OCADU Workers United

FINANCIAL TOWNHALL

Monday, 26 October 2026 | Noon to 1:30 p.m.

Rosalie Sharp Pavilion (MCD 200)

As both OPSEU 576 and OCADFA are in active bargaining, this is an opportunity for all unionized workers at OCADU to unite behind our bargaining teams and reject the austerity agenda the University is currently mired in.

Come hear counter-narratives on the financial challenges the University faces, alternative choices that can be made, share how budget cuts have impacted your working conditions, and rally together for a better OCAD.

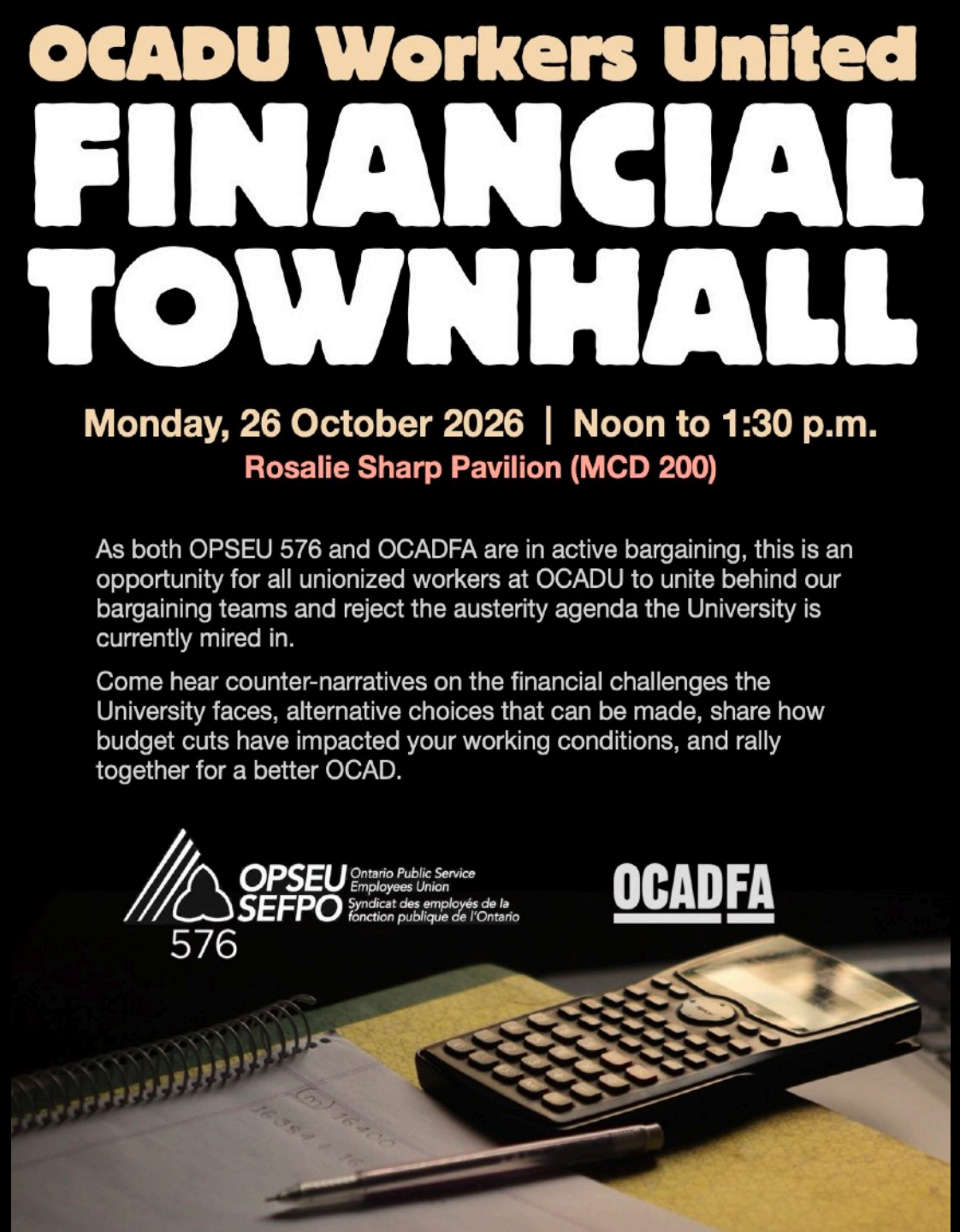
OPSEU SEFPO 576 Ontario Public Service Employees Union / Syndicat des employés de la fonction publique de l'Ontario

OCADFA



Agenda

1. Welcome – OCADFA and OPSEU Local 576 Presidents, Min Sook Lee and Heather Evelyn
2. Land Acknowledgement
3. Financial Narrative vs Financial Reality – provided by OCADFA Executive Director, Graeme Reniers
4. Impact of University of Austerity on OPSEU Local 576 Members – provided by OPSEU Local 576 Secretary, Melody Bogin
5. Beyond the Deficit: What Kind of University are we Designing – provided by OCADFA Secretary-Treasurer, Parantap Bhatt



OCADFA acknowledges the sacred land on which we live and work. For over 15,000 years this land has been home to Indigenous people who have lived and continue to live in relation with the land in ways that have been proven to be ecologically sustainable and vital, and that deepen our humanity by honouring our relations.

This land is the territory of the **Anishnaabe**, **Haudenosaunee**, and **Wendat** Indigenous Peoples.

Today, this meeting place of Toronto is still home to many Indigenous people from across Turtle Island and we are grateful to be here together, in conversation with Indigenous histories. We are committed to working in solidarity with Indigenous-led activism and to upholding the values and practices that protect the land, care for the people and make it possible to plan for a peaceable future.

