

**BOARD OF GOVERNORS**  
**Strategy & Planning Committee (S&P)**

**February 5, 2026**  
**2:00 p.m. - 4:00 p.m.**  
**Via Videoconference**  
[Public Registration Link](#)

**Members:** Eric Agius (Chair), Lisa McBride (Vice-Chair), Ahmad Barari, Laura Elliott, Emily Whetung-MacInnes, Mitch Frazer, Matthew Mackenzie, Steven Murphy, Roger Poirier, Michael Rencheck, Hannah Scott, Alveena Shrestha, Jeffrey Spiegelman

**Staff:** Kirstie Ayotte, Nicola Crow, Sandra Grouette, Krista Hester, Les Jacobs, Lori Livingston, Jennifer MacInnis, Brad Maclsaac, Joe Stokes, Sarah Stokes, Sarah Thrush

**AGENDA**

No.	Topic	Lead	Allocated Time	Suggested Start Time
<b>PUBLIC SESSION</b>				
1	<b>Call to Order</b>	Chair	5	2:00 p.m.
2	<b>Agenda (M)</b>	Chair		
3	<b>Conflict of Interest Declaration</b>	Chair		
4	<b>Chair's Remarks</b>	Chair	5	2:05 p.m.
5	<b>President's Remarks</b>	Steven Murphy	10	2:10 p.m.
6	<b>Strategy</b>			
6.1	Student Recruitment, Retention & Success* (D)	Lori Livingston Joe Stokes	15	2:20 p.m.
7	<b>Planning</b>			
7.1	Digital Strategy Update* (D)	Brad Maclsaac Sarah Stokes	15	2:35 p.m.
8	<b>Significant Project Oversight</b>			
8.1	Critical Nuclear Assembly Project (I)	Les Jacobs	5	2:50 p.m.
9	<b>Consent Agenda (M):</b>	Chair		
9.1	Public Session Minutes of the June 12, 2025 Meeting* (M)			
9.2	S&P Annual Terms of Reference Review* (I)			
10	<b>Adjournment (M)</b>	Chair		2:55 p.m.

No.	Topic	Lead	Allocated Time	Suggested Start Time
<b>NON-PUBLIC SESSION</b> (material not publicly available)				
11	Call to Order	Chair	5	3:00 p.m.
12	Conflict of Interest Declaration			
13	Chair's Remarks			
14	President's Remarks	Steven Murphy	10	3:05 p.m.
15	Strategic Conversation: Enrollment and Differentiated Growth 2.0 – the Path Forward (D)	Lori Livingston Joe Stokes Sarah Thrush	30	3:15 p.m.
16	Consent Agenda (M):	Chair	5	3:45 p.m.
16.1	Non-Public Session Minutes of the June 12, 2025 Meeting* (M)			
16.2	S&P 2025-26 Workplan & Action Points*(I)			
17	<i>In Camera</i> Session	Chair	10	3:50 p.m.
18	Termination (M)	Chair		4:00 p.m.

Nicola Crow, University Secretary

## COMMITTEE/BOARD REPORT

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**SESSION:**

Public   
Non-Public

**ACTION REQUESTED:**

Decision   
Discussion/Direction   
Information

**TO:** Strategy & Planning Committee

**DATE:** February 5, 2026

**PRESENTED BY:** Dr. Lori Livingston, Provost and Vice-President, Academic  
Dr. Joe Stokes, Assistant Vice-President, International and Registrar

**SUBJECT:** Student Recruitment, Retention and Success

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**BACKGROUND/CONTEXT & RATIONALE:**

The 2023-208 Integrated Academic-Research Plan is explicit in its call for a strategic commitment to a “differentiated growth” agenda. More specifically, going forward, Ontario Tech needs to continue to grow its reputation as a unique and innovative post-secondary institution with a commitment to excellence in all that we do (i.e., teaching, research, service, and community outreach). Overall reputational excellence is key to enabling us to grow our enrolments year-over-year by attracting new students. At the same time, we need to retain those who have already opted to study at Ontario Tech. Both are important to the overall goal of maintaining robust enrolments.

The purpose of this briefing note is to update the Committee on our strategic approaches to supporting student recruitment and retention, including a brief summary of some of our efforts over the past year.

**RECRUITMENT**

Ontario Tech’s **domestic recruitment** strategy continues to focus on application market share increases in programs that will support incremental growth to shore up province wide application decreases in disciplines (i.e., Computer Science, Information Technology, and Software Engineering) obstructed by the perceived negative job market impact of artificial intelligence.

The recruitment team has identified high affinity recruitment channels (e.g., high schools, professional groups, social media networks) where the potential for market share increase is most prevalent. Major work has been put into increasing tactical recruitment efforts, applicant touch points, and electronic media ads that influence university decision making in order to build out the top of the enrolment funnel (i.e., number of applications) as much as possible. With a limited number of new undergraduate programs slated to begin in September 2026, this year’s application

growth, will be a relatively direct year-over-year comparison. Notably, multiple new undergraduate programs are slated for initial entry in September 2027.

