BOARD OF GOVERNORS
STRATEGY & PLANNING COMMITTEE (S&P)

November 5, 2026
2:00 p.m. - 3:55 p.m.
Via Videoconference
Public Registration Link

Members: Lisa McBride (Chair), Cynthia Domjancic (Vice-Chair), Ahmad Barari, Mitch Frazer, Peter Lewis, Matthew Mackenzie, Laura Money, Steven Murphy, Nicole McNeill, Roger Poirier, Sameer Qureshi, Jeffrey Spiegelman, Emily Whetung-MacInnes

Staff: Kirstie Ayotte, Jamie Bruno, Nicola Crow, Justyne Gallinger, Krista Hester, Les Jacobs, Lori Livingston, Jennifer MacInnis, Brad MacIsaac, Joe Stokes, 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 S&P Terms of Reference Review* (I)	Nicola Crow	5	2:20 p.m.
7	**Strategy**			
7.1	Annual Digital Strategy Report* (I)	Brad MacIsaac Ade Oyemade Jamie Bruno Joe Stokes	15	2:25 p.m.
8	**Planning**			
8.1	Enrollment and Admissions Update* (I)	Lori Livingston Sarah Thrush	10	2:40 p.m.

No.	Topic	Lead	Allocated Time	Suggested Start Time
9	**Consent Agenda* (M):**	Chair		
9.1	Public Minutes of the June 11, 2026 Meeting* (M)			
10	**Adjournment (M)**	Chair		2:50 p.m.
NON-PUBLIC SESSION **(material not publicly available)**				
11	**Call to Order**	Chair	5	2:55 p.m.
12	**Conflict of Interest Declaration**			
13	**Chair's Remarks**			
14	**President's Remarks**	Steven Murphy	10	3:00 p.m.
15	**Strategic Conversation: Meeting the Moment in Digital Transformation to Shape the Future* (D)**	Brad MacIsaac	30	3:10 p.m.
16	**Consent Agenda* (M):**	Chair	5	3:40 p.m.
16.1	Non-Public Minutes of the June 11, 2026 Meeting* (M)			
16.2	Capital Project Tracking: Residence & CHPC Term Sheets* (I)			
16.3	S&P 2026-27 Workplan & Action Points*(I)			
17	***In Camera* Session**	Chair	10	3:45 p.m.
18	**Termination (M)**	Chair		3:55 p.m.

Nicola Crow, University Secretary

COMMITTEE REPORT

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

TO: **Strategy & Planning Committee (S&P)**

MEETING DATE: **November 5, 2026**

FROM: **Nicola Crow, University Secretary**

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

EXECUTIVE SUMMARY:

S&P's responsibilities under its Terms of Reference include overseeing the strategic planning for all aspects of the University and assessment of the implementation of the University's plans in the context of the University's vision, mission and values.

As this is the Committee's first meeting of the Board year, the Terms of Reference are provided for information on an annual basis 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.
- S&P may wish to consider the following question when reviewing this report.
  - Do the Terms of Reference accurately reflect the roles and responsibilities of S&P and good governance practices?

COMPLIANCE WITH POLICY/LEGISLATION:

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

NEXT STEPS:

- None.

SUPPORTING MATERIALS:

- S&P Terms of Reference

COMMITTEE REPORT

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

TO: **Strategy & Planning Committee (S&P)**

MEETING DATE: **November 5, 2026**

PRESENTED BY: **Brad MacIsaac, Vice-President, Administration**
Ade Oyemade, Chief Information Officer

SUBJECT: **Agenda Item 7.1: Annual Digital Strategy Report**

EXECUTIVE SUMMARY:

This report and accompanying presentation introduce the Information Technology Services (ITS) Digital Strategy 2026-2028 and its alignment with Ontario Tech University's institutional priorities. The strategy establishes a focused direction for how technology will enable a digitally exceptional university through connected experiences, modernized operations, responsible innovation, and the strategic use of artificial intelligence.

