

BOARD OF GOVERNORS' 139th REGULAR MEETING

AGENDA

October 9, 2025

1:30 p.m. to 2:30 p.m.

55 Bond Street E., Oshawa, ON - 5th floor Boardroom (DTB 524)

In Person – [Registration Required](#) or

Virtual – [Registration Required](#)

PUBLIC SESSION					
No.		Topic	Lead	Allocated Time	Suggested Start Time
1		Welcome and Call to Order	Chair	5	1:30 p.m.
2		Agenda (M)			
3		Conflict of Interest Declaration			
4		Chair's Remarks	Chair	5	1:35 p.m.
5		President's Report	Steven Murphy	10	1:40 p.m.
6		Academic Council Report * (I)	Jemma Tam	5	1:50 p.m.
	6.1	School of Ethical Artificial Intelligence * (M)	Chair	10	1:55 p.m.
7		Consent Agenda: (M)	Chair		
	7.1	Minutes of Public Session of Board Meeting of June 26, 2025 * (M)			
8		Adjournment (M)	Chair		2:05 p.m.
NON-PUBLIC SESSION (material not publicly available)					
9		Call to Order	Chair	5	2:05 p.m.
10		Conflict of Interest Declaration			
11		Chair's Remarks			
12		President's Report	Steven Murphy	5	2:10 p.m.
13		Consent Agenda (M):	Chair	5	2:15 p.m.
	13.1	Minutes of Non-Public Session of Board Meeting of June 26, 2025* (M)			
	13.2	Executive Committee Report* (M)			
	13.3	2025-2026 President's Goals* (I)			
	13.4	2025-2026 Executive Committee Workplan* (M)			
14		<i>In Camera</i> Session (M)	Chair	10	2:20 p.m.
15		Termination (M)	Chair		2:30 p.m.

Nicola Crow, University Secretary

*Documents attached

(D) Discussion

(I) Information

(M) Motion

BOARD REPORT

SESSION:

Public ☒
Non-Public ☐

ACTION REQUESTED:

Decision ☐
Discussion/Direction ☐
Information ☒

TO: Board of Governors

DATE: October 9, 2025

FROM: Jemma Tam, Academic Council Liaison

SUBJECT: Academic Council Report: June and September

Academic Council (AC) is the academic governing body for Ontario Tech University (“the University”) and it plays a significant role in the University’s governance. It is the role of AC to oversee the academic work of the University, and to advise and make recommendations to the Board on important matters. As the AC Liaison for the academic year 2025-2026, I’m pleased to deliver my first report on AC activities for June and September 2025.

Academic Council Meeting Materials

- [June 24, 2025](#)
- [September 23, 2025](#)

****If Board members are interested in reviewing any of the materials referenced below, please see links in meeting materials above.****

Recommendations to Board of Governors

At the AC meeting on June 24, 2025 there were no recommendations to the Board of Governors. At its September 23, 2025 meeting AC considered the establishment of the School of Ethical Artificial Intelligence for recommendation to the Board of Governors. This proposal is presented to the Board separately.

There are no new program proposals.

There are no new Research Institute(s)/Centre(s).

Conferral of Degrees

- Conferral of Degrees – Spring/Summer 2025 was approved by Academic Council

2025 Honorary Degree Recipients

At September's Academic Council Meeting, the Chair announced the recipient of the 2025 Fall Convocation Honorary Degree, expressing enthusiasm for the selection and thanking the Honorary Degrees Committee for their work on the nomination.

The Chair presented the 2025 Fall Convocation Honorary Degree Recipient as follows:

- Lorraine Sunstrum-Mann

Governance Initiatives

- In June, the 2025 Election Process concluded with recommendations from the Governance & Nominations Committee (GNC) on appointments to positions and AC Committees following a call for expressions of interests.
- In September, on recommendations from GNC the following were appointed by AC:
 - AC Vice-Chair (an annual exercise in September)
 - Faculty Council Vice-Chairs (ditto)
 - 2025-2026 Faculty Council Membership Lists (ditto)
 - Undergraduate Academic Appeals Committee Chair
 - Council of Universities (COU) Academic Colleague

Curriculum & Program Changes

In June the AC received for approval the following Major Program Modifications:

- Faculty of Business and IT: Bachelor of Commerce – Specialization in Artificial Intelligence (AI) for Business
- Faculty of Business and IT: Bachelor of Commerce – Specialization in Cybersecurity for Business

In September the AC received for approval the following Major Program Modification:

- Faculty of Health Sciences: Master of Science in Nursing (MScN)

In June the AC received as information the following Minor Program Adjustments:

- Faculty of Business and Information Technology: Bachelor of Information Technology (Hons), Networking and Information Technology Security

To note: in the June AC Report the following Minor Program Adjustments was omitted from the Report:

- Faculty of Science: Bachelor of Science (Hons) in Biological Science

Institutional Quality Assurance Reports

Final Assessment Report (FAR):

The University's Institutional Quality Assurance Process requires that Final Assessment Report Executive Summaries and Implementation Plans be provided to AC and the

Board of Governors for information. As such, these materials are being presented to the Board within the AC report.

