

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

Thursday, January 30, 2020

2:00 p.m. to 4:20 p.m.

Videoconference

ERC 3023 (staff & guests only)

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

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

Staff: Becky Dinwoodie, 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 October 24, 2019* (M)	Chair		
5	Chair's Remarks	Chair	5	2:05 p.m.
6	President's Remarks <ul style="list-style-type: none"> • COU/UC Strategic Initiatives 	Steven Murphy	10	2:10 p.m.
7	Strategy			
7.1	Strategic Mandate Agreement 3 (U)	Steven Murphy & Lori Livingston	15	2:20 p.m.
7.2	Strategic Discussion: Universities and the "Skills Gap"	Steven Murphy	25	2:35 p.m.
7.3	Women for Stem* (U)(P)	Susan McGovern	5	3:00 p.m.
8	Planning			
8.1	Student Success (U)(P)	Lori Livingston	15	3:05 p.m.
8.2	Board Retreat Planning* (D)	Steven Murphy	10	3:20 p.m.
9	Advancement			
9.1	Pi Day* (U)(P)	Susan McGovern	5	3:30 p.m.
10	Other Business	Chair		
11	Adjournment (M)	Chair		3:35 p.m.
	BREAK		10	

D – Discussion

M – Motion

P – Presentation

U – Update

* Documents attached

No.	Topic	Lead	Allocated Time	Suggested End Time
	NON-PUBLIC SESSION (material not publicly available)			3:45 p.m.
12	Call to Order	Chair		
13	Conflict of Interest Declaration	Chair		
14	Minutes of Non-Public Session of Meeting of October 24, 2019* (M)	Chair		
15	President's Remarks	Steven Murphy	5	3:50 p.m.
15.1	Joint Board Meeting (U)		5	3:55 p.m.
16	Advancement			
16.1	Advancement Update* (U)(P)	Susan McGovern	10	4:00 p.m.
17	Other Business	Chair		
18	<i>In Camera</i> Session	Chair	10	4:10 p.m.
19	Termination (M)	Chair		4:20 p.m.

Becky Dinwoodie, Secretary



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

**Minutes of the Public Meeting of
Thursday, October 24, 2019
2:00 p.m. to 3:55 p.m., ERC 3023**

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

Staff: Becky Dinwoodie, Cheryl Foy (*videoconference*), Lori Livingston, Brad MacIsaac, Pamela Onsiang, Susan McGovern (*videoconference*)

Guests: Christine McLaughlin (Ontario Tech Faculty Association)

1. Call to Order

The Chair called the meeting to order at 2:07 p.m.

2. Agenda

Upon a motion duly made by D. Allingham and seconded by O. Davis, the Agenda was approved as presented.

3. Conflict of Interest Declaration

There were none.

4. Minutes of Public Session of Meeting of April 1, 2019

Upon a motion duly made by O. Davis and seconded by L. Zucker, the Minutes were approved as presented.

5. Chair's Remarks

The Chair welcomed everyone to the first committee meeting of the 2019-2020 Board year. The Chair introduced the new student governor, O. Davis, to the committee and welcomed him to his first committee meeting.

6. President's Remarks

The President reported it has been an incredibly exciting start to the year. The new brand has been received extremely well by the university's internal and external communities. He commented on the high level of student engagement in orientation, including the Student Union's activities under O. Davis' leadership. The President also discussed the opening of The Hive Café, which will be helpful in determining what students are looking for in terms of food.

(J. Wilson and L. Cao joined at 2:16 p.m.)

Tech in Education

The university must be able to connect our students' online experience with the magic that happens on campus. While examining how to incorporate tech in education is not new to the sector, the key is differentiating ourselves. How to leverage strengths between institutions will be seen in years to come, as well as an "open tent" philosophy to learning and intellectual property.

