



BOARD OF GOVERNORS

NOTICE OF MEETING

January 30, 2026

The Agenda and documents for the Open Session meeting of the Board of Governors of Concordia University to be held on Thursday, February 5, 2026 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 MEETING
OF THE OPEN SESSION
OF THE BOARD OF GOVERNORS**

Thursday, February 5, 2026 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 1.1 Approval of the Agenda 1.2 Approval of December 11, 2025 Minutes	H. Antoniou H. Antoniou H. Antoniou	Approval Approval
4:05	2. Business arising from the Minutes not included on the Agenda		
4:10	3. President's report (Document BG-2026-1-D1)	G. Carr	Information
4:30	4. Annual report from the Office of Rights and Responsibilities (Document BG-2026-1-D2)	H. Antoniou/ A. Topsakal	Information
4:45	5. Other business	H. Antoniou	
4:50	6. Adjournment	H. Antoniou	

**MINUTES 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
and via Zoom video conferencing

PRESENT

Helen Antoniou (C)	Gary N. Chateram (remote)	Catherine Loubier (remote)
Theresa Bianco (remote)	Pat Di Lillo	Vanessa Massot
Ken Brooks (remote)	Kim Fuller	Miranda Melfi (remote)
Luca Caminati	Shahir Guindi (remote)	Christine Panet-Raymond
Graham Carr (P and Vice-C)	Claude Joli-Coeur (V.C)	Rahul Ravi
Jarrett Carty (V.C)	Shoshana Kalfon (remote)	Robert Soroka
		Ted Stathopoulos

Alternate: Ali Salman

Also attending:

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

ABSENT

Governors:

Adriana Embiricos	Mehdi Kharazmi	Roula Zaarour
Rana Ghorayeb	Paul John Murdoch	

Non-voting observer: Gina Cody

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

It was requested that item 5.1 be moved to the Regular Agenda. Upon motion duly moved and seconded, it was unanimously RESOLVED:

R-2025-7-1 That the Agenda be approved with the modification noted above and including the items on the Consent Agenda.

CONSENT

2. Approval of October 30, 2025 Minutes

R-2025-7-2 That the Minutes of the meeting of Open Session from October 30, 2025 be approved.

3. Appointment of Board Standing Committees (Document BG-2025-7-D1/CORP-2025-6-D1)

R-2025-7-3 That, the Board of Governors approve the following nomination 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 LeBlanc 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 the Pension Committee:

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

4. Employee Benefits Committee: Renewal of Group Insurance Plans effective January 1, 2026 (Document BG-2025-7-D2)

R-2025-7-4 That, upon recommendation of the 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 Vision 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; and
- 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.

5. Fees:

5.1. Student fee levies (Document BG-2025-7-D4)

R-2025-7-5 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.

6. Report on the compliance with environmental legislation and health and safety (Q3-2025 report) (Document BG-2025-7-D5)

This report was for information purposed 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.

The Chair thanked the Board for their support and for showing exceptional leadership as the University has navigated complex times. She also thanked the Senior Administration for the continued hard work, including making thoughtful decisions. This has been particularly difficult, given the budgetary challenges, including the policies of the government.

8. Finance Committee: RPL fees (Document BG-2025-7-D3)

A member had a couple of questions related to the implementation of the RPL fees, specifically the application of fees on Indigenous students and the resources needed to implement the policy.

It was clarified that Indigenous students have a tuition waiver and don't pay fees at the University. As such, the same policy would apply to the RPL fees.

On the question of resources, a pilot project was launched two years ago and the program has funds allocated by the provincial government and has already been quite successful, no additional resources allocation will be needed.

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

R-2025-7-6 *That, upon recommendation of the Finance Committee, the Board of Governors approve the implementation of the fees related to the Recognition of Prior Learning.*

9. President's report (Document BG-2025-7-D6)

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

- Dr. Carr began by noting that the semester is winding down. He extended thanks to the Board for their guidance and support over the past months, particularly in light of the various challenges faced by the University.
- He extended congratulations to the Minister Marc Miller, MP for Ville-Marie-Le Sud Ouest-Île des-Soeurs (which encompasses Concordia's downtown campus) on his appointment as Minister of Canadian Identity and Culture and Minister responsible for Official Languages.
- Some faculty achievements shared included:
 - Jason Lewis, Faculty member in Design and Computation Arts became the first Concordian to win the prestigious Partnership Impact Award from the Social Science and Humanities Research Council of Canada. Jason had received a \$23M New Frontiers in Research Grant the previous year. His work focused on digital games development for Indigenous youth with a view to supporting them to imagine what a bold new future could look like for Indigenous communities.
 - Nadia Myre, faculty member, renowned visual artist and of Algonquin heritage, won the Prix Paul-Émile Borduas - the highest prize in Québec for visual arts - becoming the fifth Concordia faculty member or alumnus to win the award since 2017.
- These achievements only underscore the University's contribution to Québec's cultural identity.
- Marc Gauthier, University Treasurer and Chief Investment Officer won the Strategy Award from Markets Group. M. Gauthier has been a driving force behind the University's institutional investment strategy (CUIF and the Pension Plan).
- The previous day, the University celebrated a \$5M investment by CFI (Canada Foundation for Innovation) and MEIE (*Ministère d'économie, innovation et énergie*) in the Genomic Foundry (opened in 2011; initial funding in 2016). With this, Loyola is home to a state-of-the-art digital and robotic research platform in genomics and synthetic biology, unrivalled in Canada.
- Dr. Carr reported on Tuesday's announcement by Minister Mélanie Joly of a \$1.12B investment over twelve years to recruit 100 exceptional international researchers and early career researchers in eight priority areas. The University was allocated \$5M,

