

**BOARD  
OF GOVERNORS**

**ANNUAL  
REPORT**

**2023 – 2024**

CONCORDIA

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## CHAIR'S MESSAGE

Over the 2023-24 academic year, Concordia University has navigated some very challenging times and yet continued to stand out in terms of innovation, excellence and next-generation learning.

At convocation in June, we celebrated the graduation of more than 4,000 undergrads and 1,700-plus graduate students, the largest-ever graduate-student cohort in Concordia's history.

Our extraordinary students also earned major international prizes throughout the year, including Rhodes, Schwarzman and McCall MacBain scholarships.

We are not the only ones to recognize our growing list of achievements; the world is taking notice. Concordia is now ranked by *Times Higher Education* in the best 100 "young" universities in the world and #1 among North American universities under 50 years old.

In addition, the University placed within in the top 100 universities worldwide in the *2024 QS Sustainability Rankings*, which acknowledges the significant actions it has taken to tackle environmental, social and governance issues.

Like many other institutions, however, Concordia faces its share of challenges. The University continues to manage a decline in enrolment due to the Government of Québec's change in tuition policy as well as shifting demographics and a strong job market. To address this decline in enrolment and revenues, the Board continues to support the University's efforts to streamline costs, review investments, and prioritize strategic and diversified enrolment. The University's leadership team is strong and well equipped to navigate this fiscally challenging period while keeping up the momentum on strategic priorities.

Thank you to outgoing Board members Francis Baillet, Philippe Pourreaux, Selvadurai Dayanandan, Harley Martin, Duraichelvan Raju and Nassim Boutalbi, who concluded their terms. Your tireless advocacy on behalf of the University is critical to its ongoing success.

Thank you also to Gina Cody, who was appointed to serve as Co-Chancellor, in this Concordia's 50th anniversary year.

I also take this opportunity to welcome our newest colleagues, Miranda Melfi and Shahir Guindi, who are joining as external members, and Theresa Bianco, representing the Faculty of Arts and Science. Welcome as well to Kareem Salmaan and Ali Rahman, who are the new representatives of the Concordia Student Union.

As the University marks its 50th anniversary, we can all take pride in helping Concordia grow into the Next-Gen university we aspire to be as well as into a community and world-citizen committed to learning, research and continued excellence.

Concordians have always approached the future with a sense of hope, optimism and purpose. Thanks to the unwavering dedication of its community, the University already has everything it needs to thrive over the next half century and beyond.



Helen Antoniou  
Chair, Board of Governors



## MANDATE

The Board of Governors is the University's senior governing body and, as such, is responsible for establishing its legal and administrative framework, which includes the adoption of the University's mission and strategic directions, the approval of the budget, the appointment of senior administrators, the establishment of policies, procedures and regulations in connection with the University's governance, the adoption of tuition fees, and the conferment of honorary degrees. The detailed list of the Board's functions and powers is found in [Section 9](#) of the By-Laws.

## STANDING COMMITTEES

The work of the Board is supported by its ten standing committees which regularly report to the Board and bring forward recommendations as required. A full description of each committee's composition and mandate is included in the [Mandates of the Standing Committees of the Board of Governors](#).

### APPEALS COMMITTEE

Reviews and makes recommendations regarding any matter referred to it by the Chair of the Board in accordance with its superintending power over decisions affecting the University.

### AUDIT COMMITTEE

Monitors the internal audit function and enterprise risk management process, reviews and makes recommendations to the Board regarding changes to accounting policies and practices and regarding the approval of the audited financial statements and the appointment of the external auditors.

### EMPLOYEE BENEFIT COMMITTEE

Reviews, monitors and makes recommendations to the Board regarding modifications to employee group insurance and benefit plans, except for plans that are exclusively for employee groups with primary membership of part-time employees, and makes recommendations to the Board regarding modifications to the Pension Plan.

### EXECUTIVE COMMITTEE

Reviews draft Board agendas and documentation and decides on matters requiring urgent attention between Board meetings.

### FINANCE COMMITTEE

Reviews and makes recommendations to the Board regarding the integrated operating, capital and cash budgets, examines and reports on the quarterly results and projections in relation thereto, and reviews and recommends all major university borrowings, financings and expenditures.

