

CARL Executive Director's Report

Tabled at the CARL Board Meeting, May 25, 2026

The following provides an overview of selected activities undertaken or supported by the CARL Office since the January 27, 2026 report to the Board. All past reports are available on the CARL website's [Publications page](#).

Policy and Public Affairs

Federal Government Context

On April 13, 2026, byelections were held for three ridings previously held by the Liberal Party which became vacant as former MP Chrystia Freeland was appointed as Economic Advisor to Ukrainian President Volodymyr Zelenskyy, former MP Bill Blair was appointed High Commissioner for Canada in the United Kingdom, and the riding of Terrebonne, Quebec won by Liberal MP Tatiana Auguste, had been highly contested by the Bloc Québécois owing to the slim margin of winning. All three ridings were won by the Liberal candidates. These victories, combined with several floor crossings, gave Prime Minister Mark Carney a majority government.

Copyright

The ABC Copyright Conference was held in Edmonton, Alberta on May 7-8, 2026. Katherine Klosek (ARL) and Katherine McColgan's presentation proposal on the effects of contractual language to research outputs was accepted as part of the conference. Katherine McColgan was unable to travel, and Rowena Johnson delivered the presentation on her behalf.

As part of Fair Dealing Week, CARL hosted a webinar "User Rights in the Age of Generative AI" on February 25, 2026. In this presentation, speaker Peter K. Yu examined the protection of user rights in the age of generative AI and shared the challenges and uncertainties surrounding such protection. The presentation concluded by interrogating whether the arrival of generative AI has raised new questions about the protection of user rights—and if so, what policy responses should be introduced to address these questions.

Federal Government Activities

CARL met with political staff in the offices of the Minister of Innovation, Science and Economic Development (ISED) and the Minister of Canadian Heritage (PCH), whose portfolios align largely with the work of CARL, particularly in the areas of copyright legislation and artificial intelligence. The meetings were an opportunity for CARL to meet with new policy advisors to reinforce the importance of fair dealing for educational purposes, share how educational materials are acquired and the associated licensing pitfalls, and to signal

libraries' interest and expertise as it relates to artificial intelligence. They also presented an opportunity to introduce CARL's new ED, Michael Vandenburg, to staff in these ministries, establishing relationships for further advocacy work by CARL.

On February 23rd, the House of Commons Finance Committee approved amendments to Bill C-15 (2025 Budget Implementation Act) that reinstates the protections for free literature for the blind and reduced postage rates for library materials in the Canada Post Corporations Act and was approved by the Senate. CARL thanks NNELS, CELA, CULC, and the Public Library InterLINK for our collaboration on this file, we have collectively made a difference.

Artificial Intelligence

The Advancing Teaching and Learning Committee prepared a statement on Libraries and AI Student Literacy to address the longstanding commitment and expertise held by the library in this domain.

In her capacity as CARL VPO for AI and Library Strategies, Amanda Wheatley (McGill) continued the popular AI Digest for CARL Directors series, with issues on AI and Vendor Relations and AI in Discovery Layers.

Katherine McColgan represented CARL in the first National Summit on Artificial Intelligence and Culture, hosted by Canadian Heritage in partnership with the Banff Centre for Arts and Creativity. The event took place in Banff from March 15-17, and participants were invited to provide feedback on how Canada can build stronger partnerships in AI research and development, protect creativity in the age of AI, and empower the cultural sector through responsible adoption and talent development. Upon returning from the event, CARL followed up in a letter to Evan Solomon, Minister of Artificial Intelligence and Digital Innovation and Marc Miller, Minister of Canadian Identity and Culture restating our support for a thoughtful approach to AI legislation and the need for a text and data mining exception for educational purposes.

International Relations

CARL also provided written feedback to the WIPO Secretariat on the recently revised Toolkit on Access to Copyrighted Works in the Collections of Cultural Heritage Institutions: Libraries, Archives and Museums. This version of the Toolkit on Access reflects the work in progress of the WIPO Standing Committee on Copyright and Related Rights (SCCR). Members were invited to react to this draft and to share with the Secretariat (copyright.mail@wipo.int) their feedback and comments. In CARL's comments, we expressed concerns over the scope of the document and noted that the current draft fails to comprehensively address access in the digital environment.

Management, Advancement and Assessment of Research Libraries

CARL Research in Librarianship Grant

The 2026 grant cycle launched April 27th and will close on August 15th.

