

**BOARD OF GOVERNORS
Strategy & Planning Committee**

November 1, 2018

2:00 p.m. to 4:40 p.m.

Place: ERC 3023, UOIT North Campus

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

Members: Thorsten Koseck (Chair), Liqun Cao, Kevin Chan, Steven Murphy, Jessica Nguyen, Jim Wilson, Lynne Zucker

Staff: Robert Bailey, Becky Dinwoodie, Craig Elliott, Cheryl Foy, Brad MacIsaac, 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 Public Session of Meeting of March 28, 2018* (M)	Chair		
5	Chair's Remarks <ul style="list-style-type: none"> Terms of Reference Review* 	Chair		2:15 p.m.
6	President's Remarks <ul style="list-style-type: none"> Research Office Review COU/UC Strategic Initiatives Board Retreat* (include copy of Board education plan) 	S. Murphy	15	2:30 p.m.
	Strategy			
7	Strategic Discussion: 5 Strategic Priorities* (D)	S. Murphy	30	3:00 p.m.
	Planning			
8	Integrated Operating Plan & 2019 Budget Development* (P)(D)	R. Bailey, C. Elliott & B. MacIsaac	20	3:20 p.m.
	Advancement			
9	Board of Governors' Pathways Awards* (P)(U)	S. McGovern	10	3:30 p.m.
10	Other Business	Chair		
11	Adjournment (M)	Chair		3:35 p.m.

No.	Topic	Lead	Allocated Time	Suggested End Time
	NON-PUBLIC SESSION (material not publicly available)			3:40 p.m.
12	Call to Order			
13	Conflict of Interest Declaration	Chair		
14	Minutes of Non-Public Session of Meeting of March 28, 2018* (M)	Chair		3:45 p.m.
15	President's Remarks <ul style="list-style-type: none"> • Debenture Check-In 	S. Murphy & C. Foy	15	4:00 p.m.
16	Advancement Update (U)(P)	S. McGovern	15	4:15 p.m.
17	Million Dollar Matching Fund (U)(P)	S. McGovern	10	4:25 p.m.
18	Other Business	Chair		
19	<i>In Camera</i> Session	Chair		
20	Termination (M)	Chair		4:40 p.m.

Becky Dinwoodie, Secretary



**BOARD OF GOVERNORS
Strategy & Planning Committee**

**Minutes of the Public Meeting of Wednesday, March 28, 2018
12:30 p.m. to 2:05 p.m., ERC 3023**

Attendees: Valarie Wafer (Chair), Jay Lefton (*via teleconference*), Steven Murphy, Bonnie Schmidt (*via teleconference*), Mary Steele, Shirley Van Nuland, Jim Wilson

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

Guests: Mike Eklund and Christine McLaughlin

Regrets: Doug Allingham, Don Duval, Mike Snow

1. Call to Order

The Chair called the meeting to order at 12:35 p.m.

2. Agenda

Upon a motion duly made by S. Van Nuland and seconded by M. Steele, the Agenda was approved as presented.

3. Conflict of Interest Declaration

There were no conflict of interest declarations.

4. Minutes of the Meeting of January 24, 2018

Upon a motion duly made by S. Van Nuland and seconded by M. Steele, the minutes were approved as presented.

5. Chair's Remarks

The Chair welcomed President Steven Murphy to his first Board Committee meeting. She is pleased that there is a Presidential Transition Committee (PTC) in place to support the

President. Although none of the members of the Strategy & Planning Committee are serving on the PTC, she affirmed that all members of the Board are available for the President at any time.

6. President's Remarks

Pilot Agenda Format

The President discussed the pilot agenda format, which includes both the public and non-public sessions. In support of the goal of transparency, the committee will continue to discuss as many items as possible in the public session. By combining both sessions into one agenda, we are hoping to reduce duplication and contribute to the smooth running of the meeting.

Strategic Discussion/Update

As part of his transition, the President has started attending Faculty Council meetings. He is receiving positive feedback and great insight into what the internal community believes it means to be a great technology university. He shared that there is a lot of enthusiasm on campus regarding refocusing on the university's core mission. He described it as "a listening and strategy formulation tour".

COU/UC Strategic Initiatives

The President has an introductory meeting with the President of the Council of Ontario Universities (COU) on April 2nd. He will also be attending his first COU meeting in April at the University of Windsor. He discussed attending the session conducted by Universities Canada for new university presidents earlier in the year.

