BOARD OF GOVERNORS

NOTICE OF MEETING

December 4, 2025

The Agenda and documents for the Open Session meeting of the Board of Governors of Concordia University to be held on Thursday, December 11, 2025, 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 THE CORPORATION

Thursday, December 11, 2025 at 4 p.m.
Room GM 410 (Board of Governors meeting room)
SGW Campus

Time	Item		Presenter(s)	Action
4:00 p.m.	**1.**	Call to order	H. Antoniou	
		1.1 Approval of the Agenda	H. Antoniou	**Approval**
	CONSENT AGENDA			
	2.	Approval of October 30, 2025 Minutes		**Approval**
	3.	Appointment of Board Standing Committees (Document BG-2025-7-D1/ CORP-2025-6-D1)		**Approval**
	4.	Employee Benefits Committee: Renewal of Group Insurance Plans effective January 1, 2026 (Document BG-2025-7-D2)		**Approval**
	5.	Fees:		
		5.1 Finance Committee: RPL fees (Document BG-2025-7-D3)		**Approval**
		5.2 Student fee levies (Document BG-2025-7-D4)		**Approval**

	6.	Report on the compliance with environmental legislation and health and safety (Q3-2025 report) (Document BG-2025-7-D5)		**Information**
		REGULAR AGENDA		
4:03	**7.**	Business arising from the Minutes not included on the Agenda		
4:10	**8.**	President's report (Document BG-2025-7-D6)	G. Carr	**Information**
4:30	**9.**	Annual report from the Ombudsperson (Document BG-2025-7-D7)	H. Antoniou/ A. Fish	**Information**
4:45	**10.**	Other business	H. Antoniou	
4:50	**11.**	Adjournment	H. Antoniou	

BG-2025-6

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

Thursday, October 30, 2025 at 4 p.m.
Room GM 410 (Board of Governors meeting room)
SGW Campus and via Zoom video conferencing

PRESENT

Helen Antoniou (C)	Pat Di Lillo	Catherine Loubier (remote)
Theresa Bianco	Adriana Embiricos	Vanessa Massot
Ken Brooks	Shahir Guindi (remote)	Miranda Melfi (remote)
Graham Carr (P and Vice-C)	Claude Joli-Coeur (V.C)	Christine Panet-Raymond
Jarrett Carty (V.C)	Shoshana Kalfon	Robert Soroka
Gary N. Chateram	Mehdi Kharazmi	Ted Stathopoulos (remote)
		Roula Zaarour

Alternate: Ali Salman

Non-voting observer: Gina Cody (remote)

Also attending:

Philippe Beauregard	Effrosyni Diamantoudi	Frederica Jacobs (remote)
Paul Chesser	Michael Di Grappa	Julie Fortier (remote)
Denis Cossette (remote)	Tim Evans	

ABSENT

Governors:

Luca Caminati	Rana Ghorayeb	Rahul Ravi
Kim Fuller	Paul John Murdoch	

1. Call to order

The Chair called the meeting to order at 4:01 p.m.

LEGEND:
C: Chair
P and Vice-C: President and Vice Chancellor
V.C: Vice Chair
Remote: joined via Zoom/Teams

1.1 **Approval of the Agenda**

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

R-2025-6-1 That the Agenda be approved, including the items on the Consent Agenda.

CONSENT

2. Approval of September 24, 2025 Minutes

R-2025-6-2 That the Minutes of the meeting of Open Session from September 24, 2025 be approved.

3. Appointment of Administrative and Support Staff to the Tribunal Pool (Document BG-2025-6-D1)

R-2025-6-3 That the appointment of Pierre McNicoll as a member of the Administrative and Support Staff Tribunal Pool for a term beginning on October 30, 2025, and ending on August 31, 2027, be approved.

4. Audit Committee *:*

4.1. *Système d'information financière des universités* (SIFU) for the year ended April 30, 2025 (Document BG-2025-6-D2)

R-2025-6-4 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, 2025.

4.2. Interfund transfer for the year ended April 30, 2025 (Document BG-2025-6-D3)

R-2025-6-5 That, on recommendation of the Audit Committee, the Board of Governors approve the audited Concordia University 2024-2025 Interfund Transfers.

4.3. État de traitement (statement of salaries) for the year ended April 30, 2025 (Document BG-2025-6-D4)

R-2025-6-6 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, 2025.

5. Finance Committee and Senate recommendation: Merger of School of Performance (Document BG-2025-6-D5)

R-2025-6-7 That, on recommendation of the Finance Committee and University Senate, the Board of Governors approve of the merger of the departments of Music, Theatre and Contemporary Dance and the establishment of the School of Performance.

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-2025-6-D6)

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

- The University hosted the annual fall Open House, which welcomed about 5,700 visitors. The numbers were a bit lower than the previous year, but that could be attributed to the fact that this was the first year when all Québec universities held their Open Houses on the same Saturday instead of dividing it over two days. The event went off successfully, and Dr. Carr thanked all the volunteers, faculty, staff and students who contributed to the event's success.

- The mayoral election is the subsequent week and, while higher education is a pivotal issue, the leading candidates have only offered lip service to the issue. The fact that Montréal's reputation as an international education city has taken a beating owing to the provincial and federal government policies needs to be addressed.

- The federal budget will also be presented on November 4th and, while Dr. Carr was in Ottawa earlier in the week attending the meeting of Universities Canada, there is no public information available on the government's plan for higher education. The key topic that remains preoccupying is the devastating impact of public policies on international student recruitment and overall registrations. Dr. Carr noted the excellent article in the Montreal Gazette by Andy Riga, which draws a portrait of the réseau.

- The previous week, the University team, including Dr. Carr, Pascal Lebel (Government Relations) and Stéphanie de Celles (University Registrar) testified before the Legislative Committee of the National Assembly on the Québec government's hearings on a multi-year immigration strategy. For a change there was unanimity among universities that more needs to be done to convey a positive message around Québec and its place for international students.

- Registration data has been received and analyzed since the Board meeting in September:

  - As forecast, the University reported an overall increase of 7,1% in terms of new student registrations compared to last year, mostly driven by Québec registrations and, to a lesser degree, Rest of Canada students;
  - Total new registrations remain below the new registration total for 2023;
  - When combined with the impact of graduation rates and declining registration numbers in the previous two years, the net impact is that overall enrolment at the University is lower this year than last year, which means revenues are in decline;
  - International student applications down almost 40% and new registrations down almost 23%;
  - If year 2022-23 were used as a comparison (the last year before the government changed the funding formula, suspended the PEQ (fast-track permanent residency for Québec graduates), and introduced immigration quotas), the University is down by nearly 4,000 (3,971) registered international students, a 36% decline.

- The University has lost $110M cumulatively: $95M from the drop in registrations; $15M from the changes to the funding formula. These losses will continue because of the flow through impact of smaller registration numbers.

- The University faces challenging times. More cuts are required in personnel and services, and there is less flexibility to continue doing the things that make Concordia great.

- Dr. Carr's message to the Board was that the deficit is government-made and government policy has far-reaching impacts on the fiscal situation of the University, including changing the demographic profile of the University.

- The University's student body has always been predominantly Québecois. Today, Québec students are 72% of the overall student body, compared to about 68-69% three years ago. Until 2022-23, the University's student body included 23-24% international students in terms of headcount across the university, now it's down to 17%, which still puts Concordia 7th among Québec universities in terms of percentage of international students. Together, Université de Montréal and Polytechnique and have 11,400 international students; that's almost twice the number at Concordia, which is 6,500.

- In 2022-23, the University received ~8,000 applications from international students and only a fraction were accepted. This year, the number is down to ~2,500 applications, as students are getting frustrated and looking elsewhere for opportunities.

