

**BOARD OF GOVERNORS  
Strategy & Planning Committee**

**January 31, 2019**

**2:00 p.m. to 4:50 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
	<b>PUBLIC SESSION</b>			
1	Call to Order	Chair		
2	Agenda (M)	Chair		
3	Conflict of Interest Declaration	Chair		
4	Minutes of Public Session of Meeting of November 1, 2018* (M)	Chair		
5	Chair's Remarks	Chair		2:05 p.m.
6	President's Remarks <ul style="list-style-type: none"> <li>COU/UC Strategic Initiatives</li> </ul>	S. Murphy	10	2:15 p.m.
	<b>Strategy</b>			
7	Strategic Discussion: Advancing Strategic Priorities in Times of Fiscal Constraint (D)	S. Murphy	30	2:45 p.m.
8	Strategic Risk* (U)	C. Foy	15	3:00 p.m.
9	Standard & Strategic Performance Indicators* (U)	R. Bailey	15	3:15 p.m.
	<b>Planning</b>			
10	Board Retreat Planning (D)	S. Murphy & C. Foy	20	3:35 p.m.
11	Other Business	Chair		
12	Adjournment (M)	Chair		3:40 p.m.
	<b>BREAK</b>		<b>10</b>	<b>3:50 p.m.</b>
	<b>NON-PUBLIC SESSION (material not publicly available)</b>			<b>3:50 p.m.</b>
13	Call to Order	Chair		
14	Conflict of Interest Declaration	Chair		

No.	Topic	Lead	Allocated Time	Suggested End Time
15	<b>Minutes of Non-Public Session of Meeting of November 1, 2018* (M)</b>	Chair		3:55 p.m.
16	<b>President's Remarks</b> • Funding Update	S. Murphy	20	4:15 p.m.
17	<b>Advancement Update* (U)</b>	S. McGovern	10	4:25 p.m.
18	<b>Fall Retreat Evaluation Results (U)(P)</b>	C. Foy	10	4:35 p.m.
19	<b>Other Business</b>	Chair		
20	<b><i>In Camera</i> Session</b>	Chair		
21	<b>Termination (M)</b>	Chair		4:50 p.m.

Becky Dinwoodie, Secretary



**BOARD OF GOVERNORS  
Strategy & Planning Committee**

**Minutes of the Public Meeting of Thursday, November 1, 2018  
2:00 p.m. to 3:35 p.m., ERC 3023**

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

**Staff:** Robert Bailey, Becky Dinwoodie, Craig Elliott (*teleconference*), Cheryl Foy, Brad Maclsaac, Pamela Onsiong, Susan McGovern

**Regrets:** Doug Allingham

**1. Call to Order**

The Chair called the meeting to order at 2:08 p.m.

**2. Agenda**

*Upon a motion duly made by L. Zucker and seconded by L. Cao, the Agenda was approved as presented.*

**3. Conflict of Interest Declaration**

There were no conflict of interest declarations.

**4. Minutes of the Meeting of March 28, 2018**

*Upon a motion duly made by J. Nguyen and seconded by J. Wilson, the minutes were approved as presented.*

**5. Chair's Remarks**

**Terms of Reference Review**

C. Foy presented the proposed amendments to the committee's Terms of Reference and responded to questions from the committee members.

*Upon a motion duly made by L. Zucker and seconded by J. Nguyen, the Strategy and Planning Committee (S&P) recommended the proposed amendments to the S&P Terms of Reference, as presented, for approval by the Board of Governors.*

## **6. President's Remarks**

### **Research Office Review**

The President advised that it is common for universities to conduct reviews on a regular basis. The review of the Research Office was done by two external reviewers. The Research Office portfolio currently consists of research, innovation and international. One of the recommendations coming out of the review is to remove international from the portfolio. The international component would likely be assigned to an Assistant VP, International, who would report directly to the President. Other recommendations and observations include:

- foster entrepreneurship & innovation;
- streamline processes of the Research Ethics Board;
- Office could use additional resources; and
- unique opportunities exist with respect to researchers' IP; and
- there are opportunities to differentiate the university.

