

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

**Wednesday, March 22, 2017**

**1:50 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:** 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	
2	Agenda (M)	Chair	2	
3	Conflict of Interest Declaration	Chair	1	
4	Chair's Remarks	Chair	5	
5	Approval of Minutes of the Meeting of January 18, 2017* (M)	Chair	5	2:05 p.m.
6	President's Remarks - COU/UC Strategic Initiatives	President	10	2:15 p.m.
7	Annual Endowment Report & Endowment Disbursement* (P)(M)	C. Elliott	10	2:25 p.m.
8	Strategic Mandate Agreement* (M)	R. Bailey	40	3:05 p.m.
9	Space* (P)(U)	C. Elliott/ B. MacIsaac	15	3:20 p.m.
10	Other Business	Chair	3	
11	Termination (M)	Chair	2	3:25 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, January 18, 2017  
1:55 p.m. to 3:05 p.m., ERC 3023**

**Attendees:** John McKinley (Acting Chair), Don Duval (*via teleconference*), Miles Goacher (*non-voting guest*), Adele Imrie, Tim McTiernan, Glenna Raymond, Ololade Sanusi (*via teleconference*), Bonnie Schmidt (*via teleconference*), John Speers, Mary Steele, Shirley Van Nuland

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

**Regrets:** Jay Lefton, Valarie Wafer

**1. Call to Order**

The Chair called the meeting to order at 2:12 p.m.

**2. Agenda**

The Agenda was approved, as presented.

**3. Conflict of Interest Declaration**

There were none.

**4. Chair's Remarks**

J. McKinley served as Chair in V. Wafer's absence. He welcomed the Committee members and wished them Happy New Year. He kept his remarks brief in the interest of allowing more time for discussion.

**5. Approval of Minutes of the Meeting of November 9, 2016**

*Upon a motion duly made by A. Imrie and seconded by S. Van Nuland, the Minutes were approved, as presented.*

**6. President's Remarks**  
**- COU/UC Strategic Initiatives**

T. McTiernan provided a COU update to the Committee. He advised that the COU is in the early stages of conducting a yearlong conversation with Ontario residents regarding the value of a university education. They are trying to shift the topic of discussion away from “Which is better – college or university?” and instead focus on the knowledge and skills of university graduates and how they contribute to larger society.

T. McTiernan also reported on UC initiatives. UC is advocating for the support of student well-being, particularly in regards to student mental health issues. A member asked whether the UC has learned anything new regarding levels of federal support. T. McTiernan responded that they have seen strong policy support and the government is currently reviewing a series of reports that will help define priorities for the upcoming budget. M. Owen provided an update on the status of innovation reports to the government.

The Committee discussed the colleges’ approach to developing their executive compensation plans and how it differs from the approach taken by universities. T. McTiernan discussed the difference between the governing legislation of universities and colleges. He confirmed that the COU has an external firm conducting the benchmarking for salary comparators and the university will work together with the COU on this process.

**7. Strategic Mandate Agreement (SMA)**

D. Saucier delivered a presentation on the SMA. She reviewed the SMA goals from 2014-2017. She expects that it will be a 3-year SMA, but has also heard that some aspects could be implemented for 5 years. She discussed the potential differences between the SMA versions. The SMA will be tied to the 2017-2022 Strategic Plan and she reminded the Committee of the 3 main pillars of the 2017 Strategic Plan: Challenge, Innovate, and Connect.

D. Saucier reviewed the key aspects of the current SMA (SMA 1.0) and then presented how the next SMA (SMA 2.0) might compare in respect of the following:

- Student Populations/Mobility
- Research/ Innovation
- Economic Development/Jobs
- Teaching & Learning/Programs

She explained the proposed corridor-funding model. She noted that there is no new money in the system. If an institution falls below its corridor for a period of time, the government will

reduce its funding accordingly. The purpose of shifting to a corridor model is to have a predictable amount of funding going to institutions on an annual basis. Corridor funding existed in the 90's and disappeared with the double cohort.

D. Saucier discussed the difference between a business income unit (BIU) and full-time equivalent (FTE). As long as an institution remains in the selected corridor, it will receive the same amount of funding. She reviewed the pros and cons of being at the bottom of a corridor. She also explained how funding could be transferred from the corridor to differentiation through key performance indicators (KPIs). There will be several standard KPIs, but the university will also have to develop some its own KPIs. The Ministry's chief negotiator will be Bonnie Paterson, who fully understands the corridor model. A member noted the similarity of the introduction of KPIs in the postsecondary sector to what was implemented in the health sector. There was an engaged discussion regarding how the corridor will be structured, as well as how the BIU will be set.

