

**BOARD OF GOVERNORS
Strategy & Planning Committee
Public Session**

Monday, October 16, 2017

12:30 p.m. to 1:30 p.m.

Place: ERC 3023, UOIT North Campus

Toll-Free: 1-877-385-4099 Participant Passcode: 1028954#

Members: Valarie Wafer (Chair), Don Duval, Jay Lefton, Bonnie Schmidt, Tim McTiernan, Mike Snow, John Speers, Mary Steele, Shirley Van Nuland

Staff: Robert Bailey, 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 May 17, 2017* (M)	Chair		
5	Chair's Remarks	Chair		
6	President's Remarks	President		
6.1	Strategic Discussion/Update			12:50 p.m.
7	Strategic Mandate Agreement (U)	R. Bailey	10	1:00 p.m.
8	Strategic Enrolment Management: Environmental/Competitive Scanning (U)	R. Bailey	15	1:15 p.m.
9	Risk Management: Strategic Risks* (D)	C. Foy	10	1:25 p.m.
10	Other Business			
11	Termination (M)	Chair		1:30 p.m.
	P – Presentation			
	M – Motion			
	U – Update			
	D – Discussion			
	* Documents attached			

Becky Dinwoodie, Secretary



**BOARD OF GOVERNORS
Strategy & Planning Committee**

Minutes for the Public Meeting of Wednesday, May 17, 2017

Attendees: Valarie Wafer, Don Duval (*via teleconference*), Adele Imrie, Tim McTiernan, John McKinley, Ololade Sanusi, Bonnie Schmidt (*via teleconference*), Mary Steele, Shirley Van Nuland

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

Regrets: John Speers

Guests: Denise Martins (Faculty Association)

1. Call to Order

The Chair called the meeting to order at 2:02 p.m.

2. Agenda

Upon a motion duly made by D. Duval and seconded by S. Van Nuland, the Agenda was approved as presented.

3. Conflict of Interest Declaration

There were no conflict of interest declarations.

4. Chair's Remarks

The Chair invited the guest to introduce herself. She welcomed everyone to the last meeting of the year and noted it was a busy year for the committee.

5. Approval of Minutes of the Meeting of March 22, 2017

Upon a motion duly made by T. McTiernan and seconded by A. Imrie, the Minutes were approved as presented.

6. President's Remarks

- **SMA**
- **COU/UC Strategic Initiatives**

The second round of discussions regarding the next Strategic Mandate Agreement (SMA) would be taking place with the Ministry negotiator over the next few weeks.

The President reported on the recent meeting of the Universities Canada (UC) Standing Committee on Education. He had an excellent conversation with the National Chief of the Assembly of First Nations, Perry Bellegarde, on how universities can indigenize activities and support Indigenous students. The President also discussed a presentation given to UC by the Executive Director of Magnet. Magnet is an initiative coming out of Ryerson, which provides a platform that matches job opportunities with skills as opposed to resumes.

7. Standard & Strategic Performance Indicators

R. Bailey summarized the main points set out in the Key Performance Indicators report. He responded to questions from the committee. He was asked to consider whether the report can be updated to include longer-term objectives. He was also asked whether the metrics are still appropriate in light of the updated Strategic Plan. R. Bailey responded that other metrics would likely be helpful given the implementation of the new Strategic Plan, the next SMA, and a new Research Strategy. The next SMA will include university-wide metrics, as well as Faculty-specific metrics. Additional information would help the Board understand how well the university is doing. R. Bailey also stressed that these are internal metrics and not intended to be compared against other institutions. There was also a brief discussion regarding the definition of “experiential learning”.

8. Programs

R. Bailey delivered a presentation entitled “Programs and Quality Enhancement”. He noted that since 2011-2012, the university has closed 2 programs and 12 specializations. Closing programs is something that institutions are typically not good at doing.

He advised that pathways enrolments are growing. There was a discussion regarding the reason for the dip in 2014. The university is developing strategies to address the slight decrease in retention in pathways programs, such as students completing courses at Durham College to bolster their success strategies for university.

