BOARD OF GOVERNORS ANNUAL REPORT 2024–2025

CONCORDIA



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CHAIR'S MESSAGE

During the 2024-25 academic year, Concordia University navigated some very challenging times and yet continued to stand out in terms of innovation, excellence and next-generation learning.

In fact, Concordia made several important strides toward becoming a major research-intensive university over the past year.

In September 2024, the Swedish communications giant, Ericsson, signed an agreement with Concordia, making it the first university in North America and only the seventh in the company's history to be recognized as a Tier 1 research partner. The designation aims to grow previous collaborative research and training between Concordia and Ericsson in AI, cybersecurity and the development of 5G and 6G networks.

The 2024-25 academic year also saw a record $40 million investment from Volt-Age to recruit 250 PhD students in support of electrification R&D at Concordia, as well as at the initiative's partner universities—Dalhousie, Toronto Metropolitan and Calgary.

Finally, in 2024 Concordia achieved its highest ranking ever in "Canada's Top 50 Research Universities" from Research Infosource. The University registered an increase of 47,6% in research funding over the previous fiscal year. With $129 million in total research funding, Concordia vaulted past Carleton, York and UQAM, placing 21st overall as well as first in Québec and fifth in Canada among comprehensive universities.

However, like many other institutions, Concordia continues to manage a decline in enrolment due to the Government of Québec's changes in tuition policy as well as shifting demographics and a strong job market. As the University adjusts to the loss in revenue, the Board continues to support efforts to streamline costs, review investments and prioritize strategic and diversified recruitment.

The University's leadership team is strong and well equipped to navigate this turbulent period while maintaining momentum on strategic priorities. The Board's ongoing input and recommendations, including from its retreat, held in August 2024, continue to guide the University across various sectors.

Thank you to outgoing Board members Caroline Jamet, Cathy Wong, Daniel Cross, Kareem Rahaman and Darshan Dorugade, who ended their terms. Your tireless advocacy on behalf of the University is critical to its ongoing success.

Thank you also to Gina Cody, who took over as Chancellor in January 2025, for her inspiring leadership at a time when it's very much needed.

I also take this opportunity to welcome our newest colleagues, Christine Panet-Raymond, who joined us as an external member, and Luca Caminati, representing the Faculty of Fine Arts. Welcome as well to Vanessa Massot and Mehdi Kharazmi, who are the new representatives of the Concordia Student Union and the Graduate Students Association, respectively.

Concordians have always approached the future with a sense of hope, optimism and purpose. Thanks to the unwavering dedication of its community, the University already has everything it needs to thrive over the next half-century and beyond.



Helen Antoniou
Chair, Board of Governors

MANDATE

The Board of Governors is the University's senior governing body and, as such, is responsible for establishing its legal and administrative framework, which includes the adoption of the University's mission and strategic directions, the approval of the budget, the appointment of senior administrators, the establishment of policies, procedures and regulations in connection with the University's governance, the adoption of tuition fees, and the conferment of honorary degrees. The detailed list of the Board's functions and powers is found in Section 9 of the By-Laws.

STANDING COMMITTEES

The work of the Board is supported by its ten standing committees which regularly report to the Board and bring forward recommendations as required. A full description of each committee's composition and mandate is included in the Mandates of the Standing Committees of the Board of Governors.

APPEALS COMMITTEE

Reviews and makes recommendations regarding any matter referred to it by the Chair of the Board in accordance with its superintending power over decisions affecting the University.

AUDIT COMMITTEE

Monitors the internal audit function and enterprise risk management process, reviews and makes recommendations to the Board regarding changes to accounting policies and practices and regarding the approval of the audited financial statements and the appointment of the external auditors.

EMPLOYEE BENEFIT COMMITTEE

Reviews, monitors and makes recommendations to the Board regarding modifications to employee group insurance and benefit plans, except for plans that are exclusively for employee groups with primary membership of part-time employees, and makes recommendations to the Board regarding modifications to the Pension Plan.

EXECUTIVE COMMITTEE

Reviews draft Board agendas and documentation and decides on matters requiring urgent attention between Board meetings.

FINANCE COMMITTEE

Reviews and makes recommendations to the Board regarding the integrated operating, capital and cash budgets, examines and reports on the quarterly results and projections in relation thereto, and reviews and recommends all major university borrowings, financings and expenditures.

GOVERNANCE AND ETHICS COMMITTEE

Reviews and makes recommendations to the Board regarding governance rules and related policies and procedures, oversees the application of the Code of Ethics, recommends the appointment of external Governors, Board Chair and Vice-Chairs, Chancellor and Deputy Chancellor, and evaluates the performance of the Board.