while medical and health programs were advantaged (UofT (\$35M), McGill and UBC (\$25M)), this brings focus back to support the University's School of Health.

- Dr. Carr noted that the federal government also made a major announcement of CFI funding to support infrastructure needs of up to \$6M for all newly recruited researchers, however it is not clear if the provincial government will participate in the funding program by matching funds.
- Two weeks ago, the provincial government announced the investment of \$10M over five years to recruit ten research chairs, specifically targeting researchers based in the United States with a preference for francophones or researchers from the Francophonie. Dr. Carr extended thanks to Ministers Girard and Biron, as well as Rémi Quirion for their efforts to secure this funding.
- With this funding alignment, the federal government, while reducing international students, will prioritize PhD students who will be fast-tracked. A website is being created to promote graduate research opportunities. This is an important step, as the majority of Concordia's international students are graduate students, and it is important for messaging that Canada and Québec are still welcoming global talent.
- Unfortunately, the provincial government has ignored unanimous recommendations from universities and the business community to review decisions around international students as part of its multi-year immigration strategy consultations.
- Dr. Carr reminded Governors that the *Programme d'expérience québécoise* has been eliminated by the provincial government. This program had offered fast-track permanent residency to graduates of Québec universities.
- Dr. Carr went on to provide some information on two bills before the Québec National Assembly:
 - Bill 1 is the proposed constitution for Québec, which threatens university autonomy while also undermining the ability to challenge government decisions that impact universities in a negative way. Groups, including BCI, have spoken against this, as the Bill also fails to protect the historic status of English-language institutions and limits the ability of universities, as publicly funded entities, to take legal action against the government, as the University did last year.
 - Bill 1 also expands government powers to dictate contracts between Québec entities, including universities, which could impact research funding agreements. The Bill also lacks reference to academic freedom and asserts that multiculturalism doesn't apply to Québec. These elements have implications for the University.
 - Bill 9 on *laïcité* was tabled two weeks ago and public consultations are expected to start when the National Assembly meets again in February. The Bill is wide

ranging and parts of it are difficult to interpret, particularly around the status of the Loyola Chapel, spaces rented to businesses, differentiation between University's use of space and the use of University space by others who are not part of the University community who access the University's campuses. For academic activities, the Bill is being reviewed for its provisions on face coverings or the wearing of religious symbols and accommodations on religious grounds (for example, the observance of Jewish holidays).

- However, it is clear that prayer spaces, such as the one in the Hall Building, would not be permitted on campuses if this law is adopted. The ban on prayer spaces is going to be particularly concerning for Muslim students who use the space. Other student groups with a religious affiliation and who do activities on campus also have questions on the Bill's implications.
- The University is still gathering information, owing to the lack of clarity of various provisions. The law still needs to go through a process before its adoption.
- Dr. Carr reiterated that the University was committed to equity and diversity and the University would continue to do whatever is possible to support students and other members of the University community as we work together with other institutions to understand better the implications of the proposed Bill.
- Interim Provost Faye Diamantoudi has begun a campus tour of departments and faculties to discuss the University's budget situation. The team is using these meetings to explore development of new programs, make tweaks to existing programs, and devise other strategies to enhance recruitment and retention and generate additional revenue going forward. The meetings are necessary for two reasons: to ensure that a maximum number of people in the University community have a common and accurate understanding of the financial situation and to encourage units to have agency in identifying and designing potential customized routes to solutions to increase revenue.
- The final goal is to generate data-informed and data-driven strategies to grow recruitment going forward, but also to examine admission and accompaniment processes for students
- Dr. Carr and the CFO, Denis Cossette, will be meeting non-academic units in the subsequent week to discuss the budget situation. Various measures like the voluntary retirement program and other cost cutting measures are afoot, and the University team continues to review the structural deficit and its *masse salariale*, to come up with sustainable changes and a path forward.

10. Annual report from the Ombudsperson (Document BG-2025-7-D7)

The Ombudsperson presented the Ombuds Office's annual report for 2024-25.

The Ombuds Office received 565 files this year, and approximately 300 emails and calls about campus climate. The Ombudsperson offered to personally speak to all callers and returned every phone call received.

Most of the files were related to grades and communication with professors. There were also complaints from students about not being able to attend classes due to campus climate.

