

BOARD OF GOVERNORS
Governance, Nominations & Human Resources Committee (GNHR)

February 3, 2026
2:00 p.m. - 3:55 p.m.
Via Videoconference
[Public Registration Link](#)

Members: Gaurav Singh (Chair), Frank Carnevale (Vice-Chair), Laura Elliott, Mitch Frazer, Lorraine Gray, Neeraj Grotra, Steven Murphy, Dwight Thompson

Staff: Kirstie Ayotte, Jamie Bruno, Nicola Crow, Sandra Grouette, Krista Hester, Jennifer MacInnis, Lori Livingston, Sarah Thrush

AGENDA

No.	Topic	Lead	Allocated Time	Suggested Start Time
PUBLIC SESSION				
1	Call to Order	Chair	5	2:00 p.m.
2	Agenda (M)			
3	Conflict of Interest Declaration			
4	Chair's Remarks	Chair	5	2:05 p.m.
5	President's Remarks	Steven Murphy	10	2:10 p.m.
6	Nominations			
6.1	2026 Elections: Key Dates and Process* (M)	Nicola Crow	5	2:20 p.m.
7	Governance			
7.1	2025-2026 Board/Committee Practices Assessment* (D)	Nicola Crow	10	2:25 p.m.
8	Consent Agenda (M):	Chair		
8.1	Public Session Minutes of the October 30, 2025 Meeting* (M)			
9	Adjournment (M)	Chair		2:35 p.m.

No.	Topic	Lead	Allocated Time	Suggested Start Time
NON-PUBLIC SESSION (material not publicly available)				
10	Call to Order	Chair	5	2:40 p.m.
11	Conflict of Interest Declaration			
12	Chair's Remarks	Chair		
13	President's Remarks	Steven Murphy	10	2:45 p.m.
14	Strategic Conversation: The Board's Skills Matrix Needs & Priorities for the Path Forward * (D)	Steven Murphy Nicola Crow	30	2:55 p.m.
15	Governance			
15.1	Annual Skills Matrix Review* (M)	Nicola Crow	5	3:25 p.m.
16	Human Resources & Labour Relations Update (I)	Jamie Bruno	10	3.30 p.m.
17	Consent Agenda (M):	Chair	5	3:40 p.m.
17.1	Non-Public Session Minutes of the October 30, 2025 Meeting* (M)			
17.2	Non-Public Session Minutes of the December 9, 2025 Meeting* (M)			
17.3	GNHR 2025-26 Work Plan & Action Points* (I)			
18	<i>In Camera</i> Session (M)	Chair	10	3:45 p.m.
19	Termination (M)	Chair		3:55 p.m.

Nicola Crow, University Secretary

COMMITTEE REPORT

SESSION:

Public
 Non-Public
 Consent

ACTION REQUESTED:

Decision
 Discussion
 Information

TO: Governance, Nominations & Human Resources Committee (GNHR)

MEETING DATE: February 3, 2026

FROM: Nicola Crow, University Secretary

SUBJECT: Agenda Item #6.1: 2026 Elections: Key Dates and Process

EXECUTIVE SUMMARY:

- GNHR oversees recruitment, selection and election of new governors and recommends their appointment to the Board in accordance with the University’s Act, By-laws and Policies and Procedures.
- University elections occur annually with GNHR approving key dates and the process for elected Governor elections.
- Board elections run concurrently with the elections for Academic Council and its Committees.

KEY CONSIDERATIONS:

- A timeline and process for the 2026 election is presented to GNHR for approval.
- A list of elected position(s) to be filled by the 2026 election is presented for information.

Motion for Consideration:

That the Governance, Nominations & Human Resources Committee hereby approves the proposed dates and process for the 2026 Board of Governor elections, as presented.

