Minutes of the Board of Governors Meeting
Monday, June 22, 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 4:00 p.m. on the 22nd day of June, 2026.

Present:	Colleen Baldwin, David Belous, Maggie Broda, Sophia Chaudhary, Glenda Crisp, Aly Damji, Brian Davis, Julian Goss, Gerald Grison, Mark Hanrahan, Stephanie Holko (items 1-15 only), Nick Hooper, Jugraj Khinda, Lanita Layton (Board Chair), Gail Lee, Sarah Lerchs, Nicholas Pozhke, Neal Prabhu, Ana Serrano (President) (items 1-16 only), Nancy Snow, Kerry Swanson
Regrets:	Elizabeth Dipchand, Nadia Galati, Samantha Sykes, Jaime Watt
In Attendance:	Tanya Bowes, Board Secretary, Clara Eta, Interim Director, Finance, Deanne Fisher, Vice-Provost, Students and International, Sandra Gabriele, Vice-President, Academic and Provost, Peter Morin, Indigenous Education Council Chair, Everton Lewis, Managing Director, OCAD U CO, Alan Simms, Vice-President, Finance and Administration, Adam Wiendels, Executive Director, Marketing and Communications, 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 fifth 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 congratulated the staff, faculty and students of OCAD U on a successful Convocation ceremony at Roy Thomson Hall last Friday, June 19, 2026.

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 June 22, 2026

On motion made by Glenda Crisp, seconded by Nancy Snow and adopted, it was resolved that the Board of Governors approve the agenda of the June 22, 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 May 11, 2026

Consent agenda information items:

3. Information Report from the Senate
4. AFRC information reports
    a. Statutory Remittances Report
    b. Security Services Annual Report
    c. Environmental Health and Safety Annual Report
    d. Financial Whistle-blower Policy Annual Report

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

On motion made by Glenda Crisp, seconded by Brian Davis 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

(1) Fourth Quarter (Q4) Institutional Scorecard 2025/26 Report

As part of the advanced materials for this meeting, Board members received the 2025/26 institutional scorecard with the fourth quarter (Q4) results.

The President reviewed each item on the institutional scorecard that had been marked yellow or red Q4, providing context on the factors contributing to each item's status. Where applicable, the President outlined proposed actions to address the areas of concern.

(2) <u>Strategic Enrolment Management Plan</u>

With the aid of slides, the Vice-President, Academic and Provost (VPAP) and the Vice-Provost, Students and International (VPSI) provided a high-level update on the university's planning process for the Strategic Enrolment Management (SEM) Plan.

The VPAP provided context for the SEM Plan, outlining its guiding principles and the forecasts for declining undergraduate student enrolment for the next five years. The VPSI presented the Board with the university's undergraduate and graduate enrolment goals to 2030/3.

The VPAP outlined external and internal factors likely to affect enrolment, including demographic trends and competition; cost of living/affordability; the international student visa cap; program relevance; graduate program constraints; retention and progression challenges; and a lack of non-traditional pathways available at the institution.

The VPSI concluded the presentation with a brief review of the Plan's five strategic priorities to increase enrolment: (1) building a strong, credible narrative about the future of careers in art and design; (2) removing friction in the application-offer-accept-registration process through personalized, wrap-around information and support; (3) designing and aligning programs with emerging industry needs to ensure graduates are equipped to thrive in an uncertain and disrupted labour market; (4) reducing barriers to sustained enrolment, persistence, and progression; and (5) diversifying pathways and credentials to reach new learners. She also noted the timeline to present the final Plan to the Board.

The Board discussed and raised questions regarding the role of artificial intelligence in student assessment and curriculum development and asked about the potential benefits of returning to the Ontario Universities Student Fair given the decline in domestic applications. The Board also inquired how industry needs are determined in crafting programs that are relevant to meet industry needs; whether Indigenous recruitment and retention are being tracked; and how the corridor impacts government funding and the University's ideal enrolment size for undergraduate students.

6. Indigenous Education Council (IEC) Presentation

The Board Chair introduced and welcomed Professor Peter Morin, Chair of the OCAD U's Indigenous Education Council (IEC).

Professor Morin provided an update on the current work of the IEC, noting the critical importance of the University's ability to track the success of Indigenous initiatives and programs. He advised that, with the appointment of the Director of Indigenous Initiatives, the IEC has been able to establish a formal work program. He emphasized the importance of ensuring that this work, being carried out across the University, is communicated effectively to the Board and Senate. Professor Morin further noted that the IEC is undertaking a strategic visioning and re-visioning exercise to ensure it continues to meet the needs and address the challenges of the Indigenous community across the University. He also advised the Board that the IEC is in the process of establishing a working group for the National Day for Truth and Reconciliation.

