



BOARD OF GOVERNORS

NOTICE OF MEETING

September 18, 2026

The Agenda and documents for the Open Session meeting of the Board of Governors of Concordia University to be held on Thursday, September 24, 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, September 24, 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	H. Antoniou	
	1.1 Approval of the Agenda	H. Antoniou	Approval
CONSENT AGENDA			
	2. Approval of June 11, 2026 Minutes		Approval
	3. Ratification of the Advisory Search Committee for the Dean, JMSB (Document BG-2026-10-D1)		Ratification
	4. Use of Concordia's name (Document BG-2026-10-D2)		Approval
	5. Approval of fees:		Approval
	5.1 Supplemental fee for CPA (Document BG-2026-10-D3)		
	5.2 Tuition in new course-based option for MSCM (Document BG-2026-10-D4)		
	5.3 FASA CUCCR fee (Document BG-2026-10-D5)		

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| 6. | Report on compliance with environmental legislation and health and safety regulations (Q2-2026 Report)
(Document BG-2026-10-D6) | Information |
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REGULAR AGENDA

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|------|--|-------------|--------------------|
| 4:03 | 7. Business arising from the Minutes not included on the Agenda | | |
| 4:10 | 8. President's report
(Document BG-2026-10-D7) | G. Carr | Information |
| 4:30 | 9. Annual report of the Ombudsperson
(Document BG-2026-10-D8) | A. Fish | Information |
| 4:40 | 10. Other business | H. Antoniou | |
| 4:45 | 11. Adjournment | H. Antoniou | |

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

Thursday, June 11, 2026 at 4 p.m.
Room GM 410 (Board of Governors meeting room), SGW Campus
and via Zoom video conferencing

PRESENT

Helen Antoniou (C)	Kim Fuller	Catherine Loubier (remote)
Theresa Bianco	Rana Ghorayeb (remote)	Vanessa Massot
Ken Brooks (remote)	Shahir Guindi	Miranda Melfi
Graham Carr (P and Vice-C)	Claude Joli-Coeur (V.C)	Geneviève Morin
Jarrett Carty (V.C)	Shoshana Kalfon	Christine Panet-Raymond
Gary N. Chateram (remote)	Mehdi Kharazmi	Rahul Ravi (remote)
Adriana Embiricos (remote)	Martin Lefebvre	Robert Soroka

Alternate: Ali Salman

Non-Voting Observer: Gina Cody (remote)

Also attending:

Philippe Beauregard	Tim Evans	Pascal Lebel
William Cheaib	Julie Fortier (remote)	Emma Nonnenmacher (for item 9 only)
Paul Chesser	Frederica Jacobs	Marion Thénault (for item 9 only)
Effrosyni Diamantoudi	Zachary Lagha (for item 9 only)	
Michael Di Grappa		

ABSENT

Governors:

Pat Di Lillo	Paul John Murdoch	Ted Stathopoulos
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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

R-2026-6-1 *That the Agenda be approved as presented.*

CONSENT AGENDA

2. Approval of May 14, 2026 minutes

R-2026-6-2 *That the Minutes of the meeting of Open Session from May 14, 2026, be approved.*

3. Sundry fees (Document BG-2026-6-D1)

This report was for information only.

4. Governance and Ethics Committee recommendation: Approval of revisions to the Policy on Policies (SG-6) (Document BG-2026-6-D2)

R-2026-6-3 *That, upon recommendation of the Governance and Ethics Committee, the Board of Governors approve revisions to the Policy on Policies (SG-6).*

5. EBC recommendations:

5.1 Revised Funding Policy for the Pension Plan for the Employees of Concordia University (Document BG-2026-6-D3)

R-2026-6-4 *That, upon recommendation of the Employee Benefits Committee, the Board of Governors approve the revised Funding Policy for the Pension Plan for the Employees of Concordia University.*

5.2 Extension of Optional Life Insurance (Document BG-2026-6-D4)

R-2026-6-5 *That, upon recommendation of the Employee Benefits Committee, the Board of Governors approve the extension of the Optional Life Insurance for employees and spouses until age 69, with an aim to make effective on September 1, 2026.*

6. PTEBC recommendation: Changes to premiums for the CUPFA and CUCEPTFU health plans effective September 1, 2026 (Document BG-2026-6-D5)

R-2026-6-6 *That, upon recommendation of the Part-Time Employee Benefits Committee, the Board of Governors approve effective September 1, 2026, the following:*

- *No rate adjustment for the Comprehensive plan and the RAMQ Equivalent plan;*
- *Transfer of the amount of surplus available at Sun Life, i.e. \$18,444 to the*

Concordia University Intergenerational Fund (CUiF) for investment as part of the surplus account held for the CUPFA and CUCEPTFU Health Care policies;

- *Maintain the Health Care large claims pooling threshold at \$25,000;*
- *Cost increase of the Telemedicine service from \$3.73 to \$3.85 per member per month; and*
- *Reduction in general administration fees charged by Sun Life from 1.03% to 0.74% of premiums, no change in claims handling and profit charges and increase of 19% in the large claim pooling fees.*

7. Business arising from the Minutes not included on the Agenda

There was no other business to bring before the meeting that was not included on the Agenda.

8. President's report (Document BG-2026-6-D6)

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

- Dr. Carr began by sharing that, following the announcement of the gift to create the Mark Pathy Space Institute, which took place just before the last Board meeting, there was an event at *Place des Arts* hosted by the Chamber of Commerce of Metropolitan Montreal (CCMM) to meet the crew of Artemis II. The University was able to secure 15 tickets to the event, and Board member Christine Panet-Raymond, 15 staff members and approximately 20 Space Concordia students had the opportunity to attend. Concordia faculty member Kris Skonieczny, whose research focuses on space robotics and lunar rovers, had helped the CCMM team prep for the Q&A. The event was very inspiring and at one point a shout-out was given to Mark Pathy and his gift to Concordia, which was roundly endorsed by the Artemis crew, all of whom know Mark as a fellow astronaut.
- Dr. Carr extended congratulations to Board member Rana Ghorayeb, who was recently awarded the Humberto Santos Award of Merit and Service, which is the highest honour conferred by the Concordia University Alumni Association.
- At next week's graduation ceremonies, more than 6000 graduates will be celebrated. Five honorary doctorate degrees will also be conferred to the following honorees:
 - Diane Dunlop-Hébert and Norman Hébert, well known to the University community as generous philanthropists and successful businesspeople who have given dedicated service to multiple boards;

- Elin Waty, a financial services expert who broke through many glass ceilings in Southeast Asia to become longtime leader of Sun Life Financial, Indonesia;
 - Sal Guerrera, a leading Montreal philanthropist who began his studies at Sir George but had to abandon them to look after his family. He has since gone on to become co-founder and CEO of Montreal-based company SAJO, known nationally and internationally for design of residential and commercial sites; and
 - Jackie Ying, a global leading researcher in bioengineering and nanotech, one of the most cited scientific authors in the world, who has had an outstanding career at MIT, Princeton, Singapore and Saudi Arabia where she is currently chief innovation officer of the King Faisal Specialist Hospital and Research Centre.
- Dr. Carr congratulated four members of the University community who recently received the insignia of *L'Ordre de Montréal*: Rick Renaud, a graduate who served more than 20 years on Concordia's Board of Governors and co-founded the Concordia University Inter-Generational Fund; Louise Champoux-Paillé, a senior financial leader who is co-director of the Barry F. Lorenzetti Centre for Women in Entrepreneurship and Leadership in the John Molson School of Business; Stephen Bronfman, an investor and philanthropist who leads the Claudine and Stephen Bronfman Family Foundation; and Bernard Voyer, explorer and environmentalist who received an honorary doctorate from Concordia in 2017.
 - Five members of the University community were nominated or promoted within *L'Ordre national du Québec*: Roxane Borgès Da Silva, a former student, who is now a professor and researcher specializing in public health; Michel Marc Bouchard, currently a Scholar in Residence in Art History, who is a playwright, screenwriter, and novelist; Darren Entwistle, a graduate and honorary degree recipient who is a philanthropist and business leader at the helm of TELUS; Martine Hébert, graduate of Concordia and who is a researcher specializing in sexual violence; and Rémi Quirion, a researcher specializing in Alzheimer's disease and Chief Scientist of Québec from 2011 to 2026. He received an honorary degree from Concordia in 2011.
 - Dr. Carr saluted another honouree of *L'Ordre national du Québec*, Michael Goldbloom, who served for 15 years as Principal of Bishop's University, as well as being editor of the *Montréal Gazette*, Chair of the Board of CBC/Radio Canada, and many other roles.