- All this is happening while Concordia's national and international rankings continue to improve, and while the University is successful in securing research funding.

8. Presentation on University Initiatives – JMSB Case Competition Team
(Document BG-2025-6-D7)

Clara Delisle, President of the John Molson Undergraduate Case Competition, presented to the Board. C. Delisle provided an overview of how the annual case competition is organized, the teams that are represented there, and the industry support that it receives. The enormous benefit that activities like the Case Competition brings to students was emphasized, particularly for the ways that these activities prepare to students graduate and join the workforce.

The Board members were very appreciative of the presentation and congratulated C. Delisle on the Case Competition Team's amazing work.

9. Audit Committee recommendation: Consolidated audited financial statements for year ended April 30, 2025 (Document BG-2025-6-D8)

D. Cossette presented the audited financial statements for the year ended April 30, 2025, which were also detailed in the accompanying documents.

R-2025-6-8 *That, on recommendation of the Audit Committee, the Board of Governors approve the financial statements for the fiscal year ended on April 30, 2025, as prepared by Concordia, and audited by the external auditors, KPMG; and*

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.

10. Other business

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

11. Adjournment:

The Chair adjourned the meeting at 4:50 p.m.

K. Singh
Karan Singh
Secretary of the Board of Governors

BG-2025-7-D1/
CORP-2025-6-D1
FOR APPROVAL

JOINT MEETING OF THE OPEN SESSION
OF THE BOARD OF GOVERNORS
AND THE CORPORATION
Meeting of December 11, 2025

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 (EBC)

The EBC's composition includes, among others the following:

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.

One of these spots on the EBC is falling vacant as of December 31, 2025, and as such one nomination has been received:

- Faith Howard, nominated by the Administrative and Support Staff Electoral College, to be renewed for a two-year term from January 1, 2026 – December 31, 2027.

The Part-Time Employee Benefits Committee (PTEBC)

The PTEBC composition includes, among others the following:

Three (3) members representing active employees belonging to employee groups with primary membership of part-time employees, i.e. employee groups other than those included in the Administrative and Support Staff Electoral College or CUFA, to be nominated from among those employee groups and appointed by the Board of Governors.

One member's term ends on December 31, 2025, and as such the Concordia University Continuing Education Part-time Faculty Union **(**"CUCEPTFU") has recommended the renewal of:

- Beverley LeBlanc from CUCEPTFU to be renewed for a two-year term from January 1, 2026 – December 31, 2027.

Pension Committee

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.

One member's term is ending on December 31, 2025, and as such the Administrative and Support Staff Tribunal has recommended the renewal of:

- Douglas Chananda to be renewed to the Pension Committee for a two-year term from January 1, 2026 – December 31, 2027.

The updated membership of the EBC and PTEBC are attached herewith.

DRAFT MOTION:

That, the Board of Governors approve the following nominations to the Employee Benefits Committee:

- Faith Howard, nominated by the Administrative and Support Staff Electoral College, to be renewed for a two-year term from January 1, 2026 – December 31, 2027.

That, the Board of Governors approve the following nomination to the Part-Time Employees Benefits Committee:

- Beverley Le Blanc from Concordia University Continuing Education Part-time Faculty Union to be renewed to serve another two-year term from January 1, 2026 – December 31, 2027.

That, the Board of Governors approve the following nomination to Pension Committee:

- Douglas Chandana be renewed to serve another two-year term from January 1, 2026 – December 31, 2027.

PREPARED BY:

Name: Secretary of the Board
Date: December 2, 2025

STANDING COMMITTEES OF THE BOARD OF GOVERNORS

Membership updates effective January 1, 2026

EMPLOYEE BENEFITS		PART-TIME EMPLOYEE BENEFITS	
Members:		**Members:**	
1	Bicher (C)	1	Bicher (C)
2	Antoniou (ex-off)***	2	Antoniou (ex-off)***
3	Carr (ex-off)***	3	Di Grappa (ex-off)
4	Di Grappa (ex-off)	4	Blais
5	Joli-Coeur	5	LeBlanc
6	Chaikelson	6	Parla
7	Cooper		*** delegate attends
8	Etezadi		
9	Fortin (VC)		
10	Howard		
11	Jurgenliemk		
12	Reuter		
13	Riley		
	*** delegate attends		
Secretary: Gauthier		Secretary: Gauthier	

BG-2025-7-D2
FOR APPROVAL

JOINT MEETING OF THE OPEN SESSION
OF THE BOARD OF GOVERNORS
AND THE CORPORATION
Meeting of December 11, 2025

AGENDA ITEM: Employee Benefits Committee (EBC) recommendation: Modifications to the Group Insurance Plans (the "Plans") effective January 1, 2026

ACTION REQUIRED: For approval

SUMMARY: Following recommendation of the EBC, the Board of Governors (the "Board") is being asked to approve the modifications to Plans.

BACKGROUND: This is the seventh renewal with Sun Life Financial following the transition that occurred on May 1, 2018. The recommendation covers all benefits for which the employees pay part or all of the cost, except for the Health Care plans for CUPFA and CUCEPTFU, which renewal date is September 1st.

DRAFT MOTION:

That, upon recommendation of Employee Benefits Committee, the Board of Governors approve effective January 1, 2026, of:

- Premium adjustments of +15% for Health Care and of +8% for Dental Care;

- No premium adjustment for Vison Care, Short-Term Disability, Optional Life Insurance for Employees, Optional Life Insurance for Spouse and Children and Optional Accidental Death & Dismemberment (AD&D) for Employees and Dependents;

- Reimbursement to Sun Life Financial of deficits generated in 2024-2025 from the surpluses held at the Concordia University Intergenerational Fund, namely: $602,577 for the Health Care Plan (portion of the deficit corresponding to the remaining balance available in the surplus fund) and $351,703 for the Dental Plan;

- Maintain the Health Care pooling threshold at $125,000;

- Cost increase of the Telemedicine service from $3.73 to $3.85 per member per month;

- Sun Life fees: revised general administration charge and Health Care pooling fees that will be concluded following the negotiations that management has

undertaken with Sun Life.

PREPARED BY:

Name: Secretary of the Board
Date: November 28, 2025

BG-2025-7-D3
FOR APPROVAL

JOINT MEETING OF THE OPEN SESSION OF
THE BOARD OF GOVERNORS
AND THE CORPORATION
Meeting of December 11, 2025

AGENDA ITEM: Submission of Recognition of Prior Learning ("**RPL**") Financial Model and its associated fees for approval

ACTION REQUIRED: For approval

SUMMARY: Following recommendation of the Finance Committee (FC), the Board of Governors (the "Board") is being asked to approve the RPL and its associated fees.

BACKGROUND:

Pursuant to the Concordia University (the "University") By-laws, the Board must approve all fees charged to students. As such the RPL and its associated fees are being presented to the Board for approval.

RPL provides a formal process for assessing and recognizing learning acquired through work experience, self-directed study, and other non-traditional pathways. Through this process, students may receive academic credit for relevant prior learning, reducing the number of courses they need to complete toward a credential. RPL expands access to Concordia programs by valuing prior knowledge and skills and helps learners advance their academic and professional goals while maintaining the university's academic standards.

The appended executive summary details the proposal for the RPL and its associated fees for implementation at the University.

DRAFT MOTION:

That, upon recommendation of the Finance Committee, the Board of Governors approve the implementation of the fees related to the Recognition of Prior Learning.

PREPARED BY:

Name: Secretary of the Board
Date: November 28, 2025

BOARD OF GOVERNORS
Meeting of December 11, 2025
Executive Summary

BACKGROUND/SUMMARY: Submission of RPL Financial Model for Approval

This document is submitted for review and approval by the Finance Committee of the Board of Governors. It outlines the proposed financial model for the implementation of Recognition of Prior Learning (RPL) at Concordia University. The RPL initiative is designed to enhance access to academic programs by formally recognizing learning acquired outside traditional educational settings. The financial framework presented herein ensures alignment with existing tuition regulations and institutional policies, while supporting the strategic goals of enrolment growth, learner retention, and academic flexibility. Approval of this model will enable Concordia to operate RPL in a financially sustainable and equitable manner.