The strategy responds to accelerating technological change, rising expectations for seamless digital services, increasing cybersecurity and privacy requirements, and the need to simplify institutional processes. It positions technology as a strategic enabler of student success, teaching and learning, employee productivity, data-informed decision-making, and institutional resilience.

KEY CONSIDERATIONS:

S&P is invited to consider the following strategic questions as part of this report:

- Does the proposed digital strategy appropriately support Ontario Tech's institutional priorities and future direction?

ANALYSIS:

Context and Strategic Imperative: Ontario Tech operates in an environment where expectations for digital experiences, service delivery, data access, and institutional agility continue to rise. Across higher education, advances in artificial intelligence, increasing cybersecurity risks, evolving student expectations, and growing operational complexity are changing how institutions support learning, research, and administrative services. At the same time, many institutional processes continue to rely on disconnected systems, manual workflows, and fragmented information, creating friction for students, faculty, and staff. The ITS Digital

Strategy 2026-2028 has been developed in response to these realities and establishes a roadmap for creating a more connected, responsive, and resilient digital university. The strategy supports Ontario Tech's vision of embracing technology with a conscience while enabling innovation, operational excellence, and sustainable growth.

Digital Strategy Highlights: The Digital Strategy reflects a shift from viewing technology primarily as an operational necessity to positioning it as a strategic enabler of institutional success.

Over the next three years, ITS will focus on creating more connected and personalized experiences for students and employees, modernizing institutional platforms and processes, strengthening data and analytics capabilities, and advancing the responsible adoption of artificial intelligence across the University. The strategy recognizes that technology investments must not only improve efficiency but also enhance the experience of learning, teaching, research, and administrative work.

A significant focus of the strategy is the modernization of Ontario Tech's core digital foundations. This includes the continued transformation of enterprise systems, implementation of Banner SaaS, expanded system integration, modernization of service delivery platforms, and the development of a unified data ecosystem capable of supporting institution-wide reporting, analytics, and AI-enabled decision-making. These investments are intended to reduce complexity, improve reliability, and create a scalable platform for future growth.

The strategy also places strong emphasis on enhancing the student and employee experience. Planned investments in digital self-service, personalized support capabilities, AI-enabled assistance, learning technologies, and student success tools are intended to reduce barriers, improve access to services, and create more seamless interactions throughout the Ontario Tech journey. These efforts support broader institutional priorities related to student success, engagement, retention, and employee productivity.

Recognizing the growing importance of artificial intelligence, the strategy establishes AI enablement as a cross-cutting priority. The approach focuses on practical applications of AI that improve service delivery, support teaching and learning, enhance decision-making, and automate routine work while maintaining appropriate controls related to privacy, security, accessibility, and responsible use. Equally important is the development of institutional AI literacy and governance practices to ensure that adoption occurs in a thoughtful, ethical, and sustainable manner.

Finally, cybersecurity, privacy, accessibility, and digital resilience remain foundational elements of the strategy. As technology becomes increasingly integrated into every aspect of university operations, maintaining trust through secure and responsible technology practices is critical to achieving the University's broader digital transformation objectives.

Expected Institutional Outcomes: Successful execution of the Digital Strategy will create measurable benefits across the institution. Students will experience more connected and personalized services, easier access to information, and enhanced supports that contribute to academic success and engagement. Faculty will benefit from improved digital tools, expanded access to learning technologies, and emerging AI capabilities that support teaching, research, and innovation. Staff will be equipped with more efficient systems, streamlined processes, intelligent automation, and improved access to institutional data, enabling greater focus on value-added activities. At the institutional level, Ontario Tech will strengthen its ability to make

data-informed decisions, improve operational efficiency, enhance cybersecurity and resilience, and build a scalable digital foundation capable of supporting future growth and transformation.

NEXT STEPS

Following discussion with the committee, ITS will finalize the Digital Strategy 2026-2028 and incorporate leadership feedback into implementation planning and prioritization.