The Ombudsperson offered the following recommendations:

- The review of the use of the Mezzanine space in the Hall building and the recommendation to convert the same to align with the University's prime mission. This recommendation was not accepted due to budget constraints;
- That Québec residency requirements be clearly posted on the various program websites, so that students are properly informed on the same. This recommendation was accepted; and
- That the profile of the position of Dean of Students be reviewed. This recommendation was being reviewed.

The Ombudsperson thanked the University community for their support.

There was a question on whether the Ombudsperson met with the CSU and other student groups. It was clarified that Ombuds Office does not have jurisdiction over the CSU and, as such, the Ombudsperson is not allowed to meet with them and other student groups.

11. Other business

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

12. Adjournment:

The Chair adjourned the meeting at 4:45 p.m.

K. Singh
Karan Singh
Secretary of the Board of Governors



REPORT TO THE BOARD OF GOVERNORS

GRAHAM CARR
PRESIDENT AND VICE-CHANCELLOR

FEBRUARY 2026

INTRODUCTION

To those who haven't heard it from me yet, Happy New Year and hope everyone had an enjoyable holiday – even if it already seems like a distant memory.

Starting prior to the break in December and continuing into January, I met with different administrative units to offer an unvarnished talk on Concordia's difficult **budget situation**, opening up the floor at each session to answer questions. The response was generally positive, with thoughtful comments and a willingness to help. Meanwhile, **Faye Diamantoudi**, Interim Provost, has continued meeting individually with departments across the university to discuss budget matters and steps they can take to support increased enrollment.

Concordia's new **Chief Financial Officer, Kathleen Lizé**, GrDip 97, started in the role on January 12th. Kathleen previously served as Director of Internal Audit from 2014 to 2020 and has held a number of important positions in the private sector. We are pleased to welcome her back to the university.

Along with Chief of Staff and Associate Vice-President, International, **William Cheaib**, I travelled to Beijing on January 13th where Concordia was one of only two Canadian universities invited to participate in the **Canada-China Trade and Investment Banquet**, hosted by the Canada China Business Council. Prime Minister **Mark Carney** and the Vice-Premier of China **He Lifeng** spoke at the dinner about a new era of bilateral trade and collaboration between Canada and China. In addition, I attended a private networking event for the Canadian delegation with the prime minister, several federal ministers, public officials and industry and trade representatives.

AWARD AND RECOGNITIONS

Six members of the Concordia community were named to the **Order of Canada**, one of Canada's highest civilian honours. **Rosalie Silberman Abella**, the recipient of an honorary doctorate from Concordia in 1991, was named a Companion in recognition of her work in becoming a towering figure in Canadian law. The first Jewish woman appointed to the Supreme Court of Canada, she has shaped human rights, equality and constitutional law nationally and internationally. **Praveen K. Jain**, who began his academic career at Concordia in 1994 as an associate professor in the Department of Electrical and Computer Engineering, was named an Officer for world-leading innovation in electrical energy processing and power electronics. **Reesa Greenberg**, art historian, philanthropist and former Concordia adjunct professor, was named a Member in recognition of her lasting contributions to Canadian museums, scholarship and the university. **James Hewitt**, founder, Chair and CEO of both the Hewitt Group and the Hewitt Foundation, was named an Officer for his support of education, health care and community development initiatives in Quebec and the Atlantic provinces, including Concordia sports, arts and Indigenous programming. **Martha Langford**, distinguished professor emerita in the Department of Art History, was named an Officer

for her transformative work in Canadian visual culture. **Barry Truax**, professor emeritus at Simon Fraser University and a world-renowned composer of electroacoustic music, was honoured for his innovative work with the World Soundscape Project and his advanced approaches to sound. He's forged a strong connection with Concordia students through mentorship and the creation of the Glenfraser Concordia Endowment.

Leisure, a collaborative art duo of Concordia INDI PhD candidates **Meredith Carruthers** and **Susannah Wesley**, were awarded the **2025 Louis-Comtois Award**, one of the city's most prestigious honours for mid-career contemporary artists, celebrating their influence on Montreal's art scene over the past 15 years. The duo are the first collaboration to ever receive the award. The prize includes \$7,500 plus an additional \$2,500 to support a solo exhibition. The jury praised the duo's sustained engagement with questions of representation, museum practices and the structures that shape how art is produced and received.

The **Concordia Society for Civil Engineering** (CSCE) was honoured with the **Engagement Vitality Award** from the Canadian Society for Civil Engineering in recognition of its remarkable growth, leadership and impact. CSCE supports students through industry-specific training, course tutorials, major networking events and competitive design teams like the Concrete Toboggan Team, the Concrete Canoe Team, and the Troitsky Bridge Building Team.

Concordia's Faculty of Arts and Science announced the winners of its **2025 Graduate Research Photo Contest**, a showcase that invites master's and doctoral students to visually capture the essence of their research in a single photograph and explain their research with a clear, accessible description. First place went to **Rachel Rozanski**, a Humanities PhD candidate for a striking composition of toxic shoreline fragments titled "The Blue of Distance." Second place went to **Mahgol Darvishmolla**, PhD candidate, Health and Exercise Science, for a glowing neuron portrait titled "Neuronal Sunburst," and third place went to **Philippine D'Halleine**, MA student in History, for a photo reflecting domestic labour history titled "who does the laundry?"