SMA3

The President remarked that the new performance-based funding of SMA3 will bring significant change to the sector. He reviewed the 10 KPIs that will be used to determine 60% of the university's funding. The university is currently in the process of negotiating the metrics with the provincial government and had their first meeting with the Minister earlier that week. The province requested a first draft of the SMA3 by the end of the year. The President will continue to keep the Board updated on the status of the negotiations.

Strategic Priorities

The President provided an update on the progress being made on the university's strategic priorities. He noted that the university is becoming known for our automotive work, beyond electric and autonomous vehicles. It is also becoming known for our work in energy, which is significant given there are two nuclear reactors located in Durham Region.

The Chair commented that it is great to hear that the sticky campus initiatives are working and shared his recent experience attending his university reunion. The Chair also commented on the university's work relating to autonomous vehicles.

There was also a brief discussion regarding a start-up company in Toronto working on battery storage and the partnership opportunity it could present. The President asked L. Cao to send the name of the company to him.

7. Strategy

7.1 S&P Terms of Reference Review

B. Dinwoodie reviewed the proposed editorial amendments to the S&P Terms of Reference. A suggestion was made to change to add “at least once every 2 years” to the sentence “The Committee shall engage in broad strategic planning by reviewing and making recommendations to the Board on the following”.

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

7.2 Strategic Risk Annual Report

C. Foy provided an update on the development of the strategic risk report, which was also set out in a report included in the meeting material. She discussed the progress that has been made on identifying and mitigating strategic risks. This year, the Risk Management Team will develop a process map of Operational Risks to Strategic Risks, as well as map strategic risks to the university’s strategic pillars. C. Foy asked the committee for their feedback on the proposed plan.

In response to a question regarding when the university might have a final strategic risk document in place that could be reviewed annually, C. Foy advised that the goal is to have the list of strategic risks finalized and mapped to the strategic pillars by the end of the year. The committee was supportive of this approach.

7.3 Strategic Mandate Agreement 3

S. Murphy and L. Livingston provided an update on the status of the SMA3. There was a discussion regarding the level of transparency in negotiations with other institutions. S. Murphy commented that the implementation of the SMA3 will materially change the sector. The university is focused on minimizing the unintended consequences of the metrics. One of the goals of SMA3 is to make public institutions accountable for the funding received.

7.4 Strategic Discussion: Durham & Future of Energy

S. Murphy introduced the strategic discussion topic. He advised that the concept of energy spans the vast majority of the university’s Faculties. Ontario Tech has built a name for itself in the auto sector. Society needs to become more informed as we move from a fossil fuel energy system to greener energy system and scientific evidence will

be helpful. The university is well positioned to be a leader in technological advances in energy, as well as on the policy side. How many Ontarians/Canadians know where their energy comes from? The source of energy varies greatly by region/province. It will be helpful to have a scientific perspective on the totality of the energy grid. This is a niche area in which the university has a lot of expertise and faculty are excited about working across silos to tackle energy issues. This is a natural fit and can be a defining characteristic of the university (“tech with a conscience”).

S. Murphy led the committee’s discussion. The committee considered whether there was any way to narrow the focus given the magnitude of the undertaking. It will be important to balance being visionary with being practical. There are quick wins to be had in sharing best in class technologies, as sectors tend to operate in silos. The objective of the initiative will not be to solve Canada’s entire energy problem but to be available to conduct independent assessments of energy and energy-related problems. It is also important to ensure that people know that we alone are not developing the solution. S. Murphy clarified that the university would not develop energy policies, but would provide the scientific support for governments to make decisions. The university should be perceived as being neutral.

There was a discussion regarding how the initiative could be used to develop a solution to provide energy to northern indigenous communities. There was also a discussion regarding the space required for autonomous vehicles.

The committee expressed support for the initiative. S. Murphy clarified that the work would not be accomplished alone – the university would partner with other think tanks. It will be integral to ensure that institutions are not duplicating efforts (e.g. working with University of Calgary, which is focused on the policy side). S. Murphy shared that he has had good discussions with recently retired CEOs in one of the areas. He acknowledged that it is a complicated solution and it will take more than just industry to develop it. The initiative would look for open-minded individuals who can reflect on the shortcomings of their industry. A member suggested that the advisory group include national leaders to ensure it is a truly national effort.