## **8. Retention**

D. Saucier delivered a presentation entitled "Student Success". She reviewed the characteristics of the typical UOIT student. The 2012-2016 Strategic Plan set a goal of increasing retention by 3%, which was achieved (77% to 80%). We must consider what the right target is for the 2017 plan. She reviewed the UOIT and system retention and admission averages. There was a discussion regarding Algoma's ability to retain students. When comparing UOIT to similar institutions, it might be more reasonable to set a goal of 82% retention.

D. Saucier presented the recommendations/initiatives for improving retention, which include:

- introduction of diagnostic testing;
- 1<sup>st</sup> year courses taught by FT faculty & ensuring link with learning strategist in student life;
- enhancing transition programs;
- re-orienting students after receiving their first grade (approximately 3 weeks into a course) – used example of the Dean of Health Sciences speaking to classes after receiving their first grade to give students advice on how to improve performance;
- implementing an early warning system; and
- increased training for administrative & faculty advisors.

She explained that some students experiencing difficulties do not seek help because they are embarrassed. We must continue to work on providing students the support they need. There was a discussion as to what initiatives have been successful in increasing retention. D. Saucier informed the Committee that because the initiatives have not been introduced systematically, it has been difficult to identify which have been most effective. Concern was raised about the resources needed to implement the recommendations. B. MacIsaac advised that certain steps can be taken that are low cost and effective, such as online diagnostic testing for students. He also identified several successful initiatives, including:

- “I Begin” in Student Life;
- PASS – peer-assisted support sessions; and
- FEAS early warning system.

A member suggested that if the goal is to increase retention by 1%, perhaps we should consider increasing the target to 3%. D. Saucier responded that it might be difficult given our program mix.

**9. Other Business**

There was none.

**10. Termination**

*There being no other business, upon a motion duly made by S. Van Nuland and seconded by D. Duval, the public session of the meeting terminated at 3:30 p.m.*

Becky Dinwoodie, Secretary

DRAFT



# Endowment and Disbursement Report

Strategy and Planning Committee  
March 22, 2017

# Cumulative Investment Summary

Endowment Balance at Dec 31, 2015	\$14,430,901
2016-17 Donations to Dec 31, 2016	\$ 941,793
Cumulative Earnings Less Distributions	\$ 4,462,411
Unrealized gains	<u>\$ 3,286,728</u>
Market Value of Endowment at Dec 31, 2016	\$23,121,833
Est Income Jan-Mar, 2017	\$ 28,888
Est Disbursement in 2016-17	<u>(\$ 449,210)</u>
Forecast Market Value of Endowment at Mar 31, 2017	<u>\$22,701,511</u>

# Performance To UOIT Benchmark

## PH&N Performance Summary

Year	Date	Benchmark	Actual	Variance
2016-17	Dec-31	7.7	8.1	0.4
2015-16	Mar-31	(2.1)	(1.2)	0.9
2014-15	Mar-31	9.1	12.0	2.9
2013-14	Mar-31	11.6	11.7	0.1
2012-13	Mar-31	1.1	(1.0)	(2.1)
2011-12	Mar-31	7.7	7.9	0.2
2010-11	Mar-31	11.5	14.5	3.0
Since Inception		7.3	8.1	0.8

PH&N began investment management in August, 2010



# Cumulative Investment Income Summary

Cumulative Net Endowed Earnings - Mar 31, 2016	\$3,610,662
Interest/Dividends Earned Apr-Dec, 2016	\$ 851,751
Estimated Interest/Dividends Earned Jan-Mar, 2017	<u>\$ 28,888</u>
Cumulative Est Net Endowed Earnings at Mar 31, 2017	\$4,491,301
Less: Est 2016-17 Disbursements	(\$ 449,210)
Cumulative Capital Preservation	<u>(\$2,191,231)</u>
Cumulative Est Net Earnings Available For Disbursement	<u>\$1,850,860</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 2017-18, our disbursement requirements are \$476,560. A recommended distribution of 4% of the principle value would equate to \$480,000.

