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

October 29, 2026
2:00 p.m. - 4:00 p.m.
Via Videoconference
Public Registration Link

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

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

AGENDA

No.	Topic	Lead	Allocated Time	Suggested Start Time
PUBLIC SESSION				
1	**Call to Order**	Chair	10	2:00 p.m.
2	**Agenda (M)**			
3	**Conflict of Interest Declaration**			
4	**Chair's Remarks**			
5	**President's Remarks**	Steven Murphy	10	2:10 p.m.
6	**Governance**			
6.1	Annual GNHR Terms of Reference Review* (I)	Nicola Crow	5	2:20 p.m.
7	**Nominations**			
7.1	2027 Elections: Key Dates and Process* (M)	Nicola Crow	5	2:25 p.m.
8	**Compliance and Policy**			
8.1	2025-2026 Annual Consolidated Human Rights Office Report* (M)	Andrew Sunstrum	10	2:30 p.m.
9	**Consent Agenda* (M)**	Chair		
9.1	Public Minutes of the May 29, 2026 Meeting* (M)			
9.2	Annual Board/Committee Practices Assessment Results* (I)			
9.3	Compliance Reports:			
	9.3.1 Policy Against Violence in the Workplace Annual Report* (I)			
10	**Adjournment (M)**	Chair		2:40 p.m.

D - Discussion M - Motion I - Information * Documents attached

No.	Topic	Lead	Allocated Time	Suggested Start Time
NON-PUBLIC SESSION (material not publicly available)				
11	**Call to Order**	Chair	5	2:45 p.m.
12	**Conflict of Interest Declaration**			
13	**Chair's Remarks**			
14	**President's Remarks**	Steven Murphy	10	2:50 p.m.
15	**Strategic Conversation: Meeting the Moment in Talent Recruitment and Retention to Shape the Future* (D)**	Jamie Bruno	30	3:00 p.m.
16	**Human Resources & Labour Relations Updates* (M)**	Jamie Bruno	15	3.30 p.m.
17	**Consent Agenda* (M)**	Chair	5	3:45 p.m.
17.1	Non-Public Minutes of the May 29, 2026 Meeting* (M)			
17.2	Non-Public Minutes of the September 29, 2026 Meeting* (M)			
17.3	2026-2027 Board Professional Development Plan* (I)			
17.4	Audit & Finance Committee Terms of Reference Amendment* (M)			
17.5	GNHR 2026-27 Workplan & Action Points* (I)			
18	***In Camera* Session (M)**	Chair	10	3:50 p.m.
19	**Termination (M)**	Chair		4:00 p.m.

Nicola Crow, University Secretary

COMMITTEE REPORT

SESSION:		ACTION REQUESTED:	
Public	☒	Decision	☐
Non-Public	☐	Discussion/Direction	☐
Consent	☐	Information	☒

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

DATE: October 29, 2026

FROM: Nicola Crow, University Secretary

SUBJECT: Agenda Item 6.1: Annual GNHR Terms of Reference Review

EXECUTIVE SUMMARY:

GNHR's responsibilities under its Terms of Reference include providing advice to the Board on its governance structure and processes, and matters pertaining to the organization of the Board and its committees. As part of the Committee's mandate, it must conduct a periodic review of its Terms of Reference and recommend revisions to the Board when appropriate. At this first Committee meeting of the Board year, the Committee is asked to conduct its annual review of its Terms of Reference as part of good governance practices.

KEY CONSIDERATIONS:

- The last revision to the Terms of Reference was made in June 2021 in the context of the restructuring of the Board's Audit & Finance and Investment Committees.
- The GNHR may wish to consider the following question when reviewing this report.
  - Do the GNHR Terms of Reference accurately reflect the roles and responsibilities of the GNHR and good governance practices?

COMPLIANCE WITH POLICY/LEGISLATION:

- The Terms of Reference are compliant with the Act and By-laws.

NEXT STEPS:

- The University Secretary will record any recommendations arising from the annual review, if any, and present any recommendations to the Board of Governors.

SUPPORTING MATERIALS:

- GNHR Terms of Reference

COMMITTEE REPORT

SESSION:		ACTION REQUESTED:	
Public	☒	**Decision**	☒
Non-Public	☐	**Discussion**	☐
Consent	☐	**Information**	☐

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

MEETING DATE: **October 29, 2026**

FROM: **Nicola Crow, University Secretary**

SUBJECT: **Agenda Item 7.1: 2027 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.

MOTION FOR CONSIDERATION:

That the Governance, Nominations & Human Resources Committee hereby approves the proposed dates and process for the 2027 Board of Governor elections, as presented.

KEY CONSIDERATIONS:

- A timeline and process for the 2027 election is presented to GNHR for approval.
- The election timeline proposed is aligned with the shift in meeting cadence during the 2026-2027 year to ensure key timelines are met in readiness for the next academic year.
- A list of elected position(s) to be filled by the 2027 election is presented for information.

Proposed Key Dates and Process for 2027 Elections

Key Dates	Process
January 18, 2027	Nominations Open
February 11, 2027	Nominations Close

February 12-17, 2027	Review Nomination Eligibility
February 19, 2027	Mandatory Student Candidate Information Meetings (if required)
February 22-March 3, 2027	Campaign Period (if required)
March 3-5, 2027	Online voting (if required)
May 27, 2027	Results to GNHR for recommendation to Board
June 24, 2027	Board of Governors approves GNHR recommendations
June 24, 2027	Election Process Ends

Open Elected Positions as of August 31, 2027

- As of August 31, 2027 the following positions will be vacant; it is expected that they will be filled for a September 1, 2027 appointment via the election:
  - 1 from the full-time Teaching Staff of the University
    - Current Governor, Ahmad Barari is ineligible to run for re-election due to serving the max 6 year term on the Board.
  - 1 from the Students
    - Current Governor, Sameer Qureshi, 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:		**ACTION REQUESTED:**	
Public	☒	**Decision**	☐
		Discussion/Direction	☐
		Information	☒

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

DATE: **October 29, 2026**

FROM: **Andrew Sunstrum, Director, Human Rights Office**

SUBJECT: **Agenda Item 8.1: 2025-2026 Annual Consolidated Human Rights Office Report**

COMMITTEE MANDATE:

- GNHR's Terms of Reference state that the Committee's mandate includes the establishment of human resources policy instruments.
- The Human Rights Office has oversight over the University's Human Rights and Student Sexual Violence Programs, which includes handling human rights and student sexual violence issues in accordance with these policies.
- Updated provincial reporting requirements on Anti-Hate and Anti-Racism initiatives are also included in the Annual Report.

