



Minutes of the Board of Governors Meeting Monday, May 11, 2026

Minutes of the regular meeting of the Board of Governors (Board) of the Ontario College of Art & Design University (OCAD U or the University) held in Room 322, 3rd Floor Boardroom, 230 Richmond Street, OCAD University and via videoconference at 4:30 p.m. on the 11th day of May, 2026.

Present: Colleen Baldwin, David Belous, Maggie Broda, Sophia Chaudhary, Glenda Crisp, Aly Damji, Brian Davis, Elizabeth Dipchand (items 1-18 only), Julian Goss, Gerald Grison, Stephanie Holko, Nick Hooper, Jugraj Khinda, Lanita Layton (Board Chair), Gail Lee, Sarah Lerchs, Nicholas Pozhke, Neal Prabhu, Ana Serrano (President) (items 1-12 only), Kerry Swanson

Regrets: Nadia Galati, Mark Hanrahan, Nancy Snow, Samantha Sykes, Jaime Watt

In Attendance: Connie Arezes-Reis, Interim Executive Director, People and Culture, Tanya Bowes, Board Secretary, Clara Eta, Interim Director, Finance, Deanne Fisher, Vice-Provost, Students and International, Sandra Gabriele, Vice-President, Academic and Provost, Mary Koutsoubos, Executive Director, Advancement, Andrew McAllister, Interim Executive Director, IT Services, Alan Simms, Vice-President, Finance and Administration, Laura Wood, Executive Director, Institutional Analysis and Budget Planning

Recording Secretary: Khellon Roach, Manager, Board Governance

1. Welcome, Constitution of Meeting, and Opening Remarks

Lanita Layton, Board Chair, welcomed members to the fourth regular Board meeting, which was duly constituted with quorum present.

She acknowledged the ancestral territories of the Mississaugas of the Credit, the Haudenosaunee, the Anishinaabeg and the Huron-Wendat, who are the original owners and custodians of the land on which we live, work, and create.

The Board Chair welcomed Gerald Grison to their first Board meeting.

2. Declaration of Conflicts of Interest



The Board Chair asked for declarations of conflicts of interest for any public agenda items from Board members. No conflicts were declared.

3. Approval of Board Agenda for May 11, 2026

On motion made by Nicholas Pozhke, seconded by Julian Goss and adopted, it was resolved that the Board of Governors approve the agenda of the May 11, 2026 regular meeting, as presented.

4. Consent Agenda

The following consent agenda materials were distributed in advance of the meeting:

Consent Agenda Table of Contents

1. Summary of pending action items
2. Approval of minutes of March 9, 2026

Consent agenda information items:

3. Information Report from the Senate
4. IQAP Final Assessment Report Executive Summary and Implementation Plan – DHEA
5. AFRC information reports
 - a. Statutory Remittances Report

On motion made by Glenda Crisp, seconded by Elizabeth Dipchand and adopted, it was resolved that the Board of Governors approve the minutes of the March 9, 2026 regular meeting, as presented.

On motion made by Brian Davis, seconded by Neal Prabhu and adopted, it was resolved that the Board of Governors approve the consent agenda decision items, and to accept the consent agenda information reports, as presented.

5. President's Update

The President provided an oral update on the recent activities of the Indigenous Education Council, reporting that the Council is actively engaging with external stakeholders and reviewing its terms of reference.

The President provided an update on OCAD University's 111th Annual Graduate Exhibition, noting that the event achieved record-breaking attendance of nearly 50,000 visitors. The President expressed her appreciation to the faculty and staff who supported the students and the event.



6. Executive Committee Report

The Board Chair provided a report to the Board on the Executive Committee meeting held on April 15, 2026. She noted that the Executive Committee received a presentation related to the institutional scorecard FY 2026/27, in addition to strategic and administrative matters.

(1) Approval of 2026/27 Institutional Scorecard

As part of the advanced materials for this meeting, Board members received a briefing note with the 2026/27 institutional scorecard template attached.

The President reviewed the 2026/27 institutional scorecard with the Board, noting that the University has completed four years of the six-year Academic and Strategic Plan (ASP). She highlighted the University's accomplishments over the four years, and how the goals set by management for year five will further advance the ASP's objectives.

