

**BOARD OF GOVERNORS
Strategy & Planning Committee**

Wednesday, March 28, 2018

12:30 p.m. to 3:05 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, Steven Murphy, Mike Snow, Mary Steele, Shirley Van Nuland, Jim Wilson

Staff: Robert Bailey, Becky Dinwoodie, Craig Elliott, Cheryl Foy, Doug Holdway, Brad Maclsaac, Susan McGovern

AGENDA

No.	Topic	Lead	Allocated Time	Suggested End Time
	PUBLIC SESSION			
1	Call to Order	Chair		
2	Agenda (M)	Chair		
3	Conflict of Interest Declaration	Chair		
4	Minutes of the Meeting of January 24, 2018* (M)	Chair		
5	Chair's Remarks	Chair		12:40 p.m.
6	President's Remarks <ul style="list-style-type: none"> • Pilot Agenda Format • Strategic Discussion/Update • COU/UC Strategic Initiatives • Strategic Risk • International Strategy 	President	30	1:10 p.m.
7	Endowment Disbursement Report* (M)(P)	C. Elliott	10	1:20 p.m.
8	External Relations* (U)(P)	S. McGovern	20	1:40 p.m.
9	Integrated Planning - Budget* (U)(P)	B. Maclsaac	10	1:50 p.m.
10	Board Retreat (U)(P)	Chair	10	2:00 p.m.
11	Other Business	Chair		
12	Adjournment (M)	Chair		2:05 p.m.
	NON-PUBLIC SESSION (material not publicly available)			2:10 p.m.
13	Conflict of Interest Declaration	Chair		
14	Minutes of the Meeting of January 24, 2018* (M)	Chair		2:15 p.m.
15	President's Remarks	President	15	2:30 p.m.
15.1	Legal Update – Privileged & Confidential	C. Foy		

16	Confidential Questions from Public Session (if any)	Chair	5	2:35 p.m.
17	New Building* (D)(P)	C. Elliott	20	2:55 p.m.
18	Other Business	Chair	3	
19	<i>In Camera</i> Session	Chair	5	
20	Termination (M)	Chair	2	3:05 p.m.

Becky Dinwoodie, Secretary



**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

Disbursement Committee Report

2018-19 Disbursement Recommendation



Cumulative Investment Income Summary

Cumulative Net Endowed Earnings at Mar 31, 2017	\$ 4,052,469
Earnings Apr-Dec, 2017	\$ 1,490,491
Estimated Interest/Dividends Earned Jan-Mar, 2018	<u>\$ 30,000</u>
Cumulative Est Net Endowed Earnings at Mar 31, 2018	\$5,572,960
Less: Est 2017-18 Disbursements	(\$ 485,560)
Cumulative Capital Preservation	<u>(\$2,407,562)</u>
Cumulative Est Net Earnings Available For Disbursement	<u>\$2,679,838</u>

Cumulative Investment Summary

Endowment Balance at Dec 31, 2016	\$15,452,252
2017-18 Donations to Dec 31, 2017	\$ 349,369
Cumulative Earnings Less Distributions	\$ 5,311,249
Unrealized gains	<u>\$ 4,300,249</u>
Market Value of Endowment at Dec 31, 2017	\$25,413,119
Est Income Jan-Mar, 2018	\$ 30,000
Est Disbursement in 2017-18	<u>(\$ 253,850)</u>
Forecast Investment Balance at Mar 31, 2018	<u>\$25,189,269</u>

Gift Agreement Requirements

- Endowed Awards can be specific dollar amounts, or could be expressed as a minimum and maximum amount. At our current investment level, we need to disburse between 3-4% of the principal value to cover our gift requirements.
- For 2018-19 our disbursement requirements, based on 4%, would be \$598,000.

Recommendation

- The Disbursement Committee met on Feb 5, 2018. Our investments have performed well over the last few years, which has increased cumulative earnings after capital preservations to \$2, 679K. The committee proposes that we disburse some of these surplus earnings in the upcoming year.
- The recommendation is to increase disbursements to an average of 5% or up to \$750,000 for 2018-19, and that this amount be disbursement from Endowment Funds for distribution as student awards.
- The Investment and Audit & Finance Committees met on February 21, 2018 and also recommend the disbursement of up to \$750,000 from Endowment Funds for distribution as student awards in 2018-19.

Motion

- That the Strategy & Planning Committee hereby recommends the disbursement of up to \$750,000 from Endowment Funds for distribution as student awards in 2018-19 for approval by the Board of Governors.

Questions/Comments

EXTERNAL RELATIONS UPDATE

Presented to:
Strategy & Planning Committee

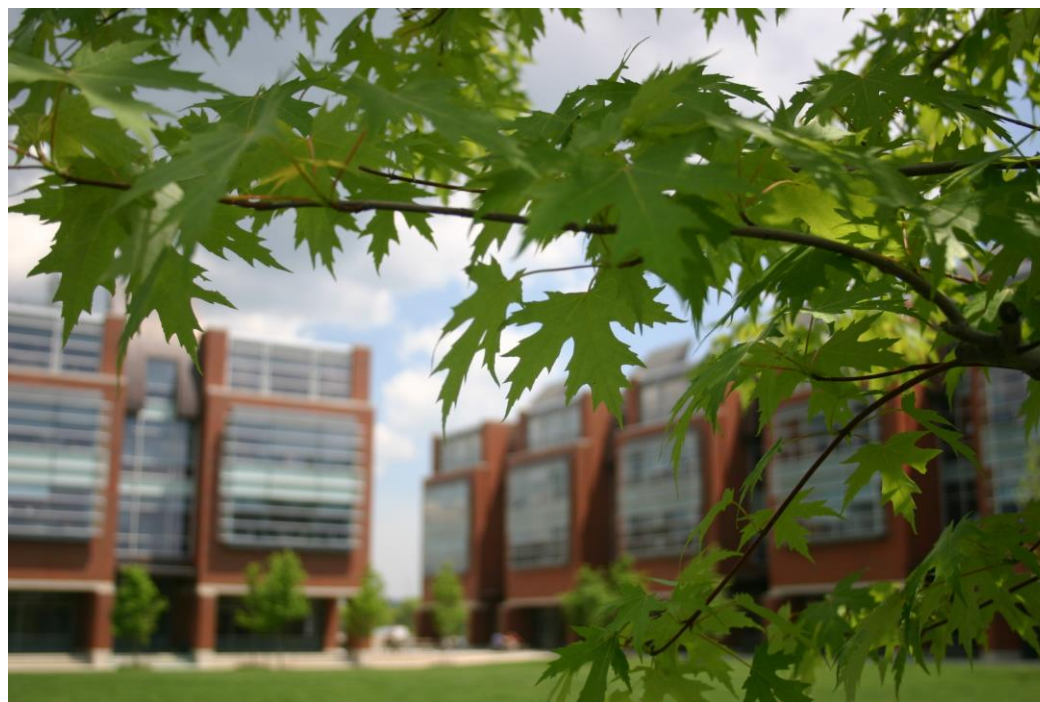
Presented by:
Susan McGovern
Vice-President, External Relations & Advancement