Once the university establishes credibility for energy expertise, that expertise can be extended to related transportation issues. It will be important to focus on the outcome we want to achieve. S. Murphy also shared the types of work integrated learning opportunities that would come out of such an initiative.

8. Planning

8.1 Enrolment & Optional Ancillary Fees Model

B. MacIsaac provided the committee with an update on the university’s Day 10 numbers, which was just under 10,500 students and a bit higher than last year. With respect to the optional ancillary fees, approximately 5% of the university’s students opted out, which is quite low compared to some other institutions (20/25%). The

committee discussed the strategy of educating students on the value of the student services supported by ancillary fees. B. MacIsaac confirmed that the five optional fees all related to the Student Union and totaled approximately \$31.12 of \$1500 in ancillary fees. He also advised that there was only a small difference in the percentage of undergraduates opting out (4.9%) versus graduates (5.3%). The student clubs are feeling it the most and had to decrease funding to clubs from \$750 to \$500. In order for a student to belong to a club, they must have paid the related ancillary fees. The university will continue to monitor the opt out rates. There was a suggestion made to reduce the length of the opt out period.

D. Allingham congratulated the team on the approach taken to the optional ancillary fees model.

8.2 Integrated Plan – Process

L. Livingston updated the committee on the development of the university's integrated plan. She shared her experience during the interview process for the Provost role and how it shaped her development of the integrated plan process. She is working with Les Jacobs on the integrated plan. They have asked each unit leader to identify their top 3-5 priorities over the next 3-5 years. The priorities should align with the 5 key strategic pillars. Once their priorities are identified, they must set out an action plan for the next 18 months. L. Livingston confirmed it is a 5-year rolling plan approach, which allows for flexibility. Unit leads are also being asked to evaluate their progress against the plan. The change in the integrated plan process has been well received, so far.

L. Livingston reviewed the broad consultation with Faculty Councils, as well as regular updates to Academic Council. There will also be several Town Hall sessions. The final draft of the Integrated Academic Plan will go to Academic Council for approval in the new year.

Last year's integrated plan was 202 pages and the goal for this year is to settle on a 20-30-page plan, as well as an executive summary.

A member commented that the evaluation component is a great development, as it is important to review what was accomplished and it provides a sense of accountability.

8.3 Integrated Operational Planning (pre-budget)

B. MacIsaac, P. Onsiong and L. Livingston presented the budget and planning update, which was included in the meeting material. B. MacIsaac discussed the university's strategy for increasing international enrolment. He explained the rationale for the international strategy. He confirmed that the university is using external recruiters for China and India. In response to a question about the "pre-approved asks", B. MacIsaac clarified that these are "one-time only asks" that have not yet been approved.

B. MacIsaac also explained the concept of “delayed hires”. L. Livingston explained that since there is no money in the budget to support new asks, it would not be productive to have people use their time and energy to prepare requests for new asks. The university is focusing budget cuts in areas where they would be least felt by the remaining staff and faculty. L. Livingston used the CAUBO conference as an example of reduction in professional development spending; historically, 12 representatives attended the conference whereas now will have only 1 person attend and report back to the others.

L. Livingston reinforced that the university is employing a strategy in an effort to not further demoralize staff and faculty. The university is also examining opportunities for revenue generating. There was a discussion about the effect of adding the moving ground plane to ACE and how it will increase revenues. ACE must first get through the downtime of the integration process. The Continuous Learning department is also conducting market research to develop additional revenue generating opportunities.

8.4 Board Retreat Planning

C. Foy discussed the timing of the spring retreat and suggested that the Board schedule the retreat for a similar time as last year - evening of May 27 and morning of May 28.

(C. McLaughlin left at 4:14 p.m.)