Evidence Synthesis Institute Canada (ESI)

The English version of ESI Canada 2026 ran virtually April 7-10. 52 participants and five learning facilitators attended, and the results of the evaluation survey were very positive. The event was led by Zahra Premji (planning lead - University of Victoria) and the rest of the instructor team: Patrick Labelle (University of Ottawa), Alix Hayden (University of Calgary), Megan Kocher (University of Minnesota), Robin Parker (Dalhousie University), and Amy Riegelman (University of Minnesota).

FLOURISH: BPOC Academic Library Leadership Program

The 2025-26 cohort continued to meet for virtual sessions on January 19, February 9, March 16, and April 20, and the final in-person workshop will take place in St. John's, NL, on May 24 and 25 (overlapping with the CARL Spring Meeting). Certificates of completion will be presented during the CARL President's Reception.

Librarians' Research Institute

The 2026 Institute will be hosted by the University of New Brunswick from June 22-25. 16 participants have been accepted into the program, which will be led by the peer mentor team: Patrick Gamsby (Chair - Memorial University), Alicia Cappello (Queen's University), James Doiron (University of Alberta), Katie Lai (McGill University), and Desmond Wong (University of Toronto).

CARL Impact and Assessment Continuing Education Working Group

CARL's Impact and Assessment Continuing Education Working Group, chaired by Shahira Khair (UVic), continued to oversee the activities of the Assessment Community of Practice. They also began reviewing the results of the Survey on Library Assessment in Canadian Research Libraries and planned for a program evaluation of the Canadian Library Assessment Workshop.

CARL Statistics Program

The revised questionnaire and definitions prepared by the Statistics Working Group were approved for consultation by the Impact Committee. Following the review of feedback from the broader community of stats submitters, CARL's developer will begin updating the statistics interface with the new questions. In the meantime, the current questionnaire will continue to be used for the upcoming 2025-2026 collection cycle.

Support to Research Production, Preservation and Dissemination

In February, Amy Buckland (Concordia) assumed the role of chair of the Advancing Research Committee, taking over from Michael Vandenburg.

Open Access - Shared Repositories Infrastructure

CARL continues its involvement with Scholaris, the National Shared Repository Infrastructure Service. 29 institutions are now part of the service, most recently, University of Manitoba and Trent University. Of these, 22 are now live on the Scholaris infrastructure. The Early Adopter Program concluded at the end of April and is now moving into Phase II, for which the ad hoc governance group has approved the budget and pricing model; the updated service level agreement is being finalized. A Borealis & Scholaris Alignment Working Group will convene later this year to investigate benefits, requirements, and considerations for potential alignment of the governance structures for Borealis and Scholaris.

Gabriela Mircea (VPO, Metadata Strategies and Scholaris) provides leadership to the CARL-supported expert groups. The Scholaris Metadata and Discovery Expert Group (S-MDEG) is continuing to develop Entities Guidance v2, along with submission form guidance. The Scholaris Electronic Theses and Dissertations Expert Group (S-ETEG) has completed its key deliverables: the Scholaris ETD Needs Assessment Survey Summary Report and ETD Review Workflow Recommendations are now in the final formatting stage. The Scholaris Digital Preservation Expert Group (S-DPEG) is nearing completion of the DSpace/Scholaris Preservation Features Overview and Digital Preservation/DSpace/Scholaris Glossary. Work continues on the Digital Preservation Toolkit.

Julia Gilmore (Scholars Portal/Scholaris Service Lead) and Carolyn Sullivan (UOttawa, S-MDEG member) presented about the Network of Expert Groups at the DSpace Community Advisory Team meeting on May 12. Julia and Gabriela presented at the CRKN Conference on May 12: *Building Scholaris Together: Reflections from Developing a Shared Repository Service through an Early Adopter Program and a Network of Experts.*

Preservation

Sarah Lake (VPO, Digital Preservation) replaced Geoff Harder (Alberta) as chair of the Digital Preservation Working Group. The second phase of the national benchmarking exercise using the Digital Preservation Coalition's Rapid Assessment Model (DPC-RAM) launched on April 7th. Unlike the pilot phase carried out in late 2025 which focused on CARL libraries, this second phase welcomes submissions from across the Canadian GLAM sector. The project sub-committee held bilingual kick-off webinars and office hours in April and submitted a paper on the results of the first phase to the iPres conference in Copenhagen, September 21-25, 2026. The project co-leads, Sarah Lake and Amanda Tomé (Alliance), gave presentations on the project to the *Sous-comité des archivistes du Bureau de coopération interuniversitaire (SC-A BCI)*, the Alliance's Research Café, and the *Alliance pour l'Information Pérenne (AIP) Québec*. The submissions period for the second phase of the project is expected to close June 30th and a report on the results will be published in the fall of 2026.

