**BOARD OF GOVERNORS**
**Strategy & Planning Committee (S&P)**

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**Thursday, May 28, 2020**
**2:00 p.m. to 4:15 p.m.**
**Videoconference Only**
**PUBLIC SESSION: 1.888.240.2560 Meeting ID: 376 454 641**

**Members:** Thorsten Koseck (Chair), Doug Allingham, Liqun Cao, Kevin Chan, Owen Davis, Mitch Frazer, Steven Murphy, Jim Wilson, Lynne Zucker

**Staff:** Becky Dinwoodie, Cheryl Foy, Andy Gallagher, Les Jacobs, Lori Livingston, Brad MacIsaac, Sue McGovern

## AGENDA

| No. | Topic | Lead | Allocated Time | Suggested Start 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 8, 2020* (M)** | Chair | | |
| **5** | **Chair's Remarks** | Chair | | |
| **6** | **President's Remarks**<br>• Strategic Focus: COVID19 & Post-COVID19<br>• COU/UC Update | Steven Murphy | 10 | 2:05 p.m. |
| **7** | **Strategy** | | | |
| 7.1 | Integrated Planning (U) | Lori Livingston | 10 | 2:15 p.m. |
| 7.2 | Annual Programs Update* (U) | Lori Livingston | 10 | 2:25 p.m. |
| 7.3 | Strategic Research Plan* (U) | Les Jacobs | 10 | 2:35 p.m. |
| 7.4 | Strategic Risk Annual Report* (D) | Cheryl Foy | 10 | 2:45 p.m. |
| 7.5 | Alumni Engagement Strategy Update* (U)(P) | Susan McGovern | 10 | 2:55 p.m. |
| **8** | **Planning** | | | |
| 8.1 | Annual Board Report* (M) | Cheryl Foy | 5 | 3:05 p.m. |
| **9** | **Other Business** | Chair | | |
| **10** | **Adjournment (M)** | Chair | | 3:10 p.m. |
| | **BREAK** | | **5** | |
| | | | | |

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

| No. | Topic | Lead | Allocated Time | Suggested Start Time |
|---|---|---|---|---|
| | **NON-PUBLIC SESSION (material not publicly available)** | | | **3:15 p.m.** |
| **11** | **Call to Order** | Chair | | |
| **12** | **Conflict of Interest Declaration** | Chair | | |
| **13** | **Minutes of Non-Public Session of Meeting of April 8, 2020* (M)** | Chair | | |
| **14** | **President's Remarks** | Steven Murphy | 10 | 3:20 p.m. |
| **15** | **Advancement** | | | |
| 15.1 | Advancement Update* (U) | Susan McGovern | 10 | 3:30 p.m. |
| 15.2 | Board of Governors' Pathways Awards Update* (M) | Susan McGovern | 10 | 3:40 p.m. |
| **16** | **Strategy** | | | |
| 16.1 | Confidential Aspects of Strategic Risk Annual Report (U) | Cheryl Foy | 10 | 3:50 p.m. |
| **17** | **Other Business** | Chair | | |
| **18** | ***In Camera* Session** | Chair | | |
| **19** | **Termination (M)** | Chair | | 4:15 p.m. |

Becky Dinwoodie, Secretary

**BOARD OF GOVERNORS**
**Strategy & Planning Committee (S&P)**

**Minutes of the Public Session of the Meeting of Wednesday, April 8, 2020**
3:30 p.m. to 4:25 p.m.
Videoconference Only

**Members:** Thorsten Koseck (Chair), Doug Allingham, Liqun Cao, Kevin Chan, Owen Davis, Steven Murphy, Jim Wilson, Lynne Zucker

**Staff:** Becky Dinwoodie, Cheryl Foy, Andy Gallagher, Les Jacobs, Lori Livingston, Brad MacIsaac, Sue McGovern



## 1. Call to Order
The Chair called the meeting to order at 3:30 p.m.

## 2. Agenda
*Upon a motion duly made by O. Davis and seconded by L. Zucker, the Agenda was approved as presented.*

## 3. Conflict of Interest Declaration
There were none.

## 4. Minutes of Public Session of Meeting of January 30, 2020
*Upon a motion duly made by J. Wilson and seconded by L. Zucker, the Minutes were approved as presented.*

## 5. Chair's Remarks
The Chair thanked everyone for participating in the meeting given the uncertain times. He encouraged everyone to listen to the advice of our medical leaders and to continue to adhere to the social distancing guidelines, especially over Easter weekend.

## 6. President's Remarks
The President also thanked the committee members for their commitment to good governance during this time. He updated the committee on the status of the university's SMA3. He reported that all universities had submitted their plans and that none had yet received sign off by the government. With the COVID situation and continued uncertainty, institutions need to be able to reassess how the proposed measures are doing compared to how they thought they would do. A request has been made to the government to

postpone the finalization of the SMA3 for a year. Currently, institutions have until the fall to review the proposed measures and reassess them given the change in circumstances.

The President discussed the various COVID-19 response initiatives in which the university is involved. There are a large number of students looking to volunteer to assist with 3D printing and their enthusiasm must be balanced with the need to keep them safe through physical distancing.

The President also discussed the opportunity he sees to learn from the transition to online learning this semester and move to increased modes of hybrid teaching. This would differentiate us from other institutions. The faculty will be asked to prepare their courses to be entirely online for the fall. The fall courses will be rolled out using the new learning management system, Canvas. The President explained the hybrid model, which involves making as much content available online as possible and providing value add experiences for students when they are on campus. The President remarked that the pandemic will push people into the digital world and we can be leaders in that space.

The upcoming year will be a difficult one financially and otherwise as we deal with uncertainty. It is integral to plan for better times three to four years from now.

The President responded to questions from the committee. The committee discussed how to maintain a sticky campus with remote learning. While subject content will be delivered online, students will adapt to the expectation that they need to demonstrate what they have learned when on campus. There was also a discussion as to whether the transition would reduce costs for students. The President explained that the savings would be offset by the costs of resources required to support the transition. Further, there is not much cost savings to be had since 80-85% of the university's costs are allocated to salaries. There will be an opportunity to look at teacher to student ratios differently. The committee also discussed the transition to the new learning management system and its timeliness for the move online.

## 7. Planning

### 7.1 Board Retreat Planning

The President proposed that it would be timely to discuss the hybrid form of learning with the Board. It would be helpful to hear from governors regarding their own professional development activities, the experiences of their children, and content delivery. It would be helpful to get a sense of everyone's experiences and try to minimize blind spots, ensuring that we create something meaningful to the working world.

There was discussion as to whether there is an expert speaker that could help set the tone for the retreat. The President advised that it would be helpful to have a speaker looking at the sector in terms of disruption, possibly offering a private sector perspective.

The committee also discussed the importance of cybersecurity. It would also be helpful to think more broadly about other sectors and their innovations during this time. The committee also considered whether to proceed with the retreat in a virtual format or postpone it until the Board could meet in person.

## 8. Advancement

### 8.1 Endowment Disbursement Report

A. Gallagher provided an overview of the endowment disbursement report and recommendation. He provided an update on the performance of the university's investment portfolio in the recent volatile times (down approximately 7%).

(L. Cao joined at 4:08 p.m.)

A. Gallagher informed the committee that there was a discussion regarding whether the recommended disbursement level could be sustained going forward. The committee discussed whether the recommended disbursement amount should be increased in light of the pandemic crisis. A. Gallagher explained that many of the endowments have specific criteria that must be met and it is sometimes difficult to fulfill all of the criteria.

*Upon a motion duly made by K. Chan and seconded by O. Davis, the Strategy & Planning Committee recommended the disbursement of up to $725,000 from Endowment Funds for distribution as student awards in 2020-21.*

## 9 Strategy

### 9.1 Integrated Planning Update

L. Livingston provided an update on the progress on the integrated academic plan, which links the university's strategic priorities with the academic side of the house, as well as research priorities. The plan is set out in two documents, a shorter external facing document and a longer internal facing one. The Integrated Academic Plan (IAP) was presented to Academic Council for consultation in February.

L. Livingston advised the committee that while going through the process of compiling the IAP, it was recognized that the university's vision, mission and values need to be updated. A similar discussion occurred in 2017 while updating the university's Strategic Plan and it was decided to roll the vision, mission and values over.

The Board of Governors is responsible for governing and managing the university, which includes the power to determine the mission, vision and values of the university subject to the duty to consult. The senior leadership team is seeking the committee's support to proceed with a reevaluation and refresh of the university's mission, vision and values. L. Livingston walked through the proposed consultation and approval pathway with the committee.

L. Livingston responded to questions from the committee. She informed them that the new format used for the IAP is that it is a rolling plan, which will allow the university to be nimble. The IAP will be actively refreshed to reflect the changing circumstances of the pandemic. There was a discussion regarding student participation in the consultation process. L. Livingston confirmed that they would actively work with the university's Student Union to solicit input, as well as receiving feedback from student members of Academic Council and Faculty Councils.

## 10. Other Business

The Chair shared a photo of face shields being assembled at GM and being distributed through the university. He thanked the university and the leadership team for this

contribution. O. Davis advised that the Student Union will be donating $23,000 towards student emergency food bursaries.

**11. Adjournment**

*Upon a motion duly made by K. Chan and seconded by O. Davis, the meeting adjourned at 4:22 p.m.*

Becky Dinwoodie
Secretary

2020

# Programs, Quality Enhancement and Continuous Learning

DISCUSSION PAPER

STRATEGY AND PLANNING

April 2020

PREPARED BY: CENTER FOR INSTITUTIONAL QUALITY ENHANCEMENT & CONTINUOUS LEARNING

This 2019-2020 annual report offers a snapshot of quality enhancements made, and a glimpse of the development and growth of academic programs and continuous learning offerings at Ontario Tech University.

# 1. Quality Updates and Enhancements

**Quality Council Audit:** A scheduled Quality Assurance Audit was completed in February 2020 to ensure compliance with the provisions of our Institutional Quality Assurance Process (IQAP), as ratified by the Ontario Universities Council on Quality Assurance (Quality Council). This was the University's first review by the Quality Council and it required coordination and collaboration across the entire institution. Anecdotally, the auditors had positive feedback to share with the senior QA team following the site visit. The final auditor's report and recommendations will be available later this year. CIQE would like to extend their appreciation to everyone involved in this endeavor.

**Cyclical Program Review Process Tracking:** The cyclical program review (CPR) tracking process that CIQE implements internally to monitor CPR's is broken down into three key segments: coordination of the review itself, report management and governance, and the tracking of action items for 18-months. In 2019, finding a solution to assist with managing these projects became essential for CIQE as the transition from a one-year to a two-year program review process increased the number of programs being reviewed simultaneously. After testing several different types of project management software, CIQE is now using Monday.com. Monday.com has allowed CIQE to coordinate these three key program review segments across the department, allowing for seamless collaboration and the ability to monitor academic program enhancements.