The President advised the Board that, in developing the 2026/27 institutional scorecard, care was taken to ensure the inclusion of key metrics reflecting both the outcomes of the Efficiency and Accountability Fund consultation conducted by Deloitte and the University's ongoing internal transformation efforts. The President further noted that some components of the University's three-pronged strategy for financial sustainability did not fit neatly within the ASP – such as the Strategic Enrolment Management Plan – and that those components would be covered through other reporting mechanisms.

On motion made by Aly Damji, seconded by Glenda Crisp and adopted, it was resolved that upon recommendation of the Executive Committee, the Board of Governors approve the Institutional Scorecard FY 2026-27, as presented.

(2) Approval of Administrative/Academic Administrative Appointment Policies

As part of the advanced materials for this meeting, Committee members received a briefing note with three administrative and academic administrative policies attached for approval.

The Governance and Nominating Committee Chair noted that the three policies were being brought to the Board for approval to correct the governance channel by which the policies were initially approved.



The Board Secretary advised the Board that in the course of preparing a Terms of Reference for the People and Culture Committee (PCC), it had been noted that the following three policies had historically been routed through the PCC for approval:

1. *Policy on the Appointment and Reappointment of Senior Administrators;*
2. *Policy on the Appointment and Reappointment of Deans and Associate Deans; and*
3. *Policy on the Appointment and Reappointment of Chairs, Associate Chairs, Graduate Program Directors, and Positions of Equivalent Levels (collectively, the Policies).*

The Board Secretary explained that, as confidential labour and employee relations matters fall within the purview of the Executive Committee, the Policies should properly have been routed through the Executive Committee for approval. As such, the policies have now been routed through the Executive Committee, and now to the Board for approval. It was noted that no changes have been made to the Policies.

On motion made by Elizabeth Dipchand, seconded by Colleen Baldwin and adopted, it was resolved that upon recommendation of the Executive Committee, the Board of Governors approve the: 1) Policy on the Appointment and Reappointment of Senior Administrators; 2) Policy on the Appointment and Reappointment of Deans and Associate Deans; and 3) Policy on the Appointment and Reappointment of Chairs, Graduate Program Directors, and Positions of Equivalent Levels, as presented.

7. Advancement Report

As part of the advanced materials for this meeting, Board members received a briefing note outlining the progress of fundraising activities of the Advancement Department.

With the aid of slides, the Executive Director, Advancement (EDA), informed the Board that the Advancement team has exceeded its \$3M fundraising target for fiscal year 2025/26, achieving \$3.6M to date, with additional contributions anticipated. The EDA further reported that the ongoing major fundraising campaign has been successful, having raised \$1M in support of OCAD University's 150th anniversary, in addition to other commitments.

The EDA emphasized that advancing high-priority initiatives associated with the University's 150th anniversary will be a key focus in the coming year in collaboration with the recently established Fundraising Advisory Committee, with the aim of expanding engagement across new donor networks.



The EDA reminded the Board of the OCAD U Gala to be held on May 27, 2026 and expressed appreciation for Board members' generous support for the event.

The Board thanked the EDA and her team for its ongoing efforts and achievements.

8. Audit, Finance and Risk Committee (AFRC) Report

Glenda Crisp, AFRC Chair, provided a report to the Board on the AFRC meeting held on April 23, 2026. In particular, she noted that the AFRC discussed AI and how it is reflected in the risk register and signaled the intension of the AFRC to consider AI not only as a potential driver of new and evolving risks, but also as an operational factor that influences how the University manages and responds to those risks. She noted the goal is to ensure the risk register accurately captures AI's growing role in the higher education environment.

(1) Fiscal Year 2025/26 Financial Review

a. Operating Budget Variances

b. Cash Flow Report

As part of the advanced materials for this meeting, Board members received a (i) briefing note regarding the FY 2025/26 operating budget variances and (ii) briefing note regarding the University's cash on hand and debt position as of March 31, 2026.

The Vice-President, Finance and Administration (VPFA) presented an overview of the University's financial trends for the reporting period. With one month remaining in the 2025/26 fiscal year, he explained that the University is tracking to a projected deficit of \$2.7M, representing a significant improvement from the previously projected deficit of \$6.8M. The VPFA added that the reduction is attributable to a combination of better than expected forecast tuition revenues; reduced compensation expenditure; and a reduced contingency provision as the University nears fiscal year-end.