- Congratulations were also extended to Professor Ursula Eicker and the team at the Next-Generation Cities Institute who, together with Concordia International and the National Sciences and Engineering Research Council of Canada, did the work that led to the adoption by the Global Research Council of a Statement of Principles and Call to Action on Research for Sustainable Communities. The Global Research Council is a body that unites sciences and engineering funding agencies around the world to improve multilateral research collaboration in both developed and developing countries.
- Dr. Carr noted that on June 2nd, Prime Minister Carney and Premier Fréchet announced \$10B infrastructure funding to support public transportation, hospitals, housing and higher education. The details of the funding remain high level at this time, but the university campus portion is part of the \$3.6B Build Community Strong fund for hospitals, community centres, and housing. M. Di Grappa's team in the Office of the VP, Services and Sustainability is working to develop shovel-ready and longer-term transformational project proposals for both campuses. Dr. Carr reminded Board members that the University is due to receive a special infrastructure investment from the provincial government similar to what has been granted to all other Montréal universities.
- Finally, Dr. Carr expressed cautious optimism at the reintroduction of the *Programme de l'expérience québécoise* which provides faster-track access to permanent residency for different types of visa-holders. The program had been halted for a period, and the re-opening offers pathways to permanent residency to university graduates who can demonstrate French linguistic capacity.

9. University Initiatives

Board members welcomed Concordia student Olympians Marion Thénault (BEng student in Aerospace Engineering - Avionics and Aerospace Systems), who represented Canada at the Winter Games in Italy in Freestyle Aerials Skiing; Emma Nonnenmacher (BA student in Psychology), who represented team France in Ice Hockey; and Zachary Lagha (BFA student in Contemporary Dance), who represented Canada in Figure skating.

The students shared about their experiences at the Olympic games and expressed gratitude for the flexibility with schedules and support that they received from their respective departments and professors, which allowed them to attend all practise and training sessions.

One student Olympian also noted that, among CEGEP students and other student athletes competing at the highest level, Concordia has a reputation for providing the support and accommodations necessary for student athletes to easily navigate their sport and academics.

Board members commended them for their achievements and wished them luck.

10. Other business

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

11. Adjournment

The Chair adjourned the meeting at 4:40 p.m.

K. Singh
Karan Singh
Secretary of the Board of Governors



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of September 24, 2026**

AGENDA ITEM: Membership of the Advisory Search Committee for the Dean, John Molson School of Business ("JMSB") (the "Committee")

ACTION REQUIRED: For ratification

SUMMARY: The Board of Governors (the "Board") is being asked to ratify the membership of the Committee.

BACKGROUND:

Following the establishment by the President of the Committee for the recruitment of the new Dean, JMSB, in accordance with the composition set out in the *Policy on Senior Administrative Appointments* ([BD-5](#)), the Committee members are listed below:

- **Effrosyni (Faye) Diamantoudi** – Chair
- **Gary Chateram** – External member of the Board

Full-time faculty members

- **Suchit Ahuja**
- **Kathleen Boies**
- **Alexandra Panaccio** – John Molson School of Business
- **Darlene Walsh**

Part-time faculty member

- **Patrice Blais**
- **Eva Ferrara** - representative of the administrative and support staff
- **Sofia Morales** - undergraduate student
- **TBC** - graduate student

DRAFT MOTION:

That the Board of Governors ratify the membership of the Advisory Search Committee for the Dean, John Molson School of Business, as per the *Policy on Senior Administrative Appointments* ([BD-5](#)).

PREPARED BY:

Name: Secretary of the Board

Date: September 16, 2026



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of September 24, 2026**

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 (the "Board"), as set out in the Policy.

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

1. TEA @ Concordia Student Group: This group aims to enhance student life by providing students across various disciplines including STEM, Fine Arts, Business, and Design with the opportunity to connect with like-minded individuals who are also interested in the industry. Themed Entertainment Association (TEA) Concordia name use was approved by the Board in October 2020. This is a request to modify the name.
2. GDG on Campus Concordia University Student Club: The club brings together a diverse group of tech enthusiasts to guide, inspire, and bridge the gap between learning and real-world application. Its core mandates are to serve as a knowledge hub and a mentorship channel for students and club members.

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:

- TEA@Concordia Student Group

- GDG on Campus Concordia University Student Club

PREPARED BY:

Name: Secretary of the Board

Date: September 16, 2026



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of September 24, 2026**

AGENDA ITEM: Assignment of existing compulsory fees to new CPA Capstones courses

ACTION REQUIRED: For approval

SUMMARY: On recommendation of the Finance Committee (FC), the Board of Governors (the "Board") is being requested to approve the assignment of existing compulsory fees to new CPA Capstones courses.

BACKGROUND: Pursuant to the Concordia University By-laws (the "By-laws"), the Board must approve all fees charged to students. As such, revised master's level tuition fee categories at JMSB are being presented for approval.

The [compulsory fees](#) for the current CPA capstones are \$3,076.32 in total, and they are associated with the capstone courses ACCO 658 (Capstone I) and ACCO 659 (Capstone II). The current CPA capstones ACCO 658 and ACCO 659 will be offered for the last time in summer 2027. From the fall 2027 onwards, the new CPA capstones will be gradually offered under the course numbers CPA 676, CPA 678, and CPA 680 to reflect the new modular structure of the CPA Professional Order Exams.

As a result, the existing compulsory fees will be allocated to the three CPA Capstone modules and associated courses as follows.

CPA Capstone Module	Compulsory Fees	Charged to course*
Capstone I-A (Core Common)	\$928.67	CPA 676
Capstone I-B (Licensure Track)	\$792.30	CPA 678
Capstone II (Leadership)	\$1,355.35	CPA 680
Total	\$3,076.32	

*The academic calendar informs students that there will be a surcharge for these courses.

The presented numbers exclude any allowed increase of frais *institutionnels obligatoires* (FIOs) for the 2027-2028 budget.

The FC reviewed this dossier and recommended it for Board approval at its meeting of September 17, 2026.

DRAFT MOTION:

That, upon recommendation of the Finance Committee, the Board of Governors authorize the assigning of the compulsory fees to the new CPA Capstone Modules, as detailed in the appended document, as of the fall term 2027.

PREPARED BY:

Name: Secretary of the Board

Date: September 17, 2026



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of September 24, 2026
Executive Summary**

BACKGROUND/SUMMARY: Submission of revised master's level tuition fee categories at JMSB.

On recommendation of the Finance Committee, this document is submitted for review and approval by the Board of Governors. It outlines the necessary changes to the master's level tuition fee categories at JMSB.

The financial framework presented herein ensures that students in the same 45-credit degree program are charged the same total tuition fees, regardless of whether they pursue the thesis-based option or the course-based project option within the same master's degree.

OVERVIEW:

The current master's level (Cycle 2) tuition fee categories at JMSB distinguish between course-based degrees and thesis-based degrees. Historically, the tuition fees for course-based degrees have been designed around the MBA, whereas all other master's programs (i.e., MSc/MSCM) have been classified as thesis-based degrees.

The table below outlines the **current tuition fee structure** in place for the 2026-27 academic year across the MBA, the MSc/MSCM thesis-based, and the new MSc/MSCM course-based project option. It highlights the pricing discrepancies that require adjustment.

Residency Status	MBA		MSc/MSCM Thesis-based		MSc/MSCM (new) Course-based project option	
	Total	Per credit	Total	Per credit	Total	Per credit
Quebec resident	\$4,676.40	\$103.92	\$4,676.40	\$103.92	\$4,676.40	\$103.92
Rest-of-Canada	\$19,478.25	\$432.85	\$14,595.75	\$324.35	\$19,478.25	\$432.85
International Students	\$58,050.00	\$1,290.00	\$40,422.60	\$898.28	\$58,050.00	\$1,290.00

Source: [Graduate fees | Tuition & Financial Aid - Concordia University](#)

Under the current tuition fee categories, students enrolled in the MSCM are charged different tuition fees, depending on whether they pursue the thesis option or the course-based project option. While there is no difference in tuition fees for Quebec residents, rest-of-Canada and international students face significantly different tuition charges. This

discrepancy arises because the thesis option is categorized as a research-based master's program, whereas the course-based project option is categorized as a professional master's program.

For example, a full-time international student enrolled in the MSCM course-based project option currently pays \$17,608 more than a full-time international student enrolled in the MSCM thesis option. Similarly, a full-time rest-of-Canada student pays \$4,882.80 more. These differences arise because students in the MSCM course-based project option pay tuition fees based on the MBA fee category, while students in the MSCM thesis option pay tuition based on the MSc/MSCM research-based fee category.

This proposal addresses this inconsistency by ensuring that all MSCM students, regardless of whether they pursue the thesis-based option or the course-based project option, are subject to the same total tuition fee structure currently applied to research-based master's degrees.

