UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

BOARD OF GOVERNORS
Strategy & Planning Committee
Public Session

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Wednesday, January 24, 2018
12:30 p.m. to 1:50 p.m.
Place: ERC 3023, UOIT North Campus
Toll-Free: 1-877-385-4099   Participant Passcode: 1028954#

Members: Valarie Wafer (Chair), Robert Bailey, Don Duval, Jay Lefton, Bonnie Schmidt, Mike Snow, John Speers, Mary Steele, Shirley Van Nuland, Jim Wilson

Staff: Becky Dinwoodie, Craig Elliott**,** Cheryl Foy, Doug Holdway, Brad MacIsaac, Susan McGovern

AGENDA

No.	Topic	Lead	Allocated Time	Suggested End Time
1	**Call to Order**	Chair		
2	**Agenda (M)**	Chair		
3	**Conflict of Interest Declaration**	Chair		
4	**Minutes of the Meeting of October 16, 2017* (M)**	Chair		
5	**Chair's Remarks**	Chair		12:40 p.m.
6	**President's Remarks** • Strategic Discussion/Update • COU/UC Strategic Initiatives • Strategic Plan Review	President	15	12:55 p.m.
7	**Transformation of Technology Enabled Learning* (U)**	B. MacIsaac	10	1:05 p.m.
8	**Strategic Enrolment Management: Environmental/Competitive Scanning* (U)**	B. MacIsaac	10	1:15 p.m.
9	**Integrated Planning* (D)**	B. MacIsaac	15	1:30 p.m.
10	**Student Success* (D)**	B. MacIsaac	10	1:40 p.m.
11	**Risk Management: Strategic Risks (U)**	C. Foy	5	1:45 p.m.
12	**Other Business**	Chair		
13	**Termination (M)**	Chair		1:50 p.m.
	P – Presentation			
	M – Motion			
	U – Update			
	D – Discussion			
	* Documents attached			

Becky Dinwoodie, Secretary

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

BOARD OF GOVERNORS
Strategy & Planning Committee

Minutes of the Public Meeting of Monday, October 16, 2017

Attendees: Valarie Wafer (Chair) (*via teleconference*), Tim McTiernan, Bonnie Schmidt (*via teleconference), Mike Snow (via teleconference), John Speers (via teleconference*), Mary Steele, Shirley Van Nuland (*via teleconference*)

Staff: Robert Bailey, Becky Dinwoodie, Craig Elliott**,** Cheryl Foy (*via teleconference*), Douglas Holdway, Susan McGovern

Regrets: Doug Allingham, Don Duval, Jay Lefton

1. Call to Order

The Chair called the meeting to order at 12:30 p.m.

2. Agenda

Upon a motion duly made by J. Speers and seconded by T. McTiernan, the Agenda was approved as presented.

3. Conflict of Interest Declaration

There were no conflict of interest declarations.

4. Minutes of the Meeting of May 17, 2017

Upon a motion duly made by T. McTiernan and seconded by V. Wafer, the minutes were approved as presented.

5. Chair's Remarks

The Chair welcomed the committee to the new Board year. She noted that the order of the non-public and public sessions were switched at the direction of the Executive Committee. The committee has a busy work plan for the year. The Chair encouraged the committee members to have a copy of the strategic plan with them at each meeting, as it will assist with

focusing the discussion. She also encouraged active engagement of the members, including reviewing the meeting material in advance and engaging in informed discussions.

6. President's Remarks
6.1   Strategic Discussion/Update

The President noted that it was the first day of the college faculty strike and that there were picket lines at the university entrances. While there were delays due to having to cross the picket lines, there were no reported incidents and the university will continue to conduct business as usual.

Over the last several months, the committee has had several discussions regarding the principles and approach to the second Strategic Mandate Agreement (SMA). He confirmed that the university received the final draft of the SMA signed by the Deputy Minister and that it is being reviewed for minor editorial changes. The SMA reflects the key principles presented to the committee and Board for endorsement. The President discussed the university's ten program areas of strength and five areas of expansion.   He also reviewed the next steps in the process to finalize the agreement and how the updated SMA will affect collaborations and student support.