Subsequent work will focus on establishing governance and accountability mechanisms, defining performance measures and success indicators, advancing the priority work identified in the roadmap, and strengthening the cross-functional partnerships required to achieve the strategy's objectives.

Progress, risks, and emerging priorities will be reported through regular governance and leadership reporting processes to maintain alignment with institutional priorities and evolving needs.

ATTACHMENTS:

- ITS Digital Strategy 2026-2028 PowerPoint



ITS DIGITAL STRATEGY

2026 – 2028

Technology that **enables**.

Experiences that **connect**.

Innovation that **advances**.

Ontario Tech UNIVERSITY

ITS MANDATE

"Shape a **digitally exceptional** university through **innovation**, **intelligent technology**, and **experiences** that empower our community."

ONTARIO TECH VISION

Embracing technology with a **conscience** to advance knowledge and promote **sustainability**.



OUR STRATEGIC COMMITMENTS

How we will operate

ENABLE

Build secure, resilient and accessible digital foundations.

CONNECT

Unify people, information, platforms and experiences across the university.

ACCELERATE

Leverage data, AI and emerging technology to drive innovation and institutional success.

STEWARD

Champion trust, security, privacy and inclusion in all we do.

ALIGNED TO ONTARIO TECH PRIORITIES

- Tech with a Conscience
- Learning Re-imagined
- Sticky Campus
- Partnerships

Creating the **digital conditions** for Ontario Tech's vision to **thrive**.

WHY NOW?

The moment to elevate our digital future.

Change is accelerating. Our community expects more.
This is our opportunity to **lead.**



TODAY

Our systems and ways of working create friction.

- Too many systems. Too many workarounds.
- Manual, time-consuming processes.
- Information is hard to find or count on.
- Rising complexity, risk, and expectations.

THE INFLECTION POINT

New forces are reshaping what's possible and what's expected.

- AI is transforming how we work and learn.
- Expectations are rising across the board.
- Technology is evolving faster than ever.
- Cybersecurity, privacy and responsible AI must keep pace.

THE OPPORTUNITY

A digitally exceptional Ontario Tech for everyone.

- **Students** Seamless, personalized experiences that support success.
- **Faculty & Researchers** Tools and insights that amplify impact and innovation.
- **Staff** Systems that work and free up time for what matters.
- **The University** Data, evidence and decisions that strengthen our future.

FROM
Technology supporting processes.

TO
Technology enabling possibilities.

The opportunity isn't simply to modernize. It is to rethink how Ontario Tech learns, works, connects, and innovates.

FROM COMMITMENT TO OUTCOMES

Ontario Tech University

Our strategic commitments guide how we operate every day.
Our goals define the outcomes we will achieve by 2028.

OUR STRATEGIC COMMITMENTS — HOW WE OPERATE

ENABLE
Build the digital foundation.

CONNECT
Create one connected university.

ACCELERATE
Advance innovation.

STEWARD
Act responsibly with a conscience.

OUR STRATEGIC GOALS — WHAT WE WILL CHANGE BY 2028

01 EXPERIENCE

Transform the Digital Experience

Create intuitive, personalized and increasingly self-service experiences for students, faculty and staff throughout their Ontario Tech journey.

- Personalized Journeys
- Self-Service Anywhere
- Proactive Support via Chatbots

02 TEACHING & LEARNING

Re-imagine teaching and learning

Enable flexible, experiential, and AI-enhanced learning experiences that empower faculty and staff.

- AI enabled learning
- Modern Platforms
- Employee Self-Service

03 OPERATIONS & INTELLIGENCE

Modernize how we work

Use integration platforms, trusted data, intelligent workflows and AI to simplify work and improve decision making.

- Agentic AI Capabilities
- Intelligent Wofklows
- AI & Analytics Insights

04 OUR FOUNDATION ACROSS ALL GOALS

TRUST + RESILIENCE

Advance technology responsibly: Strengthen cybersecurity, privacy, responsible AI and digital resilience

- **Secure** by design
- **Accessible** for all
- **Responsible** AI

2026

DIGITAL STRATEGY PLAN

AI ENABLEMENT

01 EXPERIENCE

Advance student success through connected, personalized experiences.

