



BOARD OF GOVERNORS GUIDE 2024
Concordia Student Union

Prepared by María Margarita Díaz Rivas

Summer 2024

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Board of Governors

<https://www.concordia.ca/about/administration-governance/board-senate/governors.html>

The Board of Governors is the senior governing body of the University and is responsible for establishing the legal and administrative framework for the University. It has superintending and reforming power over all decisions affecting activities held at the University or connected with the University. It is composed of 25 voting members and one non-voting observer, the breakdown of which is outlined in article 25 of the By-Laws. Its general powers are set out in the University Charter while its specific functions and powers are listed under article 41 of the By-Laws.

Chair of the Board and Co-Chancellors

Chair of the Board

Duties

The Chair of the Board of Governors chairs all meetings of the Board and of the Corporation. They are an Officer of the University and an ex-officio member of the Board of Governors, the majority of its standing committees as well as the Corporation.

Co-Chancellor

Duties

The Chancellor is the titular head of the University and serves as an ambassador to the University. The Chancellor presides at convocations and similar ceremonies and performs such official duties as the Board of Governors may designate. In accordance with the By-Laws, the Chancellor is a non-voting observer on the Board of Governors and an Officer of the University.

List of Governors

<https://www.concordia.ca/about/administration-governance/board-senate/governors/list.html>

| Officers of the Board | | Term Ends |
|---|--|------------------|
| Chair | Mrs. Helen Antoniou <i>Executive Coach & Strategy Consultant</i> | 2027 |
| Vice-Chair | Mr. Claude Joli-Coeur Lawyer and Board Member | 2024 |
| Vice-Chair | Dr. Selvadurai Dayanandan Professor and Chair Department of Biology | 2024 |
| Ex-officio | | |
| President and Vice-Chancellor | Dr. Graham Carr | |
| External members | | |
| Mrs. Helen Antoniou | Executive Coach & Strategy Consultant | 2027 |
| Mr. Ken Brooks | Senior Ernst & Young Vice-President | 2027 |
| Mr. Gary N. Chateram | Senior Vice-President, Co-Head Retail MacKenzie Investments | 2027 |
| Mr. Pat Di Lillo | Vice-President, Finance, SIDCAN | 2026 |
| Ms. Adriana Embiricos Counmoundouros | Consultant, The Libra Group | 2024 |
| Ms. Kim Fuller | Founder & CEO Phil Inc. | 2024 |
| Ms. Rana Ghorayeb | Executive Vice-President and Head of Real Estate CDPQ/Ivanhoé Cambridge | 2026 |
| Ms. Caroline Jamet | Executive Director, Radio & Audio Radio Canada | 2025 |
| Mr. Claude Joli-Coeur | Lawyer and Board Member | 2025 |
| Mrs. Catherine Loubier | Adviser and Board Director | 2026 |
| Me. Paul John Murdoch | Attorney and Founder Murdoch Archambault Avocats | 2025 |
| Mr. Philippe Purreaux | Vice-President, Valuations Pricewaterhouse Coopers LLP | 2024 |
| Mrs. Cathy Wong | Vice-President, Equity, Diversity & Inclusion and Official Languages Téléfilm Canada | 2025 |
| Ms. Roula Zaarour | Self-Employed | 2026 |

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|--|--|--|--------|
| Representing the Faculty | | | |
| Prof. Jarrett Carty | Professor and Principal Liberal Arts College | | 2024 |
| Prof. Daniel Cross | Professor Mel Hoppenheim School of Cinema | | 2025 |
| Dr. Selvadurai Dayanandan | Professor and Chair Department of Biology | | 2026 |
| Dr. Rahul Ravi | Associate Professor, Department of Finance Director, Goodman Institute in Investment Management Director, Executive MBA | | 2026 |
| Prof. Robert Soroka | President, Concordia University Part-time Faculty Association | | 2026 |
| Dr. Ted Stathopoulos | Professor Department of Building/Civil and Environmental Engineering | | 2026 |
| Representing Graduate Students | | | |
| Duraichelvan Raju | Graduate Students' Association | | 2024 |
| Representing Undergraduate Students | | | |
| Mr. Harley Martin | Concordia Student Union | | 2024 |
| Mr. Nassim Boutalbi (alternate) | Concordia Student Union | | 2024 |
| Representing the Administrative and Support Staff | | | |
| Ms. Shoshana Kalfon | Advisor Student Academic Services, Faculty of Arts and Science | | 2026 |
| Non-voting observers | | | |
| Co-Chancellor | Mr. Jonathan Wener, C.M. Chairman and C.E.O. Canderel Management Inc. | | 2024 |
| Co-Chancellor | Dr. Gina Cody President Gina Cody Foundation | | 2024 |
| Officer of the University with speaking privileges at the Board | | | |
| Me Frederica Jacobs | Secretary-General | | ex-off |
| Secretary of the Board of Governors | | | |

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|-------------|-----------------------------|--|
| Karan Singh | Associate Secretary-General | |
|-------------|-----------------------------|--|

Current Chair of the Board – Helen Antoniou

On July 1, 2020, Ms. Helen Antoniou began her first one-year term as Chair of Board of Governors. Ms. Antoniou was appointed to the Board on July 1, 2015 and served as Board Vice-Chair from July 1, 2019 to June 30, 2020.

Helen Antoniou is an executive coach for corporate leaders and their teams, as well as family business owners and their successors. She is the author of the Globe and Mail bestseller, *Back to Beer... and Hockey: The Story of Eric Molson*, a business biography of *her father-in-law and past chairman of Molson Coors Beverage Company*. Helen also lectures at institutions such as the MIT Sloan of Management and the ICD-Rotman Directors Education Program.