With respect to our **international recruitment** efforts, the reduction of international visas by the Federal government severely limits our ability to grow undergraduate international enrolments. Ontario Tech, however, has been engaged in trying to increase the total number of international applications from students in countries that have higher visa approval rates (e.g., China, Vietnam, USA, Caribbean). Students from these countries who apply and receive an offer of admission from Ontario Tech will have a greater likelihood of receiving the necessary visa to study in Canada. Hence, while our Provincial Attestation Letter (PAL) allocation is less than last year, increased conversions may help international enrolments to contract less than in the previous two years. In addition, to help encourage increased conversions, we have expedited our admissions processes (i.e., currently up 44% over 2025) and are working on increased and proactive immigration support through the International Office.

Although graduate students are still part of the functional immigration cap imposed by the Federal government, this student group has been removed from the PAL process that was imposed last year. Applications continue to drop due to the legislation changes, but the international team is working hard to focus on conversion by increasing our graduate recruitment internationally and managing expedited admissions and immigration support in the same fashion as the undergraduate applications. Continued focus on international graduate conversions may help offset the absolute caps imposed on the undergraduate side by the federal government.

In summary, strategically we continue to evaluate high yield and high impact initiatives and put our energy into areas that have more return on investment. This includes being highly focused on our local and traditional catchment areas to get students to campus and to the promotion of nurturing touch points such as professor-student or recruiter-student interaction and geo-fenced digital campaigns that allow us to target more high affinity groups of applicants.

## **SUCCESS AND RETENTION INITIATIVES**

There are multiple units on campus which contribute to the sense of community and provide targeted support for our students. These are situated in various offices across campus and include (but are not limited to) the Office of the Registrar (e.g., Student Awards and Financial Aid, International Office), Office of the Deputy Provost (e.g., Student Accessibility Services, Student Learning Supports, Test Centre, Student Mental Health Services, Cooperative Education, Experiential Learning and Careers, Academic Advising, Indigenous Education and Cultural Services, Teaching and Learning Centre), and the School of Graduate and Post-Doctoral Studies.

Since 2019, we have adopted a philosophy of “continuous improvement” in all aspects of our student success and retention initiatives. Through our Integrated Academic-Research Plan (IARP) processes, we annually evaluate our efforts, identify opportunities for improvement, and introduce new initiatives in response to the ever-changing needs of our students and the changing landscape of higher education. Notable additions during the 2025-2026 academic year have included the acquisition and implementation of an early-alert system coordinated via Academic Advising; the expansion of NExT Hub, adding AI resources for students to an already expansive repertoire of information resources (e.g., focused on data and information literacy; the ethical use of technology and the internet; protecting one’s personal information and well-being on-line) offered by the Teaching and Learning Centre; the expansion and integration of graduate students into our traditional new student orientation activities in September; and, a re-vamping and

expansion of our Student Learning Support offerings (See Appendix A).

### **IN SUMMARY**

To understand the effectiveness of our efforts, we remain committed to the concept of continuous improvement in all that we do including challenging ourselves to think about what other existing resources might be leveraged or adapted to support our students.

### **NEXT STEPS**

From a strategic perspective, our efforts to recruit and retain students must continue to be:

1. Multi-pronged in nature and responsive to the needs of the Ontario Tech student population.
2. Guided by a commitment to excellence and continuous improvement year-over-year, including effective integration of common activities across the multiple units contributing to such initiatives.
3. Committed to a student-centric approach and the use of data to drive our decision making. Most importantly, this includes gathering input and direction from our students.

### **ATTACHMENTS**

Appendix A Student Learning Support Infographic

# Student Learning Support



## Transition: Pre - Admission

### Ridgeback Ramp-Up: Academic Literacy

Free Academic Literacy Toolkit delivered to high school classrooms by Recruitment Team that covers university expectations and differences from high school.

## Summer Transition: Registered Students

### Ridgeback Ramp-Up: Summer Transition

Free online (synch and asynch) program in Canvas to cover foundational discipline-specific skills.

### Ridgeback Rendezvous

Free in-person event to build community, learn how a lecture works, and tour Oshawa.

### University Preparatory Program (UPREP)

Online series of 2 or 3 courses for students who do not meet admissions average. Passing results in offer of admission.

## Academic Supports: Registered Students

### First Six Weeks

In-person workshops covering foundational discipline-specific skills for early success in courses.

### Academic Support Workshops

In-person workshops covering foundational discipline-specific skills for academic success in courses.

### Peer Assisted Study Sessions (PASS)

Study group facilitated by trained peer educator who attends lecture sessions for the course.

### Peer Tutoring

One-on-one tutoring delivered by trained peer educator who received an A or better in the course.

### One-on-One Sessions

One-on-one tutoring delivered by Subject Specialist staff member.

### Drop-in Study Hall

Study hall sessions where students can drop-in to ask questions of peer educator or Subject Specialist.

### Conversation Cafe

Informal session for students to improve their English speaking skills and meet classmates.

### Ridgeback Ramp-Up Study Skills

In-person workshops covering university expectations and study skills.

## Suspension and Degree Recovery

### LEAP 1001U

In-person academic course (13 weeks) covering general academic skills and areas for improvement. Passing the course results in re-instatement of Academic Standing to Probation.

### LEAP 3001U\*

In-person academic course (13 weeks) covering personalized academic and professional skills and areas for improvement. Geared toward 3<sup>rd</sup> and 4<sup>th</sup> year students with personalized coaching.

### BA Pathway\*

Degree-recovery program for students at risk of attrition.

