BOARD OF GOVERNORS
Strategy & Planning Committee

May 29, 2019
2:15 p.m. to 4:30 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, Cheryl Foy, Lori Livingston, Brad MacIsaac, Susan McGovern, Pamela Onsiong

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 April 1, 2019* (M)	Chair		
5	Chair's Remarks	Chair		2:20 p.m.
6	President's Remarks • COU/UC Strategic Initiatives	Steven Murphy	10	2:30 p.m.
7	Strategy			
7.1	International Strategy Update	Robert Bailey	10	2:40 p.m.
7.2	Annual Programs Update* (U)	Robert Bailey	10	2:50 p.m.
7.3	Strategic Risk Annual Report* (U)	Cheryl Foy	10	3:00 p.m.
7.4	Alumni Engagement Strategy* (P)(U)	Sue McGovern	10	3:10 p.m.
8	Planning			
8.1	Strategy & Planning Annual Board Report* (D)	Cheryl Foy	5	3:15 p.m.
9	Other Business	Chair		
10	Adjournment (M)	Chair		3:20 p.m.
	BREAK		10	3:30 p.m.

D – Discussion M – Motion P – Presentation U – Update * Documents attached

No.	Topic	Lead	Allocated Time	Suggested End Time
	NON-PUBLIC SESSION **(material not publicly available)**			**3:30 p.m.**
11	**Call to Order**	Chair		
12	**Conflict of Interest Declaration**	Chair		
13	**Minutes of Non-Public Session of Meeting of April 1, 2019* (M)**	Chair		3:35 p.m.
14	**President's Remarks**	Steven Murphy	5	3:40 p.m.
15	**Advancement**			
15.1	Advancement Update* (U)	Sue McGovern	10	3:50 p.m.
15.2	Board of Governors' Pathways Awards Update* (U)	Sue McGovern	10	4:00 p.m.
16	**Strategy**			
16.1	Confidential Aspects of Strategic Risk Annual Report* (U)	Cheryl Foy	10	4:10 p.m.
17	**Other Business**	Chair		
18	***In Camera* Session**	Chair		
19	**Termination (M)**	Chair		4:30 p.m.

Becky Dinwoodie, Secretary

BOARD OF GOVERNORS
Strategy & Planning Committee

Minutes of the Public Meeting of Monday, April 1, 2019
2:00 p.m. to 3:45 p.m., ERC 3023

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

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

Guests: Mike Eklund, Christine McLaughlin

Regrets: Liqun Cao

1. Call to Order
The Chair called the meeting to order at 2:02 p.m.

2. Agenda
Upon a motion duly made by J. Nguyen and seconded by J. Wilson, the Agenda was approved as presented.

3. Conflict of Interest Declaration
There were no conflict of interest declarations.

4. Minutes of Public Session of Meeting of November 1, 2018
Upon a motion duly made by D. Allingham and seconded by J. Nguyen, the minutes were approved as presented.

5. Chair's Remarks
The Chair kept his remarks very brief.

6. President's Remarks
COU/UC Strategic Initiatives
The President discussed government positioning and the importance of highlighting the university's role with respect to jobs and reskilling people. He also discussed how the university's strategic priorities are guiding decision-making at the university, including the recommendation to proceed with the new building project and the rebranding. He discussed the budget development process in the context of the government's 10% cut to

tuition. Budget holders were asked to assess their budgets through a strategic lens and to propose reductions. Rather than implementing across the board budget reductions, reductions are being recommended based on the university's strategic priorities. The President emphasized that strategy is driving decision-making and used the new building project as an example. The new building will provide more space and a home for our students. Further, deferring the construction would not result in a gain to our bottom line.

The President discussed the contingency planning being done to help support the university's student union (USU) and clubs/societies in light of the new student ancillary fees opt-out. The university must work strategically with stakeholders to create a good culture on campus. The focus will be on educating incoming students on the value of the services and activities funded by the ancillary fees. He confirmed that 100% of the opt-out affects the USU. J. Nguyen discussed the educational efforts that will be made to inform students of the value of opting-in (e.g. IBegin, social/cultural programming, etc.). Students have until mid-September to decide whether to opt out, which provides the USU with time to connect with incoming students and demonstrate the value of the ancillary fees.