BACKGROUND/CONTEXT & RATIONALE:

The Human Rights Office plays a significant role in advancing the strategic objective of creating a sticky campus. This work is done with a focus on initiatives to improve the culture within which students learn and employees work. The Human Rights Office focusses on how the university improves its culture by increasing its capacity to manage conflict and promote respect. The purpose of the Annual Report is to communicate dispute statistics in order to track progress and to support continuous improvement.

ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:

- The Annual Report supports the university's values of integrity and respect by demonstrating the university's commitment to establishing a safe, inclusive, and equitable culture at the institution.
- By demonstrating the seriousness in which the University places on safeguarding human rights, this report also supports the strategic pillar of creating a "sticky campus". If we want to encourage the university community to spend time on campus, they must feel protected and confident that human rights issues are being dealt with appropriately.

NEXT STEPS:

- December 3, 2026: Report presented to the Board of Governors for information including any further updates on Anti-Hate and Anti-Racism initiatives that arise between the GNHR Meeting and Board Meeting.
- January 29, 2027: GNHR will receive any updates to the Anti-Hate and Anti-Racism reporting if any have arisen between the Board Meeting and the end of the provincial reporting period, December 31.

SUPPORTING MATERIALS

- 2025-2026 Annual Human Rights Office Report

Annual Report

2025-2026

Human Rights Office

Ontario Tech University

TABLE OF CONTENTS

PART I – OVERVIEW 2

PART II – STATUS UPDATE 2

Role of the Human Rights Office 2

Initiatives and Programming Highlights 3

PART III – DATA & TRENDS 4

Human Rights Issues 5

Student Sexual Violence Issues 6

Intervention Types 7

Issue Source 8

Protected Grounds 9

PART IV – ANTI-RACISM AND ANTI-HATE 10

PART V – CONCLUSION 14

Appendix A – Student Sexual Violence Supports, Services and Programming 16

Appendix B - 2026 Anti-Hate and Anti-Racism Reporting 19

PART I OVERVIEW

As outlined in the University's Respectful Campus Policy, Student Sexual Violence Policy and Procedures and Anti-Racism/Anti-Hate Guidelines, Ontario Tech University is committed to providing an annual report to the Board of Governors on information and statistics concerning the implementation of the University's human rights and student sexual violence programs.

This report is intended to assist the Board of Governors and members of the University community in understanding the state of the University's human rights, student sexual violence, anti-racism, and anti-hate initiatives while identifying progress and trends from year to year.

This annual report covers the period between April 1, 2025, and March 31, 2026.

Throughout the reporting period, the Human Rights Office (HRO) continued to support Ontario Tech University's commitment to fostering a respectful, inclusive, accessible, and equitable learning and working environment through education, consultation, accommodation support, conflict resolution, investigations, policy guidance, and prevention-focused initiatives.

PART II STATUS UPDATE

1. ROLE OF THE HUMAN RIGHTS OFFICE

Ontario Tech University's Human Rights Office serves as the central office responsible for overseeing the University's human rights and student sexual violence programs.

The HRO promotes a consistent and equitable approach to addressing concerns involving discrimination, harassment, accommodation, sexual violence, racism, hate incidents, workplace conflict, and broader human rights issues affecting students, staff, faculty, and visitors.

The HRO provides confidential advice, assessment, consultation, education, training, dispute-resolution services, and investigations while supporting institutional compliance and fostering a culture of dignity, accessibility, respect, and inclusion across the University community.

The services offered by the HRO range from information and consultation to facilitated dialogue, early resolution, formal investigations, policy development, and training initiatives. Through its work, the HRO promotes prevention, accountability, and institutional capacity-building while helping individuals address concerns before they escalate into formal disputes.

2. INITIATIVES AND PROGRAMMING HIGHLIGHTS

Policy Modernization

During the 2025–2026 reporting period, the HRO completed a comprehensive review of the University's Respectful Campus Policy and associated complaint procedures.

Following consultation and review, revisions to the Respectful Campus Policy and related procedures applicable to students and employees were presented to and approved by the Board of Governors. The revised framework modernizes the University's approach to addressing human rights concerns while enhancing clarity, accessibility, procedural fairness, and consistency across complaint processes.

Anti-Hate Guideline Implementation

The HRO completed implementation of the University's Anti-Hate Guidelines and continued to support broader institutional anti-racism and anti-hate efforts.

A key component of this work included the development and administration of anonymous reporting pathways designed to reduce barriers to reporting and improve institutional awareness of incidents involving racism, hate, discrimination, and identity-based conflict. These mechanisms support the University's commitment to providing accessible and responsive reporting options for members of the University community.

Complaint Management System Implementation

Throughout the reporting period, the HRO completed the administrative, procurement, and implementation requirements associated with a comprehensive complaint management system.

The system was successfully launched early this fiscal year and represents a significant modernization of HRO operations. The system is expected to improve case management, recordkeeping, data collection, reporting capability, trend analysis, and overall service delivery.

Student Outreach and Awareness

The HRO substantially increased outreach activities during the reporting period.

Initiatives included:

- Expanded participation in student orientation activities;
- Increased engagement with student-facing events;
- A campus-wide digital signage campaign;
- Physical awareness posters across campus;
- Increased use of social media communications; and
- Enhanced promotion of available supports, reporting options, and educational resources.

Collectively, these initiatives significantly increased awareness of the HRO and its services across the University community.

Gender-Based Violence Prevention Training

A significant focus of outreach efforts involved increasing participation in the University's gender-based violence prevention training program, Preventing Sexual Violence: Building a Respectful Campus Together.

During the 2025–2026 academic year, overall student compliance increased from 49%to 56%.

This seven-percentage-point increase demonstrates the effectiveness of the University's enhanced outreach efforts and reflects the HRO's continuing commitment to prevention-focused education.

The increase in awareness and visibility also appears to have contributed to increased engagement with HRO services generally. Growth in consultations, assessments, and requests for support suggests that members of the University community are increasingly aware of available resources and are engaging with the HRO at earlier stages of concern.