HONORARY DEGREE COMMITTEE

Reviews and makes recommendations regarding proposals for honorary degree and other awards of distinction.

HUMAN RESOURCES COMMITTEE

Recommends and oversees the implementation and application of human resources policies for the University's employees and senior management personnel, makes recommendations to the Board in connection with the collective bargaining mandates as well as tenure and sabbatical leave of academic personnel.

PART-TIME EMPLOYEE BENEFITS COMMITTEE

Reviews, monitors and makes recommendations to the Board regarding modifications to employee group insurance and benefit plans that are exclusively for employee groups with primary membership of part-time employees.

REAL ESTATE PLANNING COMMITTEE

Reviews and makes recommendations to the Board regarding plans for the management and development of the University's real estate, makes recommendations regarding policies and major expenditures with respect to the construction, expansion, repairs and renovations of buildings, facilities, premises and properties as well as the acquisition or disposal thereof.

MEETINGS

Members of Board were convened to eight meetings during the 2024-25 academic year:

September 26 2024
October 24, 2024
December 12, 2024
February 6, 2025
April 16, 2025
May 15, 2025
June 19, 2025

With two restricted session meetings held during the year.

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

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

POLICY REVISIONS

The *Policy on the Use of Concordia's Name, and the Governance of its Visual Character and Digital Presence* (SG-4) was revised and approved by the Board.

PRESENTATION OF ANNUAL REPORTS

Amy Fish and Aisha Topsakal presented the highlights of the Ombuds Office Annual Report and the Office of Rights and Responsibilities Annual Report, respectively.

FINANCES

Throughout the year, the Board was kept apprised of the University's evolving financial situation via reports provided by the Finance Committee, the Chief Financial Officer as well as the President.

During the 2024-25 fiscal year, the University's financial challenges continued, including reduced enrolment, particularly among international students. The University was compelled to take recourse to legal remedies against the tuition policy of the government. The Québec Superior Court gave some relief, by ruling that the changes to tuition fees for out-of-province students were unreasonable, while the changes to the funding framework for international students were upheld.

This ruling served as a moral victory for the University.

More than ever, faced with these important challenges, the University remains committed to demonstrating creativity, teamwork, resourcefulness and agility. Fortunately, ambition and resilience are part of Concordia's DNA. Moving forward, the University remains confident in its ability to position itself as a great university, while continuing to tackle these challenges.

APPOINTMENTS/RENEWALS

The following renewals were approved by the Board in accordance with the *Policy on Senior Administrative Appointments* (BD-5) and the *Policy on Employment and Remuneration of the Academic Deans and University Librarians* (BD-17):

- Tim Evans was appointed Vice-President, Research, Innovation and Impact for a five-year term starting on January 1, 2025.
- Pascale Sicotte was recommended to serve a second term as Dean, Faculty of Arts and Science, starting August 1, 2025.
- Mourad Debbabi was recommended to serve a second term as Dean, Gina Cody School of Engineering and Computer Science, starting June 1, 2026.
- Michael Di Grappa's term as Vice President, Services and Sustainability was renewed for another term starting October 1, 2025.
- Frederica Jacobs's term as Secretary-General and General Counsel was renewed for another term starting December 1, 2025.

On recommendation of the Governance and Ethics Committee:

- Claude Joli-Coeur was reappointed Vice-Chair of the Board representing the external members while Jarrett Carty was appointed Vice-Chair of the Board representing the internal members, both for a one-year term beginning on July 1, 2025.

New Board members:

- Christine Panet-Raymond joined the Board as an external member for a three-year term starting on May 1, 2025.
- Luca Caminati joined the Board as an internal member from the Faculty of Fine Arts, for a three-year term starting on July 1, 2025.
- Vanessa Massot joined the Board as representative of the Concordia Student Union as of July 1, 2025.
- Mehdi Kharazmi will be joining the Board as representative of the Graduate Student's Association as of September 24, 2025.

REAL ESTATE

Given the budgetary challenges and the changes in government policy related to capital investments, the only major capital project included the approval of the retrofit of the Guy-De Maisonneuve (GM) Building, which is part of the University's PLAN/NET ZERØ initiative that seeks to decarbonize campuses and reduce energy consumption.

REPORT ON WRONGDOINGS

As of November 30, 2024, certain amendments to the *Act respecting protection against reprisals related to the disclosure of wrongdoings and to amend other legislative provisions,* SQ 2024, c 21 (the "**Reprisals Act**") and the *Act to facilitate the disclosure of wrongdoings relating to public bodies*CQLR, c D-11.1 (the "**Disclosure Act**") came into force (the Reprisals Act and the Disclosure Act being collectively referred to as the "Acts").