### GOVERNANCE AND ETHICS COMMITTEE

Reviews and makes recommendations to the Board regarding governance rules and related policies and procedures, oversees the application of the Code of Ethics, recommends the appointment of external Governors, Board Chair and Vice-Chairs, Chancellor and Deputy Chancellor, and evaluates the performance of the Board.

### HONORARY DEGREE COMMITTEE

Reviews and makes recommendations regarding proposals for honorary degree and other awards of distinction.

### HUMAN RESOURCES COMMITTEE

Recommends and oversees the implementation and application of human resources policies for the University's employees and senior management personnel, makes recommendations to the Board in connection with the collective bargaining mandates as well as tenure and sabbatical leave of academic personnel.

### PART-TIME EMPLOYEE BENEFITS COMMITTEE

Reviews, monitors and makes recommendations to the Board regarding modifications to employee group insurance and benefit plans that are exclusively for employee groups with primary membership of part-time employees.

### REAL ESTATE PLANNING COMMITTEE

Reviews and makes recommendations to the Board regarding plans for the management and development of the University's real estate, makes recommendations regarding policies and major expenditures with respect to the construction, expansion, repairs and renovations of buildings, facilities, premises and properties as well as the acquisition or disposal thereof.

## MEETINGS

Members of Board were convened to eight meetings during the 2023-24 academic year:

September 28, 2023	February 21, 2024
October 26, 2023	April 4, 2024
December 14, 2023	May 16, 2024
February 8, 2024	June 20, 2024

With three restricted session meetings held during the year.

Board meetings were held in person, with the option to join via Zoom. Board standing committee meetings were held virtually all year.

The highlights of the main topics discussed during those meetings are summarized below.

## POLICY REVISIONS

The *Policy on the Establishment of Tribunal Hearing Pools* (BD-6) and the *Policy on the Awarding Of Honorary Degrees* (BD-15) were revised and approved by the Board.

## PRESENTATION OF ANNUAL REPORTS

Amy Fish and Aisha Topsakal presented the highlights of the [Ombuds Office Annual Report](#) and the [Office of Rights and Responsibilities Annual Report](#), respectively.

## FINANCES

Throughout the year, the Board was kept apprised of the University's evolving financial situation via reports provided by the Finance Committee, the Chief Financial Officer as well as the President.

During the 2023-24 fiscal year, the University faced significant and unexpected challenges, including limited support from the government. The *Ministère de l'Enseignement supérieur* implemented important changes to its funding formula, some of which were suggested by groups involved in the review exercise, while others were imposed by the government without any consultation. More than ever, faced with these important challenges, the University remains committed to demonstrating creativity, teamwork, resourcefulness and agility. Fortunately, ambition and resilience are part of Concordia's DNA. Moving forward, the University remains confident in its ability to position itself as a great university, while continuing to tackle these challenges.

Given these challenges, and the fact that structural changes take time, the University continues to be on a pragmatic path of deficit reduction. The 2023-24 integrated operating, capital and cash budget was adopted to continue on this path through a combination of prudent management of expenses and additional growth and diversification of revenues.

## APPOINTMENTS/RENEWALS

The following renewals were approved by the Board in accordance with the *Policy on Senior Administrative Appointments* (BD-5) and the *Policy on Employment and Remuneration of the Academic Deans and University Librarians* (BD-17):

- Graham Carr was recommended to serve a second term as President and Vice-Chancellor starting December 2025.
- Annie Gérin was recommended to serve a second term as Dean, Faculty of Fine Arts, starting August 1, 2025.
- Philippe Beauregard's term as Chief Communications Officer was renewed for another term starting January 11, 2025.

On recommendation of the Governance and Ethics Committee:

- Claude Joli-Coeur was reappointed Vice-Chair of the Board representing the external members while Jarrett Carty was appointed Vice-Chair of the Board representing the internal members, both for a one-year term beginning on July 1, 2024.
- Gina Cody was appointed to be Concordia's Co-Chancellor for a term starting on May 1, 2024. Dr. Cody will take on the role of Chancellor effective October 2024 when Co-Chancellor Jonathan Wener's term will come to an end after 10 years of service as Chancellor.