7. Strategy

7.1 Endowment Disbursement Report

C. Elliott reviewed the key aspects of the endowment disbursement report. He explained that the university is obligated to disburse at least 3-4% of the principal value of the endowment annually. The Investment and Audit & Finance Committees have recommended that the university disburse up to $600,000 from endowments for student awards in 2019-2020. C. Elliott responded to questions from the committee. He clarified that there are no operational risks associated with increasing the amount available for disbursement.

Upon a motion duly made by T. Koseck and seconded by J. Nguyen, pursuant to the recommendations of the Investment Committee and Audit & Finance Committee, the Strategy & Planning Committee recommended the disbursement of up to $600,000 from Endowment Funds for distribution as student awards in 2019-20 for approval by the Board of Governors.

7.2 Student Success

B. MacIsaac delivered the presentation on student success, which was also included in the meeting material. He commented that changes that are implemented to improve student success are never made in isolation; therefore, it is difficult to narrow down which factors are more effective than others. The SMA target was 80%, which was achieved, but internally we have a stretch goal of 82-84% over the next couple of years. There was a discussion as to whether consideration has been given to increasing admission averages. B. MacIsaac advised that for certain programs (nursing, med lab, engineering), the university has higher admission averages. While there is evidence that over 85% entrance average tend to persist more, we are first focused on being an access institution. B. MacIsaac also reviewed the initiatives taken outside of the classroom to improve student success, which focus on creating connections (academic advisors, learning support centre, better communicating the services available, etc.). He also discussed the projects that are underway financed through the Student Success Innovation Fund. He

noted some interesting data indicating a number of ways our students do not follow the normal trends with respect to persistence. B. MacIsaac responded to questions from the committee. He addressed the downward trend in the retention rates for the Faculty of Energy Systems and Nuclear Science and Faculty of Social Science and Humanities. Over 70% of students who do not return do so because of their GPA, not because they choose to leave.

7.3 Visual Identity Branding

S. Murphy discussed the university's rebrand and highlighted the extensive consultation process that was conducted. It was a big team effort and the official launch took place on March 27. The reception has been positive. The new brand rollout will be slow and methodical. The new brand has received local and national media, with the launch fortuitously coinciding with S. Murphy's appearance on The Agenda with Steve Paikin. From the alumni perspective, people want reassurance that the university's official name has not changed. The value of a degree from the university will increase with increased awareness and factors associated with the brand. S. Murphy emphasized that a brand in and of itself does little without a story. The new brand will make it much easier to tell our story and people will more easily remember the university.

7.4 Strategic Discussion: Living the Brand

S. Murphy introduced the strategic discussion. It is incumbent upon everyone to "live the brand". It is essential for people to promote the university itself to ensure there is always content supporting the brand. S. McGovern added that a lot of work will be done between now and September to update the physical campus, including new signage. There will be a new e-store for faculty and staff (business cards, new products) available at Brand Central. There was also a discussion about what incoming students will be receiving in September with the new brand on it. S. McGovern confirmed that there will be new branded products in the stores by September, but it will take several months to replenish the Nike, Adidas, and Under Armour apparel. Committee members shared positive comments on the rebrand launch and update to the website. The Board Chair commended J. Nguyen for delivering an excellent speech at the launch event as USU President.

8. Planning

8.1 Board Retreat Planning

C. Foy reviewed the discussion from the last meeting regarding the retreat. The committee expressed support for focusing the retreat on design-thinking and how to apply it to a strategic problem. Of the proposed retreat topics, the committee supported focusing the retreat on the future of Durham Region and the university. This broader theme would tie in with several other topics, such as continuing education and the needs of industry, building partnerships, and funding. This is also a timely subject for the Board since the Board Chair and the President have recently been involved in a number of discussions about the future of Durham.

9. Other Business

10. Adjournment

DRAFT

There being no other business, upon a motion duly made by D. Allingham and seconded by J. Wilson, the public session of the meeting adjourned at 3:06 p.m.