Strategic Risk

The President reported that the senior leadership team is reviewing the draft strategic risk registry later that month. Many universities tend to focus on mitigating obvious risks (e.g. laboratory animals). If an institution is effectively considering risks, it can be a driver for opportunities. He hopes to integrate the consideration of opportunity risk at the Board level.

International Strategy

There is a review underway of the portfolio of the VP of Research, Innovation and International. A peer review will be conducted at the start of May. He expects to have the review report back in June and will provide an update to the Board. Student international exchanges are being handled through Student Life. The university is examining how to form strategic alliances internationally.

There was a discussion regarding the timing of the finalization of the list of the university's key strategic risks. C. Foy confirmed that there is a draft list of strategic risks, which will form the basis of the senior leadership team's discussion later that month. The senior leadership team's list will be presented at the Board retreat. V. Wafer asked for a report at the committee's June meeting on the process for identifying and finalizing strategic risks.

The President was asked if he has had any surprises while on campus and what is worrying him right now. The President responded that he has discovered many hidden gems on campus, including the nature of work being done by researchers. During his first few weeks he has been gaining insight into the capacity of the university and will then think about how to leverage those assets. His worry is developing a vision for the university and balancing it with what he is hearing from everyone. He will be sharing the start of his vision as part of his Installation speech.

7. Endowment Disbursement Report

C. Elliott reviewed the disbursement report that was included in the meeting material. He clarified that the donations reflect the actual donations received to date. There is a healthy balance in endowment investments of \$25M. The university is required to disburse at least 3 - 4% of the endowed funds. This year, the Disbursement Committee is recommending distribution of 5%.

C. Elliott responded to questions from the committee. He advised that each endowment agreement has a specific purpose, generally scholarships and bursaries. The Disbursement Committee's recommendation of distributing 5% would meet the requirements of all agreements. S. McGovern also discussed the process of setting up donor agreements. She confirmed that there are no endowment funds for capital.

Upon a motion duly made by M. Steele and seconded by B. Schmidt, the Strategy & Planning Committee recommended 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.

8. External Relations

S. McGovern delivered the presentation entitled "External Relations Update". She reviewed the overarching objectives of External Relations and the variety of responsibilities of the External Relations Team. She discussed their work with an external consultant to determine the best communication model for the institution. They are working with the President to build his brand and the university's brand.

The External Relations Team is working to cultivate and strengthen government and community relationships. She discussed the municipal roadshow and the improvement of the university's relationship with Northumberland County.

S. McGovern reported on the establishment of the Partnership Office and its key activities and strategic initiatives. As a young university, we are effective at connecting corporate partners with all Faculties.

S. McGovern also discussed the products available on campus and the efforts to improve the quality of the products (e.g. ADIDAS and Under Armour clothing). Individuals can go online and

purchase branded products for each Faculty. She highlighted that SHOP 61 is now profitable. They are also looking at a business case for SHOP Library, which would be convenient for Faculty of Engineering students. She also reviewed the Communications & Marketing Team's results and accomplishments.

S. McGovern responded to questions. With respect to the strategic allocation of resources in Communications & Marketing, they are focusing on recruitment, retention and revenue.

9. Integrated Planning – Budget

C. Elliott delivered the budget presentation. He confirmed that he and R. Bailey have been presenting the budget across the university for the last month. He confirmed that the budget is essentially balanced at this point. He discussed the surplus of approximately \$14.5M, from which non-discretionary items (e.g. Bill 148, TELE, building maintenance, etc.) must be deducted.

C. Elliott explained the forecasted reduction in FTE (enrolment for a number of programs are capped; exceeded retention for current year and unsure whether that retention level will be maintained for 2018-19). He discussed the percentage of the budget allocated to administrative expenses.

B. Maclsaac discussed the strategic allocation of the budget. Of the \$11.3M in additional revenue, \$9M is being allocated towards people. He also reviewed the connection between the budget allocation and the pillars of the strategic plan. He discussed an initiative implemented following the major hurricanes that hit the Caribbean – the senior leadership team set aside funds to bring six students from the devastated regions to the university.

B. Maclsaac reviewed future funding opportunities involving increasing investment in:

- supporting student engagement;
- attracting & retaining highly qualified personnel;
- university recognition/reputation;
- organizational effectiveness;
- technology; and
- space, infrastructure & capital refurbishment.

B. Maclsaac responded to questions. He discussed the number of sessional instructors at the university and advised that there is a specific section in the integrated academic plan that addresses the number of courses taught by sessionals.