\*In development

	Academic Expectations	Academic Integrity	Community Building	Discipline-Specific Skills	Foundational Math	Foundational Writing	Personal Accountability	Studying Techniques	Technology and Data	University Mindset	University Services	Other
Ridgeback Ramp-Up: Academic Literacy	✓	✓						✓		✓	✓	
Ridgeback Ramp-Up: Summer Transition	✓	✓		✓	✓	✓		✓	✓		✓	
Ridgeback Rendezvous	✓		✓					✓		✓	✓	
UPREP	✓	✓			✓	✓	✓	✓		✓	✓	
First Six Weeks	✓		✓	✓	✓	✓						Chem, physics, eng.
Academic Support Workshops		✓		✓		✓			✓			Chem, physics, eng.
PASS			✓	✓	✓	✓		✓	✓			Multiple subjects
Peer Tutoring				✓	✓	✓		✓	✓			Multiple subjects
One-on-one Sessions	✓			✓	✓	✓		✓	✓			Multiple subjects
Drop-in Study Hall				✓	✓	✓						Multiple subjects
Conversation Cafe			✓	✓							✓	ESL
Ridgeback Ramp-Up: Study Skills	✓	✓					✓	✓	✓	✓		
LEAP 1001U	✓	✓	✓				✓	✓	✓	✓	✓	
LEAP 3001U	✓	✓	✓				✓	✓	✓	✓	✓	
Degree Recovery BA Pathway	✓	✓		✓			✓	✓				

## COMMITTEE REPORT

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**SESSION:**

Public   
Non-Public   
Consent

**ACTION REQUESTED:**

Decision   
Discussion   
Information

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

**MEETING DATE:** February 5, 2026

**PRESENTED BY:** Brad MacIsaac, Vice-President, Administration  
Ade Oyemade, Chief Information Officer  
Dr. Sarah Stokes, Manager Student Learning Support, Teaching and Learning Centre

**SUBJECT:** Agenda Item #7.1: Digital Strategy Update

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**EXECUTIVE SUMMARY:**

This report and accompanying presentations provide an update on the University's digital and technology initiatives and how they continue to enable the 2023–2028 Integrated Academic Research Plan (IARP). The update highlights progress against approved institutional priorities and outlines how technology investments and supports for staff and students are strengthening operational resilience, enhancing the student and employee experience, and positioning the University for long-term scalability.

During the 2025–2026 fiscal year, the digital strategy progressed from planning and assessment into active implementation and integration. The focus is now on operationalizing foundational work completed in prior years, with priority initiatives including the Enterprise Resource Planning (ERP) transformation, expanded 24/7 Learning Management System (LMS) support, strengthened identity and access management, improved system integrations across the student lifecycle, the responsible implementation of AI-enabled tools to enhance teaching, learning, and administrative decision-making. Collectively, these efforts position Ontario Tech to respond effectively to a rapidly evolving higher education environment while remaining aligned with institutional values and strategic objectives.

**KEY CONSIDERATIONS:**

The Committee is invited to consider the following strategic questions as part of this update:

- Are the current digital priorities (ERP modernization, learning platforms, system integration, and AI enablement) appropriately aligned with the IARP and the University's financial capacity?
- Does the Committee have sufficient assurance regarding the risks, readiness, and institutional impact associated with the ERP transformation?

- Are digital investments translating into meaningful improvements in student experience and academic delivery?
- Is the University's approach to implementing AI-enabled tools appropriately balanced between innovation, academic values, and institutional responsibility?

## **ANALYSIS:**

The Digital Strategy directly supports the IARP priority of “Tech with a Conscience” and reinforces the University's commitments to learner-centered education, operational excellence, ethical technology use, and long-term institutional sustainability. Key initiatives including ERP modernization, digital learning enablement, and implementation of AI tools enable flexible learning models, improve access to services, strengthen decision-making through data, and enhance the overall student and employee experience. The strategy also supports the IARP's focus on differentiated learning, continuous learning pathways, and scalable teaching and research infrastructure by ensuring that core digital platforms are reliable, secure, and adaptable to future needs.

### ***Digital Strategy Highlights:***

- A. Enterprise Systems and Campus Experience:** The reimagining of physical and virtual campus spaces continues to be closely tied to the modernization of enterprise systems. Over the past year, planning and preparatory work advanced to support system investments required to deliver more seamless, integrated digital services across the institution.

### ***ERP Transformation – Key Update***

The ERP transformation remains the most significant digital initiative underway. Since the last Board update, significant progress has been made in advancing plans to separate Ontario Tech's Banner instance from Durham College and move toward Banner SaaS. This work addresses long-standing risks associated with shared infrastructure and extensive customizations that have repeatedly been impacted by vendor updates.

For 2025–2026, the focus is on **implementation readiness**, including vendor and stakeholder engagement, governance structures, training planning, and change management. A separate ERP instance will be established by May 2026 to support system configuration, testing, and training activities. The target for institutional cutover to the cloud-based ERP platform is March 2027. The transition is expected to improve operational autonomy, system reliability, data security, and integration capabilities across academic and administrative functions.

Parallel efforts continue to improve system integrations and data flow to support student lifecycle services, including the implementation of an admissions platform to support admissions processing and adjudication. Emphasis is being placed on early alert and retention initiatives, leveraging improved data access and analytics to enable timely intervention and support student success.

