

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

March 20, 2025
2:00 p.m. – 5:00 p.m.
[Teams Public Link](#)

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

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

AGENDA

No.	Topic	Lead	Allocated Time	Suggested Start Time
PUBLIC SESSION				
1	Call to Order	Chair	5	2:00 p.m.
2	<i>Agenda</i> (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	Governance			
6.1	<i>Board Practices Assessment 2024-2025*</i> (D)	Nicola Crow	10	2:20 p.m.
7	Consent Agenda (M):	Chair	5	2:30 p.m.
7.1	<i>Minutes of the Public Session of the Meeting of January 30, 2025*</i> (M)			
7.2	<i>Board of Governors Meeting Dates: 2025-2026; 2026-2027*</i> (I)			
8	Adjournment (M)	Chair		2:35 p.m.
BREAK – 10 minutes				
NON-PUBLIC SESSION (material not publicly available)				
9	Call to Order	Chair	5	2:45 p.m.
10	Conflict of Interest Declaration			

No.	Topic	Lead	Allocated Time	Suggested Start Time
11	Chair's Remarks	Chair	5	2:50 p.m.
12	President's Remarks	Steven Murphy	10	2:55 p.m.
13	Governance			
13.1	Annual Skills Matrix Review* (M)	Nicola Crow	10	3:05 p.m.
14	Nominations			
14.1	Board Leadership and Succession* (M)	Nicola Crow	10	3:15 p.m.
14.2	2025-2026 Board and Committee Composition* (U)	Nicola Crow	5	3:25 p.m.
15	Human Resources			
15.1	Strategic Conversation: University Compensation* (D)	Jamie Bruno Beth Partlow	30	3:30 p.m.
15.2	Labour Relations Update* (M)	Jamie Bruno	15	4:00 p.m.
16	Consent Agenda (M):			
16.1	Minutes of the Non-Public Session of the Meeting of January 30, 2025* (M)			
16.2	Governance Update* (I)	Chair	5	4:15 p.m.
16.3	GNHR 2024-2025 Work Plan & Action Points* (I)			
17	In Camera Session (M)	Chair	10	4:20 p.m.
18	Termination (M)	Chair		4:30 p.m.

Nicola Crow, University Secretary

COMMITTEE REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction

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

DATE: March 20, 2025

FROM: Nicola Crow, University Secretary

SUBJECT: Board Practices Assessment 2024-2025

COMMITTEE MANDATE:

- In accordance with the [Governance, Nominations & Human Resources Committee's \(GNHR\) Terms of Reference](#), the Committee is responsible for developing, implementing & monitoring procedures for assessing the effectiveness of the Board and its committees.

KEY CONSIDERATIONS FOR GNHR

- The Board Practices Assessment is before the Committee for discussion
- Feedback is sought on ensuring Board participation levels

BACKGROUND/CONTEXTAnnual Board Practices Assessment

- Since 2018, the annual assessment is administered via the OnBoard portal.
 - It is recommended that OnBoard be used again this year.
- Assessments are historically conducted such that results are shared with the GNHR ahead of the June Board meeting.
- In 2023-2024 the Assessment was significantly revised to streamline and make the process more effective.
- No changes are proposed for this year so that comparative year to year data can be accurately collated.
- This year the Assessment will be administered in the two week period leading up to May 9, 2025 and the results shared with the GNHR at its May 29th meeting.

- The Assessment response rates for the past several years are variable
- Assessment participation enables the GNHR to assess effectively overall Board practices including identifying opportunities for development in governance practices and Board education

NEXT STEPS:

1. The GNHR Chair will inform the Board of the assessment process at the Board meeting on April 17.
2. The Secretariat will provide the GNHR with a summary of the results for review at the GNHR meeting on May 29.

SUPPORTING REFERENCE MATERIALS:

- 2024-2025 Board Practice Assessment



BOARD OF GOVERNORS
2024-2025 Board Practices Assessment

This Board 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 Board Practices Assessment will be conducted through the OnBoard portal.

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 – NR (No response – if 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 **May 9, 2025** in order to allow time for the results to be compiled and presented to the Governance, Nominations & Human Resources Committee at their meeting on **May 29, 2025**.

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.