PART III DATA & TRENDS

The HRO tracks five primary categories of human rights-related matters:

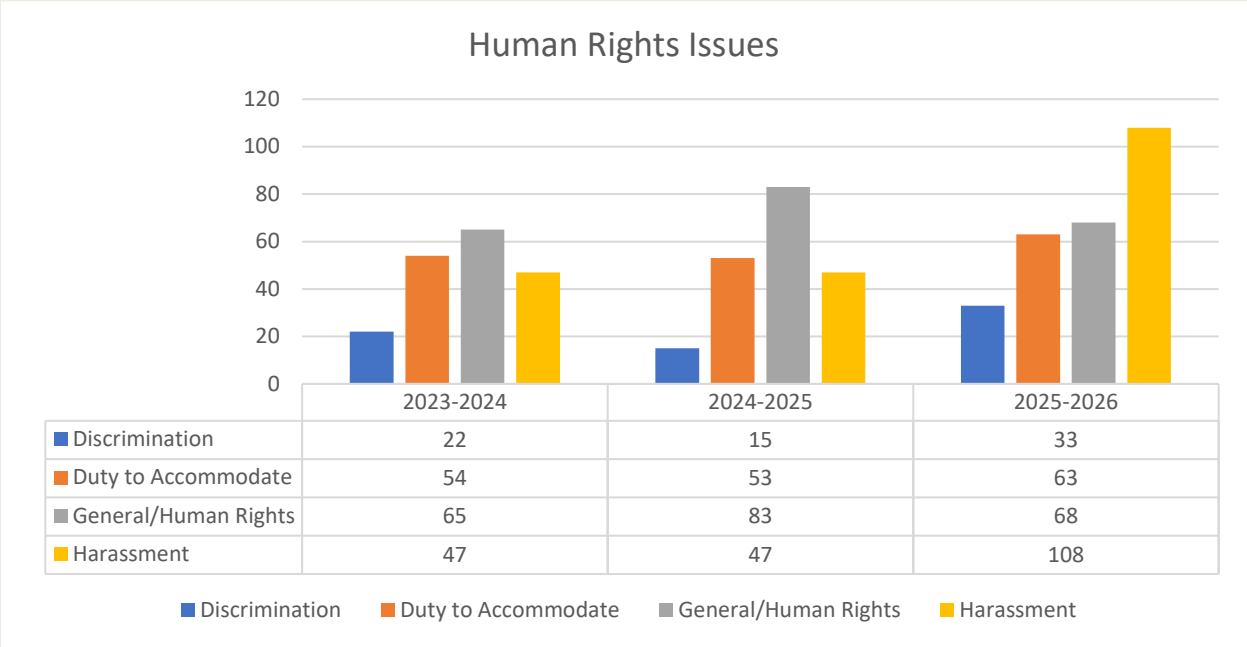
- Discrimination
- Duty to Accommodate
- Harassment
- Student Sexual Violence
- General / Human Rights

Aggregate reporting provides a snapshot of concerns, consultations, and requests for assistance brought forward by members of the University community.

In the 2025–2026 fiscal year, there were 295 matters brought forward. This represents an increase of 45 matters (18%) compared with the 250 matters reported in 2024–2025 and continues the upward trend in engagement with HRO services observed in recent reporting periods.

The increase should be considered within the context of a growing University community of approximately 15,000 students together with faculty, staff, visitors, and external community members who may access HRO services.

1. HUMAN RIGHTS ISSUES



	2023-2024	2024-2025	2025-2026
Discrimination	22	15	33
Duty to Accommodate	54	53	63
General/Human Rights	65	83	68
Harassment	47	47	108

Table: 1

Harassment-related matters represented the largest category of concerns addressed during the reporting period. The increase in harassment matters should be interpreted cautiously. Approximately 21 harassment-related files involved repeated interactions associated with a single individual, which materially affects year-over-year comparisons.

Additionally, an emerging concern is the use of University processes as a mechanism to seek institutional action against, or disassociation from, individuals because of conduct or views expressed outside the University context. This has included complaints involving individuals with only a peripheral connection to the University and, in some cases, individuals who have been incorrectly assumed to be members of the University community altogether. While such concerns may be sincerely held, the existence of a complaint does not itself create University jurisdiction. This highlights the importance of maintaining clear boundaries around the scope of University policies and complaint processes and ensuring a sufficient institutional connection before those processes are engaged.

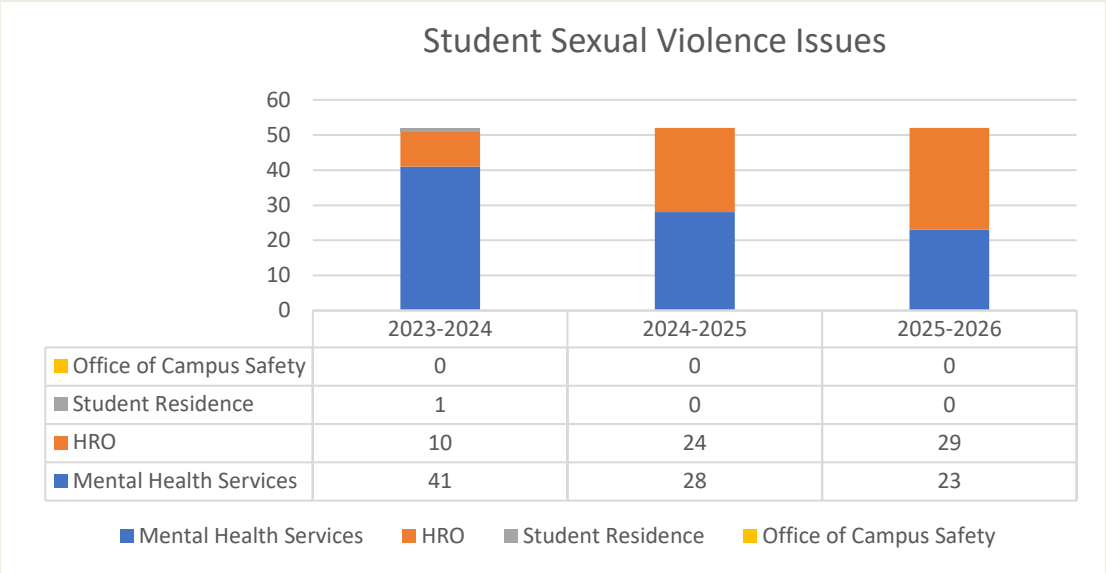
Accommodation-related matters increased from 53 to 63 and continue to represent a significant component of the HRO's workload. Many matters involved accessibility, disability accommodation, creed accommodation, and requests for advice regarding accommodation obligations.

General human rights matters remained a significant area of activity. These files frequently involved requests for advice, policy interpretation, conflict management support, training consultation, and broader institutional human rights guidance.

Discrimination-related matters increased from 15 to 33, reinforcing the importance of continued education, prevention, and accessible reporting mechanisms across the University community.

