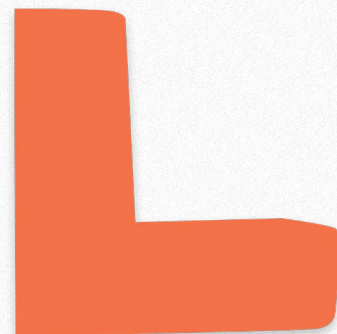
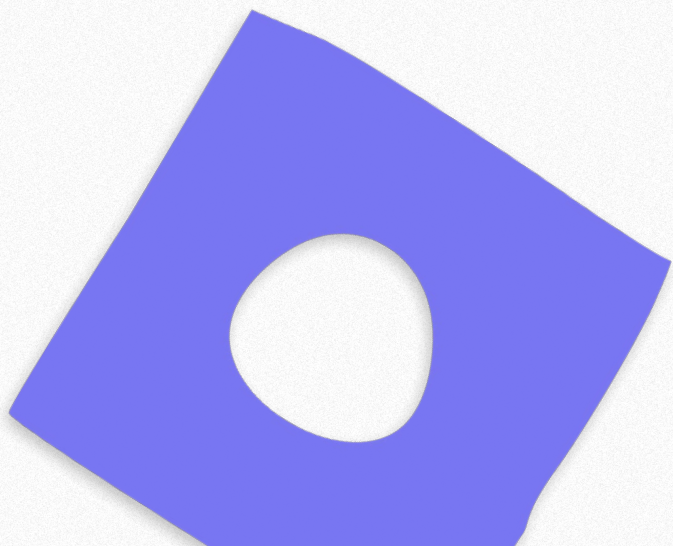




**OCAD UNIVERSITY**



**ACADEMIC  
STRATEGIC  
PLAN** **2022  
2028**



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# LETTER FROM THE CO-CHAIRS

## HOW DO WE DRIVE IMPACT AS A LEADING ART AND DESIGN UNIVERSITY IN A WORLD IN FLUX?

OCAD University is a community of bold, curious and compassionate artists, designers and scholars who are imagining and creating a joyful, equitable and sustainable world. This is the vision we have set out in our integrated Academic and Strategic Plan—one that is about transforming people’s lives by what we do.

As you navigate through this six-year plan, you’ll discover seven priorities with corresponding objectives that interconnect with this vision and take into consideration the current context in which we live. These speak to creating space to facilitate and nurture the growth and success of the next-generation of artists, designers and scholars as they tackle some of the most complex challenges of our time.

From designing for climate resilience to reshaping our relationship with technology, from tackling inequality to preserving democratic practices—this plan sets the course for these creative leaders to be resilient and flourish as they co-create equitable, just and sustainable futures for all.

We want to thank everyone in our community—our Board members, students, faculty, staff, alumni and partners—for their contributions and participation in this year-long co-creation planning exercise. We’re excited and energized by the creative possibilities and opportunities for collaboration, innovation and experimentation that will emerge over the next six years.

While the world around us will continue to shift and change, OCAD U’s Academic and Strategic Plan provides us with clear direction and focus to lead the way for us to drive impact as a leader in art and design education.



**Ana Serrano**

President and Vice-Chancellor  
Chair, Strategic Planning Committee



**Dr. Caroline Langill**

Vice-President, Academic and Provost  
Chair, Academic Planning Committee



## **ACKNOWLEDGING THE TRUE CUSTODIANS OF THIS LAND**

**Our conversations as a community are framed by our need to confront a future contending with a changing climate, and disrupted by gaps in social and democratic stability. Many of us asked—in our work as artists, designers, and scholars—how can we pursue the future without first reconciling with the present? How do we meaningfully reckon with our individual responsibilities and how does this compel us to act? How do we move forward with intention, in an act of communal wayfinding, and build and keep good relations? How do we continue the work of decolonization knowing that it begins with Indigenous lands?**

**In deep consideration of this, OCAD University acknowledges 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 this land.**

**We acknowledge their position as primary witnesses to the rapidly changing physical environment we gather in, relying on us all to be worthy co-stewards and keepers of the beloved spaces where we live, work, and create; together facing the responsibility and realities of this shared legacy. We also acknowledge the Métis, Inuit, and Indigenous urban communities who share these lands.**

## **MESSAGE FROM ELDER ELIZABETH (LIZ) OSAWAMICK**

**It is an honour to support the direction and priorities for the new six-year Academic and Strategic Plan for OCAD University beginning in the fall of 2022. OCAD U provides students with opportunities to discover and explore who they are and where they come from, and to build a strong sense of identity to contribute toward a healthy society and a promising future for all people.**

I am pleased that the establishment of an Elder's Counsel is a priority for the Indigenous Education Council for OCAD U. The involvement of Elders and Knowledge Keepers from the Indigenous community is essential to providing meaningful guidance to support the work that is required from faculty to help students become more aware of our shared history in Canada. The sharing of Indigenous Knowledge strengthens the healing movement of Indigenous Peoples and a favourable outlook to celebrate diversity and equality through the recognition of the Truth and Reconciliation efforts throughout the region and the country.