7. Report Back on FY 2026/27 Student Applications

As part of the advanced materials for this meeting, Board members received a briefing note with information pertaining to the number of FY 2026/27 student applications and the comparable application numbers for Canadian art and design universities, as requested from the Board of Governors' meeting on May 11, 2026.

The VPSI advised the Board that, as previously discussed, student applicants can apply to multiple programs. As a result, there can be a difference in the number of individual student applicants versus the total number of applications received in each program. The VPSI confirmed that there has been an 11% decline in the individual student applicants versus a 6% decrease in overall application from 2025 to 2026. Notwithstanding this trend, the VPSI also reported that the University is currently exceeding its budgeted targets for undergraduate students, both domestic and international. As at June 2026, the target for domestic undergraduate students was 760; the number accepted is 818. The target for international undergraduate students was 166; the number accepted is 213.

The VPSI noted that comparison data amongst the art and design schools is limited. There are no other art and design universities in Ontario and there is not a formal mechanism for data sharing between the four specialized art and design universities across Canada.

The Board discussed and asked questions regarding the feasibility of data sharing with comparable art and design institutions across Canada.

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

Glenda Crisp, AFRC Chair, provided a report to the Board on the AFRC meeting held on June 4th, 2026. She also acknowledged that the June 4th meeting was the last meeting for the VPFA and thanked him for his service to the AFRC.

(1) Restricted Fund Allocation and Update: Revenue Diversification Fund

As part of the advanced materials for this meeting, Board members received a briefing note with background information related to an allocation request from the Revenue Diversification Seed Fund (RDSF).

The VPFA explained to the Board that management is requesting funding of $250K through the RDSF to explore revenue diversification and growth opportunities via the creation of an Auxiliary Revenue Enterprises unit and an Alumni Engagement Manager role. He outlined that $150K of this amount would be allocated for one year's compensation for an Executive Director to lead the new unit and $100K would comprise one year's compensation for the Alumni Engagement Manager role.

The VPFA outlined the benefits of a dedicated auxiliary revenue role to assist management in bringing a consistent, accountable and streamlined effort to profit generation for a collection of revenue opportunities that are considered ancillary or secondary to a university's core mission of education and research streams. He further outlined the need to retain an Alumni Engagement Manager in the Advancement Office for a one-year trial term to strengthen the University's relationship with its graduates, which is particularly important for the University's 150th anniversary celebrations next year.

The President noted that the new hires would not only be creating and driving strategy, but they will also have targets that they are expected to meet.

On motion made by Glenda Crisp, seconded by David Belous and adopted, it was resolved that upon recommendation of the Audit, Finance and Risk Committee, the Board of Governors approve an allocation from the Revenue Diversification Seed Fund of $250K to support a role focused on Auxiliary Revenue Enterprises and to support the retention of an alumni relations engagement manager such that each role will report back to the Audit, Finance and Risk Committee within six months of the start date of each hire with a business plan and strategy for additional revenue generation.

(2) University Financial Accountability Framework Assessment for OCAD University: Medium Action Plan

As part of the advanced materials for this meeting, Board members received a briefing note with an update concerning the Internal Recovery Plan Submission in response to the Ministry of Colleges, Universities, Research Excellence and Security (MCURES) 2024-25 University Financial Accountability Framework Assessment for OCAD University: Medium Action Plan.

The VPFA explained to the Board that MCURES had completed the 2024-25 University Financial Accountability Framework (UFAF) assessment, noting that the University's rating had shifted from “Low Action” to “Medium Action” on account of various financial metrics. They noted that the change was attributed primarily to the deficit recorded in FY 2024/25. As a result, the University is required to prepare a recovery plan to be delivered to MCRUES by December 2026. He added that the AFRC and Board would be provided with the recovery plan before it is submitted to MCURES.

(3) Strategic Mandate Agreement 4 Update: Performance and MCURES Audit

As part of the advanced materials for this meeting, Board members received a briefing note with an update on the status of the 2025-2030 Strategic Mandate Agreement (SMA4) and associated performance-based funding.

The Executive Director, Institutional Analysis and Budget Planning (EDIABP) advised the Board that the University had completed its first year under SMA4 and had achieved 7 of the 8 performance metrics for FY 2025/26. This left only one performance target that was not achieved – Graduate Employment in Related Field. As a result of not achieving this target, OCAD U’s performance-based funding will be reduced by $15,334, nonetheless, it was noted that this reduction in funding will be offset by OCAD U receiving $5,188 due to redistribution of funds from other institutions not reaching targets.

The EDIABP also advised the Board that OCAD University was randomly selected by MCURES to be one of several universities to undergo an audit of internal processes related to the reporting of SMA self-report metrics. She indicated that the MCURES’ audit team is expected to prepare a draft report in late June 2026, with the final report scheduled to be issued in September 2026.