Revised Master's Level Tuition Fee Categories at JMSB

Therefore, the revised master's level tuition fee categories at JMSB introduces a third category for the MSc/MSCM course-based project option. The resulting three tuition fee categories are as follows:

Category 1:MBA (excluding privatized programs: Executive MBA and MBA in Investment Management) (existing),

Category 2:MSc/MSCM thesis-based option (existing), and

Category 3:MSc/MSCM course-based project option (new).

The table below outlines the revised tuition fee structure with the three categories, using the tuition fees for the 2026-27 academic year for illustrative purposes. The proposed tuition fees intended to address the discrepancy regarding the course-based project option are highlighted in bold.

Residency Status	Category 1 (existing): MBA		Category 2 (existing): MSc/MSCM Thesis-based		Category 3 (new): MSc/MSCM Course-based project option	
	Total	Per credit	Total	Per credit	Total	Per credit
Quebec resident	\$4,676.40	\$103.92	\$4,676.40	\$103.92	\$4,676.40	\$103.92
Rest-of-Canada	\$19,478.25	\$432.85	\$14,595.75	\$324.35	\$14,595.75	\$324.35
International Students	\$58,050.00	\$1,290.00	\$40,422.60	\$898.28	\$40,422.60	\$898.28

Calculation of tuition fees for the course-based project option (Category 3):

Total tuition fees of the thesis-based degree are divided by 45 credits to determine the per-credit tuition fee applicable to the course-based project option. As a result, students enrolled

in either option of the same program pay the same total tuition fees. The total tuition fees of the thesis-based option therefore serve as the reference point for determining the tuition fees for the course-based project option of the same program.

Financial Consequences of the Proposal

No negative financial consequences are anticipated from establishing the third category, which would apply the same tuition fee structure as the current thesis-based option for the rest-of-Canada and international students.

PREPARED BY:

Name: Anne-Marie Croteau, PhD, CDir



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of September 24, 2026**

AGENDA ITEM: Submission of changes to master's level tuition fee categories at the John Molson School of Business ("JMSB")

ACTION REQUIRED: For approval

SUMMARY: On recommendation of the Finance Committee (FC), the Board of Governors (the "Board") is being requested to approve the changes to the master's level tuition fee categories at the JMSB.

BACKGROUND: Pursuant to the Concordia University By-laws (the "By-laws"), the Board must approve all fees charged to students. As such, revised master's level tuition fee categories at JMSB are being presented for approval.

JMSB currently has two master's level fee categories referred to as master's course-based degree (MBA) and master's thesis-based degree (MSc/MSCM). In the past, the MBA program was the only course-based master's degree, while the four Master of Science programs and one Master of Supply Chain Management program (MSc/MSCM programs) were classified as master's thesis-based degrees because of their thesis requirements. The two private programs (Executive MBA and MBA in Investment Management) are excluded from this dossier as they have their own fee structure.

Starting in the fall term 2026, the Master of Supply Chain Management (MSCM) program will introduce a course-based project option. Students will therefore be able to choose between the current thesis stream and the new project stream, while earning the same master's degree. Students who select the thesis-based stream will complete 24 credits of coursework and a 21-credit thesis, while those who choose the new 9-credit course-based project option will complete 36 credits of coursework.

As additional MSc programs are expected to introduce similar course-based project options in the coming years, it is timely to review and update the tuition fee categories applicable to master's programs at JMSB to ensure consistency and alignment across program offerings.

The course-based project option for the MSc/MSCM programs is intended to attract students seeking graduate-level specialized expertise without pursuing a research-focused pathway. The course-based project option further targets a different student population than the typical MBA audience. For example, this option is part of a specialized degree that does not require professional work experience, while the MBA is a generalist business degree that requires professional work experience. Currently, this student segment is not optimally

served by the existing thesis-based option. Therefore, adding the course-based project option provides an opportunity to increase enrolment in the MSc/MSCM programs, while having the tuition fees of the current thesis-based option.

As the project option is classified as a course-based master's program by the MES, rest-of-Canada and international students who enroll in the MSCM course-based project option are charged the same tuition fees as students in the MBA program, which are higher than the ones charged under the MSc/MSCM thesis-based option.

To rectify the situation, the master's level tuition fee categories at JMSB are proposed to be revised as follows:

Category 1: MBA (excluding privatized programs: Executive MBA and MBA in Investment Management) (existing),

Category 2: MSc/MSCM thesis-based option (existing), and

Category 3: MSc/MSCM course-based project option (new).

The appended executive summary details the proposal for the revised master's level tuition fee categories at JMSB.

The FC reviewed this dossier and recommended it for Board approval at its meeting of September 17, 2026.

DRAFT MOTION:

That, upon recommendation of the Finance Committee, the Board of Governors authorize the implementation of the revised master's level tuition fee categories at JMSB, including a new category for the MSc/MSCM course-based project option, as detailed in the appended document.

PREPARED BY:

Name: Secretary of the Board

Date: September 17, 2026



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of September 24, 2026
Executive Summary**

BACKGROUND/SUMMARY: Submission of revised master's level tuition fee categories at JMSB.

On recommendation of the Finance Committee, this document is submitted for review and approval by the Board of Governors. It outlines the necessary changes to the master's level tuition fee categories at JMSB.

The financial framework presented herein ensures that students in the same 45-credit degree program are charged the same total tuition fees, regardless of whether they pursue the thesis-based option or the course-based project option within the same master's degree.

OVERVIEW:

The current master's level (Cycle 2) tuition fee categories at JMSB distinguish between course-based degrees and thesis-based degrees. Historically, the tuition fees for course-based degrees have been designed around the MBA, whereas all other master's programs (i.e., MSc/MSCM) have been classified as thesis-based degrees.

The table below outlines the **current tuition fee structure** in place for the 2026-27 academic year across the MBA, the MSc/MSCM thesis-based, and the new MSc/MSCM course-based project option. It highlights the pricing discrepancies that require adjustment.

Residency Status	MBA		MSc/MSCM Thesis-based		MSc/MSCM (new) Course-based project option	
	Total	Per credit	Total	Per credit	Total	Per credit
Quebec resident	\$4,676.40	\$103.92	\$4,676.40	\$103.92	\$4,676.40	\$103.92
Rest-of-Canada	\$19,478.25	\$432.85	\$14,595.75	\$324.35	\$19,478.25	\$432.85
International Students	\$58,050.00	\$1,290.00	\$40,422.60	\$898.28	\$58,050.00	\$1,290.00

Source: [Graduate fees | Tuition & Financial Aid - Concordia University](#)

Under the current tuition fee categories, students enrolled in the MSCM are charged different tuition fees, depending on whether they pursue the thesis option or the course-based project option. While there is no difference in tuition fees for Quebec residents, rest-of-Canada and international students face significantly different tuition charges. This discrepancy arises because the thesis option is categorized as a research-based master's program, whereas the course-based project option is categorized as a professional master's program.

For example, a full-time international student enrolled in the MSCM course-based project option currently pays \$17,608 more than a full-time international student enrolled in the MSCM thesis option. Similarly, a full-time rest-of-Canada student pays \$4,882.80 more. These differences arise because students in the MSCM course-based project option pay tuition fees based on the MBA fee category, while students in the MSCM thesis option pay tuition based on the MSc/MSCM research-based fee category.

This proposal addresses this inconsistency by ensuring that all MSCM students, regardless of whether they pursue the thesis-based option or the course-based project option, are subject to the same total tuition fee structure currently applied to research-based master's degrees.

Revised Master's Level Tuition Fee Categories at JMSB

Therefore, the revised master's level tuition fee categories at JMSB introduces a third category for the MSc/MSCM course-based project option. The resulting three tuition fee categories are as follows:

Category 1:MBA (excluding privatized programs: Executive MBA and MBA in Investment Management) (existing),

Category 2:MSc/MSCM thesis-based option (existing), and

Category 3:MSc/MSCM course-based project option (new).

The table below outlines the revised tuition fee structure with the three categories, using the tuition fees for the 2026-27 academic year for illustrative purposes. The proposed tuition fees intended to address the discrepancy regarding the course-based project option are highlighted in bold.

Residency Status	Category 1 (existing): MBA		Category 2 (existing): MSc/MSCM Thesis-based		Category 3 (new): MSc/MSCM Course-based project option	
	Total	Per credit	Total	Per credit	Total	Per credit
Quebec resident	\$4,676.40	\$103.92	\$4,676.40	\$103.92	\$4,676.40	\$103.92
Rest-of-Canada	\$19,478.25	\$432.85	\$14,595.75	\$324.35	\$14,595.75	\$324.35
International Students	\$58,050.00	\$1,290.00	\$40,422.60	\$898.28	\$40,422.60	\$898.28

Calculation of tuition fees for the course-based project option (Category 3):

Total tuition fees of the thesis-based degree are divided by 45 credits to determine the per-credit tuition fee applicable to the course-based project option. As a result, students enrolled in either option of the same program pay the same total tuition fees. The total tuition fees of the thesis-based option therefore serve as the reference point for determining the tuition fees for the course-based project option of the same program.