R. Bailey also provided an update on Continuing Education (example of professional development for OPG employees). The university offers a wide variety of continuing education programs, some of which are good alternative revenue sources while others are geared towards community engagement. R. Bailey advised there is opportunity for growth.

R. Bailey discussed the program review process. He clarified that a review includes both an internal and external component. Reviews present an opportunity to improve programs. He also reported on the trends emerging from the program reviews. There was a discussion regarding how risks identified in program reviews are addressed during budget planning.

B. MacIsaac also explained how pathways programs are developed with colleges.

9. Board of Governors' Pathways Awards Program

S. McGovern provided an update on the Board of Governors' Pathways Awards Program. She clarified that the award goes toward a student's tuition. S. McGovern confirmed that the governors have until July 1 to increase the value of the award. There was a discussion regarding the allocation of governors' contributions and how to ensure their donations are directed to the Board's Pathways Awards Program.

10. Alumni Engagement

S. McGovern delivered a presentation entitled "Alumni Update – Engagement Strategy, Milestones, and Achievements." She reviewed the alumni engagement strategic priorities. The alumni continue to be ambassadors for the University. She identified the milestones from 2012-2015, as well as the alumni achievements from 2016-17. The Faculty of Business of Information & Technology has established a Council as a subset of the Alumni Association and the Faculty of Education is working on one, as well. S. McGovern advised that the alumni mentor program is growing and is a great success.

(V. Wafer left at 2:55 p.m.)

11. Strategic Research Plan

D. Holdway delivered a presentation entitled "Office of Research Services Strategic Research Plan Update". He reviewed the fundamental approach to research. He also discussed the consultation process for the updated strategic research plan ("Research Roadshow"). The Strategic Research Plan is an important document, which is often referred to for grants, advancement, etc. In developing the plan, they have tried to balance inclusivity with strategic planning and allocation of resources.

D. Holdway reviewed the university's four primary research clusters: the human condition, energy & environmental sciences, data & information sciences, and engineering & material sciences. Discovery research and graduate education link all of the clusters. Since the plan will

be implemented in 2019, there is time to continue to develop the plan. The Strategic Research Plan also encompasses many of the UN Sustainable Development Goals.

(B. Schmidt left at 3:09 p.m.)

There was a discussion regarding research funding for faculty at the university, as well as efforts to improve the diversity of faculty. A. Imrie reported on discussions had at the recent CUBA conference regarding targeted hiring at other institutions. R. Bailey discussed current recruitment strategies for faculty positions at the university aimed to improve the diversity of candidates.

12. Other Business

13. Termination

There being no other business, upon a motion duly made by T. McTiernan and seconded by A. Imrie, the public session of the meeting terminated at 3:21 p.m.

Becky Dinwoodie, Secretary

DRAFT



COMMITTEE REPORT

SESSION:

Public
 Non-Public

ACTION REQUESTED:

Decision
 Discussion/Direction
 Information

Financial Impact Yes No

Included in Budget Yes No

TO: Strategy & Planning Committee

DATE: October 16, 2017

PRESENTED BY: Cheryl Foy, University Secretary & General Counsel

SUBJECT: Risk Management – Strategic Risks

COMMITTEE MANDATE:

- In accordance with its Terms of Reference, the Strategy & Planning Committee (S&P) is responsible for overseeing the strategic planning for all aspects of the university.
- This includes making recommendations to the Board on strategic foresight, risk, and scenario planning.
- In support of the committee’s mandate, we are seeking the committee’s feedback on the proposed process for finalizing the list of the university’s strategic risks.

BACKGROUND:

- In 2015-16, the Audit & Finance Committee of the Board received regular reports on the progress of University Risk Management.
- At its meeting of June 29, 2016, the Board accepted the first University Risk Management (URM) Report.
- In the 2016 URM Report, we reported that the early work of the SLT & the UOIT community had helped lay the foundation for a draft list of strategic risks (as well as two foundational risks). This list of strategic risks was compiled after extensive community consultations on risk.
- The intention was for SLT to work with the Board of Governors during 2016-17 to finalize the strategic risks & plans for mitigation.