**IQAP Revisions and Enhancements:** As part of the University's new policy framework and examination of the By-laws, the IQAP was transformed from a Handbook into one overarching policy and four associated procedure (i.e., curriculum changes, cyclical program reviews, new programs, and program closures) documents. These changes and a review of best practices resulted in a number of modifications and enhancements. These revised IQAP documents are currently being approved through our required governance procedures as well as ratification by the Quality Council.

**Student Involvement and Engagement:** Development of a guiding document to promote student involvement in the cyclical program review process is underway. This document will provide the Internal Assessment Team (IAT) strategies on how to intentionally involve the IAT student representative(s) throughout the two-year process. This guide will also include resources for the student representative(s) to utilize in order to engage their fellow students and alumni to obtain valuable program experience data for the self-study report.

# 2. Academic Programs and Curriculum

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 Ontario Tech; 19-20 count begins 1 May 2019**

| Year | New Programs[1] | New Minors | New Specializations /Fields | New Pathways | Merged/ Significantly Restructured programs[2] | Significantly Restructured Pathways | Closed specializations | Closed programs[3] |
|---|---|---|---|---|---|---|---|---|
| **15-16** | 4 | 0 | 3 | 8 | 3 | 2 | 3 | 1 |
| **16-17** | 2 | 3 | 3 | 2 | 3 | 1 | 0 | 0 |
| **17-18** | 4 | 2 | 2 | 1 | 3 | 0 | 0 | 0 |
| **18-19** | 3 | 1 | 0 | 1 | 1 | 0 | 0 | 2 |
| **19-20** | 2 | 0 | 0 | 0 | 2 | 2 | 3 | 5 |
| **Total** | **15** | **6** | **8** | **12** | **12** | **5** | **6** | **8** |

**Pathways Programs:** 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. Ontario Tech currently has formal articulation agreements with five Ontario partner institutions based on the strength of the partnership related to student movement, program fit, and their unique relationship to Ontario Tech. A separate **Undergraduate Alternate Pathways Policy** governs the relationship with other Ontario Colleges of Applied Arts and Technology (CAAT) to allow seamless transfers to occur without binding the University 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.

**Notices of Intent:** As of 2018-19, 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 and the NOI template to look more closely at alignment with Mandate Agreements and other academic planning documents. In 2019-2020, one new NOI was submitted from the Faculty of Social Science and Humanities for an Undergraduate Diploma in Public Policy.

**Curriculum Management Tools:** 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 was completed in three phases. Phase 1 spanned over 2017, which involved building and testing of the system. Commencing summer 2018, Phase 2 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. Overall, feedback from users was positive and highlighted the value of Curriculog for record keeping. The final phase of implementation began in September 2019. Effective for this annual reporting cycle, Curriculog has been utilized as the platform for review of proposals starting at the Faculty level and is also now

[1] For 2017-2018 BA Liberal Studies, BTech in Sustainable Energy, MSc Nursing, PhD Health Sciences. For 2018-2019 BSc Integrative Neuroscience, BA/BSc Psychology are included. For 2019-2020 BSc Integrated Mathematics and Computer Science, UG Diploma in Teaching English to Speakers of Other Languages are included, but currently in external approval stages.

[2] Examples include altering the length of a graduate program and nomenclature changes; does not include all Major Program Modifications.

[3] Includes pathways closed as a result of the closure of the parent program.

publicly available. CIQE has also deployed new system functionality to facilitate batch updates to course data which has been integrated into existing processes. In the next calendar year, it is expected that Digarc will be introducing a new user interface and a number of related enhancements. In consultation with all stakeholders, CIQE will continue to investigate and deploy additional functionalities within Curriculog and Acalog, the Academic Calendar software system, to further to support operational needs and requirements.

**Indigenization of Curriculum:** In 2019, the Indigenous Education Advisory Circle Consultation Protocol was approved by Academic Council and as a result, guiding consultation questions were embedded into CIQE's program and curricular change templates. These questions were developed with guidance from the President's Indigenous Reconciliation Taskforce and in consultation with the Indigenous Education Advisory Circle. These questions allow Faculty to discern whether or not they have Indigenous content and the appropriate next steps. By having these questions upfront in the curriculum development process, Faculty can be connected early on with the Advisory Circle to consult on Indigenous curriculum in a Good Way. In addition, language about the utilization of this protocol for Indigenous content in regards to new program and curricular changes has been added to the revised Institutional Quality Assurance Policy (IQAP). The Quality Council commended CIQE on the inclusion of the protocol within the policy, noting "The Council also acknowledged the many references to the protocols associated with the consultation/development of Indigenous curriculum procedures which were woven throughout the policy as an innovative practice". In regards to the inclusion of Indigenous curriculum, CIQE looks forward to continuing their partnership with the taskforce and Indigenous community members to ensure quality enhancement is practiced in a respectful, meaningful way.

## 3. PROGRAM REVIEW - TRENDS

Between May 2019 and March 2020, CIQE facilitated site visits for the following programs under review:

- Bachelor of Education
- Master of Engineering (MEng) and Graduate Diploma in Engineering Management

Additionally, CIQE prepared Final Assessment Reports for six programs and tracked the progress of action plans through 18-Month Follow-Up Reports for eight programs. Through this process, it was noted that the overall trends outlined in the previous two annual reports remain relatively consistent and are outlined below.

- Curriculum/Course level improvements was a top theme for many of the program reviews. Within this theme, offering flexible curriculum, elimination of irrelevant courses, review curriculum for alignment to the program goals and/or faculty vision, and ensure learning outcomes are being achieved at the course level were frequently mentioned. Upon review of the 18-Month Follow-Up reports, these curricular/course level improvements were often completed within the initial timeline.
- Improving internal and external recruitment and promotion was also a top theme during the program review process. Increasing student enrolment through aggressive recruitment and retention efforts and improving the promotion and advertising of programs were noted as external solutions. Internally, recommendations around increasing consultation with the Registrar's office and the Office of Student Life regarding internationalization initiatives and promoting growth and development of faculty members to foster community, cohesion, coherence and excellence in programs.

- The theme of resources captured recommendations that called for the addition, the enhancement, or the development of space and staffing. In particular, recommendations of additional faculty and staff to support the program, addressing infrastructure concerns, and dedicated workshop facilities.

A few emerging themes from the past year were identified and have been outlined below.

- Reexamining the admission requirements and revising the admissions process were common recommendations. In one instance, implementing an entrance exam for non-traditional students was suggested.
- Enhancing student engagement outside curriculum and increasing student-to-student and student-to-faculty interactions were identified.

Upon review of completed 18-Month Follow-Up Reports, it was noted that most programs managed to successfully meet their action plan within the allocated timelines. Action items requiring resources, specifically with respect to additional staffing and space, were most commonly 'in progress' at the conclusion of the 18-month reporting period. Curricular changes, indigenization of curriculum, and alignment of learning outcomes enlisted the highest completion rates within the 18-month timeframe.

A summary of program review trends is outlined in **Appendix B**.

As part of the two-year program review cycle, programs under review participate in a three-part program learning outcome series. As of March 31, 2020, 12 unique workshops have been held as part of the series. Workshop topics include the enhancement of program learning outcomes, mapping of the enhanced outcomes to degree level expectations and mapping of the enhanced outcomes to courses (and associated learning activities/assessments).

## 4. CONTINUOUS LEARNING

A new centralized lifelong learning unit was established this year. Continuous Learning was announced in the Weekly Report on July 16, 2019. This unit is the unification of the Management Development Centre from the Faculty of Business and Information Technology, Nuclear Professional Development Centre from the Faculty of Energy Systems and Nuclear Science, Teacher Training (AQ and ABQ) courses from the Faculty of Education and Summer Camps also from the Faculty of Education.

Since May 2019, the development of the Continuous Learning unit included a change in physical location, team building, website restructuring, expanding awareness and visibility of Continuous Learning (internally and externally), research and exploration of partnerships, review of and consolidation of existing processes, and department policy/regulation development.

**COVID-19 response**
In alignment with the University's COVID-19 response, Continuous Learning courses were moved online where possible as of March 16, 2020. Some custom programs have been postponed until further notice due to these unprecedented circumstances.

In response to 'social distancing' protocols, Continuous Learning has launched the Community Connect program. This program is currently composed of three series of free online discussion groups to help various populations connect with others in a safe learning environment. These series are: Kids Konnect, Topic Talks, and Topic Talks - Teacher Edition and each offer us an ability to connect with the community while also strengthening our internal reach and collaboration with Faculty's and units.

**NEW PROGRAMS AND PARTNERSHIPS**

**OCAD Partnership**
OCAD's Continuing Studies and Ontario Tech University's Continuous Learning have created a partnership that allows Ontario Tech to source design related online courses. Through this, Continuous Learning supplements registration for online OCAD design courses while gaining revenue based on the partnership agreement.

**AGE-u-cate**
Continuous Learning has formed a partnership with AGE-u-cate® Training Institute to be the exclusive provider for AGE-u-cate's Dementia Live® and Compassionate Touch® Coach training programs throughout the Province of Ontario. These programs are designed to destigmatize dementia by helping caregivers and the greater public understand the effects of dementia and elder care, from the point of empathy, in daily living.

**Women in Leadership**
In February, Continuous Learning hosted Women Courageous, a workshop on the adversity faced by female leaders. The Women in Leadership certificate program was announced at this event with a tentative start date of Fall 2020. This certificate is designed to help women understand, navigate and overcome obstacles facing female leadership in the workplace.

**RIBO Certification**
Continuous Learning has courses approved for required professional development by the Registered Insurance Brokers of Ontario. Continuous Learning renewed RIBO professional development course approval for 15 courses this year. Two (2) accreditations were provided for RIBO professional development.

**Continuous Learning courses**
Continuous Learning offers independent courses (i.e. do not belong to a certificate program) and offer certificate courses independently (i.e. can complete a certificate course without completing all courses for a certificate program). There were 320 open enrolment course completions this year (i.e. excluding the workshops, custom programs, and special events, Master's Certificate in Public Sector Management courses, AQ/ABQ courses, AOOM courses and CNSC courses).

**Custom courses/programs**
Continuous Learning has built and/or delivered the custom courses and certificate programs to the following organizations in the past year:

- Central East Local Health Integration Network - Certificate in Leadership Excellence
- Charles H. Best - Documentary screening event and course developed (ongoing)
- Durham Region - Certificate in Leadership Excellence (doubling cohorts for 2020)
- Durham Regional Police Services - Certificate in Leadership Excellence
- H2O Power - Certificate in Leadership Excellence

- Ontario Power Generation - 4 courses, 2 - 3 sessions per quarter
- Specialty Pharma Solutions - Conflict Management and Negotiations half-day workshop

**Additional Qualification (AQ) & Additional Basic Qualification (ABQ) courses**
In the past year, twenty-six Additional Qualification and Additional Basic Qualification courses have been offered to Ontario College of Teachers members for Teacher Professional Development. There were 203 attendees over these twenty-six courses.