Financial Consequences of the Proposal

No negative financial consequences are anticipated from establishing the third category, which would apply the same tuition fee structure as the current thesis-based option for the rest-of-Canada and international students.

PREPARED BY:

Name: Anne-Marie Croteau, PhD, CDir



**BOARD OF GOVERNORS
OPEN SESSION
Meeting of September 24, 2026**

AGENDA ITEM: Approval of revised fee levy

ACTION REQUIRED: For approval

SUMMARY: The Board of Governors approved a reallocation of the Concordia University Centre for Creative Reuse in May 2026. A change is being requested to the fee per the attached memo.

DRAFT MOTION:

Concordia University Centre for Creative Reuse

That the Board of Governors authorize that the Fine Arts Student Alliance (FASA) to reallocate \$0.15 per credit towards the Concordia University Centre for Creative Reuse (CUCCR) fee to be collected from all undergraduate Fine Arts students and implemented with registration for the Fall 2026 (2262) term in accordance with the University's tuition refund and withdrawal policy.

The 0.15\$ fee will be a new fee called CUCCR FASA. As such the Board of Governors authorize to decrease the Fine Arts Student Alliance (FASA) existing \$2.16 per credit fee, to \$2.01 per credit in order to reallocate \$0.15 per credit to the new CUCCR FASA fee, to be collected from all undergraduate Fine Arts students, and implemented with registration for the Fall 2026 (2262) term in accordance with the University's tuition refund and withdrawal policy.

PREPARED BY:

Name: Secretary of the Board
Date: September 16, 2026

INTERNAL MEMORANDUM

May 27, 2026

To: Karan Singh, Associate Secretary-General, Office of the University Secretariat**From:** Office of Student Life and Engagement**RE:** Update to the fee for Clubs CSU

In the Fall by election for Concordia Student elections, there was an error in the memo. Here is the corrected information:

Original Question

That the Board of Governors authorize for the Fine Arts Student Alliance (FASA) to reallocate \$0.15 from their existing \$2.16 per credit fee, to the Concordia University Centre for Creative Reuse (CUCCR), to be implemented with registration for the Fall 2026 (2262) term in accordance with the university's tuition refund and withdrawal policy

Corrected Questions

Do you agree for FASA to reallocate \$0.15 per credit towards the Concordia university Centre for Creative Reuse (CUCCR) to be collected from all undergraduate Fine Arts students and implemented with registration for the Fall 2026 (2262) term in accordance with the University's tuition refund and withdrawal policy? The 0.15\$ fee will be a new fee called CUCCR FASA.

Do you agree to decrease the Fine Arts Student Alliance (FASA) existing \$2.16 per credit fee, to \$2.01 per credit in order to reallocate \$0.15 per credit to the new CUCCR FASA fee, to be collected from all undergraduate Fine Arts students, and implemented with registration for the Fall 2026 (2262) term in accordance with the university's tuition refund and withdrawal policy?

Yes: 171

No: 13

Abstain: 22

Katie Broad Dean of Students





Report on Due Diligence

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

***For the Reporting Period
Q2 2026 (April, May, June)***

**Pietro Gasparrini, C.I.H., R.O.H.
Director, Environmental Health & Safety
August 26, 2026**

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Summary

As this report reflects second-quarter 2026 results, it represents an early snapshot of progress of the university's Leading and Lagging Key Safety Performance Indicators. These results should be viewed as preliminary, with a more comprehensive assessment to follow in subsequent quarters.

Psychological health and safety in the workplace is a priority for 2026. Efforts are being directed toward reinforcing the implementation of the Psychological Health and Safety Management System and strengthening organizational awareness and oversight of psychosocial risks in the workplace.

Pietro Gasparrini, C.I.H., R.O.H.
Director, Environmental Health & Safety

Environmental Health and 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, 2026, there were **1,655** safety and security training participants, of which 1,504 (91%) participated in training provided by Environmental Health and Safety and 151 (9%) participated in training provided by Campus Safety and Prevention Services. This represents a 28% increase in training provided this past quarter compared to Q2 2025.

	Q2 2025 <i>April, May, June</i>	2025 <i>Full Year</i>	Q2 2026 <i>April, May, June</i>	2026 <i>Year To Date</i>
Total Participants	1,297	4,588	1,655	3,378

In recognition of Canada's Mental Health Week May 11 to 17, Environmental Health and Safety launched a new suite of self-directed mental health learning modules through the University's My Learning platform. Available to all employees, the courses promote mental health awareness, resilience, stress management, burnout prevention, and healthy workplace practices. An additional module was developed specifically for managers to strengthen their ability to recognize and respond to mental health concerns within their teams. This initiative supports the University's commitment to fostering psychologically healthy workplaces and complements broader efforts to enhance employee well-being and organizational resilience.

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).

During the period of April 1 to June 30, 2026, the Environmental Health and Safety (EHS) team completed **15** injury investigations and **15** near-miss investigations. All reported work-related injuries (identified in section 8) were investigated, demonstrating continued compliance with the University's incident

investigation process. In addition, 83% of reported near-miss events were investigated, supporting the proactive identification of hazards and implementation of corrective measures to reduce the risk of future injuries.

	Q2 2025 <i>April, May, June</i>	2025 <i>Full Year</i>	Q2 2026 <i>April, May, June</i>	2026 <i>Year To Date</i>
Injury Investigations	14	75	15	27
Near-Miss Investigations	16	77	15	27
TOTAL Investigations	30	152	30	54

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.

During the quarter, a total of **61** preventive inspections and assessments were completed, compared with 39 during the same period in 2025. Activities included 23 workplace inspections, 22 ergonomic assessments, 15 workplace hazard signage assessments, and one indoor air quality assessment. All workplace inspections completed in Q2 2026 were conducted by Health and Safety Representatives, alongside EHS personnel.

Year	Preventative Internal Inspections & Assessments
Q2 2026 <i>April, May, June</i>	61
2026 <i>YTD</i>	125
Q2 2025 <i>April, May, June</i>	39
2025 <i>Full Year</i>	308

This reporting period also marks the inclusion of inspections conducted by the University's six legislated Health and Safety Representatives (HSRs) as part of this key performance indicator. In accordance with Quebec occupational health and safety legislation, HSRs have begun carrying out regular workplace inspections using standardized EHS inspection tools. During the quarter, HSRs completed 20 office and classroom inspections and three research laboratory inspections.

To support the successful implementation of this legislated prevention mechanism, each HSR has been paired with an EHS mentor who provides individualized coaching on the use of EHS inspection tools, hazard identification, and inspection techniques. HSRs initially conduct inspections alongside their EHS mentor as part of a structured, hands-on training program. Upon successful completion of this practical

training, they will conduct inspections independently. The training and mentoring ensure a consistent and standardized approach to workplace inspections.

While these inspections are not conducted by EHS personnel, they contribute to the University's overall prevention program and strengthen compliance with legislative requirements through increased workplace oversight and early identification of hazards.

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 improve the overall safety performance of the university prior to the intervention of regulatory bodies.

During the period of April 1 to June 30, 2026, there were **14** internal non-compliance citations, all stemming from workplace inspections completed during the quarter.

Year	Internal Non-Compliance Citations
Q2 2026 <i>April, May, June</i>	14
2026 <i>YTD</i>	84
Q2 2025 <i>April, May, June</i>	2
2025 <i>Full Year</i>	174

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 have been completed and is reported on a calendar-year basis until all actions are closed. Corrective actions are classified into four status categories: Open, Completed, Overdue, and Deferred.

An action is considered **Open** once the responsible party has been notified and the completion deadline has not yet passed. **Overdue** indicates that the established deadline has elapsed without completion.

Deferred applies to corrective actions in unoccupied buildings; while these are considered lower priority, they remain within the tracking system and are expected to be addressed in due course.

Correction Action Completion Rate for 2026

Tables 1 and 2 summarize the status of safety corrective actions assigned during 2026. As of June 30, 2026, a total of **143** corrective actions had been assigned, of which 57 (39.9%) had been completed, 20 (14.0%) remained open and within their assigned completion timelines, and 66 (46.2%) were overdue. The overdue actions include 42 high-priority items, underscoring the continued need for timely implementation of corrective measures by responsible units. Environmental Health and Safety continues to monitor outstanding actions and provides follow-up with accountable departments to support risk reduction and regulatory compliance.