Proposed Key Dates and Process for 2026 Elections

Key Dates	Process
February 9, 2026	Nominations Open
March 6, 2026	Nominations Close
March 9-11, 2026	Review Nomination Eligibility
March 13, 2026	Mandatory Student Candidate Information Meetings (if required)
March 16-25, 2026	Campaign Period (if required)

March 25-27, 2026	Online voting (if required)
May 28, 2026	Results to GNHR for recommendation to Board *Note: if any seat is acclaimed the result(s) may instead be presented to GNHR on March 26, 2026
June 25, 2026	Board of Governors approves GNHR recommendations *Note: this will take place on May 7, 2026 if all seats acclaimed
June 25, 2026	Election Process Ends

Open Elected Positions as of August 31, 2026

- As of August 31, 2026 the following positions will be vacant; it is expected that they will be filled for a September 1, 2026 appointment via the election:
 - 1 from the full-time Teaching Staff of the University
 - Current Governor, Dr. Hannah Scott, can run for re-election should they choose to run again and meet the eligibility requirements
 - 1 from the Students
 - Current Governor, Alveena Shrestha, can run for re-election should they choose to run again and meet the eligibility requirements

NEXT STEPS:

- The University Secretariat will share the election timelines with the Board of Governors and commence the election process.

COMMITTEE REPORT

SESSION:

Public
Non-Public
Consent

ACTION REQUESTED:

Decision
Discussion
Information

TO: Governance, Nominations & Human Resources Committee (GNHR)

MEETING DATE: February 3, 2026

FROM: Nicola Crow, University Secretary

SUBJECT: Agenda Item #7.1: 2025-2026 Board/Committee Practices Assessment

EXECUTIVE SUMMARY:

- GNHR oversees the Annual Board/Committee Practices Assessment.
- The Assessment helps fulfill the Board's commitment to good governance practices and continuous improvement with its results informing the development of Board/Committee workplans and the Board's Professional Development Plan.
- Board participation is integral to the successful outcomes of the Assessment.
- GNHR will receive a summary of the results at its May 28, 2026 Meeting.

KEY CONSIDERATIONS:

- The Assessment will be administered via the new Board Portal with a view to increasing Board participation and more effective result collation than before.
- The plan is to administer the Assessment earlier than prior years to allow more time to assess the results ahead of reporting to GNHR. Target timeline is April.
- No changes are proposed to the Assessment so that comparative year to year date is accurately collated.

NEXT STEPS:

- March 5, 2026: GNHR reports to the Board on the assessment process
- April, 2026: Board/Committee Practices Assessment distributed to the Board
- May 28, 2026: GNHR will receive the assessment results summary for review
- June 25, 2026: GNHR reports to the Board on the assessment results summary

ATTACHMENTS:

- 2025-2026 Board/Committee Practices Assessment.



BOARD OF GOVERNORS
2025-2026 Board/Committee Practices Assessment

This Board/Committee Practices Assessment Questionnaire is designed to assist the Board to evaluate its own effectiveness. The questions provide an opportunity for Governors to indicate whether the structure and conduct of meetings, and the information and support received enable them to participate effectively in the governance of the University. Understanding this information will provide key information for improving Board processes.

The questionnaire is a mix of multiple-choice and short-answer questions based on the following categories:

- Board Effectiveness
- Structure of the Board
- Board Meetings
- Individual Board Involvement

In each category, we ask you to indicate your agreement with a series of statements based on the following scale:

- 1 – Strongly Agree
- 2 – Agree
- 3 – Neither Agree nor Disagree
- 4 – Disagree
- 5 – Strongly Disagree
- 6 – No response (if you feel you cannot comment on a statement).

The responses you submit will be seen only by the University Secretariat and will be held in strict confidence. The Secretariat will collate the responses and the results will be presented to the Board without attribution for information and discussion.

Please complete the assessment as soon as possible and no later than **xxxxx** in order to allow time for the results to be compiled and presented to the Governance, Nominations & Human Resources Committee at their meeting on **xxxxx**.

Board Effectiveness

In this section of the assessment, please indicate your level of agreement with each statement.

1. The Board as a whole has a clear understanding of the University's mission.
2. The Board as a whole has a clear understanding of the University's strategic plan – the Integrated Academic-Research Plan.
3. The University's strategic goals are central to the deliberations and decision-making of the Board.