AC received the following Executive Summary and Implementation Plan from the Undergraduate Studies Committee:

- [Bachelor of Information Technology \(Hons\), Networking and Information Technology Security](#) – Final Assessment Report

Cyclical Program Review (CPR) Follow-Up Reports:

AC did not receive any follow-up reports resulting from a CPR.

Policy

At neither its June nor September meeting, AC did not receive any policy instruments for information/approval.

In September, AC received the following policy instruments for consultation:

Face-to-Face Consultation:

- Respectful Campus Policy & Procedures, which will proceed through Board governance process in due course

Written Consultation:

- None

Reports/Information Received

- Senior Academic Administrator Search Update (verbal)
- Integrated Academic-Research Plan: IARP Annual Report, SMA3 Performance (year 5), SMA4 Update
- MCU Efficiency and Accountability Review – Implementation Plan
- 2025-2026 – Scholarships and Major Awards
- 2025-2026 Undergraduate Academic Schedule Revision
- 2025-2026 Graduate Academic Schedule – Amendment (June & September)
- COU Academic Colleague Report
- 2025-2026 Enrollment Update (verbal)
- Research Committee Report (verbal)

BOARD REPORT

SESSION:**Public**☒**Non-Public**☐**ACTION REQUESTED:****Decision**☒**Discussion/Direction
Information**☐☐**TO:****Board of Governors****DATE:****October 9, 2025****PRESENTED BY:** **Dr. Lori Livingston, Provost and Vice-President, Academic****SUBJECT:****Establishment of the School of Ethical Artificial Intelligence
(SEAI)**

BOARD MANDATE:

In accordance with Article 1.4(b) of By-law No. 2, Academic Council makes recommendations to the Board on matters relating to the establishment of faculties, schools, institutes and departments.

BACKGROUND/CONTEXT & RATIONALE:

The relatively recent establishment (i.e., February, 2025) of the Mindful Artificial Intelligence Research Institute (MAIRI) provides a mechanism by which to bring together existing researchers with research strengths in trustworthy and responsible AI, software quality, data science, smart devices, the critical study of technology and society, and the development of human-centred technology in business, civil society, healthcare and education to provide a platform for a new AI research agenda. However, no similar platform exists to amplify existing AI-related academic degree and diploma programs. Such a platform would support interdisciplinary cross-Faculty pedagogical discussions and the development of specializations, course offerings, and/or microcredentials that would maximize program synergies, opportunities and pedagogical strengths in AI at the university.

Attached to this package is a proposal for the establishment of the School of Ethical Artificial Intelligence (SEAI) (**Appendix A**), including key considerations related to its mandate, structure and governance, membership mechanisms, and resource requirements. The proposal also outlines the internal (e.g., establishment of a consistent and collective vision for AI-related academic programming by bringing together faculty with expertise in AI content and pedagogy; strengthen alignment with Ontario Tech's "Tech with a conscience" and "Learning re-imagined" strategic priorities; support quality control across all programs; establish an institution-wide/interdisciplinary perspective on course and program development; and find linkages and efficiencies while at the same time reducing needless duplication when developing new courses and programs) and anticipated external advantages (i.e., the establishment of the first overarching academic unit entity associated with AI-related academic programming in Canada; raise the profile

and prestige of our talented AI-related instructors and researchers; recruitment of prospective undergraduate and graduate students; and facilitating more community and industry partnerships).

CONSULTATION:

- Representative group of Deans, Associate Deans, and AI-related faculty members (June 9, 2025)
- Senior Leadership Team (August 18, 2025)
- Senior Academic Team (September 8, 2025)
- Academic Council (September 23, 2025)

NEXT STEPS:

- Board of Governors for approval.

MOTION FOR CONSIDERATION:

That pursuant to the recommendation of the Academic Council, the Board of Governors hereby approves the establishment of the School of Ethical Artificial Intelligence (SEAI), as presented.