OVERVIEW:

The RPL provides a formal process for assessing and recognizing learning acquired through work experience, self-directed study, and other non-traditional pathways. Through this process, students may receive academic credit for relevant prior learning, reducing the number of courses they need to complete toward a credential. RPL expands access to Concordia programs by valuing prior knowledge and skills and helps learners advance their academic and professional goals while maintaining the university's academic standards.

The introduction of RPL at Concordia University is expected to expand access and enrolment by attracting working professionals and mature students who might not otherwise pursue a university credential. By recognizing prior learning, it enables students to complete programs more efficiently and stay engaged throughout their studies, while aligning Concordia's offerings with workforce and community needs through flexible, experience-based pathways to higher education.

FINANCIAL MODEL:

Proposed Fee Structure

The table below sums up the billing model and provides an example of the total charge a student can expect for 3 credits in each scenario:

RPL billing model - Based on 25-26 RB rates								
Cycle/ Fee / Per credit date			Forfaitaire based on proven residency			Sample total fee for 3 RPL credits		
Cycle	Initial Fee	Per credit base rate	Québec Resident	CNRQ	International	Québec Resident	CNRQ	International
Cycle 1	$ 300.00	$ 100.89	N/A	$ 319.35	$ 621.15	$ 602.67	$ 1,560.72	$ 2,466.12
Cycle 2								
Course-Based	$ 300.00	$ 100.89	N/A	$ 319.35	$ 621.15	$ 602.67	$ 1,560.72	$ 2,466.12
Thesis	$ 300.00	$ 100.89	N/A	$ 319.35	$ 621.15	$ 602.67	$ 1,560.72	$ 2,466.12
Cycle 3	$ 300.00	$ 100.89	N/A	N/A	N/A	$		602.67

Fee Structure Explained

Submission Fee

A single flat fee of $300 will apply to all Recognition of Prior Learning (RPL) requests, regardless of the student's residency status.

- The fee will be billed automatically through the Student Information System (SIS) upon submission of the RPL request form.

Credit Fee

Undergraduate: A per-credit fee will be billed once RPL credits are officially recorded in the student's file. The charge will be automatically applied to the student's account and will follow the standard payment schedule set by the Student Accounts Office and Financial Services.

- Fees will align with Québec tuition regulations, based on the student's official residency status at the time of coding, and be indexed annually according to RB adjustments.
- No additional student association fees, levies, or ancillary fees will apply to RPL credits.

Cycle 2 - Course based: Model will follow the undergraduate model with no financial credit adjustments needed

Cycle 2 - Research/thesis: Once the assessment is complete and the RPL request is approved, SIS will automatically bill the corresponding credits at the applicable tuition rate:

- Québec residents: $100.89 per credit
- Canadian non-residents of Québec (CNRQ): $100.89 + $319.35 per credit
- International students: $100.89 + $621.15 per credit

Cycle 3 - All students: All PhD students will be charged the base tuition rate of $100.89 per credit, with no additional residency-based forfaitaire applied.

In all instances, fees will be charged at the rate in effect during the articulation term, that is, when the RPL credits are officially recorded. This ensures consistency in cases where there are delays in assessment or tuition rate changes.

PREPARED BY:

Name: Effrosyni Diamantoudi, Interim Provost and Vice-President Academic
Date: November 11, 2025

BG-2025-7-D4
FOR APPROVAL

JOINT MEETING OF THE OPEN SESSION
OF THE BOARD OF GOVERNORS
AND THE CORPORATION
Meeting of December 11, 2025

AGENDA ITEM: Collection of student fee levies

ACTION REQUIRED: For approval

SUMMARY: Following a referendum held in the fall of 2025, the undergraduate students voted in favor of certain fee levies and the same are being presented to the Board of Governors (the "Board") for approval.

DRAFT MOTIONS:

CASA fee: That the Board of Governors authorize the University to collect an increased fee levy for the Commerce & Administration Students' Association, Faculty Association fee from $3.00 per credit to $4.39 per credit (an increase of $1.39 cents per credit), annually adjusted to the Consumer Price Index of Canada, to be collected from all undergraduate students in the John Molson School of Business and to be implemented with registration for the Winter 2026 term (2254) in accordance with the university's tuition refund and withdrawal policy.

Concordia Food Coalition fee: That the Board of Governors authorize the University to collect an increased fee levy of the Concordia Food Coalition from $0.16 per credit to $0.32 per credit (an increase of $0.16 per credit), annually adjusted to the consumer Price index of Canada, to be collected from all CSU members and implemented with registration for the Winter 2026 term (2254) in accordance with the university's tuition refund and withdrawal policy.

CSU Daycare and Nursery Fee: That the Board of Governors authorize the University to collect an increased fee levy of the CSU Daycare & Nursery from $0.29 per credit to $0.50 per credit (an increase of $0.21 per credit), annually adjusted to the consumer Price index of Canada, to be collected from all CSU members and implemented with registration for the Winter 2026 term (2254) in accordance with the university's tuition refund and withdrawal policy.

CSU Clubs Department fee: That the Board of Governors authorize the University to collect an increased fee levy of the CSU Clubs Department from $0.46 per credit to $0.65 per credit (an increase of $0.20 per credit), annually adjusted to the consumer Price index of Canada, to be collected from all CSU members and implemented with registration for the Fall 2026 term (2262) in accordance with the university's tuition refund and withdrawal policy.

Hive Café Cooperative fee: That the Board of Governors authorize the University to collect an increased Hive Café Cooperative fee from $0.35 per credit to $0.50 per credit (an increase of $0.15 per credit), to be collected from all undergraduate students registered in the Faculty of Arts & Science, and to be implemented with registration for the Fall 2026 term (2262) in accordance with the university's tuition refund and withdrawal policy.

PREPARED BY:

Name: Secretary of the Board
Date: November 28, 2025

Office of the Dean of Students

INTERNAL MEMORANDUM

November 4, 2025

TO: Karan Singh
FROM: Dean of Students Office
RE: CASA results

In the most recent Commerce and Administration Student Association (CASA) SGM held on November 2, 2025, JMSB undergrad students voted on the following referendum question:

Do you agree to increase the Commerce & Administration Students' Association, Faculty Association fee from $3.00 per credit to $4.39 per credit (an increase of $1.39 cents per credit), annually adjusted to the Consumer Price Index of Canada, to be collected from all undergraduate students in the John Molson School of Business and to be implemented with registration for the Winter 2026 (2254) term in accordance with the university's tuition refund and withdrawal policy?

YES: 157
NO: 19
Abstain: 7

Katie Broad Dean of Students



Office of the Dean of Students

INTERNAL MEMORANDUM

November 24, 2025

TO: Karan Singh
FROM: Office of Student Life and Engagement
RE: CSU Election Results

In the most recent Concordia Student Union by-elections held November 2025, undergrad students voted on the following referendum questions:

Do you agree to increase fee levy of the Concordia Food Coalition from $0.16 per credit to $0.32 per credit (an increase of $0.16 per credit), annually adjusted to the consumer Price index of Canada, to be collected from all CSU members and implemented with registration for the Winter 2026 term (2254) in accordance with the university's tuition refund and withdrawal policy?

Yes	**2305**
No	**911**
Abstain	**350**

Do you agree to increase fee levy of the CSU Daycare & Nursery from $0.29 per credit to $0.50 per credit (an increase of $0.21 per credit), annually adjusted to the consumer Price index of Canada, to be collected from all CSU members and implemented with registration for the Winter 2026 term (2254) in accordance with the university's tuition refund and withdrawal policy?

