



## **BOARD OF GOVERNORS**

### **NOTICE OF MEETING**

September 18, 2025

The Agenda and documents for the Open Session meeting of the Board of Governors of Concordia University to be held on Wednesday, September 24, 2025, are now posted on the [Board webpage](#).

Please note that while there is an Open Session, only Governors, resources and invited guests will be admitted to the meeting.

*Members of the University community who wish to view the meeting are invited to go to the observers' room EV 2.301, Located on Floor 2 of the Engineering, Computer Science, and Visual Arts Integrated Complex.*

Karan Singh  
Secretary of the Board of Governors



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

Wednesday, September 24, 2025 at 4 p.m.  
Room GM 410 (Board of Governors meeting room)  
SGW Campus

<b>Time</b>	<b>Item</b>	<b>Presenter(s)</b>	<b>Action</b>
4:00 p.m.	<b>1.</b> Call to order	H. Antoniou	
	1.1 Approval of the Agenda	H. Antoniou	<b>Approval</b>

**CONSENT AGENDA**

- |           |  |  |                 |
|-----------|--|--|-----------------|
| <b>2.</b> | Approval of June 19, 2025 Minutes  |  | <b>Approval</b> |
| <b>3.</b> | Appointment of an internal member of the Board and the Corporation<br>(Document BG-2025-5-D1/<br>CORP-2025-4-D1) |  | <b>Approval</b> |
| <b>4.</b> | Use of Concordia's name<br>(Document BG-2025-5-D2)   |  | <b>Approval</b> |
| <b>5.</b> | Student fee levies:  |  | <b>Approval</b> |
| 5.1       | Approval of fee<br>(Document BG-2025-5-D3)   |  |                 |
| 5.2       | Revision of the Student Service Fee for graduate students<br>(Document BG-2025-5-D4)                             |  |                 |

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

**Information**

**REGULAR AGENDA**

- 4:03 7. Business arising from the Minutes not included on the Agenda

- 4:10 8. President's report  
(Document BG-2025-5-D6)

G. Carr

**Information**

- 4:30 9. Other business

H. Antoniou

- 4:35 10. Adjournment

H. Antoniou

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

Thursday, June 19, 2025 at 4 p.m.  
Room GM 410 (Board of Governors meeting room)  
SGW Campus and via Zoom video conferencing

**PRESENT**

Helen Antoniou (C)	Darshan Vishnu Dorugade	Catherine Loubier (remote)
Ken Brooks	(remote)	Miranda Melfi
Graham Carr (P and Vice-C)	Adriana Embiricos	Christine Panet-Raymond
Jarrett Carty (V.C)	Kim Fuller	(remote)
Gary N. Chateram (remote)	Shahir Guindi	Rahul Ravi (remote)
Daniel Cross	Claude Joli-Coeur (V.C)	Robert Soroka
Pat Di Lillo (remote)	(remote)	Ted Stathopoulos
		Roula Zaarour

**Alternate:** Ali Salman (remote)

**Non-voting observer:** Gina Cody (remote)

**Also attending:**

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

**ABSENT**

**Governors:**

Theresa Bianco	Shoshana Kalfon	Kareem Rahaman
Rana Ghorayeb	Paul John Murdoch	

**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 4:02 p.m.

### 1.1 Approval of the Agenda

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

*R-2025-4-1 That the Agenda be approved, including the items on the Consent Agenda.*

## CONSENT

## 2. Approval of May 15, 2025 Minutes

*R-2025-4-2 That the Minutes of the meeting of Open Session of May 15, 2025, be approved.*

## 3. Part-Time Employee Benefits Committee recommendations:

### 3.1 Modifications to the Comprehensive health plan for the CUPFA and CUCEPTFU groups effective September 1, 2025, following the conclusion of the Group Insurance Plans review (Document BG-2025-4-D1)

*R-2025-4-3 That, upon recommendation of the Part-time Employee Benefits Committee, the Board of Governors approve the following modifications to the Comprehensive Health Care plan for CUPFA & CUCEPTFU employee groups effective September 1, 2025:*

- *Removal of the \$60 annual deductible for members and spouses and introduction of a \$3 deductible per DIN on drug purchases;*
- *Substitution of the annual threshold per certificate on eligible Health Care expenses of \$2,000 by a \$3,000 annual threshold per certificate applicable to drug claims only;*
- *Adjustments to eligible paramedical services in the following manner:*
  - *Psychologist and psychiatrist services: percentage of reimbursement adjusted from 50% to 80% and addition of psychotherapist services as an eligible expense. Combined annual maximum maintained at \$1,500;*
  - *Occupational therapist, physiotherapist, physical rehabilitation therapist and sports therapist: removal of the combined annual maximum of \$750 and addition of kinesiologist as an eligible expense. Chiropractor, massage therapist, naturopath, osteopath podiatrist, chiropodist and acupuncturist services: Removal of the \$300 per specialist annual maximum and of the combined annual maximum of \$500. Introduction of a combined annual maximum of \$1,000 for all the specialists listed under this bullet;*
  - *Speech therapist and audiologist services: Removal of the respective annual maximums of \$400 and \$300 and introduction of a combined annual*

*maximum of \$1,000.*

- *Addition of pharmacogenetic tests as an eligible expense under the Plan;*
- *Modification of the percentage of reimbursement from 50% to 60% on drugs that are not on the list of medications covered by the RAMQ public drug plan;*
- *Introduction of Health Care Spending Accounts (HCSA) with the following annual allocations to coincide with the members' enrolment cycle, per type of coverage:*

<i>Single</i>	<i>\$135</i>
<i>Single-Parent</i>	<i>\$171</i>
<i>Couple</i>	<i>\$255</i>
<i>Family</i>	<i>\$291</i>

### 3.2 **Changes to premiums for the CUPFA and CUCEPTFU health plans effective September 1, 2025** (Document BG-2025-4-D2)

*R-2025-4-4 That, upon recommendation of the Part-Time Employee Benefits Committee, the Board of Governors approve effective September 1, 2025, the following:*

- *No premium adjustment for both the Comprehensive and RAMQ plans;*
- *Integration of the cost of the telemedicine service Lumino Health Virtual Care in the premiums rates;*
- *Maintain the Health Care large claims pooling threshold at \$25,000;*
- *No change to the large claims pooling fees, general administration fees, claims handling charges and profit charge charged by Sun Life;*
- *Transfer of the remaining balance available in the Deposit Fund held by the insurer Sun Life, i.e. \$45,612 to the Concordia University Intergenerational Fund (CUiF) for investment as part of the surplus account held for the CUPFA and CUCEPTFU Health Care policies.*

### 4. **Employee Benefits Committee recommendation: Adoption of Amendments to the Pension Plan text and of a Restated Plan text effective December 31, 2024** (Document BG-2025-4-D3)

*R-2025-4-5 That, upon recommendation of the Employee Benefits Committee, the Board of Governors approve the amendments to the text of the Concordia University Pension Plan for the employees of Concordia University, as well as the restated text of the Concordia University Pension Plan for the employees of Concordia University effective December 31, 2024.*

## 5. Student fee levies:

### 5.1 **Approval of fee levies for undergraduate and graduate students** (Document BG-2025-4-D4)

R-2025-4-6 Upon motion moved and seconded, it was unanimously approved:

Fine Arts Reading Room fee: That the Board of Governors authorize Concordia University to increase the Fine Arts Reading Room fee from \$0.70 per credit to \$0.90 per credit (an increase of \$0.20 per credit), to be collected from all undergraduate students registered in the faculty of fine arts, and to be implemented with registration for the Fall 2025 (2252) term in accordance with the university's tuition refund and withdrawal policy.

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 Summer 2025 (2251) semester, adjusted annually to the Consumer Price Index of Canada, and billed in accordance with the University's tuition, refund, and withdrawal policy.

CSU Advocacy Centre: That the Board of Governors authorize Concordia University to increase the Advocacy Centre Fee Levy from \$3.32 per semester to \$5.00 per semester (an increase of \$1.68), annually adjusted to the Consumer Price Index of Canada, to increase support hours for graduate students. The fee levy increase will be effective in the Fall 2025 (2252) semester and billed in accordance with the University's tuition, refund, and withdrawal policy.

CSU Daycare & Nursery: That the Board of Governors authorize Concordia University to implement a fee levy of \$2.50 per semester for all GSA members to support the CSU Daycare services. This fee levy would begin in the Fall 2025 (2252) semester, in accordance with the University's tuition refund and withdrawal policy, to reflect graduate student utilization of the services in proportion to the current undergraduate contribution of \$0.25 per credit.