OCADU: Perpetual “Structural Deficit”

From: D'Souza, Lynn <ldsouza@ocadu.ca> on behalf of Langill, Caroline <clangill@ocadu.ca>
Sent: Wednesday, June 19, 2019 10:23 AM
Cc: Executive Team <ExecTeam@ocadu.ca>
Subject: 2019/20 Operating Budget Updates

Sent to all faculty and staff on behalf of Dr. Caroline Langill, Vice-President Academic & Provost, and Alan Simms, Vice-President, Finance & Administration

The Board of Governors approved the university’s 2019/20 Operating Budget at its meeting on Monday, June 17, 2019. The annual operating budget is a financial planning tool based on revenue and expenditure assumptions that are first developed through a multi-year forecast exercise over the winter.

Those of you interested in details of this process, as well as the multi-year projections and the 2019/20 operating budget, are encouraged to review the Briefing Notes prepared for the Board of Governors in these respects. *These are available for viewing on the employee portal.*

Although the current five-year financial forecast for the university suggests healthy operating surpluses later in the forecast period, the 2019/20 and 2020/21 fiscal years will be challenging ones.

Our financial context is especially difficult given the provincial government’s decision to cancel, mid-stream, its funding commitment to our major capital project (the Creative City Campus) and to roll back domestic tuition fees at universities by 10 per cent for 2019/20 and freeze tuition for 2020/21. This latter decision greatly exacerbated our financial challenges and unfavourably impacts our 2019/20 operating budget by $3.5M.

Within this context and relying on reasonable revenue and expenditure assumptions, some hard decisions have been made in the course of setting the 2019/20 Operating Budget. These decisions include:

- A hiring freeze for vacated non-academic positions through 2019/20, effective June 1, 2019. Human Resources will be releasing protocols governing the freeze and an FAQ this week to budget unit heads
- A reduction in tenure and tenure-track hires, course releases and course section numbers
- A deferral of a 2% across-the-board salary increase for the management group
- A 1% reduction to the President and Vice-Presidents’ portfolio expenditures
- A 5% reduction to Executive Team salaries

The full list of measures is set out in the previously referenced Briefing Notes.

576

OCADFA

OCADU: Perpetual “Structural Deficit”

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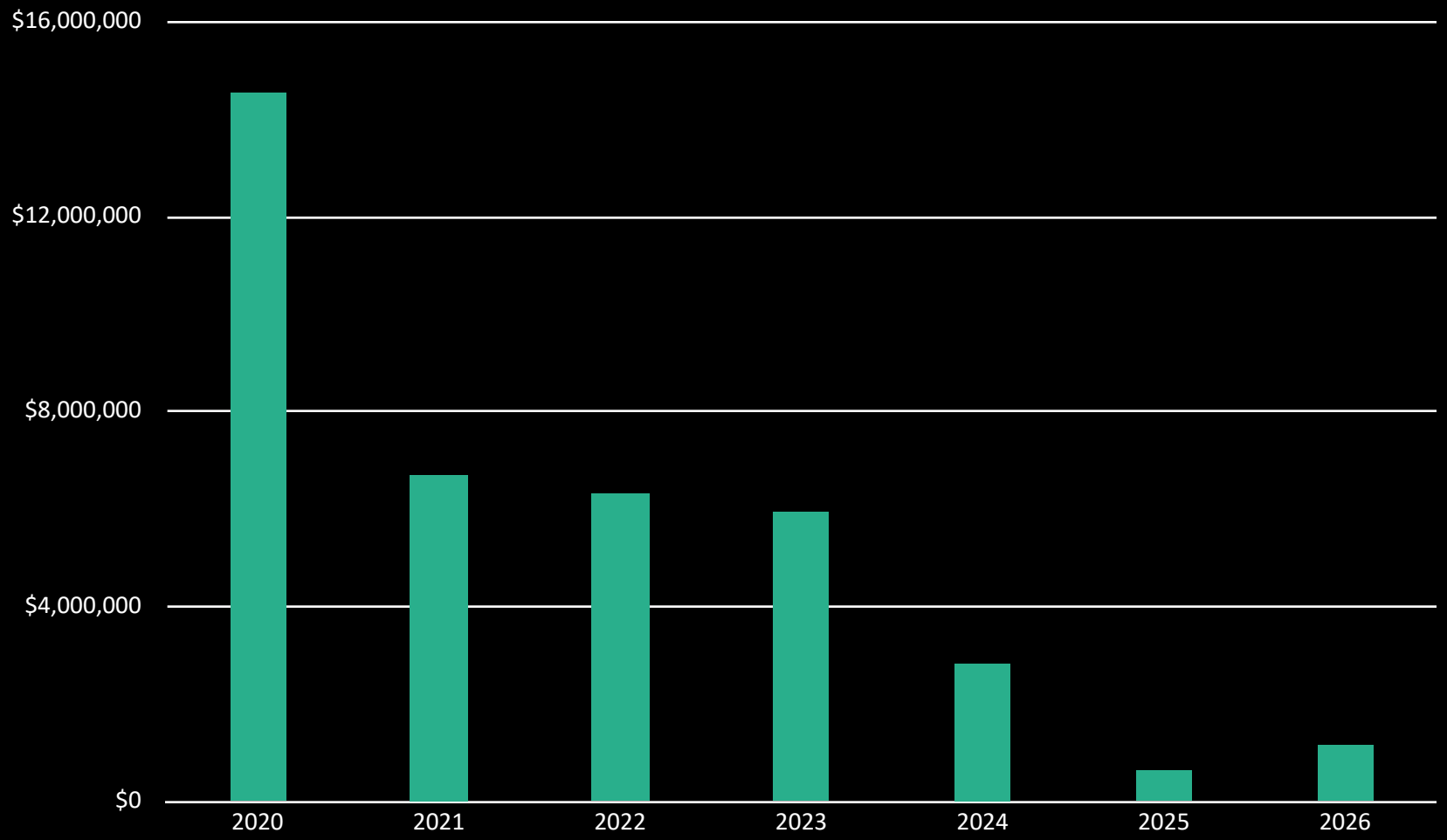
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OCADU: Surpluses in “challenging” years