### **B. Learning Experience and Digital Enablement**

**24/7 support for the Canvas Learning Management System** has been implemented for both students and faculty, providing continuous access to technical assistance across in-person, online, hybrid, and asynchronous learning environments. This has reduced instructional disruptions, improved response times during critical academic periods, and strengthened continuity of teaching and learning. Looking ahead, the University plans to implement **Canvas**

**Insights**, an analytics capability that will provide visibility into student engagement and course activity, enabling earlier identification of at-risk students and more targeted academic support.

### **C. Digital Platforms and Operational Enablement**

Over the past year, the University completed extensive process mapping and efficiency reviews across academic and administrative units. This work has improved clarity around current-state processes, system dependencies, and data flows, and has directly informed IT investment prioritization. As a result, several manual and duplicative processes have been identified for redesign as part of upcoming system implementations.

Key progress during this period includes the separation of Ontario Tech's email environment from Durham College and the establishment of a standalone Microsoft Outlook and Exchange Online environment. This transition strengthens operational independence, improves reliability and security, and better supports the University's evolving digital needs.

Alongside this work, the University has invested in targeted digital tools to reduce reliance on manual processes and improve workflow efficiency across academic and administrative areas. The focus is on embedding these tools into day-to-day operations, improving system integration, and enabling more consistent service delivery.

**Financial Implications:** Digital strategy initiatives are being advanced within existing approved budgets and previously endorsed multi-year investment plans. Given fiscal constraints, IT investments continue to be prioritized toward mission-critical initiatives that deliver the greatest institutional impact and risk mitigation. In budget 2024-2025 the university forecasted a total expenditure over three years of \$10 million. To date, IT has spent \$3.4M on licenses and contract services and we are forecasting an IT investment of \$4.5M for FY27.

**Risk Assessment:** The ERP transformation mitigates long-standing risks related to system customization, scalability, and dependency on shared infrastructure. Enhanced governance, security investments, and structured change management help reduce operational, reputational, and compliance risks. Conversely, delaying modernization would increase institutional risk, limit agility, and constrain the University's ability to support evolving academic and administrative needs.

### **Next steps**

Over the coming year, the University will continue advancing the ERP transformation through implementation planning, training preparation, vendor and stakeholder engagement, and change management activities, while further strengthening system integrations that support the student lifecycle, including admissions processing, early alert, and retention initiatives. Efforts will also focus on stabilizing and optimizing newly implemented digital platforms, embedding workflow automation tools into day-to-day operations, and ensuring the long-term effectiveness of the standalone email and collaboration environment. In parallel, the University will expand the use of learning analytics through the planned implementation of Canvas Insights and continue the responsible rollout of AI-enabled tools to support academic and administrative functions. Progress, risks, and emerging priorities will be reported regularly to the Strategy & Planning Committee as part of ongoing digital strategy oversight.

### **ATTACHMENTS:**

- Digital Strategy PowerPoint
- AI Capacity Building Overview PowerPoint



# S&P Digital Strategy Updates Feb 2026



# OVERVIEW



ITS MANDATE



STRATEGIC OBJECTIVES



PROJECT HIGHLIGHTS



IT 3 YEAR ROADMAP



ERP TRANSFORMATION JOURNEY

**“Our mandate is to...”**



# ONTARIO TECH UNIVERSITY

“Be a digital innovation leader and deliver a top-tier technology experience to our community.”

Increase movement to “The Cloud”: where innovation meets efficiency and security.

Create experiential learning opportunities for students and faculty

Improve student success by enhancing the digital experience and access to services

Provide students with the learning tools required to elevate their classroom experience.



# DIGITAL STRATEGY OBJECTIVES 26 - 27

## Transformation Roadmap

To achieve our vision, we will follow our roadmap to see our digital strategy goals come to fruition. Consultation and collaboration is fundamental to effecting change of this magnitude. A concerted focus on the student experience will support student success, enhance the university's reputation, and improve the productivity of our administrative employees.



- Give students fast and accurate answers to their questions by utilizing intelligent bot technology
- Digital experience portal will provide a streamlined student experience
- Improve technology adoption with AI-based technology to increase student engagement within the LMS
- Equip students for success by installing early warning systems



- Enhance group collaboration in classrooms & other convergent environments by utilizing cutting edge technologies
- Give students real-time access to courses on the LMS
- An intelligent learning platform to curate lifelong learners educational pathway to align with their career aspirations.
- 24/7 contextualized support that leverages analytics to facilitate data-driven decisions to enhance student success



- Streamline, automate, and simplify co-op and internship processes for student and employers
- Partner with faculty to develop capstone projects for student yielding both experiential learning and innovation
- Opportunities for students to enhance the university community by contributing to the development of new technology solutions



- Enhance the student experience by leveraging workflow automation to streamline processes
- Reduce the elapsed time for end-to-end processes through re-engineering of business procedures
- Improve efficiency by seamlessly integrating innovative tools with the Banner enterprise resource planning system
- Adapt to the evolving educational technology landscape by embracing cloud services to achieve agility and interoperability

### 2026-2027

#### Q1 - Q4

- Digital Student Platform
- Learning Agent
- Early Alert System

#### Q1 - Q4

- 24/7 LMS Support
- Intelligent Student Learning Platform (ILP)
- Canvas Insights

#### Q1 - Q4

- Experiential Learning
- Intelligent Lifelong learning system solutions

#### Q1 - Q4

- Ellucian SaaS
- Admission CRM
- Ellucian Insights
- Workflow System

# PROJECT HIGHLIGHTS



# HIGHLIGHTS

## Enhance the digital and classroom experience with easy access to information and services



**24/7 LMS SUPPORT** – Round-the-clock LMS support that helps students and instructors quickly resolve issues.



**CARING FOR STUDENT MINDS** - Implemented TELUS Collaborative Health Record (CHR) to support secure management of student health information.