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

Minutes of the Public Session of the Meeting of January 30, 2025
2:01 p.m. to 2:24 p.m. Videoconference

Attendees: Gaurav Singh (Chair), Frank Carnevale (Vice-Chair), Laura Elliott, Mitch Frazer, Neeraj Grotra, Steven Murphy, Kim Slade, Dwight Thompson,

Staff: Kirstie Ayotte (Secretary), Jamie Bruno, Nicola Crow, Krista Hester, Les Jacobs, Jennifer MacInnis, Lori Livingston, Andrew Sunstrum, Sarah Thrush

Guests: Chelsea Bauer, Mikael Eklund, Christine McLaughlin

1. Call to Order

The Chair called the meeting to order at 2:01 p.m. and read aloud the Land Acknowledgement.

2. Agenda

Upon a motion duly made by D. Thompson and seconded by F. Carnevale, the January 30, 2025, GNHR Agenda, including the contents of the Consent Agenda, were approved as presented.

3. Conflict of Interest Declaration

There was none.

4. Chair's Remarks

The Chair welcomed attendees to the first GNHR Committee meeting of 2025, acknowledging both the New Year and the Lunar New Year, noted as the Year of the Snake, symbolizing opportunities and success. Committee members were reminded of some meeting protocols, and Public session attendees welcomed though unable to participate or engage in any way in the meeting.

Several recognitions were highlighted: President Steven Murphy received the King Charles III Coronation Medal, Dr. Barbara Perry was awarded the Order of Canada, and Chancellor Mitch Frazer also received the King Charles III Coronation Medal. The Chair also acknowledged Black History Month, emphasizing this year's theme of Black Legacy and Leadership, Celebrating Canadian History, and Uplifting Future Generations.

5. **President's Remarks**

The President welcomed attendees and highlighted the recent staff appreciation event, where over 500 staff and their families attended the Carriage Cup at the Tribute Community Centre to support the Ontario Tech Men's hockey team. He was happy to report that Ontario Tech has maintained its top reputation, with applications surpassing 13,000 for the second consecutive year – a 70% increase since 2021. He also acknowledged the University's financial sustainability challenges, which leadership is addressing through discussions with Deans, Faculty Councils, and administrative units and referenced a recent Town Hall that fostered meaningful dialogue and emphasized the need for innovative approaches aligned with Ontario Tech's tech-focused, industry-driven mandate. A detailed update will be provided at the February Board meeting.

6. **Nominations**

6.1 **Elections 2025: Key Process and Key Dates* (M)**

N. Crow noted that one position was open for election – the Student Governor position, and that the current incumbent is eligible for re-election should they choose to run again. She highlighted that the timelines reflect the same process as last year and advised that updates on the election and next steps from a Board perspective will be brought to subsequent GNHR meetings.

Upon a motion duly made by F. Carnevale and seconded by L. Elliott, the Governance and Human Resources Committee approved the proposed election process for 2025 as presented.

7. **Governance**

7.1 **23-24 Annual Consolidated Human Rights Report* (U)**

A. Sunstrum noted that the Annual Report covers the period from April 1, 2023, to March 31, 2024, and highlights the Human Rights Office's work in addressing human rights complaints under the Ontario Human Rights Code and manages the University's Sexual Violence Prevention program. He noted key initiatives for the reporting period included: launching mandatory campus-wide training on gender-based violence, updating the Office's website, and conducting consultations to review the Student Sexual Violence policy and procedures. He also noted a 21% increase in cases, attributed to enhanced education and communication efforts and a 75% rise in informal and early resolutions, reflecting the Office's focus on prevention and early intervention to address issues before they escalate.

In response to a question about next steps, A. Sunstrum outlined upcoming priorities for the Human Rights Office. He noted that, in line with a new Ministry directive on addressing Anti-Hate and Anti-Racism, the University is launching policy guidelines under the Respectful Campus Policy to clarify obligations and provide guidance on handling related incidents.

The Office is also expanding communications through campus-wide posters and digital materials. New online training modules on general human rights and anti-harassment, modeled after the gender-based violence modules, will be launched soon, with the goal of increasing campus engagement.

He added that individuals can confidentially seek support for gender-based violence, with or without filing a report. If a report is not filed, the Office does facilitate access to internal and external services. An anonymous tip line exists for sexual violence cases, and a new anonymous complaint process for other human rights issues is being introduced. While anonymous reports support data tracking, follow-up is limited without direct contact, so it is important to strike the right balance.

The Chair thanked A. Sunstrum for the Report.

8. Consent Agenda (M)

- 8.1 Minutes of the Public Session of the Meeting of October 24, 2024* (M)
- 8.2 Board of Governors Meeting Dates: 2024-2025 Revisions* (I)
- 8.3 Board of Governors Meeting Dates: 2025-2026; 2026-2027* (I)

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

9. Adjournment

There being no other business, upon a motion duly made by L. Elliott, the Public session of the GNHR meeting adjourned at 2:24 p.m.