(4) OCAD U CO Forecast

As part of the advanced materials for this meeting, Board members received a briefing note with an overview of OCAD U CO’s financial forecast for the upcoming fiscal year.

With the aid of slides, Everton Lewis, Managing Director, OCAD U CO provided a high-level overview of OCAD U CO's financial forecast for the upcoming fiscal year. Mr. Lewis opened with an overview of OCAD U CO's executive leadership team and Board composition. He then outlined how OCAD U CO supports the University's strategic priorities, highlighting opportunities for financial benefit through expanded consulting engagements, employment pathways for OCAD U alumni and students, greater access to OCAD U faculty expertise, and the deployment of skills and knowledge from within the University to support corporate clients.

Mr. Lewis shared statistics on the number of alumni, students, faculty members, and corporate partners engaged by OCAD U CO over the past year. He also presented a financial summary, noting that consulting revenue decreased from $932K in FY 2024/25 to approximately $880K in FY 2025/26, largely due to the cancellation of a contract. Mr. Lewis indicated that OCAD U CO anticipates a rebound in consulting revenue, with projections of approximately $975K for FY 2026/27.

9. Governance and Nominating Committee (GNC) Report

Sarah Lerchs, GNC Chair Designate, provided a report to the Board on the GNC's regular meeting held on June 2, 2026.

(1) Approval of Board Schedule of Meetings and Governance Workplan for 2026/2027

As part of the advanced materials for this meeting, Board members received a briefing note regarding the proposed Board Schedule of Meetings (Schedule) and Governance Work Plan (Work Plan) for 2026/27.

The Board Secretary presented the proposed Schedule for the upcoming governance year. She highlighted several key changes to the proposed schedule, including:

- adjusting the timing of Board meetings from 4:30-7:30 p.m. to 3:00-6:00 p.m. to better align with business hours and Senate meeting times;
- consolidating Committee meetings within the months of September, November, February, April, and early June;
- moving the Board retreat from January to October to strengthen post-retreat follow-up and action;
- shifting the Full Board-Senate session to the fall;
- commencing Board development sessions in September; and
- hosting a single Board celebratory dinner in June.

The Board Secretary noted that the GNC had also overhauled the presentation of the Board schedule to make it more comprehensive, providing members with clear visibility of all meetings and other significant engagements for the upcoming governance year.

The Board engaged in discussion regarding the Schedule and Work Plan, inquiring about (i) the feasibility of housing the Schedule in a shared, easily accessible location for Board members, such as the Board Portal SharePoint site and (ii) how the extensive list of religious observances was compiled. Board members also discussed the importance of allocating sufficient time for substantive discussion of agenda items.

In referencing the Schedule, the Board Chair encouraged Board members to attend Board meetings in person, as the Board aims to improve in-person attendance for next year. She emphasized the importance of in-person meetings for building trust, candidly navigating sensitive issues, and fostering high-level engagement.

On motion made by Julian Goss, seconded by Nicholas Pozhke and adopted, it was resolved that upon recommendation of the Governance and Nominating Committee, the Board of Governors approve the 2026/2027 Board of Governors' schedule of meetings and work plan, as presented.

10. Other Business

As part of other business, the Board Chair extended thanks to outgoing Board members Stephanie Holko, Jugraj Khinda, Neal Prabhu and Nancy Snow for their contributions to the University through their service on the Board.

The President also expressed words of gratitude to the departing Board members.

The Board Chair and President congratulated the Vice-President, Finance and Administration on his upcoming retirement and thanked him for his many years of dedicated service to the University.

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

11. Declaration of Conflicts

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

12. 2025/2026 Annual Presidential Performance Review (without the President)

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

The Board met in camera without the President to conduct the 2025/2026 annual presidential performance review process, which was undertaken in accordance with the Process for Annual Performance Review of the President.

The Board discussed this matter.

13. 2025/2026 Annual Presidential Performance Review (with the President)

The Board Chair invited the President to re-join the meeting and led the discussion on the President's performance review, providing the President with the Board's feedback.

14. Governance and Nominating Committee (GNC) Report

(1) Nominating Strategy Update with Committee Assignments

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.

The Board then made some decisions.

15. Executive Committee Report

(1) Academic Administrative Matter

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

The President presented the recommendation for academic administrative appointments.

The Board then made a decision.

16. Academic Matter

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

The President and the VPAP informed the Board of the academic matters for approval.

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 Jugraj Khinda 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 Glenda Crisp, seconded by Neal Pradhu 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 TBD.

[Original Signed]	*[Original Signed]*
_____	_____
Lanita Layton, Board Chair	Tanya Bowes, Board Secretary