**MODERNIZING THE STUDENT JOURNEY** Ellucian Experience will strengthen digital touchpoints that support students throughout their academic journey.

## Improve efficiency to better support student success and retention



**AUTOMATING ADMINISTRATIVE PROCESS** SoftDocs to automate key workflows, improve processing efficiency, and reduce operational processes.



**CLOUD-POWERED EMAIL** – Seamless migration to Microsoft Exchange Online for enhanced reliability and accessibility.



**SUPPORTING STUDENT SUCCESS THROUGH ACADEMIC PLANNING** – Ellucian Degree Works streamlines academic planning and advising, driving higher retention, smoother transfers, and faster paths to graduation.



**AUTOMATION**

## Strengthen our security posture and incident recovery preparedness



**M365 & DUO** - All user groups are now enrolled. Automation is being implemented to simplify future onboarding and strengthen security operations.



**CYBERSECURITY AWARENESS PROGRAM** - Partnered with KnowBe4 to deliver institution wide security awareness training and phishing simulations, strengthening cybersecurity across the Ontario Tech community.



## AI-Driven Transformation



**LEARNING AGENT (PILOT)** - A 24/7 AI tutor that supports students using approved course materials. It helps students learn by prompting questions and reasoning rather than giving direct answers.



**MICROSOFT COPILOT**



**GOOGLE GEMINI**



# IT 3 YEAR ROADMAP

2026

2027

2028

## EFFICIENT & INTEGRATED ADMINISTRATIVE SYSTEMS



BANNER SAAS  
ADMISSIONS CRM  
REPORTING & ANALYTICS (ERP)  
ELECTRONIC DOCUMENT MANAGEMENT (HR & PAYROLL)  
WORKFLOW: EMPLOYEE LIFECYCLE MANAGEMENT

BANNER SAAS  
DIGITAL EXPERIENCE PLATFORM  
REPORTING & ANALYTICS  
• LMS  
• ERP  
WORKFLOW SOLUTION  
• HR,  
• FINANCE  
• STUDENT

FACULTY WORKFORCE MANAGEMENT  
ADVANCEMENT CRM

## PREMIUM SUPPORT SOLUTIONS

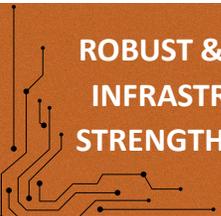


CHERWELL UPGRADE  
ITSM SOLUTION TRANSITION

ITSM SOLUTION TRANSITION

ITSM SOLUTION TRANSITION

## ROBUST & RESPONSIVE IT INFRASTRUCTURE WITH STRENGTHENED SECURITY



CLOUD MIGRATION: AD SPLIT  
TEAMS TELEPHONY MIGRATION  
SERVER LIFECYCLE REFRESH  
WIFI LIFECYCLE REFRESH

TEAMS TELEPHONY MIGRATION  
SERVER LIFECYCLE REFRESH  
WIFI LIFECYCLE REFRESH

WIFI LIFECYCLE REFRESH

## AI TECHNOLOGY ADVANCEMENTS



PREDICTIVE AND GENERATIVE AI FOR REPORTS – ELLUCIAN INSIGHTS  
ADVISOR VIRTUAL ASSISTANT 24/7

STUDENT PERSONALIZED LEARNING PLATFORM

ELLUCIAN JOURNEY

# ERP TRANSFORMATION



# ERP TRANSFORMATION UPDATES

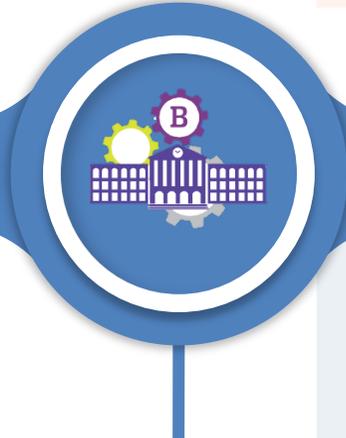
**BUSINESS PROCESS  
FOCUS**

**TECHNOLOGY FOCUS**



**BUSINESS PROCESS  
ANALYSIS SESSIONS  
(COMPLETED)**

Assess and document the current components of our Banner system and work back to baseline.



**SEPARATE OT  
BASELINE BANNER  
(COMPLETED)**

Set-up de-MEP'ed OT instance and conduct ongoing data validation and testing.



**LICENSE &  
COMPONENT  
MANAGEMENT  
(COMPLETED)**

Evaluate and manage licenses, software components, and system dependencies to support SaaS migration.



**CONFIGURATION & TESTING  
(IN-PROGRESS)**

Validate business processes, integrations, and operational readiness.