Table 1: 2026 YTD Number of corrective actions per priority by status

Corrective Action Status	Priority by Total Number			Count
	High	Medium	Low	
Completed	26	20	11	57
Open	8	5	6	20
Deferred (Unoccupied Building)	0	0	0	0
Overdue	42	19	5	66
			Total	143

Table 2: 2026 YTD Percentage of corrective actions per priority by status

Corrective Action Status	Priority by Percentage			Percentage
	High	Medium	Low	
Completed	18.2%	14.0%	7.7%	39.9%
Open	5.6%	3.5%	4.2%	14.0%
Deferred (Unoccupied Building)	0.0%	0.0%	0.0%	0.0%
Overdue	29.4%	13.3%	3.4%	46.1%
			Total	100%

Correction Action Completion Rate for 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 presents, by calendar year, the number of corrective actions by status as of June 30, 2026. Table 4 provides a corresponding view in percentage terms, showing the distribution of corrective actions by status as of the same date.

Table 3: Number of corrective actions per year by status

Status	2015	2018	2019	2021	2022	2023	2024	2025
Completed	449	734	1,089	304	273	1,103	60	151
Open	0	4	0	0	0	37	3	18
Deferred	0	17	5	0	0	1	5	7
Overdue	3	37	167	9	14	145	18	81
Total	452	792	1,261	313	287	1,286	83	257

Table 4: Percentage of corrective actions per year by status

Status	2015	2018	2019	2021	2022	2023	2024	2025
Completed	99.4%	92.7%	86.4%	97.1%	95.1%	85.7%	72.3%	58.8%
Open	0%	0.5%	0%	0%	0%	2.9%	3.6%	7.0%
Deferred	0%	2.1%	0.4%	0%	0%	0.1%	6.0%	2.7%
Overdue	0.6%	4.7%	13.2%	2.9%	4.9%	11.3%	18.1%	31.5%
Total	100%	100%	100%	100%	100%	100%	100%	100%

6. EHS Research Compliance Reviews

In collaboration with the Office of Research, EHS conducts compliance reviews of research and teaching activities involving hazardous materials to ensure adherence to applicable regulatory requirements and internal policies and procedures.

During the quarter a total of **25** compliance reviews were completed, compared to 28 during the same period in 2025. Variations in the number of compliance reviews are driven by the volume and nature of research activities, which fluctuate over time and are not directly controlled by EHS.

Year	EHS Research Compliance Reviews
Q2 2026 <i>April, May, June</i>	25
2026 <i>YTD</i>	33
Q2 2025 <i>April, May, June</i>	28
2025 <i>Full Year</i>	56

Section B: Traditional (Lagging) Key Safety Performance Indicators

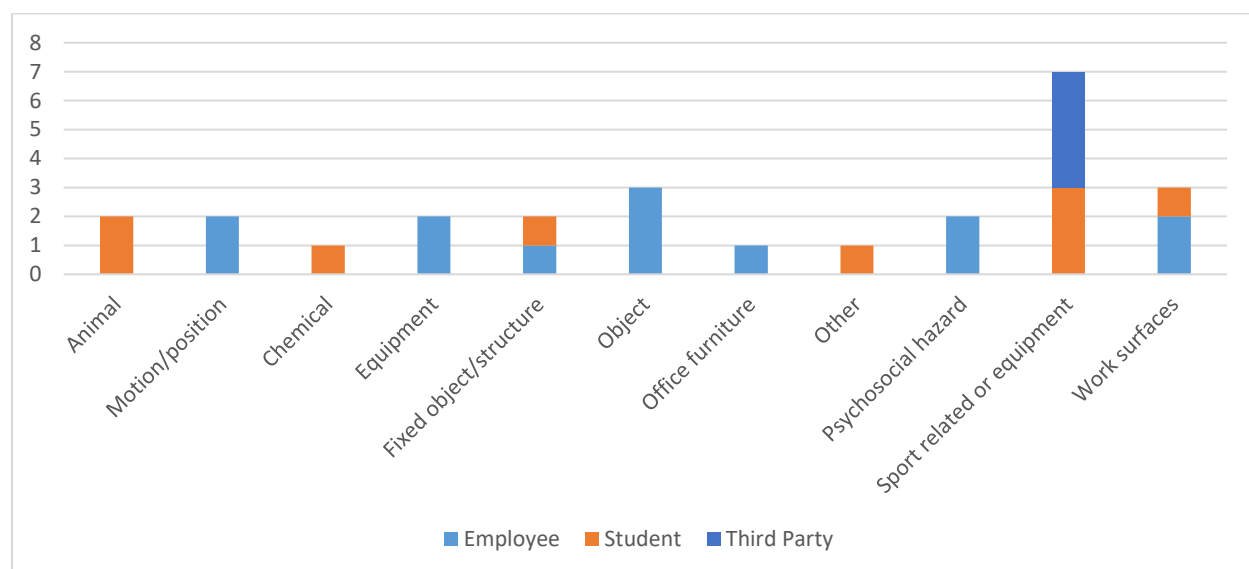
7. Total Injuries

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, 2026, **26** total injuries were reported.

Year	Total Injuries
Q2 2026 <i>April, May, June</i>	26
2026 <i>YTD</i>	61
Q2 2025 <i>April, May, June</i>	15
2025 <i>Full Year</i>	107

Graph 1 presents Q2 2026 reported injuries by source and by status of the injured individual.



Graph 1: Q2 2026 Total Injuries by Source and by Status

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.

During the quarter, **11** of the 26 reported injuries (see Section 7) were determined to be work-related, including one injury involving a student completing an off-campus internship.

Year	Work-Related Injuries
Q2 2026 <i>April, May, June</i>	11
2026 <i>YTD</i>	25
Q2 2025 <i>April, May, June</i>	8
2025 <i>Full Year</i>	59

Consistent with Quebec occupational health and safety legislative requirements, injuries involving students participating in internships that are part of an academic program, whether paid or unpaid, are now included in this occupational injury KPI, as these activities are considered to remain under the responsibility of the educational institution. This approach ensures that reported injury metrics accurately reflect the University's occupational health and safety performance for employees and other workers within the scope of its prevention program.

To strengthen oversight of student internship safety, EHS has developed and implemented a new Workplace Safety Assessment process to support the review and approval of internship hosts and ensure that appropriate health and safety measures are in place prior to student placements (<https://www.concordia.ca/ehs/internship-workplace-safety-assessment.html>).

In addition, Environmental Health and Safety is developing a dedicated training module for students undertaking academic internships to increase awareness of workplace hazards, safety responsibilities, and available resources before entering the workplace.

For additional information on Concordia University's obligations with regards to students completing internships, please consult the following CNESST webpage:

<https://www.cnesst.gouv.qc.ca/fr/conditions-travail/statuts-particuliers/stages-stagiaires/etablissement-enseignement-considere-comme>

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, 2026, there were **2** accepted workers' compensation claims.

Year	Accepted Compensation Claims
Q2 2026 <i>April, May, June</i>	2
2026 <i>YTD</i>	4
Q2 2025 <i>April, May, June</i>	0
2025 <i>Full Year</i>	18

Table 5: 2026 YTD Accepted Workers' Compensation Claims

Date	Description	Bldg.	Type of Injury	Union/ Association	Lost-Time Days
05-Feb-2026	The employee was moving a folding table when it fell onto their foot, resulting in a minor fracture. Following initial medical assessment and confirmation of the injury, the employee resumed work remotely until they were able to return to campus.	CC	Fractures	TRAC-TA	2
23-Feb-2026	The employee was operating a table saw when dust entered their eye, causing irritation. The eye was flushed on site, and the employee returned to work the following day.	PS	Inflammation / Irritation	STTMC-LOY	0
22-Apr-2026	The employee was walking into their shop when they slipped on a dusty floor, landing on their back and elbow. The employee continued working and is on slightly modified duties.	EV	Bruises, Contusions	STTMC-SGW	0
03-Jun-2026	An employee sustained a hand injury while handling fiberglass rebar when a bundle fell from a rack. They attempted to catch the falling material, resulting in fiberglass shards becoming embedded in their skin. Medical treatment was required to remove the foreign material, and they were advised to rest their hands for two days. The employee subsequently returned to work with no restrictions.	HU	Other	CUUSS-TS	2

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.

During the period, there were **2** lost-time days from work-related injuries (see Table 5 in Section 9 for details).