Prior to the 2024 amendments to the Disclosure Act referred to above, among other things, the earlier iteration of the Disclosure Act (the "**Whistleblowing Act**") required that the University: (i) adopt a Whistleblowing Policy; (ii) appoint a "*Designated Official*"; and (iii) clearly communicate to the University community the contact information for the "*Designated Official*" and that the latter was the person designated by the University to receive reports of wrongdoings from its employees. In accordance with the Whistleblowing Act, the University adopted its

Policy on Employee Disclosures of Wrongdoings (BD-16) and the University's Secretary General was appointed as the "Designated Official" by the Board of Governors of the University (the "**BOG**").

On October 24, 2025, the University adopted modifications to its *Policy on Employee Disclosures of Wrongdoings* (BD-16) (the "**Revised Policy**") to reflect the legislative modifications which came into force as of November 30th, 2024. In accordance with the Acts and the Revised Policy:

- On October 17th, 2024, the BOG appointed Concordia's Associate Secretary General as the Ethics and Integrity Officer of the University, thereby replacing the "*Designated Official*";
- Since their appointment, the Ethics and Integrity Officer oversees ethics, integrity and the receipt of any reports of wrongdoing at the University;
- The preferred forum to report wrongdoings is now the Public Protector and as such, the University and, more specifically, the Ethics and Integrity Officer has, and will continue, whenever appropriate, to direct future reports of wrongdoings to the Public Protector;
- The University is still permitted to conduct internal investigations in relation to any reported wrongdoings and will, whenever appropriate, conduct such internal investigations; and
- The University is no longer required to produce an annual report of wrongdoings.

Notwithstanding the foregoing, to the extent that the Ethics and Integrity Officer is in receipt of any disclosures or information that should be disclosed to the University's Audit Committee pursuant to the University's By-Laws, the latter will, when it is appropriate to do so and on a confidential basis, provide the Chair of that Committee with the information that the Ethics and Integrity Officer is permitted by law to provide under the Acts.

MEMBERSHIP

The membership of the Board of Governors, effective June 1, 2025, included 24 members as well as one alternate Governor and one non-voting observer.

Ex-officio

Graham Carr
President and Vice-Chancellor

External members

Helen Antoniou (Chair of the Board)
Executive Coach and Strategy Consultant

Ken Brooks
Senior Vice-President
Ernst & Young

Gary N. Chateram
Senior Vice-President, Co-Head of Retail
MacKenzie Investments

Pat Di Lillo
Vice-President, Finance
Sidcan

Adriana Embiricos Coumondouros
Board Director / Investor

Kim Fuller
Founder and CEO
Phil Inc

Rana Ghorayeb
Executive Vice-President and Head of Real Estate
La Caisse

Shahir Guindi
Chair Emeritus and Partner
Osler, Hoskin & Harcourt LLP

Claude Joli-Coeur (Vice-Chair of the Board)
Lawyer and Board Member

Catherine Loubier
Adviser and Board Director
Former adviser to Canada's 22nd Prime Minister & Premier of Québec

Miranda Melfi
Vice-President, Human Resources, Chief Legal Officer and Corporate Secretary
Birks Group

Paul John Murdoch
Partner and Founder
Murdoch Archambault Avocats

Christine Panet Raymond
Head of Affinity, Programs and A&H, North America
Willis WTW

Roula Zaarour
Board Director, Advisor, Investor

Representing the Faculty

Theresa Bianco
Assistant Professor
Department of Psychology

Jarrett Carty
(Vice-Chair of the Board)
Professor and Principal
Liberal Arts College

Daniel Cross
Professor
Mel Hoppenheim School of Cinema

Rahul Ravi
Associate Professor
Department of Accountancy

Robert Soroka
President
Concordia University Part-time Faculty Association

Ted Stathopoulos
Professor
Department of Building, Civil and Environmental Engineering

Representing the Administrative and Support Staff

Shoshana Kalfon
Advisor
Student Academic Services, Faculty of Arts and Science

Representing Graduate Students

Darshan Dorugade

Representing Undergraduate Students

Kareem Rahaman
Ali Salman (alternate)

Non-voting observer

Gina Cody
Chancellor

Secretary-General

Frederica Jacobs
Secretary-General and General Counsel

Secretary of the Board of Governors

Karan Singh
Associate Secretary-General

Board and Senate Governance Team

Caroline Leamon
Assistant, Board and Senate Administration



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