SUPPORTING DOCUMENTATION:

- **Appendix A:** Proposal for the Establishment of the School of Ethical Artificial Intelligence

Proposal for the Establishment of the School of Ethical Artificial Intelligence

1. Name of the Entity

*School of Ethical Artificial Intelligence*¹

2. Proposers

Sponsoring Deans:

Dr. Amanda Cooper, Dean, Frazer Faculty of Education
amanda.cooper@ontariotechu.ca

Dr. Hossam Kishawy, Dean, Faculty of Engineering and Applied Science
hossam.kishawy@ontariotechu.ca

Dr. Carolyn McGregor, Dean, Faculty of Business and Information Technology
carolyn.mcgregor@ontariotechu.ca

Dr. Pejman Mirza-Babaei, Dean, School of Graduate and Post-Doctoral Studies
pejman.mirza-babaei@ontariotechu.ca

Dr. Carol Rodgers, Dean, Faculty of Health Sciences
carol.rodgers@ontariotechu.ca

Dr. Peter Stoett, Dean, Faculty of Social Science and Humanities
peter.stoett@ontariotechu.ca

Dr. Kenneth Wilson, Dean, Faculty of Science
kenneth.wilson@ontariotechu.ca

3. Background Description and Justification

Complementing current efforts to integrate Artificial Intelligence (AI) into academic and administrative programs and processes, and building on existing research and academic program offerings, Deans, Associate Deans, and a representative group of AI-engaged faculty, met on June 9, 2025 to discuss how to amplify Ontario Tech's leadership to date in AI. Ideas were shared on how to best integrate efforts across Faculties, including how to reduce needless duplication and find synergies among existing and future academic programs.

Through these discussions, it became readily apparent that there are a number of AI-related course offerings, programs and assessment approaches organically emerging within and across all Faculties. There are also significant pockets of strength in AI-related research, as evidenced by the recent establishment of the Mindful Artificial Intelligence Research Institute (MAIRI).

There was general agreement that greater coordination was needed if the University was to develop more AI-related academic programs that build on existing expertise and disciplinary strengths. Moreover, there was also consensus that there are tremendous opportunities for Ontario Tech to create

¹ Proposed name. Subject to change.

interdisciplinary programs of study and research experiences for students that align with the university's "Tech with a Conscience" strategic priority.

Action items emerging from the meeting included the need to:

- a) summarize **current trends in AI-focused degree programs** worldwide, in Canada and beyond;
- b) summarize all current **course and program offerings at the university** and **explore creating a pan-institution interdisciplinary AI degree program**; and,
- (c) **solidify and differentiate Ontario Tech's leadership in AI-related academic programming**, both in the present and for the future. Such leadership will be demonstrated via the continued evolution of academic course and programs of study, including interdisciplinary offerings.

4. Current Trends in AI-Focused Academic Programming

At Ontario Tech, we currently offer a Master's in Business Analytics and AI (MBAI) and have two other AI-related degree program proposals (i.e., B.Eng in AI; BBAI) pending. We also offer a number of specializations or minors, with others in development. These include: AI in Security; CDMS AI and Content Creation Minor; CDMS AI for Professional Communicators; BComm AI for Business; and AI in Mechanical Engineering, Engineering Mechatronics, and Security. Our current offerings are more numerous in number than can be found at other Ontario universities, including those located in the Greater Toronto Area (e.g., TMU, University of Toronto, York University) and elsewhere (e.g., Queen's, Waterloo and Guelph).

Our current offerings also position Ontario Tech as a leader in applied, interdisciplinary AI education across business, communication, engineering and security. Given the interest and expertise in AI across all of our Faculties, there is opportunity to leverage our interdisciplinarity to further cement our position as the leading university in Ontario, and Canada, in AI-related academic programming and research initiatives. Bringing our people together is key and we must do it now to stay ahead of the competition.

Universities across Canada and around the world are rapidly creating undergraduate and graduate programs in AI, often via interdisciplinary integration (e.g., business, ethics, engineering, cognitive sciences) ([Appendix A](#)). In addition, AI-dedicated universities are now being established (e.g., Mohamed bin Zayed University of Artificial Intelligence (MBZUAI) – Abu Dhabi, UAE).

This environmental scan yielded a number of key learnings, including but not limited to:

- (a) AI, as an area of interest within universities, is **rapidly transitioning from a specialization to a standalone discipline**;
- (b) To date, AI-related program offerings are **increasingly interdisciplinary in nature**, integrating AI within existing business, ethics, data science, and cognitive science programs.
- (c) Most universities have focused their AI-related academic programming on graduate level specializations. As a result, **very few universities have AI specific undergraduate degree program offerings**.

- (d) At this point in time, very few AI-dedicated Departments, Schools, Faculties or Universities have emerged around the world. Within Canadian universities, there is **currently no standalone Department, School or Faculty of AI.**

5. Current AI Courses at Ontario Tech and Opportunities to Create Pan-Institution Interdisciplinary AI Programs

Currently, at Ontario Tech, a number of graduate-level AI-focused courses are being offered across a number of Faculties. A full listing of these courses may found in [Appendix B](#). At the undergraduate level, a number of additional courses are currently in development in conjunction with new program degree program proposals.