Campus Connect AI

A dedicated AI agent for every student, faculty and employee throughout their Ontario Tech journey.



- 24/7 personalized guidance
- AI-powered self-service
- Support for onboarding, benefits and pension services

02 TEACHING & LEARNING

Re-imagine teaching and learning through AI-enhanced, flexible and experiential learning.

Teaching & Learning AI

Enable Canvas AI capabilities and expand the Learning Agent to provide proactive, personalized academic assistance.



- AI-guided course and learning support
- AI-assisted course design, quizzes and feedback
- Personalized learning pathways for student success

03 OPERATIONS & INTELLIGENCE

Modernize service delivery through intelligent workflows and human-centred automation.

Centralized AI & Data Platform

Unify data across ERP, LMS, reporting and other systems to power AI-enabled insights and workflows.



- 360° view of students and employees
- Agentic AI to streamline workflows and reduce manual effort
- AI-powered HR self-service and employee productivity

04 TRUST & RESILIENCE

Build AI fluency and cybersecurity awareness, and enable responsible AI practices that support secure and trusted adoption across Ontario Tech.

- AI training and guided learning pathways
- Responsible AI use in teaching, work and learning
- Approval framework for enterprise AI capabilities

DIGITAL STRATEGY OBJECTIVES 2026 – 2027

Turning our strategic goals into outcomes through focused objectives and a clear roadmap.

STRATEGIC GOAL (WHAT WE WILL CHANGE)	STRATEGIC OBJECTIVES (WHAT WE WILL ACHIEVE)	ADVANCES OT PRIORITIES (WHY IT MATTERS)	ROADMAP 26-27
			April – June / July – Sept / Oct - Dec / Jan - March
01 EXPERIENCE — Advance connected digital experiences	• Deliver a unified, personalized and increasingly self-service digital experience across the Ontario Tech journey. • Connect information, services and support to reduce friction and strengthen engagement.	TC LR SC P	Ellucian Experience Campus Connect AI DegreeWorks Admissions CRM – Phase 1 Admissions CRM – Phase 2
02 TEACHING & LEARNING — Re-imagine teaching and learning	• Expand AI-enabled, flexible and personalized learning experiences that support student success. • Partner with faculty to experiment with emerging technologies and embed innovation in teaching and experiential learning.	LR TC	Learning Agent Expansion Canvas Ignite AI Canvas Insights Competency-Based Learning Pilots Capstone Projects (Faculty + Students)
03 OPERATIONS & INTELLIGENCE — Modernize how we work	• Modernize and integrate core platforms to simplify operations and create a scalable digital foundation.	TC P	Banner SaaS Sign-in Transformation Partnership Relationship Management (PRM) solution ITSM Modernization
	• Automate routine work and augment employees through intelligent workflows, conversational AI and agentic capabilities.	TC	HR Chatbot & Self-Service Intelligent Workflows Agentic AI Automations
	• Build a connected data and intelligence ecosystem that turns institutional information into actionable insight.	TC P	Microsoft Fabric Gemini / Enterprise AI Platform Ellucian Insights
04 TRUST & RESILIENCE — Advance technology responsibly	• Embed security, privacy, accessibility and responsible AI in the design and delivery of digital services. • Strengthen institutional resilience and AI readiness through governance, identity and digital fluency.	TC	Cybersecurity AI usage matrix AI Governance Framework AI Literacy & Digital Fluency Privacy, Accessibility & Compliance

OUR PURPOSE

Technology with a conscience. Impact with purpose.

TC Tech with a Conscience · LR Learning Re-imagined · SC Creating a Sticky Campus · P Partnerships



ITS DIGITAL STRATEGY – USE CASES

2026 – 2028

Technology that **enables**.