Starting as a corporate commercial lawyer 30 years ago, Helen transitioned to management consulting and later *assumed leadership roles within organizations such as Bombardier and the McGill University Health Center*. She now uses her experience to help coaching clients maximize their impact and reach their goals.

Helen holds Civil and Common Law degrees from McGill University, a Masters in Law from Université de Paris II, and a Masters in Public Health from Harvard University. Her community involvement focuses on health education.

External Board Members

→ **Kenneth M. Brooks**

<https://www.concordia.ca/content/shared/en/profiles/offices/advancement/notable-concordians/kenneth-brooks.html>

Widely recognized as a thought leader in his field, Kenneth M. Brooks has over 25 years of experience in mergers and acquisitions as well as restructuring.

A partner and *senior vice president at Ernst & Young (EY) Orenda Corporate Finance in Montreal*, Brooks' main focus is *advising companies within the manufacturing sector*, providing them with a range of services relating to mergers, acquisitions, divestiture, restructuring and joint ventures.

Brooks graduated with a Master of Business Administration degree from the John Molson School of Business in 1999 — the same year he joined EY. He worked at a boutique firm full-time while pursuing his studies.

A runner-up at the 1998 edition of the International Case Competition (ICC), where he later returned as a judge, Brooks joined the board of directors of the John Molson School ICC in 2013 and later became its chair, in 2015. In 2016, he became a member of JMSB's advisory board, helping promote relationships between the John Molson School and the business community. In 2018, he was appointed to the university's ultimate authority, its board of governors.

Ken Brooks https://www.ey.com/en_ca/people/ken-brooks

Senior Vice President, EY Orenda Corporate Finance Inc.

Transactions advisor. Value builder. Conversation starter. Committed to cultivating the spirit of learning by ensuring next-level access to experiences and perspectives.

On the pulse of the transactions market for more than 25 years, Ken is an EY Canada Partner who leads our corporate finance practice in Québec.

Together with his team, Ken provides full-service transaction advisory support. That spans mergers, acquisitions, divestitures, restructuring and joint ventures for both established and entrepreneurial growth companies. He's led engagements in the public and private sector, and advised on more than 100 transactions in Canada, and around the world. **Ken has a special focus on clients in the manufacturing sector, and regularly shares perspectives as a key-note speaker on consolidation within the plastics and packaging industries.**

Ken's actively involved in supporting the next generation of business leaders both at EY, and in the broader community. He recently completed a three-year term on EY Canada's Partner Forum. From 2014 to 2019, he was Chairman of the Board for the John Molson School of Business MBA International Case Competition. **He's currently a Governor on Concordia University's Board of Governors where he presides as a member of the Audit Committee and Chair of the Finance Committee. He is also Chairman of the Advisory Board for Concordia's John Molson School of Business.**

He holds a Bachelor of Commerce from McGill University, and a Master of Business Administration from Concordia University.

→ **Gary Chateram**

Head of Retail Distribution

<https://www.mackenzieinvestments.com/en/about-us/leadership-team/gary-chateram>

Gary Chateram is Senior Vice President, Head of Retail of Mackenzie Investments, a role which includes planning and sales effectiveness, training and development, sales experience and analytics. He also oversees the private wealth, tax and estate, and practice management teams.

With more than 13 years of experience in the financial services industry, Gary has worked in various organizations across the Canadian financial services industry, in progressively senior positions, most recently as Regional Vice President, Retail, at Mackenzie Investments.

Gary has two undergraduate degrees, in Finance and Molecular Biology, from Concordia University, and a M.Sc. in Administration from the John Molson School of Business. He has both the Certified Investment Management Analyst (CIMA) and Chartered Investment Manager (CIM) designations and sits on the Canadian advisory board of the Investments & Wealth Institute.

<https://www.concordia.ca/cunews/offices/vpaer/aar/2019/50-under-50/the-investment-industry-expert-with-an-activist-spirit.html>

While studying for his first undergraduate degree at Concordia in the late 1990s, Gary Chateram says he was very involved with student activism. He was outspoken about causes he believed in and served as president of both the International Ethnic Association Council and Caribbean Students Union.

“It was probably the best environment for students to succeed at university,” he says.

Today [2007] he is a vice-president of institutional sales at Fidelity Investments Canada, working with clients that include some of the country’s largest pension funds.

At Fidelity, he has continued to find ways of contributing to causes he believes in. For four years he volunteered for Aspire, a resource group to support Latino and Black employees at the company.

Today, Chateram says he is leading the charge at Fidelity Canada by sitting on a committee that reports to executives on the current state of diversity at the company, as well as where there is room for improvement.

→ **Pat Di Lillo**

https://www.linkedin.com/in/pat-di-lillo-463bb767/?original_referer=https%3A%2F%2Fwww%2Egoogle%2Ecom%2F&originalSubdomain=ca

Executive leadership in private and public companies. Portfolio and breadth of industries include luxury retail and wholesaling, engineering, manufacturing, consumer products, software, medical research, construction and infrastructure concessions.

Roles include advisory and operational, with Big 4 international accounting firm and multinational public companies.

Company revenue ranged from startup to \$7 billion with employee populations of 4 to 45,000.

Raised capital through private and public equity sources as well as through banks and specialized lenders.

Involved in acquisitions, divestiture and restructuring activities.