Agenda

1. **Overview of External Relations (excluding Advancement)**
2. **ER Divisional Key Activities and Strategic Initiatives**
 - **Office of the Vice-President**
 - **Government and Community Relations**
 - **Partnership Office**
 - **Shops, Promo and Branded Product**
 - **Communications and Marketing**
3. **Conclusion & Takeaways**
4. **Questions**

NOTE: This presentation and deck is for information purposes only, no decisions or approvals are required. It is to simply update the S&P Committee on the External Relations portion of External Relations and Advancement. S&P receives regular updates on Advancement.

OVERVIEW OF EXTERNAL RELATIONS (ER)



Overview of External Relations (excluding Advancement)

- The ER Department includes:
 - Vice-President's Office (3 staff)
 - Communications and Marketing (14.5 staff)
 - Shop 61 & Shop SIRC, retail products at the UOIT/DC Bookstore, online purchase for branded products and Strategic Initiatives (1 staff)
 - Government and Community Relations (1 staff)
 - Partnership Office (2 staff)

 - *Advancement and Alumni (not included in this presentation) (19.5 staff)*
- The overarching objective of ER is to focus on:
 - retaining and attracting revenue,
 - recruitment and retention,
 - capital investments,
 - operational support,
 - student support, faculty and staff support, and
 - advancement and comprehensive campaign support.

Overview of External Relations (excluding Advancement)

- External Relations Only (excluding Advancement) focuses on:
 - government advocacy – 4 levels,
 - community advocacy,
 - external corporate partnerships,
 - corporate communications,
 - internal communications,
 - external communications,
 - marketing,
 - brand building and awareness,
 - web development,
 - digital media,
 - graphic design, for internal and external audiences,
 - printing production,
 - university events,
 - support at external events,
 - photography and video,
 - UOIT photo library,
 - issues and crisis management,
 - social media relations, development and monitoring,
 - media relations, radio and print ads, and
 - various strategic initiatives – i.e.: Shop 61, Shop SIRC, Pi Day, Presidential transition, etc.
- *Advancement/fundraising includes annual giving, major giving and planned giving, campaign planning and preparation, alumni, development, corporate and individual donor strategy development, engagement and stewardship, and information systems/financial services.*

Budget Overview of External Relations & Advancement

- **External Relations and Advancement:**
 - **70%** FT & PT labour, including benefits
 - **30%** operating expenses
 - **2.6%** of total UOIT Budget
- **External Relations only:**
 - **68%** FT & PT labour, including benefits
 - **32%** operating expenses
 - **1.6%** of total UOIT Budget
- We work to focus on and deliver products, programs and support that has the most positive effect on our client base - faculty, staff, students, alumni, corporations, not-for-profits, donors, and government.
- Reorganized to do better with less and keep focused on revenue generation, retention and recruitment, and support the overall strategic direction of UOIT.

OFFICE OF THE VICE-PRESIDENT



OFFICE OF THE VICE-PRESIDENT

Key Activities and Strategic Initiatives

- VP's Office will ensure that ER&A continues to focus on:
 - Revenue generation opportunities across the institution.
 - Supporting our extensive client base - internal and external.
 - Supporting current donors, building a new donor base.
 - Supporting a Comprehensive Campaign.
 - Continuing to build a collaborative Partnership Office.
 - Continue with government advocacy – political and bureaucrats.
 - Lead issue and crisis management.
 - Doing better with less through innovative ideas and reorganizations.
 - Launched a C&M and Advancement review across UOIT to determine the best model(s) – centralized, decentralized or hybrid.
 - Transition and introduction of new President, building his brand.

GOVERNMENT AND COMMUNITY RELATIONS AND PARTNERSHIP OFFICE



GOVERNMENT AND COMMUNITY RELATIONS

Key Activities and Strategic Initiatives

Government and Community Relations' mandate is to:

- Cultivate long-term, successful relationships
- Advocate and lobby with four levels of government
- Build capacity, build knowledge and educate government, community and industry partners

GOVERNMENT AND COMMUNITY RELATIONS

Cultivate Long-Term, Successful Relationships

Cultivate long-term, successful relationships with all levels of government (federal, provincial, regional and municipal), as well as community (boards of trade/chambers of commerce) with a special focus on Durham Region and Northumberland County and the rest of the GTA.

Results:

- Municipal Roadshow – visited all Durham Municipal and Northumberland Regional Councils
- Regular interaction and support of municipal and regional initiatives: Town of Whitby Corporate Rebrand and Wi-Hub; Clarington Business Retention and Expansion; Idea Summit, Pickering Business Summit; Ajax ACE tour; Oshawa Smart Cities Challenge
- Environment Canada Ministry of Environment and Climate Change installations on campus
- Frequent meetings with Councillors, Ministers, MPs, MPPs, bureaucrats – over 250-300 since 2014. 50+ meetings in 2017/18 in support of Moving Ground Plane.
- Members of GR/Advocacy Committees or Board of Directors for all local chambers and boards of trade
- Membership on Scugog Broadband Internet Advisory Committee of Council, Durham Workforce Authority, Local Diversity and Immigration Partnership Council, Teaching City, Lakeridge Community Panel, Science Rendezvous Inc., etc.