A listing of all Continuous Learning opportunities offered this year is provided in Appendix C.

**APPENDIX A: Ontario CAATs Articulation Agreement and Policy**

| College | Location | Prior Agreement | Expiry Date | Current Agreement Status | Expiry Date |
|---|---|---|---|---|---|
| DURHAM | Oshawa | Yes | 2017 | Active | 2023 |
| SENECA | Toronto | Yes | 2017 | Active | 2023 |
| FLEMING | Peterborough | Yes | 2017 | Active | 2023 |
| NORTHERN | Timmins | No | | Active | 2023 |
| LOYALIST | Belleville | Yes | 2018 | Active | 2023 |
| GEORGIAN | Barrie/Orillia | Yes | 2017 | Policy | |
| CENTENNIAL | Toronto | Yes | 2017 | Policy | |
| 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 – Program Reviews 2019-20**

In the 2019/2020 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: 6
- Total number of action items listed in the FARs: 60
- Total number of action items classified as “Curricular”: 18
- Total number of action items classified as “Financial”: 5
- Total number of action items classified as “Marketing/Recruitment”: 8
- Total number of action items classified as “Admissions”: 5
- Total number of action items classified as “Research”: 1
- Total number of action items classified as “Technology”: 0
- Total number of action items classified as “Administration”: 23

Eighteen-Month Follow Up Reports

- Number of eighteen-month follow up reports submitted: 8
- Total number of action items listed in the follow up reports: 68
- Total number of action items marked “Complete”: 33
- Total number of action items marked “In Progress” or “Ongoing”: 35
- Total number of action items classified as “Curricular”: 32
- Total number of action items classified as “Financial”: 9
- Total number of action items classified as “Marketing/Recruitment/Admissions”: 6
- Total number of action items classified as “Research”: 6
- Total number of action items classified as “Technology”: 0
- Total number of action items classified as “Administration”: 15

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

**APPENDIX C: Continuing Education**

Summary of Continuing Education activities for March 2019 - March 2020. 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 registrants * | Number of certificates awarded |
|---|---|---|---|---|
| Continuous Learning | **Professional Management:** A certificate program consisting of five (5) courses designed to enhance the managerial effectiveness and leadership abilities of today's business professionals. | 30 hours | 57 | 19 |
| Continuous Learning | **Professional Communications:** A certificate program consisting of five (5) courses concentrating 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 | 34 | 8 |
| Continuous Learning | **Digital Marketing and Social Media Management:** A certificate program consisting of three (3) courses designed for developing and launching a Social Media strategy immediately to improve ROI by taking a methodical approach to social media - learn, apply, measure, report. | 18 hours | 13 | 8 |
| Continuous Learning | **Not-for-Profit Leadership:** A certificate program consisting of five (5) courses designed to | 30 hours | 11 | 7 |

| | | | | |
|---|---|---|---|---|
| | meet the unique challenges faced by managers in the Not-for-Profit sector. | | | |
| Continuous Learning | **Visionary Leadership:** A certificate program consisting of five (5) online modules and a full-day, in-class workshop designed to help leaders navigate a time filled with volatility, uncertainty, complexity and ambiguity (VUCA) | 6 weeks | N/A | 6 |
| Continuous Learning | **Master's Certificate in Public Sector Management:** A certificate program consisting of fifteen (15) courses that requires application and approved admission designed for managers and executives with diverse educational backgrounds who are experienced in a public sector/government or related organization. | 90 hours | N/A | 27 |
| Continuous Learning | **LEAN Green Belt:** A certificate program offered in partnership with Leading Edge Group focused on the lean management approach. | | N/A | 18 |
| Continuous Learning | **LEAN Black Belt:** A certificate program offered in partnership with Leading Edge Group focused on the lean management approach. | | N/A | 3 |
| Continuous Learning | **LEAN Master Black Belt:** A certificate program offered in partnership with Leading Edge Group focused on the lean management approach. | | N/A | 2 |

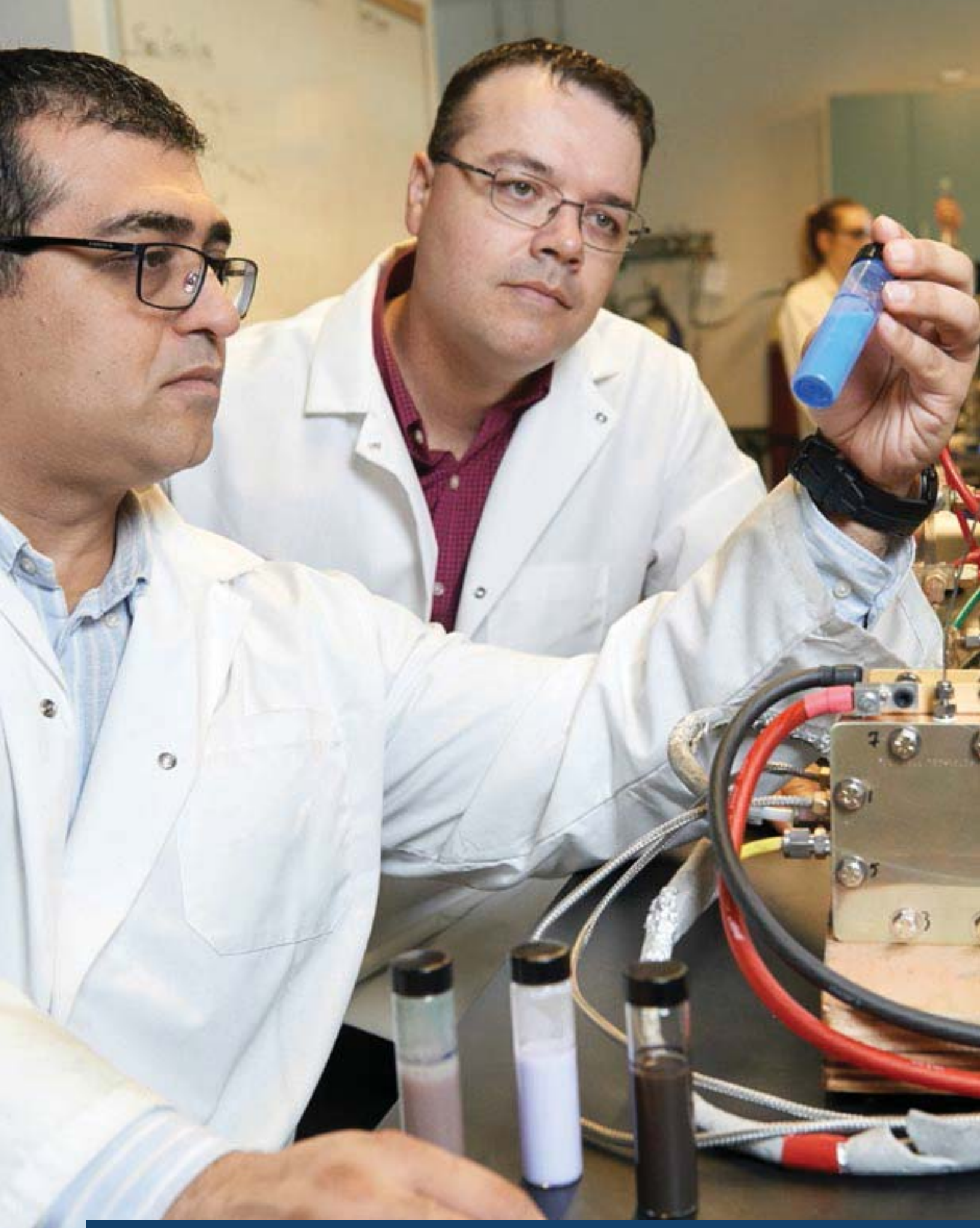
| | | | | |
|---|---|---|---|---|
| Continuous Learning | **Certificate in Leadership Excellence - Custom program for Durham Region** | 72 hours | N/A | 25 |
| Continuous Learning | **Certificate in Leadership and Management Essentials - Custom program for Central East Local Health Integration Network (CE LHIN) (Peterborough Regional Health & Northumberland Hills Hospital):** A custom certificate program consisting of five (5) courses designed to develop strategies and insight related to change management specific to healthcare-based organizations. | 30 hours | N/A | 20 |
| Continuous Learning | **Certificate in Leadership Excellence - Custom program for Northumberland Hills Hospital:** A custom certificate program consisting of three (3) courses designed to develop strategies and insight related to change management specific to healthcare-based organizations. | 18 hours | N/A | 2 |
| Continuous Learning | **Certificate in Police Leadership - Custom program for Durham Regional Police Services (DRPS):** A certificate program designed to develop leadership strategies aligned with DRPS core competencies. The program consists of 3 modules, each with 4-weeks of online content and one half-day, in-class workshop. | 3 months | N/A | 31 |
| Continuous Learning | **Custom course for Canadian Nuclear Safety Commission (CNSC):** Development CANDU Station System Design and Operation. | 280 hours | N/A | 29 |

| | | | | |
|---|---|---|---|---|
| Continuous Learning | **Advanced Operations Overview for Managers (AOOM) - Custom Program for Ontario Power Generation (OPG):** Development and delivery of training to operational managers in the nuclear industry | Every day for five (5) months; approximately 707 hours | N/A | 22 |

*Some Continuous Learning certificate programs allow individuals to sign-up for courses individually without completing the full certificate program. The number of registrants refers to the number of individuals who registered for any course(s) offered as part of this program. All individuals were only counted once, regardless of the number of courses in the certificate program they registered for. N/A in this column means that individual courses in this certificate program were not open for registration.

# Strategic Research Plan
2020-2025

Ontario Tech University



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# Introduction

Modern and forwarding thinking, Ontario Tech University is a young, small Canadian research-intensive university that advances the discovery and application of knowledge to accelerate economic growth, technological advancement, regional development, healthy communities, and social innovation. We believe it's not only about developing the next tech breakthrough—understanding and integrating the social and ethical implications of technology are our key differentiators.

We excel in nimble, collaborative multidisciplinary research in engineering, natural sciences, computer and computational science, nuclear science, health sciences, business, informational technology, social sciences, and education. Our dynamic research portfolio is comprised of more than 300 members with active research programs and 11 prestigious Canada Research Chairs.

In our short history, we've maintained a fundamental commitment to research excellence in answers to basic scientific questions, applied and technological innovation, and societal challenges. The orientation of this research is toward advancing pure scientific knowledge, developing technological breakthroughs, improving the quality of life and work for all Canadians, and strengthening the quality of public services in Ontario, especially in the sectors of health, education and criminal justice. We work with industry in the commercialization of our research, collaborating with not-for-profits and community organizations, and contributing to the Canadian economy as well as to regional economic and social development in Durham Region and Northumberland County.