New Board members:

- Miranda Melfi will be joining the Board as one of the two representatives of the Concordia University Alumni Association for a three-year term starting on July 1, 2024.
- Shahir Guindi will be joining the Board as an external member for a three-year term starting on July 1, 2024.
- Theresa Bianco was nominated to serve on the Board from the Faculty of Arts and Science for a three-year term starting on July 1, 2024.
- Kareem Rahaman and Ali Salman will be joining the Board as representatives of the Concordia Student Union as of July 1, 2024.
- Darshan Dorugade will be joining the Board as the representative of the Graduate Students' Association as of September 26, 2024.

## REAL ESTATE

In keeping with the University's short and long-term space development plan, Board approval was sought and obtained in connection with a few renovation and construction projects.

## REPORT ON WRONGDOINGS

### ANNUAL REPORT ON DISCLOSURE OF WRONGDOINGS REQUIRED UNDER ARTICLE 25 OF AN ACT TO FACILITATE THE DISCLOSURE OF WRONGDOINGS RELATING TO PUBLIC BODIES

In accordance with *An Act to facilitate the disclosure of wrongdoings relating to public bodies* (the "Act"), in March 2020, the Board approved the *Policy on Employee Disclosure of Wrongdoings* (BD-16), which identified a Designated Official who is responsible for receiving and treating the disclosure of wrongdoings. Currently, the Designated Official (the "DO") is the Secretary-General. In accordance with Article 25 of the Act, the University is required to include the information below in this annual report.

For the period beginning May 1, 2023, and ending on April 30, 2024 there were no disclosures made to the DO that were well-founded.

## MEMBERSHIP

The membership of the Board of Governors, effective June 1, 2024, included 24 members as well as one alternate Governor and two non-voting observers.

### Ex-officio

Graham Carr  
*President and Vice-Chancellor*

### External members

Helen Antoniou (Chair of the Board)  
*Executive Coach and Strategy Consultant*

Ken Brooks  
*Senior Vice-President  
Ernst & Young*

Gary N. Chateram  
*Senior Vice-President, Co-Head of Retail  
MacKenzie Investments*

Pat Di Lillo  
*Vice-President, Finance  
Sidcan*

Adriana Embiricos Coumondouros  
*Consultant  
The Libra Group*

Kim Fuller  
*Founder and CEO  
Phil Inc*

Rana Ghorayeb  
*Executive Vice-President and Head of Real Estate  
CDPQ/Ivanhoé Cambridge*

Caroline Jamet  
*Executive Director, Radio & Audio  
Radio-Canada*

Claude Joli-Coeur (Vice-Chair of the Board)  
*Lawyer and Board Member*

Catherine Loubier  
*Executive, Board Director  
Former adviser to Canada's 22nd Prime Minister &  
Premier of Québec*

Paul John Murdoch  
*Partner and Founder  
Murdoch Archambault Avocats*

Philippe Pourreaux  
*Vice-President, Valuations  
PricewaterhouseCoopers LLP*

Cathy Wong  
*Vice-President, Equity, Diversity & Inclusion in  
Official Languages  
Téléfilm Canada*

Roula Zaarour  
*Self-Employed*

### Representing the Faculty

Jarrett Carty  
*Professor and Principal  
Liberal Arts College*

Daniel Cross  
*Professor  
Department of Cinema*

Selvadurai Dayanandan (Vice-Chair of the Board)  
*Professor and Chair  
Department of Biology*

Rahul Ravi  
*Associate Professor  
Department of Accountancy*

Robert Soroka  
*President  
Concordia University Part-time Faculty Association*

Ted Stathopoulos  
*Professor  
Department of Building, Civil and  
Environmental Engineering*

**Representing the Administrative and Support Staff**  
Shoshana Kalfon  
*Student Academic Services, Faculty of Arts and Science*

**Representing Graduate Students**  
Duraichelvan Raju

**Representing Undergraduate Students**  
Harley Martin  
Nassim Boutalbi (alternate)

**Non-voting observer**  
Jonathan Wener, C.M.  
*Co-Chancellor*

Gina Cody  
*Co-Chancellor*

**Secretary-General**  
Frederica Jacobs  
*Secretary-General and General Counsel*

**Secretary of the Board of Governors**  
Karan Singh  
*Associate Secretary-General*

**Board and Senate Governance team**  
Caroline Leamon  
*Assistant, Board and Senate Administration*





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