GOVERNMENT AND COMMUNITY RELATIONS

Advocate and Lobby

Advocate and lobby – Raise UOIT’s profile with key decision makers and stakeholders and coordinate UOIT’s relationship with government. (E.g. secure funding for UOIT infrastructure priorities.)

Results:

- CARIE, SIRC and MGP application and advocacy - federal and provincial governments
- Premier’s visit with students, Ministers’ visits, Roundtables and Town Halls
- All candidates meetings
- Meetings with PMO, Premier, Ministers’ staff, bureaucrats, MPs, MPPs, Mayors, Councillors
- Pre-budget consultations and submissions, federal and provincial
- Management of federal and provincial lobbyist registration and activities
- Supercluster Advocacy
- Ontario Chamber of Commerce Queen’s Park Lobby Day
- COU and Universities Canada
- Ontario and Federal Budget Days
- Town and Gown Committee representatives

GOVERNMENT AND COMMUNITY RELATIONS

Build Capacity and Knowledge

Build capacity and knowledge – Identify funding opportunities and policy synergies; promote UOIT initiatives and accomplishments.

Results

- Stakeholder in City of Oshawa's Smart Cities Challenge application
- Quarterly meetings with Region and City Economic Development staff
- Visits/Tours: Ministry of Energy; Ministry of Advanced Education and Skills Development; Ministry of Economic Development and Growth; Fed Dev; CBC; Secretary of Cabinet
- Economic Development support – municipal, regional, provincial (Toronto Global; MEDG; Ontario Investment Office, etc.)
- Sector promotion: Life Sciences Roundtable, Nuclear Roundtable, Agriculture
- Chamber activities: APBOT Changing the Face of Healthcare, Diversity Committee, Business Excellence Awards, Eco-Business; Clarington Energy Summit; Transportation Summit; WCC Peter Perry Awards
- SIRC/CARIE/Campus Master Plan/Moving Ground Plane/Debenture – funding support
- Town of Whitby Rebranding
- Municipal and Regional Roadshow – capital funding support
- Futures Forum 2018 support

PARTNERSHIP OFFICE

Key Activities and Strategic Initiatives

Why Partnership Office?

- Concierge service for external partners
- Coordinate opportunities and activities with external partners
 - Increase the level of partner engagement with the university
 - Increase funding - research, philanthropic
- Streamline processes and develop resources that facilitate partnership development
- Strengthen institutional capacity – build more connections among faculties/departments
- Enhance institutional brand and reputation

Partnership Office Mandate

- Develop a strategic and coordinated approach for identified strategic partners to maximize results for our partners, faculties, students and the university as a whole
- Concierge service to potential new partners
- Coordination function with key stakeholders
- Develop resources for internal and external stakeholders
- All Partnership Office activities are done in collaboration with internal partners including Faculties, Research, Career Centre, MDC, Graduate Studies, Advancement, Finance, Institutional Research and more

PARTNERSHIP OFFICE

Key Activities and Strategic Initiatives

- Completed or Ongoing Activities
 - Identification of Strategic University Partners
 - Development of Partners Portal
 - Coordination of corporate interactions, e.g. OPG
 - Learning Experiences database and briefing note
 - Experiential learning summary document
 - Career Ready Kick Start – Stream 2 – community support for UOIT application
 - Chamber presentations – Engaging your PSE institution (GOCC)
 - Other activities: 3MT judges; updated automotive one pager; Reverse Career Fair presentation

PARTNERSHIP OFFICE

Key Activities and Strategic Initiatives

- **Key Activities 2018-19**
 - Strategic partner support – create internal teams, develop engagement strategies, establish benchmark metrics
 - Launch partnership portal and corporate concierge support
 - Corporate partnership success stories
 - Experiential learning resources
 - Internal partnership portal
 - Partnership Kinetic video
 - Business case for CRM
- In 2019-20 requesting staff and operating funds for this function.

CAMPUS BOOKSTORE, SHOP 61 & SHOP SIRC



Key Activities and Strategic Initiatives

- Over the last five years, External Relations staff has been working with the Campus Bookstore to address a number of challenges with a goal to improving product selection and quality, as well as branding consistency. This collaboration has resulted in the following:
 - Introducing higher-end merchandise with recognizable brands such as Adidas, Nike and Under Armour, which are in high demand within our target market;
 - Careful oversight of UOIT logo and branding guidelines – each product that is ordered is checked by UOIT staff before production, and branding errors are corrected;
 - A new and convenient place to buy gifts for friends and family – in response to numerous requests for special gifts for parents, friends, coworkers, and children we introduced:
 - “UOIT Future graduate” clothing for children and babies
 - “UOIT Mom and Dad” sweaters, mugs and bumper stickers
 - UOIT chocolates, holiday ornaments and other seasonal gifts.



BOOKSTORE, SHOP 61 & SHOP SIRC

Key Activities and Strategic Initiatives

- The success of our collaboration is illustrated below. By selling good quality, and properly branded merchandise to our students, we create thousands of brand ambassadors who proudly wear our name on their chests.

BEFORE



AFTER



BOOKSTORE, SHOP 61 & SHOP SIRC

Activities and Strategic Initiatives

- Foci for the coming year will be to increase awareness of shop location and services, introduce new high-end brands to supplement current product line(s), and continue to respond to student demand for custom items and specific product lines and new locations.