The John Molson School of Business undergraduate student delegation earned 3rd place overall in academics at the **Jeux de Commerce Central** (JDCC) **case competition**, which took place January 16th to 18th. JDCC Central, established in 2007 and standing as one of Canada's premier business competitions, unites over 400 business students from across central and eastern Canada for an exhilarating three-day competition featuring consulting-style academic case challenges, parliamentary-style debates, sports tournaments and both social and improv activities.

TEACHING AND RESEARCH

Concordia launched **GenAI Quickstart for Students**, a set of five quick, interactive learning modules designed to help students navigate the ethical use of generative artificial intelligence in their coursework, research and writing by promoting responsible practices, academic integrity, and critical thinking. Created in collaboration with experts from Concordia, eConcordia and McGill

University, the roughly 15-minute modules guide learners in choosing appropriate AI tools, understanding professor expectations and evaluating issues like accuracy, reliability and bias, reinforcing the idea that AI should support learning rather than serve as a shortcut, while also continuing on the university's broader efforts to build AI literacy on campus.

The annual **Community Service Initiative Showcase** at the John Molson School of Business brought together more than 35 non-profits and social-impact organizations to promote collaboration, learning and networking between Concordia and the community. The initiative connected students, faculty and staff with not-for-profit organizations, social enterprises, small businesses and government agencies through experiential learning opportunities such as volunteering, internships, applied projects, governance roles and charitable giving. The showcase highlighted long-term campus-community partnerships and created reciprocal value, with organizations benefiting from business expertise and research support, while students applied classroom learning in real-world contexts.

The **John Molson MBA International Case Competition** took place January 4th to 9th. Recognized as the largest of its kind, the event is organized by a team of MBA candidates. The competition's format is a round-robin tournament consisting of seven business cases. This year's first place winner was Lund University, Sweden.

The tenth edition of **ConUHacks** took place on January 24th to the 25th. The event is Quebec's largest 24-hour student hackathon, challenging teams to build software or hardware using emerging technologies. The event drew 1,000 participants from Canada and the United States.

In the fall **SSHRC Connection Grants competition**, three of seven applications were funded with a total of **\$91,607** awarded to **Steven High** (Department of History), **Kimberley Manning** (Department of Political Science), and **Lindsay Rodgers** (Applied AI Institute) for projects advancing work on deindustrialization, gender and politics in China and futures of gender. In the **Destination Horizon** program, **Jill Didur** (Department of English) was awarded funding for the Speculative Life initiative, receiving **\$14,995**. Finally, under the Partnership Engage Grants competition, **Rene Lemieux** (Études françaises) received a grant of **\$24,327** for a project supporting Indigenous language revitalization in Québec.

Funded through the **Department of National Defence's Innovation for Defence Excellence and Security (IDEaS) program**, a two-year project led by **Kash Khorasani** (Department of Electrical and Computer Engineering) totals **\$249,312**. The initiative focuses on strengthening the resilience of satellite communication networks that support modern defence operations. The project will develop a high-fidelity testing environment that replicates real on-orbit conditions. The resulting performance data will be used to improve predictive models, reduce uncertainty and support more informed decisions in the design of future secure and adaptive satellite networks, including for use in satellites for civilian communications.

Sandra Cespedes (Department of Computer Science and Software Engineering) was awarded **\$255,000** over three years. Her NSERC-funded project explores how to keep next-generation mobile networks secure without sacrificing speed or reliability. As 5G and 6G systems become more cloud-based, they are increasingly vulnerable to cyber threats, including those posed by future quantum computers. Working in partnership with Ericsson Canada and Mitacs, the research will test practical ways to combine strong, quantum-safe security with efficient data compression so that high-speed applications — such as virtual reality and autonomous systems — continue to operate smoothly. The results will help strengthen the resilience of future digital infrastructure.

Chadi Assi (Concordia Institute for Information Systems Engineering) will receive **\$1,740,000** over five years from an NSERC grant. “Automating Security for Resilient 5G/6G Networks” uses artificial intelligence to strengthen the security of future mobile networks as they evolve into more complex 5G and 6G systems. These networks face increasing cyber threats that are too difficult to manage manually – the research focuses on developing smart, self-adjusting tools that can automatically detect problems, adapt to new risks and coordinate protection across the entire system.

The **Canada Impact+ Research Chairs Program** is a one-time initiative designed to support institutions in attracting world-leading researchers whose work addresses critical national and global challenges. The program emphasizes both research excellence and tangible impact. Impact+ Research Chairs will receive long-term funding and institutional support to advance ambitious and transformative projects in Canada’s strategic priority areas, build, and maintain exceptional research teams, and collaborate with partners across sectors and borders. Concordia was allocated a first quota of \$5 million (can be awarded at \$1 million/year or \$500,000/year over eight years).