Has worked at: SidCan (construction development), Maison Birks (jewelry), SNC-Lavalin (Atkins Realis Group real state), KPMG (audits, tax and advisory services)

→ **Rana Ghorayeb**

Executive Vice-President and Head of Real Estate

<https://www.cdpq.com/en/about-us/cdpq-governance/executive-committee/rana-ghorayeb>

CDPQ/Ivanhoé Cambridge

Rana Ghorayeb has been Executive Vice-President and Head of Real Estate of CDPQ since May 2024, where she is responsible for the real estate strategy and investments of Ivanhoé Cambridge, which has assets of over \$77 billion. As part of her duties, she is a member of CDPQ's Executive Committee and Investment-Risk Committee. She also sits on the Board of Directors of CDPQ Infra, a subsidiary that acts as principal contractor for major public infrastructure projects.

From 2019 to 2024, Ms. Ghorayeb was President and Chief Executive Officer of Otéra Capital, at that time a CDPQ subsidiary specializing in commercial real estate financing, with a portfolio worth nearly \$30 billion. She joined CDPQ in 2012 as Senior Vice-President of the Infrastructure team, where she led international investments and asset management.

Prior to joining CDPQ, Ms. Ghorayeb was Vice President of Acquisitions at JP Morgan Asset Management in London, where she was responsible for real estate investments in several European countries. She has also worked in New York, where she held the position of Senior Associate - Transactions at TIAA, a major US pension fund.

Ms. Ghorayeb holds a Bachelor of Arts in Urban Planning and a Master of Engineering in Construction Management, both from Concordia University, as well as a Master of Science in Finance from New York University.

CONNECTIONS

Committed to the community, Ms. Ghorayeb is a member of Concordia University's Board of Governors and Real Estate Planning Committee, as well as the Advisory Board of the Gina Cody School of Engineering and Computer Science. Most recently, she was appointed to the CHUM Foundation Campaign Cabinet and to the MMFA Foundation 2023–2028 Major Fundraising Campaign Cabinet.

Recognized for her inspirational leadership, Ms. Ghorayeb has received several awards, including the Inspiration 2022 Award from the Association des femmes en finances du Québec (AFFQ), International Alumni of the year from New York University and the 2019 Cedar and Maple Award from the Lebanon-Canada Chamber of Commerce.

→ **Caroline Jamet**

<https://www.linkedin.com/in/caroline-jamet-37b5a23/?originalSubdomain=ca>

Caroline Jamet has been a high-level manager within media and cultural companies for over 25 years. She currently directs radio and audio for the French services of Radio-Canada. From 2011 to 2017 she was president of Éditions La Presse where she ensured the development and definition of the strategic orientations of the publishing house. At the same time, she was part of Gesca's senior management from 2001 to 2017 as vice-president of communications. Before joining Gesca, she held the position of vice-president of communications at Motion International (which became TVA International in 2000). Previously, she worked as associate and vice-president of communications at L'Équipe Spectra, where she was closely involved in the development of the Montreal International Jazz Festival and the FrancoFolies, from 1986 to 1999.

<https://int.design/en/jurys/caroline-jamet/>

Caroline Jamet has been Executive Director, Radio & Audio, French Services, CBC/Radio-Canada since November 2017. She has some twenty-five years' experience as a senior executive with some of Canada's leading media and cultural players. At Gesca (publisher of the Montreal daily La Presse), she was Vice-President, Communications from 2000 to 2017. As President of its publishing division Les Éditions La Presse from 2011 to 2017, she oversaw publication of more than 200 books. She was also President of Les Éditions Gesca (the company's magazine arm) from 2011 to 2014. She played a key role in the expansion of Gesca (owner of 7 Canadian newspapers), especially during its change-over to digital. Among other achievements, she mapped out the communications strategies designed to ease readers' and advertisers' transition to La Presse+, the tablet-based digital edition of the newspaper. Caroline was with the musical entertainment group l'Équipe Spectra from 1986 to 1999, serving as its Vice-President, Communications between 1992 and 1999; she was also a named partner in 1996. In those capacities, **she earned acclaim for her major contributions to the growth and reputation of the Festival international de jazz de Montréal and FrancoFolies de Montréal brands**, both nationally and internationally. In 1999 and 2000, she was Vice-President, Communications of Motion International, a leading Canadian television and film production company, which evolved into Zone3 and TVA International.

→ **Claude Joli-Coeur**

<https://www.linkedin.com/in/claude-joli-coeur-277038104/?originalSubdomain=ca>

Claude Joli-Coeur has been an influential figure in the film and audiovisual industry for over 30 years. His work in legal and business affairs, in both the private and public sectors of the Canadian entertainment industry, has provided him with the ability to develop and implement strategies for complex organizations and manage high-performance teams.

Claude has a long history of working in dynamic and competitive business environments. He has a proven track record for creating innovative industry partnerships as well as for launching sustainable media projects that serve diverse populations.

Claude has served on the Board of Directors for the Canadian Retransmission Collective (CRC), the Governor General's Performing Arts Awards Foundation, the Partenariat du Quartier des spectacles de Montréal.

He is currently a member of the Board of Governors of Concordia University in Montreal and of MU, a non-profit organization whose mission is to promote and support public art in the Montreal metropolitan area.

→ **Catherine Loubier**

<https://www.concordia.ca/cunews/main/stories/2023/08/28/new-concordia-governor-catherine-loubier-brings-high-level-public-and-private-sector-experience-to-her-role.html>

Catherine Loubier, former delegate general of Quebec in New York, says she's excited to add her expertise to Concordia's Board of Governors over the next few years. At its June 18 meeting, the university's governing body welcomed Loubier as a new Board member.