EXAM KITS

\$12.99



— shop —
SIXTY-ONE

ALL OF YOUR EXAM ESSENTIALS
IN ONE BAG!
12 Assorted pens
10 HB pencils with eraser
4 Assorted highlighters
100 Pack of index cards
4 Pack of sticky notes
125 Pack of neon index strips
1 Stapler with staples
1 Sharpener
1 Pencil eraser
1 White eraser
1 Each bag of chips, popcorn, trail mix and granola bar

Open Mon - Thurs
10 a.m. - 3 p.m.

61 Charles Street Building
905.721.8668 ext. 5695
shop61@uott.ca



JACKETS & RINGS

Customize Yours

SHOP 61 & SHOP SIRC

Key Activities and Strategic Initiatives

- Fourth year of operation serving the downtown location for Shop 61, first year for Shop SIRC.
- Shop 61 is now profitable, Shop SIRC is almost profitable.
- Continue to see substantial wins with respect to UOIT brand awareness, faculty awareness and student support at downtown and north locations.
- High demand for custom program hoodies available for individual students to order online. 100% of fulfillment, marketing and product development done by Shop 61 staff, for the entire institution, during down time.
- Business Case for Shop Library.



Order your
program hoodie
online today!
uoit.ca/programhoodies

youtube.com/uoit twitter.com/uoit facebook.com/myuoit

UNIVERSITY OF ONTARIO
INSTITUTE OF TECHNOLOGY

SHOP 61, SHOP SIRC

Key Activities and Strategic Initiatives

- Continue to employ low/no cost marketing within the institution to promote products and services such as:
 - Bathroom stall advertising, social media contests and advertisements, digital signage, banner stands in each downtown building, and mannequin display cases placed strategically around north and downtown locations in high-traffic areas



COMMUNICATIONS AND MARKETING (C&M)



COMMUNICATIONS AND MARKETING

Key Activities

- C&M's departmental mission provides creative, effective and high-quality communication products, services and advice that help the university achieve its goals.
- The C&M department fulfils this mission through activities that:
 - Increase the awareness and familiarity of the Institution with key audiences
 - Research the Institution's value proposition with its audiences
 - Strengthen the Institution's reputation with key stakeholders
 - Help the Institution meet its strategic and corporate priorities
 - Enhance the students' experience of the Institution
- Core activities:
 - Public relations: issues management, media relations
 - Creative services: advertising; graphic and web design, photography and video content
 - Project management: quality control; production; event services
 - Digital media: website and app development, social media content and management
 - Policy development: creating and maintaining corporate communications policies

COMMUNICATIONS AND MARKETING

Strategic Initiatives

- C&M assists the university in its efforts to increase revenue:
 - **Enrolment:** development of brand and geo-targeting online advertising. Emphasizing “college-to-university” transfer programs, with ads in community college newspapers (Centennial, Sheridan and Seneca). Support for targeted graduate studies advertising. Rolling out virtual tour and a better mobile app—each used by recruiters. Issues management, media relations and marketing briefings/teaching for recruitment team members.
 - **Partnerships:** assist with events, strategic communications plans, stakeholder analyses, video scripts, web products to strengthen and develop relationships with corporate partners, foundations and individual donors.
 - **Fundraising:** event support for Campaign, donor and alumni activities; editing, design, quality control on donor reports and products; design and production of collateral materials (e.g. grad challenge glassware, alumni swag); photography, designing web forms.

COMMUNICATIONS AND MARKETING

Strategic Initiatives

- **Presidential transition:** C&M play a key role in the:
 - Support of communications efforts and brand building of new President
 - Support communications related to Provost and VP Research searches
 - Announcement and formal installation of the new President
 - New President's transition phase, including community and media outreach
 - Communication of the new President's agenda to the university and external communities
- **Other activities:**
 - Managing an audit of all university signage, and developing a strategic plan to renew university signage
 - Completing internal communications website to offer information to staff and faculty
 - Designed a "Brand Central" website: one-stop shop for all university brand elements
 - Social media monitoring and message management
 - Rolling out a new photo-database
 - Totally revised University Style Guide

COMMUNICATIONS AND MARKETING

Results and Accomplishments

- 2000+ projects annually
 - Includes only projects reported in project management system
- Strong relationship with Global News Durham
 - C&M did a deal to have its regional bureau located on the university campus
 - Have seen a large increase in university's stories, experts and students profiled before a province-wide and national audience
- New videos for all faculties, and dozens of key programs
 - Custom scripts and high-resolution kinetic images created by C&M
 - Big assistance to marketing/recruitment efforts
 - Videos run as pre-movie ads in Cineplex theatres throughout eastern GTA
- Planning and management of President's installation, Winner's Circle fundraising event, donor events
 - Saved university significant dollars by substituting in-house expertise for external consultant

COMMUNICATIONS AND MARKETING

Results and Accomplishments

- Planning and management of SIRC launch
 - Event planning, scripts, site tours
 - Specialized website developed
 - Significant media presence at October funding announcement
- Offering in-house consultation to partner departments
 - For example: advising on communications process in Student Life; coaching 3MT participants; facilitating student evaluation sessions for IT Services; marketing advice for Viewbook, ACE; assistance with MyCampus redesign
- Major improvements to speed up uoit.ca site
 - All developed in-house with no additional cost to the university
- In-house development of university's virtual tour
 - Virtual reality experience
 - Saves \$25,000 per year expense for Registrar's Office

EXTERNAL RELATIONS CONCLUSION



EXTERNAL RELATIONS TAKEWAYS

- Development and approval of a Partnership Office and build it into the fabric of UOIT.
- Continued development of Bookstore, Shop 61 and Shop SIRC products per student requests.
- Investigation of Shop Library.
- Review recommendations in the Academica report re best structure for communications and marketing at UOIT.
- Determine what kind of Marketing Department we need and can afford.
- Transition from current to new President and first 100 days and year.
- Federal and Provincial engagement with regard to SIRC, MGP, CARIE and Debenture.
- Continual engagement of Regional and Municipal Government – local economic benefit report.
- Advocacy pre/post election cycles – Provincial June 7, 2018, Municipal/Regional Oct 22, 2018, Federal October 21, 2019, and a variety of leadership races.
- Reminder that this does not include any activities related to Advancement and Alumni.

