



## INTRODUCTION

The University of Ontario Institute of Technology (UOIT) is entering its second decade, and its story thus far has been one of extraordinary innovation and achievement. In the first ten years, much work was done to grow our programs and our student body to meet the needs of the region, to invest in infrastructure to support research and innovation, and to forge strong relationships with community, industry and government partners. Together, these efforts have positioned us well toward becoming one of the finest universities in Canada.

The next decade will be one of greater stability, where we can build upon the momentum and successes of our past while continuing to grow and innovate in all areas. At the same time, we are committed to bringing units, faculty and staff together in new ways that will enrich our programs and processes, cultivate our areas of strength, strengthen our partnership with government, and sharpen our focus on key priorities so that whatever we do, we do it well.

The 2012-2016 Strategic Plan is guided by three overarching priorities, which are to:

- **Prepare our graduates for the evolving 21<sup>st</sup> century workplace;**
- **Build strength and capacity through research, innovation and partnerships; and**
- **Be distinguished as a healthy 21<sup>st</sup> century workplace.**

The three overarching priorities of the Strategic Plan are driven by six strategic outcomes that will ultimately define the university in three years' time. These outcomes encompass the important facets of UOIT's unique mission, including teaching, learning and integrated student support, research that solves important real-world challenges, and working in close collaboration with campus partners and the Province. The strategic outcomes are further supported by a set of university-wide initiatives that will focus our collective efforts over the next three years, establishing a firm foundation as we move through the second decade of our development.

## OVERARCHING PRIORITIES

### 1. PREPARE OUR GRADUATES FOR THE EVOLVING 21<sup>ST</sup> CENTURY WORKPLACE

UOIT prepares graduates who have deep disciplinary knowledge and related competencies, an ability to use technology in creative ways, and a keen understanding of the world.

In three years' time, UOIT's graduates will have engaged in active learning that is technology-enriched and practice-integrated both inside and outside of the classroom, and experienced improved support for learning. Through the development of active learning communities, research and inquiry, and exposure to relevant work-learning opportunities, our graduates will be better prepared to thrive in the 21<sup>st</sup> century workplace and to make meaningful contributions in an increasingly complex technological, global

and social world immediately upon graduation. To achieve this, we are challenged to examine our teaching, learning and assessment strategies to enhance the ways in which students engage in their learning activities and assimilate knowledge and skills. Our use of technology in this respect serves to both differentiate and enrich the student experience and we will continue to push the boundaries of thinking and learning through innovative and imaginative use of technology and by bringing students, faculty, staff and alumni together in different ways to support student success from acceptance to post graduation.

We also remain committed to our special mission to create opportunities for college graduates to complete a university degree and promoting student mobility across the post-secondary system. To this end we will enhance and broaden opportunities that will enable students to pursue a range of pathways that promote life-long learning.

The outcomes and initiatives below set out the plan to achieve our first strategic priority: preparing graduates who will thrive in the evolving 21<sup>st</sup> century workplace.

	OUTCOME 1.1	UNIVERSITY-WIDE INITIATIVES
GRADUATES OF THE 21 <sup>ST</sup> CENTURY	<b>Students engage in active learning that is technology-enriched and practice-integrated both inside and outside of the classroom</b>	<p>To achieve this strategic outcome UOIT will:</p> <ul style="list-style-type: none"> <li>• Modify learning strategies to enhance student empowerment, intensify the use of technology and strengthen learning outcomes</li> <li>• Create virtual and physical spaces where student teams, faculty, alumni, and partners can gather, create and learn from each other</li> <li>• Ensure all students have an experiential learning opportunity to develop skills and increase knowledge</li> <li>• Create a formal "Think Tank" that drives the UOIT Technology-Enriched Learning Environment and anticipates future trends</li> <li>• Increase access through the creation of certificates that are innovative, relevant and promote life-long learning</li> <li>• Manage growth to 10,000 students by 2016 in market-oriented and technology-based programs with an emphasis on college university transfers</li> </ul>

	OUTCOME 1.2	UNIVERSITY-WIDE INITIATIVES
<b>GRADUATES OF THE 21<sup>ST</sup> CENTURY</b>	<b>Students experience quality through integrated support for learning and discovery</b>	<p>To achieve this strategic outcome UOIT will:</p> <ul style="list-style-type: none"> <li>• Strengthen peer mentorship programs to support students through all transitions from acceptance to post graduation</li> <li>• Establish an Innovation Opportunities Fund to create and implement advanced learning and discovery strategies</li> <li>• Create entrepreneurial and professional skills development programs to strengthen graduate attributes for the global workplace</li> <li>• Build interdisciplinary teams that promote the adoption of innovative models for student learning and development</li> <li>• Increase recruitment and retention by developing a cohesive plan that strengthens all aspects of the student experience</li> <li>• Strengthen administrative partnerships across the university to facilitate a seamless student service experience</li> </ul>

## 2. BUILD STRENGTH AND CAPACITY THROUGH RESEARCH, INNOVATION AND PARTNERSHIPS

UOIT contributes to Canada's economic and social development and its global competitiveness by solving real-world challenges in collaboration with our communities.