10. Board Retreat

C. Foy provided an update on the planning for the Board Retreat, which V. Wafer has been driving. C. Foy discussed the selection of retreat dates in light of the date of the President's Installation and next Board meeting.

The plan is to have a speaker on the evening of May 16, with a focus on governance in disruptive times. They are considering arranging for external facilitators to run the retreat. The governors will be asked to read material in advance to allow more time for discussion and active engagement. She reviewed the proposed objectives of the retreat and emphasized the importance of engaging Board members.

11. Other Business

12. Adjournment

There being no other business, upon a motion duly made by S. Van Nuland and seconded by M. Steele, the public session of the meeting adjourned at 1:55 p.m.

Becky Dinwoodie, Secretary

DRAFT



COMMITTEE REPORT

SESSION:

Public
 Non-Public

ACTION REQUESTED:

Decision
 Discussion/Direction
 Information

TO: Strategy & Planning Committee (S&P)

DATE: November 1, 2018

FROM: Cheryl Foy, University Secretary & General Counsel

SUBJECT: Review of S&P Terms of Reference

COMMITTEE MANDATE:

- As part of the committee’s mandate, it must conduct a periodic review of its Terms of Reference and recommend revisions to the Board of Governors when appropriate.
- We are seeking the committee’s feedback and recommendation of the proposed amendments to the S&P Terms of Reference.

BACKGROUND/CONTEXT & RATIONALE:

- We reviewed S&P’s Terms of Reference in the context of the newly implemented By-laws, as well as any comments received since they were last updated in March 2016.

PROPOSED CHANGES:

Section 3

- Deletion of “The Board Chair and Vice Chair(s) and the President are invited to attend as voting members.” - Article 7.4 of By-law No. 1 provides that the Board Chair and President “shall be members of all Board Committees, whether standing, special or ad hoc.” Accordingly, it is no longer necessary to stipulate that they are invited to attend as voting members.

Section 5

- Deletion of section 5 - since members of the Senior Leadership Team will be providing support to Board committees as required and/or requested, it is no longer necessary to include this section in the Terms of Reference.

COMPLIANCE WITH POLICY/LEGISLATION:

- It is compliant with the Act and By-laws.

NEXT STEPS:

1. If S&P supports the proposed amendments to the committee's Terms of Reference, the amended Terms of Reference will be presented to the Board for approval on November 29, 2018.

MOTION:

The Strategy and Planning Committee (S&P) hereby recommends the proposed amendments to the S&P Terms of Reference, as presented, for approval by the Board of Governors.

SUPPORTING REFERENCE MATERIALS:

- blacklined version of S&P Terms of Reference



BOARD OF GOVERNORS STRATEGY AND PLANNING COMMITTEE

1. Terms of Reference

The Strategy and Planning Committee is a standing committee of the UOIT Board of Governors and is responsible for overseeing the strategic planning for all aspects of the university and assessment of the implementation of the university's plans in the context of the university's vision, mission and values.

The Committee shall engage in broad strategic planning by reviewing, at least once every 2 years, and making recommendations to the Board on the following:

- i) the university's strategic plan;
- ii) the plans supporting the implementation of the strategic plan, including those plans that reinforce the core mission of the university including, but not limited to plans in the area of:
 - (1) strategic differentiation and positioning;
 - (2) government and institutional relations;
 - (3) advancement;
 - (4) infrastructure, and;
 - (5) strategic plan performance metrics.
- iii) strategic foresight, risk, and scenario planning;
- iv) annual Board of Governors retreat planning; and
- v) other areas as the Board may assign to the Committee.

Governance, governance plans and human resources plans are within the purview of the Governance, Nominations and Human Resources Committee.

2. Meetings

The Committee shall meet at least four (4) times per year. In accordance with the UOIT Act and the Board of Governors Meeting Policy and Procedures, the Committee shall conduct three types of Meetings as part of its regular administration: Public, Non-Public and *In Camera* (when required).

3. Membership

The Committee shall be composed of:

- Between three (3) and seven (7) external governors
- Up to three (3) elected governors

~~The Board Chair and Vice Chair(s) and the President are invited to attend as voting members.~~

The Chair shall be selected from among the external governors.

4. Quorum

Quorum requires that half of the Committee members entitled to vote be present.