THANK YOU & QUESTIONS





2018-19 Budget Presentation Strategy & Planning March 28, 2018

Strategic Planning & Budgeting: UOIT Planning Process

Agenda Item 9



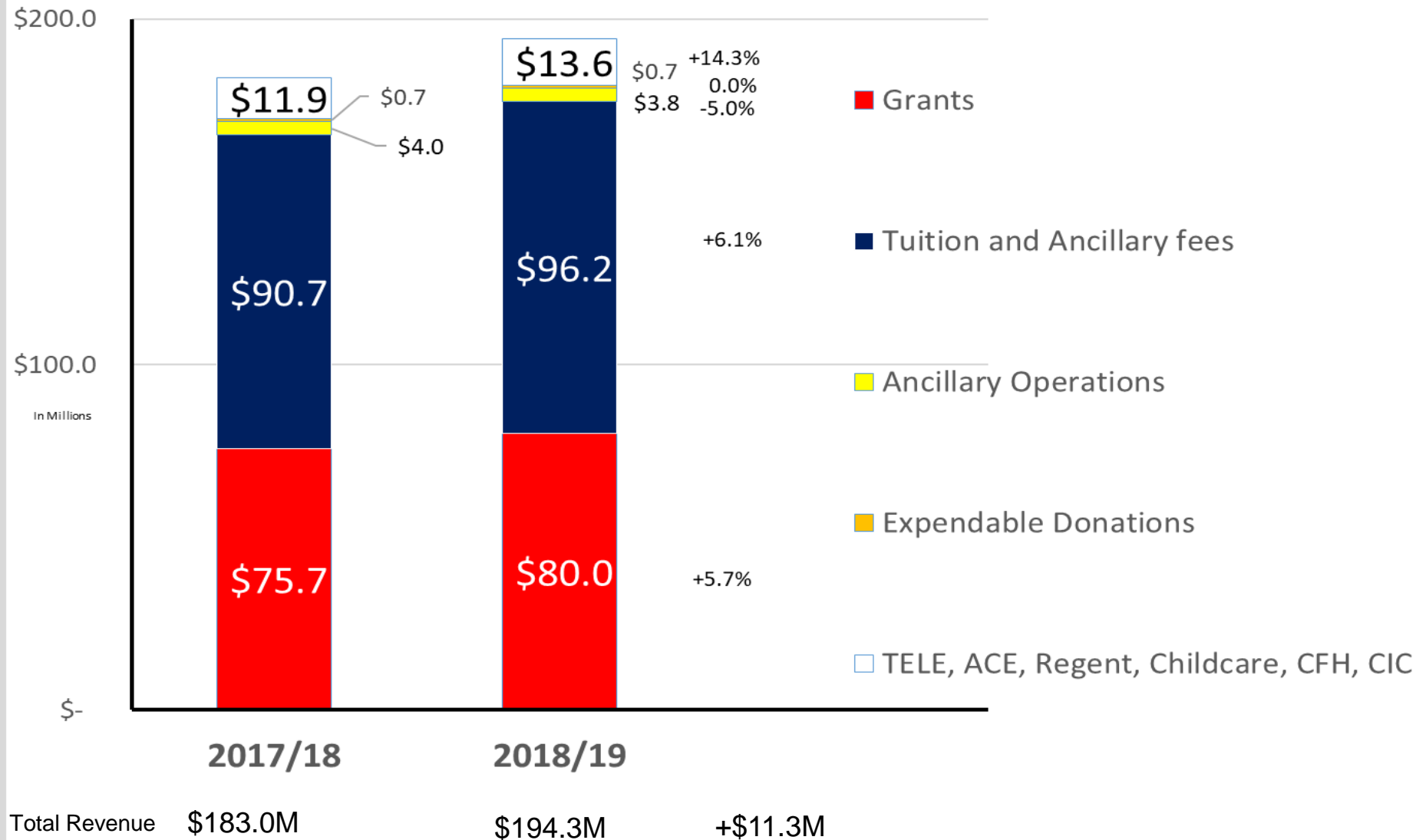
Budget Assumptions

- Enrolment levels as forecasted
 - Corridor Funding: Grant set at 2016/17 levels
 - Tuition increase of ~3% (weighted average)
- Compensation & utilities increases estimates based on contracts/CPI
- Enhance current university ratios (ie) student/faculty & support/faculty
- Planned Reserve included in the budget:
 - \$2.5M for new building/capital renewal
 - \$1.0M general contingency for operations
 - \$1.0M UPF for strategic initiatives
- Focus on OTO vs Base budget ASKS