Becky Dinwoodie, Secretary

DRAFT

2019

Programs and Quality Enhancement

DISCUSSION PAPER

STRATEGY AND PLANNING

PREPARED BY: Centre for Institutional Quality Enhancement (CIQE)

May 2019

This report provides an overview of Ontario Tech programs. It offers a glimpse of opportunities for their growth and enhancement while addressing current trends and future opportunities in: Academic Programs & Curriculum, Pathways, Continuing Education and Program Reviews

1. ACADEMIC PROGRAMS & CURRICULUM

Ontario Tech has grown at an impressive rate in a relatively short time; however, enrolment has remained relatively steady over the past five years as per the strategic enrolment plan (~150 FTE growth). The focus of program development has been on ensuring the right program mix, overall quality and alignment with strategic priorities. **Table 1** shows new, significantly redesigned and closed programs over the last five years.

Table 1: Program Development, Transformation, and Closure at UOIT

Year	New Programs[1]	New Minors	New Specializations /Fields	Merged/Significantly Restructured programs[2]	Closed specializations	Closed programs
14-15	3	1	1	1	2	0
15-16	4	0	3	3	3	1
16-17	2	3	3	3	0	0
17-18	4	2	2	3	0	0
18-19	3	1	0	1	0	1
Total	**16**	**7**	**9**	**11**	**5**	**2**

In 2017-18 as part of the revised program approval process, all Faculties submit Notices of Intent (NOIs) for new programs which are posted for comments. Changes continue to be made to this process to look more closely at alignment with the SMA and other academic planning documents. A new Expression of Interest (EOI) process was implemented this year for all Major Program Modifications, including new minors, specializations, and fields to allow for strategic planning in these areas on an annual basis and greater consultation university-wide.

Table 2: Notices of Intent submitted by 30 April 2019

Bachelor of Science in Computer and Mathematical Science	FSC
Bachelor of Health Administration	FHSC
Bachelor of Business Administration	FBIT
Bachelor of Engineering in Energy Systems Engineering	FESNS
Graduate Diploma in Nuclear Technology Management	FESNS
Major in Operations Management	FBIT
Master of Business Analytics/AI	FBIT
Master of Computational Finance	FBIT
Master of Science and PhD in Business	FBIT

Curriculum Management Tools : As the university has grown and become more complex our processes for managing curriculum have become less efficient, unnecessarily paper-driven, overly complex and time-intensive. Curriculog software system is the university's solution for reducing many of the inefficiencies and inconsistencies in our former processes. Implementation of the web-based curriculum management system involves three phases.

[1] For 2017-2018 BA Liberal Studies, BTech in Sustainable Energy, MSc Nursing, PhD Health Sciences are included, but currently in approval stages. For 2018-2019 BSc Integrative Neuroscience, BA/BSc Psychology are included, but currently in approval stages.
[2] Examples include altering the length of a graduate program and nomenclature changes.

Phase 1 spanned over 2017, which involved building and testing of the system. Phase 2 commenced summer 2018 and concludes as we close out the current academic year. This key phase involved training faculty contacts in the system by having them input their curricular changes for tracking and approval as they moved through the governance process. Training was offered in two mandatory parts with a total of six sessions. Feedback from the first year of use has been positive with most end users noting the value in using Curriculog for record keeping. September 2019 will mark the beginning of the final phase of implementation where we are proposing to make Curriculog publicly available to expand its use campus wide. Creating, editing and commenting on proposals will still be restricted to trained, authenticated users, but public access will allow for greater transparency and ease of use at the committees associated with our governance process.

Indigenization of Curriculum: The Truth and Reconciliation Commission's Call for Action inspired the University's report led by Professors Rachel Ariss and Thomas McMorrow, leading to the creation of the President's Indigenous Reconciliation Taskforce. Over the last year, one of the focuses of the Taskforce has been to examine Indigenization of the curriculum. This resulted in the development of an Indigenous Education Advisory Circle Consultation and Communication Protocol between the Task Force (with guidance from the Advisory Circle) and the Centre for Institutional Quality Enhancement (CIQE) to ensure that new curriculum (whether it is a new program or course) involves consultation with the Advisory Circle. This protocol includes how to consult with the Advisory Circle in a Good Way, and ensuring that the Advisory Circle has an opportunity to engage with those developing curriculum related to indigenization. The protocol also outlines how Indigenous content in academic and continuing education courses/programs will be defined at Ontario Tech. Three standardized guiding questions will be added to CIQE new program and curricular change templates to ensure Faculty awareness and participation in the Protocol.