Similarly, the **Canada Impact+ Research Training Awards** are a one-time initiative designed to recruit international or returning Canadian students and postdoctoral researchers to Canada. These awards support the recruitment of doctoral students and postdoctoral researchers in priority areas, helping build capacity, strengthen the research ecosystem, and enhance Canada’s global competitiveness. The doctoral award is valued at \$40,000 per year with a duration of three years. The postdoctoral award is valued at \$70,000 per year with a duration of two years. Concordia was allocated a quota of five PhDs and three postdocs, valued at \$1,020,000.

Pascale Biron (Department of Geography, Planning and Environment) secured **\$638,988** in funding from **Québec’s Ministère de l’environnement, de la lutte contre les changements climatiques, de la faune et des parcs**. The three-year project aims to collect data on innovative measures to restore watercourses in agricultural environments, as well as monitoring protocols to ensure the sustainability of these restorative measures.

Caroline Hachem-Vermette (Department of Building, Civil and Environmental Engineering) secured funding from the **National Research Council** for a project addressing carbon neutrality. The 24-month initiative, valued at **\$50,000**, will focus on testing, refining and accelerating

electrification and decarbonization pathways at the neighbourhood level, and will form part of Caroline's Volt-Age Seed project "Smart solar community living lab London/Ontario."

Suong Van Hoa (Department of Mechanical, Industrial and Aerospace Engineering) will receive **€80,000** in funding from the University of Southern Brittany (France) through a **European Space Agency** project. The goal of the project is to use 4-D printing to produce high performance composite structures.

The Office of the Vice-President, Research, Innovation and Impact, launched the newly revamped **Next Generation Scholar Program**, which replaces the Concordia Undergraduate Student Research Awards program. With new criteria, a streamlined process, and a different funding structure, the program better responds to changing realities in higher education, and provides better support and opportunities to undergraduate students, who will ultimately be the next generation of scholars.

Leonard and Bina Ellen Art Gallery

The Gallery is currently hosting a major solo exhibition by **Hannah Claus** (Associate Professor in the Faculty of Fine Arts and co-chair of the Indigenous Futures Research Centre).

The Gallery is hosting a new commissioned project, **POWER.FORWARD.REVERSE.REWIND** by artist and Concordia graduate **Joyce Joumaa** in the SIGHTINGS cube.

On Jan 14th, the Gallery hosted the event **LISTENING/RECORDING/REGISTERING** in collaboration with the Centre for Oral History and Digital Storytelling and **Nalini Mohabir** (Department of Geography, Planning and Environment). Over 40 people attended a guided session to listen to previously restricted audio excerpts from a 1969 rally in the Hall Building's mezzanine at the outset of the Sir George Williams Affair.

Milieux Institute

Associate Professor **Angélique Willkie** was appointed Interim Director of Milieux.

Applied AI Institute

The Applied AI Institute received funding from **IVADO** for a research project led by **Nizar Bouguila** (Concordia Institute for Information Systems Engineering) and **Vera Bekes** (Department of Educational and Counselling Psychology, McGill University). Their work will explore the challenge of governance that occurs when general-purpose AI tools are spontaneously adopted for high-stakes purposes such as mental health support and existing regulatory frameworks fail because they were not designed for such purposes.

The Applied AI Institute and Mitacs launched a national **AI proficiency training program**. This co-branded Concordia-Mitacs initiative will provide foundational AI literacy, practical skills and

responsible AI frameworks to Mitacs program participants, supporting workforce readiness in AI-enabled environments.

District 3

District 3 (D3) received a renewal from the **Ministère de l'Économie, de l'Innovation et de l'Énergie** to support startups. The total amount is **\$1 Million** over two years (2026 and 2027).

In some startup news from D3:

Morphocell Technologies completed its **Series A round of funding for \$50 million USD**. The company, co-founded by the D3 biotech stream lead **Margaret Bywater**, specializes in tissue therapeutics for organ replacement.

Aifred Health hit two major milestones: 1) a second U.S. patent for innovation behind their AI-powered clinical decision support platform; and 2) confirmation that Aifred's tech is a non-regulated clinical decision support tool, clearing their platform for marketing in the U.S.

Rocket Doctor AI, another D3-incubated startup, announced Strong Q3 Momentum Driven by U.S. Expansion, New Payer Contracts and Platform Growth. The company provides personalized health care information services.

DocTocToc made its first visit to the neighbourhood of Notre-Dame-de-Grâce, offering a fully equipped, free clinic on wheels for families with children aged zero to five who have limited access to traditional health services. DocTocToc was supported by D3's health care stream.

Nanofacile, a D3 startup that works in RNA therapy development, won **Rising Community Startup of the Year** at the Montreal Startup Community Awards.

School of Graduate Studies

Anne Laurie, postdoctoral researcher in the Department of Education (Child Studies), was awarded a **Mitacs Innovation Award — Inclusive Innovator of the Year** for her novel work to develop a first-of-its-kind equitable Developmental Language Disorder assessment tool that is filling a gap in the speech-language and ed tech markets. The tool, now offered online, is the first of its kind to provide a culturally sensitive way to distinguish between language difference and Developmental Language Disorder, ensuring children who need early intervention get it and avoid being mislabelled.

