

**MINUTES OF THE OPEN SESSION
OF THE MEETING OF SENATE**

Friday, May 16, 2025
Immediately following the Closed Session
in the Norman D. Hébert, LLD Meeting Room
(Room EV 2.260) on the SGW Campus
and via Zoom Videoconferencing

PRESENT**Voting members:**

Graham Carr (Chair)	Niraj Dayanandan	Catherine Mulligan
Angelica Antonakopoulos	Mourad Debbabi	Xavier Ottenwaelder (zoom)
Sabine Bergler	Effrosyni Diamantoudi	Mireille Paquet
Beverley Best	Tim Evans	Véronique Pepin
Theresa Bianco (zoom)	Annie Gérin	Rosemary Reilly
Patrice Blais	Andrea Harland	(zoom)Ramin Sedaghati
Amy Buckland	Steve Henle	Anna Sheftel
Robin Chemtov	Mar Ibrahim (zoom)	Pascale Sicotte
Roy Cross	Asli Isaaq	Kamila Sobol
Anne-Marie Croteau	Mehdi Kharazmi	Ayyappan Subramanian
Fabienne Cyrius (zoom)	Michael Lecchino (zoom)	(zoom)
Alexandra Dawson	Vanessa Massot (zoom)	Sofiène Tahar
	Maggie McDonnell (zoom)	Anne Whitelaw

Non-voting members: Philippe Beauregard, Denis Cossette (zoom), Stéphanie de Celles, Michael Di Grappa, Isabel Dunnigan (zoom), Frederica Jacobs (zoom), Stefana Nita (zoom), Carlos Santana, Olivia Ward

Also attending: Nicolas Alessandrone, Caroline Baril, Krista Byers-Heinlein, William Cheaib, Richard Courtemanche (zoom), Julie Fortier (zoom), Sandra Gabriele, Kristina Huneault

ABSENTVoting members:

Mohamad Abdallah	Matthew Barker	Moshe Lander
Duraipaandiyaan	Maria Chitoroaga	Christopher Moore
Anbumani Poongothai	Ariela Freedman	David Morris
Gabriela Aragon	Bonnie Harnden	Kareem Rahaman
Ryan Assaker	Arnav Ishaan	Ian Rakita
	Mia Kennedy	Ahmed Soliman

Non-voting members: Paul Chesser, Nadia Hardy

1. Call to order

The Chair called the meeting to order at 2:15 p.m.

1.1 Approval of the Agenda

R-2025-3-6 Upon motion duly moved and seconded, it was unanimously resolved that the Agenda of the Open Session be approved.

1.2. Adoption of March 21, 2025 Minutes

R-2025-3-7 Upon motion duly moved and seconded, it was unanimously resolved that the Minutes of the Open Session meeting of March 21, 2025, be adopted.

CONSENT

2. Committee reports (Document US-2025-3-D4)

The reports were provided for information only.

3. Committee appointment (Document US-2025-3-D5)

R-2025-3-8 Upon motion duly moved and seconded, it was unanimously resolved that the Committee and Faculty Tribunal Pool appointments be approved.

**4. Abrogation of the Policy on the Concordia Council for Student Life (BD-9)
(Document US-2025-3-D6)**

This item was provided for information only.

5. Suspension of Policy on Research Units and Infrastructure Platforms (VPRGS-8)
(Document US-2025-3-D7)

R-2025-3-9 Upon motion duly moved and seconded, it was unanimously resolved that, upon recommendation of the Senate Research Committee, the application of the Policy on Research Units and Infrastructure Platforms (VPRGS-8) be temporarily suspended.

REGULAR

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

There was no business arising from the Minutes not included on the Agenda.