The VPFA advised that the University's cash flow and liquidity position remains strong and, as a result, the University will not need to draw upon its working capital loan.

(2) Tuition and Ancillary Fees

(a) Domestic Tuition Fees FY 2026/27

As part of the advanced materials for this meeting, Board members received a briefing note with information regarding domestic tuition fees for Fall/Winter FY 2026/27.



The VPFA informed the Board that the usual approval of tuition fees for the next academic year by the Board was delayed this year on account of the Ministry of Colleges, Universities, Research Excellence and Security's (MCURES) announcement on February 12, 2026 that the provincial government would lift the longstanding freeze on domestic tuition increases. He explained that, as a result, management was seeking approval of the University's domestic tuition fees at the May Board meeting.

The VPFA explained that management was requesting an increase in domestic tuition fees for Fall/Winter FY 2026/27, as was now permitted by MCURES. He noted that, in line with the Ministry's guidance, and similar to the decision of several other Ontario universities, management is recommending a 2% domestic tuition increase. The VPFA informed the Board that the 2% increase will apply to the BFA, BA, MFA, MDes, and MA programs, adding that the 2% increase will not apply to the BDes program, which is already subject to a 7.5% increase in FY 2026/27.

A Board member inquired whether future tuition fee recommendation briefing notes from management to AFRC and the Board could include analysis from the Vice-Provost, Students and International on the anticipated tuition fee impacts on enrolment.

On motion made by Nicholas Pozhke, seconded by Glenda Crisp and adopted, it was resolved that upon recommendation of the Audit, Finance and Risk Committee, the Board of Governors approve an eligible domestic undergraduate and graduate tuition fee increase of 2% for Fall/Winter for BFA, BA, MFA, MDes and MA programs for FY 2026/2027, as presented.

(b) Laptop Fees

As part of the advanced materials for this meeting, Board members received a briefing note with information related to setting the Academic Program Laptop fees for FY 2026/27.

The VPFA advised the Board that laptop fees form part of the University's ancillary fees, and that the proposed increase of 4% reflects inflationary pressures and natural price adjustments.

The Interim Executive Director, IT Services, advised the Board that all undergraduate and graduate students are required to have a laptop and program-specific software. It was noted that the University is committed to ensuring that the cost of required equipment and software remains affordable for all students.



The Board engaged in discussion and raised questions regarding the (i) purchasing power of the Canadian dollar and (ii) impact of the reduction in enrolment numbers on the price that is charged to students to cover the cost of the laptop fees.

On motion made by Neal Prabhu, seconded by Brian Davis and adopted, it was resolved that upon recommendation of the Audit, Finance and Risk Committee, the Board of Governors approve the revised Laptop Program Fees for FY 2026-27, as outlined in Appendix A.

(c) Registered Graphic Designers Student Membership Fee

As part of the advanced materials for this meeting, Board members received a briefing note with information regarding a new ancillary fee for students in the Graphic Design major.

The Vice-Provost, Students and International (VPSI) advised the Board that the proposed new ancillary fee for Graphic Design students was introduced at the request of the Faculty of Design in order to support student membership in the Association of Registered Graphic Designers. She explained that this membership comes with the benefit of access to resources, events, and professional development opportunities. The VPSI noted that Graphic Design students at other Ontario institutions – such as those from George Brown Polytechnic, Humber Polytechnic and York University – already pay similar fees. The VPSI advised the Board that OCAD U's Graphic Design students were consulted, and the majority of students support the implementation of the fee.

The Board discussed and asked questions regarding (i) the amount of administrative workload to administer the fee and (ii) the functional benefits of the fee to Graphic Design students, including job opportunities.

On motion made by Glenda Crisp, seconded by Gail Lee and adopted, it was resolved that upon recommendation of the Audit, Finance and Risk Committee, the Board of Governors approve the introduction of a \$33.90 annual per student fee for students registered in the Graphic Design major to cover student membership in the Association of Registered Graphic Designers, effective Fall 2026.

