



**BOARD OF GOVERNORS
Strategy & Planning Committee**

**Minutes for the Public Meeting of Wednesday, November 9, 2016
2:15 to 3:30 p.m., ERC 3023**

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

Regrets: Bonnie Schmidt

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

Guests: Mikael Eklund

1. Call to Order

The Chair called the Meeting to order at 2:16 p.m.

2. Agenda

Upon a motion duly made, the Agenda was approved as presented.

3. Conflict of Interest Declaration

There were none.

4. Chair's Remarks

The Chair remarked that the Committee is making good progress on the work plan. She kept her remarks brief in order to allow more time for discussion.

5. Approval of Minutes of the Meeting of September 22, 2016

The Chair noted a minor amendment to the minutes as G. Raymond was not in attendance at the last meeting.

Upon a motion duly made by J. McKinley and seconded by A. Imrie, the Minutes were approved as amended.

(J. Speers joined the meeting by teleconference at 2:20 p.m.)

6. President's Remarks

The President began by noting the success of UOIT alumni, particularly an alumnus who was recently appointed as a senior policy advisor at the Ontario Ministry of Infrastructure. He also reported on the successful season of the UOIT Women's Soccer Team, winning the OUA Championship and advancing to the national championship at Acadia University.

In terms of advancing the university's academic profile, the Faculty of Education hosted the Higher Education in Transition Symposium the previous week. The Irish Ambassador attended the opening of the symposium. The Faculty of Engineering also moved up 3 spots in Maclean's rankings for engineering.

COU/UC Strategic Initiatives

As part of the follow up on the Truth & Reconciliation Commission Report, UC is focusing on obtaining additional funding support for Indigenous graduate students.

The COU will soon be receiving an update on the status of the tuition framework. The COU has recommended rolling over the current framework. The postsecondary sector is figuring out how to respond to the request for major capital expansion proposals in Brampton and Milton. The COU has also been actively engaged in helping develop the parameters of the new funding formula.

(J. Lefton joined the meeting via teleconference at 2:27 p.m.)

7. 2017-2018 Budget

C. Elliott delivered a budget update. He advised that we are on target for enrolment this year and, accordingly, will not be requesting an adjustment to the budget for the year.

He reminded the Committee that a 2.5% budget cut was built into the 2016/17 budget. For this year's forecast, they extended the analysis from 5 years to 10 years, which revealed an increasing loss. The structural deficit must be addressed and is the result of a labour intense cost base. The budget team is working with the senior leadership team to implement a budget reduction plan.

C. Elliott reviewed the significant budget assumptions, including:

- enrolment levels as forecasted;
- same provincial grant funding;

- tuition increase of 3% per year; and
- no new non-academic hires.

There was a discussion regarding the historical use of contingency fees.

C. Elliott confirmed that the cost base must be lowered by \$2.5M in 2017/18 and that cuts will be implemented strategically. There will be across-the-board cuts for professional development and travel of 30% and reduced OPEX eligible expenses in areas determined by each budget holder. They will also be implementing strategic labour reductions through attrition and part-time and contractual positions.

D. Saucier discussed the vacant position summary. She clarified that it usually takes about a year to fill a vacancy. The university currently has offers out on 14 of the 25 vacant positions. She responded to questions from Committee members. There was a discussion regarding the attrition rate. She also noted that there are waves of retirement at older institutions, which may result in increased recruitment of our faculty. She emphasized the importance of building high quality programs and prestige in order to assist with UOIT's recruitment of faculty.

D. Saucier explained that where positions are vacant, the salary is being moved back into the Provost's budget as opposed to being carried over by the Faculty. There was discussion regarding how creating a reserve by maintaining vacant positions prevents us from taking advantage of strategic opportunities.

A question was asked about whether hiring more faculty at the full professor level would improve the retention of faculty. D. Saucier advised that sometimes the university has difficulty recruiting to fill those positions, as well.

C. Elliott provided an overview of the discussion points for the budget with the Provost's Advisory Committee on Integrated Planning (PACIP), which included:

- should each faculty/department determine own OPEX reductions?
- should we continue to plan for future buildings once SIRC is fully funded?
- do we have enough contingency and strategic reserves?
- what levels of academic and support staff (non-academic & administrative) can we maintain over the next 5 years?

Consideration was given as to how this budget will affect the Strategic Plan and whether certain aspects of the plan will need to be slowed down or postponed. D. Saucier added that the development of students, staff and faculty will be challenging as the HR department is lean and working to keep essential services operating. D. Saucier advised that once all unit plans have been reviewed, they will have a better idea as to how the Strategic Plan will be affected.

(J. Speers left the meeting at 3:11 p.m.)

8. Transformation of Technology Enabled Learning

D. Saucier provided an update on the TELE program. We have moved away from the one-size-fits-all device and now provide only the software that students require to succeed. The BYOD model has been introduced to the Faculty of Education and Faculty of Social Science and Humanities (FSSH). In September 2017, another 5000 students will be moving to BYOD and only the engineering faculties will continue on TELE. The students in FSSH saw their ancillary fees reduced by \$500 and the software fee of \$121 is covered by OSAP. The feedback has generally been positive and laptops are still available for rent if needed. D. Saucier confirmed that most institutions are BYOD. D. Saucier answered the Committee's questions.

9. Other Business

None.

10. Termination

There being no other business, upon a motion duly made by S. Van Nuland and seconded by G. Raymond, the public session of the meeting terminated at 3:20 p.m.

Becky Dinwoodie, Secretary