7. President's remarks

- Dr. Carr began by welcoming everyone to the final Senate meeting of the academic year. He noted that participation in Senate is an important contribution to the governance work of the University, and he thanked everyone for their service.
- He reported the unfortunate event on Thursday, May 15th where the GM building was the target of a criminal attack. At around 2:00 a.m. on May 15th, a group of seven masked individuals vandalized the outside entrance to the GM building, spraying graffiti on the ground and breaking all the glass exterior doors. Campus Safety and Prevention Services (CSPS) called the police, and two agents followed the group as they were running north on Guy Street. Dr. Carr applauded the quick response of CSPS in intervening in the situation.
- This was a second such incident in two months, with the previous instance on Thursday, April 10th, when, in the evening, masked individuals entered the Monit Building on Guy St. The Azrieli Institute of Israel Studies was vandalized – the perpetrators broke glass and defaced doors and walls with graffiti, followed by extremely disturbing social media posts directed personally against the head of the Institute, a faculty member at Concordia.
- Dr. Carr underlined that there is no justification for such violence and that the University will not be intimidated by it and will continue to do its utmost to protect the safety of the University community. Such criminality reinforces the University's determination to model respectful behavior for society.
- Dr. Carr drew attention to an article in *Le Devoir* the previous week which noted that the combined costs to maintain security on campus at three universities - *Université du Québec à Montréal*, McGill and Concordia - were to the tune of \$200M in the past ten years, while only \$4M was spent on security at *Université de Montréal*. Their downtown campus location exposes universities to greater challenges in making their buildings safe, including being more vulnerable to criminal acts and misbehavior.

- Dr. Carr noted that at Convocation in June, the University looks forward to graduating 6,130-6,350 students in comparison to last year's 6,255. He congratulated all the graduates and thanked the faculty and staff for their work.
- The John Molson School of Business (JMSB) received the EQUIS accreditation, which is a European business school accreditation granted to only ten other business schools in Canada and 1.3% of business schools worldwide. Paired with its accreditation by the AACSB, JMSB has achieved the "double crown" granted to less than 1% of business schools across the globe. JMSB is now among this 1%, further raising its profile internationally. Dr. Carr commended JMSB Dean Anne-Marie Croteau, Associate Dean of Accreditation & Faculty Relations Alexandra Panaccio, and all others who contributed to the accreditation process.
- Dr. Carr congratulated vice-provost Innovation in Teaching and Learning Sandra Gabriele, the principal organizer behind the national conference for Senior Women Academic Administrators held recently. S. Gabriele will be taking on a new role as Vice-President Academic and Provost at Ontario College of Art and Design University, he thanked her for her service to Concordia.
- The University co-hosted with *l'École de technologie supérieure* (ÉTS) the *Association francophone pour le savoir* (ACFAS), the largest academic conference in French in the world. It was an excellent way to position the University as a Francophile anglophone university integrated into Quebec's science and culture. The University's was well-represented, and many students volunteered. He gave special thanks to Véronique Pepin, Interim Dean of the School of Health, Martin Lefebvre, Chair of the Mel Hoppenheim School of Cinema, and Sylvia Kairouz, Professor in the Department of Sociology and Anthropology.
- At the Montréal Climate Summit, the University made a major announcement with Hydro-Québec and Énergir of a three-way collaboration to assess the feasibility of developing an integrated district heating and cooling system on the Loyola campus. The goal is to integrate the 20+ buildings at Loyola into an optimized energy grid, reducing consumption and supporting Hydro-Québec during peak hours. This partnership is the first time any of the three major players have worked together on a project of this scale.
- Hydro-Québec had recently announced it was creating a \$10B fund to support new energy efficiency initiatives, which makes the Hydro-Québec-Énergir-Concordia project unique in Québec.
- Dr. Carr informed Senate that the Concordia University Inter-Generational Fund (CUif) had successfully completed the transition of its investment portfolio to 100% sustainable investments, removing the University from investments in the underground 200, and meeting its commitment to increase its social equity investing to 10% of its portfolio. This was presented at the global summit on sustainable finance, attracting a thousand delegates from around the world. The CUif is well-regarded as a leader and an innovator.