# Recommendation

The Disbursement Committee met on Feb 10, 2017. The committee's recommendation that \$480,000 be disbursement from Endowment Funds and distributed as student awards in 2017-18 was approved at the A&F Committee meeting on Feb 15, 2017.

# Questions/Comments

# UOIT SPACE CONSIDERATIONS

DISCUSSION PAPER SERIES

PROVOST'S ADVISORY COMMITTEE ON INTEGRATED PLANNING

January 2017

## Introduction

UOIT launched during a time where space constraints were becoming a new norm within the Ontario post-secondary system. By 2010-11, when UOIT was welcoming its seventh incoming class, students in the Ontario system had access to less space (classroom, study, lab, general space) on average than students in 1998-99. Between 1998-99 and 2010-11, there was a 20% decline in classroom space per student FTE<sup>1</sup> and an 18% decline in research space per faculty member. In this light it was quite ambitious of UOIT to indicate to the Ministry in its original 2002 business case that it would set a target for teaching, research and student support space roughly equivalent to 70% of the recommended space at that time (approximately 5.02 NASMs<sup>2</sup>/FTE).

Since the original business case was submitted UOIT was met with significant issues with regards to their capital space plans. With the changing of the government in 2003, the original aggressive plan was cut by a third and the remaining buildings were financed through a debenture. Furthermore, UOIT exceeded its 2010 planned enrolment (6,586 FTEs) with 6,761 FTEs registered; which lead to a space figure of 4.53 NASMs/FTE considerably below the original target. UOIT has dealt with space limitations by altering how classes are delivered (i.e. increased online offerings), increased the intensity of classroom/lab scheduling, and reconfigured available space to ensure optimal utilization. Despite these various efforts the university has classes scheduled on evenings and weekends, professors without adequate (or any research space), students studying in inadequate areas, and support functions inefficiently dispersed in various buildings across campus. Based on this space deficit and the continual demand for UOIT programs in 2011 the Senior Leadership Team considered strategies to help alleviate the space crisis. These strategies were:

- Outline methods to implement further space saving strategies;
- Initiate the implementation of a Campus Master Plan<sup>3</sup> (CMP); and
- Set-up a financial reserve for a new building.

To date UOIT has implemented all the proposed space strategies, completed a Framework & Action Plan for Growing UOIT and downtown Oshawa<sup>4</sup> (2011), completed a Campus Master Plan (2015), and created a Capital Reserve Fund.

The purpose of the following paper is to provide information on current space limitations and provide information on the next set of buildings for UOITs campus and highlight some areas that UOIT has to consider moving forward.

## Current Environment

In the 2015 COU publication, *“Inventory of Physical Facilities of Ontario Universities 2013-14”*, it was stated that Universities operate at 79% of the space that they should have according to current standards. The longitudinal data below (Figure 1) demonstrates the space issues within the entire

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<sup>1</sup> Student FTEs or Full-Time Equivalents relates to the portion of a full time program a student is registered in. For instance a student taking half a course load would be a 0.5 FTE.

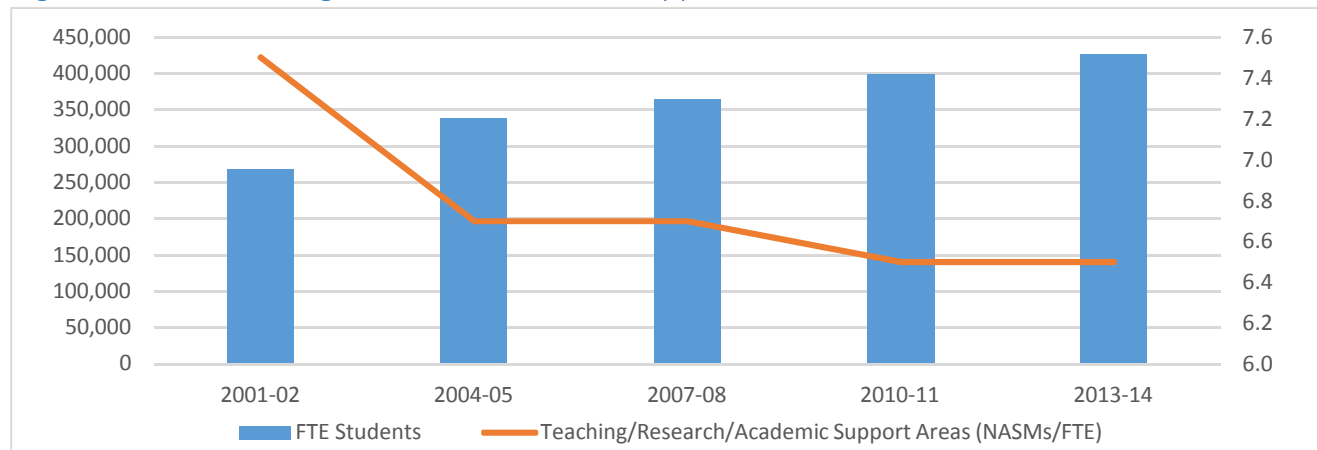
<sup>2</sup> NASMs or Net Assignable Square Meters are all the areas of a building that can be assigned to individual units.