As part of a wider effort to develop training opportunities on data sovereignty for the Canadian preservation community, the DPWG hosted a free online workshop on March 12 titled *Reclaiming Our Bytes: Local Custody of Web Archives in an Uncertain Age*. The workshop was delivered by Corey Davis (UVic) and around 60 attendees joined.

Open Science/Open Access Policy and Infrastructure Support

The revised Tri-Agency Open Access (OA) Policy on Publications continues to be a central area of advocacy for CARL and CARL continues to connect regularly with Tri-Agency representatives and other stakeholders – including Scholars Portal, CRKN and Érudit – as the envisioned policy release date draws closer, and has provided extensive feedback on proposed policy revisions. This has been a key area of engagement for Michael Vandenburg in the early months of his appointment, advocating on behalf of CARL for stakeholder collaboration, advances in OA, and funding to support the new policy requirements. Convening a steering committee of these stakeholders to advise on policy implementation is currently under discussion. CARL met with representatives of Universities Canada (UC) and the U15 to contextualize proposed policy revisions and to foster alignment with senior university administration. While the OA Policy as a whole was under discussion, UC and U15 representatives were particularly interested in hearing CARL's perspective on a potential inclusion of a requirement for institutional strategies in the upcoming OA policy.

Michael Vandenburg and CARL staff attended Coalition Publica's Advancing Diamond meeting in Montreal in April, where alongside CARL directors, funders, library publishers, journal editors and infrastructure providers engaged in two days of presentations and fruitful discussions.

The Advancing Research Committee successfully launched the CARL Fund for Advancing Open Access Book Publishing with a two-year pilot program to accelerate the publication of scholarly books in open access. Nineteen CARL libraries contributed \$4,000 for the first year, with the same amount expected for Year 2, resulting in \$76 000 in distributable funds per year. In April, a call for applications was issued to the university presses through the Association of Canadian University Presses (ACUP). This resulted in applications from seven presses. A total of thirteen titles – ten in English and three in French – were awarded grants of \$4000 each to offset the costs of publishing in open access. The remaining funds will be rolled over to the second year of the pilot.

ARC has finalized Advancing Open Science: CARL Pillars for Action and Engagement (2026 – 2027), an open science action plan intended to guide the organization's work over the coming months. CARL has reviewed this plan with CRKN and both organizations are discussing the prospect of a renewed joint action plan for addressing open science in the library sector.

Marcel LaFlamme, ARL Director, Research Policy and Scholarship, was an invited guest at the January ARC meeting, where he updated the committee on the activities of the ARL Scholars and Scholarship Committee and the open science and research policy environment in the United States. CARL staff continues to meet regularly with Marcel to discuss areas of intersection and collaboration.

National PIDs Strategy

In her capacity as chair, Susan Haigh worked with John Aspler and the team to revise the [Canadian PID Strategy](#), and issued it coinciding with the in-person all-day CPIDAC meeting day on March 26. This was Susan's last meeting chairing CPIDAC before John took over the chair role. Michael Vandenburg attended as an observer and moved to be CARL's representative following the meeting. The meeting provided good opportunities to connect with Tri-Agency and Alliance colleagues and to discuss the potential for using RAID in Canada.

Research Data and the Digital Research Alliance of Canada

Michael Vandenburg met with Dr. Michael Schull, new CEO of the Alliance on March 26, re-establishing the director-to-director connection between DRAC and CARL following new director appointments in each organization. CARL held follow-up meetings with David Tweddell, Felipe Pérez-Jvostov, and Lee Wilson to receive an update on the Data Spaces initiative, provide feedback and encourage the Alliance to consult with us at the point of ideation. Additional consultation regarding support for the Alliance in our pre-budget consultation recommendations took place. Following the meetings, Michael Vandenburg was added to Alliance's Program Administration Advisory Committee.

CARL met with representatives of the Canadian Sovereign AI Lab (CANSAIL) to discuss the proposed, ISED-funded AI Sovereign Compute Infrastructure Program at the University of Alberta.