CSU Off-Campus Housing and Job Bank (HOJO): That the Board of Governors authorize Concordia University to increase the fee levy from \$1.25 per semester to \$2.75 per semester (an increase of \$1.50) to support the CSU Off Campus Housing and Job Resource Centre (HOJO). The fee levy increase will be effective in the Fall 2025 (2252) semester, annually adjusted to the Consumer Price Index of Canada, and billed in accordance with the University's tuition, refund, and withdrawal policy.

**5.2 Revision of the Student Service Fee for graduate students**  
(Document BG-2025-4-D5)

R-2025-4-7 *Upon motion moved and seconded, it was unanimously approved:*

*Student Services fee revision: That the Board of Governors authorize Concordia University to increase the Student Services fee that supports the Student Services Sector comprised of the Student Success Centre, Campus Wellness and Support Services, the Dean of Students Office, and the Financial Aid and Awards Office from \$10.26 per credit to \$11.11 per credit (an increase of \$0.85 per credit), annually adjusted to the Consumer Price Index of Canada, to be collected from all graduate students, and to be implemented for the Summer 2025 term in accordance with the University's tuition refund and withdrawal policy.*

**6. Sundry fee report** (Document BG-2025-4-D6)

This report was provided for information only.

**7. Governance and Ethics Committee recommendation: Decommissioning of the Policy on Concordia Council for Student Life (BD-9)** (Document BG-2025-4-D7)

R-2025-4-8 *That, upon recommendation of the Governance and Ethics Committee, the Board of Governors approve the abrogation of the Policy on Concordia Council for Student Life (BD-9).*

**8. Changes to the Membership and Powers of Faculty and School Councils**  
(Document BG-2025-4-D8)

R-2025-4-9 *That, upon recommendation of Senate, the Board of Governors approve the modifications to the Membership and Powers of the Council of the School of Health as detailed in the attached documentation.*

**REGULAR**

**9. 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.

**10. President's report** (Document BG-2025-4-D9)

- Dr. Carr began by noting to the Board that the eight convocation ceremonies the previous week celebrated 6,300 new Concordia graduates, with attendance up overall since the previous year. He noted that one graduate who crossed the stage was Tatiana Auguste, an immigrant from Haiti, who ran in the last federal election and whose victory by one vote in Terrebonne is now the object of a court challenge. He congratulated a great batch of valedictorians, including francophones,



anglophones, and many international students, some of whom had come to Canada as refugees.

- Convocation also saw the conferral of seven honorary doctorate degrees to outstanding individuals from various backgrounds, reaffirming the University's exemplary record of drawing talent from all over the world and all types of fields.
- Dr. Carr thanked the Registrar's Office, the faculties, the Office of the President, Hospitality and University Advancement for a successful convocation. He also expressed appreciation to the internal and external Board members who attended. And finally, a big thank you to the University's Chancellor, Gina Cody, who must have hugged 4,000 students over the course of this year's convocation ceremonies. Gina Cody also received an honorary doctorate degree this from the University of Waterloo and Dr. Carr extended congratulations to her on this achievement.
- The Government of Québec awarded the *Ordre national du Québec*, which included three individuals who have very close ties to the University: Peter Howlett, a graduate of Loyola, for his community and environmental work; Norm Steinberg, who had been a longtime member of the Board of the Concordia University Foundation, for his leadership in governance and his philanthropic commitment; Françoise Sullivan, one of Québec and Canada's great artists, who at age of 102 was on hand to be named Grand Officer, the highest rank of the Order. Françoise was a member of Faculty of Fine Arts for more than 30 years; Chantal Hébert, journalist and Farah Alibay, NASA scientist, both of whom have honorary doctorates from the University were also recipients.
- Rodolphe Saadé, a graduate of the business school in the 1990s, who also received an honorary doctorate degree from Concordia, and is the CEO of CMA-CGA shipping, based in Marseilles, as well as a major shareholder in KLM, gave the University 1M Euros, to support fifteen international students and five students of Lebanese origin to pursue graduate studies at the University. The University also celebrated a \$1M gift from Power Corporation to Art Volt, a unique platform that displays for sale the work of recent Fine Arts graduates and serves as a launch pad for starting their post-graduation professional lives.
- Dr. Carr also was happy to report that, to date, the University's fundraising campaign had raised close to \$340M and is on track to raise a total of \$350M by September 2025.
- Turning attention to the tuition dossier, Dr. Carr reported that the Government of Québec had decided not to pursue an appeal of the Superior Court's judgement. However, this announcement was followed by the *Ministre de l'Enseignement supérieur's* tweet noting that the government would submit their justification for the tuition increase in the timeline provided by the Superior Court. This has resulted in further lack of clarity on the dossier. The University's internal and external legal teams were taken aback by this tweet given the unambiguity of the judge's decision on the matter, and the government has not been in touch with the University

regarding its intentions. Dr. Carr underlined that Concordia's offer to the government to put this conflict aside and search for a reset on government relations and higher education still stands, particularly given the mounting challenges that not just anglophone institutions, but the entire higher education sector, are facing.

- Dr. Carr reaffirmed that, other than the reversal on the requirement to achieve 80% francization goals for new undergraduate students, the judgement remains a moral victory alone, as the government policy vis-à-vis Rest of Canada students has not changed. With talk on the federal level to bringing down barriers across provinces to facilitate more inter-provincial trade, it would be important to keep a watch on what other impacts would flow from such an approach and eventual changes in rules and policies around inter-provincial trade.
- Ironically, at the same time that the government's announcement on the non-appeal and the Minister's tweet came out, Concordia was awarded the Grand Prize in the 2025 Executive Communication Awards. Based in US, these awards recognize excellence in leadership communication through a sustained presentation of a position. Previous Grand Prize winners include Google and Intel, who have much larger communications teams than Concordia. The University won the award for its effective media campaign against the government's tuition increase the previous year. Dr. Carr thanked the teams in University Communications, Financial Services and Government Relations, who contributed to the effective communication strategy. Dr. Carr particularly noted the work done by Philippe Beauregard, Denis Cossette, Brett Hooton, Pascal Lebel, and Vannina Maestracci, who worked tirelessly to keep the story in the media for months.
- He concluded his remarks by congratulating Sandra Gabriele, who has been serving Concordia as Vice-Provost, Innovation in Teaching and Learning, and has recently been appointed Provost at Ontario University College of Art and Design in Toronto. He also thanked Deputy Provost and Vice-Provost, Enrolment and Student Experience Nadia Hardy for her tireless work for the University, noting that she will be stepping away from senior administration after many years of service to return to her passion as a Professor of Mathematics.

Governors asked whether the government's decision to not appeal the Superior Court's decision meant that the revised tuition rates are no longer in force. There was also a question on what would happen if the government doesn't comply with the order and report back to the Court within 9 months.

F. Jacobs confirmed that the government will likely avoid being in contempt of court and will primarily focus on justifying the tuition hikes to the court by providing new information and arguments supporting their decision. The tuition policy does not change and the revised tuition rates remain in force.

## **11. Other business**

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

## **12. Adjournment**

The Chair declared the Open Session adjourned at 4:26 p.m.

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



**JOINT MEETING OF THE OPEN SESSION  
OF THE BOARD OF GOVERNORS  
AND THE CORPORATION  
Meeting of September 24, 2025**

**AGENDA ITEM:** Appointment of a new internal member to the Board of Governors (the "Board") and to the Corporation

**ACTION REQUIRED:** For approval

**SUMMARY:** The By-Laws provide that members of the Corporation are appointed by the Board, and that members of the Board are appointed by the Corporation.

**BACKGROUND:**

The membership of the Board and of the Corporation are comprised of 25 members and one alternate undergraduate student representative. The Chancellor is a non-voting observer.

Internal members representing students are appointed for a one-year term and may also be reappointed twice.

**DRAFT MOTION:**

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.

**PREPARED BY:**

Name: Secretary of the Board

Date: September 16, 2025



**JOINT MEETING OF THE OPEN SESSION  
OF THE BOARD OF GOVERNORS  
AND THE CORPORATION  
Meeting of September 24, 2025**

**AGENDA ITEM:** Request for the use of the Concordia name per 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 "Policy")

**ACTION REQUIRED:** For approval

**SUMMARY:** Associations or groups wishing to use the Concordia name must obtain the permission of the Board of Governors, as set out in the Policy.

**BACKGROUND:** The following use of name request was received under the Policy and forwarded to the Secretary-General and assessed per the provisions of the Policy:

1. Concordia Business Law Student Association: The group's mandate is to create a space for students who show an interest in the intersection of business and law. The group act as a liaison between the students at the University and the financial and law community.

**DRAFT MOTION:**

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.