<sup>3</sup> Campus Master Plan. Available: <http://www.campusmasterplan.ca/>

<sup>4</sup> Into the Future: A Framework & Action Plan for Growing UOIT & Downtown Oshawa. (March 2011). Available: <http://uoit.ca/downloads/news/DOWNTOWN%20OSHAWA%20STUDY%20APRIL%202015.pdf>

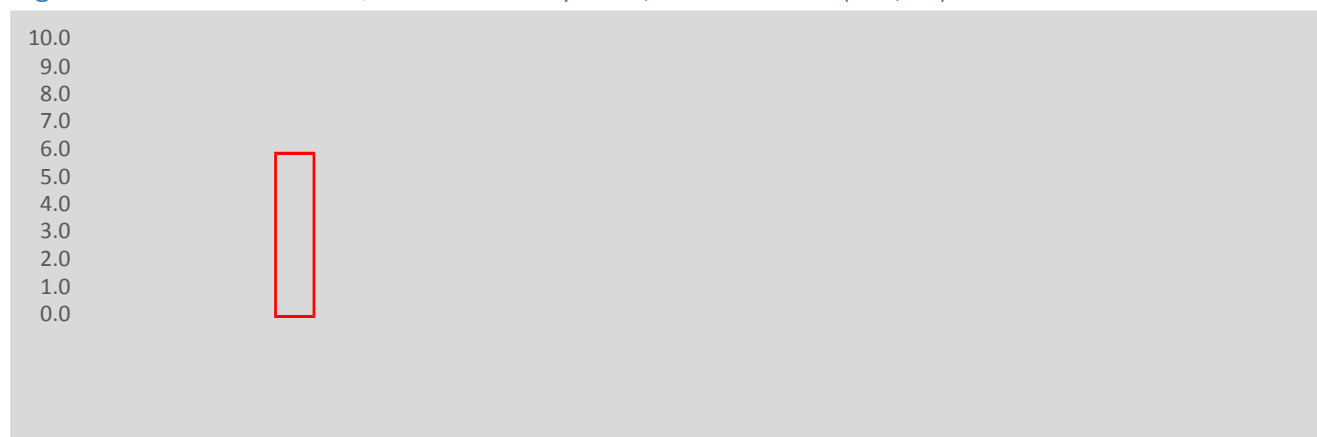
system, the amount of space dedicated to Teaching/Research/Academic support areas is not able to keep up with the increase of students attending university. UOIT is not expecting to see too much change throughout the system in terms of available space during the next COU reporting year (2016).

Figure 1: COU Teaching/Research/Academic Support Areas NASM/FTE Students



While UOIT is not alone in its space needs it is recognized that we are much lower than the system average with respect to the academic and teaching space. With this data in mind UOIT has defined specific benchmarks based on COU standards and reviewing other universities (Figure 2) with a clear objective of growing the net total amount of owned and permanent space. The long term goal is to increase UOITs NASM/FTE in the teaching/research/ student support areas (COU factors 1-5, 10) from 4.7 (2013 figure which in 2015 is 4.10) to 5.13 NASMs/FTE. This goal is approximately 60% of the COU standard and 72% of the 2013 average for Ontario.