### **COU/UC Strategic Initiatives**

The President provided a brief overview of the COU and UC organizations. He discussed the dynamics relating to the recent transition of the provincial government. The President emphasized the importance of thinking big and collaborating with the private sector on projects. There was a discussion regarding how to approach skill shortages through the university's strategy. Since learning does not stop at the age of 25, we must think about how to accommodate educating full-time workers. We must also examine how to integrate continuing education into regular academic life, which might involve different methods of delivering courses.

(P. Onsiang arrived at 2:36 p.m.)

## **Strategy**

### **7. Strategic Discussion: 5 Strategic Priorities**

The President provided an overview of the five strategic priorities, summarized as follows:

#### **Sticky Campus:**

- continue to improve the student experience (student space, relaxation, intramurals, varsity sports – focus on student activities outside of the classroom)
- create an environment where people want to stay around longer (e.g. increasing part-time employment opportunities for students on campus)
- continuing to improve the experience of students and staff will create even stronger ambassadors for the university

### **Tech University:**

- focus on strengthening technological capabilities across campus
- learn from other institutions – integrating platforms
- opportunity to differentiate the university
- key is for the university to lead in technology – return the institution to its roots

### **Entrepreneurial Culture**

- focus on engaging in entrepreneurship every day

### **Reimagined Partnerships**

- work on solving industry problems
- working with industry partners will equip students with highly transferable skills
- gives students an opportunity to learn whether they want to work for the industry partner, spin off an idea, or prefer to work in another industry

### **Sharing Our Story**

- challenge of sharing the many positive stories of the university
- story telling would be made easier by improving the university's handle – the full name of the university will remain the same

(J. Wilson left at 2:44 p.m.)

### **Planning**

#### **8. Integrated Operating Plan & 2019 Budget Development**

R. Bailey reviewed the presentation entitled “Linking Strategy to Budget”, which was included in the meeting material. He emphasized that strategy and planning are driving budget development. Strategic planning is filtering down to annual, as well as longer term, goals. He discussed the budgeting process, which starts at the academic and unit plan level. R. Bailey also reviewed how new resources are allocated: new base resources with existing or new revenue; new base resources with increased net cost; or strategic pot for one time only allocations. The university must conduct strategic prioritization regardless of whether more or less revenue is anticipated.

#### **Strategic Pot Allocation**

Priority actions require sufficient resources. It is important to focus on continuous improvement and to look for savings in current processes. This is accomplished through actions, such as: unit reviews, approach to carry-over allocations, and approach to succession planning.

R. Bailey responded to questions from the committee. Although the university does not quantify efficiency savings, there are reviews done and efficiencies found. It was suggested that it might be helpful for the university to set targets (e.g. goal of 2% energy reduction),

which would provide an opportunity to develop creative approaches to reach the goals and allow for the sharing of success stories.

(R. Bailey and L. Cao left at 3:15 p.m.)

## **Advancement**

### **9. Board of Governors' Pathways Awards**

S. McGovern delivered the Pathways Awards presentation, which was circulated in advance of the meeting. She will be meeting with the Board Chair and Chair of the Strategy & Planning Committee to discuss the awards and to review their role in encouraging the participation of new Board members. Pathways Award recipients usually attend at least one Board meeting a year to share their success stories. The awards will likely be launched at the November Board meeting. S. McGovern noted that it is important for all governors to participate in some way, as it is a key question asked by donors.

### **10. Other Business**

### **11. Adjournment**

*There being no other business, upon a motion duly made by J. Nguyen and seconded by L. Zucker, the public session of the meeting adjourned at 3:23 p.m.*

Becky Dinwoodie, Secretary



## COMMITTEE REPORT

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**SESSION:**

Public   
 Non-Public

**ACTION REQUESTED:**

Decision   
 Discussion/Direction   
 Information

Financial Impact  Yes  No

Included in Budget  Yes  No

**TO:** Strategy & Planning Committee

**DATE:** January 24, 2019

**PRESENTED BY:** Cheryl Foy, University Secretary & General Counsel

**SUBJECT:** University Risk Management – Strategic Risks Update

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**COMMITTEE MANDATE:**

- In accordance with its Terms of Reference, the Strategy & Planning Committee (S&P) is responsible for overseeing the strategic planning for all aspects of the university.
- This includes making recommendations to the Board on strategic foresight, risk, and scenario planning.
- In support of the committee’s mandate, we are providing an update on the status of the university’s strategic risk management process and seeking the committee’s feedback on the adequacy of the proposed next steps with the University Strategic Risks.