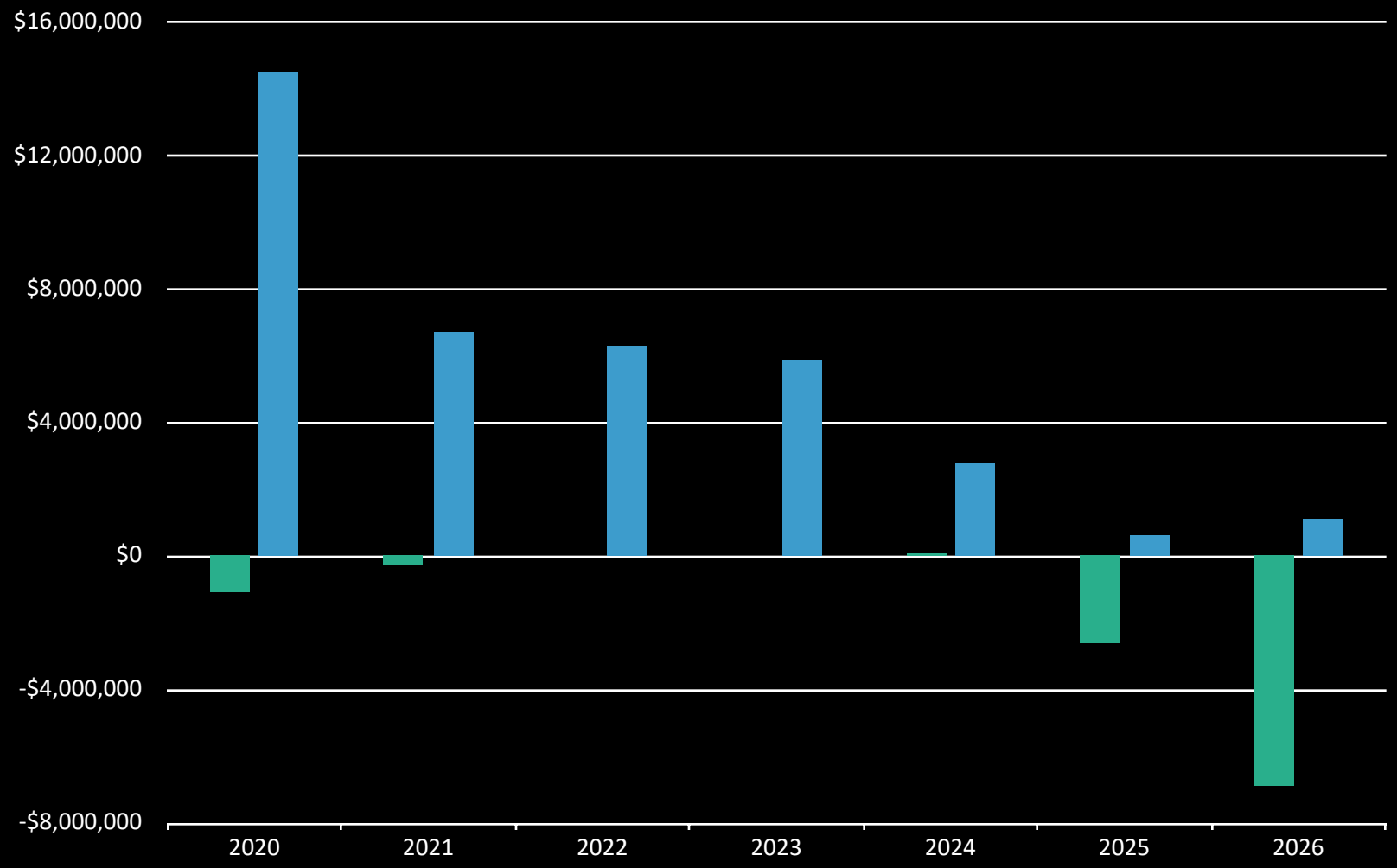
Keeping Track of Audited Statements

	A	I	J	K	L	M	N	O	P	Q	R	S	T	U	V
		2013	**2014**	**2015**	**2016**	**2017**	**2018**	**2019**	**2020**	**2021**	**2022**	**2023**	**2024**	**2025**	**2026**
7	Current liabilities	21,839,884	21,839,885	30,591,718	31,329,039	37,301,645	37,438,393	35,713,838	37,072,962	43,434,044	42,157,556	45,507,905	40,933,349	40,624,364	43,232,349
8	Current portion of LT debt	625,079	661,864	689,062	743,902	781,104	825,431	867,779	913,339	978,840	1,033,582	1,085,154	1,130,368	1,196,467	1,272,649
9	LT Debt	32,796,287	32,154,423	31,485,361	30,741,459	30,000,355	29,194,924	28,347,145	27,453,806	26,494,966	25,481,384	24,416,230	23,305,862	22,109,395	20,849,000
10															
11	**Net Assets**	9,506,647	22,949,950	26,064,797	21,144,974	18,026,007	16,430,529	16,234,847	31,134,827	41,280,743	47,485,527	53,098,651	58,209,615	60,614,396	65,363,342
12	Internally Restricted	8,274,762	8,308,603	11,279,501	7,407,972	3,855,210	2,190,588	850,544	15,888,768	20,903,250	26,993,557	32,784,416	35,396,040	35,766,973	37,705,172
13															
14	**Revenues**	71,103,375	73,698,786	76,533,113	73,278,068	75,805,087	81,083,896	88,615,859	104,856,504	97,390,634	97,704,212	106,586,804	112,864,977	112,274,844	110,641,000
15	*Budgeted Revenue*	*56,743,000*	*59,323,000*	*60,632,000*	*61,139,000*	*63,073,000*	*64,602,000*	*67,256,000*	*74,939,000*	*73,825,000*	*78,014,000*	*83,037,000*	*87,585,000*	*90,125,000*	*85,631,000*
16	**difference**														
17	Student Fees	30,070,304	32,315,239	34,106,695	35,217,505	36,958,725	40,080,659	43,934,382	48,872,717	53,685,102	56,518,375	61,474,222	64,480,201	64,654,048	60,664,181
18															