Draft Operating Statement

2018- 19 Proposed Draft Budget									
Operating Budget	Purchased Services	Debenture	TELE	ACE	Regent Theater	Campus ChildCare	Campus Field House and Arena	Total Budget	
REVENUES									
Operating Grants	\$ 56,818,156	\$ 13,500,000						\$ 70,318,156	
Other Grants	\$ 9,417,791					\$ 250,144		\$ 9,667,935	
Student Tuition Fees	\$ 83,992,017							\$ 83,992,017	
Student Ancillary Fees	\$ 4,819,094	\$ 2,291,356	\$ 4,185,821					\$ 11,296,271	
Revenues from Ancillary Operations	\$ 225,000	\$ 3,607,200						\$ 3,832,200	
Donations	\$ 725,500		\$ -					\$ 725,500	
Other Revenues	\$ 5,626,210	\$ -	\$ 51,615	\$ 4,923,382	\$ 621,988	\$ 763,321	\$ 1,568,565	\$ 13,555,081	
Total Operating Revenues	\$ 161,623,768	\$ 5,898,556	\$ 13,500,000	\$ 4,237,436	\$ 4,923,382	\$ 621,988	\$ 1,013,465	\$ 193,387,160	
EXPENDITURES									
Base Expenditures									
FT Labour	\$ (82,654,672)	\$ (7,085,125)		\$ (1,070,131)	\$ (1,602,638)	\$ (97,729)	\$ (356,019)	\$ (594,628)	\$ (93,460,943)
PT Labour	\$ (14,540,156)	\$ (29,365)		\$ (261,999)	\$ (58,990)	\$ (277,966)	\$ (321,308)		\$ (15,489,783)
Operating Expenses	\$ (38,181,989)	\$ (8,204,846)	\$ (16,501,006)	\$ (1,532,237)	\$ (3,075,279)	\$ (223,378)	\$ (281,463)	\$ (1,000,827)	\$ (69,001,025)
Capital Expenses	\$ (695,226)	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ (695,226)
Carry Forwards	\$ (184,843)	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ (184,843)
Approved Base Expenditures	\$ (136,256,886)	\$ (15,319,336)	\$ (16,501,006)	\$ (2,864,367)	\$ (4,736,907)	\$ (599,073)	\$ (958,789)	\$ (1,595,455)	\$ (178,831,820)
Budget Surplus/(Deficit) before Asks	\$ 25,366,882	\$ (9,420,780)	\$ (3,001,006)	\$ 1,373,069	\$ 186,475	\$ 22,915	\$ 54,676	\$ (26,890)	\$ 14,555,340
<i>Annual Priorized Asks</i>									
<i>Base</i>									
Net Faculty Asks - Student/Faculty Ratio	\$ (1,266,389)								\$ (1,266,389)
Expenses Related to Increase Revenue	\$ (351,818)								\$ (351,818)
Bill 148 changes	\$ (420,000)								\$ (420,000)
<i>Subtotal Base</i>	<i>\$ (2,038,207)</i>								<i>\$ (2,038,207)</i>
<i>OTO</i>									
Building/Maintenance/Contingency Reserves	\$ (4,356,911)								\$ (4,356,911)
OCIS Capital	\$ (1,975,029)								\$ (1,975,029)
TELE Capital	\$ (1,929,859)								\$ (1,929,859)
Net Faculty Asks - Student/Faculty Ratio	\$ 722,664								\$ 722,664
IT Capital	\$ (988,942)								\$ (988,942)
Expenses For New Grant	\$ (948,000)								\$ (948,000)
<i>Subtotal OTO</i>	<i>\$ (9,476,077)</i>								<i>\$ (9,476,077)</i>
Budget Surplus/(Deficit) after Asks	\$ 13,852,598	\$ (9,420,780)	\$ (3,001,006)	\$ 1,373,069	\$ 186,475	\$ 22,915	\$ 54,676	\$ (26,890)	\$ 3,041,056
<i>Budget Asks:</i>									
Base Asks	\$ (2,305,222)								\$ (2,305,222)
OTO Asks	\$ (2,469,436)								\$ (2,469,436)
Total Budget Surplus/(Deficit)	\$ 9,077,940	\$ (9,420,780)	\$ (3,001,006)	\$ 1,373,069	\$ 186,475	\$ 22,915	\$ 54,676	\$ (26,890)	\$ (1,733,602)
Funded through PY restricted reserves	\$ 1,176,813			\$ 556,789					\$ 1,733,602
Total	\$ 10,254,753	\$ (9,420,780)	\$ (3,001,006)	\$ 1,929,858	\$ 186,475	\$ 22,915	\$ 54,676	\$ (26,890)	\$ 0