Kirstie Ayotte, Assistant University Secretary

COMMITTEE REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

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

DATE: March 20, 2025

FROM: Nicola Crow, University Secretary

SUBJECT: 2025-2026 & 2026-2027 Board/Committee Meeting Schedule

COMMITTEE MANDATE:

- In accordance with the [GNHR Terms of Reference](#) the Committee “is responsible for providing advice to the Board on its governance structure and processes”.

KEY CONSIDERATIONS FOR GNHR

- The proposed Meeting Schedules for 2025-2026 and 2026-2027 are presented for information.
- If GNHR identifies any conflicts or issues with the dates, they are asked to convey them to the Secretariat.
- The sequence of some meetings has shifted from prior years to allow more time between Committee and Board meetings which will aid in balancing workload and workflow.
- The Board Advance (formerly Board Retreat) has moved from April to October to enable the Board to:
 - i) Connect with and welcome new Board Members
 - ii) Support new Board Members in their orientation process
 - iii) Get together in person at the start of the Board year
 - iv) Engage in strategic conversation ready for the year ahead

BACKGROUND/CONTEXT & RATIONALE:

- The draft 2025-2026 meeting schedule was presented to GNHR in February 2024
- Since the Fall, the University Secretariat in consultation with the Senior Leadership Team, has reviewed the schedule, taking into consideration the following to promote streamlined, effective and efficient governance practices:
 - The University’s annual business cycle and governance/compliance requirements
 - The Academic Council meeting schedule to support any approval, information, consultation pathways between the Board of Governors and Academic Council
 - Balancing meeting frequency, availability, and workloads
- In order to secure time in Governors’ busy calendars, the schedule has a two-year calendar of dates

NEXT STEPS:

- The University Secretary will submit the schedule to the Board for information
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SUPPORTING REFERENCE MATERIALS:

- Draft Board Schedule 2025-2026 and 2026-2027

BOARD SCHEDULE 2025-2026

COMMITTEE	2025-2026	TIME
Audit & Finance Committee	November 20, 2025	2:00 - 5:00 p.m.
Audit & Finance Committee	February 19, 2026	2:00 - 5:00 p.m.
Audit & Finance Committee	April 23, 2026	2:00 - 5:00 p.m.
Audit & Finance Committee	June 18, 2026	2:00 - 5:00 p.m.
Board of Governors Advance	October 9, 2025	2:00 - 5:00 p.m.
Board of Governors - Orientation	September 18, 2025	9:00 a.m. - 12:00 p.m.
Board of Governors	October 9, 2025	12:30 - 1:30 p.m.
Board of Governors	December 4, 2025	12:00 - 3:00 p.m.
Board of Governors	March 5, 2026	12:00 - 3:00 p.m.
Board of Governors	May 7, 2026	12:00 - 3:00 p.m.
Board of Governors - AGM	June 25, 2026	9:00 a.m. - 12:00 p.m.
Governance, Nominations & Human Resources Committee	October 30, 2025	2:00 - 5:00 p.m.
Governance, Nominations & Human Resources Committee	January 29, 2026	2:00 - 5:00 p.m.
Governance, Nominations & Human Resources Committee	March 26, 2026	2:00 - 5:00 p.m.
Governance, Nominations & Human Resources Committee	May 28, 2026	2:00 - 5:00 p.m.
Strategy & Planning Committee	November 6, 2025	2:00 - 5:00 p.m.
Strategy & Planning Committee	February 5, 2026	2:00 - 5:00 p.m.
Strategy & Planning Committee	April 2, 2026	2:00 - 5:00 p.m.
Strategy & Planning Committee	June 11, 2026	2:00 - 5:00 p.m.
OTHER DATES		
Fall Convocation	October 16 - 17, 2025	To be confirmed
Convocation	June 3 - 5, 2026	To be confirmed