4TH SPACE

On December 11th “**Wild Kin**” brought together a series of presentations and talks by PhD and MFA researchers engaging with the idea of ecology from an LGBTQ+ perspective, concurrent with an exhibition by **Aaron McIntosh** (Department of Studio Arts) at the FoFA gallery.

Kristine Dizon is a current Banting scholar and postdoctoral fellow in the department of English. Exploring the intersection of art and comedy, she convened a group of practising artists and comedians to share their experiences on the power and utility of comedy in building creative lives.

In December, **Natasha Blanchett Cohen** (Department of Applied Human Sciences) and her team hosted groups of Indigenous youth from across Québec over two days as part of the **Chaire-réseau de recherche sur la jeunesse du Québec: volet jeunes autochtones**. The events centred on projects and methods of developing youth and their awareness of leadership in future governance.

As part of an ongoing collaboration with Concordia's **Public Scholars**, PhD candidate **Emma Chen** took part in a talk and series of exercise-based workshops pitched to older adults. Emma and her colleagues from the Department of Health, Kinesiology and Applied Physiology look at the effects of blood-flow restriction training as a way of helping older adults more easily build strength and fitness with the use of special bands applied to the arms and legs during exercise. Following the initial conversation, instructional workshops incorporated the bands into workout routines that involved yoga, dance and movement.

UNIVERSITY ADVANCEMENT

An anonymous alumnus made a planned gift valued of **\$715,000** to create a named endowment supporting newly enrolled undergraduate students. The endowment, established in honour of a professor, will provide long-term bursary support and reflects the donor's enduring commitment to accessibility and academic excellence at Concordia.

Fondation J.-Louis Lévesque donated **\$500,000** to establish the J.-Louis Lévesque Fund in Human-Centered Engineering. The gift supports the work of the PERFORM Chair in Human-Centered Engineering, advancing research and innovation focused on designing technologies and systems that prioritize human needs and well-being.

The **KPMG Foundation** made a **\$300,000** gift to support the KPMG Fund for the Business Decarbonization Initiative. The donation will advance research on business decarbonization, support knowledge dissemination, establish a best research paper award and enable the creation of an industry-focused decarbonization playbook series at the John Molson School of Business.

The **Jarislawsky Foundation** donated **\$230,000** in support of special projects and activities at the Jarislowsky Institute for Studies in Canadian Art. The gift enables new initiatives, programs and collaborative projects that expand the institute's research, outreach and public engagement.

Thomas H. Berry, BFA 78, contributed **\$150,000** to establish the Tom Berry Fund for AI and Creativity. The fund supports the Concordia Lab for AI at the Faculty of Fine Arts, enabling a new summer course, a decentralized laboratory focused on experimentation and knowledge-sharing, and a year-long series of guest lectures on AI and creativity.

Paul Mailhot, BA 48, donated an artwork certified as Canadian cultural property, valued at **\$142,380**, to enrich the Leonard and Bina Ellen Art Gallery's permanent collection. The gift includes two works by pioneering Canadian artist Michael Snow and represents a significant contribution to the gallery's focus on contemporary Canadian art.

An anonymous donor made a **\$120,000** planned gift to support bursaries and scholarships at the Faculty of Fine Arts, strengthening financial support for undergraduate students and advancing access to arts education.

CDN Isotopes Inc. donated equipment valued at **\$112,500** to the Department of Chemistry at the Faculty of Arts and Science. The in-kind gift of a Nuclear Magnetic Resonance (NMR) machine enhances the university's research and teaching infrastructure in the chemical sciences.

The **Naim S. Mahlab Foundation** contributed **\$100,000** in support of Concordia's general priorities. The gift provides flexible funding to advance institutional initiatives and respond to emerging needs across the university.

Jacques Bournival, BFA 79, donated **\$75,000** to establish the Prix Jacques Bournival en production cinématographique francophone. The award will support students in Film Production at the School of Cinema and encourage excellence in francophone filmmaking.

Fondation J. A. DeSève contributed **\$60,000** to the Fondation J. A. DeSève Graduate Scholarship. The award recognizes artistic achievement and academic excellence among students enrolled in the MFA in Cinematic Arts program.

Benoit Robert donated **\$50,000** in support of Friends of Concordia Men's Hockey. The gift strengthens resources available to Concordia Stingers student athletes and supports the continued vitality of the men's hockey program.

Peter Kruty, BComm 78, donated **\$50,000** to support the Henry Habib Diplomacy Accelerator initiative. The gift reinforces Henry's legacy and expands opportunities for students pursuing experiential learning in diplomacy and public service.

An anonymous donor gave **\$49,281** in flexible funding to advance Concordia's mission across multiple priority areas.

David L. Hawrysh, BComm 76, donated **\$49,780** in support of Concordia's greatest needs.