Her wealth of government and private-sector knowledge will certainly be an asset for the Board. Among other roles, Loubier served as the province's highest-ranking representative in the United States from 2019 to 2021, deputy chief of staff to Quebec Premier François Legault from 2018 to 2019 and senior adviser to then Prime Minister of Canada Stephen Harper from 2013 to 2015.

Loubier's signature achievement as delegate general was leading the way for the record deal between Hydro-Québec and the State of New York, approved in 2022. At a value of \$20 billion US, it was Hydro-Québec's largest-ever export contract and helped promote the use of clean hydroelectric power.

As delegate general, she also met Concordia President Graham Carr and other university representatives and alumni on several occasions in New York City.

Loubier's business-world background includes being global director of communications for the Renault-Nissan-Mitsubishi Alliance, based in Paris. She holds a certificate in finance from Harvard Business School and a BA and MA in political science from the Université du Québec à Montréal.

The Montreal native is now based in Los Angeles and acts as an advisor to the business community on public policy and governance and sits on several boards.

'I see universities as strategic national assets, part of our heritage and culture'

What interested you about joining Concordia's Board of Governors?

Catherine Loubier: I am thrilled to join the Board of Governors to support the university's objectives in the years ahead. I came to appreciate the university fully when I served as top diplomat for Quebec in the United States. I believe I can provide advice on efficient and action-oriented approaches to government affairs, policy-making and stakeholder relations.

I met Graham Carr and we collaborated on Concordia's activities in New York. I also met several Concordia graduates, and I was quite impressed with their resolve, quality of education and successful ventures.

Concordia deserves to be much better known as a dynamic citizen of the province.

What do you see as Concordia's role among Quebec universities, as well as internationally?

CL: I see universities as strategic national assets, part of our heritage and culture. Concordia is a source of knowledge and innovation that attracts international talent with the potential to live and work in Quebec after they graduate — impressively, more than 50 per cent of international students who studied at Concordia have settled in Quebec, well above the Canadian average of around 30 per cent.

Nearly 20 per cent of international students enrolled at Concordia come from the French-speaking world. Those who don't speak it can learn French, with Concordia's support, and integrate into Quebec society.

With more than 17 per cent of students who speak French and more than 35 per cent who use other languages, Concordia is diverse. It contributes to Quebec's reputation at home and abroad, where many graduates shine in different fields beyond our borders.

Concordia will turn 50 in 2024 and I am honoured to be part of the Board of Governors for that milestone. I am convinced that as a next-generation university Concordia is well positioned to deliver a bright, diverse and engaged future for higher education.

You helped spearhead the historic Hydro-Québec and New York State deal signed in 2022. How do you see that influencing the future use of clean hydroelectricity, especially in the United States?

CL: To my knowledge, this is the largest renewable energy deal ever made in North America, and it is the largest cross-border deal of its type. That certainly sends a message throughout our continent that transition to cleaner energy is possible. This new transmission cable from Quebec to New York City will run for 545 kilometres, with 60 per cent underwater and 40 per cent underground. This is an example of ingenuity and of how to deliver clean energy with resiliency and environmental safety.

After it becomes fully operational in the spring of 2026, it will quickly displace fossil fuel with clean, reliable "always-on" hydro power from Quebec. The project will play a key role in New York State's energy transition and will help lower greenhouse-gas emissions — the equivalent of removing approximately 44 per cent of the cars from New York City streets.

What can you share about your experiences in the higher echelons of the Canadian and Quebec governments?

CL: These experiences have brought me so many things, but I will single out the power of consensus because of its importance on any board, and because women excel at it. Reaching consensus around a board table, a cabinet table, in a province, in a federation like Canada or at the multilateral level such as the G20 meeting is complex. It requires hard work and strategic thinking.

(More on website, but of less relevance)

→ **Paul John Murdoch**

- Partner at the Murdoch Archambault Lawyer
- Secretary & Cree Negotiator Government of Quebec, Cree Nation Government
- https://www.linkedin.com/in/paul-john-murdoch-4a604b35/?original_referer=https%3A%2F%2Fwww%2Egoogle%2Ecom%2F&original_Subdomain=ca

<https://www.mradroit.com/en/membre/paul-john-murdoch>

Paul John Murdoch is a partner and founder of the office. A member of the Cree Nation of Eeyou Istchee and the first representative of his Nation to be a member of the Quebec Bar, he advises several Indigenous organizations and First Nations governments.

He now holds the position of legal counsel for the Cree Nation Government and has been ambassador of his people to the European Parliament, the United Nations and the National Assembly of Quebec.

In addition to Indigenous law, he practices in the areas of business law and governance law. He has orchestrated important negotiations involving hydroelectric, mining, wind and forest developments. In 2002, he participated in the negotiations that led to the La Paix des Braves Agreement where he managed the hydroelectric component.

He has also worked with various international agencies such as the World Bank and the Inter-American Development Bank as well as other indigenous peoples in Russia and Panama.

In addition to practicing law, he is an artist who stands out for his huge portraits and murals. His most recent works can be admired in the conference room of the Montreal office as well as in the Indigenous Peoples Room at the Senate of Canada in Ottawa. As an airplane pilot, he is in a position to meet his customers and partners throughout Northern Quebec.

→ **Philippe Pourceaux**

<https://www.pwc.com/ca/en/contacts/p/philippe-pourceaux.html>

Philippe Pourceaux is a Partner in the Value Creation, Deals practice at PwC Canada. He is also Quebec's Energy, Utilities and Mining Deal sector leader. Philippe has over 21 years of corporate and advisory experience focusing on data-driven decision making. His areas of expertise include business strategy, operations, financial modelling, analytical modelling, and investment and transactional advisory.