**BACKGROUND:**

- The second University Risk Management Report was presented and accepted by the Board on June 22, 2017,
- A key area of focus was to support the Senior Leadership Team (“SLT”) and Board to finalize the list of strategic risks.
- In April 2018, twelve (12) strategic risks were collaboratively drafted by SLT as risks to the University.
- These draft risks were shared and discussed in detail with the Board of Governors during its Annual Board Retreat in May 2018.
- The third University Risk Management Report was presented and accepted by the Board on June 27, 2018.

- Key objectives identified for 2018/2019 included supporting SLT and the Board to determine next steps with the University strategic risks, and continue to engage in discussion of strategic risks and strategic Risk Management through identification of assignment and mitigation activities.
- On December 10, 2018, the members of SLT met to discuss the proposed assignment of Risk Owners the University Strategic Risks. Attached at “A” is the result of that discussion, the “Assigned Risk Register”.

**Proposed Process:**

- Each assigned Risk Owner will meet with Risk Management to identify current mitigation and propose future mitigation strategies for their assigned strategic risk(s).
- The proposed mitigation strategies will be presented to SLT for discussion and to confirm their adequacy prior to returning to this Committee and the Board.

**RESOURCES REQUIRED:**

- Time and resources of SLT, Risk Owners and Risk Management to identify and action the mitigation strategies proposed.

**IMPLICATIONS:**

- n/a

**ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:**

- Strategic risk planning is a fundamental aspect of strategic planning and essential to the successful implementation of the University’s Strategic Plan.

**ALTERNATIVES CONSIDERED:**

- n/a

**CONSULTATION:**

- SLT – December 10, 2018

**COMPLIANCE WITH POLICY/LEGISLATION:**

- The identification and assignment of the University Strategic Risks promotes compliance with the University’s Risk Management Policy

**NEXT STEPS:**

- The Committee to confirm the adequacy of the proposed next steps with the University Strategic Risks.
- Risk Management and assigned Risk Owners will conduct a review of current and proposed future mitigation strategies for presentation to SLT.

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**SUPPORTING REFERENCE MATERIALS:**

- 2018-19 Assigned Risk Owners
- Draft Strategic Risk Register



## 2018-19 Assigned Risk Owners

	<b>Strategic Risks</b>	<b>Proposed Risk Owner</b>
1.a	Stakeholder Relations / Engagement – Internal – Students	AVP – Student Life
1.b	Stakeholder Relations / Engagement – Internal – Employee	AVP – Human Resources
2.	Stakeholder Relations / Engagement - External	VP – External Relations and Advancement
3.	Academic and Non-academic Staff Engagement	AVP – Human Resources
4.	Student Experience / Culture	AVP – Student Life
5.	Leadership	President
6.	Campus Wellbeing	AVP – Human Resources
7.	Brand	VP – External Relations and Advancement
8.	Innovation	VPRII
9.a	Physical Infrastructure	CFO
9.b	Virtual Infrastructure	Provost
10.	Partnership Success with Durham College	President
11.	Disruption – From within PSE sector	President
12.	Disruption – From outside PSE sector	President
	<b>High Risks</b>	<b>Proposed Risk Owner</b>
1.	Information Governance	University Secretary and General Counsel
2.	Increasing Litigious Environment	University Secretary and General Counsel
3.	Disruption (UCP)) to operations and IT infrastructure	University Secretary and General Counsel
4.	Failure to Negotiate, Manage, Implement Contracts	University Secretary and General Counsel
5.	Partnerships	VP – External Relations and Advancement
6.	Lack of Training Associated with Mental Health Issues	AVP – Human Resources
7.	Equipment Failure, Requiring Replacement / Repair	CFO (Budget Working Group)
	<b>Foundational Risks</b>	<b>Proposed Risk Owner</b>
1.	Compliance	University Secretary and General Counsel
2.	Financial Sustainability	CFO



# University of Ontario Institute of Technology

## Strategic Mandate Agreement Annual Report 2017-18

### Part 1. Overview

#### **Introduction**

The 2017-20 Strategic Mandate Agreements (SMAs) between individual universities and the Ministry of Training, Colleges and Universities outline the role universities perform in Ontario's postsecondary education system and how they will build on institutional strengths to fulfil their mandate and help support system-wide objectives and government priorities.