**TRAINING & CHANGE  
MANAGEMENT  
(IN-PROGRESS)**

Finalize training requirements and develop a structured change management plan for upcoming phases

ERP Transformation RoadMap

2025

2026

2027

2028

*Build OT Baseline*

May 2024 – Aug 2025

*Business Process/  
Customization Review*

May 2024 – May 2025

*Workforce Planning & Decision*

May 2024 – Dec 2025

*Review and Re-Develop New Features / Customizations / Ecosystem*

May 2025 – Feb 2027

*Go-live  
Banner SaaS*

Mar 2027

*Training and On-Going Change Management*

May 2025 – Dec 2027

# Capacity Building in AI

## Overview for Board Strategy and Planning

**Dr Sarah Stokes, Manager, Student Learning Support**  
*Teaching and Learning Centre*



February 5, 2026

**Student Learning Support**

**Instructional Support**

**Educational Technology Support**

**AI Use in Academic Work**

- **Clear guidance**
- **Consistent expectations**
- **Aligned messaging**
- **Coherent AI ecosystem of support**



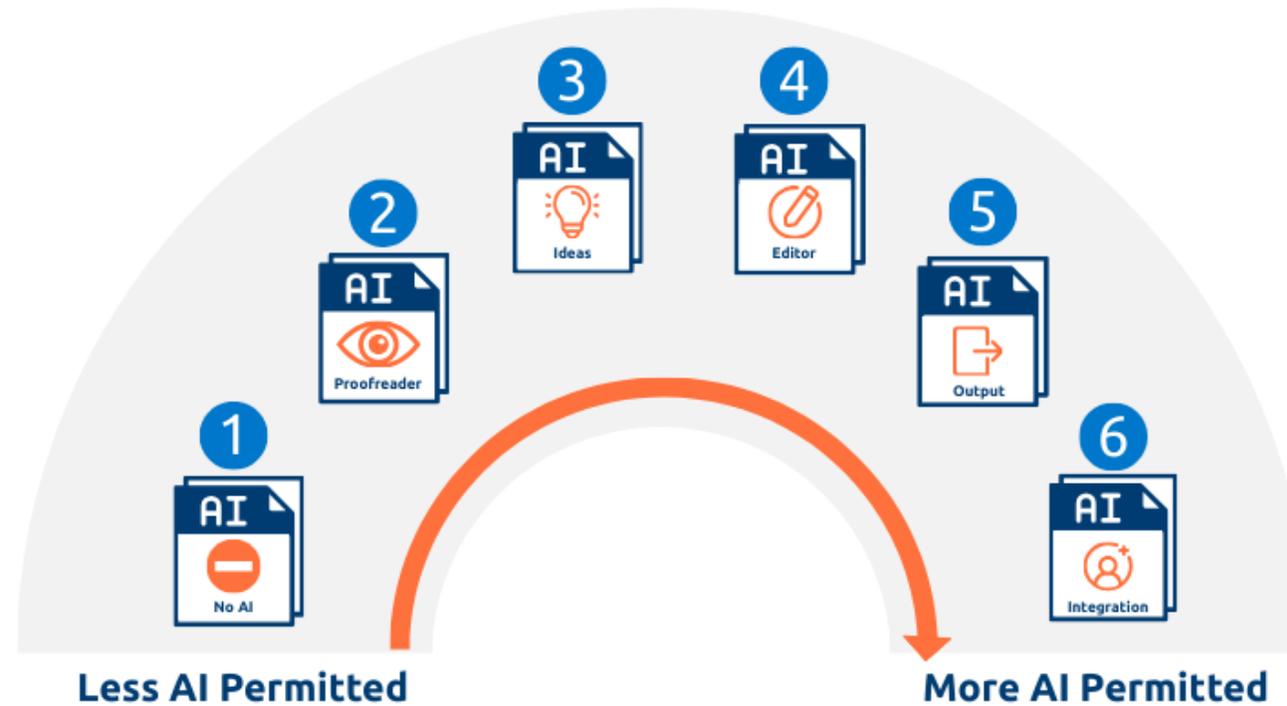
# Overview of Available Capacity-Building Initiatives



	Instructors and TAs	Students	Staff
AI in Assessment Scale	✓	✓	
NExT Hub	✓	✓	✓
Gen AI Modules	✓	✓	✓
Academic Support Workshops		✓	
Educational Development Programs	✓		
Special Events and Projects	✓	✓	✓

# AI in Assessment Scale

- Responsible and transparent use of AI in academic work
- Common vocabulary
- Clear guidance on acceptable use



# NExT Hub

- Centralized resources on digital and AI literacy



**Self-serve ed tech  
resources**



**Gen AI modules**



**Links to Ontario  
Tech resources**



**Workshops,  
training, and more**



**[ontariotechu.ca/nexthub](https://ontariotechu.ca/nexthub)**



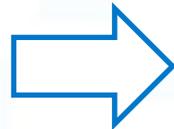
# Gen AI Modules

- Understand, evaluate, and use AI safely and ethically in academic work

## Introductory Module



Introduction to  
Gen AI



## Intermediate Modules



Technical  
Foundations



Privacy &  
Safety



Ethical Use



Evaluation  
of Results



How to Find  
Support



# Academic Support Workshops

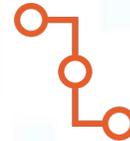
- Supporting students in using AI responsibly in their courses