4. The Board is provided with adequate information at meetings for effective decision-making.
5. The Board is provided with adequate resources prior to meetings for effective decision-making.
6. The Board effectively engages and consults with Academic Council.
7. The Board understands the distinction between its responsibilities and the responsibilities of management.
8. The Board has the opportunity to discuss matters of critical importance before strategic decisions are made.
9. The Board has the opportunity to ask questions of critical importance before strategic decisions are made.
10. The Board understands the major challenges facing the University.
11. The Board understands the strategic opportunities being pursued by the University.
12. The Board schedules sufficient time to discuss strategic issues.

In this section, please provide a short-answer response to the following:

13. In my view, the Board's most significant achievement in the past year was:
14. In my view, the most important thing the Board could do to improve its effectiveness is:

Structure of the Board

In this section of the assessment, please indicate your level of agreement.

1. The Board has an effective committee structure.
2. The Board makes good use of its committees.
3. The level of delegation of authority to the Board Committees is appropriate.
4. Board Committees act appropriately within the delegation of authority (i.e. routine matters are resolved and significant matters are properly recommended to the Board).
5. Work done at the committee level can be relied on when considering items brought forward to the Board for review and approval.
6. The Board has an effective orientation program for newly elected Board members.
7. The succession planning and renewal of governors on the Board is being effectively managed.

Board meetings

In this section of the assessment, please indicate your level of agreement with each of the following statements.

1. Board meetings are strategic.
2. Discussions are informative.
3. Discussions are productive.
4. Discussions are respectful.
5. The meeting documentation provides adequate information for preparation prior to a meeting.
6. Management is prepared for Board meetings.
7. Governors are prepared for Board meetings.

8. The agenda is well-planned so that the Board is able to get through all necessary business.
9. Board members are well apprised of issues prior to making a decision.
10. The Chair of the Board effectively encourages strategic discussion in the Boardroom.
11. The Chair of the Board provides effective leadership.
12. The Chair of the Committee on which I serve effectively encourages strategic discussion at Committee.
13. The Chair of the Committee on which I serve provides effective leadership.

Individual Board Involvement

In this section of the assessment, please indicate your level of agreement with each of the following statements.

1. My abilities fit well with the strategic demands facing the University.
2. My abilities are being used effectively in my role(s) on the Board.
3. My abilities are being used effectively in my role(s) on the Board's committees.
4. My time is well-utilized at Board and committee meetings.
5. I read the minutes, reports and other materials in advance of Board and Committee meetings.
6. I am familiar with the University's Act, By-Laws and governing policies.
7. When I have a different opinion from the majority, I am comfortable voicing it.
8. I support Board decisions once they are made even if I do not agree with them.
9. I am able to contribute effectively to the Board's work.
10. I am able to contribute effectively to the University.
11. Overall my experience as a Board member has been positive.

Please provide a short-answer response to the following:

12. Please provide any feedback or additional comments you may have regarding your contribution to the Board of Governors or the effectiveness, structure, or meetings of the Board.

Personal information on this form is collected under the authority of the University of Ontario Institute of Technology Act, SO 2002, c. 8, Sch. O. and will be collected, protected, used, disclosed and retained in compliance with Ontario's Freedom of Information and Protection of Privacy Act R.S.O. 1990, c. F.31. This information will be used for education, administrative and statistical purposes within the university. Questions regarding the collection of your personal information may be directed to: Ontario Tech University Access and Privacy Office, 2000 Simcoe Street North, Oshawa, ON L1G 0C5, 905.721.8668, ext. 6705, email: accessandprivacy@ontariotechu.ca.

BOARD OF GOVERNORS
GOVERNANCE, NOMINATIONS & HUMAN RESOURCES COMMITTEE (GNHR)

**Minutes of the Public Session of the October 30, 2025 Meeting
via Videoconference
2:01 p.m. - 2:25 p.m.**

Governors Present:

Gaurav Singh, Chair
Frank Carnevale, Vice-Chair
Mitch Frazer
Lorraine Gray

Neeraj Grotra
Steven Murphy
Dwight Thompson

Regrets:

Laura Elliott

Staff and Guests:

Kirstie Ayotte (Secretary)
Jamie Bruno
Nicola Crow
Krista Hester

Lori Livingston
Jennifer MacInnis
Sarah Thrush
Andrew Sunstrum

Guests:

1. Call to Order and Land Acknowledgement

The Chair called the Public Session of the Governance, Nominations & Human Resources Committee (GNHR) Meeting to order at 2:01 p.m. and provided the Land Acknowledgement.