BOARD SCHEDULE 2025-2026

COMMITTEE	2025-2026	TIME
Board of Governors - Orientation	September 18, 2025	9:00 a.m. - 12:00 p.m.
Board of Governors	October 9, 2025	12:30 - 1:30 p.m.
Board of Governors Advance	October 9, 2025	2:00 - 5:00 p.m.
Governance, Nominations & Human Resources Committee	October 30, 2025	2:00 - 5:00 p.m.
Strategy & Planning Committee	November 6, 2025	2:00 - 5:00 p.m.
Audit & Finance Committee	November 20, 2025	2:00 - 5:00 p.m.
Board of Governors	December 4, 2025	12:00 - 3:00 p.m.
Governance, Nominations & Human Resources Committee	January 29, 2026	2:00 - 5:00 p.m.
Strategy & Planning Committee	February 5, 2026	2:00 - 5:00 p.m.
Audit & Finance Committee	February 19, 2026	2:00 - 5:00 p.m.
Board of Governors	March 5, 2026	12:00 - 3:00 p.m.
Governance, Nominations & Human Resources Committee	March 26, 2026	2:00 - 5:00 p.m.
Strategy & Planning Committee	April 2, 2026	2:00 - 5:00 p.m.
Audit & Finance Committee	April 23, 2026	2:00 - 5:00 p.m.
Board of Governors	May 7, 2026	12:00 - 3:00 p.m.
Governance, Nominations & Human Resources Committee	May 28, 2026	2:00 - 5:00 p.m.
Strategy & Planning Committee	June 11, 2026	2:00 - 5:00 p.m.
Audit & Finance Committee	June 18, 2026	2:00 - 5:00 p.m.
Board of Governors - AGM	June 25, 2026	9:00 a.m. - 12:00 p.m.
OTHER DATES		
Fall Convocation	October 16 - 17, 2025	To be confirmed
Convocation	June 3 - 5, 2026	To be confirmed

BOARD SCHEDULE 2026-2027

COMMITTEE	2026-2027	TIME
Audit & Finance Committee	November 19, 2026	2:00 - 5:00 p.m.
Audit & Finance Committee	February 18, 2027	2:00 - 5:00 p.m.
Audit & Finance Committee	April 22, 2027	2:00 - 5:00 p.m.
Audit & Finance Committee	June 17, 2027	2:00 - 5:00 p.m.
Board of Governors Advance	October 8, 2026	2:00 - 5:00 p.m.
Board of Governors - Orientation	September 17, 2026	9:00 a.m. - 12:00 p.m.
Board of Governors	October 8, 2026	12:30 - 1:30 p.m.
Board of Governors	December 3, 2026	12:00 - 3:00 p.m.
Board of Governors	March 4, 2027	12:00 - 3:00 p.m.
Board of Governors	May 6, 2027	12:00 - 3:00 p.m.
Board of Governors - AGM	June 24, 2027	9:00 a.m. - 12:00 p.m.
Governance, Nominations & Human Resources Committee	October 29, 2026	2:00 - 5:00 p.m.
Governance, Nominations & Human Resources Committee	January 28, 2027	2:00 - 5:00 p.m.
Governance, Nominations & Human Resources Committee	March 25, 2027	2:00 - 5:00 p.m.
Governance, Nominations & Human Resources Committee	May 27, 2027	2:00 - 5:00 p.m.
Strategy & Planning Committee	November 5, 2026	2:00 - 5:00 p.m.
Strategy & Planning Committee	February 4, 2027	2:00 - 5:00 p.m.
Strategy & Planning Committee	April 1, 2027	2:00 - 5:00 p.m.
Strategy & Planning Committee	June 10, 2027	2:00 - 5:00 p.m.
OTHER DATES		
Fall Convocation	October 15, 2026	To be confirmed
Convocation	June , 2027	To be confirmed

BOARD SCHEDULE 2026-2027

COMMITTEE	2026-2027	TIME
Board of Governors - Orientation	September 17, 2026	9:00 a.m. - 12:00 p.m.
Board of Governors	October 8, 2026	12:30 - 1:30 p.m.
Board of Governors Advance	October 8, 2026	2:00 - 5:00 p.m.
Governance, Nominations & Human Resources Committee	October 29, 2026	2:00 - 5:00 p.m.
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Governance, Nominations & Human Resources Committee	March 25, 2027	2:00 - 5:00 p.m.
Strategy & Planning Committee	April 1, 2027	2:00 - 5:00 p.m.
Audit & Finance Committee	April 22, 2027	2:00 - 5:00 p.m.
Board of Governors	May 6, 2027	12:00 - 3:00 p.m.
Governance, Nominations & Human Resources Committee	May 27, 2027	2:00 - 5:00 p.m.
Strategy & Planning Committee	June 10, 2027	2:00 - 5:00 p.m.
Audit & Finance Committee	June 17, 2027	2:00 - 5:00 p.m.
Board of Governors - AGM	June 24, 2027	9:00 a.m. - 12:00 p.m.
OTHER DATES		
Fall Convocation	October 15, 2026	To be confirmed
Convocation	June , 2027	To be confirmed