Yes	**2172**
No	**904**
Abstain	**490**

Do you agree to increase fee levy of the CSU Clubs Department from $0.46 per credit to $0.65 per credit (an increase of $0.20 per credit), annually adjusted to the consumer Price index of Canada, to be collected from all CSU members and implemented with registration for the fall 2026 term (2262) in accordance with the university's tuition refund and withdrawal policy?

Yes	**1890**
No	**1125**
Abstain	**551**

p.p Katie Broad Dean of Students

Office of the Dean of Students

INTERNAL MEMORANDUM

November 26, 2025

TO: Karan Singh
FROM: Dean of Students Office
RE: JMUCC/JMCC Results

In the most recent Arts and Science Federation of Associations (ASFA) by-elections held November 2025, A&S undergrad students voted on the following referendum question:

Do you agree to increase the Hive Café Cooperative fee from $0.35 per credit to $0.50 per credit (an increase of $0.15 per credit), to be collected from all undergraduate students registered in the Faculty of Arts & Science, and to be implemented with registration for the Fall 2026 term in accordance with the university's tuition refund and withdrawal policy?

YES: 1051
NO: 351
Abstain: 243

Katie Broad Dean of Students

BG-2025-7-D5
FOR INFORMATION

UNIVERSITÉ Concordia UNIVERSITY

ENVIRONMENTAL HEALTH AND SAFETY

Report on Due Diligence

Presented to the Board of Governors of Concordia University

For the Reporting Period
Q3 2025 (July, August, September)

Pietro Gasparrini, C.I.H.
Director, Environmental Health & Safety
November 17, 2025

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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. EHS staff monitor 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 Key Safety Performance Indicators (KPIs) which measure safety performance and help reflect the safety culture within the university.

Section B presents the traditional Lagging Key Safety Performance Indicators (KPIs) which are retrospective, and which now include four incident/injury rates.

Section A: Leading Key Safety Performance Indicators

1. Safety & Security Training

During the period of July 1 to September 30, 2025, there were **2,140** safety and security training participants, of which 1,934 (90%) participated in training provided by Environmental Health and Safety and 206 (10%) participated in training provided by Campus Safety and Prevention Services. The Q3 2025 results are significantly higher (48%) than Q3 2024, and year-to-date performance has already surpassed last year's.

	Q3 2024 *July, August, Sept.*	**2024** *Full Year*	**Q3 2025** *July, August, Sept.*	**2025** *Year To Date*
Total Participants	1,441	4,486	2,140	6,582

This increase is attributed to the work being done to convert in-person training to on-line self-directed learning. The university community prefers this type of training delivery. It is more accessible and has resulted in increased compliance.

As part of our ongoing safety training improvement program, EHS launched several new self-directed safety trainings in Q3.

An "Environmental Health and Safety at Concordia" course was launched in August 2025 replacing the former introductory in-person health and safety orientation for new employees. This course is available through "My Learning" (the employee Learning Management System) and is being rolled out to all university employees as a refresher. It covers essential information, including: the university's health and safety policies and programs, health and safety responsibilities, what to do if you encounter a hazardous situation, and how to report an injury or near-miss. This training is part of our legal obligation to ensure that all employees are informed of key health and safety information specific to their workplace. In Q3, 347 employees completed this training.

In September 2025, EHS launched five on-line courses intended for specific populations: three "Biosafety Program Training" courses required for individuals working with biological materials, and two versions of "Workplace Hazardous Materials Information System Training" (one for Research and Teaching, and the other for Fine Arts). All five of these courses are on "My Learning" (for employees) and Moodle (for students) and are available in both English and French.

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, 2025, **20** Injury Investigations and **24** Near-Miss Investigations were conducted. The higher number of near-miss investigations reflects a positive focus on prevention and proactive risk management.

	Q3 2024 *July, August, Sept.*	**2024** *Full Year*	**Q3 2025** *July, August, Sept.*	**2025** *Year To Date*
Injury Investigations	19	64	20	59
Near-Miss Investigations	25	78	24	62
TOTAL Investigations	**44**	**142**	**44**	**121**

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 space (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.

For the period of June 1 to September 30, 2025, **58** preventative internal inspections and assessments were conducted, which included 21 workplace inspections, 21 ergonomic assessments, and 16 assessments for the implementation of workplace hazards signage. While the numbers differ significantly from 2024, this reflects the implementation of the new workplace hazard signage that took place in 2024.

The process of assessing a workplace to identify hazards for the purpose of preparing the workplace hazard signage (posted at the entrance of the space) is significantly less time-intensive than conducting a full workplace inspection. The assessments focus primarily on identifying the types of hazards present (e.g., chemicals) and indicating the personal protective equipment required (e.g., lab coat and safety glasses) on the signage. In contrast, full workplace inspections involve detailed, hazard-based checklists covering 40 to 60 items designed to verify compliance with safety requirements. As a result, inspections require substantially more time and coordination to complete than signage-related hazard assessments.

Year	Preventative Internal Inspections & Assessments
Q3 2025 *July, August, Sept.*	58
2025 *YTD*	175
Q3 2024 *July, August, Sept.*	156
2024 *Full Year*	570

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 improve the overall safety performance of the university prior to the intervention of regulatory bodies.

For the period of July 1 to September 30, 2025, there were **55** internal non-compliance citations. The increase aligns with the higher number of workplace inspections conducted during this period (see Section 3). Unlike workplace inspections, workplace hazard assessments focus on identifying risks to inform signage and prevention measures, rather than verifying compliance.

In 2024, technical issues with the workplace inspection application prevented inspections from being conducted for several months. As a result, the number of internal non-compliance citations recorded during that period was unusually low. In 2025, with the application fully functional, workplace inspections have resumed at a normal pace, leading to a corresponding return to more typical levels of internal non-compliance citations.

Year	Internal Non-Compliance Citations
Q3 2025 *July, August, September*	55
2025 *Year To Date*	76
Q3 2024 *July, August, September*	0
2024 *Full Year*	33

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 and is reported by calendar year until all actions are closed.

Corrective actions are categorized into four status types: Open, Completed, Overdue, and Deferred (Unoccupied Building). While Deferred actions are lower priority, they remain part of the tracking system and must still be addressed.

In Q3 2025, an additional 75 corrective actions were assigned for a Year-To-Date total of 162.

Table 1: 2025 YTD Number of corrective actions per priority by status

	Priority by Number			
Corrective Action Status	**High**	**Medium**	**Low**	**Count**
Completed	32	19	16	67
Open	17	5	6	28
Deferred (Unoccupied Building)	7	0	0	7
Overdue	30	20	10	60
			Total	**162**

Table 2: 2025 YTD Percentage of corrective actions per priority by status

	Priority by Percentage			
Corrective Action Status	**High**	**Medium**	**Low**	**Percentage**
Completed	19.8%	11.7%	9.9%	41.4%
Open	10.5%	3.1%	3.7%	17.3%
Deferred (Unoccupied Building)	4.3%	0.0%	0.0%	4.3%
Overdue	18.5%	12.3%	6.2%	37.0%
			Total	100%

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. Temporary measures are put in

place each time EHS is faced with a hazardous situation that needs to be corrected if it cannot be addressed permanently in a timely manner.

Table 3 represents, for each calendar year, the number of corrective actions by status as of September 30, 2025. For comparison, Table 4 presents, for each calendar year, the percentage of corrective actions by status as of the same date.

All corrective actions from 2016 are completed and therefore 2016 no longer appears in Table 3 and in Table 4.