**Understanding AI  
in Assessment**



**AI and Academic  
Integrity**



**Prompt  
Engineering**



**AI Literacy**



# Educational Development Programs

- Supporting instructors in developing and implementing AI in the classroom



**Demystifying  
Generative AI**



**Identifying  
Generative AI**



**Prompt  
Engineering**



**Future of  
Pedagogy**



**Back to B(AI)sics**



**Copilots and  
Agents**



**Certificate in  
University  
Teaching**



# Special Events

## Special-request Workshops:

- [CIQE - GAI Primer and Copilot Agents Introduction \(July 2025\)](#)
- [Faculty of Health - Kinesiology - GenAI Primer/Overview \(August 2025\)](#)

## Conferences:

- [Our annual Conference on University Teaching typically features AI-related sessions and discussions](#)

## Podcast:

- [Let's Get Generative: GenAI Coffee Chat](#)
- [TLC Talks: AI](#)

## Other Projects:

- [Pilot Program: AI Learning Agent](#)



# Communication Channels

- Multiple streams of communication



**Website**



**Ontario Tech U App**



**Teaching and Learning Newsletter**



**Makerspace Drop In**



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# Thank you!



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## BOARD OF GOVERNORS

### Strategy & Planning Committee (S&P)

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#### Minutes of the Public Session of the Meeting of June 12, 2025 2:01 p.m. to 3:20 p.m. Videoconference

**Present:** Eric Agius (Chair), Lisa McBride (Vice-Chair), Ahmad Barari, Laura Elliott, Matthew Mackenzie, Peter Marchut, Steven Murphy, Michael Rencheck

**Regrets:** Mitch Frazer, Emily Whetung-MacInnes, Hannah Scott

**Staff:** Kirstie Ayotte (Secretary), James Barnett, Nicola Crow, Krista Hester, Les Jacobs, Lori Livingston, Jennifer MacInnis, Brad MacIsaac, Joe Stokes, Sarah Thrush

#### 1. Call to Order

The Chair called the Public Session of the S&P Meeting to order at 2:01 p.m. and read aloud the Land Acknowledgment.

#### 2. Agenda (M)

The Chair noted an amendment to the Public Minutes of the April 3, 2025 Public Session meeting, indicating that Dwight Thompson was in attendance. The minutes have been updated accordingly.

*Upon a motion duly made by M. Rencheck and seconded by M. Mackenzie, the Agenda was approved as presented, including approving and receiving the Consent Agenda and its contents as amended.*

#### 3. Conflict of Interest Declaration

None noted

#### 4. Chair's Remarks

The Chair began by reminding Committee members of some meeting protocols, and Public Session attendees were welcomed, though they were noted unable to participate or engage in the meeting.

He noted that this is the final S&P meeting of the year, and members were thanked for their contributions and engagement in advancing the University's priorities. He advised that the year's accomplishments are captured in the S&P Annual Report provided in the Consent Agenda. The Committee also thanked Peter Marchut, Student Governor, for his service as his Board term concludes in August.

## 5. President's Remarks

The President provided his remarks highlighting the recent Convocation ceremonies and thanked everyone who helped make this year's Convocation a success.

The President also noted that he had now concluded meeting with all Faculties and Units with the overarching message being that everyone has a role to play to help advance the University's strategic priorities as part of the Institution taking control of its own destiny. He expressed his appreciation to K. Hester, Chief of Staff for their support in these meetings.

## 6. Strategy

### 6.1 Integrated Academic-Research Plan: IARP Annual Report, SMA3 Performance (Year 5); SMA 4 Update\* (U)

L. Livingston provided a high-level overview of the ongoing work to evolve the University's Integrated Academic-Research Plan (IARP), emphasizing the importance of year-end reporting to ensure accountability for progress. She highlighted that over 450 milestone activities were identified, with 80% completed or on track, 18% behind or amended, and only 2% terminated.

S. Thrush provided an overview of the annual Reports contained in the materials. She highlighted the increased collaboration on advancing the strategic priorities across the University. She also noted that the IARP has been aligned with SMA3, helping to shape priorities and performance metrics. As SMA3 concludes, with all 10 metrics achieved or exceeded, the focus is now on finalizing SMA4. The new SMA agreement is more prescriptive than in the past with now only eight metrics, six of which are set by the province, and two selected by the University. She advised that the University chose the same two metrics that were in SMA3 and aligned with University priorities. SMA4 Negotiations with the Ministry are ongoing, with formalization of SMA4 expected by the end of June.

The ensuing discussion focused on how University performance metrics are communicated and the impact of other institutions on locally-based data metrics. S. Thrush advised that metrics are reported annually to Academic Council and shared with faculties and units through detailed data packages to help them understand their role and alignment with Institutional goals. Additionally, a committee of Directors, Managers, VPs, and Deans reviews the full reports to promote broader understanding beyond formal governance processes.

Through the discussion it was also noted there are increased provincial reporting and accountability requirements arising from SMA4, as well as opportunities to receive nominal additional funding if performance metrics are met or exceeded.

The Committee expressed kudos for all the hard work, not only for putting together the Reports, but for the outcome successes outlined in the Reports.