19	**Expenses**	70,305,126	72,210,862	75,181,118	78,441,070	80,541,179	82,797,809	89,313,000	90,343,165	90,691,050	91,374,724	100,652,217	110,050,878	111,616,239	109,475,280
20	*Budgeted Expenses*			*62,009,000*	*62,139,000*	*63,420,000*	*67,021,000*	*69,017,000*	*76,701,000*	*69,996,000*	*78,014,000*	*83,037,000*	*87,514,000*	*92,707,000*	*92,510,000*
21	**difference**														
22	Academic Salries and Benefits	35,328,045	36,496,626	37,864,020	40,512,336	42,384,139	42,447,449	44,455,066	47,068,637	44,870,800	45,063,233	47,346,555			
23	Academic Support	7,011,185	6,974,123	6,836,103	7,504,654	7,537,274	8,061,624	9,465,433	8,212,462	8,212,462	9,821,174	11,253,463	12,064,956	12,581,195	12,618,643
24	Non-Academic	12,328,906	13,269,516	14,238,788	14,823,811	13,934,813	14,462,738	15,844,993	15,932,133	17,134,509	17,557,315	21,689,310			
25	Salaries and benefits												69,956,094	72,095,324	69,316,694
26	Interest	2,064,311	2,001,009	1,981,494	2,003,191	1,840,626	1,822,318	1,860,291	1,759,172	1,746,632	1,669,245	1,543,429	1,468,936	1,307,072	1,365,940
27															
28	Surplus(Deficit)	798,249	1,487,924	1,351,995	-5,163,002	-4,736,092	-1,703,913	-697,141	14,513,339	6,699,584	6,329,488	5,934,587	2,814,099	658,605	1,165,720
29	*Budgeted Surplus (Deficit)*	*134,000*	*616,000*	*-1,377,000*	*-1,000,000*	*-347,000*	*-2,419,000*	*-2,111,000*	*-1,095,000*	*-280,000*	*0*	*0*	*71,000*	*-2,582,000*	*-6,879,000*
30	**difference**	*664,249*	*871,924*	*2,728,995*	*-4,163,002*	*-4,389,092*	*715,087*	*1,413,859*	*15,608,339*	*6,979,584*	*6,329,488*	*5,934,587*	*2,743,099*	*3,240,605*	*8,044,720*
31	Added Internally Restricted	34,250	-33,841	-2,970,898	3,871,529	3,552,762	1,664,622	1,340,044	15,038,224	5,014,482	6,090,307	5,790,859	2,611,624	370,933	1,938,199

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Budgeted Deficits; Audited Surplus