Experiences that **connect**.

Innovation that **advances**.

Ontario Tech UNIVERSITY

AI Learning Agent | Fall 2026

Pilot Cohort | 17 Courses | As of October 27, 2026

Courses	Students Reached	Opted In	Retention Rate	Messages
17	2,127	471	99.6%	2,254
across 5 faculties	enrolled in cohort	22.1% of enrolled	only 2 opt-outs	549 conversations

Engagement by Faculty (Fall 2026)

Education			Health Sciences			Business & IT		
6	39.0%	681	3	13.0%	565	4	15.3%	665
courses	opt-in rate	messages	courses	opt-in rate	messages	courses	opt-in rate	messages

Engineering			Science			All Fall courses		
2	46.6%	107	2	29.0%	236	17	22.1%	2,254
courses	opt-in rate	messages	courses	opt-in rate	messages	courses	opt-in rate	messages

Cohort Highlights

4.8	**Messages per Student** up from about 2 in late September
549	**Conversations Held** 2,254 messages exchanged
69.8%	**Top Course Opt-In Rate** Teaching, Learning & Ed. Contexts
16 of 17	**Courses Active** one course yet to start

99.6% Retention Rate | Of 471 students who opted in across 17 courses, only 2 opted out. About eight weeks into term.

AI-Powered HR: Enabling Productivity

Potential strategic value for Ontario Tech University



More time for meaningful work



Improved access to HR support



Clear, consistent experiences



Strengthen onboarding



Personalized learning & career growth



Enhanced reporting & data

Proposed executive metrics

- Productivity
- Service efficiency
- Employee experience
- Adoption
- Quality and risk

Strategic outcome: Less administrative effort. More capacity for teaching, research and university operations.

OntarioTech UNIVERSITY

Strategic Priority: AI-Enabled Student Experience

A seamless, personalized digital portal with 24/7 access to student support

BRIGHT MINDS BOLDER TOMORROW

Strategic Objective



- Trusted information & routine help 24/7
- Simpler access to university services
- Staff connection for complex or sensitive needs

Benefits

24/7 Service Navigator

Registration, fees & deadlines with source links and staff escalation

Personalized Next Steps

Reminders, onboarding checklists & service recommendations

Guided Administrative Support

Explain forms, identify documents, route requests; staff approve key actions

Learning Support Discovery

Tutoring, study resources, accessibility services & advising

Expected Value

- **Easier Access**
- **Faster Routine Service**
- **Less Repetitive Administration**

BOARD COMMITTEE REPORT

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

TO: **Strategy & Planning Committee (S&P)**

DATE: **November 5, 2026**

PRESENTED BY: **Lori Livingston, Provost and Vice-President Academic**
Sarah Thrush, AVP Planning and Strategy

SUBJECT: **Agenda Item 8.1: Enrollment and Admissions Update**

BACKGROUND/CONTEXT & RATIONALE:

An integral part of the University's Integrated Academic-Research Plan 2023-2028 and budget plan is the differentiated growth strategy. The University's enrollment plan incorporates the differentiated growth objectives and drives the enrollment targets and recruitment strategies. This update provides the S&P with an update on the Fall 2026 admission cycle performance and an early update on enrollment performance for the 2026-27 cycle.

In September, the University had exceeded its registration targets at the undergraduate and graduate levels. In addition, the University's confirmation rates have outperformed the sector confirmation rates for both domestic and international students.

The attached material provides details for the S&P on 2026-27 enrollment performance and projections out to 2030-31, as well as a summary of the university and sector 2026-27 confirmation data.

ATTACHMENTS

- September 2026 Admission and Enrollment Highlights
- Enrollment Plan – Differentiated Growth

September 2026
Admission and Enrolment Highlights

OntarioTech UNIVERSITY

OUAC Confirmations

Year over year change

	Ontario Tech	Ontario University System
Combined Domestic + International	+3.1%	~2.1%
Domestic Confirmations	+2.4%	+1.4%
International (VISA) Confirmations	+14.3%	+8.0%



Ontario Tech is currently outperforming the Ontario University system in confirmation growth, and undergraduate registration is above target.