2. STUDENT SEXUAL VIOLENCE ISSUES

The University tracks disclosures and reports of student sexual violence across the institution.



	2023-2024	2024-2025	2025-2026
Office of Campus Safety	0	0	0
Student Residence	1	0	0
HRO	10	24	29
Mental Health Services	41	28	23

Table: 2

The University recorded 52 disclosures and reports of student sexual violence, consistent with the previous reporting period.

Individuals making disclosures were connected with supports, accommodations, safety planning resources, counselling services, and information regarding available resolution options.

The continued stability of disclosure and reporting volumes suggests that members of the University community remain aware of available support and reporting mechanisms and continue to access those resources when needed. The disclosures and reports[1] were received and addressed as follows:

[1] The University's Student Sexual Violence Policy and Procedures distinguish between a "disclosure," which is telling a trusted individual about an incident of sexual violence to access support services; and a "report," which is a request that the University intervene to resolve a complaint.

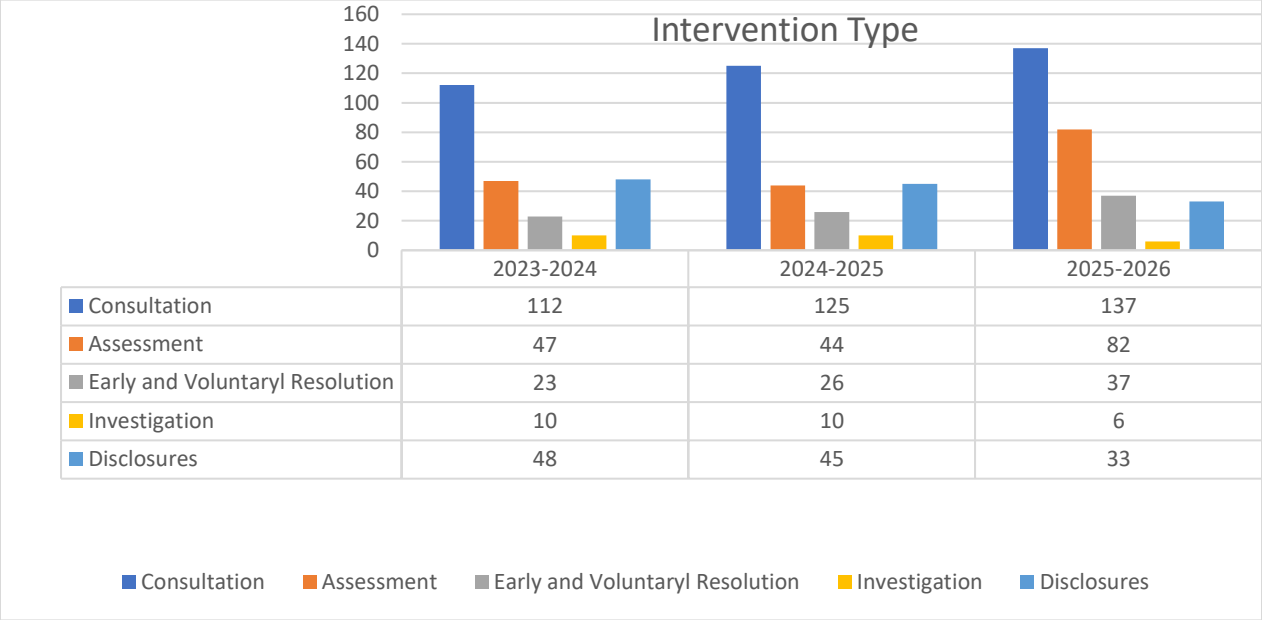
- Mental Health Services received 23 disclosures for counselling supports. 2 of these incidents was classified as occurring in the last 12 months; 21 were classified as historical. All 23 occurred off campus.

- The HRO received 10 disclosures (3 anonymous, 2 historical) and 19 reports of student sexual violence. 1 report was investigated by the HRO, and a breach of policy was found; 1 Report resulted in a voluntary resolution; and the remaining 17 reports were resolved prior to the conclusion of an investigation.

3. INTERVENTION TYPE



The HRO records various interventions used to address concerns brought forward by members of the University community.



	2023-2024	2024-2025	2025-2026
Consultation	112	125	137
Assessment	47	44	82
Early and Voluntaryl Resolution	23	26	37
Investigation	10	10	6
Disclosures	48	45	33

Table: 3

Note: Disclosure stats include student sexual violence disclosures received across the institution.

Consultation remained the most common intervention, increasing to 137 matters during the reporting period.

Assessment activity increased significantly, rising from 44 matters in 2024–2025 to 82 matters in 2025–2026. This increase reflects the HRO's growing role in evaluating concerns and identifying appropriate pathways for resolution.

The HRO facilitated 37 early and voluntary resolutions, reflecting a continued focus on collaborative and restorative approaches wherever appropriate.

Most notably, the number of formal investigations decreased from 10 to 6 investigations. The decrease in investigations, together with increases in consultation, assessment, and early resolution activity, suggests that more matters are being addressed through preventative and early intervention mechanisms before escalation occurs.

Despite increased utilization of HRO services, fewer matters ultimately required formal investigation.