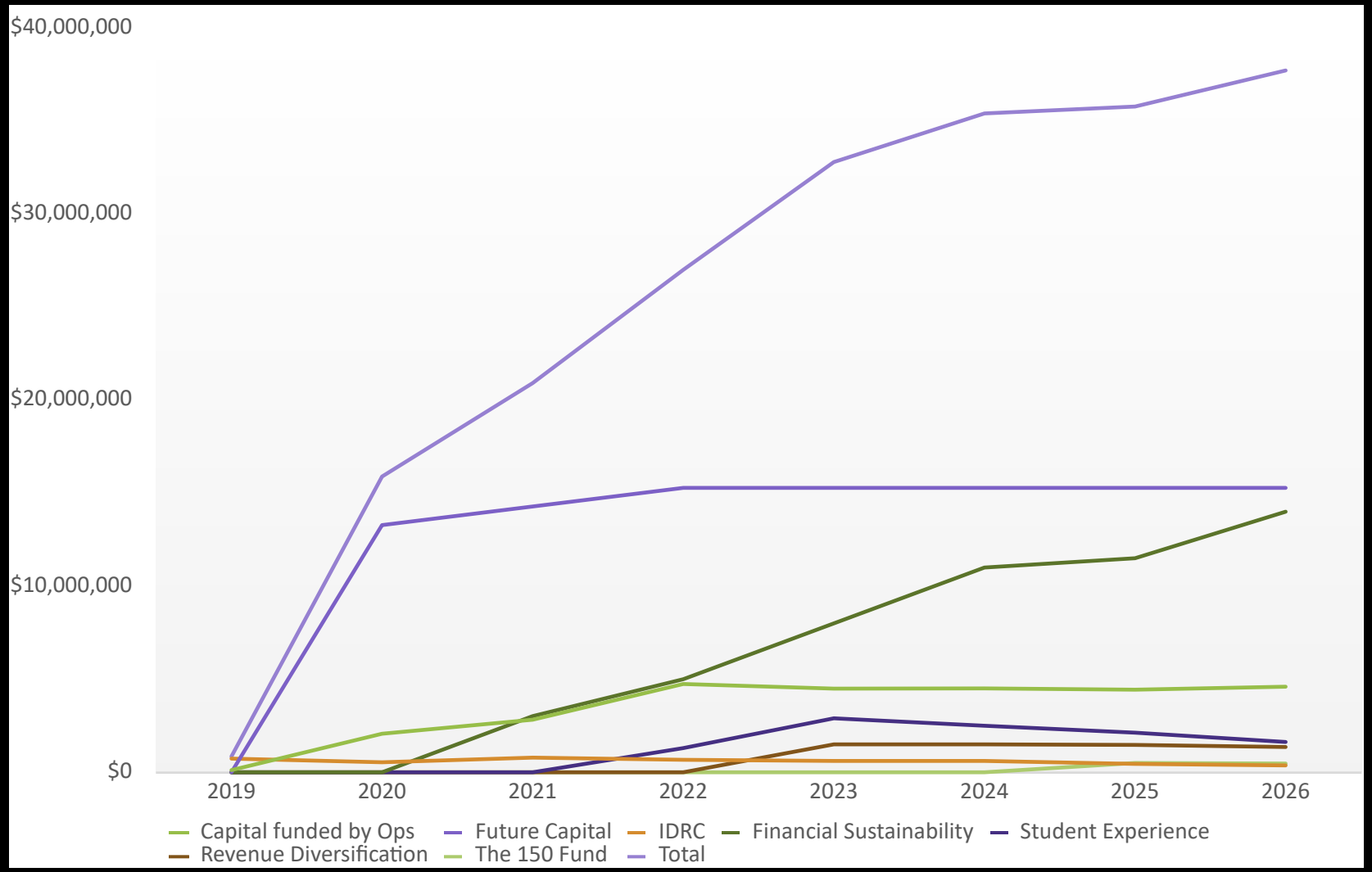
Internally Restricted Funds

	Capital funded by Ops	Venture Capital	IDRC	Financial Sustainability	Student Experience	Revenue Diversification	The 150 Fund	Total
2019	$116,496	$0	$734,048	$0	$0	$0	$0	$850,544
2020	$2,070,968	$13,279,907	$537,893	$0	$0	$0	$0	$15,888,768
2021	$2,824,583	$14,279,907	$787,760	$3,017,000	$0	$0	$0	$20,909,250
2022	$4,743,076	$15,279,907	$670,574	$5,000,000	$1,300,000	$0	$0	$26,993,557
2023	$4,494,620	$15,279,907	$609,889	$8,000,000	$2,900,000	$1,500,000	$0	$32,784,416
2024	$4,506,244	$15,279,907	$609,889	$11,000,000	$2,500,000	$1,500,000	$0	$35,396,040
2025	$4,437,860	$15,279,907	$450,549	$11,500,000	$2,127,958	$1,470,699	$500,000	$35,766,973
2026	$4,598,512	$15,279,907	$369,956	$14,000,000	$1,627,840	$1,358,636	$470,321	$37,705,172

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Internally Restricted Funds



OPSEU Local 576

How the University's austerity is affecting Local 576 members:

Impacts on Staff:

Wages

- failure to keep up with CoL
- salaries not competitive
- residual impact of Bill 124

Erosion of Permanent Positions

- trend of more short-term labour contracts
- contract labour easier to terminate

Workload

- reducing workforce while maintaining service levels

Impacts on Operational Capacity:

Increasing:

- workload
- organizational change
- vacant positions
- stress & burnout

Decreasing:

- job security
- workplace safety
- morale & trust
- staff retention
- institutional knowledge

Understanding OCAD University's Financial Position

2020–2026 financial analysis using public documents

Operating Budgets • Audited Financial Statements • OCADFA Dispatch

Oct 2026 – Report

2026-10-26 – V3

OCADFA

Executive summary

Five findings from the public financial documents

$112.3M
FY2025 audited revenue

$111.6M
FY2025 audited expenses

$67.5M
FY2025/26 budgeted compensation

−625
course sections since 2020 (Dispatch)

−$6.9M
FY2025/26 budgeted operating deficit

- Recent audited statements show operating surpluses, but the surpluses have narrowed sharply.
- Operating budgets continue to show compensation as the largest expenditure category.
- The Dispatch reports major reductions in academic delivery capacity since 2020.
- Budget documents show faster percentage growth in non-academic compensation than academic compensation.
- The missing information is FTE headcount and compensation by employee category and program.

Prepared by: Parantap Bhatt (Treasurer/Secretary, OCADFA)
Supported by: Graeme Reniers (Executive Director, OCADFA)
Reviewed by: Min Sook Lee (President, OCADFA)

Submitted to OCADFA Board – Oct 2026

Takeaway: The key issue is not whether expenses are rising; it is which areas are growing, which areas are shrinking, and how those choices affect academic quality.

Sources: OCAD U operating budgets, audited financial statements, and OCADFA Dispatch, February 2026.