Registration (as of September 2026)

Undergraduate

13,181 Students

102.8% Of target

~5.7% YoY increase

Graduate

1,542 Students

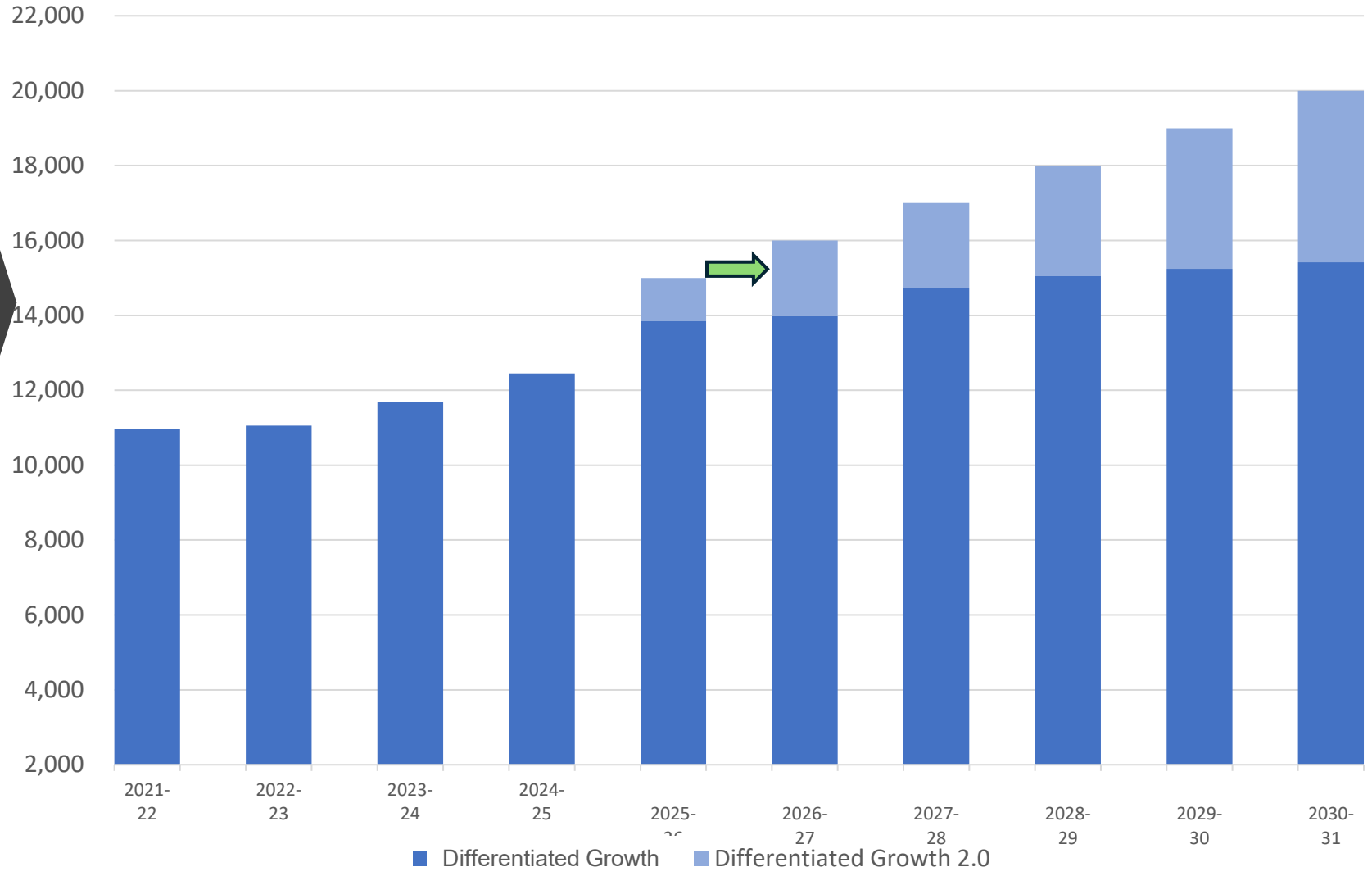
77.3% Of target

123.5% Of overall target

Note: Registration figures are before melt and do not include full graduate winter admits