In addition to observing that AI is ubiquitous in nature and AI courses and degree programs are rapidly evolving at Ontario Tech, it is also clear that AI is both ubiquitous and discipline agnostic. Evidence of this is found in both Appendix A and B, as well as in the founding proposal for MAIRI. When the MAIRI proposal went to the Board for approval earlier this year, it listed over 50 faculty members from across all six of Ontario Tech's cognate Faculties.

While MAIRI seeks to support and amplify AI-related research activities, the creation of an organizational entity to bring together those interested in AI-related academic programming activities seems warranted. The remainder of this proposal focuses on what an AI-related academic programming entity, known as the School of Ethical Artificial Intelligence (SEAI), would entail.

6. School of Ethical Artificial Intelligence: Differentiating Ontario Tech as a Leader in AI-Related Academic Programming

a. Mandate

The fundamental mandate of SEAI will be to ask “what could and what should AI-related academic programming look like at Ontario Tech in the immediate (i.e., 1-5 years), near (i.e., 6-15 years) and future term (i.e., 16+ years)?”

Adding the term “ethical” to the School’s name is intentional for two reasons. First, the term aligns with and amplifies Ontario Tech’s “Tech with a conscience” priority. The university also currently tracks the proportion of undergraduate and graduate students that graduate with a course in ethics as part of the University metrics annual report to track progress towards both the “Tech with a conscience” and “learning Re-imagined” priorities.

Second, as explained in Appendix A, while curricular content related to ethics is often embedded within most AI degree programs or specializations, it is rarely if ever articulated as an overarching feature or principle guiding program development. When the priority and principle are combined, they serve to differentiate Ontario Tech as a leader in ethical AI-related academic programming.

b. Structure and Governance

The SEAI will be structured in a manner similar to the School of Graduate and Post-Doctoral Studies (SGPS). Like SGPS, the SEAI will serve as a focal point and provide a platform for academic AI-related programming discussions. It would bring together a community of scholars and set a standard of excellence for AI-related programming across all disciplines. Specifically, with regard to AI-related courses and programs, it would play a role in:

- Ensuring quality control across all programs;
- Bringing an institution-wide (i.e., interdisciplinary) perspective to course and program development; and,
- Finding linkages and efficiencies while at the same time reducing needless duplication when developing new courses and programs.

The SEAI will be led by an Institutional Leadership Team (ILT) which includes all of the Deans (including School of Graduate and Post Doctoral Studies), with one additional representative from each of the cognate Faculties. The ILT will meet twice per term, or as needed, to review governance, AI-related scholarship, course or program offerings/developments, and all other matters contained within its mandate, including establishing the Terms of Reference for membership.² Decision making will be by committee at the ILT.

c. Membership

In order to obtain an appointment within the SEAI, an individual must hold an academic appointment at Ontario Tech University including: tenured; tenure-track; teaching faculty; limited-term; adjunct; or post-doctoral fellow appointments. Retired tenured or teaching faculty members are also eligible.

There will be three categories of SEAI appointments: faculty, associate faculty, and retired faculty. To obtain an SEAI appointment, faculty must be active in one or more of the following areas: AI pedagogy development and delivery; AI research and scholarship; student experience/engagement in AI; or through new program proposal(s) and/or nomination.

d. Resource Requirements

The SEAI is a deliberate attempt to create a “collision space” which brings together those with expertise and interest in AI. Thus, its value lies in supporting, connecting, and enhancing our capacity in existing and yet to be developed AI-related academic programming and research activities. SEAI will also provide a consistent identity that complements but does not diminish the visibility and reputation associated with existing research entities and programs in their home faculties. Where appropriate, SEAI may also be added to existing branding or utilized by faculty members holding SEAI membership when applying for teaching- or research- related grants.

In the initial concept stage, the resource requirements for the SEAI will be minimal. There are no space or equipment requirements anticipated. However, the Provost’s Office will provide essential coordination and administrative supports.

e. Anticipated External Advantages

The “School” designation will allow Ontario Tech to establish the first overarching academic unit entity associated with AI-related academic degree programming in Canada. This will raise the profile of our academic programming in this area, as well as the profile and expertise of our talented AI instructors and researchers.

It will also elevate our emerging and growing institutional commitment to AI, and support the establishment of an endowed chair in AI Research and/or the Pedagogical Scholarship in AI. It may also serve as a valuable tool in the recruitment of prospective undergraduate and graduate students.

² It is envisioned that this policy will be similar to the current Ontario Tech Graduate Faculty Appointments Policy.

This same profile may also facilitate more community and industry partnerships, leading to experiential learning (e.g., student co-op placements, internships, etc.), fundraising, and government lobbying opportunities.