~~5. Internal UOIT Invitees~~

~~As the Committee is responsible for the strategic oversight of all business units of the university, every member of the Senior Leadership Team is requested to attend and participate in the Committee meetings.~~

Commented [BD1]: Article 7.4 of By-law No. 1 states that Chair & President are members of all Board committees – this is no longer necessary

Commented [BD2]: SLT members will provide support to Board committees as required/requested – this section is no longer necessary



COMMITTEE REPORT

SESSION:

Public
 Non-Public

ACTION REQUESTED:

Decision
 Discussion
 Information

TO: Strategy & Planning Committee (S&P)

DATE: November 1, 2018

FROM: Cheryl Foy, University Secretary & General Counsel

SUBJECT: Orientation Plan 2018-2019

COMMITTEE MANDATE:

S&P is responsible for overseeing the annual Board of Governors retreat planning.

In accordance with the committee’s mandate, the 2018-2019 Orientation/Board Education Work Plan (“Education Plan”), which includes the proposed November retreat topic and spring retreat date, is being presented for information.

BACKGROUND/CONTEXT:

In anticipation of the larger than usual number of new governors, a more detailed Orientation/Education Plan was developed for 2018-2019. The Plan was developed incorporating as many sessions as possible into the existing Board meeting schedule, as well as holding introductory orientation sessions before the first committee meeting to ensure the new members have the appropriate background before attending their first meeting.

CONSULTATION:

The Education Plan was developed in consultation with President and the senior leadership team. A draft of the plan was also reviewed by the Governance, Nominations & Human Resources Committee as part of their mandate to oversee Board orientation and ongoing education of governors.

Taking into consideration the feedback of the Board during the Orientation Session held on October 4, we will also be incorporating sessions with individual members of the senior leadership team.

NEXT STEPS:

- The work plan will be used as a guide to develop the Board educational sessions and retreats for 2018-2019.
- The committee should think about potential spring retreat topics (on work plan for January meeting).

SUPPORTING REFERENCE MATERIALS:

- Orientation/Board Education Work Plan 2018-2019

ORIENTATION/BOARD EDUCATION WORK PLAN 2018-2019

Date	Suggested Topic	Lead
September 25	<ul style="list-style-type: none"> • Joint orientation session for Board & Academic Council <ul style="list-style-type: none"> ○ President's welcome & introductory remarks ○ Introduction to University's governing legislation with focus on new By-laws ○ Bicameral Governance – strategic role & support for university vision 	Cheryl & Becky - completed
October 4	<ul style="list-style-type: none"> • Orientation session for new Board members <ul style="list-style-type: none"> ○ President's welcome & introductory remarks ○ University Governance 101 ○ Free Speech & Academic Freedom ○ Followed by welcome reception 	Cheryl & Bob completed
October 11	<ul style="list-style-type: none"> • GNHR New Member Orientation <ul style="list-style-type: none"> ○ Orientation session prior to first GNHR meeting ○ Committee mandate & work plan ○ Key issues facing GNHR 	GNHR Chair & Steven & Cheryl & Bob – to be rescheduled
November 1	<ul style="list-style-type: none"> • S&P New Member Orientation <ul style="list-style-type: none"> ○ Orientation session prior to first S&P meeting ○ Committee mandate & work plan ○ Key issues facing S&P 	S&P Chair & Steven & Sue & Cheryl
November 19	<ul style="list-style-type: none"> • Investment & A&F New Member Orientation <ul style="list-style-type: none"> ○ Orientation session prior to first Investment & A&F meetings ○ Committee mandate & work plan ○ Key issues facing Investment & A&F 	Investment/A&F Chair & Steven & Craig & Cheryl
November 29 (morning before Board meeting)	<ul style="list-style-type: none"> • Fall Board Retreat (Sector and Strategy Orientation) <ul style="list-style-type: none"> ○ Trends in lifelong learning, technology, higher education & UOIT's responsive strategy (technology, entrepreneurship, experiential learning): <ul style="list-style-type: none"> ▪ What are the trends that are driving strategy? ▪ How is the strategy addressing the trends? 	Steven & Cheryl

	<ul style="list-style-type: none"> ○ Strategic questions for discussion – societal questions: talent management & professional development will lead to a more competitive Canada? ○ Need to identify areas that Board can provide direction and feedback (tie into Spring 2018 Retreat – continue conversation) 	
February 28	<ul style="list-style-type: none"> ● PD Session Prior to Board meeting <ul style="list-style-type: none"> ○ University Funding 101 	Brad
April 24 - 25	<ul style="list-style-type: none"> ● Board meeting & Retreat (to be held offsite) <ul style="list-style-type: none"> ○ Strategic retreat topic to be determined by S&P and President 	S&P Chair & Steven