How this report is organized

Three public document streams, one financial question

Document stream	What it shows	What it does not show
Audited financial statements	Actual annual revenue, expenses, surpluses, assets, debt, reserves	Employee-category FTEs; detailed admin/faculty salary splits after FY2023
Operating budgets	Planned revenue, expenditures, compensation categories, enrolment assumptions	Actual final spending by position category and program
OCADFA Dispatch	Faculty association analysis of financial narrative, academic reductions, Deloitte and Board forecasts	Underlying staffing files and full institutional model

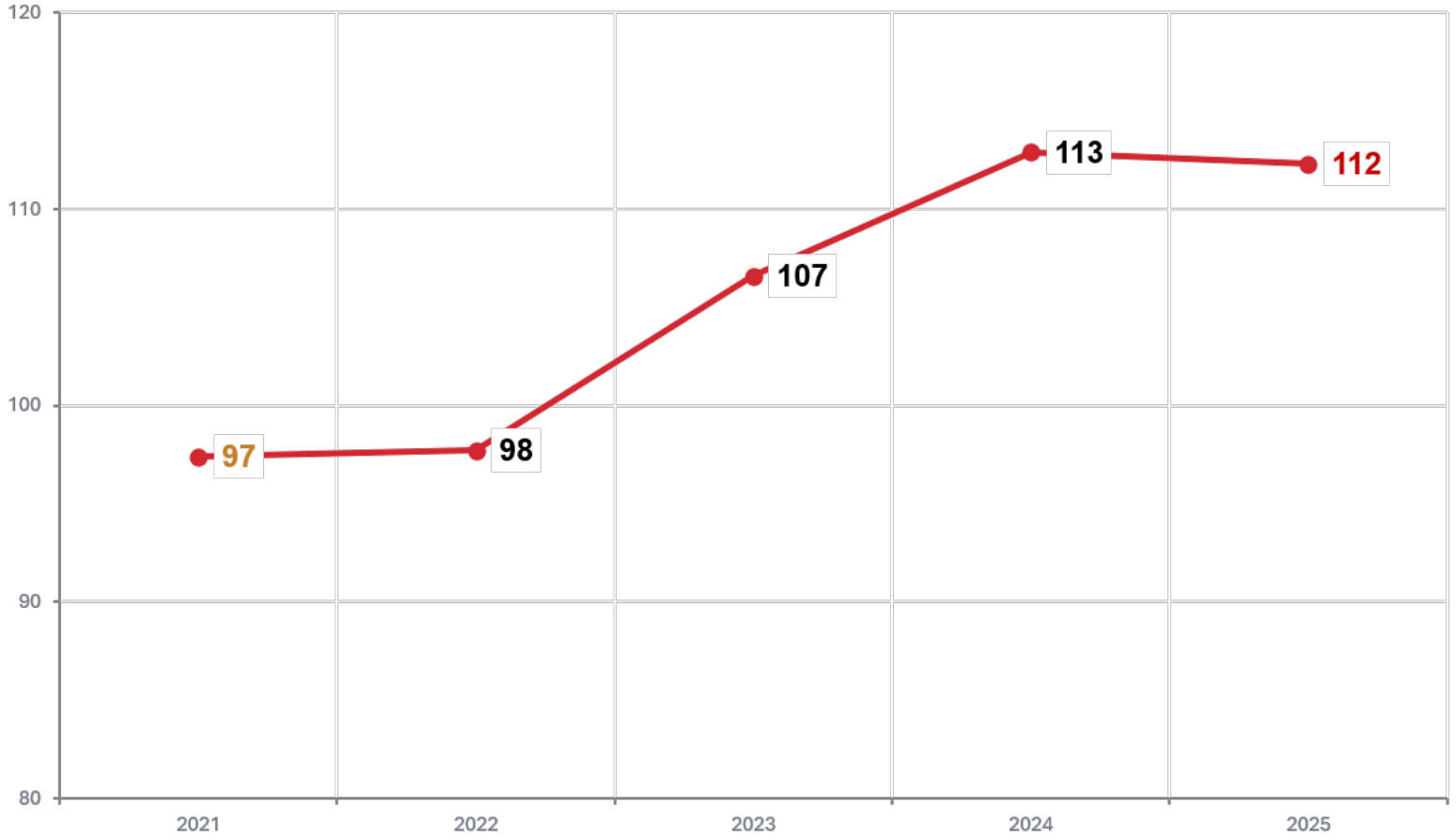
Central question

When OCAD says expenses are growing faster than revenue, what specific expenditure categories are growing—and what academic capacity is being reduced?

Sources: OCAD U operating budgets, audited financial statements, and OCADFA Dispatch, February 2026.

Audited revenue has grown since 2021

Total revenue, audited financial statements



Key data

$97.4M

FY2021 revenue

$112.3M

FY2025 revenue

+$14.9M

increase since FY2021

Takeaway: The audited statements show revenue growth over the period, but the surplus margin narrowed as expenses grew faster.

Sources: OCAD U audited financial statements, FY2021–FY2025, Statement of Operations.

Revenue and expenses are converging

Audited financial statements, FY2021–FY2025

Year	Surplus
2021	$6.7M
2022	$6.3M
2023	$5.9M
2024	$2.8M
2025	$0.7M

Operating surplus narrowed from $6.7M to $0.7M across FY2021–FY2025.

Takeaway: The audited statements support the claim that expenses are catching up to revenue; they do not explain which staffing choices caused the shift.

Sources: OCAD U audited financial statements, FY2021–FY2025, Statement of Operations.

Compensation is the largest expense category

FY2025 audited expense composition

Key data

$72.1M

salaries & benefits

64.6%

of FY2025 expenses

$111.6M

total expenses

Takeaway: The key missing breakdown is how the salary-and-benefits total is distributed across academic delivery, academic administration, and non-academic administration.

Source: OCAD U FY2025 audited financial statements, Statement of Operations.