Philippe works on projects across all industries, but focuses on capital intensive sectors, in particular metals and mining, renewable energy, manufacturing, industrial and real estate. Philippe utilizes expert insights to help leading Canadian organizations, including Quebec-based public and private companies, to optimize their transactional, strategic, operational and investment decisions to create and maximize value.

Philippe plays a key role in PwC's Global Critical and Strategic Minerals working group and PwC's Global Hydrogen and Fuel of the Future working group.

Philippe graduated with an MBA from HEC Montreal and holds a CFA designation. He volunteers on the Board of Governors for Concordia University and is a former president of the Concordia University Alumni Association.

Prior to joining PwC, Philippe worked in various corporate strategy and financial roles, most notably at Rio Tinto Aluminum, Bombardier Aerospace, Secor Consulting and National Bank of Canada.

→ **Cathy Wong**

<https://www.linkedin.com/in/cathy-wong-a3937561/?originalSubdomain=ca>

Diplômée en droit et étudiante au baccalauréat en arts visuels, Cathy est la vice-présidente Équité, diversité et inclusion et Langues officielles chez Téléfilm Canada depuis novembre 2021. Elle a consacré les 15 dernières années de sa vie professionnelle aux défis de l'inclusion et de la

représentativité des diversités, tant dans les sphères communautaires, médiatiques, politiques, culturelles et institutionnelles.

Élue conseillère de ville dans le centre-ville de Montréal en 2017, elle est devenue la première personne d'origine chinoise à siéger à l'Hôtel de ville et la première femme présidente du conseil municipal. Membre du comité exécutif de la Ville de Montréal, elle était responsable de la diversité, de l'inclusion en emploi, de la langue française, et de la lutte au racisme et à la discrimination.

En 2012, Cathy s'est initiée à la réalisation vidéo en participant comme reporter à la série télévisée La Course Évasion autour du monde. Elle a ensuite co-réalisé la série documentaire "Jeunes ailleurs, vieilles ici", portant sur le parcours de quatre femmes âgées immigrantes. Au fil des ans, elle a collaboré avec divers médias : chroniqueuse à Radio-Canada, au journal Le Devoir, animatrice à la radio CIBL.

Elle a aussi présidé le Conseil des Montréalaises et le Forum jeunesse de l'Île de Montréal. Membre de conseils d'administration et de comités consultatifs dans le domaine des arts et de la culture (Théâtre Jean-Duceppe, Culture Montréal, Société du 375e anniversaire de Montréal, MaTV, etc.), ses engagements sont depuis toujours orientés vers la recherche de l'inclusion et le reflet des diversités.

Leader rassembleuse, elle a à son actif plusieurs réalisations qui ont eu un impact structurant et a reçu plusieurs prix soulignant la qualité et la constance de son engagement, notamment le prix Hommage Bénévolat-Québec remis par le ministère de l'Emploi et de la Solidarité sociale (2009), le prix Femmes de mérite du Y des femmes de Montréal (2014), ainsi que le prix « Personnalité de la diversité 2014 » de l'agence de presse Médiamosaïque. En 2016, elle fut récipiendaire du Prix Reconnaissance dans la catégorie « Jeune professionnel » de la Young Chinese Professional Association (YCPA) et le prix des Administrateurs de la relève dans la catégorie « Administrateur de la relève » du Regroupement des jeunes chambres de commerce du Québec (RJCCQ). Elle a aussi reçu le Prix de la relève du Conseil des diplômés de l'UQAM en novembre 2016. L'année dernière, elle fut l'une des 15 candidats de 18 à 35 ans du « One Young World Politician of the Year Award ».

https://en.wikipedia.org/wiki/Cathy_Wong

Cathy Wong is a municipal politician in Montreal, Quebec, Canada. She served on Montreal City Council as councillor for the Peter-McGill district from 2017 until 2021 and was the speaker of Montreal City Council. At 30 years old on her election, she was the first person of Chinese descent to serve at City Hall as the council's first female speaker. She was also the first opposition party member to sit in the chair. She replaced Frantz Benjamin, the first black speaker of the council.

As part of her role, Wong is mandated to raise citizens' access to city hall and municipal democracy, especially for women, youth, ethnic minorities, new residents, and Indigenous people, key targets in mayor Valérie Plante's election campaign. A Montreal diversity and inclusion advisory panel was a move by mayor Plante, with a one-year deadline to recommend necessary changes at city hall and related bodies.

Also under Wong's presidency, Montreal planned to rescind a historical but uncodified regulation which required male councilors to wear ties at council meetings. A city council commission supervising procedural rules and conduct, which she leads, decided to drop the rule to modernize City Hall.

As a member of the City of Montreal's Executive Committee, she oversaw diversity, employment inclusion, the French language, and the fight against racism and discrimination.

Wong was a member of the Équipe Denis Coderre party (before its post-election reconstitution as Ensemble Montréal) in the municipal elections of November 2017. On October 2, 2019, she joined the governing Projet Montréal party, citing its social values.

Wong did not run for reelection in 2021.

In November 2021, Wong was hired as Vice President of Equity, Diversity & Inclusion and Official Languages at Telefilm Canada.

→ **Roula Zaarour**

<https://www.concordia.ca/cunews/offices/advancement/2022/11/28/ive-lived-my-life-as-a-journey-never-afraid-to-jump-on-an-opportunity-to-grow-as-a-person.html>

In March 2022, she was named managing director for the Americas and board member at Dialectica, a rapidly growing firm forging a path through the thickets of primary market research. From her office in downtown Montreal, Zaarour leads the company's Americas operations as it scales its business across its current locations and expands into new cities. The company currently employs more than 800 people at its offices in Europe and Americas.