**PREPARED BY:**

Name: Secretary of the Board  
Date: September 16, 2025



**JOINT MEETING OF THE OPEN SESSION  
OF THE BOARD OF GOVERNORS  
AND THE CORPORATION  
Meeting of September 24, 2025**

**AGENDA ITEM:** Approval of fee

**ACTION REQUIRED:** For approval

**SUMMARY:** The Board of Governors is being asked to approve the fees for John Molson School of Business Undergraduate Case Competition from JMSB undergraduate students as approved by elections held in the Spring term.

**BACKGROUND:** The results of the votes have been validated by the Dean of Students, as outlined in the attached memo.

**DRAFT MOTION:**

**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.

**PREPARED BY:**

Name: Secretary of the Board

Date: September 8, 2025



Office of the Dean of Students

## INTERNAL MEMORANDUM

September 9, 2025

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

In the most recent Commerce and Administration Student Association (CASA) SGA held November 2024, JMSB undergrad students voted on the following referendum question:

**Do you agree for the John Molson School of Business Competition Committee, and John Molson School of Business Undergraduate Case Competition, to collect a fee levy of \$0.50 per credit, from all undergraduate JMSB students. CASA is responsible for the fee and will have an opt out mechanism directly through CASA. The fee will be implemented with registration for the Winter 2026 (2254) term in accordance with the University's tuition, Refund and Withdrawal Policy?**

**YES: 136**  
**NO: 11**  
**Abstain: 9**

Katie Broad Dean of Students

A handwritten signature in black ink, appearing to be "KB", written over a horizontal line.



**JOINT MEETING OF THE OPEN SESSION  
OF THE BOARD OF GOVERNORS  
AND THE CORPORATION  
Meeting of September 24, 2025**

**AGENDA ITEM:** Revision of the Student Service Fee for graduate students

**ACTION REQUIRED:** For approval

**SUMMARY:** The Board of Governors (the "Board") approved the Legal Information Clinic fee in June 2025, however the implementation of the fee is to be modified to Fall 2025. The resolution simply modifies the already approved fee.

**BACKGROUND:** The resolution herein supersedes the approval of the Board from June 2025, to modify the implementation date of CSU Legal Information Clinic, to be made accessible to the graduate students. The results of the votes have been validated by the Dean of Students, as outlined in the attached memo.

**DRAFT MOTION:**

**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.

**PREPARED BY:**

Name: Secretary of the Board  
Date: September 9, 2025



**INTERNAL MEMORANDUM**

April 28, 2025

TO: Karan Singh  
FROM: Dean of Students Office  
RE: GSA Results

In the most recent Graduate Student Association general assembly held March 2025, graduate students voted on the following referendum question:

**CSU Advocacy Centre**

Do you agree to increase the Advocacy Center fee levy from \$3.32 to \$5.00 per semester (an increase of \$1.68) to increase support hours for graduate students, annually adjusted to the Consumer Price Index of Canada, to be implemented with registration for the Fall 2025 (2252) term in accordance with the University's tuition refund and withdrawal policy?

<b>Yes</b>	<b>210</b>
<b>No</b>	<b>195</b>
<b>Abstain</b>	<b>22</b>

**CSU Daycare & Nursery**

Do you agree for GSA to collect a fee levy of \$2.50 per semester from all GSA members, to support the CSU Daycare services, annually adjusted to the Consumer Price Index of Canada, to be implemented with registration for the Fall 2025 (2252) term in accordance with the University's tuition refund and withdrawal policy?

<b>Yes</b>	<b>243</b>
<b>No</b>	<b>164</b>
<b>Abstain</b>	<b>20</b>

**CSU Legal Information Clinic**

Do you agree 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?

<b>Yes</b>	<b>232</b>
<b>No</b>	<b>175</b>
<b>Abstain</b>	<b>20</b>

### CSU Off-Campus Housing and Job Bank (HOJO)

Do you agree to increase the Off-Campus Housing and Job Bank (HOJO) fee levy from \$1.25 to \$2.75 per semester (an increase of \$1.50) annually adjusted to the Consumer Price Index of Canada, to be implemented with registration for the Fall 2025 (2252) term in accordance with the University's tuition refund and withdrawal policy?

<b>Yes</b>	<b>210</b>
<b>No</b>	<b>189</b>
<b>Abstain</b>	<b>28</b>



Katie Broad  
Acting Dean of Students



## **Report on Due Diligence**

**Presented to  
the Board of Governors of  
Concordia University**

***For the Reporting Period  
Q2 2025 (April, May, June)***

**Pietro Gasparini, C.I.H.**  
Director, Environmental Health & Safety  
August 29, 2025

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Environmental Health & Safety (EHS) supports the academic, research and operational activities of the university and promotes a safe, healthy, and sustainable campus environment. EHS manages and coordinates programs and services that minimize health, safety, environmental and regulatory risks. EHS staff monitor compliance with federal and provincial health and safety legislation and internal university policies. We identify and evaluate risks, develop control strategies, and implement appropriate internal procedures.

**Section A** presents the university's Leading Key Safety Performance Indicators (KPIs) which measure safety performance and help reflect the safety culture within the university.

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

## Section A: Leading Key Safety Performance Indicators

### 1. Safety & Security Training

During the period of April 1 to June 30, 2025, there were **1,297** safety and security training participants, of which 1,222 (94%) participated in training provided by Environmental Health and Safety and 75 (6%) participated in training provided by Campus Safety and Prevention Services. The Q2 2025 results are slightly higher than Q2 2024, and year-to-date performance is on track to match or potentially surpass last year's, though it is still too early to confirm.

	<b>Q2 2024</b> <i>April, May, June</i>	<b>2024</b> <i>Full Year</i>	<b>Q2 2025</b> <i>April, May, June</i>	<b>2025</b> <i>Year To Date</i>
<b>Total Participants</b>	1,041	4,486	1,297	2,543

### 2. Injury & Near-Miss Investigations

Depending on the circumstances surrounding a reported injury or near-miss, EHS staff will conduct a formal investigation with supervisors. Investigations are conducted to determine the root causes of injuries and near-misses to prevent similar occurrences in the future, to determine compliance with applicable safety regulations, and to collect information for Workers' Compensation Claims (if applicable). In some instances, injury and near-miss investigations result in the assignment of corrective actions to prevent injury and near-miss reoccurrence (see Section 5).

For the period of April 1 to June 30, 2025, **14** injury investigations and **16** near-miss investigations were conducted. The higher number of near-miss investigations reflects a positive focus on prevention and proactive risk management.

	<b>Q2 2024</b> <i>April, May, June</i>	<b>2024</b> <i>Full Year</i>	<b>Q2 2025</b> <i>April, May, June</i>	<b>2025</b> <i>Year To Date</i>
<b>Injury Investigations</b>	7	64	14	37
<b>Near-Miss Investigations</b>	21	78	16	38
<b>TOTAL Investigations</b>	<b>28</b>	<b>142</b>	<b>30</b>	<b>75</b>

### 3. Preventative Internal Inspections & Assessments

Preventative Internal Inspections and Assessments refer to workplace inspections and risk assessments conducted by, or in collaboration with, EHS staff on university premises.

Workplace inspections involve a walkthrough of a space (e.g., research laboratory, studio, workshop, mechanical room) to determine the degree of compliance with both government regulations and internal policies and procedures. Inspections may result in internal non-compliance citations (Section 4) and require corrective actions (Section 5). Risk assessments are considered more thorough evaluations with the objective of identifying all hazards and determining if the hazards can be eliminated. If elimination of the hazard is not possible, the risk assessment will determine how the hazard can be controlled.

For the period of April 1 to June 30, 2025, **39** preventative internal inspections and assessments were conducted, which included 3 workplace inspections, 16 ergonomic assessments, and 20 assessments for the implementation of the new workplace hazards signage. The number of safety inspections conducted during the reporting period was lower than usual due to staff absences related to scheduled vacations. However, the data is expected to normalize as EHS increases inspection activity in the Q3 reporting period.

Year	Preventative Internal Inspections & Assessments
<b>Q2 2025</b> <i>April, May, June</i>	39
<b>2025</b> <i>YTD</i>	117
<b>Q2 2024</b> <i>April, May, June</i>	52
<b>2024</b> <i>Full Year</i>	570

### 4. Internal Non-Compliance Citations

EHS is mandated to monitor compliance with government regulations and internal safety policies and procedures. Compliance monitoring allows us to ensure the safety and well-being of the university community and to mitigate external non-compliance citations.

Most internal non-compliance citations result from preventative internal inspections and assessments, and injury and near-miss investigations. Identification of non-compliance issues and their subsequent correction improves the overall safety performance of the university prior to the intervention of regulatory bodies.