- On May 16th, the University hosted Christopher Skeete, a Concordia grad and Quebec's *Ministre délégué à l'Économie* who announced awarding of more than \$6,2M in funding for Concordia's *Centre collaborative pour l'énergie et sa transition*, supporting research, training and development initiatives around electrification. He thanked Minister Christopher Skeete, and Minister Christine Fréchette, Minister of Economy, Innovation and Energy. Dr. Carr emphasized that, the University remains a willing partner with Québec in advancing strategic priorities for research.
- Isabelle Dessurault, a graduate of the University's MBA program, was named the new President and CEO of the Chamber of Commerce of Greater Montréal. I. Dessurault currently is the *Déléguée du Québec* in Miami. Dr. Carr noted that I. Dessurault will also be a strong champion for the University.
- Noting the recently concluded federal election, thirteen Concordia graduates were elected. Of the thirteen, eleven are members of the governing Liberal Party; one is in the Bloc Québécois; and one from the Conservative Party. Two Concordia graduates have been appointed to cabinet positions: Mandy Gull-Masty, BA 06, BA 08, formerly Grand Chief of the Grand Council of the Cree's, was sworn in as the first Indigenous person to serve as Minister of Indigenous Services. Anna Gainey, MP for Westmount-NDG, was named Secretary of State for Children and Youth.
- In terms of key portfolios for the higher education sector, the University has very good working relationships with several key ministers, including:
 - Mélanie Joly, Minister of Industry and Minister responsible for Canada Economic Development for Québec Regions, Member of Parliament for Ahuntsic-Cartierville; and
 - François-Philippe Champagne, Minister of Finance and National Revenue, Member of Parliament for Saint-Maurice – Champlain.
- Dr. Carr expressed optimism that the new federal government will be receptive to the concerns of the university sector.
- Dr. Carr then spoke about the outcome of the legal proceedings that were instituted by the University (with McGill). The Québec Superior Court ruled that the government's changes to the tuition rates for out-of-province students and its target that 80% of non- Québec graduating students had to achieve a moderate level of French proficiency were unreasonable. The judge in the matter ordered that the francization requirements cease immediately and gave the government nine months to revisit its approach to Rest of Canada student tuitions.
- At the same time, the judge accepted the change to the funding formula for international students which has led to a major claw back on tuition by the government at great financial cost to the universities.

- Dr. Carr noted that the court decision was a moral victory that confirms what the University had been saying all along: that the targeting of the anglophone universities was unfair, that the rationales for the policies were not supported by any evidence and that the demands placed on the universities were unreasonable. This decision will allow the University to at least respond to students concerned about French-language requirements; however, the damage has been done in terms of the plummeting registrations that have been experienced last year from both the Rest of Canada and international students, plus the ongoing loss of revenue from the flow through.
- Although the judge had recognized that the universities were suffering grave and irreparable financial harm because of the policies, no financial restitution was ordered. The parties have 30 days to appeal, and there has been no direct contact with the government on the outcome of the judgment, but the University is preparing should there be any further legal action. Dr. Carr thanked all the members of our community and external friends for their support. He noted the over \$500K+ costs in dealing with this file, going back to October 2023.
- He commended the tireless work done by all members of the Senior Administration and various other members of the community, including the law firm Power Law for their good work.
- Dr. Carr then turned his attention to the financial challenges. The vast majority of universities in the province, including Concordia, are forecasting a deficit in their operating budgets for next year, which is the direct result of various government policies. More recently, the Spring budget brought no new investment to universities and the government also announced a freeze for next year; refusing to compensate universities for collective agreements within GSP; and eliminating various envelopes of funding designed to support engineering and education. These decisions continue to drastically impact the University's finances.
- The University has successfully met the deficit targets each of the last two years. The Board of Governors approved a deficit of \$31,6M at its meeting yesterday. Any deviation from this commitment to meet deficit targets would have an impact on the University's credit rating, impacting borrowing costs. Saving targets remain \$53M to meet the FY25-26 deficit of \$84M.
- All units have contributed to cutting the deficit, however, before any decisions are made, the University will approach minimizing unintended collateral damage. The big piece remains tackling the *masse salariale*, representing 72% of operating costs. Various positions have been cut, but continued fiscal discipline is needed.
- Dr. Carr summarized his comments on the budget with four main items:
 - First: the University plans to operate simultaneously on two tracks— budgeting for the immediate fiscal year 2025-26, and an accelerated short-term process to

transform the budget model. The need at hand is to align the institution's costs with revenues.