2. PATHWAYS

At Ontario Tech a ***pathway*** is defined as any formal program that allows a student to apply a specified set of credits or a credential earned at one institution towards a credential at Ontario Tech. Students may enter defined pathways from institutions with or without formal articulation agreements. In 2017, a strategic decision was made to separate partner institutions into tiers based on the strength of the partnership related to student movement and program fit. The top 5 Ontario College of Applied Arts and Technology (CAAT) feeder schools were identified and the articulation renewal process began with those institutions along with one institution with a unique relationship to Ontario Tech. In 2018, Ontario Tech signed four articulation agreement renewals, including a robust renewal with our campus partner Durham College, and one new agreement with Northern College.

An **Undergraduate Alternate Pathways Policy** was developed to allow seamless transfers to occur between CAATs and the University without binding the institution to any specific financial or personnel obligations. **Appendix A** outlines institutions covered by articulation agreements or the Undergraduate Alternative Pathways Policy. It should be noted that Ontario Tech may enter into an articulation agreement with any CAAT if there is a strategic reason to do so and that such an agreement will supersede the Undergraduate Alternative Pathways Policy.

3. CONTINUING EDUCATION PROGRAMS

The Continuing Education Committee has approved the following new non-degree programs in 2018-19:

- Foundations of Religious, Spiritual, and Creed Literacy In Public Schools - Certificate Program
- CANDU Decommissioning - Certificate Course

Between those same dates, six units at Ontario Tech offered 18 non-academic continuing education programs in areas such as Professional Communication, Not-for-Profit Management, Digital Marketing & Social Media Management, and

Brilliant Incubator. More than 850 participants attended these programs during this time period (**Appendix B**).

Ontario Tech's decentralized continuing education units are transitioning to a centralized lifelong learning unit. The new hybrid structure offers Faculty-driven offerings with a central administrative hub to provide support. For many years we have had entities and programs including the Management Development Centre in the Faculty of Business and Information Technology, Advanced Operations Overview for Managers (AOOM) through our Faculty of Energy Systems and Nuclear Science, Additional Qualifications courses through our Faculty of Education and many others. While these professional development units that existed within Faculties will continue to develop course and program offerings, there will now be central coordination of registration, payment, logistics, and marketing. Credit to faculty involvement will be made under the umbrella identity. The proposed name of this new unit is ***Continuous Learning***.

4. PROGRAM REVIEW - TRENDS

Between May 2018 and April 2019, CIQE facilitated site visits for the following programs under review:

- Master of Education/ Master of Arts in Education/ Graduate Diploma in Digital Technologies
- Master of Applied Science in Nuclear Engineering/ Doctorate of Philosophy in Nuclear Engineering
- Bachelor of Science in Chemistry
- Master of Engineering in Nuclear Engineering/ Graduate diplomas in Nuclear Technology
- Bachelor of Arts in Political Science

As part of the new two-year program review cycle (initiated in 2017), programs under review are required to participate in a three part program learning outcome enhancement workshop series which includes a degree-level expectation mapping workshop. These workshops ensure that we our working towards meeting our commitment of 'achieving 100% program level learning outcomes mapped to courses as outlined in SMA2.

As of April 2019, 22 unique workshops have been held as part of this series. These workshops include the topics of enhancing program learning outcomes, mapping to degree level expectations and mapping of courses with learning activities. Additionally, CIQE prepared Final Assessment Reports for 4 programs and tracked the progress of action plans through 18-Month Follow-Up Reports for an additional 5 programs. It was noted that the overall trends outlined in the 2018 Annual Report remain relatively consistent and are outlined in **Appendix C**.