Year	Lost-Time Days
Q2 2026 <i>April, May, June</i>	2
2026 <i>YTD</i>	4
Q2 2025 <i>April, May, June</i>	34
2025 <i>Full Year</i>	601

11. Near-Misses

A near-miss is an event occurring on university property, or during a university-sanctioned activity, that could have resulted in injury but did not. Examples include incidents such as tripping on stairs or slipping on a wet surface where no injury occurs. In accordance with the University's Policy on Injury Reporting and Investigation (VPS-42), all near-misses must be reported. Near-misses have historically been underreported due to the absence of injury; however, efforts have been made to strengthen reporting through safety committee discussions and safety training. Reporting near-misses provides valuable insight into potential workplace hazards and enables the identification of underlying causes that could otherwise lead to more serious injuries. Timely investigation and follow-up allow for the implementation of corrective measures to mitigate risks and strengthen overall workplace safety.

For the period of April 1 to June 30, 2026, a total of **18** near-misses were reported.

Year	Near-Misses
Q2 2026 <i>April, May, June</i>	18
2026 <i>YTD</i>	33
Q2 2025 <i>April, May, June</i>	12
2025 <i>Full Year</i>	77

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 and Safety.

For the period of April 1 to June 30, 2026, there were no regulatory intervention.

Year	External Inspections/Interventions
Q2 2026 <i>April, May, June</i>	0
2026 <i>YTD</i>	1
Q2 2025 <i>April, May, June</i>	2
2025 <i>Full Year</i>	5

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, 2026, the university received **one** regulatory citation from the *Service de sécurité incendie de Montréal* for a false fire alarm in the Grey Nuns Student Residence.

Year	Regulatory Citations
Q2 2026 <i>April, May, June</i>	1
2026 <i>YTD</i>	1
Q2 2025 <i>April, May, June</i>	0
2025 <i>Full Year</i>	13

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, 2026, the university received a fine from the *Service de sécurité incendie de Montréal* associated with the false fire alarm in the Grey Nuns Student Residence.

Year	Fines Received
Q2 2026 <i>April, May, June</i>	\$250
2026 <i>YTD</i>	\$250
Q2 2025 <i>April, May, June</i>	\$0
2025 <i>Full Year</i>	\$0

15. Hazardous Materials Emergency Responses

The EHS Hazardous Materials Emergency Response Team responds to all hazardous materials emergencies that occur on university premises, including spills and odour-related events. External service providers are engaged when a major spill requires additional specialized support. Incidents involving hazardous materials are recorded in accordance with their severity. If an event results in an injury, it is logged as an injury. If no injury occurs, the event is classified as a near miss. In both cases, Environmental Health and Safety conducts a formal investigation to identify root causes and assigns corrective actions, as appropriate, to prevent recurrence.

During the quarter, the Hazardous Materials Spill Response Team responded to **3** hazardous materials emergencies.

Year	Hazardous Material Emergency Responses
Q2 2026 <i>April, May, June</i>	3
2026 <i>YTD</i>	11
Q2 2025 <i>April, May, June</i>	4
2025 <i>Full Year</i>	16

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

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BG-2026-10-D7
FOR INFORMATION



REPORT TO THE BOARD OF GOVERNORS

GRAHAM CARR
PRESIDENT AND VICE-CHANCELLOR

SEPTEMBER 2026

INTRODUCTION

Concordia's two campuses are abuzz with new and returning students as the 2026-27 academic year kicks off. I know many members of the Concordia community – Board of Governors included – didn't break stride during the summer. Thanks to all for your helpful input as part of our Board retreat in August.

And as you'll read below, there's been an impressive amount of student and faculty achievement over the summer. We've also maintained the intensity on recently launched programs and initiatives. But, as I've laid out in my [welcome back message](#) to the community, a new academic year doesn't mean a fresh start. We met last fiscal year's obligations of our *plan de redressement* and have passed the halfway point on the road to budget equilibrium. However, Concordia continues to stem the tide of policies that have severely disadvantaged our university.

It wouldn't be the beginning of a new year without the **Concordia Golf Classic**, which this year raised \$750k for students on August 31st, **Homecoming** and **Shuffle**, the latter being the annual intercampus walkathon to raise money for student scholarships and bursaries takes place September 25th.

Homecoming ran from September 17th to 19th. It included the Concordia University Alumni Association annual general meeting on September 19th, the Alumni Zone tailgate before the football game against McGill, and a talk by **Line Rivard**, MBA 87, former agent-general of Quebec in London, as part of the Henry Habib Speaker Series on Applied Diplomacy.

Speaking of diplomats, **David Lametti**, Ambassador and Permanent Representative of Canada to the United Nations, was on campus to meet with students and speak at the International Political Science Association Summer Institute opening in August.

COMMUNITY SUCCESS

Concordia history professor **Max Bergholz** was one of nine recipients of the 2026 **Dan David Prize**, an international award recognizing leading scholarship on the human past and the world's largest prize in the field of history. Each laureate receives \$300,000 USD in recognition of outstanding contributions to historical research. The prize draws nominations from around the world and is adjudicated by an international committee of scholars based at leading institutions. The committee lauded Max's original and fundamental insight into the history of intercommunal violence and warfare in the Balkans and his use of microhistory to decode a specific historical situation in ways that shed light on comparable situations around the world.

Antoine Boulanger, a Film Production student, won the 2026 **Student Academy Award** for his film *La Pichenotte*. The award was conferred upon him at the Toronto International Film Festival.

Former Stingers star **Mauro Biello** served as an assistant coach for the Canadian men's national soccer team during its historic run at the **FIFA World Cup**.

Stingers athlete **Megan Allard** played for Team Canada at the recently completed **FISU World University Championship Rugby Sevens** tournament in Stellenbosch, South Africa. The Canadian women's side won gold, beating France 20-0 in the final.

Stingers **Sara Parker**, **Laura Molimard** and **Caroline Moquin-Joubert** were part of the **Canadian Women's Flag Football** team that won the **World Championships** in Düsseldorf, Germany. Led by Sara — the team captain, quarterback and tournament's Most Valuable Player — the Canadian team has now qualified for the next summer Olympic games in Los Angeles in 2028.

Concordia's John Molson School of Business is the only Canadian institution to be included among *The Princeton Review's* **Best Business Schools** for 2027. The school earned a spot on its Best On-Campus MBA list. Inclusion on the list is based on surveys of administrators at institutions as well as students in MBA programs. In all, more than 60 data points were factored into school selections and ranking tallies.

TEACHING AND RESEARCH

Concordia appointed **Ted Stathopoulos** (Department of Building, Civil and Environmental Engineering) as its new Vice-Provost, Faculty Development and Inclusion. Ted brings decades of faculty advocacy experience, including five years as president and eight years as vice-president of the Concordia University Faculty Association, as well as service on Senate and the Board of Governors. As a researcher, Ted has built a career in wind engineering and building aerodynamics that has helped shape building design codes, earning him several research medals, a fellowship in the Canadian Academy of Engineering, and Concordia's President's Excellence in Teaching Award. He has also held prior leadership roles as Associate Dean of the Gina Cody School of Engineering and Computer Science and Associate Dean of the School of Graduate Studies.

Concordia is expanding its **Integrated Path (IP)** initiative for the 2026-2027 academic year, building on the success of the pilot launched through the School of Graduate Studies in 2025. Two new programs were added, Economics and Applied Linguistics. The IP program enables eligible undergraduate students to earn credits toward a future Concordia graduate degree by completing approved graduate-level courses and meeting the required academic standards while still pursuing their bachelor's degree. By accelerating progress toward a graduate credential, the IP initiative can reduce both the time and cost required to complete graduate studies, helping students enter the workforce sooner. Current IP offerings include programs such as Art History, Building, Civil and Environmental Engineering, Computer Science and Software Engineering, Finance, Marketing, Political Science and several others. During its pilot year (2025-2026), 86 students enrolled in an IP program. Participation is expected to grow further in 2026-2027 as the initiative continues to expand.

Concordia launched its **Recognition of Prior Learning** initiative in May 2026, allowing students to earn course credit for knowledge and skills gained outside the classroom through work experience, workplace training or certifications. The program offers working professionals a faster path to a degree by recognizing learning they have already acquired, helping those who have not started or completed a university degree reduce their course load and graduate sooner. Available to admitted or registered students in a growing number of undergraduate and graduate programs, eligibility generally requires three to five years of relevant experience, along with any additional departmental criteria.

Concordia signed an agreement with the Ministère de l'Enseignement supérieur to **support French-language learning** among new international and out-of-province undergraduates enrolled in an undergraduate degree program. The agreement provides funding to expand French-learning opportunities, with the goal of helping 60 per cent of these students reach Level 4 on Quebec's French proficiency scale by graduation. Participation remains voluntary and has no impact on admissions or graduation requirements. As part of the initiative, Concordia has launched Oui Can Help, a centralized hub for courses, activities, standardized testing, conversation groups and advising.