For the period of April 1 to June 30, 2025, there were **2** internal non-compliance citations. As noted in section 3, fewer safety inspections were conducted than usual in Q2, contributing to a corresponding decrease in internal non-compliance citations. The data is expected to normalize in the coming reporting period.

Year	Internal Non-Compliance Citations
<b>Q2 2025</b> <i>April, May, June</i>	2
<b>2025</b> <i>Year To Date</i>	21
<b>Q2 2024</b> <i>April, May, June</i>	0
<b>2024</b> <i>Full Year</i>	33

## 5. Corrective Action Completion Rate

Corrective actions are assigned as the result of an intervention by EHS, including injury investigations and internal inspections. When non-compliance issues are identified, corrective actions are generally required. These actions are assigned to the supervisor responsible for the area where the citation occurred or for the individuals involved.

All non-compliance citations (internal and external) must be resolved in a timely manner. External non-compliance citations from external bodies received during inspections (Section 12) are accompanied by obligatory corrective actions and imposed deadlines. Internal non-compliance citations (Section 4) are also accompanied by obligatory corrective actions and target deadlines.

This metric tracks the percentage of assigned corrective actions that are completed and is reported by calendar year until all actions are closed.

A new category, **Deferred (Unoccupied Building)** was introduced in Q2 2025 to account for corrective actions located in buildings that are currently unoccupied and considered closed. There are 17 such buildings across both campuses. Since these spaces are not actively in use, the associated corrective actions are placed on hold and categorized as Deferred. Any employee who needs access to these buildings must first contact EHS to ensure safe entry.

With the addition of this new category, corrective actions are now categorized into four status types: Open, Completed, Overdue, and Deferred (Unoccupied Building). While Deferred actions are lower priority, they remain part of the tracking system and must still be addressed. As part of the new categorization, all 514 incomplete corrective actions were reviewed to determine their appropriate status.

In Q2 2025, an additional 30 corrective actions were assigned for a Year-To-Date total of 87.

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

Corrective Action Status	Priority by Number			Count
	High	Medium	Low	
Completed	11	6	12	29
Open	10	1	3	14
Deferred (Unoccupied Building)	7	0	0	7
<b>Overdue</b>	<b>9</b>	<b>18</b>	<b>10</b>	<b>37</b>
			<b>Total</b>	<b>87</b>

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

Corrective Action Status	Priority by Percentage			Percentage
	High	Medium	Low	
Completed	12.6%	6.9%	13.8%	33.3%
Open	11.5%	1.1%	3.5%	16.1%
Deferred (Unoccupied Building)	8.1%	0%	0%	8.1%
<b>Overdue</b>	<b>10.3%</b>	<b>20.7%</b>	<b>11.5%</b>	<b>42.5%</b>
			<b>Total</b>	100%

### Previous years

The following two tables provide information on the status of corrective actions according to the year when the corrective action was assigned. Corrective actions are left “OPEN” in the system until the permanent solution is implemented. EHS staff work closely with the individuals responsible to ensure no immediate safety concerns arise while awaiting permanent solutions. Temporary measures are put in place each time EHS is faced with a hazardous situation that needs to be corrected if it cannot be addressed permanently in a timely manner.

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

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

Table 3: Number of corrective actions per year by status

Status	2015	2017	2018	2019	2020	2021	2022	2023	2024
Completed	449	364	727	1,082	278	303	272	1,083	53
Open	0	0	10	1	0	0	0	37	8
Deferred	0	0	16	5	0	0	0	1	2
<b>Overdue</b>	<b>3</b>	<b>1</b>	<b>39</b>	<b>173</b>	<b>1</b>	<b>10</b>	<b>15</b>	<b>165</b>	<b>20</b>
<b>Total</b>	<b>452</b>	<b>365</b>	<b>792</b>	<b>1,261</b>	<b>279</b>	<b>313</b>	<b>287</b>	<b>1,286</b>	<b>83</b>

Table 4: Percentage of corrective actions per year by status

Status	2015	2017	2018	2019	2020	2021	2022	2023	2024
Completed	99.4%	99.7%	91.8%	85.8%	99.6%	96.8%	94.8%	84.1%	63.9%
Open	0%	0%	1.3%	0.1%	0%	0%	0%	2.9%	9.6%
Deferred	0%	0%	2.0%	0.4%	0%	0%	0%	0.1%	2.4%
<b>Overdue</b>	<b>0.6%</b>	<b>0.3%</b>	<b>4.9%</b>	<b>13.7%</b>	<b>0.4%</b>	<b>3.2%</b>	<b>5.2%</b>	<b>12.8%</b>	<b>24.1%</b>
<b>Total</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>



## 6. EHS Research Compliance Reviews

In collaboration with the Office of Research, EHS reviews research and teaching activities that involve use of hazardous materials, to ensure compliance with applicable government regulations and internal policies and procedures.

For the period of April 1 to June 30, 2025, **28** health and safety research compliance reviews were completed.

Year	EHS Research Compliance Reviews
<b>Q2 2025</b> <i>April, May, June</i>	28
<b>2025</b> <i>YTD</i>	40
<b>Q2 2024</b> <i>April, May, June</i>	23
<b>2024</b> <i>Full Year</i>	68

## Section B: Traditional (Lagging) Key Safety Performance Indicators

### 7. Total Injuries

An injury refers to the occurrence of a sudden and unforeseen event arising out of, or during, a university-sanctioned activity attributable to any factor that caused an injury or an occupational disease (an exposure to conditions or substances that resulted in a disease). Injuries are grouped as work-related (involving staff and faculty), student or visitor/contractor.

For the period of April 1 to June 30, 2025, **15** total injuries were reported, slightly higher than in Q2 2024.

Year	Total Injuries
<b>Q2 2025</b> <i>April, May, June</i>	15
<b>2025</b> <i>YTD</i>	53
<b>Q2 2024</b> <i>April, May, June</i>	9
<b>2024</b> <i>Full Year</i>	117

### 8. Work-Related Injuries

Work-Related Injuries are a subset of the Total Injuries (Section 7), whereby the injured person is a worker (staff or faculty). An injury or illness is considered work-related when an employee is involved and if an event, or exposure in the work environment, either caused or contributed to the resulting condition or significantly aggravated a pre-existing injury or illness. Work-related injuries are investigated by EHS staff and when warranted, an investigation report with corrective actions is submitted to the employee's supervisor. Work-related injuries can occur on campus and off-campus.

For the period of April 1 to June 30, 2025, **8** of the 15 reported injuries (Section 7) were work-related, comparable to Q2 2024.

Year	Work-Related Injuries
<b>Q2 2025</b> <i>April, May, June</i>	8
<b>2025</b> <i>YTD</i>	24
<b>Q2 2024</b> <i>April, May, June</i>	5
<b>2024</b> <i>Full Year</i>	46

## 9. Workers' Compensation Claims

Employees who sustain a work-related injury may be eligible for compensation from the *Commission des normes, de l'équité, de la santé et de la sécurité du travail* (CNESST).

For the period of April 1 to June 30, 2025, there were **0** accepted workers' compensation claims. There was one workers' compensation claim submitted in Q2 2025; however, the CNESST has not rendered a decision. In addition, there was a workers' compensation claim accepted by the CNESST during Q2 for a work-related injury that occurred during Q1 2025; the 2025 year-to-date was adjusted to include this additional claim.

Year	Accepted Compensation Claims
<b>Q2 2025</b> <i>April, May, June</i>	0
<b>2025</b> <i>YTD</i>	5
<b>Q2 2024</b> <i>April, May, June</i>	1
<b>2024</b> <i>Full Year</i>	18

Table 5: 2025 Accepted Workers' Compensation Claims

Date	Description	Location	Type of Injury	Union / Association	Lost-Time Days YTD
23-Jan-2025	An employee slipped and fell on ice, injuring their arm.	Loyola campus (outdoors)	Fractures	N/A	0
24-Jan-2025	An employee slipped and fell on ice, injuring their leg.	Off campus	Fractures	CUPEU	2
25-Feb-2025	An employee slipped and fell on ice, injuring their foot.	Off campus	Fractures	CUPFA	58
27-Feb-2025	An employee slipped and fell on ice, injuring their knee.	Loyola campus (outdoors)	Sprains/ Strains/Tears	STTMC-LOY	3
6-Mar-2025	An employee fell in a classroom, injuring their arm.	MB	Fractures	CUFA	0

## 10. Lost-Time Days

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

For the period of April 1 to June 30, 2025, there were **34** lost-time days from work-related injuries that occurred in Q1 (see Table 5: 2024 Accepted Workers' Compensation Claims in Section 9 for details).