- While there were some discussions related to strategic risk at the 2016 Board Retreat and by SLT, the two bodies have not yet finalized the list of strategic risks.
- Finalizing the list was identified as a risk management priority for the 2017-18 year.

Proposed Process:

- SLT will review & discuss the list of identified strategic risks
- SLT will prepare and present a proposed final list of strategic risks to the senior academic and administrative teams for consultation and comment
- Additional consultation on the list of strategic risks will be conducted (including Academic Council)
- Upon completion of the consultation process, the proposed final list of strategic risks will be presented to the Strategy & Planning Committee for review, discussion & recommendation
- The Strategy & Planning Committee will present the recommended list of strategic risks to the Board for discussion and approval
- We also recommend strategic risks as a topic for consideration for the 2018 Board Retreat

RESOURCES REQUIRED:

- Time and resources of SLT and Administrative Council (senior administrative and academic teams) , including time involved in the consultation process

IMPLICATIONS:

- n/a

ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:

- Strategic risk planning is a fundamental aspect of strategic planning and essential to the successful implementation of the UOIT Strategic Plan

ALTERNATIVES CONSIDERED:

- n/a

CONSULTATION:

- SLT
- Administrative Council (senior administrative and academic teams)
- Academic Council

COMPLIANCE WITH POLICY/LEGISLATION:

- The Board is charged with responsibility to establish institutional plans and to control the manner in which they are implemented (UOIT Act, s. 9(1))

- Proposed process promotes compliance with the university's Risk Management Policy

NEXT STEPS:

- Strategy & Planning Committee to comment on the approach to the finalization of the list of strategic risks including the scope and nature of consultation
- If the Strategy & Planning Committee supports this approach, we will provide an update to the Board at its next meeting
- SLT will conduct a review of the list of identified strategic risks & commence the consultation process

SUPPORTING REFERENCE MATERIALS:

- Excerpts from 2016 URM Report relating to strategic risks
- 2017-2022 Strategic Plan

APPENDIX C – Nine Key Areas of Risk Identified by Senior Leaders, May 2014

Strategic Risks
 UOIT key stakeholders identified 9 key areas of strategic risk



The risk issues have been identified by UOIT's Senior Leadership Team and Senior Academic Team through one-on-one interviews

Cont.

6. UOIT'S CLARIFICATION OF RISK FOCUS FOR OPERATIONAL, FINANCIAL, REPUTATIONAL AND COMPLIANCE RISKS

During the risk-gathering phase of the risk management program, UOIT broadly defined risk to include any impediment to the achievement of institutional objectives. SLT agreed that as we move over the next year from risk identification to risk management, we need to identify the risk management focus within the operational, financial, reputational, and compliance domains. After reviewing the draft Risk Register, SLT agreed that the UOIT risk focus includes those risks adversely affecting:

1. student experience;
2. academic quality;
3. faculty and staff;
4. physical hazards and safety;
5. crisis response;
6. business continuity, and;
7. legal liability.

7. LAYING THE FOUNDATION FOR IDENTIFICATION OF STRATEGIC RISKS

a. Process

SLT is engaged in an ongoing discussion to identify strategic risks. Strategic risks are being identified by reference to the following:

1. The 2016 amended Strategic Plan priorities (still under development);
2. The UOIT Draft Risk Register and identified Risk Drivers;
3. The initial list of strategic risks identified by UOIT senior academic and administrative leadership (Appendix C – Nine Key Areas of Risk Identified by Senior Leaders, May 2014);
4. An amalgamated list of strategic risks identified by Canadian and US universities¹⁰.

b. Draft List of Strategic Risks

The following is a draft amalgamated list of strategic risks identified by SLT for discussion, prioritization, and finalization with the Board of Governors in 2016-2017:

- Uncertainty of funding due to changing government policy.
- Ability to shape culture is constrained and limited by increasing levels of government regulation and direction.