Table 3: Number of corrective actions per year by status

Status	2015	2017	2018	2019	2020	2021	2022	2023	2024
Completed	449	364	728	1,089	278	303	273	1,084	54
Open	0	0	9	0	0	0	0	0	9
Deferred	0	0	16	5	0	0	0	1	2
Overdue	3	1	39	167	1	10	14	201	18
Total	**452**	**365**	**792**	**1,261**	**279**	**313**	**287**	**1,286**	**83**

Table 4: Percentage of corrective actions per year by status

Status	2015	2017	2018	2019	2020	2021	2022	2023	2024
Completed	99.4%	99.7%	91.9%	86.4%	99.6%	96.8%	95.1%	84.3%	65.1%
Open	0%	0%	1.3%	0%	0%	0%	0%	0%	10.8%
Deferred	0%	0%	2.0%	0.4%	0%	0%	0%	0.1%	2.4%
Overdue	0.6%	0.3%	4.8%	13.2%	0.4%	3.2%	4.9%	15.6%	24.7%
Total	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**	**100%**

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.

For the period of July 1 to September 30, 2025, **5** health and safety research compliance reviews were completed.

Year	EHS Research Compliance Reviews
Q3 2025 *July, August, Sept.*	5
2025 *YTD*	45
Q3 2024 *July, August, Sept.*	10
2024 *Full Year*	68

Section B: Traditional (Lagging) Key Safety 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 June 1 to September 30, 2025, **25** total injuries were reported, 31% lower than in Q3 2024.

Year	Total Injuries
Q3 2025 *July, August, Sept.*	25
2025 *YTD*	80
Q3 2024 *July, August, Sept.*	36
2024 *Full Year*	117

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 June 1 to September 30, 2025, **21** of the 25 reported injuries (Section 7) were work-related, comparable to Q3 2024.

Year	Work-Related Injuries
Q3 2025 *July, August, Sept.*	21
2025 *YTD*	47
Q3 2024 *July, August, Sept.*	12
2024 *Full Year*	46

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 June 1 to September 30, 2025, there were **3** accepted workers' compensation claims. The CNESST accepted 2 workers' compensation claim during Q3 for a work-related injury that occurred during Q1 2025 and Q2 2025; the 2025 Year-To-Date was adjusted to include this additional claim.

Year	Accepted Compensation Claims
Q3 2025 *July, August, Sept.*	3
2025 *YTD*	10
Q3 2024 *July, August, Sept.*	5
2024 *Full Year*	18

Five (5) additional workers' compensation claims were submitted in Q3 2025; however, the CNESST has not rendered their decisions.

There are three (3) workers' compensation claims submitted by student interns (trainees) in Q3; one (1) was accepted and two (2) are pending. The "*Loi visant à assurer la protection des stagiaires en milieu de travail*" which came into effect in 2022 provided additional protections for trainees (interns). A trainee is an individual who is studying and who must complete a training period as part of their educational program. As per this legislation, the trainee, their educational institution, and their training site all have a role to play in the event of a work accident or occupational disease during the training period. This means that training site and the educational institution are obliged to take the necessary measures to protect the health and ensure the safety and physical and psychological well-being of trainees. Concordia therefore has the status of employer in the case of students who complete internships as part of their program. One (1) intern was completing their internship at Concordia while two (2) were performing internships at other organizations (training site). It is unclear how these claims will impact our portfolio with the CNESST.

Table 5: 2025 Accepted Workers' Compensation Claims

Date	Description	Location	Type of Injury	Union / Association	Lost-Time Days YTD
23-Jan-2025	The employee slipped and fell on ice, injuring their arm.	Loyola campus (outdoors)	Fractures	N/A	0
24-Jan-2025	The employee slipped and fell on ice, injuring their leg.	Off campus	Fractures	CUPEU	2
27-Jan-2025*	The employee exposed to psychosocial risk factors	GM	Psychosocial	ACUMAE	171
25-Feb-2025	The employee slipped and fell on ice, injuring their knee.	Loyola campus (outdoors)	Sprains, Strains, Tears	STTMC-LOY	3

Date	Description	Location	Type of Injury	Union / Association	Lost-Time Days YTD
27-Feb-2025	The employee slipped and fell on ice, injuring their foot.	Off campus	Fractures	CUPFA	58
06-Mar-2025*	The employee fell in a classroom, injuring their arm.	MB	Fractures	CUFA	0
30-Apr-2025*	The employee exposed to psychosocial risk factors	GM	Psychosocial	CUPEU	106
05-Aug-2025	The intern was preparing exercise equipment when they struck their head, resulting in a concussion.	PC	Bruises, Contusions	N/A	N/A
07-Aug-2025	The employee was bitten by a research rodent on their left finger.	SP	Other	CUUSS-TS	0
22-Aug-2025	The employee was lifting a light bin when they felt pain in their back.	SP	Sprains, Strains, Tears	ACUMAE	12

**Claim accepted by* CNESST *during Q3 2025*

10. Lost-Time Days

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

For the period of June 1 to September 30, 2025, there were **12** lost-time days from work-related injuries that occurred in Q3 (see Table 5: 2024 Accepted Workers' Compensation Claims in Section 9 for details).

Year	Lost-Time Days
Q3 2025 *July, August, Sept.*	12
2025 *YTD*	352
Q3 2024 *July, August, Sept.*	41
2024 *Full Year*	742

The 2025 year-to-date figure in the table includes an additional 277 lost-time days related to workers' compensation claims that occurred prior to July 1 but were accepted by the CNESST during the third quarter. These 277 days are associated with two psychological injury claims.

In addition to the two accepted psychological injury claims, there is one further psychological injury case currently without an associated CNESST claim. Historically, such cases have not been accepted by theCNESST; however, recent changes to health and safety legislation now explicitly require employers to provide a physically and psychologically safe workplace. Combined with the CNESST's major awareness campaign on psychosocial risks in the workplace, expectations and interpretations are evolving.

This shift underscores the need for continued vigilance and preparedness. EHS has already begun strengthening the university's approach to psychological health and safety, using the CSA Standard on Psychological Health and Safety in the Workplace as a guiding framework. This initiative will help us assess and address psychosocial risk factors, provide tools and training for supervisors, and ensure that our practices align with current legislative requirements and emerging best practices.

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-misses is required. Traditionally, near-misses go unreported because no injury has occurred. Steps have been taken to encourage near-miss reporting, including discussing the importance of near-miss reporting at safety committee meetings, during safety training, and new Principal Investigator orientation sessions.

For the period of June 1 to September 30, 2025, a total of **24** near-misses were reported.

Year	Near-Misses
2025 Q3 *July, August, Sept.*	24
2025 *YTD*	63
Q2 2024 *July, August, Sept.*	27
2024 *Full Year*	88

Employees reporting near-misses provides valuable insights into potential hazards within the workplace. Once reported, near-miss investigations help to identify underlying unsafe conditions (root cause) that, if left unaddressed, could lead to more serious injuries. By promptly acting when near-misses are reported, preventative measures can be implemented quickly to mitigate the underlying risk and enhance overall workplace safety.

12. External Inspections/Interventions

External inspections and interventions refer to evaluations and inspections of university facilities, operations, and/or safety programs by government agencies or third parties, such as insurance providers. Third-party audits may also be initiated at the request of Environmental Health & Safety.

For the period of June 1 to September 30, 2025, there were **0** external interventions.

Year	External Inspections/Interventions
Q3 2025 *July, August, Sept.*	0
2025 *YTD*	4
Q3 2024 *July, August, Sept.*	1
2024 *Full Year*	3

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.