The President advised that Maclean's released its 2018 university rankings and that the university moved up three places from last year to the eighth ranked position nationally among primarily undergraduate schools and improved in a number of other categories. He credited the improvement to the work of faculty and staff.

The President also reported on the Canadian Olympic alpine team testing out ski apparel in the ACE wind tunnel. He commented that it is a great example of how the ACE research facilities can be used for proof of principle in design.

7. Strategic Mandate Agreement

R. Bailey reminded the committee that the university's Strategic Plan guided the development of the SMA, supplemented by consultation with the university community. The SMA and Strategic Plan are being used to develop an integrated academic plan. A draft integrated academic plan will be presented at a future committee meeting.

8. Strategic Enrolment Management: Environmental/Competitive Scanning

R. Bailey advised that the item will be deferred until the next meeting.

9. Risk Management: Strategic Risks

C. Foy presented the report setting out the proposed process to finalize the list of the university's strategic risks. She reviewed the proposed process and asked for the committee's direction. She also noted that strategic risk would make a good topic for this year's Board retreat.

There was a discussion regarding the anticipated timeline for completing the categorization of strategic risks. C. Foy advised that the target is to complete the process by early in the New Year. She clarified that she anticipated it would be more of a check-in process as opposed to a full consultation. The purpose of the check-in is to take into account the refreshed Strategic Plan and the new SMA. She confirmed that although the Strategic Plan was amended, its concepts were not entirely new and much of the work already done by the Risk Management Committee remains relevant. The committee also discussed the nine key areas of strategic risk.

The committee expressed support for the proposed approach to finalizing the list of strategic risks.

10. Other Business

11. Termination

There being no other business, upon a motion duly made by T. McTiernan and seconded by M. Steele, the non-public session of the meeting adjourned at 1:00 p.m.

Becky Dinwoodie, Secretary

COMMITTEE REPORT

SESSION:		ACTION REQUESTED:	
Public	☒	**Decision**	☐
Non-Public	☐	**Discussion/Direction**	☐
		Information	☒

TO: **Strategy & Planning Committee**

DATE: **January 24, 2018**

PRESENTED BY: **Brad MacIsaac**

SUBJECT: **Transformation of Technology Enabled Learning**

COMMITTEE/BOARD MANDATE:

This update on the Transformation of the Technology Enabled Learning Environment (TELE) program is provided as an information item – no decision is required.

BACKGROUND/CONTEXT & RATIONALE:

Since the inception of the University, the TELE program was a strategic differentiator to provide undergraduate students with a laptop computer, curriculum-specific software and a full suite of support services.

In the face of pressure to reduce ancillary fees and permit students to use the device of their choice, IT Services is executing a phased transition to a "bring your own device" (BYOD) model, wherein the university makes the curriculum specific software available for installation on the student's own computer. Students download and install the software to which they are entitled; installation assistance is available through IT Services staff located in both north- and south-location Libraries.

Under Phase 1 of the BYOD TELE program, Faculty of Social Science & Humanities and Bachelor of Education moved to BYOD in September 2016; Phase 2 extended the offering to Faculty of Science, Faculty of Health Sciences, and Faculty of Business and IT (excluding Gaming) in September 2017.

Planning is underway to confirm the viability of BYOD for Faculty of Engineering and Applied Science, Faculty of Energy Systems and Nuclear Science, and the Gaming program, with a target cutover of this third and final phase in September 2019.

RESOURCES REQUIRED:

No additional resources are required. The TELE program is funded solely by ancillary fees. However, as we lose the large scale purchases it is important to consider the impact should a few programs choose to remain. Additionally, the university as a whole has received efficiencies which may require more operating dollars as the program transitions out. We currently estimate this to be in the two full-time equivalent range.

IMPLICATIONS:

Transformation of the TELE program has reduced operational risks to the institution while providing welcome financial relief to students:

- Fewer laptops are procured, stored and managed by the institution. The TELE fleet of laptops is expected to number approximately 3000 by end of FY18 – a reduction of nearly 70% from end of FY16.
- Under the BYOD TELE model, TELE ancillary fees cover only the cost of software and software-related services. Removal of hardware-related costs has enabled reduction of TELE ancillary fees for programs participating in BYOD to a range of $123-$180 in 2017-18, versus a range of $698-$923 in 2015-16.

ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:

- BYOD TELE continues to provide the curriculum-specific software which supports our leadership as an innovator in technology-oriented higher education.
- Removal of the hardware component of the TELE offering has enabled substantial reduction in students' ancillary fees.

ALTERNATIVES CONSIDERED:

N/A

CONSULTATION:

Faculties were consulted at each step in the program, starting with the 2012 Academic Retreat. Feedback from Faculties shaped the pace and approach to the BYOD program.

COMPLIANCE WITH POLICY/LEGISLATION:

N/A

NEXT STEPS:

- Engage with Faculty/Program leadership regarding the goal & approach to Phase 3.
- Establish a Phase 3 plan which through software license negotiation and performance testing will lead to confirmation of viability in mid-2018.

MOTION FOR CONSIDERATION:

- N/A

SUPPORTING REFERENCE MATERIALS:

- N/A

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COMMITTEE REPORT

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Public	☒	**Decision**	☐
Non-Public	☐	**Discussion/Direction**	☐
		Information	☒

TO: **Strategy & Planning Committee**

DATE: **January 24, 2018**

PRESENTED BY: **Brad MacIsaac**

SUBJECT: **Strategic Enrolment Management – Environmental Scan**

COMMITTEE/BOARD MANDATE:
Reviewing plans supporting the implementation of the strategic plan, including those that reinforce the core mission of the university including, but not limited to strategic differentiation and positioning. No decision is required.

BACKGROUND/CONTEXT & RATIONALE:
At the October 2016 meeting of S&P the Provost reviewed the Trends for Higher Education report from the Society for College and University Planning with a UOIT lens on the items. The Strategy & Planning Committee agreed that this in-depth review be shared every three years and each year a brief highlight would be discussed.

This year we decide to provide members with a twelve-minute video (Addressing Forces for Change) on how some institutions are addressing the trends they are seeing.

RESOURCES REQUIRED:
    N/A

IMPLICATIONS:
As a young, small institution, we cannot address all issues at once. We choose to mitigate and through careful planning, prepare for the future.

In the short term, UOIT will continue to focus on increasing academic quality. The video highlights concerns of increasing part-time labour at institutions. UOIT is committed to continuing to have a majority of courses taught by full-time faculty. Over the past few years, UOIT has had more than 70% of credit sections led by full-time faculty whereas a recent HEQCO

report highlighted that the norm for Ontario universities is closer to 50%. There are good reasons to NOT move towards 100% full-time faculty delivering our courses, including the value of having our students benefit from industry-based instructors in some specific and appropriate contexts.

In the medium and long terms, UOIT will continue to grow alternate sources of revenue such as continuing education. This will take time to develop and deliver programs that have high quality and leverage our expertise and community context.

ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:
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ALTERNATIVES CONSIDERED:
N/A

CONSULTATION:
N/A

COMPLIANCE WITH POLICY/LEGISLATION:
N/A

NEXT STEPS:
Continue to keep trends in mind as we develop and then annually review the Integrated Plan.

MOTION FOR CONSIDERATION:
N/A

SUPPORTING REFERENCE MATERIALS:
- 2016 Trends in Higher Education presentation available on portal for information

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		Information	☐

TO:　　　　　**Strategy & Planning Committee**

DATE:　　　　**January 24, 2018**

PRESENTED BY:　**Brad MacIsaac**

SUBJECT:　　　**Integrated Planning – Framework**

COMMITTEE/BOARD MANDATE:
Reviewing plans supporting the implementation of the strategic plan, including those that reinforce the core mission of the university. No decision is required.

BACKGROUND/CONTEXT & RATIONALE:
Senior Team will present the planning cycle it is currently working with (Figure 1 below).

At the March 2017 Board of Governors Retreat, a draft of the Integrated Academic Plan was shared and each Dean walked through highlights of their Faculty's Academic Plan. The first version of the complete Integrated Academic Plan will be shared with Academic Council in January.

