UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

BOARD OF GOVERNORS
Strategy & Planning Committee
Public Session

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Wednesday, November 9, 2016
2:15 p.m. to 3:30 p.m.
Place: ERC 3023, UOIT North Campus

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

Members: Valarie Wafer (Chair), Don Duval, Adele Imrie, Jay Lefton, John McKinley, Glenna Raymond, Ololade Sanusi, Bonnie Schmidt, Tim McTiernan, John Speers, Mary Steele, Shirley Van Nuland

Staff: Becky Dinwoodie, Craig Elliott**,** Cheryl Foy, Brad MacIsaac, Susan McGovern, Michael Owen, Deborah Saucier

AGENDA

No.	Topic	Lead	Allocated Time	Suggested End Time
1	Call to Order	Chair	2	
2	Agenda (M)	Chair	2	
3	Conflict of Interest Declaration	Chair	1	
4	Chair's Remarks	Chair	5	2:25 p.m.
5	Approval of Minutes of the Meeting of September 22, 2016* (M)		5	2:30 p.m.
6	President's Remarks - **COU/UC Strategic Initiatives**	President	10	2:40 p.m.
7	2017-2018 Budget* (U)(P)	D. Saucier/ C. Elliott	40	3:20 p.m.
8	Transformation of Technology Enabled Learning* (U)	D. Saucier	5	3:25 p.m.
9	Other Business	Chair	3	
10	Termination (M)	Chair	2	3:30 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 for the Public Meeting of Thursday, September 22, 2016
1:40 to 3:30 p.m., ERC 3023

Attendees: Valarie Wafer (Chair), Adele Imrie, Jay Lefton (*via teleconference*), Glenna Raymond, Ololade Sanusi, John Speers, Mary Steele, Tim McTiernan

Staff: Becky Dinwoodie, Craig Elliott**,** Cheryl Foy, Susan McGovern, Michael Owen, Deborah Saucier

Guests: Mikael Eklund

Regrets: Don Duval, Shirley Van Nuland

1. Call to Order

The Chair called the Meeting to order at 1:52 p.m.

2. Agenda

The Agenda was approved as presented.

3. Conflict of Interest Declaration

There were none.

4. Chair's Remarks

The Chair invited everyone to introduce themselves. She thanked the Committee and Senior Leadership Team for their support and confidence in her as she takes on the Chair role. The Committee will be receiving great presentations today, which will help lead UOIT through a challenging time. The Chair congratulated S. McGovern and her team for a fabulous event at Windfields Farm last week. It was very successful and the University received several donations at the end of the event. It exposed the students to some of the opportunities available and presented them with an opportunity to make connections. She also commented that the video played at the event was excellent and highlighted the Chancellor's warmth.

5. President's Remarks

The President noted the passing of W.P. Kinsella on the weekend, which is particularly sad in light of the President's remarks at the Field of Dreams event last week.

The President discussed the Ontario Universities' Fair taking place over the upcoming weekend. UOIT's participation at the Fair will introduce families and would-be students to the University's programs and initiatives.   He commented on the remarkable energy exhibited at the Fair.

6. Key Ministry Initiatives: Strategic Mandate Agreement, Tuition Framework, Net Tuition, Funding Formula

Strategic Mandate Agreement

The President reminded the Committee that the University's Strategic Mandate Agreement (SMA) ends in 2017 and he anticipates starting the next round of negotiations sometime around November 2016. Last time the SMA was largely about graduate domestic funded spots and areas in which we thought we would see growth. The timeframe was very short last time and generic areas of growth were used in order to allow for flexibility. This time the government is looking for greater specificity. The government is clear that the SMA will drive certain aspects of funding, but less clear on what accounts for differentiation. The President is unsure of what the timeframe for completing the SMA will be this year.

Tuition Framework

The current tuition framework expires in May 2017 and we are still unsure of what will replace it. It is likely that university operation grants will not increase and that universities must rely on growth. COU is recommending a simple cap of 3%. This might work for some institutions quite well, as they may wish to alter some programs more than others.

Net Tuition & Student Access

Ontario has some of the strongest supports for students across the country. Changes related to student aid will impact us. The President explained how OSAP is currently tied to the price of a basic Arts degree and how this presents a challenge for UOIT as we have more students in engineering programs. In 2018, an institution will have to tell students how much OSAP they should expect to receive, bursaries, and scholarship eligibility right from the beginning. This will be challenging and will likely require us to set tuition sooner.

Funding Formula

The Ministry is committed to revamping the funding formula in an effort to simplify the model while recognizing differentiation across the institutions rather than allocating solely on enrolments. The Ministry may set corridor targets and as long as an institution falls within a certain percentage of the target, its funding will not change. . In addition to enrolment and differentiation a third stream would be for special purpose funding which all universities would receive a portion.