In three years' time, UOIT will be distinguished by the contributions that are made by faculty, staff and students to multi-disciplinary projects that address important societal and scientific challenges and build upon disciplinary and programmatic strengths, in addition to the contributions made through individual efforts to address bold questions within the disciplines. To this end, we are committed to leveraging our existing partnerships and cultivating new ones locally, nationally, and internationally. This will be achieved

by continuing to build relevant and productive relationships with business, industry, post-secondary institutions, government, and non-governmental bodies. This will also be achieved by strengthening our efforts across research domains through the development of cross-disciplinary projects that emphasize the application of research and scholarship in solving real-world challenges. With our strong commitment to examine new ways to meet the demands of the changing world and by enabling innovation and the evolution of ideas that focus on big, important problems, we can ensure that students, research faculty and staff can continue to contribute to the global competitiveness of the Ontario and Canadian economies. We will enhance capacity by establishing metrics and processes to identify and pursue strategic partnerships and collaborations between disciplines, and across sectors, in order to engage in fundamental and applied research, community development and education, and support knowledge mobilization and entrepreneurship. Through inspiration and imagination, we will continue to challenge, innovate, and connect.

Thus, the outcomes and initiatives below set out our plan for achieving our second strategic priority: building strength and capacity through research, innovation and partnerships.

	OUTCOME 2.1	UNIVERSITY-WIDE INITIATIVES
BUILDING STRENGTH AND CAPACITY	<p><b>Faculty, staff and students contribute to multi-disciplinary projects that address important societal and scientific challenges</b></p>	<p>To achieve this strategic outcome UOIT will:</p> <ul style="list-style-type: none"> <li>• Broaden student engagement in academic conferences and professional organizations at both the graduate and undergraduate levels</li> <li>• Boost public awareness by offering a great problems symposium</li> <li>• Enhance knowledge mobilization through increased sponsored research, grants, technology transfer and commercialization</li> <li>• Improve professional and research services to strengthen institutional support for research and scholarship</li> <li>• Establish a flagship research unit that builds on our strengths in information and communication technologies</li> <li>• Expand the research park beyond the Automotive Centre of Excellence and Energy Research Centre to enhance research opportunities and business incubation</li> </ul>
	OUTCOME 2.2	UNIVERSITY-WIDE INITIATIVES
BUILDING STRENGTH AND CAPACITY	<p><b>Faculty, staff and students engage in partnerships that build on disciplinary and programmatic strengths</b></p>	<p>To achieve this strategic outcome UOIT will:</p> <ul style="list-style-type: none"> <li>• Increase the number of research opportunities for undergraduate and graduate students</li> <li>• Create a mentorship program hosted by the Alumni Association that helps students transition to the workplace</li> <li>• Implement a comprehensive internationalization strategy with a focus on joint exchanges, collaborative programs, and high quality research links</li> <li>• Strengthen Durham Region research partnerships in health and community services</li> <li>• Secure additional funding sources to support students through greater connections with foundations and private donors</li> <li>• Enhance relationships with government, non-government, and business leaders that are informed by common priorities</li> </ul>

### 3. BE DISTINGUISHED AS A HEALTHY 21<sup>ST</sup> CENTURY WORKPLACE

UOIT collaborates across all academic and administrative areas to create and implement a forward looking, technology-intensive, people-centred campus environment.

In three years' time, UOIT will be defined as a positive, healthy and inclusive workplace, characterized by respect and innovative thinking and where faculty and staff employ technology-enriched, student-centred practices in a well-planned, accountable and sustainable environment. Our workplace will be one that brings together faculty and staff from across the university to contribute more broadly to the enterprise, that fosters collaboration, innovation and inquiry, and that supports and encourages new ways of thinking,

doing and leading. We enjoy a highly educated and skilled workforce, and we must continue to develop their potential through life-long professional development and the cross-pollination of our human resources. To create and maintain an organization that is capable of adapting and responding to the changing circumstances in the education landscape, we will invest in strong, efficient and effective management structures and processes that are accountable to our diverse stakeholders while remaining innovative and agile. We must innovate structurally to ensure we are an organization that is accessible and relevant. We will rely on strong financial analysis and IT systems to provide optimal service delivery aligned to student needs. We will commit to high quality in all that we do.

Thus, the outcomes and initiatives below set out our plan for achieving our third strategic priority: being distinguished as a healthy 21<sup>st</sup> century workplace.

	OUTCOME 3.1	UNIVERSITY-WIDE INITIATIVES
<b>21<sup>ST</sup> CENTURY WORKPLACE</b>	<p><b>Faculty and staff experience a positive, healthy and inclusive environment characterized by respect and innovative thinking</b></p>	<p>To achieve this strategic outcome UOIT will:</p> <ul style="list-style-type: none"> <li>• Develop a wellness program that integrates mental health awareness and intervention</li> <li>• Engage faculty and staff in programs that enhance teaching development, professional practice and continuous learning</li> <li>• Build a reputation for our creative and progressive approach to attracting staff, developing careers and retaining talent</li> <li>• Recognize and reward faculty and staff who deliver service excellence and achieve strategic milestones</li> <li>• Improve navigational tools and create a point of entry that will facilitate access to the university</li> <li>• Facilitate the effective exchange of information among faculty and staff to enhance knowledge of university services, policies and procedures</li> </ul>

	OUTCOME 3.2	UNIVERSITY-WIDE INITIATIVES
<b>21ST CENTURY WORKPLACE</b>	<p><b>Faculty and staff employ technology-enriched, student-centered practices in a well-planned, accountable and sustainable university</b></p>	<p>To achieve this strategic outcome UOIT will:</p> <ul style="list-style-type: none"> <li>• Implement an effective operating model based on a diverse mix of income sources and integrated resource management</li> <li>• Enhance business processes to realize increased productivity and continuous improvement</li> <li>• Support students, faculty and staff in the effective use of technology systems and processes</li> <li>• Expand student-life programming to address specific areas of need within our diverse population and support student success across multiple sites</li> <li>• Conduct a detailed infrastructure study and develop a master plan to support growth and development at the university, in collaboration with Durham College</li> <li>• Ensure donors and alumni have a lasting connection with our university and are well informed of how their contributions support students, research and capacity-building</li> </ul>

