

**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. **Systeme 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 Systeme 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 Québécois. 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