Appendix A: Current Trends in AI-Focused Academic Programming

There is a wide array of university degree programs in Artificial Intelligence (AI) spanning undergraduate, graduate, and specialized institutional formats across different regions. Below is a more detailed overview.

Undergraduate Degrees in AI

- **Stand-alone AI Bachelor's Programs**

Some institutions offer direct AI-focused undergraduate degrees:

- **Purdue University** offers a **B.S. and B.A. in Artificial Intelligence**
- **Khalifa University (UAE)** offers a **B.Sc. in Robotics and Artificial Intelligence**, and a **B.Sc. in Computer Science with an AI Concentration**
- **Indiana University (Indianapolis)** offers a **B.A. in Artificial Intelligence** in its Intelligent Systems Engineering department.

- **Specializations or Concentrations within Computer Science**

Many universities integrate AI as a concentration or track within broader CS degrees:

- **University of Waterloo, University of Toronto, Queen's University**, among others, offer AI-focused CS or Computer Engineering programs.
- Top institutions like **MIT, Stanford, Carnegie Mellon, UC Berkeley, Oxford, Cambridge, Harvard, ETH Zurich**, and **Imperial College London** boast rigorous undergraduate AI or AI-enriched CS or engineering programs.

Graduate Degrees in AI

In Canada

- **Master of Management in Artificial Intelligence (MMAI) – Schulich School of Business, York University (Toronto):**
A 12-month full-time program combining AI technical foundations (NLP, modeling, computational methods) with business leadership, ethics, and a client-based capstone consulting project.
- **M.Sc. in Computer Science (AI Specialization) – Lassonde School, York University:**
Focused on AI fundamentals, ML theory, data mining, AI ethics, and electives like vision, robotics, NLP, deep learning.
- **Queen's University:** Offers an **M.A.Sc. in Engineering with a Field of Study in AI**, grounded in machine learning and deep learning
- **Ontario Tech University (Oshawa):** The **Master of Business Analytics and Artificial Intelligence (MBAI)** blends AI, analytics, and business management.
- **University of Toronto:** Offers **Master of Science in Applied Computing (MScAC)** with an AI specialization (machine learning, NLP, ethics, vision), supported by Vector Institute collaboration. Approximately 16-month program with coursework, applied project, and internship

International & Notable Programs

- **University of Edinburgh:** Renowned **MSc in Artificial Intelligence**, covering neural networks, robotics, NLP, ethics—one of Europe's oldest AI programs.
- **Stanford:** Offers an **M.S. in Computer Science with an AI Specialization**, covering deep learning, CV, robotics.

- **MIT:** Offers **M.S. in AI and Machine Learning** through the EECS department, focusing on theory, algorithms, robotics, human-AI interaction.
- **UC Berkeley:** Offers a **Master of Engineering in Artificial Intelligence** focusing on AI system design, robotics, and ethics.
- **University of Amsterdam:** **MSc in Artificial Intelligence**, technical program run jointly with Vrije Universiteit Amsterdam.
- **Radboud University (Netherlands):** Offers a **2-year MSc in AI** with a cognitive focus—combining computer science, psychology, neuroscience, and mathematics.
- **Polytechnic University of Catalonia (Spain):** Offers a **Master in Artificial Intelligence** for those aiming at research or high-responsibility industry roles.

Global AI-Exclusive University

- **Mohamed bin Zayed University of Artificial Intelligence (MBZUAI) – Abu Dhabi, UAE:** Founded in 2019, MBZUAI is the **first graduate-level research university dedicated to AI**, and as of 2025, now offers **undergraduate, master's, and PhD programs** in AI, computer vision, ML, robotics, NLP, and related fields.

Appendix B: Current AI Courses at Ontario Tech

Business / Analytics

- BUSI 2800: Fundamentals of Artificial Intelligence (AI) for Business
- BUSI 3820: AI Beyond the Hype: Ethical, Legal, and Societal issues in Artificial Intelligence
- BUSI 4590: Special Topics in TM – AI Programming (special topics course this year)
- BUSI 4800: Business Applications of Artificial Intelligence (AI)
- BUSI 4810: Special Topics in Artificial Intelligence (AI)
- INFR 2310: Animation and AI for Games
- INFR 3700: Machine Learning
- INFR 4320: Artificial Intelligence for Gaming
- INFR 4611: Trust Systems
- INFR 6010: Artificial Intelligence in Cybersecurity
- MBAI 5100: Business Analytics
- MBAI 5110: Big Data Systems Design
- MBAI 5200: Ethical and Legal Issues in Analytics and AI
- MBAI 5300: Programming and Data Processing
- MBAI 5310: Artificial Intelligence Programming
- MBAI 5400: Visualization and Storytelling
- MBAI 5410: Digital Transformation
- MBAI 5500: Security, Privacy and Trust in AI Systems
- MBAI 5600: Applied Integrative Analytics Capstone
- MITS 5640: Special Topics in AI and Security
- MBAI 6800: Machine Learning
- MBAI 6810: Adversarial Machine Learning
- METE 5101: Artificial Intelligence and Machine Learning Methods and Applications
- MITS 5100: Law & Ethics of IT Security
- MITS 5640: Special Topics in AI and Security