This will require us to think about which corridor would be most appropriate for the University. As a small institution, even a decrease of 100 students has a dramatic impact on our budget.

The President invited questions from the Committee. There was a discussion regarding the timing of the completion of the funding formula review. D. Saucier advised that the teams working on net tuition, SMA, and funding formula are being told to consider these matters independently. She explained that if the majority of students receive OSAP funding and require a student set-aside, even if tuition is increased, the University would not receive additional money as it would be returned through the set-aside.

There was a discussion regarding where UOIT's students come from compared to U of T's students. UOIT will benefit from the growth of Durham Region in the future.

7. Strategic Enrolment Management: Environmental/Competitive Scanning

B. MacIsaac delivered a presentation on UOIT Enrolment. He provided an overview of statistics for Ontario universities' applications and confirmations. He confirmed that for undergraduate students, the forecast is we will reach the target. He also provided a breakdown by program.

There was a discussion regarding graduate enrolment and the reasons as to why there are graduate spaces available. B. MacIsaac advised that a primary factor is the current vacant faculty positions including three CRCs. Additionally, the Dean of Graduate Studies has developed a new funding model, which has not yet been fully rolled out. The effect of the new model on enrolment should be reflected going forward. The Dean will also be talking to the Faculties regarding setting targets and sticking to them.

B. MacIsaac advised that UOIT has converted a high number of student applications to confirmations. If we get students to attend our open houses, we are more successful than other schools at translating their interest into acceptance. Although demographics are going down, there are more students coming. The Committee also discussed declining enrolment in the Faculty of Social Science and Humanities and how the enrolment can be stabilized and/or increased. B. MacIsaac directed the Committee to the enrolment dashboard that is available at: http://uoit.ca/sites/oira/university-data/enrolment-dashboard/.

It was noted that based on preliminary data the University's retention rate has fallen back down to 78%; but, we need to wait until November 1st to compare official figures. B. MacIsaac explained that one of the main factors for this is that as the grades for engineering acceptances increased, alternate acceptances were granted to physics and many of those students did not stay.

J. McKinley remarked that the enrolment numbers are a good news story as we are at targets for Day 10. D. Saucier advised that the retention issue will be brought back for discussion at a future meeting to allow for an opportunity to review the numbers and determine the nature of

the issues. B. MacIsaac advised that they normally do a November to November comparison for retention purposes.

D. Saucier delivered a presentation on Trends in Higher Education. She reviewed the STEEP (Social, Technology, Economic, Environmental, Political) approach. She presented the Committee with a summary of trends in each of these areas.

Social Trends:

D. Saucier discussed the social trends, which include an increased focus on diversity and equality in the workplace. Efforts should be made to ensure salaries are equitable across employee groups, particularly in traditionally "female" jobs. She also discussed evolving public attitudes toward the LGBTQ community. It is important to ensure our policies, practices and facilities are reflective of Canadian attitudes. She also provided an overview of the top organizational workplace trends and challenges around human talent. Education should be a priority for everyone at UOIT.

Technology Trends:

Consideration was given to faculty and online education, including how effective is our online strategy. We must examine how long it takes individuals to provide online services to students.

D. Saucier discussed the increasing use of social media. Industries and universities should pay attention to it. It is important to consider whether Facebook is still the arena or whether UOIT be focusing on the leading edge sites. Sending out multiple e-mails daily almost ensures the e-mails are ignored by students. Consideration must also be given to the reputational threat by the abuse of social media. We must distinguish between real and exaggerated threats.

Economic Trends:

D. Saucier provided an overview of economic trends. Some of the questions she explored were:
- How well do we deliver on our mission statements?
- Are we training staff to provide outstanding service?
- How well are we prepared for periods of extended resource constraint?
- What constitutes a living wage?
- Is our employee compensation package fair?
- How well do we use technology to enhance creativity and strategic planning?

Environmental Trends:

Research reveals millennials prefer open concept working spaces. UOIT must consider whether our spaces can be repurposed effectively and whether we have a strategic plan for parking. She

also discussed the impact of climate change and the consideration of designating "green districts".

Political Trends

D. Saucier raised the question as to whether postsecondary institutions are losing ground to other governmental priorities.

D. Saucier emphasized that it is important for the Committee to be aware of all of the influencing factors even if they are not entirely within our control. It is important to consider the issues and chip away at them. A member added that it is also important to stay focused on the University's mission and brand and how we want to move forward. Focusing on these priorities will make it easier to deal with noise. The University needs to think about these trends and begin planning.

It was suggested to bring this presentation to the Board. A member commented that many of these factors are generic to the world and there is probably already someone else working on these issues. We must focus on what we can control. Another member added that if we focus on the University's reputation, we will be able to deal with a large number of the threats.