I would also like to acknowledge the commitment to financial sustainability and the dedication to embrace and uphold Indigenous perspectives through advocacy, creativity and continuous investment at OCAD U. I offer my best wishes to the leadership and faculty to gain the results that are set out in the Academic and Strategic Plan. May your wisdom and love be your most fundamental guiding principles along with respect, bravery, honesty, humility and truth to enhance and further develop the efforts for both Indigenous and non-Indigenous students to indefinitely value the wonders of art and design found in all aspects of life.

Miigwech and I look forward to ongoing celebration of the Indigenous learning experience that is taking place at OCAD U.

### **Elder Elizabeth (Liz) Osawamick**

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*Elizabeth (Liz) Osawamick is an Anishinaabe Midewiwin-kwe community leader, Water Walker/activist, jingle dress dancer, devoted parent and professional teacher. She is a member of OCAD U's Indigenous Education Council and is President of Anishinaabemowin Teg, a non-profit organization dedicated to promoting, teaching and developing Anishinaabe language and cultural pride. A leader of the Kawartha area Water Walks, under the guidance of Elders Dr. Shirley Williams and the late Nokomis Josephine Mandamin, she has dedicated her life to her people, her language, the lands, and the waters.*

# INTRODUCTION



## OUR SHARED VISION

This six-year Academic and Strategic Plan presents a shared vision and mission, along with seven interconnected priorities and corresponding objectives, that will guide the University in defining the role of design, art, media and related scholarship within an ever-changing context.

Our priorities take into consideration the world in which we live—one that demands that as artists, designers and scholars we continue to audaciously respond to the questions of our time.

In developing this plan through a consultative process, we looked to our previous Academic Plan (2017-22), which focused on decolonization and the prioritization of *Indigenous Learning: Nothing About Us Without Us* and provided the guidance for the University to commit to the Truth and Reconciliation Commission's Calls to Action for education. The guiding principles articulated in this plan—Decolonization, Diversity and Equity, Sustainability, Valuing Faculty, Interdisciplinarity, and Health and Wellness—continued to permeate our thinking as we co-designed the University's future.

# INTRODUCTION



## BUILDING ON OUR PAST SUCCESSES

The past five years have been transformational for OCAD University. We have made significant impacts under the previous Academic Plan's guiding principles and as a result, the University has transformed into a leader in diversity for higher education.

The first principle of our previous Academic Plan, Decolonization, sought to ensure that “the multiplicity of histories and perspectives of racialized and Indigenous students, faculty and staff are recognized and affirmed in their experience at the institution.” This principle, in conjunction with the goals of the first priority, *Indigenous Learning: Nothing About Us Without Us*, created an infrastructure for the transformation we are continuing in this Academic and Strategic Plan.

Through a rigorous approach to hiring from 2017 to 2022, we are closer to seeing our faculty reflect the breadth of identities of our students. In tandem, and as disciplinary porosity has been embraced, the curriculum in our programs has been transformed to include global histories and cultures. Indigenous Elders and Knowledge Keepers have guided the process to develop a Wholistic Approach to Curriculum, and they will continue to provide us with guidance to integrate Indigenous Knowledge into course content.

Our pandemic-led pivot to online and flexible learning modes demonstrated the resilience and creativity of faculty, staff, technicians, scholars, designers and artists at the University. As result, we have seen significant innovations in the delivery of art and design education. Structural transformation of our curriculum through the process known as Flow enables students to take more electives outside of their major program thereby creating a more interdisciplinary and enriched student experience and a more sustainable model for art and design education. Embracing change to this extent has been transformational for our community. Consequently, we are well-positioned to undertake the work to ensure the success of this new plan.

# INTRODUCTION



## MOVING FORWARD WITH PURPOSE

As the world continues to undergo an unprecedented series of economic, social, environmental and technological transformations, this integrated plan aims to create a vision for resilience and flourishing—for our students, the University, and the communities (land, waters and territories) of which they are a part.

We remain committed to developing our digital infrastructure and ensuring our students are conversant in technological advances in their respective fields. We will prioritize equity and inclusion in the learning environment and continue to transform not only studio-based pedagogy at OCAD U, but also the spaces in which we experiment and create.

The times we live in demand nimble and critical thinking. Our interdisciplinary approach to learning, with increased opportunities for students to add breadth to their knowledge, will amplify the versatility of their degrees and ability to respond to the big questions of the 21st century.