For the period of June 1 to September 30, 2025, the university received **2** false fire alarm citation from the *Service de sécurité incendie de Montréal.*

Year	Regulatory Citations
Q3 2025 *July, August, Sept.*	2
2025 *YTD*	8
Q3 2024 *July, August, Sept.*	5
2024 *Full Year*	10

14. Regulatory Fines

Regulatory citations (Section 13) may have associated monetary fines or penalties that are issued to the university. For the period of June 1 to September 30, 2025, the university received **no** regulatory fines.

Year	Fines Received
Q3 2025 *July, August, Sept.*	$0
2025 *YTD*	$0
Q3 2024 *July, August, Sept.*	$2,950
2024 *Full Year*	$5,650

15. Hazardous Materials Emergency Responses

The EHS Hazardous Materials Emergency Response Team responds to all hazardous materials emergencies that occur on university premises, including spills and odour-related events. External service providers are engaged when a major spill requires additional specialized support. Incidents involving hazardous materials are recorded in accordance with their severity. If an event results in an injury, it is logged as an injury. If no injury occurs, the event is classified as a near miss. In both cases, Environmental Health and Safety conducts a formal investigation to identify root causes and assigns corrective actions, as appropriate, to prevent recurrence.

Between June 1 to September 30, 2025, there were **4** hazardous materials emergency responses by the Hazardous Materials Spill Response Team. Three of the emergency responses were contained to the space where the events occurred with no impact on the surrounding spaces. The fourth incident involved a carbon dioxide gas leak and required the evacuation of the build. There were no injuries sustained.

Year	Hazardous Material Emergency Responses
Q3 2025 *July, August, September*	4
2025 *YTD*	12
Q3 2024 *July, August, September*	2
2024 *Full Year*	17

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

BG-2025-7-D6
FOR INFORMATION



REPORT TO THE BOARD OF GOVERNORS

GRAHAM CARR
PRESIDENT AND VICE-CHANCELLOR

DECEMBER 2025

Université Concordia University

INTRODUCTION

This year has been a complex and sometimes confusing mix of celebrating brilliant community achievements while simultaneously dealing with unprecedented pressures on our university. Therefore, I want to open my final report of 2025 with a huge thanks to our Board members for your exceptional and unflinching leadership over the past year and guidance as we look beyond Concordia at 50.

Concordia celebrated nearly 2,000 new graduates at **convocation** on October 28th. Our newest alumni were joined by aviation trailblazer **Tulsi Nowlakha Mirchandaney** and Nobel-winning labour economist **David Card**. **Maimunah Mohd Sharif**, Mayor of Kuala Lumpur and sustainable urban development leader, was honoured *in absentia*.

During the week of November 10th, along with **Paul Chesser**, Vice-President, Advancement, I attended **alumni events** in Paris and London. Also with Paul, I visited Concordia community members in Beijing, Shanghai and Hong Kong the week of December 1st.

These visits with our expanding global alumni are more important than ever in the current context. We need to counter the unfortunate impression that our borders are closed to international students, while simultaneously deepening institutional and research ties with partner universities and organizations in key sectors in emerging and established locations in the world. Our alumni network are pivotal connectors and rich sources of local knowledge as we strive to position Concordia for future success as a great, young university.

The budget challenges Concordia faces continue to be the main priority for me and my team. **Faye Diamantoudi**, interim provost and vice-president, Academic, has already begun meeting with all departments to share budget perspectives and explore potential future directions of revenue generation for their programs. Those meetings will continue into the new year. At the same time, **Denis Cossette** and I will be meeting with all the non-academic units to share the same message about our budget challenge.

Since we last met, the results are in for the **Voluntary Retirement Program** for staff. More than 80 individuals opted for the program. While this is a significant number, the result is less than we had hoped. The executive team is evaluating those results both in terms of what they represent as budget savings but also in terms of creating capacity to hire new staff personnel going forward. The results of a similar Voluntary Retirement Program for faculty will be known in February.

In the meantime, we continue to apply the budget reduction measures that have been in place for some time, namely by freezing almost all new hires, dramatically slowing down the pace of replacement hires, and making other compressions in our expenses. As has also been announced we have suspended the call for new Limited Term faculty appointments for the academic year

2026-27 and deferred sabbatical approvals that would normally have come into effect in fall 2026. In addition to taking measures to reduce expenses, we continue to work to diversify and increase new revenue streams for the university.

In October, the Government of Quebec tabled **Bill 1**, which has implications for universities. Provisions in the proposed law would limit the autonomy of universities while also undermining our ability to push back on changes that have a negative impact on higher education. BCI has submitted a written brief outlining the numerous concerns of the university sector. My team continues to monitor the situation as the bill passes through the legislative process.

In late November, the Government of Quebec also tabled **Bill 9**, which is designed to further refine public policies on secularism. Once again there are provisions in the proposed Bill that would affect the university sector. At this point, the Bill is at a preliminary stage of the legislative process and we are actively monitoring this file in conjunction with other universities.

There is much good news for universities in the recently announced **federal budget**, namely in the form of substantial commitments to invest in research and development through faculty recruitment, research and targeted initiatives funding, student housing and infrastructure. Similarly, there is a clear commitment in the budget to prioritize recruitment of PhD and other research personnel in the immigration process, and to make Canada's interest in welcoming this talent more publicly visible. That said, the messaging on international student recruitment continues to be mixed as the government has also announced that it will continue to reduce the overall number of international student study permits in the next few years.

As always, it remains to be seen whether the government of Quebec will align itself with the positive aspects of these new federal priorities. Unfortunately, the initial signals from Quebec are not encouraging. None of the principal recommendations made by the university sector during the hearings on multi-year planning for immigration were adopted by Minister Roberge following the consultation process on multi-year planning for immigration. Instead, Quebec will continue to reduce the availability of international study permits over time and close the *Programme de l'expérience québécoise*, that offered a fast-track to permanent residency for graduates of Quebec universities and was a major recruitment inducement.

More positively, in the Quebec economic update provided by Minister Girard in late November, there was a welcome announcement of the creation of ten new research chairs designed to recruit international talent to Quebec.

And in still good government news, congratulations to **Marc Miller** who was appointed minister of Canadian Identity and Culture, as well as Official Languages. His current roles include being a Member of Parliament for Ville-Marie—Le Sud-Ouest—Île-des-Soeurs, a district that includes Concordia's downtown campus.

In campus news, Concordia's annual **used book fair** raised **$35,472** and sold nearly 20,000 books, all to benefit scholarships.

The university's **Centraide Campaign** concluded on December 3rd with a ceremony at the SHIFT Centre for Social Transformation. Thanks to everyone who supported the fundraiser, which benefits 800,000 individuals. Kudos to our volunteers, including co-chairs **Annie Gérin**, dean of the Faculty of Fine Arts, and **Philippe Beauregard**, chief communications officer.

AWARDS AND RECOGNITION

Jason Edward Lewis (Department of Design and Computation Arts) is the first Concordia faculty member to receive a **Social Sciences and Humanities Research Council** (SSHRC) **Impact Award – Partnership**, which comes with $50,000. I attended the SSHRC Impact Awards Ceremony in Ottawa on November 24th where Jason was honoured.

Nadia Myre, a Concordia Studio Arts professor and Canada Research Chair in Indigenous Art Practice, was awarded the **2025 Prix Paul-Émile-Borduas**, Quebec's highest distinction in visual arts, in recognition of her profound impact on Indigenous art and cultural dialogue. Her nearly three-decade career has reshaped how Indigenous histories, materials and identities are expressed and understood in contemporary art. Beyond her studio practice, she founded Concordia's Kìnawind Lab — named for the Anishinaabemowin word meaning the inclusive "us" — for material research and hybrid art practice, and co-founded daphne, Quebec's first Indigenous artist-run centre, fostering cross-community connections between francophone and anglophone Indigenous communities. Her public art, including being exhibited across Canada and internationally, further underscores her influence both on the course of Canadian art and the conversation about shared histories and belonging. **Tim Evans**, VP Research, Impact and Innovation was on hand to represent Concordia at the award ceremony.