Computer & Data Science

- CSCI 1030: Introduction to Computer Science
- CSCI 4610: Artificial Intelligence
- CSCI #####: Applied AI Systems
- CSCI 4040: Ethics, Law and the Social Impacts of Computing
- CSCI 4050: Machine Learning, Theory and Application
- CSCI 4500: Data Science and AI Applications
- CSCI #####: Global AI Ethics (special topics in CSCI)
- CSCI 4610: Artificial Intelligence
- CSCI 5010G: Survey of Computer Science Research Topics and Methods
- CSCI 5020G: Collaborative Design and Research
- CSCI 5740: Intelligent Systems
- CSCI 5770 Machine Learning
- CSCI 6700: Advanced Information Management

Communications, Media and Society

- COMM 1050: Technical Communications
- COMM 2410 Social History of Communications and Media Technologies

- COMM 2620: Professional Communication and AI
- COMM 3110: Communication Ethics: Making Media for the Social Good
- COMM 3510: Work in the Creative and Tech Industries
- COMM 4120: AI, Ethics and Communication
- COMM 4140: Ways of Seeing: Immersive Communication and AI
- COMM 4510: Public Relations: Social Power, Social Media Platforms, and Social Responsibility
- COMM 4710: Global Media, The Internet and International Relations
- LGLS 3520: Law and Technology
- LGLS 3530: Intellectual Property
- LGLS 4010: Communication Law and Policy

Education

- EDST 1230: Design Thinking and Visual Design
- EDST 2140: Creating Digital Tools
- EDST 2180: AI in Education
- EDST 2420: Workplace Learning
- EDST 3999U: Special Topics in Educational Studies – AI in Education
- EDST 4470: Trends and Issues in Educational Contexts
- EDUC 5900G: Special Topics in Education and Digital Technologies – AI in Education
- EDUC 5109: Emerging Trends and Issues in Learning Technologies

Engineering

- ENGR 3150: Artificial Intelligence and Machine Learning
- ENGR 4170: Deep Learning
- ENGR 4270: Machine Learning Applications
- INSE 4170: Human-System Integration (Human Machine Interface)
- SOFE 3720: Introduction to Artificial Intelligence
- SOFE 4620: Machine Learning and Data Mining
- METE 5101: Artificial Intelligence and Machine Learning Methods and Applications

Health Sciences

- HLSC 5204: Artificial Intelligence in Health Care



BOARD OF GOVERNORS' 138th REGULAR MEETING

Minutes of the Public Session of the Meeting of June 26, 2025

12:00 p.m. to 12:51 p.m.

Hybrid

GOVERNORS IN ATTENDANCE:

Laura Elliott, Board Chair
Eric Agius, Vice-Chair and Chair of Strategy & Planning Committee
Ahmad Barari
Nolan Bederman
Frank Carnevale
Mitch Frazer, Chancellor
Neeraj Grotra
Peter Marchut
Lisa McBride
Laura Money
Steven Murphy, President and Vice-Chancellor
Michael Rencheck
Gaurav Singh, Chair of Governance, Nominations & Human Resources
Kim Slade
Dwight Thompson
Emily Whetung-MacInnes
Susanna Zagar

REGRETS:

Carla Carmichael, Chair of Audit & Finance Committee
Matthew Mackenzie
Hannah Scott

BOARD SECRETARY:

Nicola Crow, University Secretary

STAFF:

Kirstie Ayotte, *Assistant University Secretary*
James Barnett, *Vice-President, Advancement*
Jamie Bruno, *Vice-President, People and Transformation*
Krista Hester, *Chief of Staff*
Les Jacobs, *Vice-President Research and Innovation*
Lori Livingston, *Provost and Vice-President, Academic*
Jennifer MacInnis, *General Counsel*
Brad MacIsaac, *Vice-President, Administration*

Pamela Onsiong, *Executive Director, Financial Planning and Reporting*
Sarah Thrush, *Associate Vice-President, Planning and Analysis*

GUESTS:

Chelsea Bauer
Kathleen Cho
Mikael Eklund
Kait Gambier
Karla Gomez
Barb Hamilton
Kimberley McCartney
Tanner Mirrlees
Janice Moseley
Nial O'Halloran
Joshua Reyes
Timothy Teatro
Shannon Thornton
Jill Treen-Reber
Shelley Windsor
Hilde Zitzelsberger

1. Call to Order

The Chair called the Public Session to order at 12:00 p.m. and read aloud the Land Acknowledgement. As part of the Land Acknowledgement the Chair recognized that it was Indigenous History Month.