***additional sessions with individual members of the Senior Leadership Team will be added throughout the year**

DRAFT

Strategic Priorities

1. Sticky Campus
2. Tech University
3. Entrepreneurial Culture
4. Reimagined Partnerships
5. Sharing Our Story



Linking Strategy to Budget

Ontario Tech Budget 2019-2020 Development

Strategy & Planning Committee

1 November 2018



Robert Bailey
Provost & VP Academic

Craig Elliott
Chief Financial Officer

Brad MacIsaac
AVP Planning & Analysis

Strategic Planning Meets Budgeting

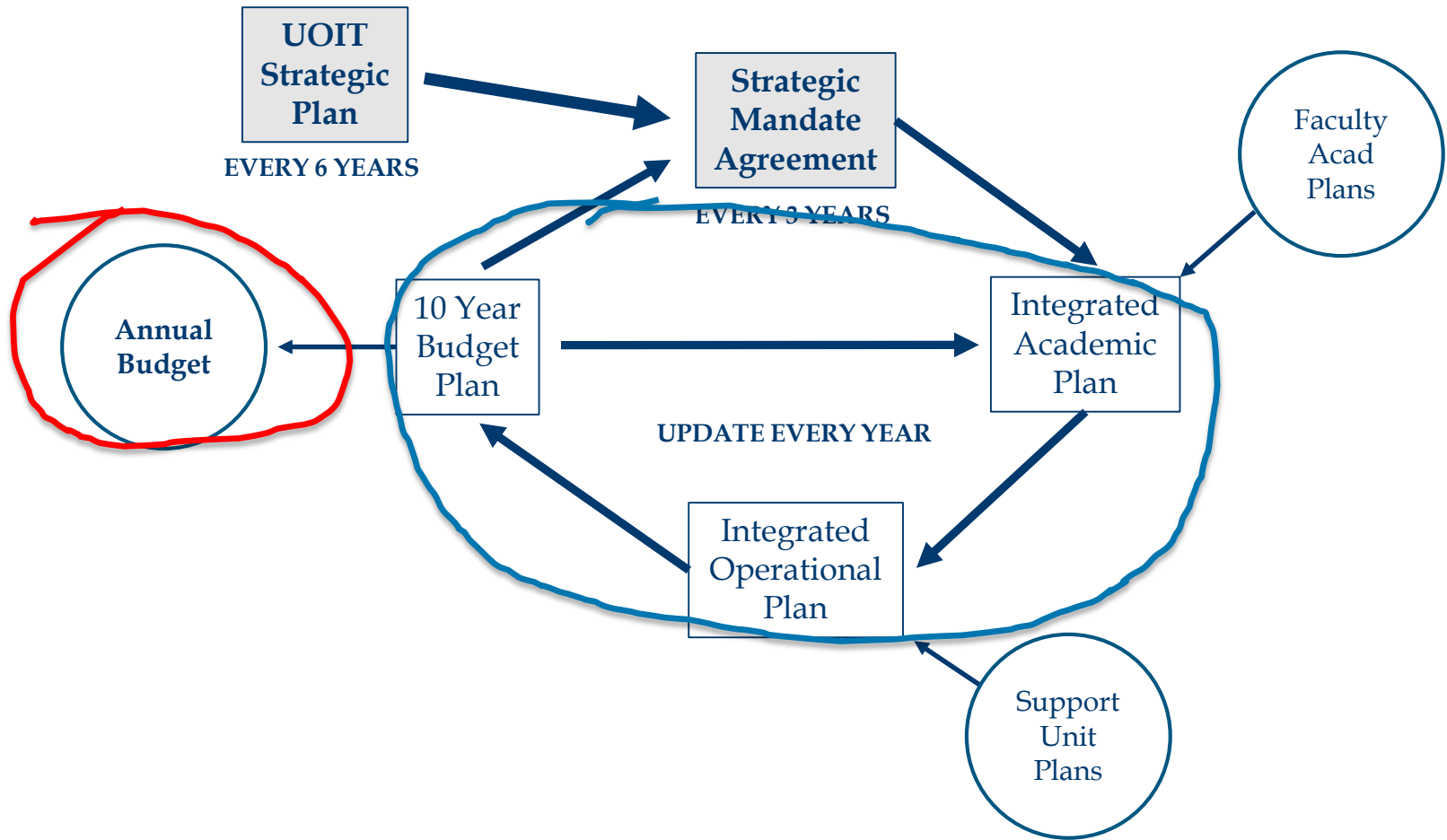


Strategic Priorities

1. Sticky Campus
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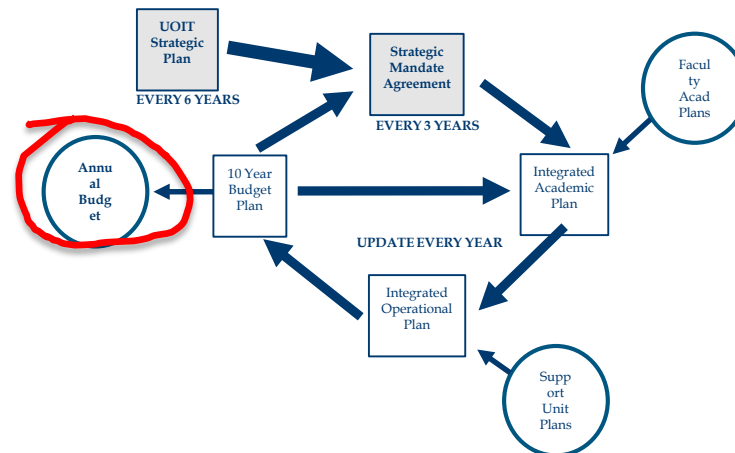


From Strategy to Budget



Incremental_Strategic Budgeting

- **Incremental**
 - Last year + increased costs
- **Strategic**
 - Modest shifts in resource allocation to strategic priorities
 - New resources via annual planning and periodic review
 1. New base resources with existing or new revenue
 2. New base resources with increased net cost
 3. Strategic pot for OTO allocation



Strategic Pot Allocation



- **Priority Actions** require sufficient resources
- **One Time Only** but often linked to base resources
- **Example OTO project areas**
 - Entrepreneurship
 - Story-telling
 - Virtual campus
 - Engagement space



Board of Governors' Pathways Award Update

Presentation to Strategy and Planning Committee

November 1, 2018

Presented by:

Susan McGovern, Vice-President, External Relations and Advancement

What is a Pathways Award?

The Board of Governors' Pathways Award is disbursed annually to students entering the university from an Ontario college or through the university's bridging program.

The awards are presented to the student entering each eligible program with the highest incoming average from college or highest bridging semester grade, with a minimum GPA equivalent to 80 per cent.

Impact of Board of Governors' Pathways Award