(3) Approval of Operating Budget Fiscal Year 2026/27

As part of the advanced materials for this meeting, Board members received a briefing note regarding the FY 2026/27 operating budget, including an appendix with updated multi-year forecast assumptions.



The VPFA advised the Board that management was able to develop the proposed FY 2026/27 operating budget, taking into consideration the tuition increase and funding announcement by the MCURES on February 12, 2026.

The President advised the Board that the MCURES announcement that the Weighted Grant Unit (WGU) weighting for a number of the University's programs would be revised represents a significant milestone in OCAD U's history. She noted that, through the government announcement, OCAD U has been formally recognized as a unique institution within Ontario and more broadly across Canada, with its programs accorded a status commensurate with disciplines such as engineering. The President highlighted that OCAD U is the only institution in Ontario to have been granted a change in WGU weighting within the STEM program category by the provincial government.

The President extended her appreciation to the University's Government Relations and Finance teams, including Miriam Kramer, Executive Director, Government Relations and Public Policy, Laura Wood, Executive Director, Institutional Analysis and Budget Planning, and Alan Simms, Vice-President, Finance and Administration, as well as the broader Executive Team, for their efforts in developing the supporting case for the WGU weighting change and successfully bringing it to fruition.

With the aid of slides, the President shared the WGU changes for the undergraduate fine and applied arts degree (BFA and BDes) and undergraduate industrial design degree. She noted that the WGU for undergraduate arts and science degree programs and all graduate programs remains unchanged.

The Executive Director, Institutional Analysis and Budget Planning (EDIABP) presented the details of the operating budget, noting that the operating budget for FY 2026/27 presents with a \$2.7M deficit. The EDIABP also noted that the total revenues of \$92.8M includes the 2% domestic tuition fee increase and the additional infusion of provincial government funding announced in February 2026.

Regarding core budget assumptions, the EDIABP advised the Board that these remain largely unchanged from the last time it was presented in March 2026. She noted that there were only two notable exceptions: (i) the domestic tuition rate increase of 2% and (ii) the aforementioned additional provincial government funding. She explained that the core assumptions carried forward include an international tuition rate increase of 5% and projected lower undergraduate domestic and international student enrolment for September 2026.

Regarding expenditures, the EDIABP drew the Board's attention to the following budgetary provisions: anticipated salary settlements arising from collective bargaining negotiations; the absence of inflationary increases, excluding utilities and software licensing; and special allocations comprising \$600K for furniture, fixtures,



and equipment; \$250K for the Evergreen Program; and \$600K in support of the ASP.

The EDIABP further advised the Board of the most material change to the Multi-Year Financial Forecast since its prior presentation to the Board in December 2025; namely, the favourable impact of the provincial government funding, which has resulted in a reduction of the projected FY 2025/26 deficit from \$6.8M to \$2.7M.

The EDIABP also confirmed that the University continues to advance its three-pronged strategy for long-term financial sustainability, which includes (1) government advocacy, (2) strategic enrolment growth, and (3) requisite budget interventions.

On motion made by Nicholas Pozhke, seconded by Glenda Crisp and adopted, it was resolved that upon recommendation of the Audit, Finance and Risk Committee, the Board of Governors approve the FY 2026/27 Operating Budget, as presented.

(4) Awarding of Contracts

(a) Construction Management Contract

As part of the advanced materials for this meeting, Board members received a briefing note with information regarding the reward of a construction management contract.

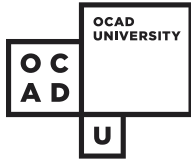
The VPFA informed the Board that the proposed construction management contract is fully funded through the Facilities Renewal Program (FRP), but the Board has the responsibility to approve contracts over \$120K.

The VPFA noted that the awarding of the construction management contract will make the University more efficient with large projects under the FRP over a 3-year period. He noted that a Request for Proposal (RFP) process was undertaken and Harbridge and Cross Limited was the successful bidder.

The Board asked questions regarding the RFP process, including the price of the winning company's contract bid as compared to the pricing of the other bidders.