¹⁰ See "Risk in Canada's Higher Education Landscape, February 2011, by Marsh & McLennan, pp. 4 to 7 and "Developing a Strategy to Manage Enterprisewide Risk in Higher Education' National Association of College and University Business Officers, 2000, pp 1 to 23

2016 UNIVERSITY RISK MANAGEMENT REPORT

- Leadership Culture - failure to create the right culture to support excellence in student services, teaching and research, employee performance (role clarity, policies and processes, priorities and communication).
- Increased competition for students.
- Space and physical resources– adequacy and sufficiency.
- Competition for qualified faculty and staff.
- Academic Quality – teaching and research.
- Human Capacity – resourcing.
- Brand/positioning – failure to build or maintain reputation (includes maintenance and the building of relationships with various stakeholders and community partners).

c. Additional Foundational Risks

Based on the information gathered and SLT comments, we suggest that in addition to the nine strategic risks, the following major foundational risks be the subject of Board reports for the 2016-17:

- Major Disruption to Operations - crisis response and business continuity (includes information technology and physical hazards), and;
- Compliance and Controls – increased regulatory accountability and scrutiny, contracting and related processes and increasing litigation.

2017-2022 STRATEGIC PLAN: Challenge, Innovate, Connect

The University of Ontario Institute of Technology is Canada's emerging leader in career-ready education and collaborative research that produces new and useful ideas. A fast-growing university with ambitious expansion plans, we are committed to social, scientific and economic innovations that create a better Canada and a better world. With this plan our university aims to be recognized globally as a change-maker and leader in technology-driven research and scholarship. Our reputation is built upon our strengths and will advance through a sharpened focus on *three key goals*:

CHALLENGE: We will produce and inspire future leaders who have real-world skillsets.

Why this matters: A pioneering spirit led to UOIT's foundation. That spirit calls each of us to **adapt** and **grow** through the personal, professional, and academic challenges we face. Our university is a place for learners to test themselves and improve their performance – we also strive to be a place that inspires this ability in others. We all contribute to developing leaders from diverse backgrounds who emerge ready to make an impact today and to make real-world advancements tomorrow. We commit to ***thinking big and breaking new ground.***

To do this, we will:

- Offer a greater variety of **lifelong learning** through career-focused professional development options, because education enhances marketability and career progression.
- Amplify our **research reputation** through entrepreneurial scholarship, because ideas are our main export to the world.
- Provide developmental opportunities that help every individual stand out, because becoming **better people** and learning from each other form the cornerstones of retaining the best among us.

INNOVATE: We will create new approaches, partnerships, and solutions to improve society.

Why this matters: Our faculty and student researchers contribute to cultural, economic and scientific changes worldwide through **scholarship and discovery**. Together, we make a difference by answering the big questions that face society at multiple levels

such as issues with sustainability and the impact of technology on our world. In collaboration with our partners, we provide **inspirational and imaginative solutions** that benefit our local and global communities. We commit to growing our ***culture of discovery***.

To do this, we will:

- Double the number of courses that mix technology and face-to-face education to make learner-centered environments, because transformative learning builds problem-solving capacity.
- Challenge the status quo through our interdisciplinary approach to knowledge development and increase our research activity, because our job is to convert ideas into actions.
- Simplify and refine our university processes, because doing better work frees up time, increases productivity, and improves our daily lives.

CONNECT: We will build lasting relationships to make UOIT a remarkable place for work and study.

Why this matters: Beyond basic learning interactions, the university experience is all about the connections with the places and the people. UOIT is a place where lasting relationships are formed among people with different **approaches to thinking, doing and leading**. Our culture thrives on **good ideas and collegial exchanges** with educational organizations, businesses, and our community; together, we work to improve this university, the Durham and Northumberland Regions, and the world. We commit to inspiring everyone to do their best work in ***a place where they belong***.

To do this we will:

- Offer practical **hands-on learning** experiences, like co-ops, internships, research practicums, international exchanges, and entrepreneurial opportunities to *every student*, because experiential learning , develops the skills that employers want.
- Build **research partnerships** that fortify our university's key strengths, because our national and international collaborations open doors to new ideas and initiatives both locally and globally.
- Unite our community by increasing opportunities to meet, make friends, and form **better relationships**, because every interaction is an opportunity to make a difference.