Non-academic compensation shows the fastest percentage growth

Growth in budgeted compensation, FY2020/21 to FY2025/26

Dollar growth

+$7.9M

academic dollars

+$2.1M

academic admin dollars

+$6.9M

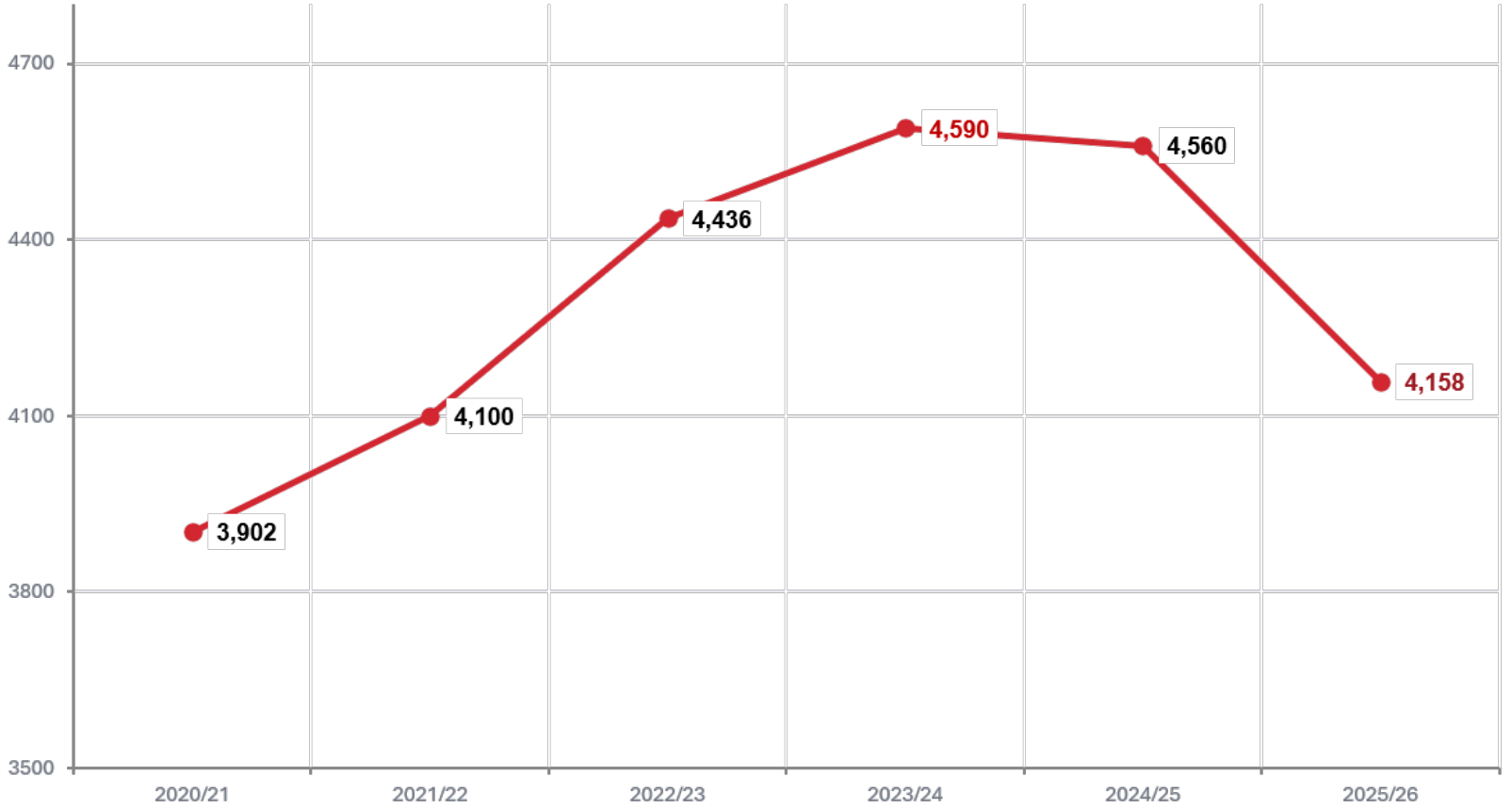
non-academic dollars

Takeaway: The biggest percentage increase in the operating budgets is non-academic compensation; faculty need the position-level explanation.

Sources: OCAD U operating budgets, FY2020/21–FY2025/26, compensation tables and footnotes.

Enrolment assumptions matter because tuition is the dominant revenue source

Budgeted FTE trends and tuition revenue context



Key data

4,590

FY2023/24 budgeted/projected FTE

4,158

FY2025/26 budgeted FTE

23%

international FTE expected in FY2025/26

Takeaway: A tuition-dependent model is vulnerable to shifts in domestic and international enrolment.

Sources: OCAD U operating budgets FY2020/21–FY2025/26, enrolment tables and tuition footnotes.