The **Dr. Louis G. Johnson Foundation** contributed **\$48,646** toward the purchase of an Andor Kymera spectrograph and camera. The gift advances research capabilities within the Faculty of Arts and Science by strengthening specialized scientific infrastructure.

Michael J. Ross, BA 96 and current PhD candidate, donated **\$37,500** to the Inflection Bursary Endowment. Raised in collaboration with a community of donors, the endowment supports independent undergraduate students transitioning to full-time studies.

The **Tenaquip Foundation** donated **\$30,000** to support graduate scholarships at the Faculty of Fine Arts, including funding for the Shirley Reed Graduate Scholarship and additional awards recognizing academic merit among MFA students in Painting and Drawing.

Ubiweb contributed **\$30,000** to the Ubiweb Beat the Odds Internship Fund at the John Molson School of Business. The gift supports paid internships for historically underserved students, providing flexible, program-related work experiences that address barriers to employment and career advancement.

An anonymous donor contributed **\$30,000** to complete the funding of a previously conditional endowment at the Faculty of Arts and Science. The immediate gift ensures sustained undergraduate support and honours the legacy of a former Concordia professor.

Anatol M. von Hahn, BComm 81, donated **\$30,312** in support of the Case Competitions General Fund at the John Molson School of Business, enabling students to participate in academic competitions that develop practical skills and experiential learning opportunities.

Allen Annett, BA 79, donated **\$29,415** in support of the Canada Scholars Awards, the Human Systems Intervention Development Fund and the Recreation and Athletics Development Fund, reflecting a broad commitment to student success and campus life.

Bob H. Beriault, BComm 73, contributed **\$28,017** in support of Friends of Concordia Football, strengthening resources for Stingers student athletes and supporting the football program.

Marisol Santos donated **\$26,194** to the Cervi-Santos Endowment, which supports first-time undergraduate students through a renewable entrance bursary based on financial need and academic merit.

Christopher Thierry, BComm 99, donated **\$25,000** to establish the Christopher Thierry Scholarship in Business Technology Management at the John Molson School of Business.

Pardo Mustillo, BA 79, MA 81, PhD 86, donated **\$25,000** to the Mustillo–D’Onofrio Bursary. Established in honour of his parents, the bursary supports new refugees and immigrants pursuing undergraduate studies.

Nadia Myre, MFA 02, a professor in the Department of Studio Arts, contributed **\$25,000** to the Kinawind Lab Development Fund. The gift supports a ceramic art and research lab focused on local earth materials and sustainable alternative ceramic techniques.

An anonymous donor made a **\$25,000** gift to support the Christiane Thost Travel & Tuition Award in Music. The award helps alleviate financial barriers for music students by supporting tuition and study-related travel expenses.

Alumni engagement:

Professional development and thought-leadership programming continued through several well-attended online events:

- A Women Who Lead webinar led by **Christal Agostino**, BComm 08, titled “Outsmarting the Algorithm” attracted 173 participants on November 19th.
- Led by wealth advisor **Heather Borrelli**, a webinar focused on income tax reduction and estate planning drew 62 participants on November 20th.
- A session on teamwork and collaboration with John Molson associate professor **Rajshree Prakash** attracted 59 participants on November 25th.

A series of **alumni networking events** took place across Europe and Asia in November and early December. Gatherings in Paris and London in November and in December in Beijing, Shanghai and Hong Kong.

Alumni holiday celebrations were held in multiple cities in late November and December. Events took place in Victoria, British Columbia, Montreal, Ottawa, Toronto, New York and Vancouver.

SERVICES AND SUSTAINABILITY SECTOR

Sustainability

A new **First Peoples Studies Garden** project is being developed in collaboration with the First Peoples Studies (FPST) Program. The project, located on Loyola campus, will allow the site to be used as a pedagogical tool for the Pro Seminar course and other FPST courses.

A **reference guide** was created on care for the native plants on campus. This guide will accompany training for property management employees and student groups who maintain Concordia’s campus gardens.

The Concordia University Centre for Creative Reuse (CUCCR) is piloting a **thrift store**. The pilot will collect clothing, computer peripherals, and small household items to offer to the community at an affordable rate. Other items will remain in CUCCR to continue to be offered to the community free of charge. The proceeds from sales will contribute to the continued operations of CUCCR. The store was launched on January 22nd.

Instructional and Information Technology Services

The John Molson Executive Centre **Moodle learning management system** was successfully migrated to a cloud-based environment. This platform supports teaching and learning activities within executive and professional programs.

The migration of the **Unity** system to a cloud-based environment concluded. Post-implementation performance has been strong, with minimal support issues and positive feedback from users, providing a stable and modern foundation for administrative operations.

A **multi-year roadmap** for faculty and research systems was approved by the ecosystem's leadership. This roadmap establishes a clear direction for how digital tools will evolve over the coming years to support research work. It provides a shared reference point for prioritization and investment decisions, ensuring future initiatives are aligned with the ecosystem's strategic objectives.