4. ISSUE SOURCE

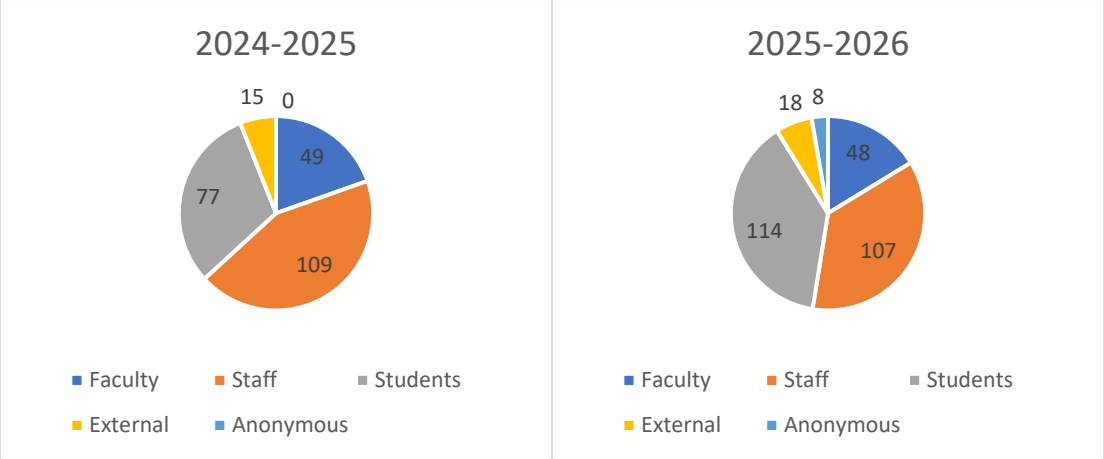


Table: 4

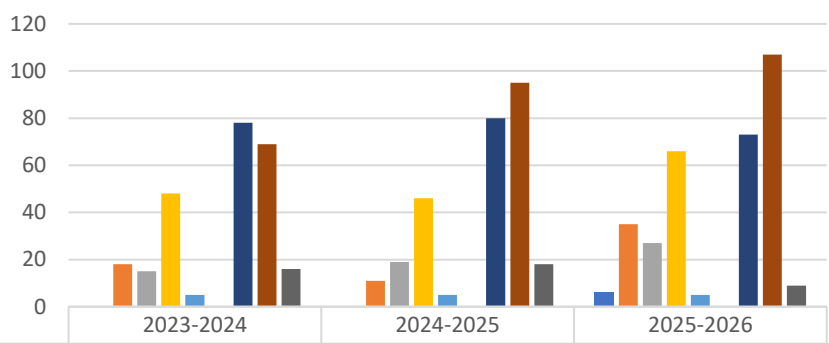
Once again Staff members accounted for a large proportion of matters brought forward during the reporting period.

The significant increase in student engagement may reflect increased awareness of HRO services, growing confidence in seeking support, and greater utilization of the HRO as a resource for conflict management, policy interpretation, and consultation.

Eight matters were categorized as anonymous or unknown. These reports were submitted through reporting mechanisms established as part of the University's anti-racism and anti-hate initiatives.

While anonymous reports may limit the University's ability to fully investigate certain concerns, they remain an important mechanism for identifying emerging issues, supporting barrier-free reporting, and ensuring individuals can safely raise concerns without fear of reprisal.

5. PROTECTED GROUNDS



	2023-2024	2024-2025	2025-2026
Age	0	0	6
Ancestry, Ethnic Origin, Place of Origin, Citizenship, Colour, Race	18	11	35
Creed	15	19	27
Disability	48	46	66
Marital Status, Family Status	5	5	5
Record of Offenses	0	0	0
Sex, Sexual Orientation, Gender Identity, Gender Expression	78	80	73
Unspecified	69	95	107
Workplace Harassment	16	18	9

Table: 5

Multiple protected grounds may apply to a single matter.

Disability remained the most frequently identified protected ground during the reporting period and continues to drive a significant portion of accommodation-related activity.

Sex (and related grounds) and creed also represented significant areas of activity. Many creed-related matters arose in the context of accommodation consultations involving religious observance, scheduling requirements, academic obligations, and workplace accommodations. Accordingly, these figures should not be interpreted as representing an equivalent number of complaints involving allegations of religious discrimination or harassment.

A substantial number of matters involved no identified protected ground. These matters generally consisted of consultation requests, workplace conflicts, policy interpretation, educational initiatives, procedural concerns, training consultations, and other requests for guidance that did not engage a specific protected ground established under the Ontario Human Rights Code but were nevertheless appropriately brought to the HRO for support.

PART IV ANTI-RACISM/ANTI-HATE

During the reporting period, the HRO continued supporting implementation of the University's anti-racism and anti-hate initiatives.

This work included:

- Implementation of the Anti-Hate Guidelines;
- Creation and administration of anonymous reporting pathways;
- Consultation and support regarding anti-racism and anti-hate issues;
- Educational and awareness-building activities; and
- Response and support relating to incidents involving racism, hate, antisemitism, and identity-based conflict.

The anonymous reporting pathway was established to support barrier-free reporting and align with emerging provincial expectations regarding anti-racism and anti-hate initiatives in the post-secondary sector.

The Minister's revised Anti-Racism/Anti-Hate Directive (September 2026) introduced new reporting requirements for racism- and hate-related incidents, including calendar-year reporting (January 1, 2026 – December 31, 2026). Accordingly, Appendix B contains preliminary year-end data and will be updated prior to the December Board meeting.

Should revisions be required following the December Board meeting, a revised annual report will be presented to GNHR in January in advance of the Ministry's January 31, 2027, public reporting deadline.

The Directive also establishes new requirements related to security protocols, communications, training, and institutional attestation. The HRO will work with campus partners to address these requirements by end of 2027.

Assessment of Current State and Key Priorities

The University continues to demonstrate a strong institutional commitment to fostering an equitable, inclusive, respectful, and safe learning and working environment. During the 2025-2026 reporting period, the HRO received a significant volume of disclosures, consultations, and formal complaints, reflecting both ongoing challenges related to discrimination and harassment, as well as increased confidence in institutional reporting and support mechanisms.

Case activity demonstrates that members of the University community continue to seek support on a broad range of issues including respectful workplace concerns, barriers to accessibility, discrimination, and experiences of hate or bias. Increased reporting from students, staff, and faculty suggests growing awareness of available reporting mechanisms and confidence in institutional response processes.

The University's key priorities for the coming year are:

1. Strengthening Prevention and Education

Continue expanding education and awareness initiatives that promote respectful conduct, address discrimination, harassment and hate, and build understanding of rights and responsibilities under human rights legislation and University policies.

2. Addressing Hate, Bias, and Discrimination

Further implementation of the University's Anti-Hate Guidelines and related response mechanisms to ensure timely intervention, support for affected individuals, and proactive prevention of hate-related incidents.

3. Increasing Accessibility of Reporting Mechanisms

Maintain and strengthen multiple reporting pathways, including anonymous reporting options, to ensure members of the University community can raise concerns without fear of reprisal and can access support at an early stage.

4. Enhancing Data-Informed Decision Making

Continue to collect, analyze, and report on case trends, protected grounds, sources of complaints, and resolution outcomes to support evidence-based policy development, resource allocation, and preventative programming.

How Priorities Were Established

Institutional priorities were established through a combination of:

- Analysis of HRO case data and complaint trends.
- Review of disclosure, consultation, and formal complaint statistics.
- Assessment of accommodation-related requests and recurring systemic issues.
- Review of student sexual violence and gender-based violence disclosures and reports.
- Community consultation undertaken through training sessions, outreach activities, and case management interactions.
- Feedback received from students, faculty, staff, employee groups, and administrative leaders.
- Policy reviews conducted during updates to the Respectful Campus Policy and associated procedures.
- Provincial requirements and emerging best practices related to anti-hate, anti-racism, accessibility, and equity obligations.