8. 2017-2022 Strategic Plan

D. Saucier presented the Strategic Plan to the Committee. It is important to identify who it is for and what it provides in terms of outputs and outcomes. She acknowledged the feedback received from the Board at the retreat and made amendments to ensure it is inclusive and focuses on what people get out of it.

There are nine main actions falling under the three main pillars.

Challenge – education pillar
- challenge to continue to develop
- engage in lifelong learning
- become better people by taking advantage of developmental opportunities

Innovate – research pillar
- use technology for best outcomes for students
- convert ideas into actions
- come up with better work processes
- doing better work frees up time to engage in more creative activities

Connect – relationship pillar
- universities are about people
- practice hands-on learning
- opportunity to fail in a risk managed situation

- build research partnerships with larger community
- form better relationships at work
- make university experience a transformative one

There was a discussion regarding how this fits with the SMA. There was a concern raised that the plan did not seem to incorporate college pathways. D. Saucier responded that pathways programs are implicit in the lifelong learning element. After much discussion, it was suggested to include a reference to our partnerships with other PSE institutions. . It was also suggested to incorporate diversity into the plan as opposed to access.

(B. Schmidt left the meeting at 3:34 p.m.)

It is important to ensure the Strategic Plan reflects what is important to UOIT, which includes connections with postsecondary institutions and diversity. B. MacIsaac confirmed he would look at how to include both of those elements into the plan.

M. Goacher commented that they did a good job on the Strategic Plan. It was requested that the mission, vision, and values of the University be presented together with the Strategic Plan at the Board level. There was a brief discussion as to whether the mission, vision, values need to be refreshed, as well. B. MacIsaac advised that the Board agreed to roll over the mission, vision and values and to focus on the Strategic Plan. Once the new SMA is finalized, it might be time to review UOIT's mission, vision and values.

Upon a motion duly made by M. Steele and seconded by A. Imrie, the Committee recommended the approval of the 2017-2022 Strategic Plan, subject to the minor amendments as discussed.

9. Other Business

None.

10. Termination

There being no other business and on a motion by T. McTiernan and seconded by M. Steele, the meeting was terminated at 3:44 p.m.

Becky Dinwoodie, Secretary

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

COMMITTEE REPORT

			Action Required:	
Public:	☒		**Discussion**	☒
Non-Public:	☐		**Decision**	☐

TO: **Strategy & Planning Committee**

DATE: **November 9, 2016**

FROM: **Deborah Saucier, Provost and Vice-President, Academic**

SUBJECT: **Transformation of Technology Enabled Learning Update**

A.   Purpose

To provide the Committee with an update with respect to the transformation of UOIT's technology enabled learning.

B.   Background and Update

Since the inception of the university, most undergraduates have participated in the mandatory Technology-enriched Learning Environment (TELE) program, which provides curriculum specific software, standardized hardware and a full suite of support services, all to enrich the learning experience. The program is entirely funded by students via a TELE ancillary fee.

As personal computing technology became ubiquitous in recent years, pressure has mounted to eliminate the laptop from the program in order to permit choice of device and to reduce the TELE ancillary fee. In response, Information Technology Services (ITS) has launched a Bring Your Own Device (BYOD) TELE service after analyzing software usage, examining software licensing terms and evaluating supporting infrastructure.

Under BYOD TELE, a student supplies the device of their choice. ITS provides the curriculum specific software for installation by the student. Exceptions exist where licensing or installation difficulty necessitate ITS to provide virtualized access to the software from a server. To facilitate this transition, ITS introduced three new services - software installation technical support, shared-use computers in the libraries and a short-term PC rental program. ITS also held a one-time sale of existing UOIT-owned personal computers to returning students.

BYOD TELE is being introduced in phases. In the first phase, approximately 1800 Faculty of Social Science and Humanities (FSSH) and Faculty of Education students moved to BYOD TELE in September. A second phase is now being planned, in which up to 5000 students in the Faculty of Business and Information Technology, Faculty of Science and Faculty of Health Sciences will move to BYOD in September, 2017. Consultation and software requirements planning is underway to determine by the end of 2016 which programs, if any, must remain in the traditional TELE program due to specific hardware/software needs. A third phase addressing Faculty of Engineering and Applied Science and Faculty of Energy Systems and Nuclear Science students is envisaged but not currently scheduled. The unique and intensive software requirements of these Faculties must be addressed before a move to BYOD can be planned.

Removing the hardware component from TELE yields a dramatic reduction in fees. Faculty of Social Sciences and Humanities students saw their ancillary fees reduced by $478 for 2016-17. Because the new $121 BYOD TELE fee covers only software and software related services, it is also eligible for incremental relief under OSAP.