“The market research industry is huge — it tops \$80 billion,” says Zaarour. “Most of the projects we get are due-diligence projects — we provide companies with unique real-time insights to make informed decisions.”

Opportunities for development and growth

The bulk of Dialectica's clients are leading consulting firms looking to recommend investment opportunities to their own clients, or private-equity clients looking to make investments themselves.

[...]

And, of course, no one wants to miss the big one that got away or make a mistake that could cost millions. Dialectica is investing heavily in its proprietary technology and data assets. With more than 60 professionals, its tech team is working towards building “the most trusted and unmatched knowledge-sharing platform in the world,” says Zaarour.

[...]

Zaarour then landed a dream job at Air Canada, working in the corporate strategy department, growing Air Canada's international presence through alliances and partnerships. Her next move

was to Brazil for a senior advisor role in aviation-related investments at a private equity, before working as vice-president of business transformation at Aerolineas Argentinas.

In 2011, CBC/Radio-Canada recruited Zaarour to serve as the network's vice-president of people and culture, leading the human resources and labour relations components of the corporation during a major restructuring phase while building a five-year strategic plan to adapt to an evolving digital sphere. She stayed until 2015, taking a year off from work following the birth of her daughter.

Now, leading a team that enables business growth and the expansion of products and accounts, Zaarour has found her path balancing that business drive with a nurturing mindset she loves.

<https://site-cbc.radio-canada.ca/site/annual-reports/2012-2013/roula-zaarour.html>

Ms. Zaarour earned her Bachelor of Science in computer science from the Lebanese American University in Beirut. She then moved to Boston where she pursued her M.Sc. in Engineering Management at Northeastern University, and then to Montreal where she completed an MBA at Concordia University.

Faculty Reps

→ **Daniel Cross**

Professor - Mel Heppenheimer School of Cinema

<https://www.concordia.ca/faculty/daniel-cross.html>

Daniel Cross is founder of EYESTEELFILM in Montreal, named by Real Screen Magazine as a top100 non-fiction production company in the world. He is a Professor and previous Chair of the Mel Hoppenheim School of Cinema, Concordia University. Cross also served on the University's Board of Governors and is a member of the Provost's Circle of Distinction. He was recently appointed Research Chair in Interactive Documentary Filmmaking.

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Daniel Cross is a multi-disciplined award winning documentary filmmaker with a long history of directing and producing theatrical documentaries and exploring new media documentary approaches. He made his mark directing feature length films concerning issues of homelessness, THE STREET: a film with the homeless (1998), S.P.I.T: SqueegeePunks In Traffic (2001) and created an online interactive documentary experience working with the street community called www.HomelessNation.Org (2001-2012) winning many new media awards, the most prestigious being the UN World Summit Award for e-inclusion. Together with eight Inuit students he co-directed the award winning film; Inuuvunga: I am Inuk Iam alive (2004), produced with the National Film Board of Canada (NFB). In 2014 he co-directed the film Atanasoff for History TV, and in 2003 directed Chairman George for the BBC and CTV networks.

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Daniel received the DOC Institute's Luminary Award, the Trailblazer award at MIPDOC in Cannes, the Don Haig Award and was the inaugural Mentor of the Year recipient from the Canadian Media Producers Association. He participates in the IDFA Academy and has served on the boards of Hot Docs, the Documentary Organization of Canada and The Concordia University Documentary Center.

→ **Selvadurai Dayanandan**

Associate Dean - Research and Infrastructure, Faculty of Arts and Science

Professor, Department of Biology

<https://www.concordia.ca/faculty/selvadurai-dayanandan.html>

My research program is aimed at gaining insights into the processes underlying the evolutionary origin and maintenance of biological diversity with specific focus on the **ecology, evolution and genomics of forest trees**. Understanding these processes provides the necessary basis for the development of sound conservation and sustainable management strategies for forest and agricultural areas. Current research projects in my laboratory include studies in forest tree community assembly, population genetics and microbiomics of tropical and temperate forest trees and crop plants.

Associate editor: BOTANY (Formerly Canadian Journal of Botany)

Council member: Shastri Indo Canadian Institute <http://www.shastriinstitute.org/>

Member: Quebec Centre for Biodiversity Sciences, Global Forest Biodiversity Initiative

→ **Rahul Ravi**

Associate Professor, Department of Finance

Director, Goodman Institute in Investment Management

Director, Executive MBA

<https://www.concordia.ca/faculty/rahul-ravi.html>

Rahul Ravi joined the Department of Finance in June 2007, after earning his PhD from the University of Alberta in August the same year. In addition to his doctorate, he holds a BSc (Honors) degree in Mathematical Statistics from Delhi University, India, and an MBA from the University of Alberta.

From 2017 to 2020, Professor Ravi served as the chair of the Department of Finance and currently he is serving as the director of the John Molson Executive MBA program and the Goodman Institute of Investment Management. His area of research includes diverse areas such as market microstructure and initial public offerings (IPOs). His interests extend to studying the role and impact of Corporate Social Responsibility, the intricacies of family firms, and the dynamics of gender and power in business settings.

→ **Robert Soroka**

President, Concordia University Part-time Faculty Association

<https://www.concordia.ca/faculty/robert-soroka.html>

Business professor Robert Soroka is known to be a dynamic, charismatic professional with significant industry experience. Born in Montreal, Soroka earned his first two degrees locally: a Bachelor of Commerce from McGill and an MBA from Concordia, and discovered a passion for teaching in the years following.