APPENDIX A: Ontario CAATs Articulation Agreement and Policy

College	Location	Prior Agreement	Expiry Date	Current Status	Expiry Date
DURHAM	Oshawa	Yes	2017	Renewed	2023
CENTENNIAL	Toronto	Yes	2017	Under Renewal	Pending
SENECA	Toronto	Yes	2017	Renewed	2023
GEORGIAN	Barrie/Orillia	Yes	2017	Under Renewal	Pending
FLEMING	Peterborough	Yes	2017	Renewed	2023
NORTHERN	Timmins	No		New	2023
LOYALIST	Belleville	Yes	2018	Renewed	2023
SHERIDAN	Oakville	Yes	2017	Policy	
ST LAWRENCE	Kingston	Yes	2018	Policy	
ALGONQUIN	Ottawa	Yes	2018	Policy	
CAMBRIAN	Sudbury	Yes	2017	Policy	
CANADORE	North Bay	Yes	2018	Policy	
CONFEDERATION	Thunder Bay	Yes	2017	Policy	
SAULT	Sault Ste. Marie	Yes	2019	Policy	
HUMBER	Toronto	No		Policy	
GEORGE BROWN	Toronto	No		Policy	
FANSHAWE	London	No		Policy	
NIAGARA	Niagara-On-the Lake	No		Policy	
CONESTOGA	Kitchener	No		Policy	
MOHAWK	Hamilton	No		Policy	
ST CLAIR	Windsor	No		Policy	
LAMBTON	Sarnia	No		Policy	
COLLEGE BOREAL	Sudbury	No		Policy	
LA CITE	Ottawa	No		Policy	

APPENDIX B: Continuing Education

Summary of Continuing Education activities for the 2018/19 academic year. Only activities that grant an official certificate or letter of completion have been included.

Faculty or Non-academic Unit	Brief Description of Offering	Number of Hours or Length of Offering	Number of Attendees
Student Learning Centre	Stride is a learning skills program to help students develop learning strategies and study skills. Students may attend as little or as many workshops as they would like. Various topics are offered to help them reach their full potential. A LinkedIn recommendation will be given to students after attending five workshops.	1 hour	440
Office of Research Services - Brilliant Catalyst	The Brilliant Summer Incubator is a 4 month intensive program that runs during the Spring/Summer semesters (April to August). Startups that are accepted into the incubator will develop both their business idea and their skill sets as an entrepreneur.	52 Hours	30
Office of Research Services - Brilliant Catalyst	Brilliant Idea is a free three-day boot camp where UOIT students from any faculty and year of study will be able to learn ideation, customer validation and pitching skills. Participants will be guided by experienced advisors and provided with tools to develop, validate and pitch their startup idea to a panel of expert judges.	16 Hours	23
Office of Research Services - Brilliant Catalyst	The Brilliant Winter Incubator is a 4 month intensive program that runs during the Winter semester. Startups that are accepted into the incubator will develop both their business idea and their skill sets as an entrepreneur.	23 Hours	4
School of Graduate and Postdoctoral Studies	Professional Communication is offered to all graduate students and postdoctoral fellows interested in developing their professional communication skills. In order to be eligible for the certificate	14 Hours	6

	students/postdocs must complete a total of 7 workshops (5 required, 2 elective).		
Management Development Centre/Continuous Learning	The Professional Management Certificate Program consists of five (5) courses designed to enhance the managerial effectiveness and leadership abilities of today's business professionals.	30 Hours	62
Management Development Centre/Continuous Learning	Professional Communications Certificate: This specialized Ontario Tech University five-day (5) certificate program concentrates on the written, verbal and leadership skills required by managers, supervisors, and professionals. This program expands on the Professional Management Certificate by concentrating on the immediate skills necessary for every day performance.	30 Hours	20
Management Development Centre/Continuous Learning	The Not-for-Profit Leadership Certificate Program has been designed to meet the unique challenges faced by managers in an environment where the focus is on helping others. Each day is facilitated by an experienced professional who has the knowledge and expertise expected in a university program. With their unique experiences and perspectives each facilitator will provide a relevant and dynamic day of learning and sharing with other NFP professionals.	30 Hours	32
Management Development Centre/Continuous Learning	"Digital Marketing & Social Media Management Certificate Program". This three-day program is designed for you to take action and launch a Social Media strategy you will implement right away so that you can obtain a successful ROI for your organization. By taking a methodical approach to social media - learn, apply, measure, report - you will be confident that you are using the right messages, using the right channels and eliminate feeling overwhelmed.	18 Hours	10
Management Development Centre/Continuous Learning	This one-day hands-on course is designed for those with a basic knowledge of Excel, who need to use key Excel features to manage, customize and automate workbooks. Participants will gain knowledge and skills to increase productivity and discover timesaving techniques, shortcuts and tips.	6 Hours	18