On motion made by Neal Prabhu, seconded by Aly Damji and adopted, it was resolved that upon recommendation of the Audit, Finance and Risk Committee, the Board of Governors approve OCAD University's:

- **Construction management services contract be awarded to Harbridge and Cross Limited, effective March 9, 2026 for a term of three (3) years and a value of \$152,000.00 plus tax.**



- **Construction contract of renovation work of the Material Art & Design (MAAD) studios at 100 McCaul be awarded to Harbridge and Cross Limited, effective May 2026 and completed in August 2026 and not to exceed \$800K plus tax.**

(b) Roof Repair Contract

As part of the advanced materials for this meeting, Board members received a briefing note regarding the award of a contract for a multi-phase roof replacement at the main campus at 100 McCaul Street.

The VPFA informed the Board that the roof repair contract is also fully funded under the FRP for a project at 100 McCaul Street. The VPFA noted that, similar to the construction management contract, the roof repair contract required a public tender as the value exceeded \$121,200. The VPFA reviewed the results of the tender resulting in York Roofing Limited as the successful bidder.

On motion made by Nicholas Pozhke, seconded by Brain Davis and adopted, it was resolved that upon recommendation of the Audit, Finance and Risk Committee, the Board of Governors approve the award of the Roof Repair Contract to York Roofing Limited for \$385,000 plus tax for part of a multi-phase roof replacement at 100 McCaul Street, as presented.

(5) Undergraduate and Graduate Enrolment Updates

As part of the advanced materials for this meeting, Board members received a briefing note outlining new student intake for FY 2026/27.

The VPSI provided a high-level overview of current undergraduate and graduate enrolment for the fiscal year 2026/27. The VPSI noted that the University is experiencing challenges with undergraduate student enrolment, noting a 6.7% decrease in overall undergraduate enrolment for the fall 2026 first-year intake. She indicated that current recruitment and enrolment efforts are focused on the conversion of applications on hand, and that entrance scholarship offers have been extended as a strategic measure to encourage applicants to confirm their enrolment and improve overall numbers.

The Board engaged in discussion and raised questions regarding (i) management's strategy to allow for January intake for all undergraduate programs; (ii) whether management had a breakdown of the number of students applying in light of the fact that students are permitted to apply to multiple programs simultaneously; (iii) whether the plan to increase in undergraduate tuition by 2% contributed to applicants' hesitation given the concurrent decline in undergraduate enrolment, and (iv) whether management had any information on whether the undergraduate



enrolment challenge is particular to Canadian arts and design programs. The Board also asked questions about the implications of the provincial government's shift in their portion of OSAP funding from a grant-based model to a loan-based model.

The Board further discussed and questions regarding management's progress towards finalizing the Strategic Enrolment Management Plan (SEM Plan) and management's anticipated timeline for presenting the SEM Plan to the Board.

ACTION ITEM: Management to provide a report back to the Board on the number of FY 2026/27 student applicants at the Board meeting in June 2026.

ACTION ITEM: Management to provide a report back to the Board on comparable application numbers for Canadian art and design universities at the Board meeting in June 2026.

(6) Semi-Annual Risk Register

As part of the advanced materials for this meeting, Board members received a briefing note providing an update on the OCDA U's Risk Register, with a copy of the University's Risk Register – April 7, 2026 attached.

The VPFA noted that there is no material change from the risk register that was presented to the Board in December 2025. He noted however that management will be looking into the extent to which AI can be accounted for in the risk register.

The VPFA explained that, of the 12 registered risks, nine remained unchanged from December 2025. The VPFA identified the following three risks that had been updated:

- (1) Enrolment – risk level adjusted downward;
- (2) Occupational Health and Safety – risk level adjusted upward; and
- (3) Brand Impairment – risk level adjusted downward.

The Board discussed and asked questions regarding the (i) Occupational health and safety metric related to Workplace Safety and Insurance Board matters, and (ii) IT metric and the recent cybersecurity attack impacting a wide swath of post-secondary institutions in Canada and the United States. A Board member raised a question regarding the relationship between financial risks tied to enrolment and reputational risks tied to the University's brand, including how management would find a balance between increased enrolment and support for the student experience.

(7) Efficiency and Accountability Fund Implementation Plan Status Update



As part of the advanced materials for this meeting, Board members received a briefing note providing an update on the Efficiency and Accountability Fund (EAF) consultation conducted by Deloitte in 2025.

