



**BOARD OF GOVERNORS
Strategy & Planning Committee**

**Minutes of the Public Meeting of Wednesday, January 24, 2018
12:30 p.m. to 1:50 p.m., ERC 3023**

Attendees: Valarie Wafer (Chair), Robert Bailey, Don Duval (*via teleconference*), Bonnie Schmidt (*via teleconference*), Mike Snow, John Speers, Mary Steele, Shirley Van Nuland, Jim Wilson

Staff: Becky Dinwoodie, Craig Elliott, Douglas Holdway, Brad MacIsaac, Susan McGovern

Guests: Mike Eklund and Christine McLaughlin

Regrets: Doug Allingham, Jay Lefton

1. Call to Order

The Chair called the meeting to order at 12:31 p.m.

2. Agenda

The Chair noted that agenda item 11 will be deferred due to C. Foy's absence due to illness.

Upon a motion duly made by J. Speers and seconded by S. Van Nuland, the Agenda was approved, as amended.

3. Conflict of Interest Declaration

There were no conflict of interest declarations.

4. Minutes of the Meeting of October 16, 2017

Upon a motion duly made by M. Steele and seconded by S. Van Nuland, the minutes were approved as presented.

5. Chair's Remarks

The Chair noted her excitement about the meeting's agenda topics and the upcoming discussions. She added that she would like to allow some time for conversations at the end of agendas going forward.

The Chair also remarked that she appreciates the reduction in the volume of meeting material in response to the Board's request. This allows for better use of the governors' time and improved Board engagement.

6. President's Remarks

Presidential Transition

R. Bailey advised that the senior leadership team has had productive meetings with Steven Murphy, the incoming President, over the past few days. A senior leadership team retreat has been scheduled for the end of February, prior to S. Murphy's start.

COU/UC Strategic Initiatives

R. Bailey referred to the COU's brochure, "Partnering with Ontario", in preparation for the upcoming provincial election. The brochure is not a request for funding, but emphasizes the integral role universities play in the provincial economy. He encouraged the committee to review it.

He reported on the last COU Executive Heads meeting. The current leader of the PC party, Patrick Brown, spoke at the meeting about the role of universities.

R. Bailey advised that S. Murphy participated in a workshop for new presidents coordinated by Universities Canada.

7. Transformation of Technology Enabled Learning (TELE)

B. MacIsaac provided an update on the university's TELE program and the transition to the "bring your own device" (BYOD) model. They are now moving into Phase 3 of the transition and examining whether engineering and gaming programs can technically be moved into the BYOD model.

He explained the difference between UOIT's approach to providing software from other universities and discussed the transition plan. As the university will have fewer laptops, staff may be transferred over from TELE to operations. B. MacIsaac added that staffing numbers are also being managed through regular attrition. The transition has not had a large impact on the I.T. Department as it has been spread over six years. It will be integral to ensure the smooth delivery of software to students. As the university moved into Phase 2, the use of the Help Desk has decreased by 55%, which could be attributed to students taking better care of their devices.

8. Strategic Enrolment Management: Environmental/Competitive Scanning

B. Maclsaac provided a brief overview of the report that was circulated in advance of the meeting. Environmental scanning is regularly conducted throughout the year for a variety of reasons. He encouraged committee members to view the video that was referenced in the material. Members had positive feedback on the video. It was suggested that the committee should have a strategic discussion around 2 or 3 of the issues raised in the video in order to focus the discussion.

9. Integrated Planning

B. Maclsaac reviewed the university's strategy with respect to integrated planning. He advised that they now have a "version 0" of an integrated academic plan, which will be made available on the portal for review. He discussed the substance of the plan, including the diagram set out in the related report, and explained how it is integral to the committee's mandate. Integrated planning provides university leaders with an opportunity to discuss where they think the university can go in the next 3, 6 and 10 years, which allows for better planning with respect to program offerings and supporting resources, such as faculty and staff hiring. Accordingly, the budget will not drive the strategy but strategy will drive the budget.

R. Bailey discussed how the academic plan, Strategic Mandate Agreement and the Strategic Plan interconnect and referred to it as the "virtuous circle". There was a discussion regarding the role of the committee and the Board in the planning process. He emphasized that the academic and strategic plans drive the budget.

There was a discussion regarding the timing of the committee's review of key performance indicators (KPIs) and whether they should be reviewed in the fall as opposed to June. If the committee reviews them in November, it allows time to make adjustments prior to allocating the budget. The committee supported the suggestion of reviewing the KPIs in the fall.

(D. Holdway arrived at 12:57 p.m.)

10. Student Success

The Chair provided positive comments on the new format of Committee Report, referring to the Student Success report as an example.

B. Maclsaac discussed the change in nomenclature from student retention to student success. He advised that although the university's goal of increasing student success by 3% by 2016 was achieved, it remained a priority since we were not yet at the institutional average. A Student Success Committee was formed and its current priorities are focused on:

1. **Academic advising** – it is decentralized within Faculties, which can lead to a disconnect – they are working on improved communication
2. **First-year and Learner Support Programming** – noted most failures are for math courses – looking at correlation between an entrance math exam and final grades – discussed options for supporting students (early diagnostic test)

B. Maclsaac responded to the committee's questions. He discussed the introduction of math support courses. A suggestion was also made regarding starting a conversation with local high schools to determine whether changes need to be made at that level.

3. **Communication and Cultural Change:** – must examine ways to disseminate information – discussed findings of difference in course times (early morning vs. noon – better performance at noon)

There was a discussion regarding students who might be reluctant to self-identify as having difficulties. R. Bailey discussed the types of early warning systems in place at the university. R. Bailey added that the course evaluation surveys have been revised and data will be collected on the factors students believe affect their success. He clarified that the primary reason for students not returning after first year is because the university has asked them not to return due to their lack of success.

11. Risk Management: Strategic Risks - Deferred

12. Other Business

13. Termination

There being no other business, upon a motion duly made by J. Speers and seconded by S. Van Nuland, the public session of the meeting was adjourned at 1:25 p.m.

Becky Dinwoodie, Secretary