Each priority area in 2017-20 SMAs includes system-wide and institution-specific metrics and targets.

The SMA Annual Report is used by the ministry to track progress on metric performance on an annual basis. The SMA Annual Report is also an opportunity for institutions to provide contextual information and a narrative associated with performance in the shared priority areas. **Part 1. Overview** introduces the institutional context for metrics performance, overall and by priority area. **Part 2. Data Workbook** includes historical data and most recently available values for both system-wide and institution-specific metrics.

The ministry requests that you submit your completed 2017-18 SMA Annual Report by January 16, 2019. Please submit your institution's documents to the following ministry email: [SMAreporting@ontario.ca](mailto:SMAreporting@ontario.ca).

For more information on the Strategic Mandate Agreements, please visit the Ontario Government webpage [here](#).

# University of Ontario Institute of Technology

## Strategic Mandate Agreement Annual Report 2017-18

### Part 1. Overview

#### Institutional Narrative

Provide a brief description of the overall institutional context for the 2017-18 Strategic Mandate Agreement metric results. **(max. 600 words)**

Charts, graphics and hyperlinks are allowed and should meet accessibility standards.

At UOIT we pride ourselves in providing a career-focused, technology driven education to all. We appreciate the important role we fulfill within the Ontario post-secondary education sector of being an access institution and contributing to the economic, social and individual development of the local community and all students who wish to pursue further education. The following will provide a summary of all the tremendous achievements and accomplishments that our student success, experiential, research and collaborative initiatives had this year.

In the fall of 2017, a cross-institutional student success committee was launched which serves to identify, plan, develop, implement and evaluate student success strategies collaboratively to achieve the measures of increased retention rates and program completion. The committee identified three overarching priorities:

- 1. Academic Advising** - focused on a campus-wide strategy for proactive academic advising, specialized training and certification for advisors, and the integration of an early alert system.
- 2. First-year and Learner Support Programming** - ensure UOIT students have access to programming and services designed to proactively address academic and personal challenges. Developed MySuccess survey to understand incoming students' non-cognitive behaviours that link students to various supports across campus.
- 3. Communication and Cultural Change** - build a culture of leadership for student success where faculty and staff work together to operationalize priorities and maintain a focus on the students they serve. An internal grant was established and awarded to five projects including one exploring how to aid students to "Learn on the Go" as many are traveling more than two hours a day.

The Experiential Learning (EL) Taskforce enhances the guiding definition of experiential learning at UOIT based on the ministry framework. From this a new series of discipline-specific EL opportunities at the university were developed. They include, but are not limited to:

- Collaborative engineering case-study library
- EL science laboratories, including self-reflective components
- Interdisciplinary health sciences projects
- Practicum opportunities for students in online-only programs.

# University of Ontario Institute of Technology

## Strategic Mandate Agreement Annual Report 2017-18

### Part 1. Overview

Research is another form of experiential learning that is employed with increasing intensity from undergraduate to doctoral programs at UOIT. The university supports ambitious research that transcends traditional academic boundaries, and engages in partnerships with external stakeholders. Our collaborative approach to research and innovation is preparing students for the future and bringing fresh insights and solutions to local and global challenges. UOIT differentiates itself as a university that conducts outcome-focused interdisciplinary research and development that addresses social, environmental, health and economic challenges.

The university is poised to innovate and accelerate positive change through entrepreneurial thinking and collaboration amongst faculty, students and staff, along with local community, industry and government partners. This year UOIT has expanded its Brilliant Catalyst program that supports entre- and intrapreneurial thinking within our students. We continue to build on our strong partnership with the City of Oshawa and our TeachingCity initiative. This year we launched, with the support of RBC, the City Idea Lab – course-based program where students and city staff co-create solutions to city challenges. Each of these initiatives are working to solve current real world issues.

### Priority Areas

Provide trends and key outcomes for the 2017-18 Strategic Mandate Agreement metrics included within each of the five priority areas. (max. 200 words per priority area).