We anticipate students will expand their knowledge through improved student mobility and international opportunities. We envisage more external engagement through additional institutional and industry partnerships. Our School of Continuing Studies has grown significantly through the addition of online courses and certificates, encouraging an expansion of our community of learners nationally and internationally.

As a University, we remain committed to advancing responsible environmental practices and promoting sustainability through our academic and administrative programs. This integrated plan underscores this work via the Global Centre for Climate Action at the Canada Malting Silos on Toronto's waterfront.



# INTRODUCTION



## MOVING FORWARD WITH PURPOSE

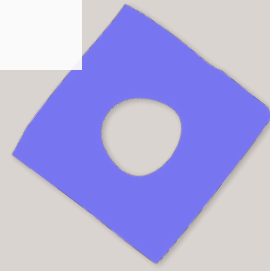
We will work collaboratively to demonstrate how advances in art and design can intersect with other fields to mitigate the climate crisis, as well as other societal needs. Research will play a key component in this work. OCAD U was instrumental in advancing Design as a field of study recognized by the Social Sciences and Humanities Research Council and we will continue to change the landscape of research to demonstrate the importance of art and design in understanding the problems of our time.

Our application of art and design thinking and methods across the various fields of science, health, technological invention, history, strategic foresight, philosophy, and curatorial studies is what makes OCAD U a unique institution of study for students preparing themselves for careers in a society in flux.

We're excited and energized by the creative possibilities and opportunities for collaboration, innovation and experimentation that will emerge as we implement this plan—one that will ultimately drive positive impact by advancing access, equity, justice and sustainability.



## OUR VISION



**OCAD UNIVERSITY IS A  
VIBRANT COMMUNITY  
OF BOLD, CURIOUS AND  
COMPASSIONATE ARTISTS,  
DESIGNERS AND SCHOLARS  
IMAGINING AND CREATING  
A JOYFUL, EQUITABLE AND  
SUSTAINABLE WORLD.**

# OUR MISSION



## WHO WE ARE

**OCAD University advances interdisciplinary art and design education and research grounded in liberal arts and science and driven by leading-edge technologies, innovative teaching and professional practice.**

In our work as members of the OCAD University community, we actively address our relationship with Indigenous Nations, land-based values and the Calls to Action put forward by the Truth and Reconciliation Commission, while adhering to the principles of the Dish With One Spoon treaty agreement, and in recognition of the imperatives of the Royal Commission on Aboriginal Peoples, United Nations Declaration of the Rights of Indigenous Peoples and the Intellectual Sovereignty of Indigenous Peoples.

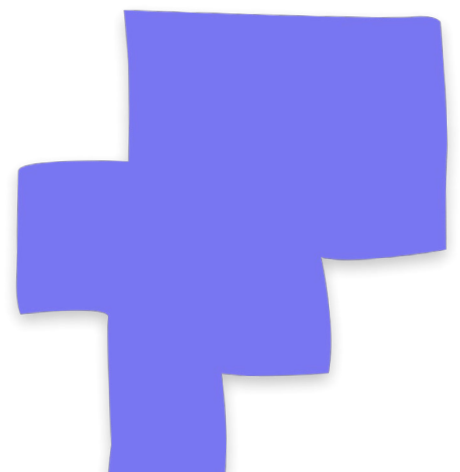
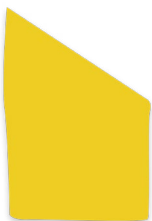
# ABOUT THE PLAN



## TRANSFORMING PEOPLE'S LIVES BY WHAT WE DO

**The development of our seven priorities and corresponding objectives was led by the Academic and Strategic Planning committees and reflects extensive community-driven consultation.**

This Academic and Strategic Plan is not meant to capture important day-to-day activities but instead provides overall big picture objectives from which units will, in turn, develop their respective multiple and specific goals. In doing so, we will see integrated alignment in efforts to advance our vision and mission.



# PRIORITIES OVERVIEW: WHERE WE'RE HEADED

At the centre of our seven interconnected priorities is the vision for OCAD U.