Progress continues on the implementation of a **Research Information Management System** that will provide researchers, faculties and central administration with a more integrated view of research activity across the university. This system is intended to reduce manual reporting, improve data quality, and support decision making related to funding, performance and compliance.

The **Bursaries and Awards initiative** has entered its execution phase. This project aims to simplify and modernize how students apply for and receive financial support by replacing manual and fragmented processes.

The Security Operations Centre supported mandatory end-of-year **cybersecurity reporting** to the Quebec Government. This reporting effort required coordinated data collection, analysis and validation, reinforcing Concordia's compliance posture and transparency with the provincial government.

Facilities Management

In updates on the **renovation of basement classrooms in the FG**:

- An agreement on the project work and its impact on shared spaces and infrastructure was reached with Faubourg co-owner Shiller Lavy.
- The project was recommended by the Real Estate Planning Committee on November 13th, 2025, and approved by the Board of Governors in December 2025.
- The permit request was deposited, and the construction tender is to be launched in March 2026.

Concordia University is working in collaboration with Hydro-Québec to address increasingly aging **electrical infrastructure in the Hall Building**. New equipment was installed to secure the Hall Building's electrical systems in preparation for major work in the coming years. This also included

thermographic reading and Arc-Flash training, enabling the operations team to perform preventative and corrective maintenance with minimal disruption.

Human Resources

A second round of the exceptional **Voluntary Retirement Program** for full-time staff was launched on January 5th, 2026, expanding eligibility to employees that are at least 55 years of age by the end of November 2026 and have a minimum of 10 years of continuous service at Concordia. Employee Information sessions and scheduled retirement planning sessions are scheduled for January and February 2026.

Campus Safety and Prevention Services

The prevention team had several informal discussions with different university partners (for example, Residence Life, the Office of Rights and Responsibilities, and the Otsenhákta Student Centre) to provide consultation on how to **reduce issue escalation** to formal investigations.

For the period of mid-November to the beginning of January:

- 116 individuals (faculty, staff, students) completed **emergency preparedness training** (i.e., CERT Orientation; De-escalation Training for Frontline Staff; Armed Intruder Awareness Workshop; CNESST First-Aid)
- 27 Campus Safety and Prevention Services (CSPS) personnel received **specialized training**.
- 145 Campus Safety and Prevention Services (CSPS) personnel received on-the-job **coaching and training**, including scenarios and drills during the holiday period that were organized by the Emergency Management and Preparedness and Fire Prevention teams.

Recreation and Athletics

The **women's hockey team** capped off a great fall season to finish 12-1 at the mid-point of the Réseau du sport étudiant du Québec season with two wins over the Université de Montréal Carabin by scores of 5-1 and 3-2. Forward **Emma Nonnemacher** was named to the **French Olympic team** along with alumna **Léonie Philbert**.

The **men's hockey team** ended their season mid-point with a 4-2 win against Carleton University. The team started the winter portion of their schedule with back-to-back wins against the Royal Military College (5-4 OT) and Nipissing University (7-1). The team hosted the defending U-SPORTS champions, University of Ottawa, on January 15th winning 5-3, and defeated Queen's University 3-0 on January 17th.

The **women's basketball team** beat the Université du Québec a Montréal 80-55 with Réseau du sport étudiant du Québec all star **Serena Tcheda** leading with 23 points and 15 rebounds.

The **men's basketball team** ended the fall portion of their Réseau du sport étudiant du Québec (RSEQ) season with a win against the Université du Québec a Montréal at home 84-74.

Business and Development

Concordia BookStop is participating in **Wear Concordia** days, featuring special sales and exclusive event-day discounts. During the event, faculty and staff receive 20 per cent off general merchandise, while student discounts vary by season.

The **LB and FB Garages** remained open throughout the holiday period despite campus being closed. To maximize utilization, Business Services launched a targeted advertising campaign aimed at downtown visitors, informing them that parking facilities were open and available. This initiative generated \$13,000 in net revenue, demonstrating the value of maintaining operations and proactive outreach during low-activity periods.

Hospitality Services

Concordia **Community Holiday Lunches** were held in December at the Jesuit Conference Centre for 81 members, and at the MB-9 Conference Centre for 132 members. Attendance included staff and faculty, as well as students who received 24 tickets donated by individual community members.

Holiday Markets returned for a second edition from November 17th to 20th. Coordinated by Hospitality Concordia, five community groups hosted seasonal markets on campus in support of local and small businesses, student artists and fundraising initiatives.

For the second consecutive year, Hospitality partnered with the Notre-Dame-de-Grâce Community Council to host its annual **Christmas Day dinner** at the Buzz Dining Hall on December 25th. As the dining hall is closed during the holiday period, the space was made available to support this long-standing community initiative, which provides free meals to the broader NDG community. The event is open to all including Concordia students who remained on campus during the break, offering them a festive meal, a warm environment, and a sense of community on Christmas Day.



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of February 5, 2026**

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

ACTION REQUIRED: For information

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

PREPARED BY:

Name: Secretary of the Board
Date: January 29, 2026