2. Agenda

Upon a motion duly made by S. Zagar and seconded by A. Barari, the Agenda was approved as presented, including approving and receiving the Consent Agenda and its contents.

3. Conflict of Interest Declaration

None declared.

4. Chair's Remarks and Introductions

The Chair welcomed everyone and expressed appreciation for the Governors' voluntary service throughout the year, recognizing their engagement in meetings, events, and broader University activities. The contributions of departing Governors were acknowledged, as were those of University staff for their efforts in preparing Board materials. In their remarks they also highlighted the University's commitment to innovation and inclusion, and, Pride Month signaling the start of Pride Season.

5. President's Report

The President highlighted the success of Convocation season, thanking key contributors including the Chancellor, Governors, faculty, staff, students, and volunteers. The ceremonies were praised for their strong impact on student

engagement and opportunities to showcase the University.

The President also reflected on ongoing strategic engagement across the University to support innovative program growth aligned with the University's mission. He emphasized the need to adapt to changing realities and focus on both traditional and non-traditional learners with high-quality programming.

Challenges in the sector were acknowledged, including funding constraints and the likelihood of continued financial pressures, underscoring the importance of positioning the University for sustainable growth despite the current financial landscape.

6. Academic Council Report*

D. Thompson provided highlights from the Report for April and May 2025, including three new program proposals, program/course development initiatives, policy consultations and some of the diverse reports presented to Academic Council. He also expressed appreciation to the outgoing Academic Council Board of Governor Liaison, T. Ubor.

The Chair also recognized the three new program proposals before the Board, each having received first-pass approval from the Ontario Universities' Council on Quality Assurance without conditions, an unprecedented achievement. The Chair also noted the significance of these programs as key elements of the University's differentiated growth strategy, and highlighted that the Master's in Social Media Communication was the first-of-its-kind in Canada.

6.1 New Program Proposal: Faculty of Social Science and Humanities: Master of Social Media Communication in Online Creators* (M)

Upon a motion duly made by E. Agius and seconded by D. Thompson, and pursuant to the recommendation of Academic Council, the Board of Governors hereby approves the establishment of the Master of Social Media Communication in Online Creators, as presented.

6.2 New Program Proposal: Faculty of Health Sciences: Bachelor of Science in Nursing (Hons) Second Entry* (M)

Upon a motion duly made by D. Thompson and seconded by F. Carnevale, and pursuant to the recommendation of Academic Council, the Board of Governors hereby approves the establishment of the Bachelor of Science in Nursing (Honours) Second Entry program, as presented.

6.3 New Program Proposal: Frazer Faculty of Education and Faculty of Social Science and Humanities: Bachelor of Arts (Hons) in Educational Psychology* (M)

Upon a motion duly made by M. Frazer and seconded by M. Rencheck, and pursuant to the recommendation of Academic Council, the Board of Governors hereby approves the establishment of the Bachelor of Arts (Honours) in Educational Psychology program, as presented.

7. Audit & Finance Committee (A&F) Report

S. Zagar noted that at its June 19th meeting, the Committee approved non-audit services by KPMG related to ongoing reviews specifically in scheduling processes and athletic operations, building on their earlier work for the MCU Efficiency and Accountability Review. She also reported that the Committee received the Semi-Annual Investment Report which included a portfolio market value of \$40.3M as of March 31, 2025; discussed opportunities to strengthen administrative efficiency; and reaffirmed the Committee's commitment to effective oversight and continuous improvement.

7.1 Draft Audited Financial Statements 2024-25 (includes internally restricted funds) * (M)

S. Zagar presented the 2024-25 Audited Financial Statements and provided key highlights. She noted the 7% growth in revenue and expenses with revenue increases mainly driven by enrollment growth and a one-time provincial grant; and expenses rising mainly due to salaries and benefits. Key investments over the year included property acquisition and funding for infrastructure, student support, and maintenance.

S. Zagar also reported on the committee recommendations for continuing to strive to increase the internally restricted funds for long-term planning purposes. In conclusion, she noted that overall, the University's financial position remains stable despite sector challenges.

Upon a motion duly made by S. Zagar and seconded by G. Singh, and pursuant to the recommendations of the Audit & Finance Committee, the Board of Governors hereby approves the 2024/25 audited financial statements and the 2024/25 internally restricted reserves, as presented.

7.2 Fourth Quarter Financial Reports* (I)

S. Zagar presented the year-end Financial Report, with key highlights including there was a slight surplus at year-end of \$3.2 million. She noted that ongoing monitoring and forecasting continue as part of the University's financial controls.