**Priority 1: Drive Positive Impact**

**Priority 2: Pursue Environmental Sustainability**

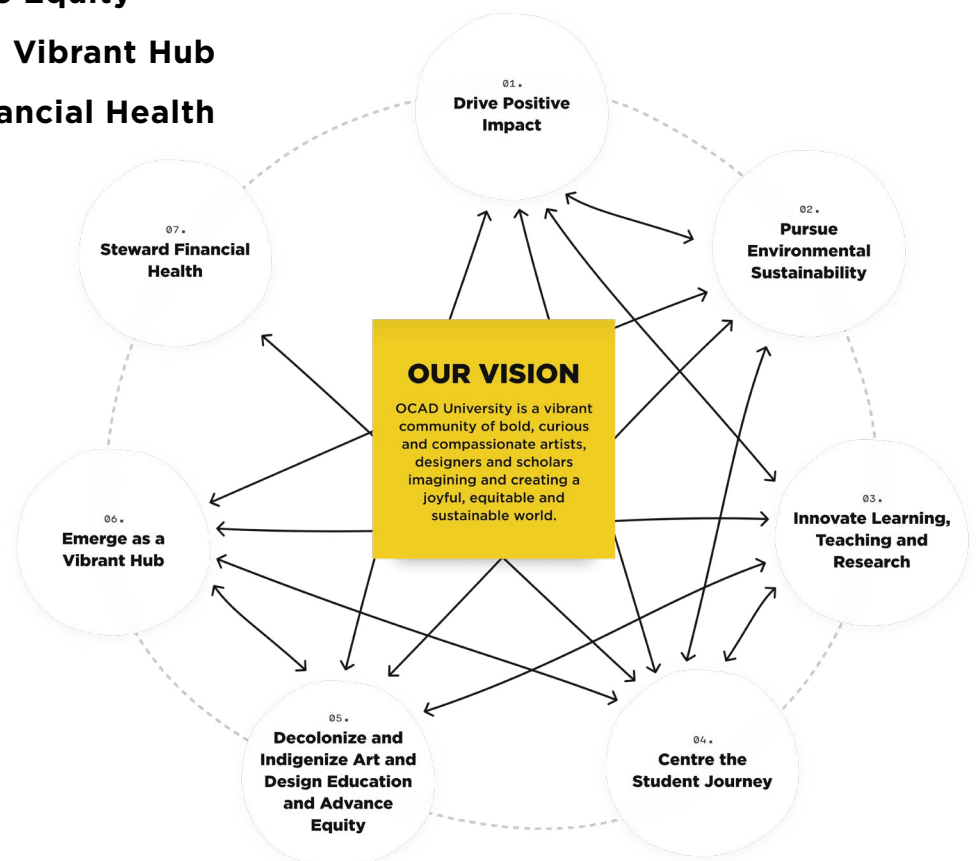
**Priority 3: Innovate Learning, Teaching and Research**

**Priority 4: Centre the Student Journey**

**Priority 5: Decolonize and Indigenize Art and Design Education and Advance Equity**

**Priority 6: Emerge as a Vibrant Hub**

**Priority 7: Steward Financial Health**





# PRIORITY 1

## **DRIVE POSITIVE IMPACT**

*Lead as an art and design University.*

OCAD University is the home of artists, designers, makers and scholars who shape conversations about the present and future of Canadian society, and who reimagine a world in flux through art and design practices and scholarship.

Our work will establish the critical role of creative thinkers, artists and designers in our current and future technological, social, political and geopolitical contexts.

Our collaborative and interdisciplinary approaches to change-making through art, design teaching and research, will position OCAD U as a local, regional and global leader in art and design.

### **OUR OBJECTIVES**

- A. Support and strengthen Indigenous Knowledges related to art and design education, teaching and research to advance Indigenous sovereignty.
- B. Continue to push the boundaries of interdisciplinary art and design education, teaching and research.
- C. Establish key partnerships that empower artists, designers and scholars to shape Canada's democracy.
- D. Increase the number of sector-leading opportunities in scholarship, employment, industry, awards and exhibitions for OCAD U students and graduates.
- E. Be recognized as an optimal organization and employer of choice.

## PRIORITY 2

### **PURSUE ENVIRONMENTAL SUSTAINABILITY**

#### ***Foster regenerative relationships between people and land.***

Through cultural and material production, OCAD University will lead the transition to an environmentally sustainable future.

We will work towards carbon neutrality in our buildings and operations. We will also embed environmental sustainability in learning outcomes across our curriculum, producing the world's leading artists and designers in a post-extractive future.

We will build regenerative relationships between people and land, guided by Indigenous Knowledge Leaders, Indigenous Knowledges and practices, and decolonial ways of being.

#### **OUR OBJECTIVES**

- A. Centre, engage and protect Indigenous voices and knowledges to guide sustainability curriculum.
- B. Develop and deploy a framework for tracking, amplifying and rewarding sustainable practices and research across the institution.
- C. Embed sustainability learning outcomes in over 80 per cent of curriculum by 2028.
- D. Become known internationally as the foremost convenor for climate action conversations through art and design research.
- E. Improve carbon emissions and energy and water consumption in campus planning, buildings and operations, moving towards Net Zero by 2030.

# PRIORITY 3

## INNOVATE LEARNING, TEACHING AND RESEARCH

*Improve learning access and outcomes through exchange, innovation and experimentation.*

We will build our campus as a living lab; a co-creative environment where students, faculty and staff work together to redesign learning. Process, structure, recognition and modes of delivery will be considered; and embodied knowledge, connection, technical and technological expertise and analog experiences will continue to be honoured.

