



SENATE
Minutes of Meeting

Date: Thursday, May 21, 2026

Time: 1:00pm-2:35pm

Room: 203 Anthony P. Toldo Health and Education

PRESENT: Rachel Aleks, Kyle Asquith, Reem Bahdi, Isabelle Barrette-Ng, Selinda Berg, Luca Bieniasz, Pierre Boulos, Jen Boyes-Garbin, Juliet Bushi, John Cappucci, Tricia Carmichael, Irina Ceric, Lorraine Chandler, Adriana Duquette, Ehab Elsaid, Cherie Gagnon, Natalie Gianotti, Kevin Granville, Xiaolei Guo, Nazim Habibov, Catherine Heard, Pardeep Jasra, Shanthi Johnson, Shetina Jones-Smith, Mohammed Khalid, Muharem Kianieff, Erika Kustra, Rong Luo, Michael MacDonald, Josianne Marsan, Lisa Milne, JJ McMurtry (Chair), Bruce Minaker, Ken Montgomery, Max Nelson, Kristina Nikolova, Kathryn Pfaff, Tina Pugliese, Jessica Raffoul, Karen Robson, Linda Rohr, Lisa Salfi-Novena, Camisha Sibblis, Victoria Soluade, Dora Strelkova, Bill Van Heyst, Stephen Weir.

REGRETS: Chris Baillargeon, Hisham Barakat, Clinton Beckford, Amangel Bhullar, Francesco Biondi, Sophia Bohn, Cheryl Collier, Carol Davison, Isabella Francis, Nick Hector, Mark Albert Johnston, Dennis Jackson, Jaimie Kecheho, Ziad Kobti, Claire Mumme, Robert Nelson, Carole Obeid, Ali Polat, Michael Potter, Chitra Rangan, Jennifer Rooke, Ahmed Sakr, Debbie Sheppard-LeMoine, Claudio Verani, Berenica Vejvoda, Helen Yousif.

ABSENT: Fazle Baki, Darryl Danelon, Norm King, Drew Marquardt, Matthew Najem, Peter Savoni, Patrick Selmi, Andrew Swan, Nurlan Turdaliev, Patti Weir.

IN ATTENDANCE: Marie Campagna, John Dube, Andrew Kuntz, Rachel McRae (Item 5.1); Sam Bergeron, Chris Busch, Phil Dutton, Jody Fraser, Elayne Isaacs, Roger Reka; Renée Wintermute (University Secretary), Tiffany Brown (Associate University Secretary), Alison Zilli (Associate University Secretary)

1 Approval of Agenda (Unstarring agenda items)

MOTION: That the agenda be approved.

Pierre Boulos/Bill Van Heyst
CARRIED

2 2026-2027 Operating Budget

(See documents S260521-2.0 and S260521-2.0a for more details.)

NOTED:

- A comprehensive presentation on the proposed Operating Budget was provided, which includes three scenarios (low, primary, high) based on sensitivity analysis.
- The 2026-2027 operating budget reflects an ongoing structural deficit, with forecasts for the following two years based on a gradual growth plan aligned with the four pillars framework and target strategies such as leveraging high-demand, new academic program development, and improved local, national, and international recruitment and retention efforts.
- Senators were reminded that salaries and benefits remain the main cost driver comprising of 76% of the total amount.
- In response to a question raised, it was noted that significant data on students is provided by OUAC. The University needs to do more to mine and analyze this data, which shows trends by region, school, and program of choice, where students have applied and accepted. This information can help understand student priorities

and program interests, leading to improved recruitment efforts including creating stronger incentives for undecided students.

- In response to a question about whether faculty increases have been considered alongside projected graduate enrolment growth, it was noted that there is a distinction between budgeting and forecasting. Forecasts, particularly for new programs, depend on expected yield. Once the University moves to a formalized Institutional Resource Planning (IRP) model, it will better align enrolment planning with funding and staffing resources.
- Approximately 15,000 full-time enrolment is considered a budget-neutral point.
- In response to a question raised, it was noted that OSAP changes were not taken into consideration when developing the budget. The full impact of changes to OSAP on enrolment is unclear, though current data shows that interest in university attendance has increased despite these changes.
- In terms of student retention, there is a substantial amount of data that has been collected on student satisfaction relating to the classroom experience and an overall sense of belonging. Analysis of the data is underway to inform improvements to academic and retention initiatives. Enhanced academic and student services not only improves retention but impacts recruitment, as students' experiences and how they share them on social media and with friends and family can influence future enrolment.
- In response to a question, it was noted that there are a wide range of summer camps and programs that provide youth and high school students hands-on workshops and exposure to spark interest in the University in various subject areas.
- The University is shifting the way it has operated in the past by moving from siloed budget considerations to multi-year integrated resource planning. Embedded in this process is, not only planning ahead but, reviewing reporting back and making adjustments as needed based on lessons learned.

2.1 Report from Academic Policy Committee

NOTED:

- Overall, APC supports the budget proposal, noting the constraints under which the University is operating.
- While a deficit is presented, multi-year budget planning and a gradual, realistic growth strategy will set the path from deficit to balanced budget. Central to this effort is the implementation of Integrated Resource Planning (IRP), which strengthens transparency, collaboration, and shared accountability across the institution.
- APC is encouraged that budget decisions are being made more collaboratively and with greater consultation, with a shared focus on the student experience.

3 Adjournment

MOTION: That the meeting be adjourned.

Lorraine Chandler/Pierre Boulos

CARRIED