Professor Soroka has a varied background as a criminal lawyer, professor, union executive and grievance officer, marketing analyst, TV and radio personality, conference speaker, consultant, and, as a pastime, actor and playwright. He began his career in industry, working for several years as a marketing and financial analyst for large chain-store retailers and for companies competing in industrial markets. Later, he earned his Juris Doctor degree from the State University of New York, and worked in the area of criminal law in the state of New York.

In addition to teaching at Concordia University, Professor Soroka is currently or has been listed as faculty at McGill University, University of Ottawa, and Universite de Montreal (HEC), and has taught at many CEGEPs. He has taught at various levels: MBA, undergraduate, Continuing Education, and college. At Dawson College, he served as Department Chair and Program Coordinator for 10 years; he is also the founder and past coordinator of the annual Dawson Quebec Case Competition.

His teaching is recognized: he is the 2019 recipient of the President's Excellence in Teaching Award. He was also honoured with Concordia University's Distinguished Teaching Award in 1997 and the McGill University Management Undergraduate Students' Teaching Award in 2009.

Currently, Professor Soroka has an active consulting practice; he serves as a private consultant for both public and private organizations, primarily in the areas of retail, health care, marketing/promotion, entrepreneurship, and education.

Professor Soroka wears several hats at Concordia: most notably, he is the President of the Concordia University Part Time Faculty Association (CUPFA), a 1000 member union. He is a faculty member in the Marketing and Management departments at JMSB; he was the most senior faculty member at Continuing Education; he was an active member of JMSB's Strategic Planning committee; he has sat on several hiring committees (Marketing Department, School of Extended Learning, Marketing Chair, Dean); he was on the Program Appraisal Committee. He sits on the Board of Governors, the Board's Finance Committee, and Senate at Concordia.

Professor Soroka has made more than 1500 national and local television and radio guest appearances, and was the Consumer Cop on Montreal Today (CTV) and the Consumer Correspondent on This Morning Live (Global Television) for 5 years. Professor Soroka appeared many times as a commentator on Canada AM (which was the country's highest rated television morning show until 2016), CTV Newsnet, Global TV News, Fox News (New York) and CBC News. He previously hosted a local week-in-review radio show for several years. One of Professor Soroka's passions is theatre; he has authored several plays, all of which have been produced.

Concordia Involvement

Professor Soroka wears several hats at Concordia: he is the President of the Concordia University Part Time Faculty Association, as well as a faculty member in the Marketing and Management departments at JMSB; he was a faculty member at Continuing Education and has developed and taught several eConcordia courses; he was an active member of JMSB's Strategic Planning Committee; he has sat on several hiring committees (Marketing Department, School of Extended Learning, Marketing Chair, Dean); he sat on the Program Appraisal Committee (Graduate Business Programs), the University Appraisal Committee, the Terms of Reference Committee, and the Dean's Appraisal Committee. He currently sits on the Labour Relations Committee, and is a member of Senate, Board of Governors, and the Board's Finance Committee.

Labour Relations / Union

Professor Soroka was elected President of the Concordia University Part Time Faculty Association in 2016. He has served as union delegate for the following hiring committees: Marketing Department, School of Extended Learning, Marketing Chair, Dean. He has also served as the CUPFA representative for JMSB's Strategic Planning committee, the Program Appraisal Committee (Graduate Programs), and the University Appraisal Committee. He currently sits on the Labour Relations Committee, the Board of Governors, the Board's Finance Committee, and Senate.

→ Ted Stathopoulos

Professor - Department of Building/Civil and Environmental Engineering

<https://www.concordia.ca/faculty/theodore-stathopoulos.html>

Dr. Stathopoulos obtained his Civil Engineering Diploma from the National Technical University of Athens, Greece, and obtained his M.E.Sc. and Ph.D. from the University of Western Ontario (1979). He has been awarded with two Honorary Doctorates in 2011 by Aristotle University of Thessaloniki (Greece) and in 2015 by Eindhoven University of Technology (The Netherlands).

In 1979, he joined the Centre for Building Studies at Concordia University. His work in the area of wind engineering and building aerodynamics has received national and international recognition. He was promoted to the rank of Associate Professor in 1982 and the rank of Professor in 1987. He has been Associate Director of the Centre for Building Studies for the years 1983 to 1995. In 1993, he was appointed Associate Dean of the Faculty of Engineering and Computer Science, a position he held until 1998 when he became Director of the Centre for Building Studies for the years 1998-2001. He was Associate Dean of the School of Graduate Studies at Concordia University from 2003 to 2010.

Dr. Stathopoulos has established an excellent teaching record at both the undergraduate and graduate levels and has also been active in the development of educational models. He has also received several awards for providing excellent teaching services, including the Concordia Council on Student Life Teaching Excellence Award in 1997, the Alumni Award for Excellence in Teaching in 2006, the ENCS Teaching Excellence Award in 2011, the President's Excellence in

Teaching Award in 2012, the Honoris Genius for Engineering Research / Education Award by the Ordre des Ingenieurs du Québec in 2020. In parallel, he has an outstanding research record with more than 600 publications in refereed journals and conference proceedings. His work in the area of wind engineering and building aerodynamics has received national and international recognition. It forms the basis for wind design of low-rise buildings in 1980, 1985, 1990, 1995, 2005, 2010, 2015, and 2020 National Building Code of Canada. Furthermore, it has been partly included in the 1982 American National Wind Standard (later ASCE 7-88, 93, 95, 98, 02, 05, 10, 16, and 22) and in other building design codes and standards.