Year	Lost-Time Days
<b>Q2 2025</b> <i>April, May, June</i>	34
<b>2025</b> <i>YTD</i>	63
<b>Q2 2024</b> <i>April, May, June</i>	47
<b>2024</b> <i>Full Year</i>	742

## 11. Near-Misses

A near-miss is the occurrence of an event on university property, arising out of, or during, a university-sanctioned activity attributable to any factor that could have caused either an injury or material damage. For example, events such as tripping on a stair or slipping in a water puddle, where no injury occurred, would be categorized as a near-miss. As per the university's policy on Injury Reporting and Investigation (VPS-42), reporting of near-misses is required. Traditionally, near-misses go unreported because no injury has occurred. Steps have been taken to encourage near-miss reporting, including discussing the importance of near-miss reporting at safety committee meetings, during safety training, and new Principal Investigator orientation sessions.

For the period of April 1 to June 30, 2025, a total of **12** near-misses were reported. While this represents a decrease compared to Q2 2024, the year-to-date total has reached 45% of the 2024 full-year figure, indicating that the overall 2025 trend remains in line with last year.

Year	Near-Misses
<b>2025 Q2</b> <i>April, May, June</i>	12
<b>2025</b> <i>YTD</i>	39
<b>Q2 2024</b> <i>April, May, June</i>	22
<b>2024</b> <i>Full Year</i>	88

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

## 12. External Inspections/Interventions

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

For the period of April 1 to June 30, 2025, there were **2** external interventions. On June 17, there was an inspection by the *Direction régionale de santé publique (Secteur santé au travail)* related to a complaint

from the Concordia University Union of Support Staff - Technical Sector (CUUSS-TS) regarding the suspected presence of asbestos-containing materials. On June 19, there was a follow-up virtual meeting with the *Direction régionale de santé publique (Secteur santé au travail)* and the *Commission des normes, de l'équité, de la santé et de la sécurité du travail* to discuss the same issue.

Year	External Inspections/Interventions
<b>Q2 2025</b> <i>April, May, June</i>	2
<b>2025</b> <i>YTD</i>	4
<b>Q2 2024</b> <i>April, May, June</i>	1
<b>2024</b> <i>Full Year</i>	3

#### **Direction régionale de santé publique (Secteur santé au travail) & Commission des normes, de l'équité, de la santé et de la sécurité du travail Interventions**

In June 2025, concerns were raised by CUUSS-TS union members regarding possible asbestos exposure in Room H0072 of the Hall Building. The union disagreed with the course of action taken by EHS when EHS was notified of the situation. EHS proactively contacted Montreal Public Health, which subsequently involved the CNESST.

On June 17, representatives from the *Direction régionale de santé publique* inspected the area and no visible anomalies were observed. Following the inspection, they met with CUUSS-ST Representatives, one of Concordia's employee Health & Safety Representatives, representatives from the Gina Cody School of Engineering and Computer Science, Facilities Management, EHS, and the concerned employees. On June 19, a follow-up virtual meeting was held with both the *Direction régionale de santé Publique* and CNESST Representatives, as well as CUUSS-ST Representatives, one of Concordia's employee Health & Safety Representatives, Concordia University Representatives (from Facilities Management, Employee & Labour Relations, Gina Cody School of Engineering and Computer Science and EHS) and the concerned employees.

EHS informed the government representatives that all recent and historical air quality tests in the area confirmed fiber levels at least 10 times lower than the regulatory permissible limit. In addition, the ventilation system in the room provides air exchange rates four times higher than the norm, with 100% extraction. EHS also proposed the following action plan:

- Temporary closure of H0072 (implemented June 19).
- Cleaning of H0072 conducted under asbestos safety protocols.
- Joint validation of cleaning with union representatives and, if cleaning validated, then H0072 would be reopened. (H0072 was reopened on June 23)
- Planned inspections of other spaces occupied by the same employee group.
- Bi-monthly follow-up meetings with the CUUSS-TS union and the Health & Safety Representatives for Research and Teaching.

Both the *Direction régionale de santé publique* and CNESST approved the action plan, with CNESST commending Concordia's collaborative, transparent, and safety-focused response. The university did not receive any non-compliance citations from either governmental agency.

### 13. Regulatory Citations

The university may receive regulatory citations for non-compliance with federal, provincial, or municipal laws, regulations, or by-laws. Regulatory citations can be the outcome of government inspections or interventions (e.g., CNESST, Public Health Agency of Canada, Canadian Nuclear Safety Commission, Canadian Council on Animal Care) or violations of regulations and by-laws (e.g., false fire alarm citation from the *Service de sécurité incendie de Montréal*). This metric tracks the total number of regulatory citations received by the university.

For the period of April 1 to June 30, 2025, the university received no regulator citations.

Year	Regulatory Citations
<b>Q2 2025</b> <i>April, May, June</i>	0
<b>2025</b> <i>YTD</i>	6
<b>Q2 2024</b> <i>April, May, June</i>	2
<b>2024</b> <i>Full Year</i>	10

### 14. Regulatory Fines

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

Year	Fines Received
<b>Q2 2025</b> <i>April, May, June</i>	\$0
<b>2025</b> <i>YTD</i>	\$0
<b>Q2 2024</b> <i>April, May, June</i>	\$0
<b>2024</b> <i>Full Year</i>	\$5,650

### 15. Hazardous Materials Emergency Responses

The university's Hazardous Materials Emergency Response Team responds to hazardous material emergencies that occur on university premises, including spills and odours. Service providers are called upon to assist when a major spill occurs, and additional resources are required.

Between April 1 to June 30, 2025, there were **4** hazardous materials emergency responses by the Hazardous Materials Spill Response Team.

Year	Hazardous Material Emergency Responses
<b>Q2 2025</b> <i>April, May, June</i>	4
<b>2025</b> <i>YTD</i>	8
<b>Q2 2024</b> <i>April, May, June</i>	2
<b>2024</b> <i>Full Year</i>	17

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



CONCORDIA

BG-2025-5-D6  
FOR INFORMATION



## REPORT TO THE BOARD OF GOVERNORS

GRAHAM CARR  
PRESIDENT AND VICE-CHANCELLOR

SEPTEMBER 2025



## INTRODUCTION

Our campuses are humming in an energetic start to the fall session – which isn't to say our students took the summer off. In a widely reported tour de force, members of Space Concordia successfully launched **Starsailor**, an achievement that represents a bundle of “firsts”: first university-built rocket in the world to reach space, the first space launch from Canadian soil in more than 25 years and the first ever achieved by a student team. More than 700 students contributed to the project since it commenced in 2018, culminating in the launch on August 15<sup>th</sup> at 5:34 a.m. of the 13-metre liquid-fuel rocket 250 kilometres north of the Cree community of Mistissini, in collaboration with the community. The project benefited immensely from the leadership and mentorship by faculty and staff at the Gina Cody School, who supported key phases of the project's propulsion, structural design and systems integration – kudos to all who made it possible.

Coinciding with Homecoming and the conclusion of Concordia's 50<sup>th</sup> anniversary celebrations, we're wrapping up the **Campaign for Concordia: Next-Gen Now**. Launched in 2017, this most ambitious campaign in our history had a target of \$250 million. We've vaulted well past that aim, having raised more than \$361 million (at the time of writing this) for transformative, forward-looking initiatives and student support. It's all the more impressive when considering whirlwind changes during the campaign's timespan and the stress test being experienced by the entire higher education sector. This outstanding result was made possible thanks to the generosity of alumni, friends and supporters.

This year's **Concordia Golf Classic**, which took place September 2<sup>nd</sup> at Golf Griffon des Sources in Mirabel, raised **\$625,000** for scholarships and bursaries, bringing the event's total fundraising to nearly \$9 million since it began in 2004. This year's event also paid tribute to the long-time honorary co-chairs whose leadership has shaped the Golf Classic's success: **Louis Tanguay**, BComm 75, LLD 18; **Luigi Liberatore**, LLD 18; and **André Desmarais**, BComm 78, LLD 07.

In some impressive athletics news, two alumnae of Concordia's women's rugby team competed at the **Rugby World Cup** in England. **Alexandra Tessier**, BComm 19, is team captain. The 2013 Réseau du sport étudiant du Québec (RSEQ) Rookie of the Year, Alex previously competed in the 2014 World University Rugby Sevens Championship in Sao Jose de Campos, Brazil, where she won gold. Alex was named Concordia's woman Athlete of the Year in 2015. Throughout her varsity career, her record placed her as one of the top players in the RSEQ, including being named to the Quebec league all-star team. Joining Alex on Team Canada is **Laetitia Royer**, who studied applied human sciences, was an RSEQ all-star for the Stingers in 2019 and was named to the U SPORTS second all-Canadian team for women's rugby in 2017.