Support to Teaching and Learning

Advancing Teaching and Learning Committee (ATLC)

After three years of service to the Advancing Teaching and Learning Committee, Amber Butler stepped down as chair. Nicole Nolan (Brock) assumed this leadership role on May 1st, bringing her experience as an active member of the committee to bear.

ATLC launched a new community of practice in Teaching and Learning. Following a successful call to practitioners to serve on the steering committee, an initial meeting was held in April. ATLC member Sheril Hook (York) will serve on the steering committee and provide leadership to the group.

ATLC invited York University librarian Daniel Payne to present his research, "Micro-Credentials & Digital Badges + Information Literacy Curriculum Design," at the March meeting.

The committee developed the CARL Statement on Libraries and Student AI Literacy, to be disseminated to the CARL membership at the May meeting. VPO Amanda Wheatley lends her support to the ATLC in AI matters.

Communities of Practice

Assessment Community of Practice

The Canadian Library Assessment Community of Practice organized a 90-minute event in March 2026 entitled, “Writing Effective Key Performance Indicators,” which received over 90 registrations. This interactive session introduced the fundamentals of KPIs, their significance, and strategies for effective implementation. The presenter was Leo Appleton (PhD), who is the Director of Education for the School of Information, Journalism and Communication at the University of Sheffield in the U.K. and the author of the book, *Libraries and Key Performance Indicators*. Dr. Appleton shared firsthand experience using performance and results indicators in library assessment, which he complemented with relatable stories and practical examples. Attendees participated in collaborative group activities (via Zoom breakout rooms) to explore essential principles and develop KPIs relevant to their own institutions.

Bibliometrics and Research Impact Community of Practice (BRI CoP)

In February, Leslie D. McIntosh (Digital Science) introduced the BRI community to the fascinating world of “Forensic Scientometrics” in her presentation *Resilient Knowledge: Trust, Mistrust, and Manipulation of Open Science Research*. Later that month, the community hosted its first BRI Virtual Coffee Talk, where invited guest Farah Friesen (CACHE) led a lively discussion centered on strategies for Assessing Research Impact in the Humanities & Social Sciences. The Coffee Talk format (meant to stimulate increased audience interaction through a more conversational approach) was a great success and the group looks forward to planning more events like this in the future. Over 100 community members attended these events live and even more viewed the recordings on CARL’s YouTube channel.

In addition, Phillippe Boisvert continued to host monthly meetings of the BRI Article Club, where attendees discussed publications on a wide variety of BRI topics, including: OpenAlex, Policy Impact, and Preparing Data for Bibliometric Analysis.

The BRI CoP launched a topic suggestion form this winter to gather member ideas for future sessions and looks forward to hosting upcoming events on Research Impact Service Models and the Maintenance of Institutional Metadata.

Canadian Repositories Community of Practice

Over the past three months, the Canadian Repositories Community of Practice continued to offer strong professional development and community engagement opportunities for repository managers across Canada. In February 2026, the CoP hosted IRs are People Powered: Exploring Repository Staffing Models Across Canadian Institutions, which featured presentations and discussions on repository staffing approaches at Canadian post-secondary institutions. On May 7, 2026, the CoP held Am I Missing Something? Understanding How to Improve Repository Discoverability, a well-attended panel event exploring repository interoperability, metadata quality, persistent identifiers, and strategies to improve

discoverability of repository content. Both events incorporated interactive Padlet activities, which were very positively received by participants. Attendance at CoP events remained consistently strong, ranging from 35 to 82 attendees.

The CoP also expanded its mentorship program in early 2026 through a new call for mentors and mentees, supported by updated guidelines, terms of service, and a mentorship resource guide. The program now includes five mentorship groups, including a dedicated French-language group created to support repository managers working primarily in French. Looking ahead, the Steering Committee is organizing a June 2026 Scholarly Communications Conference Roundup event and a planned “Software Summer” panel focused on repository workflow automation. The CoP will also present its work at the Open Repositories 2026 conference in June through a session titled Building community towards interoperability: communities of practice, repositories, and universal indexing.

Communications Officers Community of Practice [“CommUNITY”]

The Communications CoP Steering Committee held a very successful inaugural half-day symposium on February 11, 2026, with the theme: Communicating the Future: Libraries in a Changing Higher Ed Landscape.