We will connect equity and innovation, building on decolonial, anti-racist and translingual methodologies to develop responsible innovations in the use of emerging technologies.

With OCAD U's Indigenous Learning Outcomes of Responsibility, Respect, Relationship and Reciprocity as our guides, we will explore effective and wholistic ways to reach students in the communities they live in, bringing Elders into more of our work as contributors and collaborators.

### OUR OBJECTIVES

- A. Create additional paths for Indigenous students to access art and design education and research.
- B. Build and sustain Universal Design for Learning, and support campus-wide decolonial, anti-racist and translingual methodologies.
- C. Continue to expand research capacity and increase Tri-Agency funding success by 100 per cent from a 2020 baseline.
- D. Develop and implement a long-term strategy for multiple learning opportunities, including peer-to-peer, land-based, co-curricular, field experience and modular certifications.
- E. Develop and implement a long-term strategy for multiple modes of course delivery, including online and blended learning in order to eliminate barriers and increase accessibility.
- F. Increase access to emerging technologies, and enable students to use, create and innovate with these technologies skillfully and responsibly.

# PRIORITY 4

## **CENTRE THE STUDENT JOURNEY**

***Cultivate the personal and professional growth of our students.***

OCAD University will facilitate creativity, curiosity and critical thinking. We will centre the aspirations, lived experiences and wellness of students in all aspects of our operations—inspiring our students to engage with the world in a manner that is rigorous, respectful, purpose-filled and focused on learning.

Through dialogue and collaboration between students, faculty, staff and a plurality of partners, we will reimagine intergenerational exchange. This effort will support students in fulfilling their potential as people, professionals and global citizens while recognizing the importance of their voices in shaping the future of our institution.

We will make art and design education more flexible and accessible to students, inviting them to participate in the design of seamless services, as well as financial, housing and health supports.

### **OUR OBJECTIVES**

- A. Improve the accessibility and flexibility of art and design education, teaching and research with a focus on Indigenous, racialized and multilingual students.
- B. Establish student housing.
- C. Increase funding opportunities and financial support, especially for our international students.
- D. Become internationally recognized for our design and delivery of services supporting the student education experience.
- E. Develop a comprehensive plan to increase student involvement in institutional decision-making.
- F. Expand, simplify and improve access to student mental health supports and build capacity of students to develop their mental health and well-being.

# PRIORITY 5

## **DECOLONIZE AND INDIGENIZE ART AND DESIGN EDUCATION AND ADVANCE EQUITY**

***Ensure all members of OCAD University can thrive and succeed.***

OCAD University will be Canada's leading model for equitable post-secondary art and design education by addressing power imbalances within the University via a structural, solutions-based approach informed by our community.

We will continue the work of decolonization and equity to redress under-representation of Indigenous, Black and other racialized faculty and staff to better reflect the diversity of our students.

We will build an accessible and inclusive environment that includes attention to space, teaching and learning, mental health and wellness, and curriculum and training.

### **OUR OBJECTIVES**

- A. Develop and deepen the skills, capacities and processes to equip community members to collaborate across differences.
- B. Create processes and structural supports that ensure equity for all current and prospective members of our community. Root these supports in the recognition of ongoing inequities, including racism, sexism, ableism, homophobia, transphobia, Islamophobia, antisemitism, and other forms of discrimination based on religion.
- C. Work with global and decolonial leaders and scholars to extend and inform decolonization across the University.
- D. Implement concrete, meaningful action to address anti-Black racism and promote Black flourishing and inclusive excellence as articulated in the Scarborough Charter on Anti-Black Racism and Black Inclusion in Canadian Higher Education.
- E. Complete the Action Plan of the Presidential Task Force on the Under-Representation of Racialized and Indigenous Faculty and Staff, and create and implement an Indigenous Strategic Plan.



# PRIORITY 6

## EMERGE AS A VIBRANT HUB

*Transform into a dynamic ecosystem of multiple communities through creative practice and inclusive place-making.*

OCAD University will shape the culture and economy of Canada by bridging disciplines, industries, and cultures through welcoming spaces and vibrant relationships.

We will act as a host and a hub for supportive intergenerational communities of makers that connect through art, design and scholarship.

These exchanges will extend beyond the University to industry collaborations, joint degrees and community partnerships that will activate generative responses to global challenges. Through these efforts, we will emerge as a vibrant hub that will exemplify the importance of respect, reciprocity, responsibility and relationships in tackling the complexity of the 21st century.

### OUR OBJECTIVES

- A. Develop deep reciprocal relationships with Indigenous organizations and Nations in this region and abroad.
- B. Transform the campus into co-creation spaces where we work in partnership with multiple communities and programs.
- C. Facilitate collective learning and community connection and collaboration through outcome-driven, multi-sector partnerships and neighbourhood initiatives across the Greater Toronto Area.
- D. Develop virtual and physical spaces that are open, inclusive and respectful, and that function as a model for the sector as a whole.
- E. Emerge as a comprehensive, inclusive, accessible and sustainable model of space design that supports academic programmatic and community priorities.

