



**BOARD OF GOVERNORS
Strategy & Planning Committee**

**Minutes for the Public Meeting of Wednesday, March 22, 2017
1:50 p.m. to 3:30 p.m., ERC 3023**

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

Staff: Robert Bailey, Becky Dinwoodie, Craig Elliott, Cheryl Foy, Brad MacIsaac, Susan McGovern

Guests: Mike Eklund

1. Call to Order

The Chair called the meeting to order at 2:05 p.m.

2. Agenda

The Agenda was approved, as presented.

3. Conflict of Interest Declaration

There was none.

4. Chair's Remarks

The Chair reported on the recent successful Board Retreat. The general feedback was that it was a helpful day for the Board and the format worked well. She commented that the Board should revisit that type of meeting more than every 5 years, as it is an excellent learning opportunity. The Chair thanked D. Saucier, C. Foy, A. Imrie, B. Dinwoodie and all those involved in planning and coordinating the retreat. She also thanked J. McKinley for chairing the last Committee meeting in her absence.

5. Approval of Minutes of the Meeting of January 18, 2017

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

6. President's Remarks

COU Key Initiatives

The Funding Formula is a priority for the Ministry. The President advised that there would be no growth funding. Extensive work has been done to re-shape the funding buckets to make them simpler, easier to understand and provide a common base of funding.

Student mental health and related support is an emerging issue.

SMA

Bonnie Patterson, the Ministry's negotiator, has completed the first round of SMA meetings with Ontario's institutions. At her meeting with UOIT, there were candid discussions about the University's strengths, opportunities, challenges, and the gap between the STEM focus and funding base. Performance indicators will be an ongoing discussion.

UC

UC is focusing on experiential learning and support for Indigenous learning. They are also working on providing input on innovation policy at the federal level. The President confirmed that the Naylor report on Canadian research has been submitted but not yet released by the government.

7. Annual Endowment Report & Endowment Disbursement

C. Elliott presented the annual endowment report. He clarified that the former Advancement Committee used to recommend this item and it now comes forward to the Strategy and Planning Committee. He provided the Committee with a summary of how the endowment investment has performed over the past 7 years.

C. Elliott provided a cumulative investment income summary and reviewed the gift agreement requirements. The University is required to disburse between 3-4% of the endowment. The Disbursement Committee recommended that \$480,000 be disbursed from the endowment funds and distributed as student awards in 2017-18. The recommendation was also presented to and recommended by the Audit and Finance Committee on February 15.

The Committee asked for confirmation as to what percentage of that amount will actually be disbursed. C. Elliott advised that they anticipate that the entire amount will be disbursed.

Upon a motion duly made by T. McTiernan and seconded by J. McKinley, pursuant to the recommendations of the Disbursement Committee and the Audit and Finance Committee of the Board of Governors, the Strategy & Planning Committee recommended that the Board of Governors approve the disbursement of \$480,000 from the Endowment Funds to be distributed as student awards in 2017-18.

8. Strategic Mandate Agreement (SMA)

The Chair introduced R. Bailey to discuss the SMA. R. Bailey confirmed that the role of the Committee is to ensure that the SMA aligns with the university's Strategic Plan. The SMA was being presented to obtain the Committee's endorsement of the key principles in the draft. The content of the draft was guided by the feedback obtained through town halls and other consultation sessions.

R. Bailey provided an overview of the key concepts of the SMA, which were also set out in the report included in the meeting material:

Student Experience

- Deepen learning experience & enhance success
- Suggestion to capture the unique student relationships with their instructors & TAs here compared to other institutions – more similar to smaller institutions despite class size
- R. Bailey confirmed that the University is working on early warning systems to assist students who are experiencing difficulties in first year

Innovation in Teaching and Learning Excellence

- Focus on extending outcomes-based learning strategies to all programs
- Unique in the sense that we prepare students for a career
- Emphasis on technology

Access and Equity

- East GTA is ripe for growth in upcoming years
- R. Bailey remarked that UOIT is “of the place” & truly reflects Durham Region
- Discussed the diverse population of UOIT students – challenge to help students reach their potential
- Suggestion to include language about commitment to Indigenous education

Research Excellence & Impact

- Amplify reputation for research through the application of multidisciplinary, technology-driven approaches to scholarship & innovation
- Continue strong commitment to entrepreneurship & incubation opportunities for our students & the community

Innovation, Economic Development & Community Engagement

- Build on the Durham Region's & Northumberland County's Strategic Plans which speak to the alignment of UOIT with the needs of regional development & the role that innovative educational partnerships will have in creating opportunities
- Commit to foster existing partnerships & expand opportunities to ensure continued excellence
- Enhance the strong connection to the Mississaugas of Scugog Island First Nation with innovative programming, both at UOIT & at the First Nation
- Develop strategic academic partnerships with other indigenous communities across Canada that will strengthen both UOIT and these communities.

There was a discussion regarding the role the University plays in relation to First Nation communities and consideration given to whether that relationship should be discussed under "Access and Equity" as opposed to "Innovation, Economic Development & Community Engagement. It was also noted that the economic impact should perhaps be broader than Durham Region, as our students go beyond the region once they start working. We should highlight the national impact of our students

Enrolment

B. MacIsaac discussed the corridor funding aspect of the SMA. He presented the actual enrolments for the past three years and the projected enrolment under the next SMA. The projected enrolments take space constraints into account. R. Bailey discussed his experience with rapid growth of the international student population at another institution, which was not implemented in a strategic manner. UOIT's planned growth of international students is strategic and the University is conducting careful enrolment planning (e.g. student support with language programs).

Education is within the corridor and has specific targets. The starting point for PhD spots is our 2016-17 numbers. We have provided B. Patterson with our growth plan since we have two new programs that are just starting.

The Committee discussed projected enrolment and how enrolment should be framed in the SMA. A few of the issues facing the institution are local competition and a demographic shift. Enrolment planning is also influenced by space constraints and academic quality.

9. Space

C. Elliott delivered a presentation on Space Considerations. He emphasized that the strategies for maximizing space have been exhausted. He reviewed the university's average NASMs, as well as the facility conditions. C. Elliott advised that we have a lot of leased and temporary space. Due to the University's acute space needs, we cannot relinquish portables or leased space.

He presented the projections of FTE growth and NASMs/FTE over the next six years. He discussed plans for future growth, including the construction of SIRC. The mild weather has contributed to the progress being made on the construction of the SIRC building. C. Elliott also provided an update on the CARIE building and other design-ready projects.

10. Other Business

S. McGovern provided an update on Minister Duguid's visit to UOIT and showed a related video.

The deadline for feedback on the SMA is April 18.

11. 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 3:30 p.m.

Becky Dinwoodie, Secretary