The VPFA advised the Board that, MCURES has requested that the University report on progress made with respect to the 15 opportunities identified in the EAF report by Deloitte no later than April 30, 2026.

The VPFA noted that, given just a few months has elapsed, it may be premature to present a comprehensive progress update on the EAF at this stage. Nonetheless, he noted that management wanted to share with the Board the template that will be used by the University for its progress report to MCURES by the April 30 deadline.

The President reminded the Board that, alongside the Deloitte reports' 15 recommendations, OCAD U has been progressing with internal work to generate efficiencies which are being mapped against the Deloitte recommendations.

(8) Bill S-211: Fighting Against Forced Labour and Child Labour in Supply Chains Act Report

As part of the advanced materials for this meeting, Board members received a briefing note with background information on OCAD U's annual report pursuant to the federal *Fighting Against Forced Labour and Child Labour in Canadian Supply Chains Act*, with a copy of the 2025 annual report attached.

The VPFA confirmed the University has produced a report for submission pursuant to the legislation, based on the goods imported to Canada during the 2025/26 financial year. The VPFA noted that that Bill S-211 is a procurement-related matter and that imported goods represents a very small proportion (0.7%) of the total goods purchased by the University between June 1, 2025 to March 31, 2026. He confirmed the University is in compliance with the legislation.

On motion made by Nicholas Pozhke, seconded by Sarah Lerchs and adopted, it was resolved that upon recommendation of the Audit, Finance and Risk Committee, the Board of Governors approve:

- (a) OCAD University's annual report pursuant to Bill S-211, Fighting Against Forced Labour and Child Labour in Supply Chains Act, for the fiscal year ended May 31, 2025; and**
- (b) that the Vice President, Finance and Administration and Interim Director of Finance be authorized to attest to the Minister of Public Safety that the information in the Report for the 2025-26 fiscal year is true, accurate and complete in all material aspects.**



9. Governance and Nominating Committee (GNC) Report

Elizabeth Dipchand, GNC Chair, provided a report to the Board on the GNC's regular meeting held on April 20, 2026.

(1) Second Review – Board By-Law Changes

As part of the advanced materials for this meeting, Board members received a briefing note outlining proposed amendments to the General By-Law No. 1 of the Ontario College of Art & Design University (the By-Law).

The Board Secretary reminded the Board that they were provided with notice and the opportunity for the first review of proposed changes to the Board By-Law at the Board meeting on March 9, 2026 meeting. She added that the Board is provided with a second review of the changes at today's meeting.

With the aid of slides, the Board Secretary presented a recap of the proposed changes to the Board By-Laws including:

- Aligning Board service terms with a July 1 start date and June 30 end date;
- Designating the June Board meeting as the annual meeting;
- Deferring the approval of audited financial statements and auditors to the October meeting; and
- Amending certain provisions for clarity.

In addition to the proposed changes, the Board Secretary advised the Board that Terms of Reference have been developed for approval for the People and Culture Committee, the Physical Resources and Capital Assets Committee, and the Senate Liaison Sub-Committee. She noted that terms of reference for the aforementioned committees and sub-committee had been also reviewed at the last Board meeting.

The Board Secretary further explained that, during the By-Law review, it was identified that the Terms of Reference for the Governance and Nominating Committee and the Investment Committee had not been formally approved by the Board. Consequently, these documents are being presented for approval, with no changes proposed.

On motion made by Brian Davis, seconded by David Belous and adopted, it was resolved that upon recommendation of the Governance and Nominating Committee, the Board of Governors approve the revisions to General By-Law No. 1 of the Ontario College of Art & Design University, as presented.

On motion made by Elizabeth Dipchand, seconded by Aly Damji and adopted, it was resolved that upon recommendation of the Governance and



Nominating Committee, the Board of Governors approve the terms of reference for the (1) Senate Liaison Sub-Committee, (2) People and Culture Committee, and (3) Physical Resources and Capital Assets Committee, as presented.

On motion made by Elizabeth Dipchand, seconded by Colleen Baldwin and adopted, it was resolved that upon recommendation of the Governance and Nominating Committee, the Board of Governors approve the terms of reference for the (1) Governance and Nominating Committee and (2) Investment Committee, as presented.