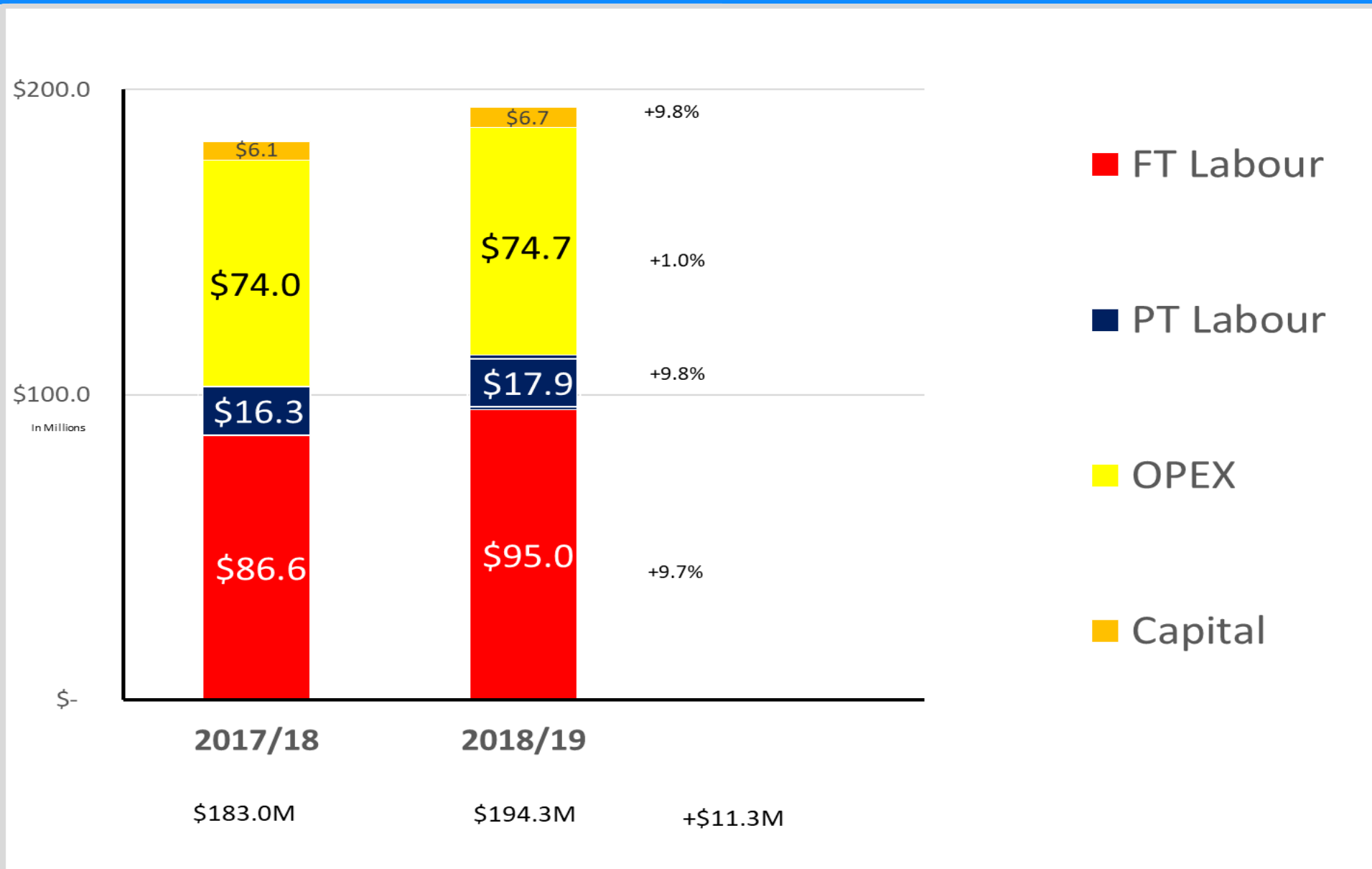
Revenue Components



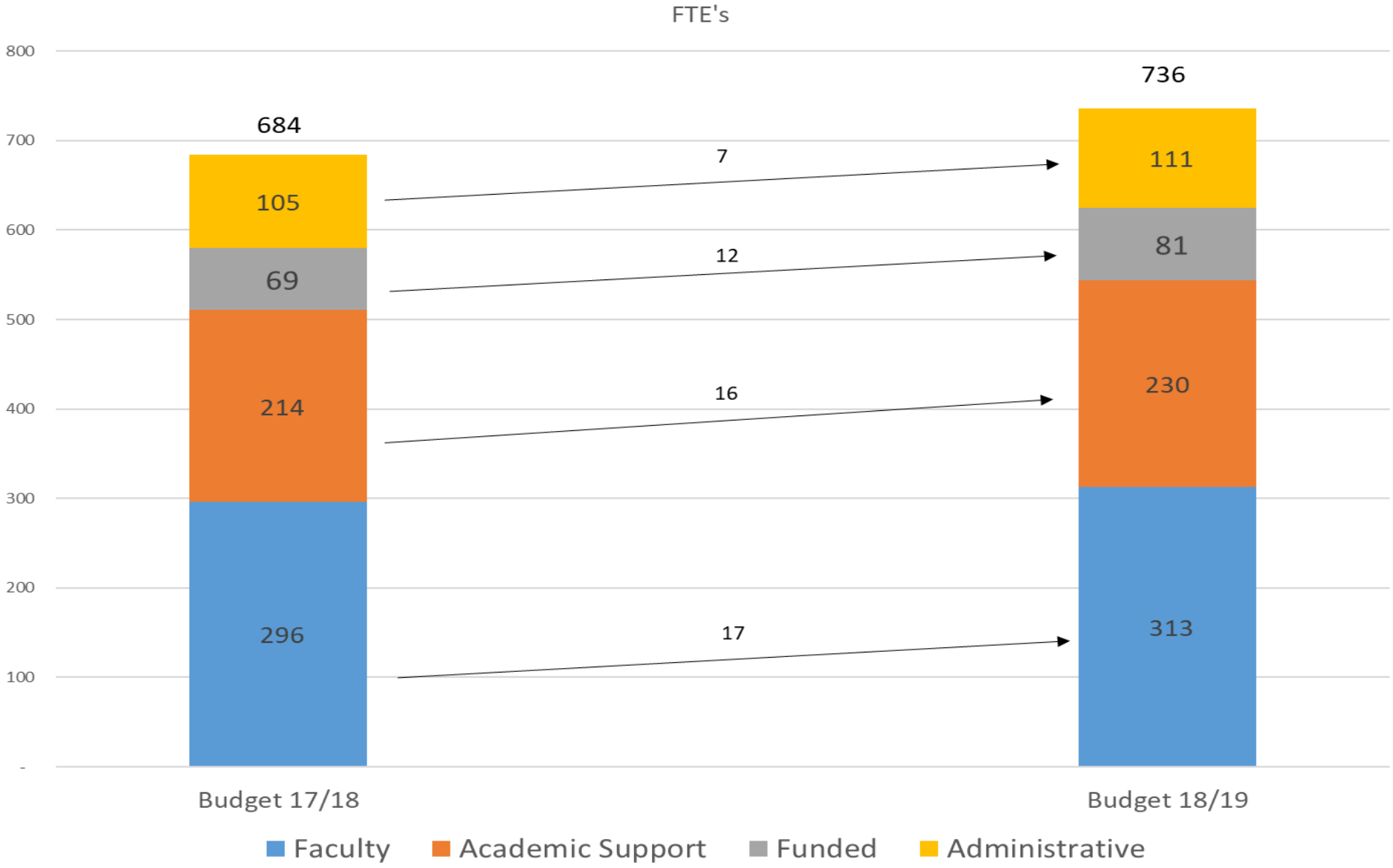
Student FTE

Total Enrolment FTE's			
Total FTE	2017-18 Budget Total	2017-18 Fcst Total	2018-19 Budget Total
Dept			
Faculty of ESNS	330	384	325
Faculty of Business and IT	1,674	1,721	1,665
Fac. of Social Science & Humanities	1,492	1,578	1,531
Faculty of Education	352	396	378
Faculty of Health Sciences	1,819	1,790	1,838
Faculty of EAS	2,065	2,018	2,051
Faculty of Science	989	1,038	1,066
Total	8,721	8,924	8,853
Under Grad	2017-18 Budget UG	2017-18 Fcst UG	2018-19 Budget UG
Dept			
Faculty of ESNS	274	298	267
Faculty of Business and IT	1,660	1,705	1,642
Fac. of Social Science & Humanities	1,435	1,527	1,482
Faculty of Education	305	336	318
Faculty of Health Sciences	1,779	1,737	1,777
Faculty of EAS	1,853	1,788	1,808
Faculty of Science	950	980	1,009
Total	8,255	8,370	8,302
Grad	2017-18 Budget Grad	2017-18 Fcst Grad	2018-19 Budget Grad
Dept			
Faculty of ESNS	57	86	58
Faculty of Business and IT	13	16	23
Fac. of Social Science & Humanities	57	51	50
Faculty of Education	47	60	60
Faculty of Health Sciences	41	53	61
Faculty of EAS	212	229	242
Faculty of Science	39	59	57
Total	466	554	551