Dispatch: recent actual results differ from budget forecasts

OCADFA comparison of cumulative results since 2020

Key data

+$37M

cumulative actual surpluses reported by Dispatch

–$4M

cumulative budgeted deficits reported by Dispatch

$41M

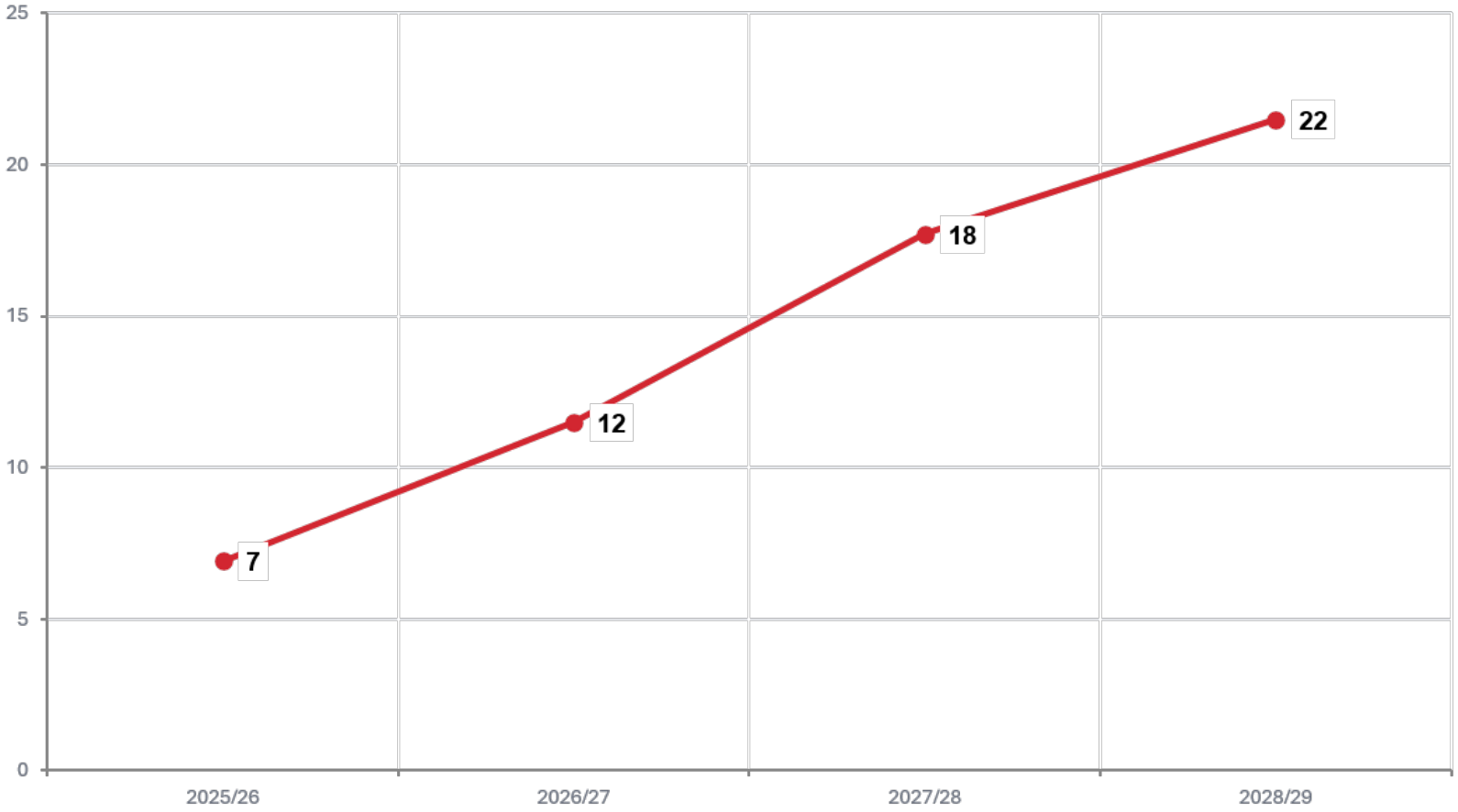
approx. gap between the two

Takeaway: The Dispatch’s central credibility question is why repeated negative forecasts diverged from recent positive audited results.

Source: OCADFA Dispatch, February 2026, p.9.

Dispatch: Board forecast shows escalating future deficits

Business-as-usual scenario cited in the OCADFA Dispatch



Key data

$6.9M

FY2025/26 projected deficit

$21.5M

FY2028/29 projected deficit

~$58M

cumulative four-year deficit

Takeaway: Future deficit projections are the basis for restructuring discussions, but the assumptions behind them need clear testing.

Source: OCADFA Dispatch, February 2026, p.7.

Dispatch: academic resources have already been reduced

Reported reductions since 2020

Key data

−625

course sections

−101

sessional faculty

−16

permanent faculty

−5

permanent technicians

Takeaway: If additional efficiencies are proposed, the institution needs to explain the academic-quality impact of further reductions.

Source: OCADFA Dispatch, February 2026, p.9.

Dispatch: funding inequity is a structural issue

Selected comparisons cited in the OCADFA Dispatch

Key data

$0

OCAD transition funding cited

$2.0M

OCAD differentiation grant cited

$4.4M

Trent differentiation grant cited

Takeaway: The Dispatch argues that OCAD's financial issue is partly a funding-formula problem, not only an internal efficiency problem.

Source: OCADFA Dispatch, February 2026, pp.3–4.

What faculty need to know

The data needed to assess financial reality and academic impact

What we know	What we still do not know
Revenue and expenses from audited statements	FTE counts by employee category
Budgeted compensation by broad category	Compensation by employee group and position level
Reported academic reductions in the Dispatch	Program-level cost, revenue, and contribution margins
Enrolment and funding assumptions in budgets	Academic-quality impact of section and staffing reductions

Questions for administration

- Where exactly did compensation growth occur by FTE and employee category?
- How much growth reflects salary settlements versus new positions?
- What evidence supports enrolment growth assumptions?
- What academic-quality indicators are used before sections or staffing are reduced?
- Can program-level financial and enrolment data be shared with academic governance?

Takeaway: The immediate governance need is not more narrative; it is transparent staffing, compensation, enrolment, and program-level data.

Sources: OCAD U operating budgets, audited financial statements, and OCADFA Dispatch, February 2026.