At the fourth annual Canada West Institutional Forum on October 22nd, **Markets Group** — a global organizer of investment-industry forums that convenes institutional investors and asset managers worldwide — presented **Marc Gauthier**, university treasurer and chief investment officer, with its **Strategy Award**. He is the first Canadian to receive the distinction. Marc also received the **Lifetime Achievement Award** at the 2025 **Institutional Connect Awards** on November 17th. The recognition highlights the innovation and transformations he had led across both the Pension Plan for Concordia employees and the Concordia University Inter-Generational Fund.

Concordia has climbed to 9th place among Canada's comprehensive universities in ***Maclean's* annual rankings of Canadian universities**, improving in six of the evaluated indicators from last year. *Maclean's* ranks 50 universities across the country overall, including 15 comprehensive universities, 15 medical doctoral universities and 20 primarily undergraduate universities. Concordia's strongest performance came in the Reputational Survey, where it rose to 5th among comprehensive universities and 16th nationally. For this indicator, *Maclean's* conducts

an extensive survey, collecting views on quality and innovation from hundreds of university faculty and senior administrators, as well as employers across Canada. The biggest gains were in Scholarships and Bursaries (8th) and Library Acquisitions (10th). It also improved in Student Awards (now 7th), NSERC/CIHR grants (8th) and Faculty Awards (10th).

TEACHING AND RESEARCH

Concordia is launching Quebec's first **School of Performance**, bringing its Departments of Contemporary Dance, Music, and Theatre together into a single, interdisciplinary hub set to open in September 2026. This move responds to rising demand for collaborative, flexible performing arts education and opens up opportunities for experimental showcases to collaborative productions in a variety of performance settings. By fostering strong ties with Montreal's arts community, students will engage directly with cultural organizations and festivals. The curriculum balances interdisciplinary exploration with the option to specialize in specific disciplines like choreography, jazz, or acting, while embedding anti-racist, Indigenous and decolonial perspectives across the program. Graduates will be prepared for diverse careers, including cultural leadership, community engagement, education, research and creative entrepreneurship.

Concordia participated in the first **Annual Forum of the Advanced Air Mobility Institute** on November 27th at the YMX Innovation Centre in Mirabel, where experts from industry, academia and government gathered to discuss how drones and electric aircraft — such as small electric planes — could help transform transportation in Quebec and beyond. The Institute, which was founded in 2024 by the SDG Innovation Network with the support of ADM Aéroports de Montréal, joined researchers and professionals from across Quebec to advance sustainable and intelligent aviation, which was co-led by **Jean-Marc Frayret** of Polytechnique Montréal and **Carole El Ayoubi**, associate director of the Concordia Institute for Aerospace Design and Innovation (CIADI) and senior lecturer at the Gina Cody School of Engineering and Computer Science's Department of Mechanical, Industrial and Aerospace engineering. Concordia's contribution to the event focused on training and collaboration, ensuring that students and partners could work together on technologies that serve people and the environment.

Concordia has launched a new peer-to-peer service called **First Stop** that aims to simplify how students ask any Concordia-related question. Located in high-traffic spots across both the Sir George Williams and Loyola Campuses, bright green-shirted students called Student First Stop Assistants help with everything from showing other students how to book an appointment or drop in with the right service to helping them discover services they may have been unaware of. In its first eight weeks the initiative has logged over 3,400 interactions and nearly 2,800 referrals, highlighting how many students arrive uncertain of where to go – a gap First Stop was created to address. The model also supports student employment and institutional feedback loops by having First Stop Assistants report unclear information or processes back to campus units, thereby improving access for all.

Under the **NCC Cyber Security Innovation Network** program, **Kash Khorasani** (Department of Electrical and Computer Engineering) received **$2 million** for his project "Cybersecurity, Resilience, and Trustworthiness of Networked Critical Infrastructure and Autonomous Advanced Air Mobility (AAM) Assets Against Malicious Adversary Cyber-Attacks" and **Chadi Assi** (Concordia Institute for Information Systems Engineering) received **$500,000** for his project, "A Comprehensive Training Program for Advanced Cybersecurity in 5G Networks, ICS/CPS, and Beyond".

In collaboration with industry partner Nouveau Monde Graphite (NMG), **Karim Zaghib** and **Michel Trudeau** (both from the Department of Chemical and Materials Engineering) will lead a project titled "*Utilisation de micro-particules de graphite pour les anodes de batteries rechargeables au lithium-ion et au-delà*." This three-year project aims to study the potential of using small size particles of graphite that are usually discarded during the manufacturing process for batteries, in semi-solid and solid-state lithium-ion battery designs as a means of reducing waste and costs in the battery production process. The total contract value over three years is **$2,695,662** including PRIMA Quebec/MEIE contributions of $660,262, NSERC contributions of $1,135,400, and industry partner NMG's contributions of $600,000 cash and $300,000 in-kind.

Zhi Chen (Department of Building, Civil, and Environmental Engineering) has secured funding from the **Department of Fisheries and Oceans** under the Ecosystems and Oceans Science Contribution Framework and will lead a project titled "Enhancement and Integration of Oil Spill Models for the Protection of Coastal Waters in Northern Canada." The 11-month, **$219,650** initiative aims to advance oil spill modelling and tracking capabilities in Canada, enhancing the country's preparedness for oil spill emergencies. The project will address gaps in the current modelling of oil spills in Canada's northern coastal waters, which are becoming increasingly vulnerable to oil spills due to the expansion of shipping and resource extraction activities.

Research Institute Day was held on November 12th and offered an inside look into Concordia's research culture, bringing together students, researchers, and community members for tours, demos, and conversations across three university institutes: Milieux, the Next-Generation Cities Institute, and the Applied AI Institute as well as the Institute for Research on Migration from the Faculty of Arts and Science. The day opened at 4TH SPACE with the panel "How Research Institutes Take Shape," hosted by Institute directors and featuring 125 attendees.

School of Graduate Studies

Graduate **Open House** in October drew 1,258 registrants and 446 check-ins, with strong participation from Quebec and out-of-province students. International turnout remained steady. The school also hosted an online session for international students, "Master's vs. PhD: The Decision That Shapes Your Future," which provided additional outreach to prospective applicants.

The annual **Brewing Success** speed networking event with alumni and industry partners, was held on November 25th and welcomed more than 70 graduate students from across all faculties.

Participants connected with 15 employers, including 11 Concordia alumni, representing sectors such as academia, not-for-profit, finance, science and engineering.

Our expanded structured **writing support initiatives** continue to see strong engagement. In November, over 30 students participated in the three-day **Thesis Boost** retreat, benefiting from guided focus sessions and tailored support from librarians and writing assistants. Nearly 30 students also joined the one-day **Thesis Mini-Boost** on November 26th. In addition, student-led graduate co-working groups of up to five students meet twice weekly, both in person and online, providing accountability and regular structured time to advance their research and writing goals.

Leonard and Bina Ellen Art Gallery
Joyce Joumaa's new installation **POWER.FORWARD.REVERSE.REWIND** opened in the SIGHTINGS cube.

The new solo exhibition **tsi iotnekahtentiónhatie (Tiohtià:ke)** from **Hannah Claus** (Department of Studio Arts) opened on November 19th and runs to February 7th.

4TH SPACE
With the launch of the new Minor in Black and African Diaspora Studies in the Canadian Context program, 4TH SPACE has hosted a series of conversations providing insight on current research. For this event, **Huda Hassan**, Assistant Professor of Geography, Planning, and Environment presented her recent work on the African diaspora in 1920s Harlem. **Jean-Claude Bustros**, professor at the School of Cinema, showed an in-depth look at the production of his proposed public art project for a memorial in the town of Newport, Rhode Island, to honour the lives of the captive Africans lost in the Middle Passage journey from the 17th to early 19th centuries.