Remarkably, in less than two decades, we've created a vibrant, engaged research community of faculty and graduate students, built world-class research facilities and libraries, established extensive networks of research partners, provided unmatched research opportunities for our undergraduate students, and invested in a supportive, knowledgeable research services staff. This commitment to innovation and research excellence has already yielded important and impactful outcomes in a wide range of fields.

As we enter our third decade, we're poised to become a national leader among Canada's smaller research-intensive universities. Our **Driving the Future with Research Excellence: Strategic Research Plan 2020-2025** will guide our university to attain a national leadership role in Canada's research community. This plan outlines our **Current Research Strengths**, identifying six intersecting fields where the university has already become a leader as well as our Strategic Research Priorities for 2020-2025. These priorities will extend our research strengths while determining additional leadership areas and opportunities. We'll gauge attainment of these goals using five metrics for judging our progression outlined in the Measuring Our Success section of this plan.

Our university has an amazing story to tell. This Strategic Research Plan complements our Integrated Academic-Research Plan. Combined, these documents serve as the cornerstone to telling the incredible Ontario Tech University story.

**Professor Les Jacobs, PhD, FRSC**
**Vice-President, Research and Innovation**
**Ontario Tech University**

# Vision and Mission

## The new 2020-2025 Strategic Research Plan advances Ontario Tech University's core founding Mission, which aims to:

### Provide
superior undergraduate and graduate programs that are technology-enriched and responsive to the needs of students and the evolving workplace.

### Conduct
research that creates knowledge, solves problems, results in economic and social innovation and engages students.

### Facilitate
life-long learning that is flexible, inclusive and emphasizes college-university transfers.

### Develop
academic and research collaborations with industry and community that stimulate and enhance the region and university at home and abroad.

### Cultivate
a dynamic learning environment for students by promoting social engagement, fostering critical thinking and integrating experiences inside and outside the classroom.

# Institutional priorities

## This plan aligns with our academic-research strategic priorities:

### Tech with a Conscience

**We aim** to improve the lives of humans and the planet through the ethical application of technology and innovation. It's a key component in our teaching and learning practices, administrative processes and innovative research projects.

### Learning Re-imagined

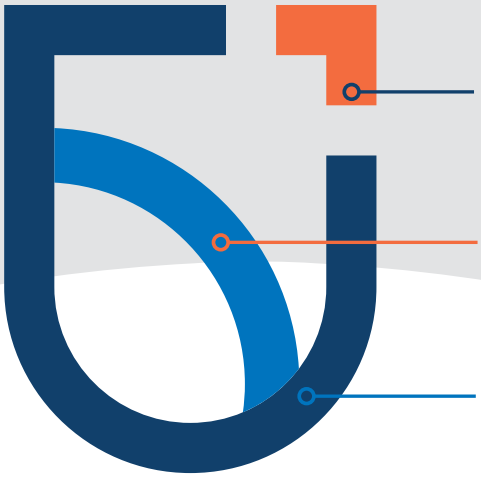
**We adapt** to the ever-changing educational landscape by experimenting with the most effective ways to deliver flexible and dynamic learning, giving more choices to more people.

### Creating a Sticky Campus

**We promote** positive social change and encourage an accessible, equitable, diverse and inclusive culture for our campus community.

### Partnerships

**We help** industry, community, government and academic partners be more effective by bringing them together with students and researchers to uncover innovative solutions for our partners' most pressing problems.



**Always pointing towards a better future**

**Open to new emerging ideas and possibilities**

**A modern, forward-thinking University**

# Research values

**Our research community embodies a set of core values that inform all of our research activity and provide the points on the compass that guide and motivate our researchers to be:**

## Inventive
Entrepreneurial about real-world applications.

## Imaginative
Visionary and think creatively about new research pathways.

## Inspirational
Engage the communities where we live, work and play.

## Inclusive
Ensure equity, diversity and inclusion underpin all of our research endeavours and our research methods are fair and unbiased.

## Integrative
Adopt problem-solving methods that combine multiple perspectives and disciplinary approaches, including community-based research collaborations.

# Research code

Academic freedom anchors our research. We follow a code of expectations and professional standards that provides a model for all our research community. The impetus for this code is the fact that the university is embedded within a much broader external ecosystem of research and innovation that is instrumental in ensuring our success. This ecosystem includes other universities in Canada and around the world. Major research and innovation funders including agencies of the Government of Canada and the Government of Ontario provide important investments in research capacity but also set compliance standards and norms. Many of our researchers are also members of professional bodies and associations with their own professional codes of conduct. Our ecosystem also includes industry, community organizations, not-for-profits, local government, and broader public sector organizations that are both collaborators and sponsors of our research as well as agents for knowledge sharing and its commercialization. Ultimately, the principles and commitment that make up our research code reflect not only how we fit into this research and innovation ecosystem but also how our research community distinguishes itself from other research-intensive universities.

## Research Excellence

*We produce world-class original scientific research, achieve technological breakthroughs, and improve our understanding of human behavior to ensure a better future.*

## Equity, Diversity and Inclusion (EDI)

*We believe that EDI is integral to achieving research excellence at our university.*

## Tech with a Conscience

*We improve the lives of humans and the planet through an understanding of the ethical, social, and policy effects and implications of innovations and advances in technology, and their potential to enhance human health and well-being.*

## Truth and Reconciliation

*We believe that our research must respect and advance Truth and Reconciliation with indigenous peoples.*

## Community to National to Global Impact on Resilience, Sustainability and the Economy

*We deliver research that reflects and directly benefits our local Durham Region and Northumberland County, contributes to the Canadian economy, strengthens environmental sustainability, and supports community resilience, while having a global reach that places our research on the world stage.*

# Equity, diversity and inclusion

We champion equity, diversity and inclusion (EDI), recognizing that EDI strengthens the research enterprise and its quality, social relevance and impact. This perspective acknowledges that historically and currently underrepresented individuals experience systemic barriers and biases that disadvantage them in terms of career opportunities and advancement. We recognize that in order to move beyond superficial responses to EDI and to progress towards more substantive changes to the academic and research culture, we must make EDI values and principles central to our institutional mission and have them permeate every area of practice. This commitment truly embodies our EDI statement:

> *"Innovation begins with the person behind the good idea. Canadians are vibrant and diverse people, each of whom possesses unique talents, skills, experiences, and perspectives that inspire brilliant ideas. True to the Canadian mosaic, Ontario Tech University fosters an inclusive culture where contributions from all members—including Indigenous Peoples, LGBTQ2+ Persons, Persons with Disabilities, Racialized Persons, and Women—are valued and are given the opportunity to flourish. Ontario Tech is committed to cultivating a diverse and inclusive research community. By refusing to leave talent on the sidelines, Ontario Tech inspires the profound discussions, exceptional creativity, and vanguard thinking that lead to more original, impactful and relevant research results."* (EDI Commitment Statement, **Being Counted and Considered at Ontario Tech University: Canada Research Chair Equity, Diversity and Inclusion Action Plan**, September 27, 2019)

We will become an EDI leader among Canadian universities by fundamentally changing our research and academic culture to ensure that individuals from underrepresented groups participate and benefit equitably across our institution. EDI capacity building is key to affecting this cultural change. We have met, and are conscientiously working to exceed the current EDI requirements and diversity targets of the Canada Research Chair Secretariat. We were among the first Canadian universities to endorse the Tri-Agency Dimensions Charter on EDI in 2019 and are among the first recipients of a major institutional Natural Sciences and Engineering Research Council of Canada (NSERC) EDI Capacity Building Grant. We also strongly supported the signing of the San Francisco Declaration on Research Assessment (DORA) by the presidents of the Canada Foundation for Innovation (CFI), Canadian Institutes of Health Research (CIHR), NSERC, and Social Sciences and Humanities Research Council of Canada (SSHRC).

We recognize that realizing these pledges will not be easy: over the next five years, inspired by our strategic research plan, we will shepherd and support our research community through the implementation of meaningful, measurable and sustainable progress towards embedding EDI in academia and research.

# Current Research Strengths

We're a national leader in six intersecting fields of multidisciplinary research that are founded on our dual strengths in basic scientific discovery across disciplines and cutting-edge applications of this research in technological breakthroughs, the health and social sciences, engineering, business, and social innovation. In these fields, our researchers stand out in national and international funding and award competitions, secure extensive industry and not-for-profit organization partnerships and sponsorship, and demonstrate research excellence in scholarly outputs such as journal articles and books. Our world-class facilities and libraries in these multidisciplinary fields enable our research community to undertake their research programs and that ensure those scholarly outputs are discoverable around the world. We also provide valuable opportunities for the training of graduate and undergraduate students and other highly qualified personnel such as postdoctoral fellows in these research areas of strength.

## Digital Technologies, Machine Learning and Artificial Intelligence

Situated in Canada's technology hub, we've developed wide-ranging, award-winning research programs spanning multiple disciplines from the natural sciences, computer science, business, education, engineering, health sciences, social sciences and information technology. These research programs exemplify how both pure research in computer science and applied advanced data analysis utilizing artificial intelligence and machine learning delivers a transformative effect on almost every field of scientific discovery and applications. Five of the university's Canada Research Chairs work in this area. This research strength intersects with our strengths in:

- Advanced Manufacturing and Materials
- Applied Bioscience and Environmental Sustainability
- Automotive Engineering
- Energy
- Transportation and Electrification Systems

This research also reflects our core strength in Information and Communication Technologies (ICT), which facilitates information access and sharing that drives the advancement in a wide range of economic sectors, including:

- 5G broadband communication
- Autonomous transportation
- Cybersecurity
- Education
- Gaming
- Health care
- Intelligent energy systems
- Marketing
- Neuroscience
- Smart cities

These innovative multidisciplinary research contributions create valuable opportunities to train our students who gain employment in diverse sectors of the economy in the GTA and other tech hubs.

Our graduate students and postdoctoral fellows are key contributors to this research strength as well as the many undergraduate students who have research opportunities embedded in their programs. Graduate program areas include:

- Business Analytics and Artificial Intelligence (proposed)
- Computational Finance (proposed)
- Computer Science
- Education and Digital Technologies
- Electrical and Computer Engineering
- Forensic Psychology
- Health Sciences (Health Informatics)
- Information Technology Security
- Modelling and Computational Science

We now offer a dual PhD program in computer science with the University of Technology Sydney (UTS) in Australia.

We've built an extensive network of laboratories at the Software and Informatics Research Centre (SIRC) to conduct this research, including:

- Advanced Networking and Security Research Laboratory
- Applied User Experience Research Lab for Interactive Media
- Business Analytics Lab
- Finance and Marketing Lab
- Gaming and Virtual Reality Lab
- Hacker Research Laboratory
- Health Informatics Laboratory
- Laboratory for Games and Media Entertainment Research
- MaxSIM Health
- SAP Next-Gen Labs – Design Thinking

Other important research facilities include the Cybersecurity Institute, Communications, Signal Processing and Microwave Lab, Digital Culture and Media Lab, Digital Life Institute, STEAM-3D Maker Lab, Education Informatics Lab, Clinical Affective Neuroscience Laboratory, and Visualization for Information Analysis Lab. The university also houses the Joint Research Centre in AI for Health and Wellness with UTS.