Management Development Centre/Continuous Learning	Customized Program for: Durham Regional Police Services (DRPS): The course introduces police officers to the nature and structure of Leadership within the Police organization. It also discusses the important aspects of the behaviour of individuals and groups within Police organizations.	9 Hours plus online	18
Management Development Centre/Continuous Learning	Customized Program for: Northumberland Hills Hospital: Training by 3 one day courses based on the principle of adult learning. The three days are split into three modules: Module 1: Fundamentals of Leadership Module 2: Change Management Module 3: Coaching and Mentoring	18 Hours	18
Management Development Centre/Continuous Learning	Customized Program for: Peterborough Regional Health	30 Hours	50
Management Development Centre/Continuous Learning	Customized Program for: Durham Region: Cert. In Leadership Excellence	72 Hours	14
Management Development Centre/Continuous Learning	Master's Certificate in Public Sector Management:	90 Hours	56
Management Development Centre/Continuous Learning	The Professional Management Certificate Program consists of five (5) courses designed to enhance the managerial effectiveness and leadership abilities of today's business professionals.	12 Hours	18
Management Development Centre/Continuous Learning	Coaching for Performance and Mentorship: The objective of this Ontario Tech University certificate program is to build your professional confidence in-order to provide guidance and "mentorship" to those who are establishing or growing in their career. This program is specifically beneficial to all executives, supervisors and managers to encourage staff performance. HR professionals or business owners will also learn to build a successful in-house mentorship program.	6 Hours plus online modules	6

Appendix C – Program Reviews 2018-19

In the 2018/2019 academic year, CIQE has developed a tracking system to track all action items resulting from program reviews and the status of all action items at the time of the required eighteen-month follow up report. Below are some key numbers:

Final Action Reports (FARs)

- Number of FARs submitted: 4
- Total number of action items listed in the FARs: 33
- Total number of action items classified as "Curricular": 20
- Total number of action items classified as "Financial": 1
- Total number of action items classified as "Marketing/Recruitment": 1
- Total number of action items classified as "Research": 1
- Total number of action items classified as "Technology": 4
- Total number of action items classified as "Administration": 15

Eighteen-Month Follow Up Reports

- Number of eighteen-month follow up reports submitted: 5
- Total number of action items listed in the follow up reports: 34
- Total number of action items marked "Complete": 20
- Total number of action items marked "In Progress" or "Ongoing": 14
- Total number of action items classified as "Curricular": 21 (17/21 Complete or Ongoing)
- Total number of action items classified as "Financial": 5 (5/5 Complete or Ongoing)
- Total number of action items classified as "Marketing/Recruitment": 5 (2/5 Complete or Ongoing)
- Total number of action items classified as "Research": 3 (2/3 Complete or Ongoing)
- Total number of action items classified as "Technology": 1 (1/1 Complete)
- Total number of action items classified as "Administration": 10 (5/10 Complete or Ongoing)

As in previous years, it was noted that most programs made a fair amount of progress towards meeting their action plan timelines. Curricular changes had the highest completion rate, as they are typically reliant on the Program area or Faculty, while items requiring consultation outside the Faculty and increased financial resources (i.e. Marketing & Recruitment) were less frequently completed.

A full listing of all action items and their status can be provided upon request.

COMMITTEE REPORT

SESSION:		ACTION REQUESTED:	
Public	☒	Decision	☐
Non-Public	☐	Discussion/Direction	☒
		Information	☐

TO: Strategy & Planning Committee

DATE: May 29, 2019

PRESENTED BY: Cheryl Foy, University Secretary & General Counsel

SUBJECT: University Risk Management – Strategic Risks Update

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.
- Each Risk Owner met with Risk Management to identify current mitigation and propose future mitigation strategies for their assigned strategic risk(s).
- The Strategic Risk mitigation plans were presented to SLT in April 2019 for discussion to confirm their adequacy.

Proposed Process:

- Work with members of SLT to assign a calculated level of risk to each Strategic Risk.
- Develop a process to map the Operational Risks identified at the University against the Strategic Risks.
- Continue to monitor progress of the current and future Strategic Risk mitigation strategies and work with Risk Owners moving the plans forward.

RESOURCES REQUIRED:

- Time and resources of SLT, Risk Owners and Risk Management to continue action against the current and future mitigation strategies.