Enrolment Plan

Differentiated Growth



BOARD OF GOVERNORS
STRATEGY & PLANNING COMMITTEE (S&P)

Minutes of the Public Session of the June 11, 2026 Meeting
via Videoconference
2:00 p.m. - 3:03 p.m.

Governors Present:

Eric Agius, Chair	Laura Elliott	Roger Poirier
Lisa McBride, Vice-Chair	Matthew Mackenzie	Hannah Scott
Ahmad Barari	Steven Murphy	

Regrets:

Mitch Frazer	Michael Rencheck	Jeffrey Spiegelman
Emily Whetung-MacInnes	Alveena Shrestha	

Staff and Guests:

Kirstie Ayotte	Les Jacobs	Joe Stokes
Nicola Crow	Lori Livingston	Sarah Thrush
Krista Hester	Jennifer MacInnis	

1. **Call to Order and Land Acknowledgement**
   The Chair called the Public Session of the Strategy & Planning Committee (S&P) Meeting to order at 2:01 p.m. and M. Mackenzie provided their personal Land Acknowledgement.

2. **Agenda**
   Upon a motion duly made by L. McBride and seconded by M. Mackenzie, 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**
   The Chair acknowledged Pride Month and National Indigenous History Month, recognizing the importance of celebrating diversity, fostering inclusion, and supporting reconciliation. The Chair also thanked several Members whose terms were ending, recognizing their contributions and leadership. Reflecting on his final meeting as S&P Chair, they also expressed appreciation for the dedication of faculty, staff, students, and Governors, and shared their optimism on Ontario Tech University's future.

5. **President's Remarks**
   The President thanked departing Governors for their service and provided an update on Ontario Tech's growing engagement in Canada's defence and security sector. He highlighted the recent

federal investment supporting enhancements to the University's ACE Climatic Wind Tunnel facility and noted opportunities arising from national priorities in defence, cybersecurity, AI, energy, advanced technologies, and workforce development. The President also emphasized Ontario Tech's collaborative approach with government and industry partners and its commitment to contributing to Canada's security, innovation, and economic prosperity while remaining aligned with the University's academic mission and strategic priorities.

6. Strategy

6.1 Annual Integrated-Academic Research Plan, Institutional and SMA Metrics Report* (I)

L. Livingston introduced the Integrated Academic-Research Plan (IARP) and Strategic Mandate Agreement (SMA) Annual Reports, noting their role in evaluating institutional performance against established objectives and metrics, supporting continuous improvement and evidence-informed decision-making, and ongoing monitoring of institutional performance and risk. She highlighted that there is significant innovation across the Institution with Ontario Tech accounting for 19% of all ministry-approved programs despite representing just over 2% of provincial enrollment, reflecting the University's strong contribution to program innovation. L. Livingston acknowledged the outstanding contributions of staff involved in the preparation and analysis of the Reports.

S. Thrush advised that the IARP and SMA Reports highlighted a year of strong institutional performance, growth, and innovation. She outlined progress toward strategic priorities and ongoing alignment with government priorities, as well as reporting that the University met or exceeded all SMA performance targets and is consequently expecting a modest funding reallocation benefit. She also noted the importance of managing operational and external challenges while advancing strategic initiatives, with the University remaining well positioned to support future growth and maintain strong performance outcomes.

6.2 2025-2026 Continuous Learning Annual Report* (I)

L. Livingston presented the Continuous Learning Annual Report, highlighting program offerings, enrollment trends, and key initiatives supporting lifelong learning and community engagement. She advised that the Report emphasizes the role of professional development programs in attracting new learner populations, strengthening community connections, and supporting continuous improvement through ongoing evaluation of program performance and future opportunities.