- Board members have contributed \$52,979 to the Pathways Award program since its inception in 2014.
- Thirty-seven students have benefitted from receiving an award since its inception.
- The award is deposited to their student account and applied against their tuition.

2018-19 Programs Awarded

- Commerce – Bridging
- Commerce – Advanced Entry
- Game Development and Entrepreneurship - Bridging
- Information Technology Security – Bridging
- Networking and Information Technology Security - Advanced Entry
- Education Studies and Digital Technology – Advanced Entry
- Allied Health Sciences – Bridging
- Kinesiology – Advanced Entry – Fitness and Health Promotion
- Kinesiology – Advanced Entry – OTA/PTA
- Medical Laboratory Science – Bridging
- Nursing Post RPN – Bridging
- Biological Science – Advanced Entry
- Computer Science – Advanced Entry
- Science – Advanced Entry

2018-19 Fundraising Achievement and Award Distribution

Balance carried forward for 2018-2019	\$50
Donations from current and former Board Members and matching grants for 2018-2019 awards	\$15,929
Funds available for 2018-2019 Awards	\$15,979
Number of awards to be disbursed	15

Awards are deposited to the student's tuition account in September/October and January/February.

The Board of Governors fundraising period runs from September to June. A letter is provided to each Board member in the fall with a follow up reminder in the spring.

Fundraising Requirement for 2019-20 Academic Year Distribution

The Board of Governors set an annual goal of \$20,000; money received by **June 30, 2019** is eligible for distribution in 2019-20.

Balance to carry forward for 2019-2020	\$979
Donations from current and former Board Members and matching grants for 2019-2020 awards	\$0
Funds available for 2019-2020 Awards	\$979
Number of awards available:	0

Note: \$20,000 fundraising goal for the 2019-2020 academic year started July 1, 2018; **\$0 raised to date.**

Thank you for helping the
university to educate the next
generation of problem-solvers,
entrepreneurs and leaders!