A startup that benefited from **District 3's MentorConnect program** was just acquired for \$63 million. **Pathway Medical**, an AI-powered clinical reference tool, was bought by Doximity, a platform that provides clinicians with access to medical news, helps them manage paperwork, find

referrals and host telehealth services. Launched in 2018, MentorConnect pairs entrepreneurs with three executive leaders who help chart a course from startup to established company.

On July 2<sup>nd</sup>, and again on September 8<sup>th</sup>, along with fellow presidents of Anglo universities, I met with then Quebec Minister of Higher Education, **Pascale Déry**, to continue discussions on francization. On September 10<sup>th</sup>, together with **Pascal Lebel**, Executive Director, Government Relations, I attended the swearing in ceremony of the new Quebec government cabinet, including new higher education minister **Martine Biron**, and **Christopher Skeete** (Concordia graduate) who is Minister of External Affairs and the Francophonie with responsibility for Relations with English Quebecers.

On September 22<sup>nd</sup>, I attended the **Business + Higher Education Roundtable Strategic Summit on Talent, Technology, and a New Economic Order**. The summit included comments on Canada's innovation strategy, delivered by **Mélanie Joly**, Minister of Industry.

## AWARDS AND RECOGNITION

Concordia alumna **Jessica Lee Gagné**, BFA 12, has made history. The School of Cinema graduate is the first woman to win an **Emmy for Outstanding Cinematography in a Series** (One Hour). Jessica earned the pathbreaking honour for her work on the hit series *Severance*, available on Apple TV+.

Stingers women's ice hockey alumna **Emmy Fecteau** was recognized by the Professional Women's Hockey League (PWHL) with an **Intact Impact Award** – the first won by a former U SPORTS player. The award recognizes one player on each PWHL team – Emmy plays for the New York Sirens – for going the extra mile to help the team, displaying exceptional leadership and integrity.

Three members of the university community were elected to the **Royal Society of Canada**, joining the ranks of the country's most accomplished scholars, scientists and artists. Researchers **Hannah Claus** (Department of Studio Art) and **Damon Matthews** (Department of Geography, Planning and Environment) were named Fellows and **Hassan Rivaz** (Department of Electrical and Computer Engineering) was elected to the College of New Scholars, Artists and Scientists.

We also saw three members of our community named to the **Order of Canada** in July: **Karim Zaghib**, professor at the Gina Cody School of Engineering and Computer Science and CEO of Volt-Age; **Mahesh Sharma**, a professor and long-serving faculty member at the John Molson School of Business; and **Barry F. Lorenzetti**, who established the Barry F. Lorenzetti Centre for Women Entrepreneurship and Leadership at Concordia.

**Carlo Pagano** (Department of Mathematics and Statistics) won the 2025 **André Aisenstadt Prize in Mathematics**. To the best of everyone's knowledge, this is the first time a Concordian has earned the accolade. The prize is awarded to Canadian mathematicians for outstanding research achievements in pure or applied mathematics. Only a month after the Aisenstadt announcement,

Carlo was also one of only five mathematicians to be awarded the 2025 **MCA Prize** by the Mathematical Council of the Americas.

Concordia's John Molson School of Business was ranked among **The Princeton Review's Best Business Schools** for 2025, the only Canadian institution to be included. The school earned a spot on its Best On-Campus MBA list. This distinction underscores JMSB's commitment to providing high-quality education, emphasizing practical, case-based learning that enhances students' employability. The rankings are based on comprehensive surveys of both administrators and students in MBA programs, evaluating aspects such as the program's academics, career services, faculty, technology, and overall student satisfaction.

In more great news from Concordia's business school, The John Molson School of Business's MBA program was named the **best in Canada**, up from second last year, in **Bloomberg Businessweek's 2025-2026 rankings**. Bloomberg ranks full-time graduate business programs in Canada in four categories: compensation, learning, networking and entrepreneurship. The publication's rankings are based on survey responses from graduating students, recent alumni and companies that recruit MBAs. The questions cover jobs, salaries, classroom learning, alumni networks and more.

For the second consecutive year, Concordia earned a **Living Campus certification** from the World Wildlife Fund Canada. The distinction celebrates post-secondary institutions that take meaningful action on conservation, sustainability and community engagement. Concordia stood out this year for planting more than 1,400 trees and shrubs, most of them local species, on Loyola Campus. Concordia is among just seven Canadian post-secondary institutions to earn the certification for a second year in a row, placing the university in a select group of national leaders in conservation and sustainability.

**Alicia Cundell**, teaching consultant at the Centre for Teaching and Learning, received an **Excellence and Innovation in Instructional Design Award** from the Canadian Network for Innovation in Education. The award recognizes individuals' innovative use of instructional design to create meaningful and engaging learning experiences.

## TEACHING AND RESEARCH

We announced a new cohort of **Public Scholars**. Since 2016, Concordia has showcased the outstanding work of doctoral students through the program. Ten PhD students from across disciplines are chosen through a rigorous selection process to represent the university's research excellence and diversity. Throughout the academic year, Public Scholars learn to communicate about their work through channels such as *The Conversation*, *Le Devoir* and the *Montreal Gazette*. Concordia's 4<sup>TH</sup> SPACE will host the Public Scholars over the course of the year for free public events showcasing their research. The 10 scholars are: **Emma Hsiaowen Chen** (Health, Kinesiology and Applied Physiology); **Pramila Choudhary** (Geography and Environmental Studies); **Iman Goodarzi** (Business Administration, Marketing); **Laura Magnusson** (Interdisciplinary Humanities);

**Francesco MacAllister-Caruso** (Political Science); **Meysam Maleki** (Chemical Engineering); **Jayanthan Sriram** (Humanities); **Richy Srirachanikorn** (Social and Cultural Analysis); **Amirreza Torabizadeh** (Civil Engineering); and **Nicole Yu** (Biology).

Concordia launched a new **Bachelor of Engineering in Chemical Engineering**, aiming to equip students with the skills to develop sustainable technologies and solutions for several sectors in Quebec and beyond. The program emphasizes sustainable engineering and advanced materials. Students will learn to design safe, efficient industrial processes that transform raw materials into valuable products like fuels, medicines, or plastics, all while minimizing waste and energy consumption and adhering to stringent quality and safety standards. The curriculum integrates artificial intelligence, coding, and machine learning, providing students with tools to design smarter processes and enhance quality control. Graduates will be prepared to support Quebec's energy transition, the battery supply chain, and the pursuit of carbon neutrality.

Concordia Continuing Education updated its French language program by introducing the **French Communication Essentials** course, aligning it with the Échelle québécoise des niveaux de compétence en français, Quebec's official framework that describes and measures adults' French language proficiency levels for work, study, and integration purposes. Previously known as French Conversation, the updated program is designed to strengthen practical communication skills for professionals in French-speaking workplaces, as well as for Concordia faculty and staff. Delivered in person over 10 weeks, the program fosters consistent engagement in a collaborative classroom environment, complemented by self-directed activities to reinforce skills in both speaking and understanding French.

Concordia was the sole English-language institution represented at **Mobilisation franco 2025**, held May 12<sup>th</sup> to 13<sup>th</sup>, joining francophone institutions from across Quebec and Canada to advance the vitality of French language and heritage. Its representatives emphasized Concordia's commitment to fostering French-language integration through practical resources that empower its community to learn, live and work en français.

**Natasha Blanchet-Cohen** (Department of Applied Human Sciences), and her four co-chairs, received news that the **Fonds de recherche du Québec** (FRQ) and its partner, the **Secrétariat à la jeunesse du Québec** (SAJ), have renewed the **Quebec Youth Research Network Chair** for **\$5.3 million**. Natasha's work in the network is in the area of First Nations and Inuit Youth.

**Angela Alberga** (Department of Health, Kinesiology and Applied Physiology) was awarded a **CIHR Implementation Science Chair in Youth Health** worth **\$1 million** over five years.

**Natalie Phillips** (Department of Psychology) is part of a team that received **\$1,073,348** over four years in the **CIHR Team Grant: CCNA Phase III: Research Teams** competition.

**Matthew Gardner** received **\$914,176** and **Mark Ellenbogen** (both Department of Psychology) received **\$672,436** in the **CIHR Project Grant** competition.

**Ashlee Howarth** (Department of Chemistry and Biochemistry) secured a total of **\$1,358,763** (including both cash and in-kind contributions) from NSERC as well as industry partner Torngat Metals Ltd. This three-year research project seeks to advance Canadian knowledge on metal-organic frameworks (MOFs) as new tools to optimize efficiency of extraction, separation, purification, and recycling of critical metals.