- Second: to think differently about how revenue streams can be expanded. With knowledge delivery as the core mission, how to make financial decisions that ensure mission sustainability for the University in the future. Expansion and re-imagining potential learners who are not 18-24 years old, delivery of alternate, no credit-based learning service and exploring the international market.
- Faye Diamantoudi, Dean of Graduate Studies has been tasked as executive lead for revenue innovation to lead this revenue generation push.
- Third: The University will be seeking the support and advice of its partners within the community, who can also be an important source of advice and solutions going forward; and
- Finally: the University has faced financial challenges before, when in the 1990s, registrations were declining the provincial government suddenly cut operating grants to universities by 25%. As a young University, Concordia responded by taking bold decisions, issuing a green bond for new buildings creating new academic and research programs, differentiating the University from others and attracted new students.
- Although the University is confronting a structural deficit, it is much larger and in a far stronger financial position in terms of assets, strength of investments, and balance sheet than it was 25-30 years ago. So, the University needs to capitalize on this strength, but it also needs to accept that there is a big task ahead and that the community will need to take bold decisions and smart risks to be sure that the University continues to thrive.

The first question was regarding the superior court's decision and the timeline available for the appeal. Dr. Carr noted that the right to appeal was available to all parties. To the question, Dr. Carr explained that the government had 30 days to appeal. The absence of an appeal the court requires the government to review the policy related to tuition for Rest of Canada students within 9 months. If no review is done, the policy would revert back to before the government implemented the change to increase the tuition for Rest of Canada students.

On a question related to exploring new revenue streams by developing niche programs, a Senator expressed that there was considerable bureaucracy at the University, which made response times long and implementation of new programs arduous. The aim should be to decentralize some decision making, particularly related to programs and perhaps even have committees at faculty levels, which committees could report to the relevant higher bodies of the University in terms of oversight and compliance.

Dr. Carr acknowledged that there was a broader concern related to many processes and there were initiatives already underway to see how many approvals were necessary,

drawing a comparison to the financial sector and that an audit process may perhaps be a better alternative to multiple approvals in a number of areas – although not necessarily in the case of curriculum approvals.

8. **Academic update** (Document US-2025-3-D8)

A. Whitelaw had nothing to add to the report that was included in the Senate documentation.

9. **Open Science and Open Scholarship** (Document US-2025-3-D9)

Nico Alessandrone and Krista Byers-Heinlein presented the Open Science and Open Scholarship dossier, which was detailed in the presentation included in the Senate documentation.

R-2025-3-10 That, upon recommendation of the Senate Library Committee and the Steering Committee, Senate approves that Concordia University:

- *actively encourage Concordians to learn about, implement, and recognize Open Science and Open Scholarship practices, adapting them to the specific needs and concerns of each discipline;*
- *recognize that Open Science and Open Scholarship interact with other academic values and considerations, such as intellectual property practices and Indigenous principles of data ownership, control, access, and possession;*
- *undertake to develop institutional policies and procedures that integrate equitable Open Science and Open Scholarship practices, in collaboration with existing communities of practice such as the Open Science Working Group, the Open Access Working Group, and the Library;*
- *commit to supporting training and infrastructural needs in Open Science and Open Scholarship, including for students, staff, and faculty;*
- *foster the expansion of provincial, national, and international collaborations in Open Science and Open Scholarship initiatives, engaging academic units, including the Library and the Office of the Vice-President, Research Innovation and Impact; and*
- *call on all academic units to review their incentive structures related to hiring, reappointment, promotion, and tenure to ensure alignment with Open Science and Open Scholarship requirements of major research funders and relevant collective agreements, while recognizing the added value these practices bring to each discipline.*

10. **Revisions to Membership and Power of Faculty Councils and School Councils** (Document US-2025-3-D10)

Dr. Carr presented the modifications that are being proposed to the School of Health Council, which was discussed and recommended by Senate Steering.

R-2025-3-11 That, upon recommendation of the Steering Committee, Senate approve the modifications to the Membership and Powers of the Council of the School of Health as detailed in the attached documentation and recommend the same for approval by the Board of Governors.

10. Question period

There were no further questions. Dr. Carr thanked Senators again for their service and wished everyone a productive summer.

11. Other business

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

12. Adjournment

The meeting was adjourned at 3:40 p.m.

K. Singh
Karan Singh
Secretary of Senate