Opening remarks were provided by then new CARL ED, M. Vandenburg. The online event featured keynote speaker Joe Friesen, Globe & Mail Post-Secondary Education Reporter who was interviewed by CARL SCC Chair Mark Asberg, Vice Provost and University Librarian at Queen’s University. Following the keynote, 12 scheduled presenters from the CARL Comms CoP membership tailored their seven sessions to an audience of academic library stakeholders from across the country that included everyone from library leaders to library communications professionals. Session themes included topics on brand inclusivity + awareness; student engagement and outreach; and change management + internal communications.

There were 162 attendees; 227 registrants. A post-symposium survey was sent on March 5, 2026. It is the hope of the CARL Communications COP Steering Committee that this symposium be held annually.

The CARL Communications COP continues to evolve and increase its engagement by providing relevant, timely and supportive sessions that highlight the critical role communicators play in expressing library impact and value.

Kristy Read and Larysa Woloszansky will be the new co-chairs for the May 2026 - May 2027 academic year.

Equity, Diversity, and Inclusion Community of Practice

The Equity, Diversity, and Inclusion (EDI) Community of Practice continues to actively engage library workers from CARL and non-CARL research libraries who are committed to advancing EDI work in academic libraries. The community currently includes 51 participants from across Canada. In February 2026, the CoP hosted a gathering on responding to resistance in EDI

work, featuring guest speakers Cecile Farnum (Toronto Metropolitan University) and Desmond Wong (University of Toronto). Through presentations and breakout discussions, participants explored strategies for navigating challenges and sustaining EDI efforts within their institutions. The CoP also continued preparations for a collaborative June 2026 gathering with the CAPAL Social Justice Committee focused on EDI and assessment/metrics.

Over the past few months, the CoP also completed the migration of its learning materials and resources from its former LMS to PressBooks, ensuring the long-term preservation and accessibility of the community's shared work and resources. Looking ahead, the CoP will undergo several leadership transitions, as co-facilitators Monique Flaccavento and Naz Torabi complete their terms this year. Laura Banfield has agreed to serve as incoming co-facilitator, and recruitment for additional steering committee members and leadership roles will take place over the summer.

Finance Officers Community of Practice

The Finance Officers Community of Practice undertook several efforts over the past few months to strengthen engagement and better align the community's activities with member needs and availability. Following lower attendance at the November 2025 gathering, the CoP conducted a survey of its membership to assess continued interest in the group, identify preferred meeting days and times, and gather feedback on discussion topics and priorities. The CoP also reached out to CARL member directors for new nominations, resulting in four new members joining the community. The CoP currently includes 17 members from CARL institutions across Canada.

In April 2026, the CoP held a community gathering focused on identifying cost-saving strategies in library budgets. Seven members participated in the discussion, sharing institutional approaches, challenges, and ideas related to financial sustainability and budget planning within research libraries.

Library Publishing Community Engagement Team

The Library Publishing Community Engagement Team (LPCET) continues to meet regularly. Several members have departed after having served their first term and following a positive response to the call for new members, the LPCET welcomed several new members during the first quarter of 2026. Sonya Betz and Mark Swartz stepped down as co-chairs after serving a two-year term but continue to be active members. The group remains grateful for their leadership as the LPCET's inaugural Co-Chairs. LPCET is now chaired by Richard Hayman (Mount Royal) and Mike Nason (New Brunswick).

In early March LPCET co-hosted a community call with the Library Publishing Coalition about the Open Journals Collective, a collaboration of libraries, university presses, and non-profit publishers supporting sustainable academic publishing through diamond open access. In addition, LPCET members contributed resources now being shared broadly via the Resources section of the [Coalition Publica website](#).

The LPCET's new workplan for 2026 identifies several activities and priorities and also refreshes the mandates and membership of our working groups. General goals for the coming year include expanding our connections and collaborations with other partners operating in the library publishing space and generating some guidance resources to support library publishers as their journals prepare for the revised Tri-Agency open access policy.

Open Education Community of Practice

Over the past quarter, the Open Education Community of Practice held two community calls on Zoom. During the February call, organized by Steering Committee co-chair Karen Meijer and member Michelle Brailey, we hosted Amanda Grey, Open Education Strategist, who presented Kwantlen Polytechnic University's Zero Textbook Cost program. The presentation instigated a thought-provoking discussion on ZTC programs, as well as other course marking initiatives, at institutions across Canada.