## Areas of Research Strength:

- Augmented and Virtual Reality
- Big Data Analytics
- Business Analytics and AI
- Business Transformation
- Computational Science
- Computer Vision
- Consumer Behavior
- Consumer Behaviour
- Cybersecurity
- Data Visualization and Analytics
- Digital Health
- Digital Immersive Learning Environments
- Digital Learning
- Drones
- e-Commerce
- Ethics and Equity in Technology Use
- Financial Analytics
- Human Machine Interaction
- Human-ability Enhancing Technology
- Information and Communication Technologies
- Internet of Things
- Linguistic Information Visualization
- Marketing
- Modelling and Games
- Neuroscience of Mental Health and Substance Abuse
- Next Generation Networks
- Operations Modelling
- Privacy and Trust
- Real-time Stream Processing
- Risk in the Global Digital Economy
- Robotics
- Signal Processing
- Software Development and AI
- STEAM Education
- Technology and Pedagogy
- User Interface Design

# Energy, Applied Bioscience and Environmental Sustainability

We've quickly become a national leader in energy and environmental sustainability research. Our scientists focus on new basic scientific discoveries and solving fundamental problems in the natural sciences and computer science that will help unlock the potential of clean energy technologies. Our engineers are developing innovative materials and enabling technology that is key to our future electrical grid, microgrids, and energy systems. Our researchers are among the best in the world in nuclear energy and nuclear science including small modular reactors, radiation science, radiation health and safety, simulation research, and nuclear materials management. We're also international research leaders in developing alternative energy sources. Our researchers have made major scholarly contributions to forms of clean energy such as biofuels, hydrogen and fuel cells, geothermal, and solar. We have outstanding capacity in data management and visualization about energy usage. Working with municipalities, we're building complex networks of high-power charging stations for electric vehicles. Our portfolio of patents related to clean energy continues to grow.

Our strong team of researchers advance scientific discovery and develop innovative biotechnology in applied bioscience using advanced investigational methods in molecular biology, toxicology, chemical biology, synthetic chemistry, physiological studies, epidemiological methods, and computational modelling. Additionally, we have four Canada Research Chairs and two NSERC Industrial Chairs who focus their research on energy, nuclear science, environmental science, and environmental sustainability

Our strength in applied bioscience focuses on the capacity for the biosphere and human civilization to coexist, new and emerging biotechnologies and applications to environmental sustainability. Our scientists study the impacts of disease and human activities, like climate change and resource extraction, on aquatic animals, microorganisms, and livestock. Our social scientists engage critically with environmental governance norms and alternative practices, study how sustainable policies involving access to environmental resources, including clean water and energy, benefit society and the economy, and advance key issues in education around developing resilience, at-risk populations, and technological change.

Our graduate students and postdoctoral fellows are key contributors to this research strength. Graduate program areas include:

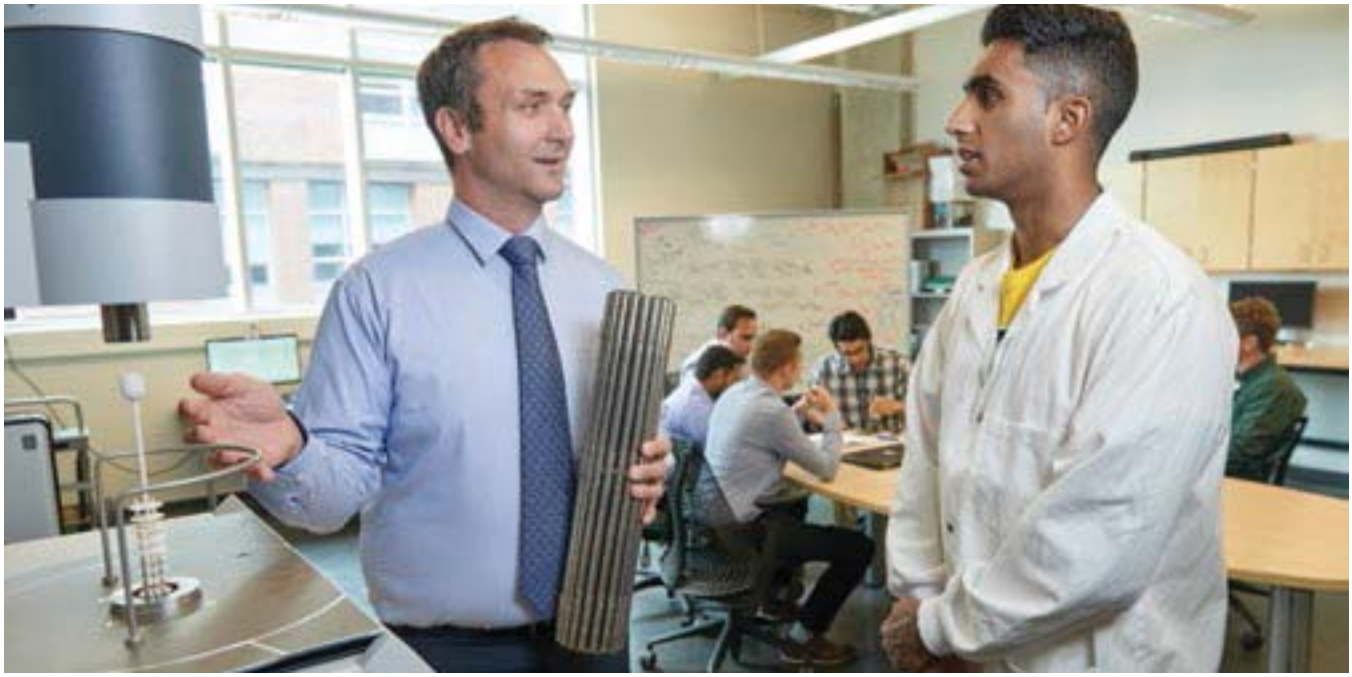
- Applied Bioscience
- Automotive Engineering
- Electrical and Computer Engineering
- Education
- Materials Science
- Mechanical Engineering
- Nuclear Engineering
- Nuclear Technology

This research is carried out in our world-class facilities, including:

- ACE
- Aquatic Research Facility
- Biomolecular Characterization Facility
- Borehole Thermal Energy Storage System
- Centre for Small Modular Reactors
- Climatic Wind Tunnel
- Clean Energy Research Lab
- Electrochemical Energy Materials Lab
- Energy Research Centre

## Areas of Research Strength:

- Biological and Medicinal Chemistry
- Biomaterials
- Biotechnology
- Clean Technology
- Computer Modelling
- Energy and Sustainability Education
- Energy Production, Conservation and Storage
- Energy Systems
- Environmental Impacts
- Environmental Monitoring
- Environmental Remediation
- Fluid-Structure Interaction
- Fuel Cells
- Health Physics and Environmental Safety
- Human Energy
- Hydrogen Production and Storage
- Indigenous Governance
- International Environmental Governance
- Nuclear Decommissioning and Site Restoration
- Nuclear Energy
- Nuclear Materials Management
- Prior and Informed Consent
- Radiation Science
- Renewable Energy
- Resource Extraction and Free
- Small Modular Reactors
- Smart Grid
- Sustainable Development Strategies
- Transportation and Mobility



# Community Wellness, Human Performance and Health Promotion

We have a very strong network of researchers focused on innovative community wellness and human performance promotion research. This also includes work with vulnerable populations that analyzes best practices in community development and urban resilience, and community-engaged research supporting justice-seeking groups, including those with intellectual disabilities, incarcerated youth, Indigenous communities and other vulnerable populations.

In collaboration with a cluster of research chairs and a dynamic cohort of graduate and undergraduate students, this network is impactful globally in the fields of:

- biomedical and clinical health research
- health informatics
- health systems and services
- health technology
- kinesiology
- psychology
- public and population health

This research application promotes the health and well-being of those living, working and playing in our local communities as well as guiding decision-makers to develop sustainable and healthy global communities that are inclusive and support the physical, social, economic and environmental health needs of global citizenship. Four of our Canada Research Chairs conduct research in this area of strength.

This network includes faculty, students and postdoctoral fellows from graduate programs in:

- Applied Bioscience
- Criminology and Social Justice
- Education
- Forensic Psychology
- Health Sciences
- Nursing

Our hub of labs supporting this research foci include the:

- Applied Skill Acquisition in Sport Lab
- Biomolecular Characterization
- Centre for Applied Nutrition and Cardiovascular Health Research
- Centre for Disability Prevention and Rehabilitation
- Centre on Hate, Bias and Extremism
- Clinical Affective Neuroscience Lab
- Health and Human Performance Lab
- Health Informatics Lab
- Human Neurophysiology and Rehabilitation Lab
- MaxSim Health Lab
- Motor Behaviour and Physical Activity Lab
- Neuroimaging and Electroencephalography Lab
- Occupational Neuromechanics and Ergonomics Lab
- Social Research Centre
- Sport Officiating Studies

## Areas of Research Strength:

- Adapted Physical Activity
- Chronic Disease Prevention and Management
- Clinical Information Systems
- Collaboration with Indigenous Communities
- Community-Based Health Care
- Community Development
- COVID-19-related Research
- Dementia
- Digital Health Monitoring
- Disability, Injury Prevention and Rehabilitation
- Digital Technology and Learning
- Discovery of Novel Therapeutics to Treat Disease
- Educational Accessibility
- Emerging Infectious Diseases and Global Health
- Environmental and Occupational Health
- Epidemiology
- Ergonomics and Biomechanics
- Exercise Physiology
- Health-Care Simulation
- Health Equity
- Health Informatics
- Health Policy, Systems and Services
- Health Promotion
- Healthy Aging
- High-Performance Sports
- Implementation Science and Knowledge Translation
- Indigenous Child Health
- Intellectual and Developmental Disabilities
- Laboratory Medicine
- Mental Health and Addiction
- Mindfulness
- Neuroscience and Motor Control
- Nutrition
- Pandemic Planning
- Pediatric Health
- Poverty Reduction
- Psychiatric Vulnerabilities
- Public Health
- Skill Acquisition and Motor Learning
- Sleep Science
- Social Determinants of Health
- Therapeutic Drug Design
- Violent Crime Reduction

# Automotive Engineering, Transportation and Electrification Systems

Positioned in the automotive manufacturing heartland of southern Ontario, we've built world-class research facilities including most notably ACE, home to the Climatic Wind Tunnel. This facility has helped positioned our researchers to be both leaders in automotive research and pioneers in new mobility systems including the next generation of cars, buses, trains, drones and even e-bikes. ACE is one of the universities core research facilities accessible to our entire research community. Our automotive engineering research and close industry collaborations are especially innovative due to recent contributions to vehicle dynamics and control, advanced powertrains, and aeroacoustics. As the research hub for the Autonomous Vehicle Innovation Network (AVIN) focused on human interactions with electric and self-driving vehicles, our industry partners include the leading Silicon Valley automotive original equipment manufacturers (OEM). Our talent pipeline in automotive tech combined with our globally leading full-scale Autonomous and Electric Vehicle testing infrastructure has made Durham Region one of the world's strongest innovation environments for companies disrupting the automotive marketplace.