7.3 Budget Allocation Model Update* (I)

S. Zagar provided an update on the Budget Allocation Model, which highlights the University's commitment to enhanced transparency in budgeting and cost management, and helps inform strategic resource distribution across faculties and

administrative units. As part of the update, she noted that the model is continuously being refined, with the way it is used allowing for nuances, such as course sharing and cross-faculty collaboration, along with helping support the University's differentiated growth strategy.

7.4 Interim Risk Management Update* (U)

S. Zagar provided the Interim Risk Management update, which highlighted a focus on AI and the University's proactive, responsible approach to its integration across the University and within its risk management framework. She also gave an overview of some of the key actions underway and planned as part of the University's response to keep pace with rapidly evolving AI technologies. She noted this area will remain a priority for ongoing monitoring and updates to the Audit & Finance Committee.

7.5 Research Involving Human Participants Policy with REB Terms of Reference Appendix* (M)

S. Zagar advised that the updated Policy clarifies roles and responsibilities and, responds to the changing research landscape. It was further noted that the updates are intended to enhance transparency and support consistent, efficient decision-making without introducing substantive changes.

Upon a motion duly made by M. Rencheck and seconded by N. Bederman, and pursuant to the recommendation of the Audit & Finance Committee, the Board of Governors hereby approves the Research Involving Human Participants Policy ("the Policy"), and, the Research Ethics Board Terms of Reference as incorporated as an Appendix to the Policy, as presented.

8. Governance, Nominations & Human Resources (GNHR) Report

G. Singh provided the GNHR report, highlighting the results of the 2025 Board and Committee Practices Assessment, noting these outcomes are informing future planning, practices, and Board professional development opportunities.

9. Strategy & Planning (S&P) Report

E. Agius reported on the Committee's June 12th meeting. He noted that the Committee received several annual reports, which are included in this Board meeting's materials, highlighting the University's strategic focus on growth, program expansion, and lifelong learning. He advised that the International Student Strategy Report outlined current global challenges and the University's adaptive approaches, which had sparked discussion on linking sustainability and research to global issues. He also advised that there were updates on the Asset Management Plan, which supports infrastructure planning aligned with academic and research goals; and the development of a more integrated 2025-2030 Sustainability Plan, aligned with the "tech with a conscience" priority.

9.1 Integrated Academic-Research Plan: IARP Annual Report; SMA3 Performance (Year 5); SMA4 Update*(U)

E. Agius presented the Integrated Academic-Research Plan Annual Report, along with

updates on SMA3 performance and SMA4 status. Key highlights included, the year-over-year IARP progress which demonstrated increased collaboration in advancing the University's strategic priorities; SMA3's conclusion with all ten-performance metrics achieved or exceeded; and SMA4, a more prescriptive framework, is nearing finalization. He further reported that the Strategy & Planning Committee discussed strategies for communicating IARP outcomes across the University and the rise of provincial accountability and reporting requirements.

9.2 Strategic Research Plan* (I)

E. Agius reported on the final Strategic Research Plan, which highlights the University's unique strengths in areas such as industry collaboration and sustainability. He noted the Plan's emphasis on a data-driven approach tailored to faculty expertise and industry, community partners' needs, which clearly differentiates the University's research approach from that of other institutions.

10. Consent Agenda: (M)

- 10.1 Minutes of Public Session of Board Meeting of April 17, 2025* (M)**
- 10.2 Minutes of Public Session of A&F Meeting of April 10, 2025* (I)**
- 10.3 Minutes of Public Session of GNHR Meeting of March 20, 2025* (I)**
- 10.4 Minutes of Public Session of S&P Meeting of April 3, 2025* (I)**
- 10.5 Committee Annual Reports (*I)**
- 10.6 Ancillary Fee Update* (M)**
- 10.7 Annual Privacy Report* (I)**
- 10.8 Annual Policy Report* (I)**
- 10.9 Fighting Against Forced Labour and Child Labour in Supply Chains Annual Report* (M)**
- 10.10 Board/Committee Practices Assessment Results* (I)**
- 10.11 Annual Pension Plan Report* (I)**
- 10.12 Annual Policy Review Update: Policy Against Violence in the Workplace* (I)**
- 10.13 Annual Program Reports* (I)**
 - i) 2024-25 Quality Assurance Process and Programs Report**
 - ii) Continuous Learning Report**
- 10.14 Annual International Student Strategy Report* (I)**
- 10.15 Annual Board Chair Report* (I)**

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

11. Adjournment

There being no other business, and upon a motion duly made by E. Agius, the Public session of the Board of Governors meeting adjourned at 12:51 p.m.

Nicola Crow, University Secretary