Figure 2: 2013-14 NASMs/FTE Ontario System, COU Factors (1-5,10)



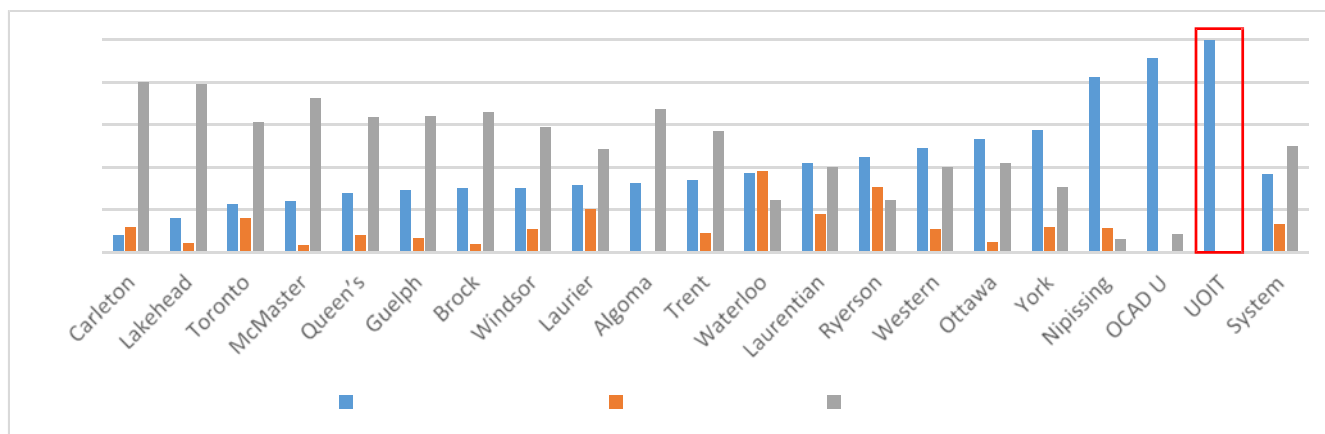
The 2015 data represented in Table 1 shows that UOITs academic offices provide ample room to Faculty, being at 114% of the COU standard, yet this is a function of office physical size not quantity. UOITs existing offices measure slightly (2 NASMs) large compared to COU standards, so the measure looks like we are doing well. Yet, UOIT still has faculty without office space which is not captured in the reported space documents. All other categories reported are below standard showing 23-76% of the recommended standard, creating an overall total of 48% of the COU standard.

Table 1: UOIT Space as percentage of COU standards

	UOIT Current (2015)	% of COU Standard
1 – Classrooms	0.84	76.4
2 – Laboratory	0.72	23.7
3 – Research	0.77	56.6
4 – Academic Offices	0.80	114
5 – Study Space/Learner Support	0.34	56.5
	<b>3.48</b>	<b>51.0</b>
10 – Central Administration	0.62	36.5
	<b>4.10</b>	<b>48.1</b>

While UOIT does not have enough space, the permanent space that it does have is considered first-rate. The 2014 Facilities Condition Assessment Program report shows that 100% of UOIT buildings are in excellent condition while only 36.8% of the system received this rating (Figure 3). Almost 50% of the building space at Ontario universities was rated poor. While it is acknowledged that being a young institution attributes to the building conditions being so amenable, it is this type of space and conditions that UOIT takes pride in and drives the long term planning goals.

Figure 3: Space conditions at Ontario universities



Unfortunately, not all of our space is permanent. UOIT has 12% leased space compared to the sector average of 1%. When we add in portables UOIT has 37% of its space in temporary structures<sup>5</sup>. Permanent owned space is an area in which UOIT would like to improve, with current focus to get to 5.13 NASMs/FTE of owned space. However, this decision will not come easily. As we get more permanent space the desire will be to reduce portables but the sheer need for space makes this nearly impossible.

<sup>5</sup> this is not a category within the COU report so a system comparison with temporary space included is not possible