After a busy March, when institutions across the country and around the world held open education activities, the CoP's April call, organized by Steering Committee members Nasser Saleh and Sarah Adams, was an opportunity to reflect on the community's successes and lessons learned. Whether our usual participants were exhausted from the previous month or simply taking an extra day for their long weekend, the turnout was smaller than usual; however, those in attendance contributed to a rich conversation.

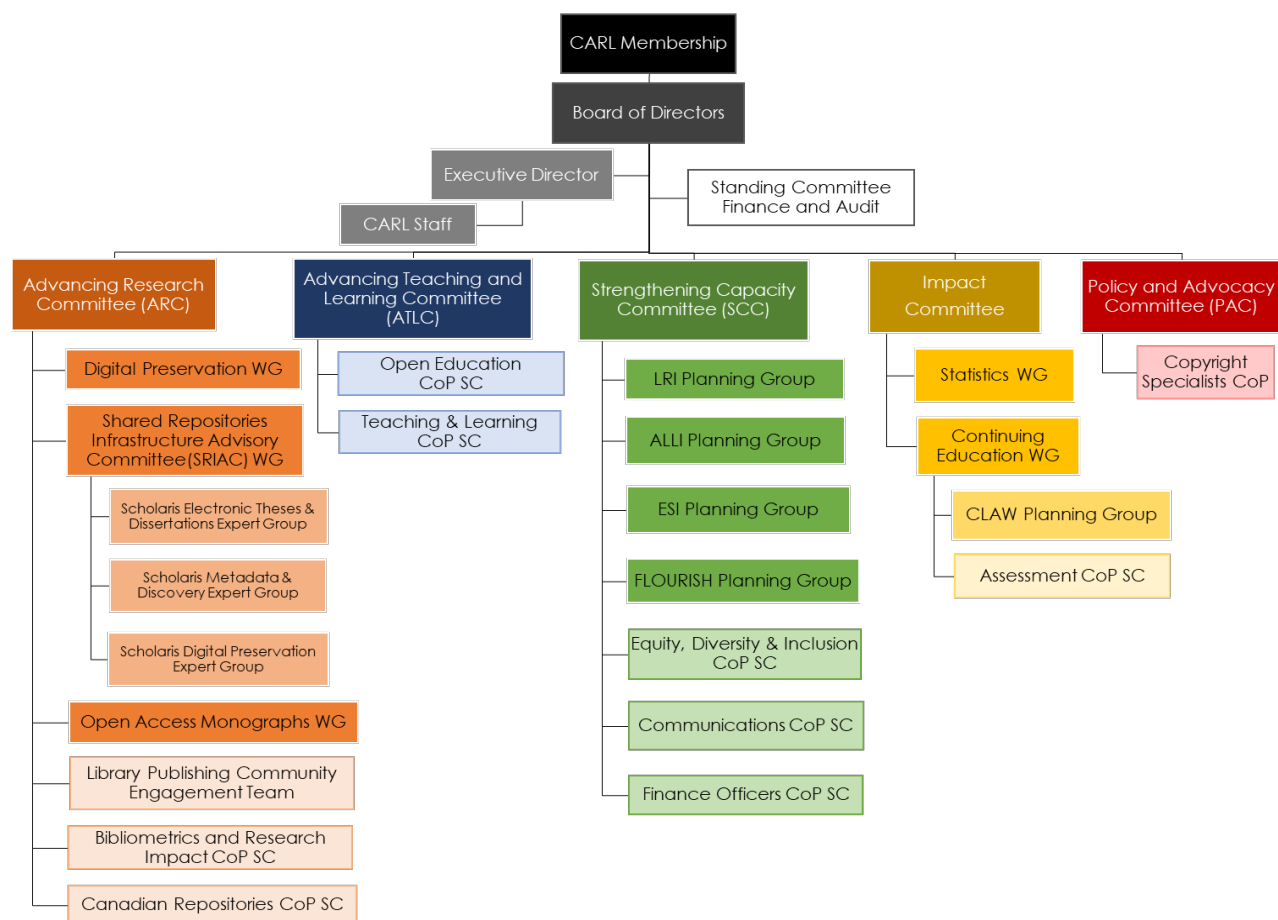
In response to the demand for a way to share open education materials, from presentation slides and recordings to resources for OER publishing, the CoP Steering Committee, led by Sarah Adams, launched the CARL OE CoP Resource Hub. Hosted on CARL's Google Drive, the Resource Hub is a place for the community to post links and documents that colleagues at other institutions might find useful or interesting.