UOIT's Integrated Academic Plan will be revised annually and inform support unit plans that will subsequently be incorporated into a university-wide Integrated Operational Plan. This in turn will directly inform both 10 year budget planning and the development of a budget for the coming fiscal year, and ultimately inform development of our next Strategic Plan and Strategic Mandate Agreement.

RESOURCES REQUIRED:
　　N/A

IMPLICATIONS:
The Senior Team is proposing altering the S&P work plans such that the Key Performance Indicators are presented late fall each year rather than at the June meeting. This will align a review of previous year's goals with a discussion on the out-year goals in advance of setting the budget. This will provide S&P more time to discuss strategic direction and how it may be

resourced.

ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:
Ensures annual review of actions as they pertain to strategic plan.

ALTERNATIVES CONSIDERED:
N/A

CONSULTATION:
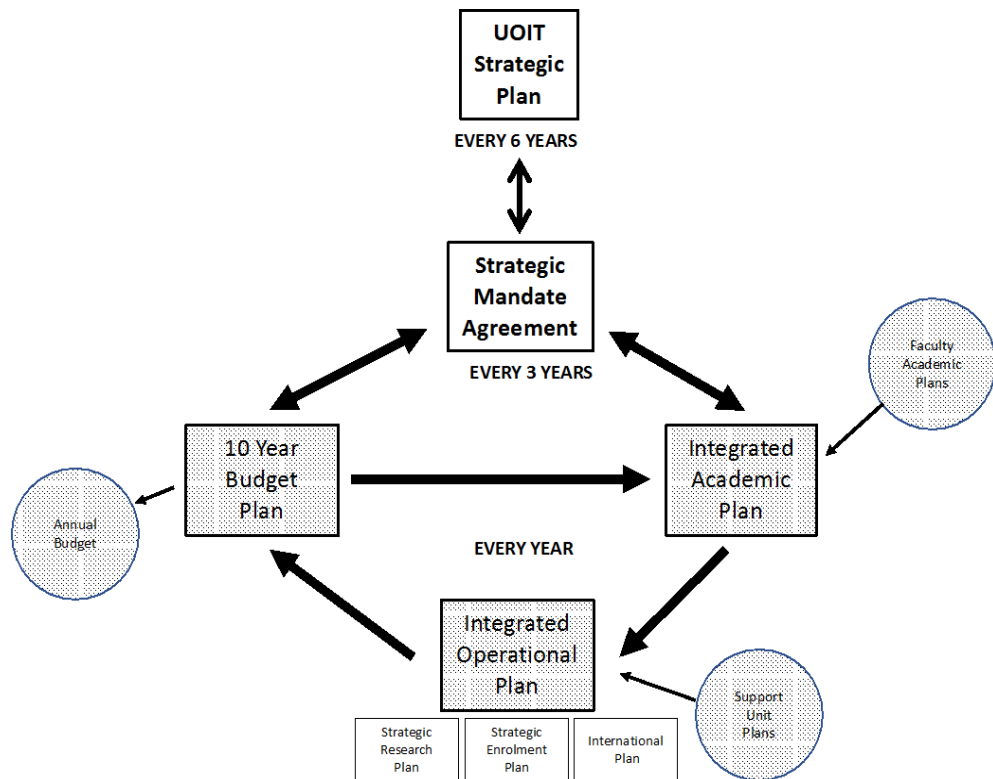N/A

COMPLIANCE WITH POLICY/LEGISLATION:
N/A

NEXT STEPS:
Send out the academic plan to the broader community and have administrative units begin to finalize their plans such that the Integrated Operational Plan will be ready for April 2018.

MOTION FOR CONSIDERATION:
N/A

SUPPORTING REFERENCE MATERIALS: Figure 1 Integrated Planning Framework

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TO: **Strategy & Planning Committee**

DATE: **January 24, 2018**

PRESENTED BY: **Brad MacIsaac**

SUBJECT: **Assessing the Strategic Plan – Student Success Update**

COMMITTEE/BOARD MANDATE:
Overseeing the strategic planning for all aspects of the university and assessment of the implementation of the university's plans. No decision is required – this is an update on a key assessment indicator – student persistence from year one to two.