#### 1. Student Experience

*This priority area captures institutional strengths in improving student experience, outcomes and success, and recognizes institutions for measuring the broader learning environment, such as continuity of learning pathways, retention, student satisfaction, co-curricular activities and records, career preparedness and student services and supports.*

Utilizing the funds provided through the SMA grant, UOIT focused efforts on improving student satisfaction and engagement by facilitating the integration of supports for students across campus. We are seeing the positive results in metrics such as student retention. We have increased year 1 to year 2 retention by 3.2% over the metric year. Our focus on producing career-ready graduates is demonstrated in the increases to the high impact practices that the students are participating in. For example, the new Math Learning Centre gives them opportunities to learn outside the classroom and increases the meaningful interactions with both faculty and fellow students. Based on program changes supported by the career ready fund, we introduced 110 new co-op, work placement, or internship opportunities, 160 new peer leader opportunities and had more students attend conferences, engage in research projects and service learning experiences.

#### 2. Innovation in Teaching and Learning Excellence

# University of Ontario Institute of Technology

## Strategic Mandate Agreement Annual Report 2017-18

### Part 1. Overview

*This priority area focuses on innovative efforts including pedagogical approaches, program delivery and student services that contribute to a highly skilled workforce and ensure positive student outcomes. It captures institutional strengths in delivering high-quality learning experiences such as experiential, entrepreneurial, personalized and digital learning, and student competencies that improve employability.*

UOIT's strength in innovative teaching and learning are reflected in its high-quality pedagogy, critical study of technological solutions, proactive student engagement and application of high-impact practices across the curriculum. Both industry and community partners routinely confirm the value and skills UOIT graduates bring to their organizations. UOIT is continually adding either hybrid or online section availability to students in order to enhance the flexibility in degree completion. We are now approaching a quarter of our courses having an online component. This flexibility is of great importance as we address the different learning styles of our students. This innovative design is explored further, through SMA funding, as UOIT collaborates with OCADU to develop an integrated curriculum delivery model providing enhanced science, technology, engineering, mathematics (STEM) and design learning. A three-week intensive boot camp linking these concepts is planned for summer.

### 3. Access and Equity

*This priority area recognizes institutions for their efforts in improving postsecondary education equity and access, and for creating opportunities that can include multiple entrance pathways and flexible policies and programming, with the focus on students who, without interventions and support, might not otherwise participate in postsecondary education.*

UOIT has an access agenda that it is delivering on. The university actively recruits and supports underserved students, particularly those who are first in their family to go to university, with 55 per cent of UOIT's students being first-generation. We also admit students who have lower entrance marks for their chosen program than those accepted by other institutions. Our student population has one of the highest rates of Ontario Student Assistance Program (OSAP) applications and funding per student within the province, showing almost 80% of our students receive OSAP. UOIT continues to attract 30% of its incoming class through college transfer pathways, allowing students to put their previous college credentials towards a UOIT degree. UOIT continues to be amongst the top college to university pathway institutions in Ontario. Working with the colleges across the system we are not only providing access for students but graduating students that are career ready. We are also seeing that the proportion of students who have identified as having a disability increase steadily over the last five years. All of these points contribute to our access agenda, and providing meaningful education opportunities for all Ontarians.

### 4. Research Excellence and Impact

*This priority area captures institutional strengths in producing high-quality research on the continuum of fundamental and applied research through activity that further raises Ontario's*

# University of Ontario Institute of Technology

## Strategic Mandate Agreement Annual Report 2017-18

### Part 1. Overview

*profile as a globally recognized research and innovation hub. It also acknowledges that research capacity is strongly linked with graduate education.*

UOIT has an ambitious goal of amplifying its research excellence and impact with multidisciplinary, technology-enhanced approaches to scholarship and innovation. Faculty and student researchers continue to conduct fundamental research and seek creative solutions to challenges and engage industry and community partners at local, regional and global levels. While the measures tied to this priority area are constant, we have seen some initiatives that recognize and move forward our collaborative research agenda.

The following recent initiatives are driving research excellence and capacity, as well as partnerships:

- Automotive Centre of Excellence enhancement project saw \$28-million federal and provincial government investment to further enhance UOIT's capacity to support economic growth and competitiveness through research and development. This includes the Moving-Ground Plane initiative which retains manufacturing R&D in Ontario, creates an industry niche that attracts international companies and talent, addresses climate change and environmental priorities and supports research and innovation agendas while building on a core industry cluster;
- Software and Informatics Research Centre received over \$13-million to create a leading hub to create scientific awareness and hands-on learning;
- Autonomous Vehicle Innovation Network (AVIN) received \$5M from Ontario Centres of Excellence to play a vital role in testing and simulating the advances of tomorrow.