Teaching and Learning Community of Practice

After months of planning by the Advancing Teaching and Learning Committee, a call for steering committee members was issued in February. The nine-member steering committee came together for the first time in April for a brainstorming session and to discuss terms of reference. Moving forward, the steering committee will meet monthly.

Administration & Outreach

Current Committee, Working Group, and Community of Practice Structure (as of May 2026)



Webinar & Community Call Series

CARL continued to host [regular webinars and community calls](#), sometimes in partnership with other groups, on topics of interest to the various library communities of practice that they support, which are free and open to all – both CARL members and non-members.

Conferences, International Meetings, and Professional Development

Since the last report, CARL staff attended events, workshops, webinars and international meetings including: OLA Superconference, WIPO SCCR, Lobbyist Commissioner Lunch and Learn, 150e anniversaire de l'édifice de la Bibliothèque du Parlement, COPPUL Spring Meeting, CPIDAC, Advancing Diamond [Coalition Publica], CNI Spring Meeting, ARL Spring Meeting, Assemblée générale annuelle de la Fédération des milieux documentaires, IFLA MLAS Midterm, and CRKN Virtual Summit.

CARL staff held an in-person two-day staff retreat on April 21-22, providing Michael Vandenburg with an opportunity to reinforce working relationships with CARL staff and build a shared understanding of upcoming operational priorities.

CARL Member Transitions

Elaine MacInnis began an appointment as Acting Dean of Libraries at Dalhousie University on February 1, 2026.

Anne Seymour began an appointment as Vice-Provost (Libraries) and University Librarian at the University of Manitoba, effective March 1, 2026.

Staff

The current general division of responsibilities is:

- *Michael Vandenburg – Executive Director*: Overall executive direction and management; lead for CARL advocacy and public policy; outreach and strategic national and international relations;
- *Katherine McColgan – Manager, Administration and Programs*: Board Secretariat; financial and office administration and oversight; support to Policy Committee and advocacy activities; annual statistics program management; CARL privacy officer;
- *Houda Tarib – Administrative Officer & Event Coordinator*: Book-keeping and financial administration; meeting and hospitality arrangements; office management and administrative support; support to Standing Committee on Finance and Audit.
- *Julie Morin – Senior Program Officer*: Support to Strengthening Capacity Committee and Impact Committee; annual statistics program management; E-lert co-editor;
- *Elizabeth Kalbfleisch – Senior Program Officer*: Support to Advancing Research Committee and Advancing Teaching and Learning Committee; E-lert co-editor.
- *Taleen Aktorosian – Communications and Project Officer*: Support CARL's communication channels and selected initiatives, including a variety of pan-Canadian communities of practice; E-lert co-editor.

Visiting Program Officers (part-time)

- *Amanda Wheatley – VPO, AI and Library Strategies* (January 2026 – January 2027)
- *Susan Cleyle – VPO, Leadership Development Initiatives* (September 2021 - September 2026)
- *Mark Swartz – VPO, Open Science* (November 2024 – November 2026)
- *Rowena Johnson – VPO, Digital Access Policy* (September 2024 – September 2026)
- *Gabriela Mircea – VPO, Metadata Strategies and Scholaris* (August 2023 - September 2026)
- *Stephanie Savage – VPO, Copyright and Other Public Policy Matters* (October 2024 – September 2026)
- *Sarah Lake – VPO for Digital Preservation* (May 2025 – May 2026)
- *Victoria Owen – Special Policy Advisor, Accessibility*

Consultants / On retainer

- *Kathleen Shearer – Research Associate* - RDM, scholarly publishing and open science initiatives.
- *Temple Scott Associates (Don Moors, Josh Matthewman, Ujwal Ganguly) – Government relations*
- *Clark Wilson LLP (Michal Jaworski, Jeff Holloway) – Contracts*
- *Emond Harnden LLP (Sheri Farahani, Lauren Brecher) – Human resources*

- *Gowling WLG (James Plotkin)* – Copyright / Intellectual Property
- *Cain Lamarre (Anaïs L'Heureux-Lefebvre)* – Human resources for Québec

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Michael Vandenburg". The signature is fluid and cursive, with a large, sweeping flourish at the end.

Michael Vandenburg, Executive Director
May 25, 2026