2. Agenda

Upon a motion duly made by F. Carnevale and seconded by D. Thompson, the Agenda was approved as presented including approving and receiving the Consent Agenda and its contents as presented.

3. Conflict of Interest Declaration

None declared.

4. Chair's Remarks

The Chair welcomed returning and new GNHR Members to the first meeting of the 2025-2026 Board year. He outlined meeting protocols, including noting Public session attendees were welcome though unable to participate or engage in the meeting.

The Chair also expressed appreciation for the work reflected in the agenda, noting its strong mix of strategic discussions and compliance matters.

5. President's Remarks

The President highlighted recent University achievements, including the launch of the School of Ethical AI (SEAI) and the Mindful AI Research Institute (MAIRI), expanded AI For Good collaborations with Massachusetts Institute of Technology (MIT) and the Vector Institute, and the introduction of *Watt Next*, a youth focused energy engagement initiative with OPG and the Ontario Science Centre.

The President further reflected on the success of Fall Convocation and thanked Governors for their participation. He also noted that despite the ongoing situation in the international student sector, enrollment remains strong, supported by programs that equip students with the skills necessary for the workplace, such as critical reasoning, teamwork, entrepreneurship, and resilience.

6. GNHR Annual Terms of Reference

N. Crow provided the GNHR Terms of Reference Annual Review, noting that the review helps the Committee orient its work for the upcoming year. She outlined the Committee's three core areas, governance, nominations, and human resources, which will guide agenda topics and discussions throughout the year.

7. Compliance and Policy

7.1 2024-2025 Annual Consolidated Human Rights Office Report * (I)

A. Sunstrum presented the Human Rights Office Annual Report for April 1, 2024, to March 31, 2025. He outlined the continued growth in human rights related cases, though at a slower rate, with much of the increase stemming from consultations and general human rights matters, which are viewed as positive opportunities for early intervention and prevention.

A. Sunstrum also noted as new this year, the expanded reporting under the Ministry's 2024 Anti-Racism and Anti-Hate directives and the inclusion of Student Sexual Violence program data.

In response to a question about breaking down the rise in general human rights consultations by theme and measuring success, A. Sunstrum explained that most involve issues of disrespect, policy consultations, and general inquiries. He noted that investigation numbers have remained stable, indicating many issues are resolved prior to escalation.

7.2 Respectful Campus Policy & Procedures* (M)

A. Sunstrum presented the annual legislative review of the Respectful Campus Policy and its associated Procedures, which this year also included recommended amendments. He explained that from this year's review, amendments were identified to align the employee and student facing procedures and to incorporate requirements arising from the Ministry's Anti-Hate and Anti-Racism directives. These amendments included adding some definitions, establishing an anonymous complaint mechanism, clarifying when social media or off campus content is considered connected to the University, and outlining how cases simultaneously addressed by external authorities will be managed.

Upon a motion duly made by F. Carnevale and seconded by S. Murphy, the Governance, Nominations & Human Resources Committee, hereby approves the amendments to the

Procedures to Prevent and Address Discrimination and Harassment by or Against Employees and the Procedures to Prevent and Address Discrimination and Harassment by or Against Students, and recommends the approval of the amendments to the Respectful Campus Policy by the Board of Governors, as presented.

8. Consent Agenda* (M)

The Chair confirmed that contents of the Consent Agenda were approved and received under Agenda Item #2.

8.1 Minutes of the Public Session of the Meeting of June 13, 2025* (M)

9. Adjournment (M)

There being no other business, and upon a motion duly made by L. Gray the Public Session of the GNHR Committee Meeting adjourned at 2:25 p.m.

Kirstie Ayotte, Assistant University Secretary

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