# PRIORITY 7

## STEWARD FINANCIAL HEALTH

*Continue to expand access and opportunities for all.*

OCAD University will create the financial conditions necessary for the institution to flourish through future generations, building and deploying its resources to expand access to excellent education and scholarship in art and design.

We also commit to helping our graduates build the skills and capacity they need to establish financially sustainable practices in art and design.

### OUR OBJECTIVES

- A. Attract values-aligned investments to support Indigenous initiatives, students and research in the University.
- B. Develop at least two new earned revenue streams that allow us to diversify from public funds.
- C. Position OCAD U as a critical cultural institution in Canada in order to attract new public funding.
- D. Prepare all students to graduate with entrepreneurial skills, including financial literacy related to projects, grants and proposals.
- E. Achieve the internal work articulated in the Go Forward Roadmap of Actions that moves us towards long-term financial sustainability.

# DEVELOPING THE PLAN

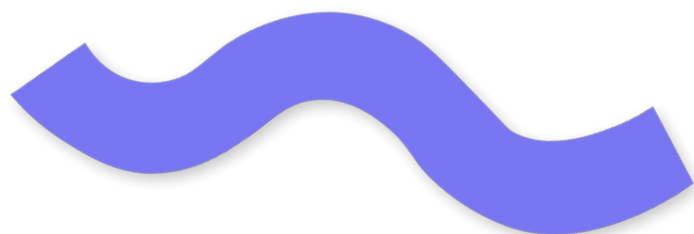


## INTRODUCTION

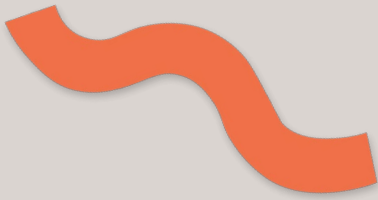
The process to develop a new Academic and Strategic Plan was launched in September 2021 as the current Academic and Strategic plans were ending in 2022. Developing this integrated plan was a collaborative initiative led by the Academic Planning and Strategic Planning committees.

The previous Academic Plan (2017-2022) presented the guiding principles of Decolonization, Diversity and Equity, Sustainability, Valuing Faculty, Interdisciplinarity, and Health and Wellness. In looking to the future, we believed these principles continued to be important and should be honoured in the process of developing a new Academic and Strategic Plan.

As a result, we designed our planning approach to embody and express these guiding principles, identified in the core design principles.



# DEVELOPING THE PLAN



## CORE DESIGN PRINCIPLES

### **Co-creative**

Reflecting the collective intelligence of such a diverse community with many disciplines required us to shift each step of engagement from extractive consultation to creative co-development. This meant that at each stage, stakeholders were asked to imagine and create the solutions that would excite them.

### **Open and transparent**

To honour the creations, efforts, energy and inputs of each group that contributed, while also maintaining the agency of other stakeholders throughout the process to add, evolve, debate and adapt, we sought to keep all inputs, steps, assumptions and products visible and available throughout the process so provenance was clear.

### **Iterative**

This transparency allowed for an iterative process; one in which products of increasing fidelity could be produced and engaged with repeatedly.

### **Context aware**

By leveraging the perspectives of each stakeholder group and shifting our deliberative lens, we built our plans with a view not only to changes in the outside world and our place within it, but also the views and experiences of our community members.

### **Technology-enabled, but dialogue-driven**

Multi-stakeholder dialogue was seen as the single, driving force in the process but we used technology to enrich that dialogue through broad data collection, analysis and visualization. This enabled us to find points of contention, convergence and to assist in pattern recognition and transparency. Visual repositories, survey tools, data graphing and deliberative wiki-surveys all helped to keep the dialogues connected, inclusive and informed.

# DEVELOPING THE PLAN



## PROCESS

The combined Academic and Strategic Planning process began in September of 2021 with a questionnaire sent to all members of the University community asking for input on both the priorities of the community, and the issues and context they felt a plan should consider.

The results of the questionnaire were analyzed and categorized, then prioritized through voting by the Academic and Strategic Planning committees. Through a series of collaborative design sessions held in the fall of 2021, the committees imagined ways of addressing the emerging priorities and discussed issues they felt the University could impact through its collective work.

As priority areas emerged from these early collaborative sessions, stakeholder groups across the University community were engaged to further develop and contribute to the thematic areas, following the principle of designing *with* instead of *for* groups within the University.