Table 2: UOIT Leased Spaces

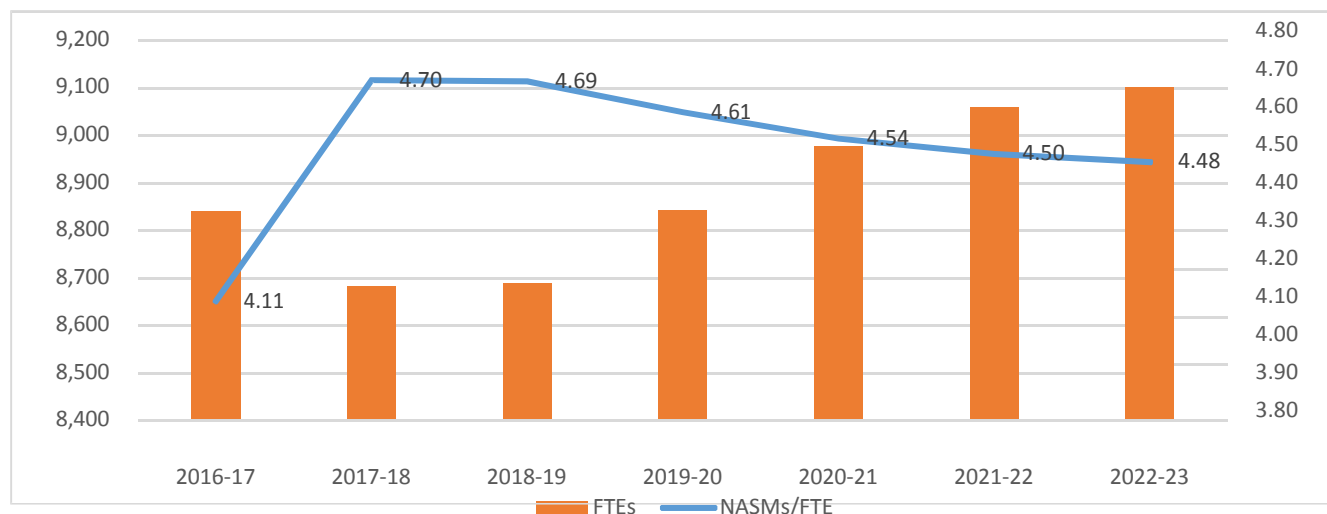
Building	Lease Expiration Date	Total Space	Cat. 1-5, 10
Simcoe	2018	250	250
Durham College J-wing	unknown	1,499	1,499
St. Gregory's	2018	1,943	335
11 Simcoe Street North	2023	1,873	1,624
Campus Corners	2027	2,214	1,361
CIBC Offices	2030	553	553
55 Bond <sup>6</sup>	2030	1,592	1,478
61 Charles	2040	3,777	3,108

### Future Space Needs

Current enrolment projections have UOIT growing in a slow and controlled manner. UOIT's current space breakdown is provided in Appendix A. The FTE growth over the time depicted is only 260 FTEs which allows UOIT to make gains in its desire to be 5.13 NASMs/FTE for Teaching/Research/Student support areas (Cat 1-5, 10) should it get funding for more space. In order for UOIT to move towards the CMP and achieve the space per FTE it desires anticipation of space needs in the future must be considered.

Although space gains are initially seen in 2017 with the addition of the Software and Informatics Research Centre (SIRC)<sup>7</sup>, the increase in FTE enrolment although small actually decreases the NASMs/FTE in future years (Figure 4 – note this calculation is assuming all space in SIRC and backfill is in these categories). The potential loss of leased space (Table 2) could amplify this with even lower NASMs/FTE than currently depicted in Figure 4.

Figure 4: Projections of FTE growth and NASMs/FTE (Cat 1-5, 10)



<sup>6</sup> 55 Bond and 61 Charles are lease to own agreements. 55 Bond is owned after 20 years and 100% after 40 years. 61 Charles we own 100% after 30-year term.

<sup>7</sup> <https://www.uoit.ca/about/campus-buildings/north-oshawa/sirc/index.php>

Guided by the principles of the Campus Master Plan (CMP), UOIT is moving towards the goal of more owned high quality space. In June of 2015, the federal government announced a \$29.9 million investment in the Centre for Advanced Research, Innovation and Entrepreneurship (CARIE) building<sup>8</sup>. UOIT is currently fundraising to contribute to the remaining construction costs. In August of 2016, the new Software and Informatics Research Centre (SIRC) started its development on the north side of Conlin Road.

Figure 5: SIRC (a) and CARIE (b) building schematics

a)



b)



The next three buildings outlined within the CMP are the Student Innovation Learning Centre (SILC) Joint Health Sciences Building, and Downtown Expansion. The estimated space and cost breakdown (2016 dollars) for these are located in Table 4.