## **6.2 Annual Program Reports\* (I)**

- i) 2024-2025 Quality Assurance Process and Program Report\*
- ii) 2024-2025 Continuous Learning Report\*

L. Livingston presented the two Annual Program Reports, noting that the 2024-2025 Quality Assurance Process and Program Report details approved academic programs, while the 2024-2025 Continuous Learning Report covers professional development offerings. She emphasized that academic programs undergo a rigorous quality review every 7-8 years, with strict internal and external reporting requirements to ensure ongoing institutional quality assurance.

The Reports showcase the University's growth strategy, focusing on expanding capacity within existing programs and launching new ones. She highlighted that three new programs were recently approved and funded by the Ministry, with five additional programs in development, demonstrating a strong commitment to academic innovation and meeting increased student demand.

L. Livingston addressed balancing new program growth with organizational sustainability. While expansion meets industry needs, it raises costs and faculty workload. The University monitors program health regularly, pausing program admissions or reconceptualizing programs when necessary. She noted that the University remains open to program realignment as part of its careful oversight to manage resources effectively.

## **6.3 Annual International Student Strategy Report\* (I)**

J. Stokes presented this Annual Report and highlighted the significant challenges now being experienced with international student study permit approvals, which have recently worsened, causing delays and affecting enrollments.

He noted that reduced government support for promoting Canada as a study destination has contributed to a decline in the country's international reputation and international student interest. While the University has seen some improvement in

confirmation rates, overall enrollment declines are expected to continue for several years along with the ensuing impact. In response, the University is pursuing transnational education as a strategic adaptation, recognizing the complex regulatory and quality assurance issues involved.

The discussion on transnational education emphasized a combination of online delivery and partnerships abroad, underscoring the long-term, complex nature of this shift and the University's ongoing efforts to remain competitive in the evolving global education landscape.

## **7. Planning**

### **7.1 Strategic Research Plan\* (I)**

L. Jacobs presented the final Strategic Research Plan (SRP), which highlighted the University's unique strengths, including strong industry collaboration and adaptability.

He explained that the plan outlines seven strategic priorities and six research strengths building on existing capabilities, with a particular focus on AI, energy, advanced manufacturing, and mobility. The SRP also guides the alignment of research efforts with funding opportunities and supports key initiatives. He emphasized that both how the University conducts research and what it focuses on are key differentiators from other institutions, noting the plan is data-driven and tailored to the University's strengths, faculty expertise, and the needs of industry and community partners.

### **7.2 Asset Management Plan\* (I)**

B. MacIsaac presented the annual Asset Management Plan, explaining that it guides strategic infrastructure investments to support the University's growth and aligns with academic and research goals. He advised that the plan is structured into three parts: a long-term campus master plan (40+ years); a medium-term focus on the next 3 to 5 years to enhance planning; and, an annual budget overview to ensure transparency and alignment with strategic priorities. It was emphasized that major upcoming projects primarily involve essential building maintenance, highlighting the importance of proactive, long-term capital planning as the campus infrastructure ages.

The ensuing discussion focused on how anticipated growth from international students may be delayed for an extended period, prompting questions about whether campus expansion plans should be adjusted accordingly. There was emphasis on the need for careful capital planning to align with evolving enrollment projections and the need to change the approach for reserves to support future capital infrastructure needs. The

conversation also addressed deferred maintenance projects, with confirmation that they are being actively managed and remain regulatory compliant. Long-term facility planning, reserve funding, and the financial balance between maintaining operations and preparing for future infrastructure needs were also discussed.

### **7.3 Sustainability Plan\* (D)**

B. Maclsaac outlined the development of the 2025-2030 Sustainability Plan, emphasizing a broader, more integrated approach to sustainability across the University. He noted that unlike previous facility and environment focused plans, this version aims to reflect Ontario Tech's identity as "tech with a conscience," incorporating environmental, social, financial, teaching, and research aspects. He advised that the Plan uses guiding principles to provide direction without being overly prescriptive and will rely on a new centralized website to showcase sustainability efforts across the University.

A discussion explored the broader role of sustainability in the University's planning and research, with Committee members raising the need to consider connecting sustainability and research at the University to larger global challenges, such as wildfires. Suggestions were made to leverage the University's research strengths, particularly in energy and materials, to pursue areas where Ontario Tech could have distinct impact. There was also discussion about the importance of balancing broad guiding principles with focused goals and emphasizing areas where the University can stand out.

### **8. Consent Agenda\* (M)**

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

#### **8.1 Minutes of Public Session of Meeting of April 3, 2025, as amended\* (M)**

#### **8.2 2024-2025 S&P Annual Report\* (I)**

### **9. Adjournment (M)**

There being no other business, and upon a motion duly made by M. Rencheck, the Public Session of the S&P Committee Meeting adjourned at 3:20 p.m.

Kirstie Ayotte, Assistant University Secretary

## COMMITTEE REPORT

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**SESSION:**

Public  
Non-Public

  
**ACTION REQUESTED:**

Decision  
Discussion/Direction  
Information

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

**DATE:** February 5, 2026

**FROM:** Nicola Crow, University Secretary

**SUBJECT:** Agenda Item #9.2: S&P Annual Terms of Reference Review

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**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 2025-2026 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.
- This item is being presented as information for S&P.

**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](#)