We have five research chairs engaged in projects within this research strength, along with graduate students and postdoctoral fellows.

Graduate programs include:

- Automotive Engineering
- Computer Science
- Electrical and Computer Engineering
- Information Technology Security
- Materials Science
- Mechanical Engineering

World-class facilities supporting our research in mobility and electrification systems include:

- ACE
- Clean Energy Research Lab
- Energy Systems and Nuclear Science Research Centre
- Software and Informatics Research Centre

## Areas of Research Strength:

- Assistive Technologies for Learning Different
- Autonomous Vehicles
- Automotive Dynamics and Control
- Automotive LIDAR and Radar
- Automotive Structure and Chassis Design
- Battery Charge and Storage
- Climatic and Environmental Testing
- Cybersecurity
- Data Ingestion, Analysis and Visualization
- Electrification of Transportation Systems
- Intelligent Mobile Systems
- Mobility and Software Testing
- Precipitation Characterization
- Transit Modelling and Optimization
- Vehicle Thermal Aerodynamics and Thermal Management
- Vulnerable Road Users
- V2X Communication
- Wireless Communication Technologies

# Advanced Manufacturing and Materials

Working collaborative with our extensive network of industry partners, our researchers are recognized leaders in manufacturing engineering as well as the synthesis and characterization of materials. Applications of this award-winning research have led to the development of sustainable and environmentally friendly approaches and techniques for manufacturing processes, product development and energy systems. This multidisciplinary research involving both scientists and engineers is transforming manufacturing processes in a range of sectors of the economy in Canada and abroad.

Our graduate students are important contributors to this research strength.

Programs for graduate study include:

- Applied Bioscience
- Automotive Engineering
- Computer Science
- Electrical and Computer Engineering
- Materials Science
- Mechanical Engineering
- Modelling and Computational Science

Key research facilities that support our intelligent manufacturing and materials research include:

- ACE
- Advanced Digital Manufacturing
- Advanced Digital Metrology
- Electrochemical Energy Materials Lab
- Materials Characterization Centre
- Mechatronic and Robotic Systems Laboratory

## Areas of Research Strength:

- 3D Printing
- Advanced Robotics
- Climatic and Environmental Testing
- Corrosion-resistant Coating
- Data Storage and Visualization
- Electronic Materials
- Fuel Cells and Electrochemistry
- Mechatronics and Automation
- Nanotechnology
- Next-generation Genomics
- Noise and Vibration Control
- Software Testing and Simulations
- Surface Science
- Sustainable Processes

# Crime, Justice and Forensics Sciences

We've established a distinctive national research reputation in the field intersecting forensic psychology, criminology, and forensic science. Anchored by three top-ranked PhD programs, our professors and their graduate students make impactful research contributions that strengthen the justice system in Canada. Our undergraduate and graduate programs are training highly qualified personnel for industry, government, universities and colleges, and the broader public sector.

Our top ranked graduate programs that support this research strength include:

- Applied Bioscience (Forensic Bioscience stream)
- Criminology and Social Justice
- Education and Digital Technologies
- Forensic Psychology
- Information Technology Security
- Materials Science
- Police Leadership, Corrections and Public Safety (proposed)

Our unique research facilities that support this cluster of researchers include:

- Applied Law Enforcement Research and Training Laboratory
- Crime Scene House, the first in Canada
- Centre on Hate, Bias and Extremism
- Clinical Affective Neuroscience Laboratory for Discovery and Innovation
- Development, Context and Communication Lab
- Entomology Lab
- Forensic Materials Laboratory

## Areas of Research Strength:

- Anti-Social Personality Disorders
- Bias in the Justice System
- Body Decomposition
- Bullying
- Child Testimony
- Critical Criminology
- Cybercrime
- Detection of Deception
- Emotional Robotics
- Geographical Profiling
- Hate Crime
- Human Trafficking
- Investigation Techniques
- Law and Community Engagement
- Law and Social Change
- Online Privacy
- Policing
- Prosecution and Trial Procedures
- Psychopathy
- Racial Profiling
- Sexual Violence
- Technology and Crime Prevention
- Technology and Pedagogy
- Vulnerable Populations
- Wrongful Conviction

# Strategic Research Priorities for 2020-2025

We have a strong commitment to providing the research infrastructure and services that are necessary for all members of our research community to achieve excellence in their research programs. Key components of this commitment include:

- Having high-tech facilities.
- Strengthening the internal information technology supports for research.
- Integrating our researchers into regional and national high-performance computing and data networks.
- Enabling access to student research assistants.
- Offering research leave and research chair opportunities.
- Providing research services that guide and support researchers with the submission of funding applications, compliance with research ethics and financial accountability.

We're also committed to increasing investment in on-campus Core Research Facilities (CRF), which are facilities and that house equipment accessible to all of our researchers. We recognize the value and importance of providing strong funding support for our graduate students across the university. Sustaining and extending our research infrastructure and services, including fulfilling our EDI commitment statement, is our highest strategic research priority with the goal to become a national leader among Canada's smaller research-intensive universities.

We've developed six specific strategic research priority areas that will help us to become research leaders by 2025. These priority areas, which build on and extend our current research strengths, reflect major anticipated research funding opportunities—provincially, nationally and internationally—that will be available to our research community over the next five years, and the research and commercialization needs of our diverse set of partners—industry, community organizations, the not-for-profit sector and governments.

# Data Science, Artificial Intelligence and New Technologies

New and original pure research in computational science and computer research drives technological innovation around the globe. This pure research remains a fundamental priority. Novel integrated technological advances that build on this research drive economic prosperity, security, and social fairness. The use of advanced data analytic techniques including machine learning are revolutionizing diverse sectors of the economy ranging from cybersecurity and gaming to public education and health applications to software testing and industry that are creating demands for innovative applications of data science. Enabling technologies such as micro-and nano-electronics, nanotechnology, photonics and immersive technologies such as digital simulations and virtual reality present new opportunities for impactful **Tech with a Conscience** research.

## We will prioritize research that:

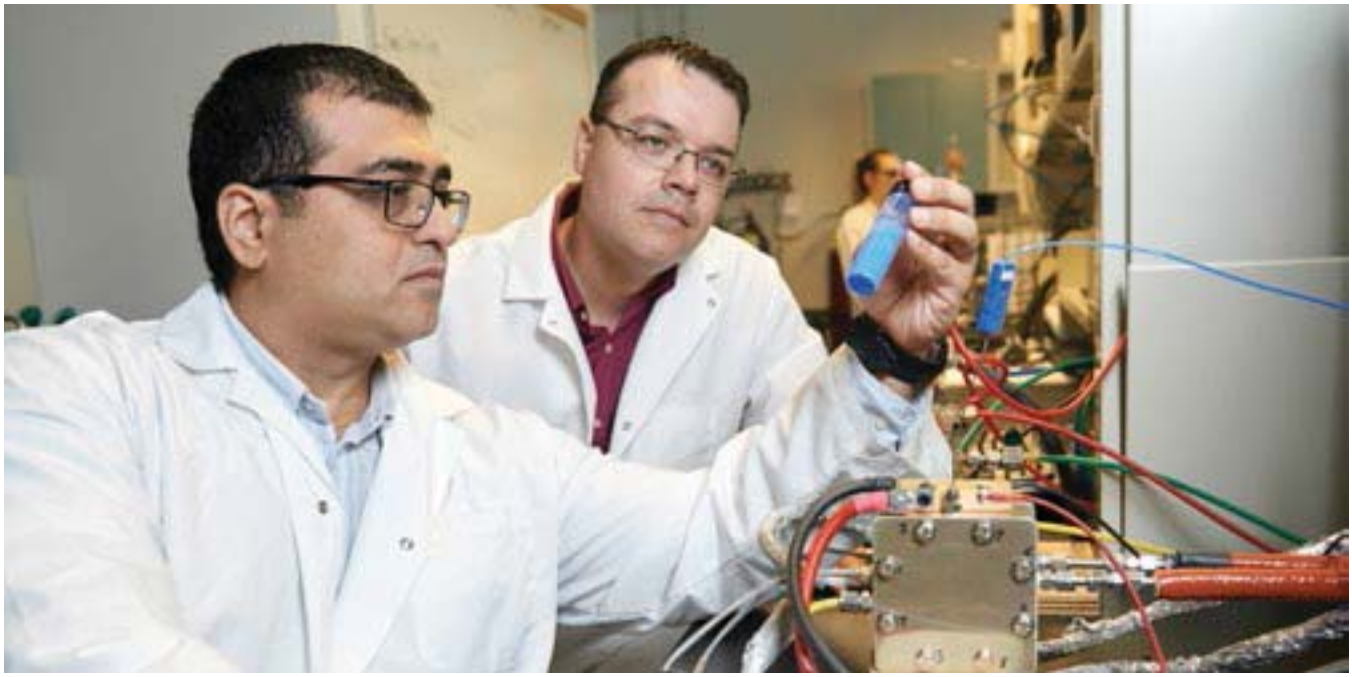
- Focuses on the use of advanced data science techniques, including machine learning and visualization, particularly in applications that can advance our utilization of 'Big Data' analytics, to achieve positive outcomes for society.
- Futher develops our world-class strength in cybersecurity and gaming including supporting our new Cybersecurity Institute is a key priority.
- Studies innovative technology-enhanced pedagogy and learning experiences that disrupt traditional educational expectations regarding achievement, accessibility, and skills-development from early childhood education and elementary schooling to high school and post-secondary education and finally, to lifelong learning. Simulation and other immersive technologies are important strengths among our researchers.
- Develops inquiry capacity on hybrid applications of quantum and high-performance computing for use by business and industry. Although theoretical research on quantum computing is decades old, possible business and industry applications are only now emerging as real-world quantum computers with the technical capabilities to utilize artificial intelligence are coming online.

# Canada's Energy and Environmental Future

The vision for a zero-carbon economy is one of the most ambitious and disruptive national goals Canada has ever embraced, in large part because it requires new thinking that reaches beyond research silos and integrates advances in the natural sciences and engineering, computer and computational science, business and the digital economy, and the health and social sciences. This vision also requires respectful consultation with Indigenous Peoples. Our immense strength in energy, applied bioscience, environmental sustainability, community wellness, information and communication technology, and business information technology, uniquely positions us to help shape the research agenda on Canada's Energy and Environmental Future and the role of disruptive technology in the realization of that vision.