S. Thrush highlighted the strong enrollment growth, expanded partnerships, and increased alignment with the University's strategic growth objectives. She noted the role of continuing education in supporting priority workforce sectors, including health, AI, nuclear and energy, education, and leadership, while strengthening the University's reputation and community engagement.

Members discussed the growth of professional and continuing education programs, emphasizing the importance of maintaining quality while responding to workforce needs and growing

professional and micro-credential program offerings. The discussion highlighted the value of strong industry partnerships, robust quality assurance processes, and the integration of academic and industry expertise in developing high-quality, relevant and impactful programs to address identified skill gaps.

6.3 2025-2026 Quality Assurance Annual Report* (I)

L. Livingston introduced the Annual Quality Assurance Report and invited S. Thrush to present the highlights. S. Thrush outlined the University's ongoing efforts to maintain and enhance academic quality through program development, curriculum changes, cyclical program reviews, and quality assurance processes. She emphasized continuous improvement, efficiency, transparency, and academic rigour, while recognizing the significant contributions of faculty, committees, and administrative units in supporting program innovation and alignment with the University's strategic priorities and growth objectives.

6.4 Annual International Student Strategy Report* (I)

L. Livingston introduced the Annual International Student Strategy Report, highlighting the evolving regulatory environment and its impact on the post-secondary sector. She provided an update on the University's international recruitment initiatives and outlined strategic approaches to sustaining and diversifying international enrollment, while continuing to attract talented students from key global markets in alignment with Ontario Tech's long-term objectives.

J. Stokes reported that the international recruitment environment remains challenging due to federal policy changes, study permit restrictions, affordability pressures, and the geopolitical context. However, Ontario Tech is seeing positive signs of recovery with undergraduate confirmations up 21% and graduate confirmations up 15% due to the University's focus on market diversification, student recruitment, conversion, and retention. J. Stokes also shared that the University continues to strengthen its international presence through targeted recruitment initiatives including the opening of a new West African office, enhanced student supports, and proactive measures to assist prospective students in navigating immigration processes.

During the subsequent discussion, it was confirmed that international students continue to make a significant contribution to the University's operating revenue and that Ontario Tech has remained resilient despite sector-wide challenges arising from federal policy changes. It was also noted that Ontario Tech is recognized for its effective, and ethical approach to its international student strategy.

6.5 Strategic Research Plan Annual Report

L. Jacobs presented the inaugural 2025-2030 Strategic Research Plan Annual Report. He reported on the University's progress in its research priorities and highlighted continued growth in research activities including funding success, commercialization, entrepreneurship, and student engagement. L. Jacobs also noted that the Report demonstrates the continued advancement of Ontario Tech's research enterprise and its alignment with the University's

strategic objectives, while identifying opportunities for ongoing refinement and improvement in future reporting.

Members discussed the alignment of the Strategic Research Plan (SRP) with emerging opportunities in the defence and security sector, as well as the importance of graduate student enrollment to sustain research activity and future funding success. L. Jacobs noted that the SRP supports growth in areas aligned with the University's strengths, including dual-use technologies, and highlighted recent success in securing significant research funding. He also emphasized the critical role of graduate students in the research enterprise, citing positive trends in doctoral student funding and research support, while acknowledging the need to continue monitoring enrollment and funding competitiveness to support the University's research and graduate education objectives.

7. Consent Agenda* (M)

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

7.1 Public Session Minutes of the April 2, 2026 Meeting* (M)
7.2 Research Defence Strategy* (I)
7.3 2025-2026 S&P Annual Report* (I)

8. Adjournment (M)

There being no other business, and upon a motion duly made by R. Poirier the Public Session of the S&P Committee Meeting adjourned at 3:03 p.m.

Nicola Crow, University Secretary

DRAFT