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<sup>8</sup> <https://news.uoit.ca/archives/2015/07/uoit-receives-26.9-million-in-federal-support--for-major-new-research-centre.php>

Figure 6: Future Buildings, SILC (a), Joint Health Sciences (b), Downtown Expansion (c)

a)



b)



c)

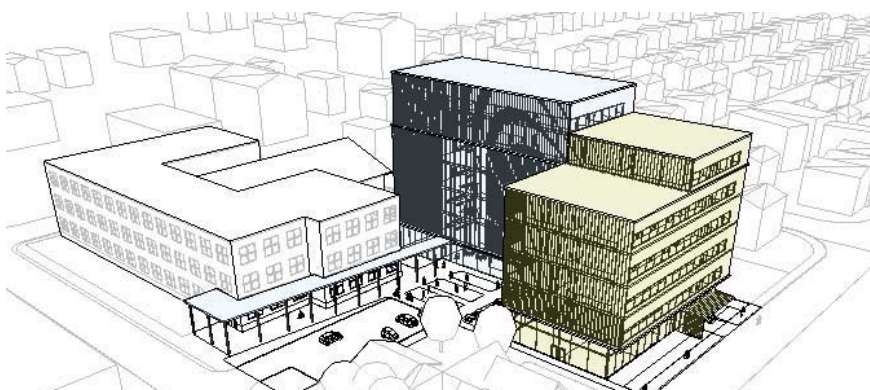


Table 4: Space and Cost of UOIT Recent and Future Buildings

Building	Year	GSM	Estimated Total Cost (\$M)	Cost/sq m to build (incl FF+E)	NASMs (1-5, 10)
ACE	2011	14,950	119.9	\$25,606	2,680
ERC	2011	9,940	66.7	\$14,020	4,540
SIRC	2017	7,580	32.3	\$5,300	4,400
CARIE		22,300	140.0	\$11,166	11,280
SILC		30,650	102.5	\$6,699	9,200
Joint Health Sciences		40,970	175.1	\$7,087	10,220
Downtown Expansion		14,742	56.3	\$5,637	6,990

\* cost is recalculated to 2016 dollars for comparison purposes.

## Space to Adapt to Evolving Pedagogy

Currently UOIT has completed what could be done in designing the future campus and enforced efficiencies where physically possible. However, until new capital is available directing attention to our current pedagogy may allow for some relief to our space issue. As we move towards a vision for a new UOIT campus, we must carefully consider the design of our teaching and learning spaces. Research indicates that physical space can have a significant impact on learning (Brooks, 2010). Far from being a passive element, these spaces play an active role in the learning process (Graetz, 2006). Indeed, the relationship between learners and the learning environment can be thought of as transactional: learners are shaped by their environment, and the environment is in turn shaped by the learners (Lippman, 2010). This leaves us with important questions to consider: What shape do we want the student learning experience at UOIT to take? How can we shape our built environment to reduce barriers and increase opportunities for learning? How will we continue to provide the excellent quality of space to our students in years to come? How will our new campus shape and reflect our institutional values and ongoing evolution?

As we continue to define our vision, there are key factors to be considered. By considering our pedagogical values, we can enable and encourage faculty to enact student centered active learning in our classrooms - learning that engages students in interactive, authentic activities (Brooks & Solheim, 2014, Felder, 2009, Grabinger & Dunlap, 1995). By considering our social environment, we can create flexible, inclusive learning spaces that respect and celebrate our diverse community. By considering our relationship with technology, we can maintain a technology enriched learning environment that keeps pace with new developments and ideas.

## Summary

UOIT is experiencing a space shortage due to the popularity and growth of its programs. Even during this time of population decline of university-aged students UOIT sees continued demand for the types of differentiated programs offered. Moving forward, UOIT will be unable to realize increased enrolments in high-demand programs without a significant investment in space.

## References

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Boulder, CO: EDUCAUSE. Available: <https://net.educause.edu/ir/library/pdf/PUB7102f.pdf>

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## Appendix A: Current total space – by COU categories, 2016

<b>COU Category</b>	<b>Actual Inventory</b>
1. Classroom Facilities	7,486
2. Lab Undergrad	6,249
3. Lab Grad & Faculty	7,221
4. Academic Office & Related Space	6,677
5. Lib Facilities & Campus Study Space	3,613
6. Recreation/Athletic Space	5,816
7. Food Service	1,114
8. Bookstore & Merchandise Facilities	31
9. Plant Maintenance	546
10. Admin Office & Related	5,132
11. Non-Library Study Space	949
12. Central Services	549
13. Health Service Facilities	-
14. Student Activity Space	419
15. Assembly, Exhibition Facilities	555
16. Non-Assignable	40,829
17. Residential Space	-
18. Animal Space	-
19. Other	9,835
20. Health Science Clinical Facilities	-
<b>Total</b>	<b>97,022</b>