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Dr. Stathopoulos has been invited as keynote speaker, chairman, and rapporteur in short courses at national and international conferences taken place in Canada, the U.S.A., Europe, Japan, and Australia. He has been a consultant on numerous projects on issues related to wind-building interaction. He has acted as an expert witness on cases related to wind-building interaction. He also has the industrial experience, gained before his engagement in research. He has been honored by the American Association for Wind Engineering and he received the 1997 Engineering Award of the National Hurricane Conference for his "exhaustive studies leading to the adoption of the new ASCE-7 Minimum Design Loads for Buildings and Other Structures which is already leading to safer, more hurricane-resistant construction in many areas". He received the ASCE Aerospace Division's Outstanding Professional Service Award for the year 2004, the 2009 Jack E. Cermak Medal of the Engineering Mechanics Institute of ASCE, the 2010 Best Paper Award for the paper entitled "Numerical Simulation of Dispersion around an Isolated Cubic Building: Model Evaluation of RANS and LES" published in the Journal Building and Environment, the 2010 Concordia University Research Fellow Award in the strategic research cluster 'Technology, Industry and Environment, the 2011 Outstanding Achievement Award from the Dutch-Flemish Wind Engineering Association, the 2012 Alan G. Davenport Medal of the International Association for Wind Engineering, the 2013 Japan Association for Wind Engineering Award in recognition of his contribution to the outstanding publication of Advanced Structural Wind Engineering; the 2018-2019 Gina Cody School of Engineering and Computer Science Research Award (Research Fellow, Tier I). Also, he is recognized by the Atmospheric Environment Journal as a Highly Cited Author for the years 2007-2010 for the paper entitled "CFD Simulation of the Atmospheric Boundary Layer: Wall Function Problems" published in the Journal Atmospheric Environment

Dr. Stathopoulos has been appointed Editor of the Journal of Wind Engineering and Industrial Aerodynamics, as well as an Editorial Board member of several prestigious journals in his field. He was named a member of the Visiting Professor of the "111 Talents" Project at Beijing Jiatong University and Chongqing University in China (2014 to 2019 and 2018 to 2023); and a Distinguished Professor in Building Physics, Urban Physics, and Wind Engineering at the Technical University of Eindhoven in The Netherlands (2015 to 2019 and 2019 to 2023).

Governor's handbook

<https://www.concordia.ca/about/administration-governance/board-senate/governors/handbook.html>

Governance Structure

- Consolidated Charter and Act of Incorporation
- By-Laws of Concordia University
- Special By-Law "E" regarding Borrowing
- Special By-Law "F" regarding the Indemnification of Governors and Officers
- Mandates of the Standing Committees of the Board of Governors

Guidelines and Procedures Specific to Governors

- Statement of Governor's Responsibilities
- Summary of Procedures at Board Meetings and Rules of Order
- Code of Ethics and Professional Conduct applicable to the Members of the Board of Governors and Members of Committees Established by the Board

Selected Policies and Guidelines

- Policy on the Awarding of Honorary Degrees
- Policy on the Revocation of Awards and Other Types of Recognition
- Policy on Senior Administrative Appointments
- Policy on Employment and Remuneration of Senior Administrators, Deputy Provosts, Vice-Provosts and Associate Vice-Presidents
- Policy on Contract Review, Signing and Required Approvals
- Policy on University Policies
- Policy on the Use of Concordia University's Name, Logo and Related Insignia, and the Governance of its Usual Character and Digital Presence
- Policy on Conflict of Interest
- Policy on the Establishment of Tribunal Hearing Pools
- Policy on Employment and Remuneration of Managerial and Other Employees not Governed by a Collective or Other Agreement
- Policy on Employment and Remuneration of Academic Administrators
- Code of Rights and Responsibilities
- Terms of Reference of the Ombuds Office
- Policy on the Conferral of the Emeriti Title by the Board of Governors
- Policy on Employee Disclosure of Wrongdoings

Memberships

- Membership of the Board
- Membership of the Board Standing Committees

Board of Governor's Annual Report 2022-2023

<https://www.concordia.ca/content/dam/concordia/offices/vpdersg/docs/board-senate/Board-of-Governors-Annual-Report-2022-2023.pdf>

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 COVID-19 period, the University invested \$37.5 million to meet the demands of change and adjustment. For the period 2019-20 to 2021-22, the University experienced a cumulative loss of \$35.4 million in the operating fund, based on audited financial statements.

Concordia has experienced continuous growth over the last two decades, with an average rise in the student population of 1.6% between 2013 and 2021. This continuous growth supported development and investments, giving the University the capacity to present a balanced budget for the 2019-20 fiscal year.

However, 2021-22 and 2022-23 altered this trend as the total student population across Canada failed to grow for the first time in years and the entire Quebec university network experienced a decline in students. At Concordia, that decline was 2.4% in 2021-22 and 2.1% in 2022-23.

As a result of these demographic realities, Concordia's student population has been re-distributed. While out-of-province students increased in number by 9.1% and international students by 8.9%, a combined uptick of 929 students, the number of Quebec students dropped by 1,576 in 2022-23, a 7.4% decline. Quebec students represent 69% of the university's student population in 2022-23, while international students make up 22% and students from the rest of Canada total 9%.

Taking stock of the major trends and factors that affect the higher education sector, the University team forecasts a reduction in student population in the years to come, with three important factors influencing the student population evolution: demographics, the labour market and post COVID-19 confinement impacts.

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.