The HRO uses quantitative case data alongside qualitative feedback gathered through consultations, educational programming, and stakeholder engagement to identify emerging concerns and inform institutional priorities.

Strategies Implemented to Address Institutional Challenges and Forms of Hate

During the 2025-2026 reporting period, the University implemented a range of initiatives designed to address discrimination, harassment, hate activity, and barriers to equitable participation.

Anti-Hate Response Framework

The University continued implementation of its Anti-Hate Guidelines to strengthen institutional capacity to prevent, identify, and respond to hate incidents affecting members of the University community.

Key Activities

- Operationalization of anti-hate reporting and response procedures.
- Promotion of supports available to individuals affected by hate incidents.
- Consultation with affected community members and campus partners.
- Continued monitoring and assessment of reported hate-related concerns.

Outcomes

- Increased awareness of reporting mechanisms.
- Greater consistency in institutional responses to hate-related incidents.
- Enhanced capacity to identify trends and emerging issues through centralized reporting.

Anonymous Reporting Mechanism

The HRO maintained an anonymous reporting pathway in accordance with provincial anti-hate and anti-racism expectations.

Key Activities

- Provision of a confidential avenue for reporting hate, discrimination, and harassment concerns.
- Monitoring and assessment of anonymous submissions.
- Review of recurring themes to identify systemic concerns.

Outcomes

- Improved accessibility to reporting processes.

- Increased opportunities for individuals to raise concerns who may otherwise be reluctant to report.
- Enhanced institutional awareness of emerging issues and barriers.

Policy and Procedure Modernization

The University completed revisions to the Respectful Campus Policy and associated complaint procedures.

Key Activities

- Review of existing policies and procedures.
- Consultation with institutional stakeholders.
- Clarification of rights, responsibilities, and complaint processes.
- Alignment with legislative requirements and contemporary best practices.

Outcomes

- Improved procedural clarity.
- Increased accessibility of complaint processes.
- Stronger institutional framework for addressing discrimination, racism, hate and harassment concerns.

The University remains committed to continuous improvement in the areas of equity, human rights, accessibility, and inclusion. Through ongoing analysis of case data, stakeholder engagement, policy review, education, and anti-hate initiatives, the institution continues to strengthen its capacity to prevent and respond effectively to discrimination, harassment, and hate while fostering a campus environment where all members of the community can participate fully and safely.

Education, Awareness, and Capacity Building

Recognizing the importance of preventative education in addressing discrimination, harassment, and hate, the HRO focused on developing sustainable educational resources and institutional capacity during the 2025-2026 reporting period.

Key Activities

- Initiated the development of a series of online human rights, equity, accessibility, and anti-hate learning modules intended for broad institutional use.
- Developed educational content to support awareness of rights and responsibilities under the Ontario Human Rights Code, University policies, and reporting procedures.

- Collaborated with campus partners to promote awareness of available supports, reporting mechanisms, and complaint resolution processes.
- Continued consultation and educational guidance through individual case management, accommodation processes, and policy-related inquiries.

Student Education and Engagement

The HRO worked closely with the Student Engagement and Equity Unit, which continues to provide equity, diversity, inclusion, and belonging-related programming and learning opportunities for students. These initiatives contribute to the University's broader prevention strategy by promoting respectful engagement, increasing awareness of equity issues, and supporting an inclusive campus climate.

Outcomes

- Strengthened collaboration among units responsible for equity, inclusion, student engagement, and community support.
- Enhanced awareness of reporting mechanisms and available supports through ongoing consultations and outreach activities.
- Established a foundation for expanded campus-wide educational programming to be launched in the upcoming reporting period

PART V CONCLUSIONS

The 2025–2026 reporting period reflects continued growth in utilization of the HRO services and demonstrates the value of prevention-focused, education-based, and early-intervention approaches to dispute resolution.

Key accomplishments during the reporting period included:

- Revision of the Respectful Campus Policy and associated procedures;
- Implementation of the Anti-Hate Guidelines;
- Establishment of anonymous anti-hate reporting mechanisms;
- Implementation of a comprehensive complaint management system;
- Significant expansion of outreach and awareness activities;
- Increased student participation in mandatory gender-based violence prevention training; and
- Continued emphasis on consultation, assessment, and early resolution processes.

Although total matters increased from 250 to 295, the HRO observed fewer formal investigations and significant increases in consultation, assessment, and early-resolution activity. These trends indicate that individuals are increasingly engaging with available

supports at earlier stages of concern and that more matters are being addressed before escalation occurs.

The HRO remains committed to fostering a respectful, inclusive, accessible, and equitable campus environment and will continue supporting members of the University community through education, consultation, policy development, conflict resolution, accommodation support, and human-rights-based services.

APPENDIX A – STUDENT SEXUAL VIOLENCE SUPPORTS, SERVICES & PROGRAMMING[2]

1. Advisory Committee on Implementation and Effectiveness of the Policy & Program

The Advisory Committee on Student Sexual Violence Prevention and Support, established in December 2017, is mandated to ensure the university's Student Sexual Violence Policy and Program are reviewed on a regular basis and continuously improved upon.

2. Counselling Supports and Accommodations:

Support Workers, through the university's Student Mental Health Services, support students who have experienced sexual violence, including working with Student Accessibility Services to ensure academic accommodations are put in place when necessary. All counsellors participate in ongoing training in trauma-informed therapy and have experience working with survivors of sexual assault. In addition, an Outreach Worker in the residence works very closely with the Support Workers in providing onsite support for students living in residence.

3. Mandatory Training Modules:

New students are required to take online training modules designed by the HRO to ensure students know what student sexual violence is, how to obtain support and services if they experience sexual violence, and how to report a concern. The HRO organizes a communications and incentive strategy to promote student completion of the modules. The modules are also mandatory for faculty members and staff and ensure that everyone in the campus community has the same general knowledge about supports and services available to students who experience sexual violence.

4. Awareness and Programming

Efforts to raise awareness and educate students are also driven by the Student Engagement and Equity Team in the Office of the Deputy Provost. Initiatives to raise awareness and educate on sexual violence included:

- **SSVP Advisory Committee Student Recruitment:** In July 2025, Health Promotion led the recruitment of student representatives for the university's Sexual Violence Prevention Advisory Committee. These representatives contributed student perspectives to help inform student-centered approaches to sexual violence prevention, education, and awareness.

- **Trich or Treat:** The annual Trich or Treat campaign was planned for October 2025 to encourage students to access STI testing through the Campus Health and Wellness Centre.

