

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

Wednesday, September 24, 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	Paul John Murdoch
Theresa Bianco	Kim Fuller	Christine Panet-Raymond (remote)
Luca Caminati	Shahir Guindi (remote)	Rahul Ravi (remote)
Graham Carr (P and Vice-C)	Claude Joli-Coeur (V.C)	Robert Soroka
Jarrett Carty (V.C) (remote)	Catherine Loubier	Ted Stathopoulos
Gary N. Chateram (remote)	Vanessa Massot	Roula Zaarour (remote)
	Miranda Melfi	

Alternate: Ali Salman

Non-voting observer: Gina Cody

Also attending:

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

ABSENT

Governors:

Ken Brooks (remote)	Rana Ghorayeb
Adriana Embiricos	Shoshana Kalfon

LEGEND:

C: Chair

P and Vice-C: President and Vice Chancellor

V.C: Vice Chair

Remote: joined via Zoom/Teams

**1. Call to order**

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

**1.1 Approval of the Agenda**

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

*R-2025-5-1 That the Agenda be approved, including the items on the Consent Agenda.*

**CONSENT**

**2. Approval of June 19, 2025 Minutes**

*R-2025-5-2 That the Minutes of the meeting of Open Session from June 19, 2025 be approved.*

**3. Appointment of an internal member of the Board and the Corporation**

(Document BG-2025-5-D1/CORP-2025-4-D1)

*R-2025-5-3 That, Mehdi Kharazmi, representing the graduate students, be appointed to the Board of Governors and the Corporation for a term beginning on September 1, 2025, and ending on April 30, 2026*

**4. Use of Concordia's name (Document BG-2025-5-D2)**

*R-2025-5-4 That, subject to the conditions set out in the Policy on the Use of Concordia University's Name, Logo and Related Insignia, and the Governance of its Visual Character and Digital Presence (SG-4) and its related Procedures Handbook, the Board of Governors approve the following requests to use the Concordia name: Concordia Business Law Student Association.*

**5. Student fee levies:**

**5.1 Approval of fee (Document BG-2025-5-D3)**

*R-2025-5-5 John Molson School of Business Undergraduate Case Competition:*

*That the Board of Governors authorize Concordia University to collect a fee levy of \$0.50 per credit, from all undergraduate JMSB students for the John Molson School of Business Undergraduate Case Competition, which fee will be implemented for the Winter 2026 (2254) term in accordance with the University's tuition, refund and withdrawal policy, with an opt out mechanism directly through the Commerce and Administration Student Association.*

5.2 **Revision of the Student Service Fee for graduate students**  
(Document BG-2025-5-D4)

R-2025-5-6 *Legal Information Clinic:*

*That the Board of Governors authorize Concordia University to apply a fee levy of \$2.75 per term to allow graduate students full access to the services offered by the CSU Legal Information Clinic. The fee levy increase will be effective in the Fall 2025 (2252) semester, adjusted annually to the Consumer Price Index of Canada, and billed in accordance with the University's tuition, refund, and withdrawal policy.*

6. **Report on compliance with environmental legislation and health and safety regulations (Q2-2025 Report)** (Document BG-2025-5-D5)

This report was provided for information only.

**REGULAR**

7. **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.

8. **President's report** (Document BG-2025-5-D6)

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

- Dr. Carr began by noting that the new semester was in full swing, and that the big question of the moment is the fall registration numbers, which should be available sometime next week. The numbers are mixed, particularly with growth in registration from Québec and a slight increase in enrolment for students from the Rest of Canada. However, the overall student population continues to see a decline, specially with the hit from decline in international student enrolment.
- New undergraduate registrations from Québec are up 6-7% despite an overall decline (7.5%) in applications, and this growth is especially visible as we are entering a short-term demographic bubble of increased CEGEP graduates and post-pandemic factors. The University's recruitment teams are focused heavily on Québec.
- On the Rest of Canada front, there has been a decline of 9%, but registrations increased by 3% from last year. However, it is important to note that the comparisons are year to year and 2024-25 was a very bad year due to the change in the Québec government's tuition policy.

- In addition to adjusting the recruitment strategy to focus on domestic students, all departments and faculties worked assiduously to accelerate admissions and overall, all of these operational factors have helped improve conversion rates (ratio of applications to registrations). The undergraduate picture remains very difficult with the continued decline in international student enrolment numbers. There is an additional element of the University having to de-register close to 250 students, given that the Québec government has placed a deadline of September 15, 2025 for de-registering any international students who have not received their study permits. This is a change from previous years that will further impact registration numbers.
- At the graduate level, registration in research programs has gone up for Québec and Rest of Canada numbers. However, international applications have dropped another 30% compared to last year because of policies of *Immigration, Refugees and Citizenship Canada* and the *Ministère de l'Immigration, de la Francisation et de l'Intégration*.
- Dr. Carr emphasized that three years ago, the University had received around 8,000 international student applications for graduate programs: this year its down to 2,500.
- Visa processing delays continue to wreak havoc. Students already in Montréal may have to leave and others still abroad will not be able to travel. Some students outside Canada received visas in 12 weeks, but others experienced huge delays—93 weeks in the case of a student applying from Iran just for a study permit. Even students from countries like France experienced delays of 8 weeks to get a *Certificat d'acceptation du Québec*, followed by another 10 weeks for a Canadian study visa. Depending on their country of origin, many international students are unable to secure the paperwork in time to begin their studies.
- While deferring admission is an option for international students in this situation, the risk remains that these students may become frustrated by all the delays and apply elsewhere. This is particularly concerning as students are being refused visas despite meeting all of the academic and financial requirements. The decision on entry for international students is being used discretionarily, not automatic, and is a decision of whichever visa officer happens to be processing the dossier.
- Universities Canada continues to lobby the federal government to improve processing times for study permits.
- The Québec government has also introduced a new quota system this year, restricting the number of students who can be admitted by each institution. However, given the negative damage to Canada's reputation internationally, no university even came close to filling its quota (Concordia is at around 47%). The quota numbers are being counted based on admission offers made and not actual registrations, which makes it very skewed as a student may have received an offer from multiple institutions, thereby eating into all of their quotas.
- The *Ministère de l'Immigration, de la Francisation et de l'Intégration* had announced that there would be consultations on a pluri-annual immigration policy beginning in