This past June, the John Molson Climate Business Institute (CBI) ran its first **Business and Climate Action Summer School**, a two-week program that brought together 17 undergraduate and graduate students for activities ranging from classroom sessions in Montreal to company visits, decarbonization simulations and a climate-policy field trip to Ottawa. The program was led by John Molson School of Business faculty members from finance, accountancy, marketing and supply chain management, alongside a guest instructor from the UN Capital Development Fund. Participants were awarded three Canadian/U.S. credits, equivalent to six ECTS credits. A central component of the program was a real-world interdisciplinary case study spanning the different areas covered during the Summer School. The experiential component included company and site visits, including a visit to Hydro-Québec.

On May 25th, three student-led startups received **\$20,000 Judges' Awards** at the Gina Cody School **Innovation Fund Demo Day**. The event brought together student entrepreneurs, faculty, mentors and industry judges to hear pitches from six startups in the Innovation Fund program. Award recipients were AEGIS, a gamified cybersecurity training platform; MiSC Robotics, which develops technology for robotic movement and automation research; and HarV, a manufacturing knowledge system for engineering teams. The funding will support prototype development, product-market fit testing and participation in the Innovation Fund's second-phase maturation program. AEGIS also received the People's Choice Award, while MiSC Robotics earned the Most Innovative Award. Other teams presenting at Demo Day included Assistay, a hospitality information tool for hotels; Assura, a mobile application that helps drivers document information after car accidents; and WAREBOT, an autonomous mobile robot designed for warehouse and industrial logistics.

Concordia announced its 2026-2027 cohort of **Public Scholars**, an annual program that has run since 2016 and spotlights exceptional PhD students representing the university's interdisciplinary breadth and research excellence. Scholars are selected through a rigorous process to engage the wider community in the significance of their work, communicating their research through outlets like *The Conversation*, *Le Devoir*, and the *Montreal Gazette*, alongside professional development opportunities and free public events at Concordia's 4TH SPACE. This year's five scholars explore a wide range of questions: **Mikaela Gerwing**, of the Department of Geography, Planning and Environment, examines how animal, human and environmental factors intersect in wildlife and primate conservation; **Oluwabusayo Ladipo**, of the Department of Electrical and Computer Engineering, studies how network digital twins could improve streaming in high-mobility environments; **Joé Leduc**, of the Department of Management, investigates what drives a sense of meaning in work; **Annick Maugile Flavien**, of the Individualized Program, looks at how Black Canadian communities adapt caregiving practices to support empowered aging among elders; and **Neslihan Sriram**, of the Department of Education, explores how education can build a more holistic understanding of minority groups' lived experiences beyond migration history alone.

This past summer, Concordia alumni **Trevor Kiernander**, BFA 06, **Gabor Bata**, BFA 19, MFA 23, and **Alexandra Riesbri**, BFA 24, brought their work to the streets of Montreal through **l'art en mouvement**, a public-art initiative that transformed BIXI bikes and stations across the city into colourful, mobile, open-air exhibitions.

GradProSkills kept pace with demand, delivering close to 200 workshops and events that drew almost 6,000 participants. The average number of registrations per student climbed approximately five per cent, a sign that professional development programming continues to resonate throughout the graduate student journey.

PhD Career Connect celebrated its fifth year this June, hosting its annual networking event on June 11 and bringing together 79 participants, including 41 students from the 2026 cohort and nine program alumni. Notably, the program was successfully streamlined from 12 to eight weeks without losing momentum. If anything, alumni involvement grew, with three alumni panelists and an alumni keynote speaker participating in this year's edition.

In the July 2026 **CIHR Project Grant competition**, Concordia researchers submitted 17 applications, four were funded, resulting in an institutional success rate of 23.5 per cent. This exceeds the overall global competition success rate of 13.9 per cent.

Karen Li (Department of Psychology) was awarded **\$1,254,600** over five years. Her project will study whether brain-training exercises that strengthen attention, memory and decision-making can help older adults with hearing loss better manage these everyday tasks.

Mihaela Iordanova (Department of Psychology) will receive **\$1,036,576** over five years for a project that will investigate how the brain learns to reduce reward-driven behaviours and whether these processes differ between males and females. Using animal models, researchers will examine the brain regions and hormones involved in behaviour change. The findings could improve our understanding of addiction and other harmful habits and help support the development of more effective treatments tailored to different individuals.

Brandon Helfield (Department of Biology, Department of Physics) is being granted **\$1,189,576** over five years for work on a non-invasive treatment that uses ultrasound to deliver gene-editing technology (CRISPR) directly to heart cells. Researchers will test whether this approach can safely correct the genetic mutations that cause hypertrophic cardiomyopathy and reverse the disease in animal models. If successful, this research could lead to a new treatment and open the door to similar therapies for other inherited heart diseases.

Hassan Rivaz (Department of Electrical and Computer Engineering) received **\$100,000** for breast cancer-related lymphedema (BCRL) research. This common and often serious condition causes arm swelling in breast cancer survivors. Early diagnosis can improve treatment, but it is often difficult to detect. This project will develop an AI tool that uses portable ultrasound scans to diagnose and monitor BCRL without requiring specialized expertise.

Jill Didur (Department of English) was awarded a seven-year, **\$2.5 million SSHRC Partnership Grant** for “(Re)thinking Sustainability: Research Network for Global Environmental Humanities” (ReSuRGEH). ReSuRGEH includes collaborations with universities, museums, botanical gardens, conservation organizations and policy groups in Canada, India, Barbados, South Africa, the United Kingdom and the United States. In addition to advancing research, the partnership will provide training opportunities for graduate students and emerging scholars through international field experiences, collaborative research, mentorship and engagement with community organizations.

Le Secrétariat aux relations avec les Québécois d’expression anglaise Awarded **\$868,000** over three years to support **QUESCREN** (the Quebec English-Speaking Communities Research Network) in continuing its work to better understand and share information about the needs, experiences and challenges of English-speaking communities across Quebec.

Chadi Assi (Department of Cybersecurity and Intelligent Systems Engineering), in collaboration with Ericsson Canada, is leading a NSERC Mitacs project titled “Automating Security for Resilient 5G/6G Networks.” The five-year project focuses on security automation for future cellular technologies by developing AI-driven frameworks for automated threat detection, adaptive security posture management, policy-based security orchestration and self-healing mechanisms. The five-year total budget is **\$3,803,333**.

Concordia International

Concordia International, in collaboration with faculties, offered a diverse range of **international field schools and summer programs** providing approximately 165 students with opportunities to complement their academic experience through international learning. The programs span a broad range of subject areas and destinations, responding to student interest in experiential and international learning. Through provincial mobility grants, Concordia International was also able to provide students with just over \$350,000 in financial support. Partner locations of field schools have included: China, Malaysia, Mexico, Greece, Iceland, Finland, Denmark, Germany and Singapore.

Concordia welcomed **Erasmus+ visitor Vassilia Kazamia** (Aristotle University of Thessaloniki, Greece). Erasmus+, the European Union's flagship program supporting international education and academic mobility, provided financial support for Vassilia's visit and further strengthened opportunities for research and academic collaboration for Concordia in Greece.

Concordia International **welcomed visitors** that included delegates from the Tokyo Metropolitan Board of Education, the Consul General of the Republic of Korea, the University of Cantabria, Italy, and more.

Bilateral agreements included with Hanoi University of Science and Technology, Vietnam; Chongqing University of Science and Technology, China; the Institut national de la santé et de la recherche médicale (INSERM), France; University of California, Los Angeles; University of Salamanca, Spain; and the American University in Cairo, Egypt.

4TH SPACE

Collaboration with Concordia's summer camps allowed young people to see inside of labs and projects happening at the university. Participants were able to see Concordia's Solar Simulator and the Environmental Chamber, the Applied Science Hub and the Aerodynamics and Wind Tunnel Lab.

Leonard and Bina Ellen Art Gallery

The latest edition of **SIGHTINGS** opened in the Hall Building on June 3rd, featuring a newly commissioned work by local artist **Alexia Laferté-Coutu**.

The annual MFA student exhibition, **IGNITION**, ran until June 13th and attracted an audience of 545 people during that time. This does not include the thousands of people who saw **Sam Lee's** related satellite project in the FOFA Gallery courtyard on Ste. Catherine Street.

A special summer installation in the Gallery's vitrines, **Love Songs to End Colonization**, took place from June 19th to Aug 6th.

The fall exhibition **FOODWAYS** opened on September 1st. Curated by **Zoë Chan**, the exhibition included works by 12 artists who explore food and food cultures.

The gallery completed its annual **condition reporting** of works on campus throughout June-August. A meeting with Records and Archives Management took place as part of a project to digitize collections.

Elisabeth Otto, Assistant Curator at the Montreal Museum of Fine Arts (MMFA), joined for a tour of the gallery's vault and explored plans for a potential loan of artworks for an upcoming MMFA exhibition.