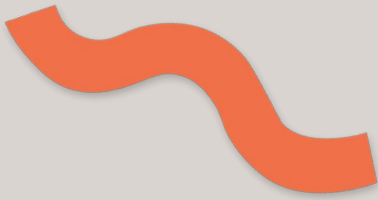
By December 2021, with a stable set of priorities having been developed, working groups pushed them to greater detail, and they were challenged, stress-tested and iterated through an extensive round of collaborative sessions.

In order to translate the priorities into measurable objectives, unit heads across the University were polled to ascertain where work and energy were currently aligning with the priorities of the plan. This was then evaluated through a series of dialogues with the Board of Governors, Senate and Committees to accommodate their visions for those priority areas.

The final plan expressed a common Mission and Vision and set of Priorities. These were presented for approval to governing bodies who had been invited to contribute at each stage in the process of the plan's development.



# DEVELOPING THE PLAN



## FORMAT OF CONSULTATIONS

Between November 2021 and May 2022, the University engaged the OCAD U community in more than 30 facilitated consultation sessions to solicit input on the University's next Academic and Strategic Plan, including multiple opportunities to attend regular President's Idea Café sessions.

### → **Sessions involved:**

- Board of Governors (5)
- Senate (5)
- Joint Board-Senate Liaison Subcommittee (2)
- Faculty and staff
- Student Townhall
- Faculty and Curriculum Development Centre
- International students
- Indigenous Students' Association (2)
- Indigenous Education Council (2)
- Student peer mentors, student group leaders and Student Union
- ODESI Accessibility Committee
- ODESI Sustainability Committee
- ODESI Equity Committee
- Graduate Student Caucus
- Small group: former/current Board members
- Industry partners
- OCAD U CO and Inclusive Design Research Centre
- Sessional faculty
- Senior Leadership Team
- Management Group
- Small group: alumni
- Student leadership award winners
- Indigenous faculty consultation
- Multi-stakeholder group

### → **Surveys**

- 1 general questionnaire - October 1 to October 15, 2021
- 1 alumni survey - February 23 to March 9, 2022
- 1 unit heads survey - March 7 to 14, 2022
- 1 sessional faculty survey - April 4 to April 11, 2022

### → **President's Idea Cafés**

10 bi-weekly open meetings with the OCAD U community were held from November 29, 2021 to April 25, 2022.

### → **Written Submissions**

Five written submissions were received from groups and individuals, in addition to the OCAD U community's contributions to the Miro Board.

## ACADEMIC PLANNING COMMITTEE MEMBERS

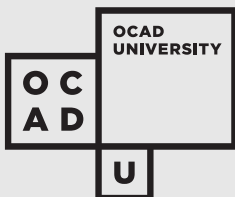
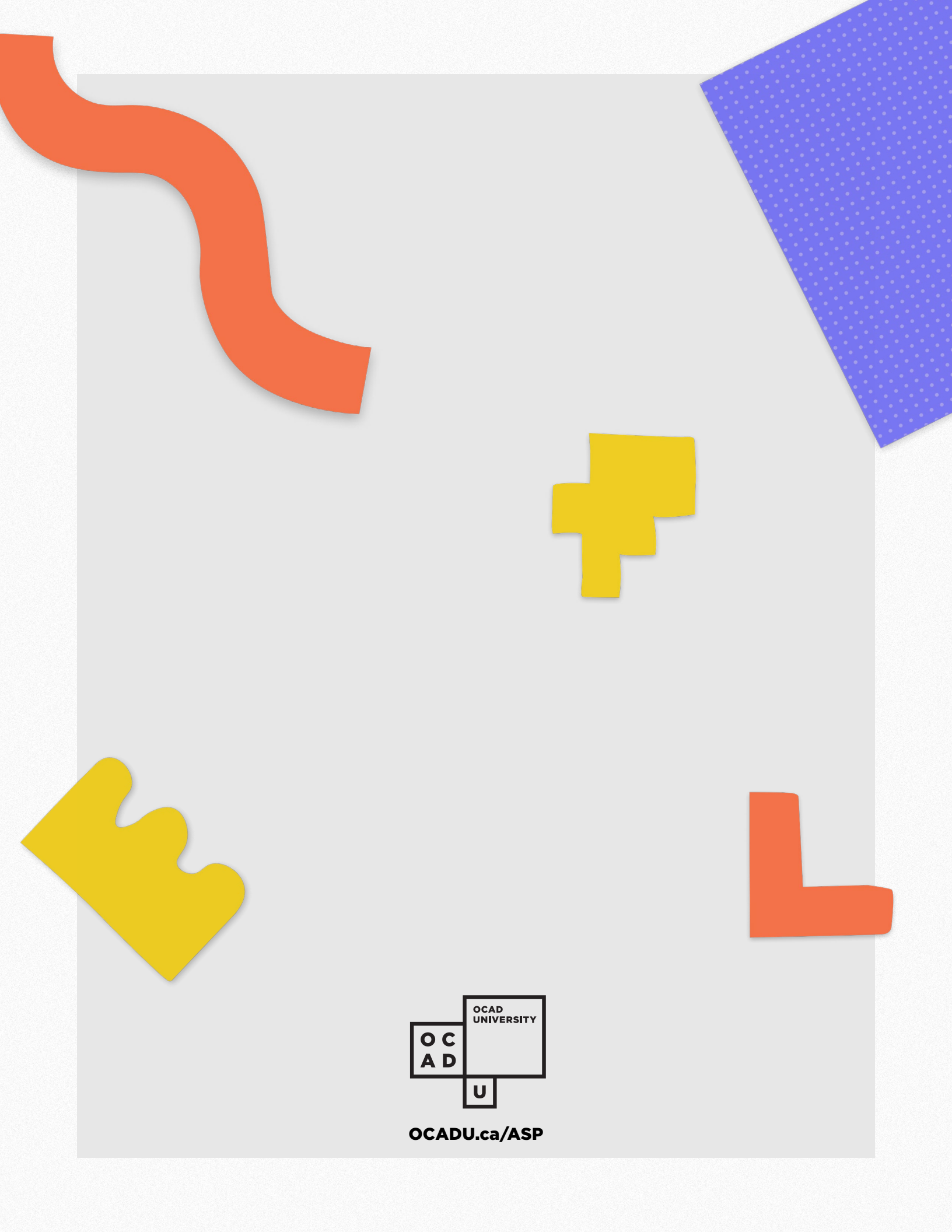
### September 2021 to May 2022