## We will prioritize research that:

- Focuses on developing our research and policy capacity through new initiatives such as the Brilliant Energy Institute and the Centre for Small Modular Reactors as well as existing strengths at Clean Energy Research Lab. We will also invest in developing the Biomolecular Characterization Facility as a Core Research Facility with equipment and resources accessible to researchers across the university.
- Explores major new biotechnology and sustainability-focused research partnerships such as the EARTH District with other universities, community organizations, and First Nations and Indigenous organizations in the region.
- Seizes new funding opportunities that will support our researchers to address the complex challenges that are involved in the transition to a net-zero carbon economy, across disciplines from bioscience and physics to engineering and data science to education and social sciences



# Healthy Populations, Community Well-Being and Social Justice

We're committed to investing in our research capacity in the health and human sciences, including supporting our growing number of national and international collaborations in these fields. We place a special priority on COVID-19-related research, which we know will extend beyond the outbreak and exemplifies our nimble capacity to be responsive to the needs of Canadian society. Recognizing our research directly influences the health and well-being of Canadians, we'll continue to prioritize both pure and applied scientific discovery focused on human health and well-being, and biomedical research. Reflecting our institutional commitment to EDI, this positioning offers the university an opportunity for research synergies that will strengthen further our contributions to global public health, health promotion and improving human performance. These synergies will integrate our faculty members and students, including health scientists, psychologists, social scientists, and data scientists.

## We will:

- Conduct biopsychosocial research in the areas of human movement including sleep, sedentary time, physical activity, brain-body interactions, ergonomics and sport. This is essential for maintaining and improving health and performance of all Canadians, across the lifespan and across the spectrum of skill and ability. We will bolster this research through high-tech laboratories, strong partnerships, and trainee support, and we will apply this across health care, community and high-performance sport settings. We will also prioritize evidence-based research focused on improving human performance and reducing maladaptive behaviours in order to promote best practices in training and procedures in applied settings within law, business, government, and education.
- Prioritize public health and clinical research to support the health and wellness of populations, communities and individuals influence on the understanding and application of the determinants of health, health education, health policy, health interventions and health services. This research has applications from the local to global level. The use of technology in addressing health care access and delivery is important at the public, patient and provider level.
- Intensify ongoing research on the twin imperatives of population health and community well-being with an explicit focus on the pursuit of social justice. We'll provide useful data on, and conduct helpful analyses of, social determinants including poverty, access to education and legal services, environmental degradation, social isolation, and other factors. We'll further expand our collaboration with the non-profit sector and social justice advocacy groups, and share research results with relevant public sector actors to help inform evidence-based decision making and policy implementation.
- Build a network of comprehensive research partnerships and affiliation agreements with surrounding hospitals, other health-care service providers, health promotion, recreation and leisure providers, local industries and employers, as well as national/provincial/local health and sport organizations. This will help to facilitate rapid knowledge translation and mobilization, enable the sharing of academic staff, and the submission of joint funding applications to support collaborative research on pressing public health issues such as emerging infectious diseases and pandemic planning.

# Autonomous Vehicles and Systems

Robotics, mechatronics and autonomous systems play an ever-increasing role in the world of tomorrow: from autonomous vehicles, to home assistant robots, to unmanned aerial vehicles. Our research strengths put us at the forefront of this interdisciplinary research area while at the same time contributing to Canada's capacity for advanced and intelligence manufacturing. Building on our unique research capacities at ACE, including the new moving ground plane, our current strengths in **Automotive Engineering, Transportation and Electrification Systems**, and **Digital Technologies, Machine Learning, and Artificial Intelligence** have positioned us as a research hub in future-looking autonomous/electric vehicles and systems, while expanding the historic role that the region has had in the automotive sector. This includes embedded software, real-time systems and safety-critical software systems.

## We will:

- Remain nimble and adaptive to new opportunities with automotive Original Equipment Manufacturers (OEM) as well as in other emerging sectors such as aerospace and defence.
- Develop further our strengths in fields such as robotics, sensors, thermal aerodynamics, embedded software, safety-critical software systems, and electrification, which are at the cutting edge of where research on autonomous vehicles and systems is heading.
- Continue to be a research and talent anchor for the development of a manufacturing hub and supply chain in the region for autonomous vehicles and systems.

# Intelligent Manufacturing and Materials Innovation

In the current climate of global economic uncertainty, restoring and extending Canada's manufacturing capacity is key to securing the country's economic future. Considering our geographic location and research potential, we prioritize supporting the next generation of manufacturing as a Canadian supercluster in innovation, science and economic development. Our research has always positioned itself as an important contributor to the advanced manufacturing space. Disruptive and emerging technologies create new opportunities to expand these contributions. The integration of intelligent and autonomous technologies that utilize artificial intelligence and machine learning for advanced manufacturing is a research priority, allowing us to build on current research strengths to establish ourselves as a leader in manufacturing and materials innovation. This is a response to the forecasted demands from the industries to move towards the objectives of Industry 4.0, the latest revolution in industrial manufacturing.

### We will:

- Expand and grow the Materials Characterization Centre, an existing Core Research Facility where industry and academic research teams from across the university collaborate and develop innovative materials with real world applications.
- Increase our capacities in manufacturing process modelling, precision manufacturing, intelligent inspection, control and diagnostics, embedded software, and their corresponding cyber-physical components aligned with the requirement of Industry 4.0.
- Build on our strengths in polymers and nanotechnology to extend the applications of this innovative research to new sectors of industry including bioengineering, filtration, sensing, energy harvesting and noise mitigation.
- Develop new capacity in the hybrid application of quantum and high-performance computing in intelligent product design, manufacturing, data collection, and cybersecurity.

# Social Innovation, Disruptive Technologies and the New Economy

Disruptive technologies have played an important part in the creation of the new economy, characterized by precarious employment, vulnerable populations, growing income inequality, mental health crises, dysfunctions in the criminal justice system and social exclusion. Our research strengths in business and the social sciences have enabled the university to become a hub of social innovation and critical inquiry into this new economy. Volatility and uncertainty in global health security, local communities and economic markets create a pressing need to address the social and EDI impact and dimensions of these changes.

### We will:

- Continue to support the expansion of our recently established research centres engaged in this work (Digital Life Institute and Centre on Hate, Bias and Extremism) to pursue research across demographic groups seeking social and environmental justice, equity and systemic change.
- Remain supportive of diverse funding opportunities for critical research into the nature and impact of social and technological change on the criminal justice system, education, consumer behaviour and marketing, business, social and political structures, and diverse communities, including Indigenous Communities.
- Capitalize on and develop new business, not-for-profit sector and industry partners to better understand a nd address how social innovation can help us to deal with changing economic and labour markets and growing instabilities within social and economic power structures.

# Measuring our success

The **Strategic Research Plan 2020-2025** is instrumental for Ontario Tech University to become a national leader among Canada's smaller research-intensive universities. Driven by the pursuit of research excellence, our research community set out on this path in 2002 and we aim to realize this goal by 2025. Our success will be measured by five objectives:

## Intensify Research Capacity through Partnerships

**We will have advanced this objective if we have:**

- Significantly increased the number of multidisciplinary research partnerships we have with industry, public sector, not-for-profits and community organizations.
- Extensively broadened the opportunities for our researchers to share and commercialize their research in collaboration with our industry partners.

## Strengthen Research Excellence Reputation Nationally and Internationally

**We will have advanced this objective if we have:**

- Improved our overall ranking to be among the top 35 research universities in Canada and among the top 25 universities in terms of research-intensity.
- Increased the major awards and honours received by our researchers in recognition of their excellent research contributions and scholarship.

## Optimize the Matching of Research Strengths to Opportunities

**We will have advanced this objective if we have:**

- Establish new core research facilities, research institutes, centres and chairs that consolidate and showcase our research strengths in the education, engineering, health sciences, information technology, social sciences and the natural sciences.
- Expanded significantly the size and research strength of our graduate student and postdoctoral fellow community while at the same time preserving our status as a national leader in providing research opportunities for our undergraduate students.

### Sharpen the Positive Impact of our Research, Regionally and Nationally, on Economic and Social Development as well as Environmental Sustainability

**We will have advanced this objective if we have:**

- Made demonstrable and highly visible contributions to Durham Region and Northumberland County by providing new economic opportunities and improving the quality of life of people living in the region.
- Increased the opportunities our undergraduate and graduate students have to be directly involved in conducting research with local and national industry and community partners.

### Integrate Equity, Diversity and Inclusion (EDI) into all of our Research Activities and Practices

**We will have advanced this objective if we have:**

- Shepherded and supported our research community through the implementation of meaningful, measurable and sustainable progress towards embedding EDI in academia and research.
- Taken a national leadership role as one of Canada's smaller research-intensive universities in the integration of EDI into our research enterprise.

# Reporting On Our Progress

Annually, the Vice-President, Research and Innovation will provide a report card to Academic Council and the Board of Governors on the progress we have made in meeting these five objectives as well as our successes in the current research strengths and the strategic research priorities. This report card will integrate fully traditional research assessment metrics with newer ways to assess research excellence so that this reporting exercise is a reflection of our strong commitment to equity, diversity and inclusion. It will also identify areas of concern that require improvement.

# Contacts

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Ontario Tech UNIVERSITY

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**COMMITTEE REPORT**

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

**TO:** **Strategy & Planning Committee**

**DATE:** **May 28, 2020**

**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 fourth University Risk Management Report was presented and accepted by the Board on June 26, 2019.
- Key objectives identified for 2019/2020 included clarifying the strategic risks definitions and aligning them with the President's five strategic pillars; and the development of a process to map operational risks to strategic risks.
- Each Risk Owner met with Risk Management between October – December 2019 to start mapping their units Operational Risks identified against the strategic risks, utilizing the operational risk register.
- SLT met in February 2020 to discuss revising descriptions of the strategic risks that are meaningful against the Risk Owner's management, and allocate the strategic risks to the strategic pillars.

**Proposed Process:**

- Finalize the connection of strategic risks to the University's Operational Risks through the interim and annual risk register reviews.
- 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:**

- Risk Owners – October – December 2019
- SLT – December 2019
- SLT – February 2020
- Risk Owners – May – June 2020

**COMPLIANCE WITH POLICY/LEGISLATION:**

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

**NEXT STEPS:**

- Risk Management and Risk Owners to continue mapping of Operational Risks to Strategic Risks.
- Present the mapped operational to strategic risks to SLT for discussion and to confirm its adequacy prior to returning to this Committee and the Board.

# Alumni Engagement Strategy 2019-2020 Highlights

## Presentation to Strategy and Planning Committee

May 28, 2020

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.
- Leverage alumni pride and encourage alumni ambassadors to help build awareness of Ontario Tech University.
- Build internal capacity to assist the Alumni Association with Alumni Engagement.

# Alumni Snapshot

- The Class of 2020 will increase our alumni network to more than 22,000 graduates.
- 903 alumni have more than one degree from Ontario Tech University.
- Majority of the oldest cohort of alumni, the Class of 2007, are 35 years old.
- Majority of alumni live in the GTA.