As a first spotlight event with the new **Public Scholar** cohort, **Iman Goodarzi**, doctoral candidate in Marketing at the John Molson School of Business brought together **Mahdi Mirhoseini**, Assistant Professor of Business Technology Management, **Mark Griffiths**, a professor of Behavioural Addiction at Nottingham Trent University and **Enrico Ciccone**, Member of the National Assembly. The conversation approached the notion of "digital well-being" from the perspectives of psychology, technology and policy.

School of Health
The first **School of Health Report**, covering the period from May 1st, 2024, to August 31st, 2025, was released and can be found here. A few notables include the School of Health grew to over 200 members, secured a $5 million legacy gift from **Christine Lengvari**, BSc 72, and submitted a Letter of Intent to establish a PhD in Biomedical and Biological Sciences and Engineering.

Concordia International
George Bepete (Department of Chemicals and Materials Engineering and Physics), **René Lemieux** (Département d'études françaises), and **Simon Bacon** (Department of Health, Kinesiology and

Applied Physiology) were each awarded the **Mitacs Horizon Europe International Mobility Award**. The $5,000 award supports travel to Europe for Canadian faculty and enterprises building Horizon Europe consortia for the Horizon Europe Pillar II calls.

Teresa Hernández (Department of Education) was nominated by the Government of Quebec for the 7th **International Educational Congress Jalisco Academy** to represent the province at this major international event. The congress is one of the most significant education forums in Latin America, bringing together tens of thousands of teachers, academics and policymakers. Teresa, who was funded by the government of Jalisco, delivered a presentation on educational innovation.

David Howes (Department of Sociology and Anthropology) received an **Erasmus+ grant** for travel to Germany to visit Bauhaus-Universität Weimar. He will present a public lecture titled "Sensory Studies 2026: Sensorial Revolutions in the Design Arts" and participate in a research team seminar.

Concordia **welcomed delegations** from Ibero-America, Vietnam, Malaysia and the Philippines.

UNIVERSITY ADVANCEMENT

Gifts to Concordia:
The Wilson Foundation made a **$3 million** gift to establish the Henry Habib Diplomacy Accelerator Endowment, which will provide long-term support for students pursuing high-quality internships at the federal, provincial and municipal levels. The endowment will also create new avenues for Concordia students to take up unpaid internships at intergovernmental organizations, including the United Nations and its affiliated agencies, significantly expanding pathways into diplomacy and public service.

The **McCall MacBain Foundation** donated **$390,000** to renew support for the Homeroom Program, Concordia's flagship first-year transition initiative. Homeroom offers weekly peer-facilitated meetings and in-person events designed to help students build community, develop core academic and interpersonal skills, and navigate university life.

Richard Mackay, BA 58, contributed **$50,380** in support of the Richard Mackay Men's Basketball Fund in honour of Coach Mag Flynn. In partnership with Friends of Concordia Men's Basketball, this gift strengthens Concordia's ability to provide resources that help student-athletes excel academically and athletically while celebrating Coach Flynn's long-standing impact on the program.

Medipac International Inc., in the name of **John Ross and Patricia Quigley**, donated **$46,456** to support the Tom Hopkins Memorial Graduate Award. Long-time supporters of Concordia, the Quigleys established this award to help Master of Fine Arts students in Studio Arts pursue ambitious creative work and develop their artistic vision. The award reinforces Quebec's artistic

ecosystem by empowering emerging artists to refine their practice and contribute meaningfully to the cultural landscape.

Erik Van Der Kaay, BSc 62, and **Mary Jo Van Der Kaay**, have created a major new endowment that will provide support for more than a dozen undergraduate science students annually. The Erik and Mary Jo Van Der Kaay Endowment will offer merit-based scholarships to students beginning a Bachelor of Science degree, ensuring sustained assistance for future generations of Concordia learners.

The **Farag & Ward Foundation** renewed its support for the Berti Farag Science Award for Best Research Project. Created in honour of Berti Farag's 40-year teaching career, this undergraduate award recognizes outstanding final-year research projects in the Department of Biology. Ongoing contributions from the foundation continue to celebrate academic excellence and inspire future scientists.

Alumni engagement:
The inauguration of Concordia's **John Molson Climate Business Institute** took place on campus on October 1st with more than 70 attendees.

A special installment of the **Women Who Lead Book Club** featured award-winning translator **Rhonda Mullins**, MA 96. More than 40 people attended the online event on October 9th.

More than 120 people attended the unveiling of the first artwork in the **Honouring Black Presence** public art program. The event featured a conversation with artist **Charles Campbell**, BFA 92, and curator **Dominique Fontaine**.

More than 45 people attended a screening of *The Immigrant Paradox* on October 20th at Cineplex Cinemas Yonge-Dundas in Toronto. The filmed conversation — a Canadian first to feature a university-led dialogue on the big screen — was moderated by **Aphrodite Salas**, MA 99. Its expert panel featured Concordia scholars **Mireille Paquet**, **Ishita Tiwary** and **Andrew Ryder**, along with **Marie Chapman**, CEO of the Canadian Museum of Immigration at Pier 21. **Chancellor Gina Cody**, MEng 81, PhD 89, and **Pascale Sicotte**, dean, Faculty of Arts and Science, were also in attendance.

A conversation with **Marc G. Séguin**, author of *Advocacy in Aging*, a book about estate and health-care planning, drew 47 people to Loyola Jesuit Hall and Conference Centre on October 21st.

A special alumni conversation with **Sandra Hector**, BComm 14, was attended by 83 people on October 22nd. The discussion focused on strategies for creating strong, high-performing teams, offering insights relevant to both small groups and large organizations.

A **reunion of the 1975-76 Stinger's men's hockey team** was attended by 26 people on October 25th at Ed Meagher Arena.

SERVICES AND SUSTAINABILITY SECTOR

Instructional and Information Technology Services
The **PeopleTools Upgrade** was launched to strengthen the performance and stability of the Student Information System.

Cloud migration of Concordia's **Moodle** was finished in October, completing the first phase of the Centre d'excellence en environnement numérique d'apprentissage (CENA) Moodle project initiative.

As required under article 48 of the provincial IT contracts regulation, Concordia completed an **assessment for the Ministère de la Cybersécurité et du Numérique**, through the Government Procurement Centre, on the use of IBM products and identified any that support mission-critical systems. This submission ensures continued compliance and supports upcoming contract renewals.

Recreation and Athletics
Seven members of Concordia's **women's rugby team** were **Réseau du sport étudiant du Québec** (RSEQ) **All-Star selections**. **Mahalia Robinson** was also named U-SPORTS 1st team All-Canadian.

Stingers football finished in third place in the RSEQ.

The **women's soccer team** qualified for the RSEQ semi-finals for the first time since 2005. The Stingers secured a spot with a 4–3 win over Université Laval on October 17th, followed by a 1–1 tie against Université du Québec à Trois-Rivières on October 19th.

BG-2025-7-D7
FOR INFORMATION

JOINT MEETING OF THE OPEN SESSION
OF THE BOARD OF GOVERNORS
AND THE CORPORATION
Meeting of December 11, 2025

AGENDA ITEM: Annual report from the Ombuds Office

ACTION REQUIRED: For information

SUMMARY: The *Terms of Reference of the Ombuds Office* (BD-2) provide for the filing of an annual report detailing the activities of the Ombuds Office, including statistics on the concerns and complaints received. A copy of said report shall be submitted to the Board of Governors for information purposes, following the presentation of some highlights by the Ombudsperson, Amy Fish.

PREPARED BY:

Name: Secretary of the Board
Date: November 28, 2025