[2] Sections 17 (7) and (7.1) of the Ministry of Training, Colleges and Universities Act note that universities are to provide their Board of Governors with an annual report including information about their student sexual violence initiatives and programs

The campaign would also have provided information about sexual health, safer-sex practices, consent, and healthy relationships. It was cancelled due to the Durham College strike but is expected to return in October 2026.

- **Sexual Health and Healthy Relationships Resources:** In Fall 2025, Community Health Nursing placement students developed four new handbills for the Peer Wellness Education Program. The resources addressed consent, healthy relationships, contraception, and STI prevention and were designed to provide accessible, low-barrier information during student outreach activities.

- **Wellness on Wheels – Healthy Relationships Pilot:** In February 2026, Community Health Nursing placement students piloted a mobile outreach cart focused on healthy relationships. The cart featured Valentine's-themed cards with quick educational tips, interactive trivia and giveaways, and a resource with key talking points for Peer Wellness Educators. Approximately 75 students were reached during the two-hour pilot.

- **Consent Awareness Week:** From September 15–19, 2025, Student Engagement and Equity delivered a week of consent and sexual violence prevention education at both the north and downtown campuses. Programming included pop-up information booths with interactive consent-focused activities and educational giveaways, supported by a social media awareness campaign. A smaller campaign was also delivered during Winter Orientation to reinforce key concepts with incoming students,

- **Transgender Awareness Week and Transgender Day of Remembrance:** From November 13–20, 2025, SEE hosted a drop-in awareness event in the SEE office. The event increased awareness of issues affecting transgender communities and honoured transgender and gender-diverse people lost to anti-trans violence.

- **16 Days of Activism Against Gender-Based Violence:** From November 25–December 10, 2025, SEE participated in the international 16 Days of Activism campaign. Programming included a calendar outlining 16 actions community members could take to help prevent and respond to sexual and gender-based violence. SEE also supported a memorial organized by the Faculty of Engineering and Applied Science for the National Day of Remembrance and Action on Violence Against Women. The Deputy Provost and faculty members spoke about gender-based violence and commemorated the women killed at École Polytechnique.

- **Red Dress and Moose Hide Campaigns:** From May 5–14, 2026, SEE collaborated with Indigenous Education and Cultural Services on programming addressing the impacts of colonization and intergenerational trauma on sexual and gender-based violence in Indigenous communities. SEE hosted pop-up booths highlighting the meaning of the Red Dress Campaign and honouring Missing and Murdered Indigenous Women, Girls, and Two-Spirit people. SEE also supported an IECS-led ceremony featuring First Nations drummers and speakers who shared lived experiences related to gender-based violence within their communities. The campaign also highlighted the role men and boys can play in healing, accountability, and ending violence.

- **Pride Month:** In June 2026, SEE contributed to a month-long calendar of Pride events and educational activities. Members of the Ontario Tech community were encouraged to engage with resources and programming that addressed the disproportionate prevalence and impact of gender-based violence within 2SLGBTQIA+ communities.

APPENDIX B - 2026 ANTI-HATE AND ANTI-RACISM REPORTING AND PROGRAMMING

Complaint Category -anti-Black racism -anti-Indigenous racism -antisemitism -Islamophobia, -other (please specify)	**Associated Ontario *Human Rights Code* ground(s)**	**Complaint subjects** -student to student -faculty to faculty -student to faculty -faculty to student -campus visitor to student -student to campus visitor -other	**Complaint Type** -verbal -physical -online -property related -other	**Proceeded to institutional review** If a complaint did NOT proceed to institutional review, please provide a brief explanation	**Response timeline** # of days for each complainant to be contacted (must be within 30 days - if timeline is not met reason must be given)	**Resolution timeline** # of months to resolve the complaint (if 12 months is exceeded reason must be given)	**Findings**	**Disciplinary Measure(s) Taken**
Antisemitism ***Total** = 1*	*creed*	*1 faculty to student*	*1 online*	*No – case under assessment at time of report*				
Islamophobia ***Total** = 1*	*Creed*	*1 faculty to student*	*1 verbal*	*No – anonymous complaint with insufficient detail to proceed*				

Table: 6 – January 1 – December 31

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

Minutes of the Public Session of the May 29, 2026 Meeting
via Videoconference
9:01 a.m. - 9:18 a.m.

Governors Present:

Gaurav Singh, Chair	Laura Elliott	Steven Murphy
Frank Carnevale, Vice-Chair	Lorraine Gray	Dwight Thompson

Regrets:

Mitch Frazer	Neeraj Grotra

Staff and Guests:

Kirstie Ayotte	Sandra Grouette	Jennifer MacInnis
Jamie Bruno	(Secretary)	Sarah Thrush
Nicola Crow	Krista Hester	

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 9:01 a.m. and L. Gray provided the Land Acknowledgement.

2. **Agenda**
   N. Crow requested Consent Agenda Item 6.3 be removed from the Consent Agenda.

   Upon a motion duly made by F. Carnevale and seconded by D. Thompson, the Agenda was approved as amended, including approving and receiving the Consent Agenda and its contents as amended with the removal of Consent Agenda Item 6.3.

3. **Conflict of Interest Declaration**
   F. Carnevale and the Chair declared a conflict for Agenda Item #13.2.

4. **Chair's Remarks**
   The Chair acknowledged the upcoming spring Convocation celebrations, Pride Month, and National Indigenous History Month, highlighting the importance of diversity, inclusion, reconciliation, and community. The Chair also recognized and thanked Board Chair Laura Elliott for her leadership, dedication, and significant contributions to the University and the Board's governance, noting that this was her final GNHR Meeting.

DRAFT

5. President's Remarks

The President acknowledged and thanked Board Chair Laura Elliott for her leadership and contributions to the University's growth and strategic development. The President also highlighted the upcoming Convocation ceremonies and expressed appreciation to faculty, staff, volunteers, and Governors supporting the celebrations.

In updating GNHR on recent government relations' activities, the President noted Ontario Tech's strong alignment with provincial and federal priorities in STEM, research, innovation, and emerging technology sectors. The President emphasized the University's positioning to pursue future funding opportunities and its growing leadership role in collaborative initiatives that support economic and technological development.

The President shared that Ontario Tech's growing reputation in research, innovation, and commercialization, including national recognition and success in securing research opportunities, is helping attract high-calibre faculty and staff. It was also emphasized that increased institutional profile and strong government relations are benefiting all aspects of the University's operations and positioning Ontario Tech for continued growth, while underscoring the importance of ongoing engagement with government partners in an evolving political environment.