(2) Board Recruitment Policy and Call for Nominations Document

As part of the advanced materials for this meeting, Board members received a briefing note which provided background information related to the Board Recruitment Process.

The Board Secretary explained to Board members that the GNC has reviewed and recommended written Board recruitment documents to support rigour and transparency in the recruitment of external Board members.

With the aid of slides, the Board Secretary highlighted a few key points to note in the written recruitment documents, including: (i) its application to both unsolicited applications and active nominations; (ii) the requirement for all external candidates to submit a candidate profile and curriculum vitae; (iii) the introduction of a standardized recruitment process and timeline; and (iv) the refinement of the Board Skills Matrix to align with the call for nominations document.

On motion made by Nicholas Pozhke, seconded by Glenda Crisp and adopted, it was resolved that upon recommendation of the Governance and Nominating Committee, the Board of Governors approve the Board Procedures for Recruitment and Appointment, as presented.

10. People and Culture Committee (PCC) Report

David Belous, PCC Chair, provided a report to the Board on the PCC's regular meeting held on April 16, 2026.

(1) OCAD U People Trends

As part of the advanced materials for this meeting, Board members received a briefing note which provided an update on OCAD U's People Trends.



With the aid of slides, the Executive Director, People and Culture (EDPC) presented a high-level overview of workforce profile changes, key people metrics, and priority focus areas within the People and Culture portfolio. The EDPC noted that workforce levels have decreased modestly, consistent with normal seasonal fluctuations, retirements, and vacancy management practices. She also noted that recruitment continues, and that a key role is that of the hiring of the next Vice-President, Finance and Administration.

The EDPC further noted overall leaves of absence remain within expected ranges, but there is an increase in medically related leaves.

The EDPC also observed a few areas where progress has been achieved including in the areas of onboarding modernization and the implementation of digital self-service tools to improve efficiency and service delivery. Looking ahead, the People and Culture department's priorities include collective bargaining, change management, leadership recruitment, and the continued modernization of digital records and reporting in support of workforce stability and the University's strategic objectives.

11. Other Business

As part of other business, the Board Chair extended best wishes to the President on her birthday.

Management who were not required for any *in camera* items, and meeting observers, departed the meeting.

On motion made by Nicholas Pozhke, seconded by Julian Goss and adopted, it was resolved that the Board of Governors take the meeting *in camera* at 6:05 p.m.

12. Declaration of Conflicts

The Board Chair asked for declarations of conflicts of interest for any *in camera* agenda items from Board members. No conflicts were declared.

13. Governance and Nominating Committee (GNC) Report

(1) Nominating Strategy Update

As part of the advanced materials for this meeting, Board members received confidential briefing materials for this item.



The Board Secretary provided an update on the current and upcoming vacancies on the Board.

14. Physical Resources and Capital Assets Committee (PRCAC) Report

Colleen Baldwin, PRCAC Chair, provided a report to the Board on the PRCAC meeting held on April 14, 2026.

(1) Long-Term Strategy Real Estate Analysis

As part of the advanced materials for this meeting, Board members received confidential briefing materials for this item.

The PRCAC Chair provided a high-level overview of the intent of the long-term strategy real estate analysis.

15. Academic Matters from Senate

As part of the advanced materials for this meeting, Board members received confidential briefing materials for this item.

The Senate Chair provided an update on the honorary degrees that were approved by the Senate.

16. Executive Committee Report

As part of the advanced materials for this meeting, Board members received confidential briefing materials for this item.

The Vice-President, Academic and Provost (VPAP) presented the recommendation for an academic administrative appointment.

The Board then made a decision.

17. *In Camera* Session

The Board met *in camera*.

18. *In Camera* Session without Management

The Board met *in camera* without the President.



On motion made by Colleen Baldwin, seconded by Nicholas Pozhke and adopted, it was resolved that the Board of Governors take the meeting out of *in camera* at 7:20 p.m.

19. Termination

On motion made by Sarah Lerchs, seconded by Colleen Baldwin and adopted, it was resolved that the Board of Governors terminate the meeting at 7:20 p.m.

Next meeting:

The next meeting of the Board of Governors is Monday, June 22, 2026.

[Original Signed]

Lanita Layton, Board Chair

[Original Signed]

Tanya Bowes, Board Secretary