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.

CONSULTATION:

- SLT – December 2018
- Risk Owners – January – April 2019
- SLT – April 2019

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.
- Work with SLT to assign a calculated risk level to each Strategic Risk.
- Risk Management team to develop a process map of Operational Risks to Strategic Risks.
- Present the updated Strategic Risk Plan to SLT for discussion and to confirm its adequacy prior to returning to this Committee and the Board.

Alumni Update – Engagement Strategy, Milestones, and Achievements

Presentation to Strategy and Planning Committee

May 29, 2019

Presented by:
Susan McGovern, Vice-President, External Relations and Advancement

OntarioTech UNIVERSITY

Alumni Engagement Strategic Priorities

- Establish the university as a central support and resource for alumni at each stage of their career and throughout their life.
- Integrate alumni engagement program as a key pillar of the overall brand strategy to support Ontario Tech University's market presence and elicit the pride of alumni.
- Build internal capacity to assist Alumni Association in launching the Alumni Engagement strategy.

2012-2018 Alumni Milestones

2012-13

- **6,000 Alumni (as at April 2013)**
- Advancement Committee of the Board receives Alumni Association steering committee recommendations
- Alumni Association launch
- Homecoming expanded engagement program – 5th anniversary gathering
- Graduating Class Challenge launched
- **Affinity program revenue: $2,291**

2013-14

- **8,220 Alumni (as at April 2014)**
- Alumni branded merchandise launched
- Alumni Association awards program launch
- Alumni receptions held in Toronto and Calgary
- Alumni Association invited to participate in meetings of the Board of Governors
- **Affinity program revenue: $4,791**

2014-15

- **10,070 Alumni (as at April 2015)**
- Alumni networks launched
- UB atrium alumni digital wall installed
- Stamp mentorship program pilot project
- 10-year graduation anniversary
- **Affinity program revenue: $6,154**

2015-16

- **12,150 Alumni (as at April 2016)**
- Affinity program health and travel plan launched
- Connected – E-Magazine launched
- Structured communications planning developed
- Alumni champion program launched
- Regent Theatre alumni digital wall installed
- Stamp mentorship program full roll-out
- **Affinity program revenue: $7,076**

2016-17

- **13,850 Alumni (as at April 2017)**
- Alumni Council completed 5th year of operation
- First four-year graduating class of 2007 celebrates 10 years
- Alumni goal of $25M for Alumni Hall
- **Affinity program revenue: $9,640**

2017-18

- **16,488 Alumni (as at April 2018)**
- Twitter Followers increased by 65% to 1,300 followers, Alumni Facebook Page increased by 10% to 2,200 followers.
- 158 alumni donors have a cumulative giving total of more than $40,000 as of March 2018.
- **Affinity program revenue: $13,194**

Alumni Snapshot

- Following the June 2019 Convocation we will have more than 19,000 alumni.
- Alumni volunteers assisted in helping our Pi Day of Giving trend on social media.
- More than 100 alumni currently work for Ontario Tech University, a Pi Day party was held to bring together alumni during their lunch break.
- 195 alumni donors have contributed nearly $49,000 to the university as of March 31, 2019.

2018-2019 Alumni Achievements

Bruce County Alumni Event

- On May 10, Ontario Tech University went to Bruce County for the day to meet with executives at Bruce Power followed by an alumni event.
- Event featured exclusive opportunity for alumni to meet and network with Bruce Power executives as well as leaders from the Bruce Supplier Network.
- Program featured remarks from President Steven Murphy; Mike Rencheck, President and CEO of Bruce Power and Frank Saunders, President of Ontario Nuclear Innovation Institute.
- 117 people attended: 43 alumni; 4 co-op/internship students; 58 people from local industry, including local BIA, 2 mayors; 10 faculty and staff members from Ontario Tech.
- Several inquiries about new internship and co-op opportunities and requests for information about our programs. We also introduced the new University Centre for Students phase one construction.

Bruce County Tour and Event

2018-2019 Achievements cont.