BACKGROUND/CONTEXT & RATIONALE:

Moving from Retention to Student Success

The University's 2012-2016 Strategic Plan highlighted the critical goal of increasing student retention. Since that time, multiple retention efforts were undertaken across the university, including a group funded by ONCAT developed the General Arts & Science (GAS) remedial program in conjunction with Durham College. While these efforts ultimately resulted in attaining our target goal of a 3% increase in student retention by 2016, the potential impact of a coordinated, strategic approach had yet to be explored.

In 2016, consultations with Academic Council and Board of Governors identified the idea of moving away from the term "retention" as that implies what we do to students and more towards integrated student supports to enhance student success. A priority was to examine how we could enhance collaboration and coordination across faculties, the Registrar's office, Student Life office, and other related administrative bodies. This decision led to the creation of a working group, informally called the Student Success Initiative, comprised of faculty and staff, many of whom contributed to Faculty-based retention development. In the fall of 2017 a work plan was presented to the Senior Academic Team that identified three overarching areas for increased

focus that could form the foundation of a strategic program for student success. This plan was endorsed and a formal Student Success Committee (SSC) was formed (ToR listed below). The SSC acts collaboratively across campus to develop and implement strategies for student success. The SSC acts as a central coordinating body that will set student success priorities as endorsed by the senior academic team. The current priorities of the SSC are founded on framework identified by Habley and McClanahan's (2004) report on national survey on student retention, *What Works in Student Retention*, and selects three significant factors that affect student success:

1) **Academic Advising:** The SSC will be working with academic and support units to develop a campus-wide strategy for academic advising. This includes, but is not limited to, specialized training and certification for advisors, the development of an advising model that moves towards proactive advising, the integration of academic advising into early warning systems, and other university academic and support functions.
2) **First-year and Learner Support Programming:** This priority aims to evaluate our current efficacy of learner support programs across the university, and develop evaluation metrics that can lead to program optimization, and high student success outcomes. The SSC will attempt further integration of these supports into our students' normal academic progression and that connects the classroom to academic support units.
3) **Communication and Cultural Change:** The leadership of a cross-campus change in how the academy views and works collaboratively towards student success is a strategic imperative. The SSC will lead collaborative efforts to help move towards an integrated student success strategy.

The centralized strategic role of the SSC will focus on a selection of challenges that face all academic and support units at the university. Individual Faculties continue to have the autonomy to work on internal student success initiatives, while the SSC is a key collaborative resource for consultation and strategic planning. Faculty and support units should inform the SSC of any changes to student success strategies, so that the university can work towards a coordinated planning model. Finally, the priority items being actioned by the SSC represent the central university approach to student success and all peripheral approaches should be complementary to the priority strategies.

RESOURCES REQUIRED:
N/A

IMPLICATIONS:
This committee will help ensure greater understanding and reporting of the numerous different activities running to support our students.

ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:
The Student Success Committee is reviewing other institutions and will be proposing to the Senior Academic Committee and in turn S&P a new target for the 2017 – 2022 strategic plan.

ALTERNATIVES CONSIDERED:
N/A

CONSULTATION:
N/A

COMPLIANCE WITH POLICY/LEGISLATION:

N/A

NEXT STEPS:
N/A

MOTION FOR CONSIDERATION:

N/A

SUPPORTING REFERENCE MATERIALS:

Using CSRDE methodology, first year success is 81.0%, up 1.1% from the 2015 cohort (79.9%). CSRDE methodology measures first time, first year, minimum 80% course load, pursuing a 4-year degree) and looks at the fall 2016 new cohort and whether they persist to the following fall. Note this captures students returning to UOIT regardless of year level or program change.

1st Year Student Success Rates	Cohort		
Faculty/Program	2014	2015	2016
Business & Information Tech	71.9%	74.8%	69.9%
Energy Systems & Nuclear Sci	87.9%	78.8%	89.7%
Engineering & Applied Science	83.1%	83.9%	87.8%
Health Sciences	89.1%	85.4%	83.0%
Science	76.5%	72.6%	81.1%
Social Science and Humanities	82.0%	82.6%	81.4%
Grand Total	80.3%	79.9%	81.0%