**David Kwan** (Department of Biology) secured a total of **\$909,400** (including both cash and in-kind contributions) from the CQDM (Consortium québécois sur la découverte du médicament) alongside industry partners Paraza and GlycoSyn. This three-year research is aimed at identifying molecules that will provide new and efficient means of producing therapeutic biologics (antibodies) that are more effective at targeting cancer cells.

**Habib Benali** (Department of Electrical and Computer Engineering) has secured funding in the amount of **€270,000 (~\$440,000 CDN)** from the **Fondation Recherche Alzheimer**, to pursue a three-year project aimed at understanding how interactions between neurons, astrocytes, and blood vessels drive the progression of Alzheimer's disease. The project will leverage advanced imaging, AI, and biophysical modeling to develop personalized digital brain twins, enabling earlier diagnosis and the creation of targeted therapies to preserve memory and cognitive function.

**Ursula Eicker** of the Next Generation Cities Institute has successfully secured **\$203,747** in funding from the **National Research Council of Canada**. The 12-month project aims to define, de-risk and monitor municipal zero-emission pathways and strategies using digital twins. It forms part of the NGCI's Volt-Age Impact Project, "Community Energy Solutions (CES): Using digital twins and participative methods to develop, deploy, and monitor decarbonized energy solutions."

**Hasaan Rivaz** (Department of Electrical and Computer Engineering) secured a total of **\$300,000** from NSERC as well as industry partner Think Surgical. This five-year research partnership has the potential to create new technologies that enhance the precision and reliability of localization and registration in total knee arthroplasty which could improve surgical procedures.

**Catherine Mulligan** (Department of Building, Civil, and Environmental Engineering) received an FRQNT **Programme de recherche en partenariat sur le développement durable du secteur minier III** of \$300,000.

Twenty-four **SSHRC Insight Development Grants** totalling **\$1,437,438** and four **SSHRC Connection Grants** totalling **\$161,790** were received.

### **School of Graduate Studies**

In partnership with the **Bureau de la Valorisation de la langue française**, the School of Graduate Studies supported seven international students in securing full-time regional jobs this summer while strengthening their French skills. Three additional employer visits are scheduled in the fall to expand opportunities and connections for graduate students.

This fall marked the launch of the **Doctoral Peer Mentorship Program**, pairing incoming PhD students with trained mentors to support their transition into doctoral studies. Nearly 100 students have registered to participate in mentorship circles, guided by four diverse PhD mentors, fostering community, inclusion and student well-being across the doctoral community.

Hosted by the School of Graduate Studies on September 16<sup>th</sup>, **Postdoctoral Appreciation Day** celebrated Concordia's postdoctoral researchers and supported their career development. Featuring panels on non-academic career pathways and entrepreneurship alongside research showcases, the event offered a unique space for connection, inspiration and professional momentum-building across the postdoctoral community.

On September 19<sup>th</sup>, the School of Graduate Studies hosted **Graduate (Re)Orientation** for PhD students, supporting those in the post-comprehensive exams stage of their degree. Through workshops and peer discussions, participants gained practical strategies in research planning, time management, supervisor relationships, and well-being to sustain momentum and progress toward dissertation completion.

Concordia's FOFA Gallery launched three new exhibitions on September 3<sup>rd</sup>, which featured interdisciplinary works by Studio Arts professor **Aaron McIntosh**, MFA alumnus **Adam Mbowe**, and Contemporary Dance faculty member **Kama La Mackerel**.

### **Milieux**

The Indigenous Futures Research Centre hosted the final workshop in its **Envisioning Indigiqueer Futures** series on August 7<sup>th</sup>. Series activities include zine-making workshops, film screenings, and discussions with artists and scholars.

The Hexagram Network presented **Intimate Territories: Reclaiming Through Research-Creation**, an urban art circuit dedicated to digital arts, at Quartier des Spectacles from August 14<sup>th</sup> to 28<sup>th</sup>.

Directed by faculty member **Kregg Hetherington** (Department of Sociology and Anthropology), the **Mess and Methods Summer Institute** focused on Montréal's waterways as a site of research-creation and critical inquiry. Over two weeks, graduate students and participants engaged in lectures, discussions, and field trips that combined ethnographic, artistic and environmental perspectives. The program concluded with a public exhibition in the Video Production Studio on the EV 10<sup>th</sup> floor, where participants presented their collaborative projects to the Milieux community.



Milieux partnered with the Society for Arts and Technology (SAT) to co-present the **ArtIA Symposium**, a one-day gathering exploring how artificial intelligence can serve as a shared, ethical and creative cultural resource. The event brought together artists, faculty, graduate students and cultural organizations through panels, workshops and networking activities.

The first cohort of the **MUTEK AI Ecologies Lab** presented six interdisciplinary projects, including CITYLLM + CITYchat from the Next-Generation Cities Institute. Faculty and graduate students were key participants in the residency.

The Machine Agencies research group's GenAI Studio presented **Machinic Encounters** at MUTEK Forum. The exhibition was curated by Milieux alumna and postdoctoral researcher **Ceyda Yolgörmez**, with a roundtable moderated by faculty member **Fenwick McKelvey**. This exhibition is the culmination of a three-month residency at Milieux.

Post Image member and graduate student **Mallory Lowe Mpoka** exhibited at Fonderie Darling as part of **MOMENTA Biennale d'art contemporain**.

Concordia graduate student **Navid Navab** and collaborator **Garnet Willis** won a **Golden Nica** in the category of Digital Musics and Sound Art for their project "Organism" as part of the Prix Ars Electronica, the world's longest-running media art competition

#### **4<sup>TH</sup> SPACE**

The next iteration of the **Alan Shepard Residency** at D3 culminated with the resident teams showcasing their work on mandates for a diverse group of organizations, including a plastic waste reduction company, a pet first-aid educator, and the Opéra de Montréal, highlighting their innovative and collaborative ideas.

Back to campus launched with **Space Day!** featuring workshops including **Guennadi Kroupnik**, Director General of Canadian Space Agency and **Jerin John** (Department of Mechanical, Industrial and Aerospace Engineering) to talk about new development in liquid hybrid engines.

The Office of Indigenous Directions invited the university community to participate in a **day of reflection** with a history of Residential Schools, a series of talks on lived experiences with Elder **Delbert Sampson** and a keynote presentation on current realities of reconciliation with **Ghislain Picard**.

#### **Concordia International**

Concordia is receiving **11 Emerging Leaders in the Americas Program** ELAP scholarships totalling **\$111,800**, funded by Global Affairs Canada, for students from Latin America to conduct short term research and study under the supervision of Concordia faculty. The aim of the program is to support the development of the next generation of leaders in the region and strengthens academic and cultural linkages between Canada and the Americas.

Concordia is receiving eight **Canada-ASEAN Scholarships and Educational Exchanges for Development (SEED)** scholarships totalling **\$85,600**, funded by Global Affairs Canada, for students from ASEAN member states to conduct short term research and study under the supervision of Concordia faculty. The aim is to contribute towards the achievement of Sustainable Development Goals and to strengthen ties between Canada and the Indo-Pacific region.

Concordia is receiving a **Study in Canada Scholarship**, funded by Global Affairs Canada, for a student from Université Cheikh Anta Diop de Dakar in Senegal to conduct a short-term research exchange under the supervision of a Concordia faculty member from the Department of Biology.

Concordia International hosted an event at 4<sup>TH</sup> Space, with support from the School of Graduate Studies and Faculty Recruitment Officers, to welcome the 42 **Globalink Research Interns** who did their research internship at Concordia in the summer. The event featured the work of the Concordia Society of Automotive Engineers, Space Concordia and Volt-Age.

Concordia University hosted a **masterclass on Generative AI** tailored for African startup founders. Delivered in collaboration between the Applied AI Institute and the Concordia Africa Initiative, the session introduced practical AI tools and strategies to help entrepreneurs innovate and scale their ventures. The masterclass attracted 98 participants from across Africa and Canada.

Concordia International, in collaboration with faculties, expanded the number of **international field schools and summer programs** – 16 in all – to meet the growing student demand for these opportunities. The programs now offer greater diversity in subject areas and destinations.

**Rafik Naccache**, Director of the Centre for NanoScience Research at the Department of Physics, and **Ayşe Turak**, a researcher at the Centre, participated in the **Canada-Korea Battery Technology Workshop**. This event, co-organized by the Office of Quebec in South Korea and the National Research Council of Canada, brought together researchers, academics, organizations and industry from Canada and South Korea to explore innovations and solutions for a circular battery economy, aiming to build sustainable supply chains for future battery production.