- Alumni Association Council
  - New format and program for Alumni Day, featuring remarks from President Steven Murphy and a guest speaker, Roger Singh, to launch the AAC Speaker Series. Increased attendance over previous two years.
  - Speaker series to meet the strategic priority of providing career networking opportunities and advice.
  - Alumni Council members participated as platform speakers at convocation sessions.
  - Alumni Association Returning Alumni Award, funded through the Council budget and individual Council members to create a $500 award for alumni who return to the university for additional degrees.

- Revenue/Fundraising Program
  - 195 Alumni donors have given a cumulative total of nearly $49,000.
  - Affinity Program Revenue: $17,162 in 2018/19 (growth rate of 37% over 17-18 revenue).
  - Alumni branded merchandise sales revenue was $6,795 an increase of nearly 33%.

2018-2019 Achievements cont.

- Social Media, Digital
  - Engagement Growth (2018 to 2019) :
    - Twitter Followers (increased to 1,472 followers), Alumni Facebook Page has 2,231 followers. Pi Day 2019 continued to build alumni engagement on social media channels; the hashtag was trending in Durham Region; Instagram account has more than 500 followers.
- Communications/Mentorship
  - Electronic Connected newsletter issued to alumni three times per year.
    - Readership increasing significantly, last issue featuring information about rebrand had 47% readership rate (highest since launch); average of three issues for 18-19 is an increased readership rate of 32.1%; readership goal for 18-19 was 24%.
- Personal Networking Opportunities
  - Alumni Day, October 13, featured guest speaker, Roger Singh, CTO, Rubikloud and a networking reception.
  - Alumni reception held in Bruce Country and Oshawa.
- Alumni Champions
  - Number of Alumni Champions: four in 2014; 75 in 2019.
- Graduating Class Challenge (GCC)
  - 2019 campaign won by Faculty of Business and IT.
  - Introduced new format for the Challenge to make the scoring more equitable: class photos by Faculty; sales of mugs and donations and questionnaire completion.
  - Total dollars raised to date, $557 (mug sales at Convocation to be added to this total).

Thank you

Strategy & Planning Committee (S&P)

2018-2019 Annual Report

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OntarioTech UNIVERSITY

2018-2019 Work Plan

MANDATE-DRIVEN PRIORITIES

Strategic & Planning Oversight
- Integrated Planning
- Strategic risk
- Transformation of Technology Enabled Learning (TELE)
- Student Success
- International strategy
- Research Plan
- Standard & strategic performance indicators
- COU/UC strategic initiatives
- Board Retreat planning

Advancement
- Million Dollar Matching Fund & Board Pathways Awards Program
- Endowment disbursement
- Campaign planning
- Alumni engagement strategy

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Accomplishments

STRATEGIC OVERSIGHT

- Recommended amendments to committee's Terms of Reference
- Oversight of advancement of university's strategic priorities
- Oversight of the university'
- Oversight of identification & assignment of university's key strategic risks
- Oversight of university's student success strategies
- Engaged in strategic discussions regarding: strategic priorities, advancing strategic priorities in times of fiscal restraint, and living the brand
- Oversight of implementation of student ancillary fees opt-out

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Accomplishments

PLANNING OVERSIGHT

Board Retreats

- Planning & oversight of the retreat held November 29, 2018 - focused on defining and executing the university's strategic priorities
- Planning & oversight of the retreat held May 28-29, 2019 - focused on developing better understanding of the new SMA metrics & identifying aspects of the role Ontario Tech can play in advancing Durham Region

ADVANCEMENT

- Recommended the disbursement of up to $600,000 from the endowment funds to distribute as student awards for the 2019-2020 year
- Oversight & encouragement of governor engagement in advancement and campaign planning activities

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In Progress

Strategy & Planning

- Continued oversight of Alumni engagement strategy
- Continued oversight of international strategy

Advancement

- Continued oversight of campaign planning
- Continued oversight of Board of Governors' Pathways Awards & Million Dollar Matching Fund programs

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Future Planning

Planning Oversight

- Strategic Mandate Agreement 3
- Strategic Plan – Oversight of Rolling Plan and Annual Metrics
    - Academic Plan
    - Research Plan
    - Capital Plan
- Student success strategies
- Strategic Risk Management

Strategic Enrolment Management

- Growth Strategy
- Environmental & Competitive Scanning

Campaign Planning

External Opportunities Oversight

- Outcomes Indicators

Board Retreats

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