## 5. Innovation, Economic Development and Community Engagement

*This priority area recognizes the unique role institutions play in contributing to their communities and to economic development, as well as to building dynamic partnerships with business, industry, community members and other colleges and universities. It focuses on regional clusters, customized training, entrepreneurial activities, jobs, community revitalization efforts, international collaborations, students, partnerships with Indigenous Institutes and a program mix that meets needs locally, regionally and beyond.*

UOIT offers career-driven programs that provide graduates with the essential skills to gain employment. Our 6-month and 2-year employment rates are 85% and 94% respectively. Two years after graduation over 90% of our graduates, that are employed full-time, are in jobs that use skills developed during their UOIT program.

UOIT is an integral part of the Durham, Northumberland and GTA communities and continues to engage and expand on our community partnerships. Examples include:

## University of Ontario Institute of Technology Strategic Mandate Agreement Annual Report 2017-18

### Part 1. Overview

- Futures Forum – annual conference open to the community. Futures Forum 2018 focus: energy and the environment
- OPG Open House
- Clarington Board of Trade – Energy Summit and Business Summit
- Town of Ajax – BizFest
- Town of Cobourg's Venture 13 Innovation Centre
- Region of Durham – Durham Smart Cities Forum
- STEM Outreach – Science Rendezvous, Let's Talk Science, summer/March break camps, Engineering outreach

Partnerships with external organizations – SMEs, large multinationals, community and service agencies is a priority for the university. To support and promote external partner engagement and interactions, the university has created a Partnership Office (a concierge service) and [Partners Portal](#). UOIT works with 400+ unique industry and community partners to enhance industry competitiveness, student learning and build stronger communities – as EL hosts, in collaborative research, in workforce upskilling and more.

### Attestation

University of Ontario Institute of Technology confirms that all information being submitted to the ministry as part of the 2017-18 SMA annual report is accurate and has received approval from the University President.

Please complete the contact information below.

<b>Institutional Contact Name:</b>	Brad MacIsaac
<b>Telephone:</b>	905-721-8668 ext. 3149
<b>Email:</b>	<a href="mailto:brad.macisaac@uoit.ca">brad.macisaac@uoit.ca</a>
<b>Completion Date:</b>	
<b>Website address for posting ministry approved report:</b>	<a href="https://uoit.ca/about/office-of-the-president/strategic-mandate-agreement.php">https://uoit.ca/about/office-of-the-president/strategic-mandate-agreement.php</a>



**System-Wide Metrics**

BACK

<b>Institution Name:</b>	University of Ontario Institute of Technology
<b>Completion Date:</b>	
<b>Name of Institutional Contact:</b>	Mr. Brad MacIsaac
<b>Email of Institutional Contact:</b>	brad.macisaac@uoit.ca
<b>Phone Number of Institutional Contact:</b>	905-721-8668 ext.3149

<b>Ministry Reviewer:</b>	
<b>Email of Reviewer:</b>	
<b>Phone Number of Reviewer:</b>	