<p>Dr. Caroline Langill</p> <p>Vice-President, Academic and Provost (Chair of the Committee)</p>	<p>Deanne Fisher</p> <p>Vice-Provost, Students &amp; International</p>
<p>Dr. Ashok Mathur</p> <p>Interim Vice-President, Research and Innovation and Dean, Graduate Studies</p>	<p>Dr. Dori Tunstall</p> <p>Dean, Faculty of Design (FOD)</p>
<p>Stephen Foster</p> <p>Dean, Faculty of Art (FOA)</p>	<p>Dr. Sarita Srivastava</p> <p>Dean, Faculty of Arts and Science (FAS)</p>
<p>Natalie Nanton</p> <p>Manager, Academic Initiatives, Governance &amp; Quality Assurance</p>	<p>Emma Nishimura</p> <p>Chair, Photography, Printmaking &amp; Publications</p>
<p>Dr. Charles Reeve</p> <p>Chair, Liberal Studies</p>	<p>Dr. Michelle Wyndham-West</p> <p>Graduate Program Director, Inclusive Design and Design for Health</p>
<p>Jules Goss</p> <p>Faculty Representative (FOD)</p>	<p>Tannis Nielsen</p> <p>Faculty Representative (FOA)</p>
<p>Ian Keteku</p> <p>Faculty Representative (FAS)</p>	<p>Dr. Emma Westecott</p> <p>Faculty Representative (FAS)</p>
<p>Dr. Peter Morin</p> <p>Advisor to the Provost, Indigenous Knowledge, Practices &amp; Production</p>	<p>Tony White</p> <p>University Librarian</p>
<p>Susan Ferguson</p> <p>Director, Teaching and Learning</p>	<p>Amanda Hotrum</p> <p>Director, Office of Diversity, Equity &amp; Sustainability Initiatives</p>
<p>Laura Wood</p> <p>Executive Director, Institutional Analysis and Budget Planning</p>	<p>Mehnaz Lamia Kalina Nedelcheva</p> <p>Student Representatives</p>

## STRATEGIC PLANNING COMMITTEE MEMBERS

### September 2021 to May 2022

Ana Serrano President and Vice-Chancellor (Chair of the Committee)	Dr. Caroline Langill Vice-President, Academic and Provost
Alan Simms Vice-President, Finance and Administration	Alastair MacLeod Chief Information Officer
Dr. Ashok Mathur Interim Vice-President, Research and Innovation and Dean, Graduate Studies	Deanne Fisher Vice-Provost, Students & International
Winnie Wong Chief Marketing, Brand & Communications Officer	Tanya Bowes Board Secretary and Director, Strategic Planning
Laura Wood Executive Director, Institutional Analysis and Budget Planning	Mary Koutsoubos Executive Director, Advancement
Connie Arezes-Reis Director, Human Resources	Miriam Kramer Executive Director, Government and Community Relations and Public Policy
Satoshi Uyede Executive Director, People and Culture	Moksha Khanna OCAD Student Union Representative
Simone Jones Senate Chair	Brenda Hogan Board member
Mohsen Mortada Board member	Jules Goss Board member
Alea Drain Board member and Project Lead, Customer Service	



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