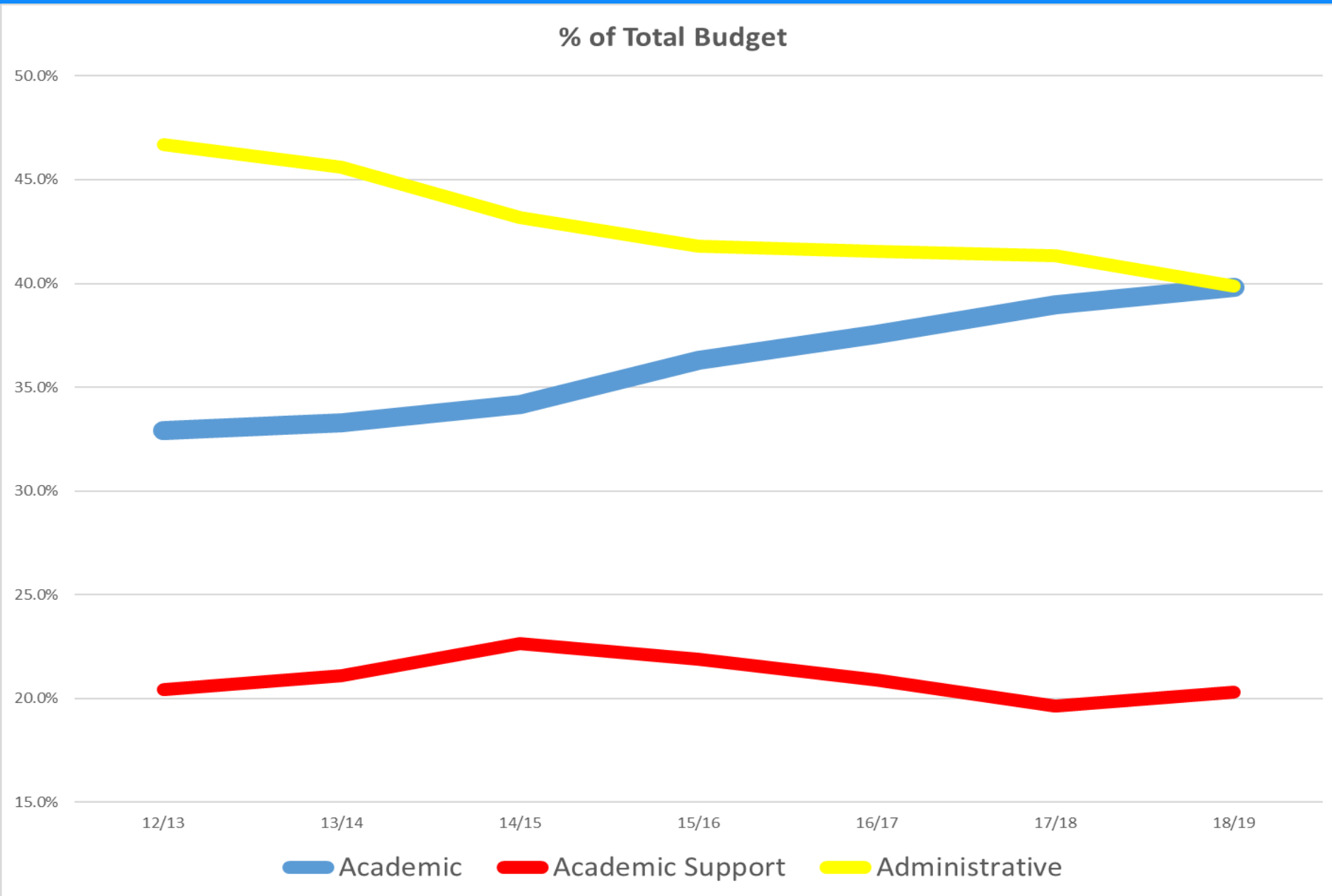
Expense Components



Faculty & Staff FTE



Expense Components by Group



Strategic Allocation of Budget

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

Stronger Academic Programs - strategic hires (10 TTT, 7 TF)	2.8M
---	------

Increased Technology Enhanced Learning Environment	0.5M
--	------

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

Research – increased scholarly activity and dissemination	0.6M
---	------

Partnerships that increase student and programmatic diversity	1.3M
---	------

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

Improving Student Success	0.6M
---------------------------	------

Investment in UOIT physical building and IT infrastructure	2.3M
--	------

Unite our community by increasing awareness	1.0M
---	------

Future Funding Opportunities

- Increase Investment in ...
 - Supporting Student Engagement
 - Attracting & Retaining Highly Qualified Personnel
 - University Recognition/ Reputation
 - Organizational Effectiveness
 - Technology
 - Space, Infrastructure, and Capital Refurbishment

Appendix

Definitions for FTE Graph

- Faculty – TTT/TF's
- Academic Support – Non-faculty support (PBO's, Academic Advisors, etc), Registrar, Library, Provost
- Funded – salary supported by revenue, or ancillary fee's. Tele, Student Life, ELC, ACE.
- Administrative – Finance, HR, IT, External Relations

Definitions for % of Budget Graph

- Academic – All faculty expenses
- Academic Support - Registrar, Library, Provost, Research Services
- Administrative - Finance, HR, IT, External Relations