Colour Legend: Green - cells are locked; Grey - no population required

ID	Priority Area	Metric Name	2014-15	2015-16	2016-17	2017-18	Caveats on data interpretation
8	Student Experience	<a href="#">Year 1 to Year 2 retention rate</a>	80.3%	79.9%	81.0%	82.5%	2017-18, based on 2016 Cohort
34	Student Experience	<a href="#">Proportion of senior-year students with two High-Impact Practices (HIPs)</a>	54.0%			56.7%	2017, Based on 2017 NSSE
98	Student Experience	<a href="#">Average number of High Impact Practices (HIPs) per fourth-year student</a>	1.8			1.8	2017, Based on 2017 NSSE
71	Student Experience	<a href="#">Proportion of operating expenses on student services, net of student assistance</a>	6.1%	6.6%	6.5%	6.6%	
52	Innovation in Teaching and Learning Excellence	<a href="#">Graduation rate</a>	64.3%	65.0%	60.4%	58.4%	2017-18 based on 2011 Cohort
41	Innovation in Teaching and Learning Excellence	<a href="#">Proportion of programs with explicit curriculum maps and articulation of learning outcomes</a>	100.0%	100.0%	100.0%	100.0%	
35	Innovation in Teaching and Learning Excellence	<a href="#">Composite score on NSSE question related to students' perceived gains in higher order learning outcomes</a>	28.0			28.1	
103	Access and Equity	<a href="#">Number of first generation students enrolled at institution</a>	4,886	5,098	5,219	5,650	
104	Access and Equity	<a href="#">Number of students with disabilities enrolled at institution</a>	465	581	798	793	Updated to correspond to AFSD table 1.
105	Access and Equity	<a href="#">Number of Indigenous students enrolled at institution</a>	80	83	83	96	
106	Access and Equity	<a href="#">Number of French-language students enrolled at institution</a>					
36	Access and Equity	<a href="#">Share of OSAP recipients at an institution relative to its total number of eligible students</a>	70.8%	72.3%	73.6%	77.1%	
84	Access and Equity	<a href="#">Number of transfer applications</a>	577	1,383			Data not available
107	Access and Equity	<a href="#">Number of transfer registrations</a>	94	382			Data not available
48	Research Excellence and Impact	<a href="#">Number of papers per faculty member</a>			1.2		
50	Research Excellence and Impact	<a href="#">Number of citations per paper</a>			9.5		
97	Research Excellence and Impact	<a href="#">CIHR funding - share to total Ontario universities</a>			0.1%	0.1%	
96	Research Excellence and Impact	<a href="#">SSHRC funding - share to total Ontario universities</a>			0.9%	1.0%	
95	Research Excellence and Impact	<a href="#">NSERC funding - share to total Ontario universities</a>			1.1%	1.1%	
94	Research Excellence and Impact	<a href="#">Total Tri-Council funding - share to total Ontario universities</a>			0.6%	0.6%	
87	Innovation, Economic Development and Community Engagement	<a href="#">Of those graduates who are working full-time, what proportion are working in related jobs</a>	89.0%	92.0%	89.0%	90.5%	2017-18 based on OUGS 2015 graduates
1	Innovation, Economic Development and Community Engagement	<a href="#">Graduate employment rate 6 months</a>	84.5%	85.6%	84.6%	84.6%	2017-18 based on OUGS 2015 graduates
1	Innovation, Economic Development and Community Engagement	<a href="#">Graduate employment rate 2yr</a>	96.2%	92.9%	94.3%	94.2%	2017-18 based on OUGS 2015 graduates

Please review and adjust, if needed, values highlighted in red.

**Institution-Specific Metrics**

[BACK](#)

Institution Name:	University of Ontario Institute of Technology
Completion Date:	
Name of Institutional Contact:	Mr. Brad MacIsaac
Email of Institutional Contact:	brad.macaiaac@uoit.ca
Phone Number of Institutional Contact:	905-721-8668 ext.3149

Ministry Reviewer:	
Email of Reviewer:	
Phone Number of Reviewer:	

Colour Legend: Green - cells are locked; Grey - no population required

#	Priority Area	Metric Name	Objective of Metric	Frequency	2013-14	2014-15	2015-16	2016-17	2017-18	Caveats on data interpretation
1	Student Experience	Percentage of undergraduate students accessing peer support programs	To measure the percentage of undergraduate students engaging with peer supports on campus	Annual				28.0%	39.4%	
2	Innovation in Teaching and Learning Excellence	Percentage of undergraduate e-learning courses (hybrid/online)	To measure the percentage of e-learning courses among all courses available	Annual			19.4%	20.5%	23.2%	
3	Access and Equity	Number of college transfer registrants, as captured by UOIT	To measure the number of students that transfer to UOIT with a college background	Annual	369	592	684	652	679	
4	Research Excellence and Impact (Univ)	Total sponsored Research	To measure the overall research activity through all sources at the institution.	Annual	\$10,562,000	\$9,820,000	\$9,677,000	\$10,084,000	\$11,335,000	
5	Innovation in Teaching and Learning Excellence	Percentage of graduating students involved in a work integrated learning activity	To measure the percentage of the graduating student cohort that participated in a learning experience	Annual		70.7%	68.1%	54.4%	72.4%	