September, but because of the delay in the National Assembly returning to work, those hearings will now take place in late October. Last year the hearings were noteworthy because the government refused all advice that it was given.

- Finally, Dr. Carr noted that the impact of government policies is devastating to universities on four fronts: a) financial because of loss of tuition revenue and associated government grants; b) reputational because interest in Canada and Québec has plummeted; c) demographic because the collapse of the international market changes the pattern of diversity within the university; and d) there is a research impact because there is a one-to-one correlation between the decline in Masters and PhD students and research productivity.
- It is important for Board members to share this message in their networks about the larger societal impact, owing to loss of important skilled workers and the larger impact on Canada's edge in research. This matter is mission critical for the University, as registration plays a major role and impacts 86% of the University's financial equation.
- Turning to some good news:
- Dr. Carr also spoke about the change in the cabinet at *L'Assemblée nationale*, noting that the new *Ministre de l'Enseignement supérieur*, Mme Martin Biron had taken over recently. He expects to meet the Minister Biron soon. Also, Christopher Skeete (a Concordia alumnus) was named Minister Responsible for Relations with English-Speaking Quebecers. Minister Skeete was on campus earlier this summer for an important research funding announcement and the University team looks forward to working with him.
- At the federal level, Dr. Carr congratulated Concordia graduate Christian DesRoches, who has recently began a posting as Canadian ambassador to Cambodia. The ASEAN region has been an area of development for Concordia and this nomination gives the University an opportunity to continue to engage in its strategy in the region.
- This week, Dr. Carr was one of seven university presidents to attend an invitation-only Business Higher Education Roundtable on 'Talent, Technology and a New Economic Order' in Toronto. The federal Minister of Innovation, Science and Industry, Mme Melanie Joly, and other top civil servants and CEOs were in attendance, and it was an excellent opportunity to position the relevance of the university sector in thinking about future economy.
- Two of Concordia's alumni, Jessica Lee Gagné and Barry Julien, won Emmy awards: Jessica is the first woman to win a cinematography Emmy for her work on the hit series "Severance"; and Barry has been the long-time co-executive producer of "The Late Show with Stephen Colbert," which won this year's award for best late-night show.
- The John Molson School of Business was named the #1 MBA and Business School in Canada by *Bloomberg Businessweek*, overtaking the perennial favorites the Ivey School at

Western, and placing ahead of Desautels and HEC Montréal. Dr. Carr congratulated Dean Croteau and her team and the JMSB faculty.

- On Monday, the University announced the launch of the Sir George William Campus phase of PLAN/NET ZERØ in partnership with Johnson Controls. The work will begin soon, with minimal disruption other than to washrooms and garage. The work includes mostly highly advanced measuring, systems adjustments and recalibrations that are targeted in the first phase.
- The University also announced a Memorandum of Understanding with the Transition Accelerator, a Canadian organization well-connected at the federal level that drives systems-level climate action by curating and convening over 300 partnerships with private sector and government across Canada. Transition Accelerator was drawn to Concordia by an ensemble of applied climate action research actions such as VoltAge and the Next-Generation Cities Institute.
- The University will close its capital campaign this week and, while we are still counting some very recent donations, Dr. Carr expressed confidence that the University will reach, if not exceed, its fundraising goal. Dr. Carr did note that philanthropic support, while great news for students particularly, should be distinguished from the University's operational budget challenges, as the two are distinct.
- Dr. Carr thanked the team at University Advancement and Alumni Relations for their work, and that of the faculty deans, the Office of the Vice President, Research, Innovation of Impact, the Office of the Provost, University Communications, and all those who have worked on connecting to donors, mounting proposals, and telling the great story of Concordia's ascendance as one of the top young universities in the world. Dr. Carr also took the opportunity to highlight the contributions of countless volunteers, especially the co-chairs of the campaign (including Gina Cody), and alumni and friends who have built contacts and opened doors for the University around the world.
- Dr. Carr noted that the external members of the Board particularly will understand the importance of volunteerism, as they very generously volunteer their time to serve on the Board. Public universities are essential to our society, particularly with the challenges faced by our communities and the world at large, and equally important to the role of universities as institutions is those who champion higher education. He expressed gratitude to all who give their time and champion Concordia.

Members had questions about the need to rethink Concordia's financial model. There were also suggestions around disseminating effectively information about the University's financial situation, as many in the community are not aware of the real situation.

There were also questions around making the larger population aware about the University's challenges and those of the education sector, as a lot of people are not tuned into the impact of government policy, tuition policy, immigration, etc.

**9. Other business**

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

**10. Adjournment:**

The Chair adjourned the meeting at 4:57 p.m.

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