the Code. Often, these recommendations arise from specific issues or situations that are brought to the Office's attention. The Office also makes recommendations as needed regarding the Code, related policies, and its own operations. University members are welcome to submit recommendations for consideration.

Our main recommendation is that we must, as a community, continue to explore ways to encourage respectful dialogue, healthy debate, empathy and collegiality, before situations have erupted into conflict. To this end, ORR will continue to collaborate with the Equity Office, the Centre for Teaching and Learning and other units to ensure we are delivering workshops and seminars to help colleagues navigate difficult situations.

We also recommend that we continue to explore innovative ways of addressing the complex challenges we come across in many of our Student of Concern files, including mental health, financial and housing difficulties, to name a few. The University's partnership with Bartimaeus has been particularly fruitful, allowing us to pair our students with social workers in order to design a support plan. We recommend that we continue to explore innovative delivery models to support our most vulnerable students.

## Closing Remarks

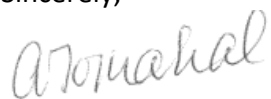
It is an absolute privilege to support the wider Concordia community as Director of ORR. In my role, I have a rare "behind the scenes" glimpse into how daily life unfolds at our university across many departments and units. Here is just a small sample of what we come across on a regular basis:

- Students who drop everything at a moment's notice to support a classmate who is in distress;
- Professors who actively seek out support to ensure they are providing a safe and respectful classroom environment;
- Staff members on the frontline who manage difficult interactions with grace and patience;
- Union representatives who go above and beyond to support faculty and staff;
- Department Chairs who are committed to de-escalating and resolving complex conflicts in order to support their colleagues and students;
- Student advocates who handle challenging behaviours with empathy and skill.

While our work at ORR is challenging, it is a joy to come to the office every day to work alongside my colleagues. I would like to thank our ORR Associate Advisor, Sarvi Ezzatpour, and our new Department Assistant, Michelle Sarrazin, for their support. Their boundless positive energy, optimism and enthusiasm is essential in allowing our office to effectively serve the Concordia community.

In closing, I would like to extend my gratitude to the Secretary-General and my colleagues in the Secretariat for their invaluable guidance. As we look ahead, I am confident that our Office will continue to play a key role in maintaining the collegiality and safety of our campus.

Sincerely,

A handwritten signature in cursive script that reads "Aisha Topsakal".

Aisha Topsakal  
Director and Senior Advisor, Office of Rights and Responsibilities

DISRUPTIVE  
BEHAVIOUR  
EQUITY  
DISCRIMINATION  
COOPERATION  
COLLEGIALITY  
DIVERSITY  
TRESPASSING  
CIVILITY  
HARASSMENT  
THEFT  
THREATS  
CONNECTION  
RESPECT  
HARMONY