## UNIVERSITY ADVANCEMENT

Advancement celebrated a major gift of **\$1 million** from **Power Corporation of Canada** on June 10<sup>th</sup>. The donation will support Art Volt, a donor-funded program that encourages recent Faculty of Fine Arts graduates.

A significant planned gift of **\$6 million** from **André R. Desmarais**, BComm 78, LLD 07, deputy chairman of Power Corporation of Canada, will further endow the France and André Desmarais Graduate Fellowships, established in 2001 by André and his wife, France Chrétien Desmarais, LLD



15. André also donated **\$1.6 million** to provide current support for the France and André Desmarais Graduate Fellowships.

**Rodolphe Saadé**, BComm 94, LLD 23, chairman and CEO of **CMA CGM**, made a corporate gift of **\$1,365,900** to fund scholarships for international graduate students.

A bequest of **\$2 million** from **Michel Valois**, BComm 85, MBA 87, will establish a named endowment at Concordia's School of Health.

**Sam Kersheh**, BComm 94, contributed **\$314,500** to establish the Kersheh Family Endowment for Student Awards at the John Molson School of Business.

A gift of **\$130,000** from **11:11 Charitable Foundation** will support the Ruth P. Glenen Master of Business Administration Memorial Award.

**Constantine J. Kouvertaris**, MEng 80, made a planned gift of **\$120,000**.

**Manon Lamontagne**, BA 81, made a planned gift of **\$120,000**.

A gift of **\$79,925** from **Fondation Lucie et André Chagnon** will support a research project on Indigenous youth led by Department of Applied Human Sciences professor Natasha Blanchet-Cohen, MA 99.

**BFL Canada** donated **\$50,000** to support the Barry F. Lorenzetti Centre for Women Entrepreneurship and Leadership at the John Molson School of Business.

A gift of **\$50,000** from **Andrea E. Bolger**, MBA 86, will support Career Management Services at the John Molson School.

The **Doggone Foundation** donated **\$50,000** to the Faculty of Fine Arts Development Fund.

A gift of **\$68,657** from the **Burroughs Wellcome Fund** will support research that falls under the private foundation's Career Awards at the Scientific Interface. Established in 1999, the initiative helps researchers transition into postdoctoral work in the biological sciences.

**CanadaHelps** donated **\$42,182** to support student scholarships, bursaries and fellowships.

**John N. Gilmore**, BFA 81, and **Patricia Lynne Woodburn**, BA 04, donated archival materials to Concordia Libraries and Archives from writer, editor, photographer and Department of English professor Terence Byrnes. The gifts-in-kind are respectively valued at **\$42,375** and **\$34,050**.

A gift of **\$39,447** from **Carolyn and Brian Neysmith**, BSc 66 will support the Carolyn and Brian Neysmith Graduate Scholarships.

**RBC Global Asset Management Inc.** contributed **\$30,010** to support the 2025 Concordia Golf Classic.

A gift of **\$25,000** from **Scotiabank** will support the 2025 Concordia Golf Classic.

**Lillian Mauer** gave **\$25,000** to the Lillian and Billy Mauer Fund for Conversations in Contemporary Art offered through the Department of Studio Arts.

#### **Alumni engagement:**

As part of Concordia's 50th anniversary, [the Great Concordians initiative profiled 50 distinguished alumni](#) whose achievements have made a significant impact on their fields and society.

Led by **Max Holzberg**, BFA 21, MA 24, and **Mélanie Reid**, BFA 22, Women Who LEAD Art Tours showcased the cultural fabric of Sir George Williams Campus to groups of alumni on June 3<sup>rd</sup> and 4<sup>th</sup>.

More than 60 people attended a **45<sup>th</sup> anniversary reunion** for Concordia's School of Community and Public Affairs on June 7<sup>th</sup> at Le Cabaret Lion d'Or.

Led by HR professional **Carla Marrouche**, BComm 17, MA 23, a webinar on how to stay grounded through change and uncertainty was attended by 171 people on June 19<sup>th</sup>.

## **SERVICES AND SUSTAINABILITY SECTOR**

### **Sustainability**

As part of Concordia's ongoing efforts to enhance biodiversity and campus green space, **36 new trees were planted** on the Loyola Campus in July. This round of planting follows the large-scale initiative completed in fall 2024, which saw more than 1,400 trees added to the campus, helping to reduce the heat-island effect. This initiative earned Concordia the previously mentioned Living Campus Certification from the World Wildlife Fund Canada. This distinction celebrates post-secondary institutions that take meaningful action on conservation, sustainability, and community engagement.

In June, the **ornamental gardens** at the Mackay and Bishop Street annex entrances on the Sir George Williams Campus were transformed. The new design features perennial plantings that were carefully selected to provide continuous nectar and pollen sources and create shelter and overwintering habitat for a range of insect species.

### **Instructional and Information and Technology Services**

The **Student Information System** underwent both a major file repository upgrade and preparations for a significant upgrade planned for October. These upgrades are essential to ensure system security, stability, and access to new vendor features.

At the same time, automation was introduced into visa document processing through **Robotic Process Automation**. This change relieves staff in the International Students Office of repetitive manual tasks, allowing them to dedicate more time to value-added student support.

In Health Services, the **Electronic Medical Record** project went live and moved into optimization.

Technical applications used by the **Student Success Centre** were transferred to IITS, ensuring they now benefit from centralized hosting, systematic maintenance, and timely upgrades. This transition reduces risk and enhances reliability.

### **Facilities Management**

The **Genome Foundry** and the **Bioprocessing Centre** received upgrades, with funding received from the Canada Foundation for Innovation. The project expanded the Genome Foundry by adding new lab space and improved the Bioprocessing Centre by adding new fermentation equipment, and updated equipment in two microfluidics labs. These upgrades will improve research capabilities, speed up experiments, and increase the overall capacity of these facilities to meet the growing demand from both academic and commercial sectors.

The trades teams participated in **external rental operations** over the summer at Loyola, providing support to events hosted by Netflix and Amazon. While not the key organizers, Facilities Management handled unexpected last-minute changes effectively and gained insights that will allow for better preparedness for similar rentals in the future. Concordia's facilities and locations are once again "open for business," reaffirming the University as a sought-after partner for high-profile productions with the potential to generate significant new revenue. This summer generated over **\$220,000** in new revenue.

### **Human Resources**

An exceptional **Voluntary Retirement Program** for staff was launched on August 26<sup>th</sup> with an application deadline of November 7<sup>th</sup>, 2025. The pool of eligible employees is approximately 300 staff who are 55 years of age with at least 15 years of continuous service or who are 60 years of age with at least 10 years of continuous service. The program incentivizes them to retire from the university on either April 1<sup>st</sup> or December 1<sup>st</sup>, 2026. The goal of the program is to help address budget pressures, minimize the need for layoffs and other staff reductions and support operational agility.

### **Recreation and Athletics**

The fall **varsity sports season** is underway, with Concordians participating in football, women's and men's soccer, rugby and basketball, as well as golf. The exhibition hockey season has also commenced for both women and men.

**Concordia's camps** have ended with another successful summer of fun and games for the youth, generating approximately **\$220,000** in revenue. There was a total of 580 registrations over the nine weeks of the multi-activity camp operation, 90 registrations for the three weeks of hockey camps and 66 registrations for the two weeks of soccer camp.

### **Business Development**

Residence Life hosted **move-in weekend** August 23<sup>rd</sup> and 24<sup>th</sup>, welcoming approximately 450 students at Grey Nuns and 200 students at Loyola. Members of Concordia's football, men's basketball and soccer teams once again helped new residents move in, on both campuses. The remainder of the students moved into their dorms throughout orientation week and enjoyed several on and off campus welcome activities hosted by Residence Life.

The Grey Nuns Residence once again welcomed the public this summer, offering affordable accommodation in the heart of downtown. **Reservation revenues** were nearly **\$1.3 million**, bringing the total summer hotelling revenues to \$5.5 million since re-opening after the pandemic in 2022.

During this summer's conference season, **Event Services** delivered a record 10 **large-scale conferences** for internal and external clients.

With the completion of the second year of the vending contract with Café Go in June, **drink and snack vending machine** sales surpassed **\$500,000**—more than double the commissions earned under the previous exclusive contract with Coca-Cola.

The partnership with **Cofandi**, a student-run private enterprise supplying coffee machines on campus, was also expanded to five machines this year, with further growth planned for 2025–26 through the addition of more coffee units and a new instant noodle machine. Vending continues to play an important role in serving the community outside of regular retail hours and in locations with limited access to stores.

In collaboration with Campus Safety and Preventions Services, the new student "**Campus Card**" was launched merging the Student Identification Card and their Access Card into a single card. The new Campus Card is being issued to all new students, and approximately 3,000 returning students who previously carried two separate cards.