6. Consent Agenda* (M)

The Chair confirmed that the contents of the Consent Agenda were approved and received under Agenda Item #2, noting the removal of the former Consent Agenda Item 6.3.

6.1 Public Session Minutes of the February 3, 2026 Meeting* (M)
6.2 2025-2026 GNHR Annual Report* (I)
6.3 Compliance Reports:
6.3.1 Annual Pension Plan Report* (I)

7. Adjournment (M)

There being no other business, and upon a motion duly made by L. Elliott the Public Session of the GNHR Committee Meeting adjourned at 9:18 a.m.

Sandra Grouette, Assistant University Secretary

DRAFT

COMMITTEE REPORT

SESSION:		ACTION REQUESTED:	
Public	☒	**Decision**	☐
Non-Public	☐	**Discussion**	☐
Consent	☒	**Information**	☒

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

MEETING DATE: **October 29, 2026**

FROM: **Nicola Crow, University Secretary**

SUBJECT: **Agenda Item 9.2: Annual Board/Committee Practices Assessment Results**

EXECUTIVE SUMMARY:

- GNHR oversees the Annual Board/Committee Practices Assessment ("the 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, the Board's Professional Development Plan and the enhancement overall of the Board's governance practices.
- The summary results of the 2025-2026 Assessment are now shared with GNHR for information.

KEY CONSIDERATIONS:

- For 2025-2026, the timing of the Assessment's distribution was adjusted to better support Board planning and decision-making.
- Launching the survey after the final Board Meeting of the academic year enabled the gathering of feedback from departing Governors, new Governors completing their first full year, and returning Governors.

NEXT STEPS:

- December 3, 2026: GNHR reports to the Board on the assessment results summary
- The results inform governance planning and opportunities for continued focus during the 2026-2027 Board year and beyond.

SUPPORTING MATERIALS:

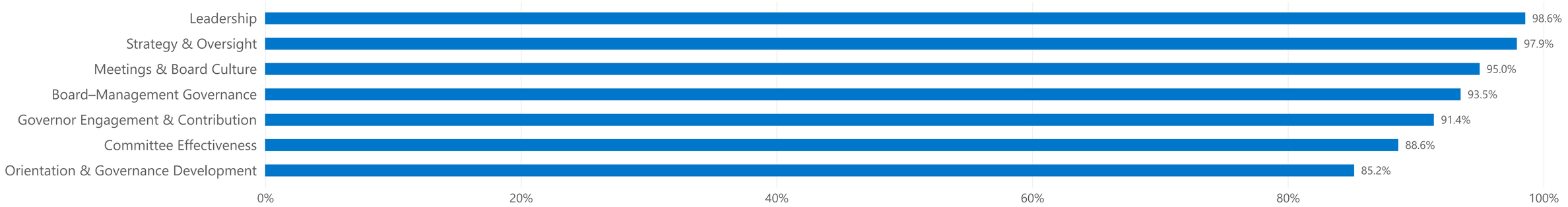
- 2025-2026 Board/Committee Practices Assessment Summary Results.

Annual Board & Committee Practices Assessment

2025-2026 Results

Overall Favourable	Response Rate	Rated Practices
93.7%	78%	42

Favourable Results by Governance Theme



What Governors Value

- Financial resilience and stewardship
- Strategic progress and long-term priorities
- Leadership continuity and key decisions

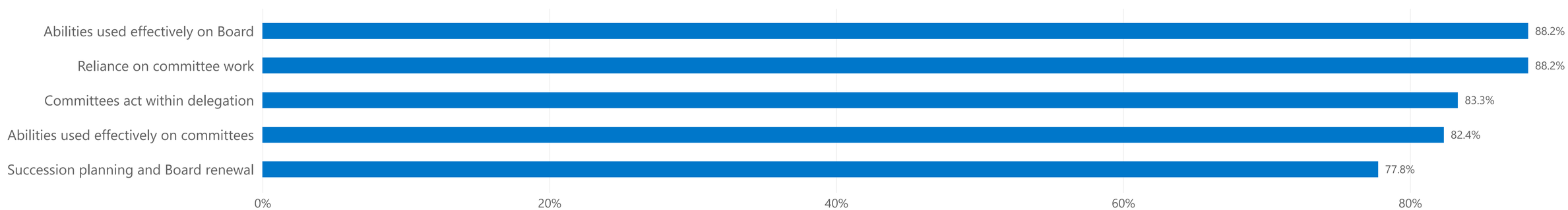
Priorities for the Year Ahead

- More strategic and future-oriented discussion
- Governor development and ongoing education
- Participation and dialogue

Orientation & Onboarding Opportunities

- Experiential learning and campus exposure
- Institutional and sector context
- Peer / buddy support

Other Key Results by Governance Theme



COMMITTEE REPORT

SESSION:		ACTION REQUESTED:	
Public	☒	**Decision**	☐
Non-Public	☐	**Discussion/Direction**	☐
Consent	☒	**Information**	☒

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

DATE: **October 29, 2026**

PRESENTED BY: **Jamie Bruno, Vice President, People and Transformation**

SUBJECT: **Agenda Item 9.3.1: Policy Against Violence in the Workplace Annual Report**

BACKGROUND/CONTEXT & RATIONALE:

- Pursuant to section 13.3 of the Policy Against Workplace Violence, Human Resources is responsible for completing an annual review of both the Policy and related Procedures, with appropriate and requisite consultation with stakeholders and consideration of, among other things, collective agreements.
- As part of the annual review process, the University informed each of our joint health and safety committees of the exercise and invited feedback.
- The recommended revisions were editorial in nature and only include updates to expired or outdated language. These include:
    - Replacing reference to “General Counsel” with “Office of the General Counsel”.
    - Correct the demonstrative pronoun referring to employees under section 16.3 of the corresponding Procedures
    - Add the *Respectful Campus Policy* to the section in the corresponding Procedures referencing related policies, procedures, and documents.
- As assigned policy owner, the Vice President, People and Transformation affirms that the policy maintains appropriate and responsive measures to responsibly support the reporting and management of complaints.

IMPLICATIONS:

- The submission of this Policy Review to GNHR and to the Board allows the University to continue to support staff in a responsible and responsive manner when managing a complaint under the policy.
- Any recommended policy revisions that are editorial in nature have been implemented without the need for GNHR/Board approval.

NEXT STEPS:

- The University will continue its work to administer the provisions of this policy, and to record and review relevant information that will inform the next annual review.