# Total Degree Count by Faculty

| Grad Year | FBIT | FEAS | FEd | FESNS | FHS | FSci | FSSH | Total |
|---|---|---|---|---|---|---|---|---|
| '04 | | | 55 | | | | | 55 |
| '05 | | | 90 | | | | | 91 |
| '06 | | | 90 | | | | | 90 |
| '07 | 156 | 43 | 202 | 42 | 107 | 32 | 93 | 675 |
| '08 | 167 | 89 | 261 | 56 | 110 | 32 | 153 | 868 |
| '09 | 251 | 125 | 224 | 36 | 184 | 94 | 146 | 1,060 |
| '10 | 266 | 202 | 264 | 46 | 188 | 115 | 163 | 1,244 |
| '11 | 297 | 180 | 317 | 53 | 211 | 125 | 162 | 1,345 |
| '12 | 353 | 193 | 278 | 59 | 276 | 143 | 284 | 1,586 |
| '13 | 357 | 201 | 257 | 83 | 296 | 151 | 336 | 1,681 |
| '14 | 361 | 219 | 290 | 94 | 367 | 159 | 395 | 1,885 |
| '15 | 395 | 250 | 302 | 89 | 374 | 199 | 472 | 2,081 |
| '16 | 373 | 311 | 97 | 98 | 386 | 195 | 423 | 1,883 |
| '17 | 429 | 349 | 201 | 113 | 470 | 193 | 401 | 2,175 |
| '18 | 390 | 329 | 213 | 138 | 458 | 187 | 407 | 2,122 |
| '19 | 410 | 373 | 209 | 118 | 471 | 194 | 419 | 2,194 |
| **Total** | **4,205** | **2,864** | **3,350** | **1,025** | **3,898** | **1,819** | **3,854** | **21,035** |

Total alumni: 20,132

# 2019-2020 Activities

## Alumni Association Council

- Launched Speaker Series to meet the strategic priority of providing career networking opportunities and advice.
  - Four events held.
  - Rather than cancel the April and May 2020 events due to COVID-19, the Alumni Office hosted virtual events.
  - Alumni response to the events was positive. It allowed alumni from across the GTA and beyond to participate in the events.
- Alumni Council members participated as platform speakers at Convocation 2019 ceremonies.
- Alumni Association Returning Alumni Award – a $500 award for current students.
- New brand alumni merchandise created for release in 2020.
- Affinity Program Revenue total $31,693 in 2019, increased revenue due to increased alumni engagement with affinity partner, Johnson Insurance.
- 2020-2021 goals include Governance review: Terms of Reference, nominations process and schedule for terms and AGM.

# Alumni Events

## May 2019 – Bruce County

## July 2019 – Calgary

## November 2019 – OPG Alumni Reception with OPG Executives


# 2019-2020 Activities

New Mentoring Pilot with Career Centre and Ten Thousand Coffees

- Mentorship platform for alumni and students.
- More than 300 participants in first year of new platform.
- Introduction of virtual career seminars hosted via the platform launched in May 2020.

Events

- May 2019: Bruce County Alumni event featuring a conversation with Mike Rencheck, President and CEO of Bruce Power and Frank Saunders, President, ONII.
- June 2019: Speaker Series with Michelle Cox, Class of 2007.
- July 2019: Calgary Alumni Event with President Steven Murphy; Alumni Night at Blue Jays, sold out group of 100 tickets.
- October 2019: Alumni Day, with Alumni Award recipient, Robina Brah, Class 2017.
- November 2019: OPG Alumni Event with OPG Executives.
- March 2020: Alumni Pi Day Events cancelled due to COVID-19.
- April 2020: Speaker Series event with Wayne Cuervo, Cisco Canada.
- May 2020: Speaker Series event with Jaclyn Gibson, Class of 2014.

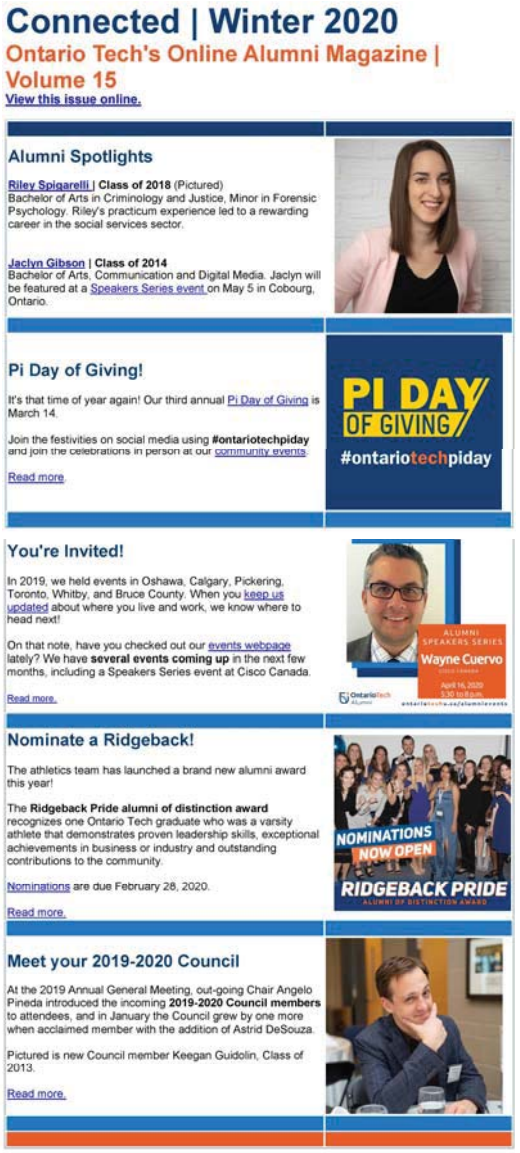
Graduating Class Challenge (GCC)

- 2020 campaign launched to help introduce graduating students to life as alumni.
- Planned networking events with alumni and guest speakers as well as fundraising activities were cancelled due to COVID-19.

# Communications

- Connected Magazine
  - Ontario Tech's Alumni e-magazine
  - E-magazine sent three times a year: Fall, Winter, Spring/Summer
  - Open rates between 24 and 29 per cent

- Social Media
  - Twitter Followers (1,612 followers)
  - Alumni Facebook Page (2,285 followers)
  - Instagram launched in 2018 (867 followers)



Connected | Winter 2020

Ontario Tech's Online Alumni Magazine | Volume 15

View this issue online.

Alumni Spotlights

Riley Spigarelli | Class of 2018 (Pictured)
Bachelor of Arts in Criminology and Justice, Minor in Forensic Psychology. Riley's practicum experience led to a rewarding career in the social services sector.

Jaclyn Gibson | Class of 2014
Bachelor of Arts, Communication and Digital Media. Jaclyn will be featured at a Speakers Series event on May 5 in Cobourg, Ontario.

Pi Day of Giving!

It's that time of year again! Our third annual Pi Day of Giving is March 14.

Join the festivities on social media using #ontariotechpiday and join the celebrations in person at our community events.

Read more.

PI DAY OF GIVING #ontariotechpiday

You're Invited!

In 2019, we held events in Oshawa, Calgary, Pickering, Toronto, Whitby, and Bruce County. When you keep us updated about where you live and work, we know where to head next!

On that note, have you checked out our events webpage lately? We have **several events coming up** in the next few months, including a Speakers Series event at Cisco Canada.

Read more.

ALUMNI SPEAKERS SERIES Wayne Cuervo

Nominate a Ridgeback!

The athletics team has launched a brand new alumni award this year!

The **Ridgeback Pride alumni of distinction award** recognizes one Ontario Tech graduate who was a varsity athlete that demonstrates proven leadership skills, exceptional achievements in business or industry and outstanding contributions to the community.

Nominations are due February 28, 2020.

Read more.

NOMINATIONS NOW OPEN RIDGEBACK PRIDE

Meet your 2019-2020 Council

At the 2019 Annual General Meeting, out-going Chair Angelo Pineda introduced the incoming **2019-2020 Council members** to attendees, and in January the Council grew by one more when acclaimed member with the addition of Astrid DeSouza.

Pictured is new Council member Keegan Guidolin, Class of 2013.

Read more.

# Thank you

# Strategy & Planning Committee (S&P)

## 2019-2020 Annual Report

OntarioTech UNIVERSITY

# 2019-2020 Work Plan

## MANDATE-DRIVEN PRIORITIES

**Strategic & Planning Oversight**

- Integrated Planning
- Strategic Mandate Agreement 3 (SMA3)
- Optional Ancillary Fees Model
- Strategic risk
- Student Success
- International strategy
- Research strategy
- Standard & strategic indicators
- COU/UC strategic initiatives
- Board Retreat planning

**Advancement**

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

# Accomplishments

## STRATEGIC OVERSIGHT

- Recommended amendments to committee's Terms of Reference.
- Oversight of advancement of university's strategic priorities.
- Oversight of the university's SMA3.
- Oversight of development of university's Integrated Plan.
- Oversight of identification & assignment of university's key strategic risks.
- Oversight of university's student success strategies.
- Engaged in strategic discussions regarding: Durham & the Future of Energy, Universities & the "Skills Gap",
- Oversight of implementation of optional ancillary fees model.

# Accomplishments

## PLANNING OVERSIGHT

### Board Retreat

- Planning & oversight of the retreat held May 27 & 28, 2020 - focused on developing a better understanding of the direction of enhanced blended learning, the challenges associated with the transition, and helping identify external stakeholder considerations and opportunities for differentiation.

### Joint Board Meeting

- Oversight of joint Board meeting with Durham College

# Accomplishments

## ADVANCEMENT

- Recommended the disbursement of up to $725,000 from the endowment funds to distribute as student awards for the 2020-2021 year.
- Oversight of Women in Stem initiative.
- Oversight & encouragement of governor engagement in advancement, alumni, and campaign planning activities (e.g. Pi Day events, Women in Stem).
- Support of Board of Governors Pathways Awards, Student Relief Fund, and Annual Campaign Gift.
- Worked with Advancement to identify and open doors to major gift prospects.

# In Progress

## Strategy & Planning

- Continued oversight of SMA3.
- Continued oversight of Alumni engagement strategy.
- Continued oversight of international strategy.
- Continued oversight of Research strategy.

## Advancement

- Continued oversight of campaign.
- Continued oversight of Board of Governors' Pathways Awards & Million Dollar Matching Fund programs.
- Continue to develop major gift prospects.

# Future Planning

**Planning Oversight**

- Strategic Plan – Oversight of Rolling Plan and Annual Metrics
    - Academic Plan
    - Research Plan
    - Capital Plan
- Review & refresh of university's mission, vision, and values
- Student success strategies
- Strategic Risk Management

**Strategic Enrolment Management**

- Growth Strategy
- Environmental & Competitive Scanning

**Strategic Discussions**

**Board Retreats**