The gallery collaborated with **Sandra Margolian**, Public Art Lead, to develop a **Repatriation Policy**.

Milieux Institute

Milieux hosted a workshop that convened 50 interdisciplinary practitioners to establish expanded benchmarking and evaluation frameworks for AI as part of the 9th annual **ACM FAccT conference** on June 27th. The workshop was followed by a book launch for **Fenwick McKelvey** (Department of Communication Studies). His latest book, *SimPolitics: America's Quest to Solve Politics with Computers*, examines the integration of computer models into political practice.

From August 10th to 21st, Milieux hosted its **Summer Institute**, "Experiments in Environmental Ethnography." It was led by **Kregg Hetherington** (Concordia University Chair in Environmental Ethnography, Director of the Ethnography Lab, and Co-Director of the Speculative Life cluster), alongside master of design student **Patrizio McLelland** and PhD student **Polina Shubina**. The two-week intensive course reframed ethnography's traditional focus on "participant observation" toward "participant listening," guiding students through innovative ways of sensing the socio-natural environment.

The **MUTEK festival** took place from August 25th to 30th, across various venues in the Quartier des Spectacles. The lineup featured numerous Milieux members, highlighting the institute's role in shaping dialogue around art, technology and research-creation.

UNIVERSITY ADVANCEMENT

An anonymous donor made a **\$2-million** gift to establish the Francophone Student Recruitment and Support Fund to expand Concordia's outreach efforts to recruit francophone students across Quebec for the 2026–27 academic year.

Altus Group contributed **\$1,356,030** in gifts-in-kind to the John Molson School of Business. The contribution will provide licences for ARGUS software and enhance real estate education by integrating the platform into courses, notably FINA 320, and workshops offered by the Jonathan Wener Centre for Real Estate. The gift will also support ARGUS certification preparation for five

eligible female students each year, helping to encourage greater representation of women in the real estate industry.

Ajram Family Foundation contributed **\$345,490** to support student initiatives at Concordia, including experiential learning opportunities and other initiatives that enrich the student experience.

A donation of **\$300,000** from **Brian Neysmith**, BSc 66, will provide equal support for the Carolyn and Brian Neysmith Bursaries and Carolyn and Brian Neysmith Scholarships.

Stephen Bodie, BSc 72, made a planned gift of **\$120,000** to support the Gina Cody School of Engineering and Computer Science. The bequest reflects Stephen's appreciation for the education he received at Loyola College and will provide long-term support for student funding, academic initiatives and research activities at the Gina Cody School.

The Flanagan Foundation contributed **\$75,000** to establish the Flanagan Foundation Fund for the Social Justice Centre, supporting research, teaching, fellowships and public programming focused on poverty, racism, oppression and other forms of systemic inequality.

Equisoft Inc. contributed **\$45,000** towards the Emilio B. Imbriglio Family Endowment, which will provide scholarships to newly admitted full-time students who combine strong academic achievement with community involvement, volunteering or participation in athletics. The renewable awards will support students entering undergraduate programs and, as the fund grows, the John Molson MBA program.

Paul Karamanoukian, BComm 87, GrDip 89, contributed **\$25,000** to establish the Paul Karamanoukian Entrance Scholarship in Business, which will support academically outstanding undergraduate students entering the John Molson School.

Alumni engagement:

More than 230 people attended the launch exhibition of the donor-supported **Art Volt Collection** at the Faculty of Fine Arts gallery on June 2nd.

The **Centre for the Arts in Human Development** (CAHD) marked three decades at Concordia on June 4th with a special reception on Loyola Campus attended by 128 people.

The **NouLa Black Students Graduation celebration** was attended by 169 people on June 6th.

A **Women Who Lead webinar** on how to future-proof your finances was attended by 233 people on June 9th and featured investment coach **Anjali Pradhan**, BComm 03.

A **Black Alumni Network** summer social was held at the Grey Nuns Building on June 18th with close to 50 people in attendance.

SERVICES AND SUSTAINABILITY

The **Sustainability Action Plan** Final Report was completed and presented to the Sustainability Advisory Committee on September 3rd. It outlines progress made in the streams of Food, Waste, Climate, Research and Curriculum. The final draft of the Sustainability Action Plan 2026-30 was presented to the Sustainability Advisory Committee; the plan includes a commitment to attain a Platinum rating in the Sustainability Tracking, Assessment and Rating System (STARS) by 2030. Concordia currently holds a Gold rating with a score of 74.37 per cent – a score of 85 per cent is required for Platinum. Concordia's ability to achieve this commitment has been verified via a gap analysis wherein all missing points in STARS were mapped against what actions are highly feasible within the next four years, including as part of the 2026-30 Sustainability Action Plan.

Native plant species have been planted on the new Hall Building Terrace in collaboration with the Office of Indigenous Directions and the Library's public art division. These plants are reflective of those that would have been common in Tiohtià:ke/Montréal pre-colonization and have cultural and ecological significance.

Instructional and Information Technology Services

Telephony modernization reached a major milestone, with the university's new campus wide calling network fully operational and the contact centre rollout completed on schedule.

Work to evaluate the potential **use of artificial intelligence** at Concordia is taking place through two pilot initiatives. Together, these pilots explore practical use cases and help identify the conditions required for responsible, scalable adoption across the university.

- The Wingman pilot is designed to support the adoption of Microsoft 365 Copilot by helping faculty and staff explore how AI-powered tools can improve productivity, collaboration and everyday work.
- SmartCode Lab evaluated whether an AI coding assistant could improve developer productivity and support future AI adoption at Concordia. Initial use by IITS developers showed promising adoption, including measurable Copilot-assisted coding activity.

Both SmartCode Lab and Wingman provided Gina Cody School **co-op students** with hands-on exposure to emerging AI technologies through summer internship opportunities.

The **Security Operations Centre 2.0 initiative** has reached closure, delivering a centralized Security Information and Event Management system, giving Concordia's cybersecurity team real-time visibility to detect and respond to threats across the institution.

Recreation and Athletics

Compliance and roster-building activities were completed, along with Stingers orientations and the finalization of Academic All-Canadian recognition. Last year, 45 student-athletes achieved a GPA of at least 3.7, earning Academic All-Canadian or All-Star recognition.

The department onboarded 13 **Athletic Therapy interns** and welcomed more than 100 new **student-athletes** who completed their pre-participation examinations.

Four **Certified Athletic Therapists** were secured, and a Sports First Responder course was hosted for more than 20 Certified Athletic Therapists and recently graduated student therapists.

For the fall term, the department will offer a variety of mostly free, student-focused **Recreation on Campus events** funded through the fee levy, including social and physical activities such as open Pilates and yoga, scavenger hunts, 3-on-3 basketball tournaments and spikeball.

Athletic Camps (for children between the ages of 6-14) were successful with 582 participants.

Concordia hosted the Réseau du sport étudiant du Québec (RSEQ) **golf tournament**, run by Golf Québec, at the Club de Golf Windmill Heights, on August 24th and 25th. Concordia women finished with a tie for 3rd place, and the men finished with a tie for 4th place.

Business and Development

Residence is at full capacity for the upcoming academic year, with all available beds filled across both campuses. Move-In Weekend was held on August 29th and 30th, welcoming approximately 650 students to Residence. The successful move-in was supported by student-athletes from across the Athletics program, including Football, Men's and Women's Basketball, Men's and Women's Soccer, Women's Hockey, and Women's Rugby, who played an important role in welcoming and assisting new students throughout the move-in process.

Operating from May 14th to August 16th, the **Summer Stays** team generated **\$1.6 million** in revenue over a 13-week period through public, hotel-style accommodations at the Grey Nuns Residence. Revenue increased by 24.7 per cent compared with 2025, despite fewer rooms being available. The strong performance was supported by opening reservations in January, compared with late March in 2025.

Hospitality has launched a new **Support Hub** and suite of event planning resources for fall 2026, designed to make planning events at the university easier, more accessible and increasingly self-directed.

Nine large **conferences at Concordia** welcomed more than 2,500 delegates to campus during the summer, delivering a diverse range of academic, professional and institutional conferences and contributing to a vibrant campus environment throughout the summer period.



BOARD OF GOVERNORS
OPEN SESSION
Meeting of September 24, 2026

AGENDA ITEM: Annual report from the Ombuds Office

ACTION REQUIRED: For information

SUMMARY: The *Terms of Reference of the Ombuds Office* ([BD-2](#)) provide for the filing of an annual report detailing the activities of the Ombuds Office, including statistics on the concerns and complaints received. A copy of said report shall be submitted to the Board of Governors for information purposes, following the presentation of some highlights by the Ombudsperson, Amy Fish.

PREPARED BY:

Name: Secretary of the Board
Date: September 16, 2026