C. Foy reviewed the topics that were considered by S&P last year. The committee supported the topics of student mental health and the energy initiative. There is potential to engage an outside speaker for the student mental health topic. S. Murphy suggested approaching mental health from a different perspective by examining macro trends instead of an “inside the bubble” discussion. B. Dinwoodie will canvass the Board’s availability for the proposed May dates.

9. Other Business

10. Adjournment

There being no other business, upon a motion duly made the meeting adjourned at 4:15 p.m.

Becky Dinwoodie, Secretary

Presentation to Strategy and Planning Committee: Women for STEM Update



**BRAVE
THE
FUTURE**

Presented by: Susan McGovern, Vice-President,
External Relations and Advancement
January 30, 2020

Women for STEM – 3 Pillars

- Scholarships:** The program has a fundraising goal of \$2 million to create entrance and in-course scholarships for the next ten years.
- Mentorship:** Each cohort of 20 women entering their first year will be paired with a mentor. The mentorship portion of the program will also provide a variety of opportunities for students to network with their mentors, and attend events with guest speakers, throughout their university years.
- Celebration and Promotion:** This pillar is meant to celebrate the achievements and promote the success stories of women in STEM from across our campus and our community.



BRAVE THE FUTURE

Women for STEM Council

 **Council Chair, Lisa McBride**
Manager, Stakeholder Relations
 OPG

 **Rose Marie Albis-Marimpietri**
President
 Beauty Beyond Skin Deep

 **Arlene Ali**
Senior Director, Medical Affairs
 Jazz Pharmaceuticals

 **Debbie Armstrong**
President and Funeral Director
 Armstrong Funeral Homes

 **Karen Chan**
Managing Agile Coach
 TD

 **Jo-Ann Giesbrecht**
*Senior Vice-President Human Resources,
 Health, Safety & Environment*
 The Woodbridge Group

 **Natalie Hovey**
VP, Finance and Information Management
 Lakeridge Health

 **Farzia Khan**
Strategic Planning Manager
 BMO

 **Judy Marshall**
GTS Canada, Delivery Partner Executive
 IBM Canada

 **Marguerite O’Neal**
President
 Marguerite O’Neal Consulting

 **Rekha Rao-Mayya**
Country Manager, System Integrator/Global Advisory Services
 Microsoft

 **Nancy Shaw**
CEO
 Oshawa Chamber of Commerce



Women for STEM Fundraising Update

- / Raised to date: \$564,000 (includes BoG matching of \$158,000)
- / Received to date: \$326,000
- / Disbursed in 2019-2020: \$100,000 (20 scholarships of \$5,000)

Scheduled Disbursement for 2020-2021:

- / Entrance: \$100,000 (20 scholarships of \$5,000)
- / 2nd year: \$40,000 (20 scholarships of \$2,000)

Anticipated Disbursement for 2021-2022:

- / Entrance: \$100,000 (20 scholarships of \$5,000)
- / 2nd and 3rd year: \$80,000 (40 scholarships of \$2,000)

Anticipated Disbursement for 2022-2023:

- / Entrance: \$100,000 (20 scholarships of \$5,000)
- / 2nd, 3rd and 4th year: \$120,000 (60 scholarships of \$2,000)



Mentorship and Event Update

Women for STEM Inaugural Meeting with Mentors

- January 29, 2020 – 5:30 to 7 p.m., Dixon-Alger Fireside Reading Room
- Opportunity for scholarship recipients to meet and network with their mentors

Women for STEM Annual Summit (October 15, 2020)

- Keynote Speaker: Kevin Peesker, President of Microsoft Canada
- Board Members are invited to attend



COMMITTEE REPORT

SESSION:

Public
 Non-Public

ACTION REQUESTED:

Decision
 Discussion/Direction
 Information

TO: Strategy & Planning Committee (S&P)

DATE: January 30, 2020

PREPARED BY: Becky Dinwoodie, Assistant University Secretary

SUBJECT: 2020 Board Retreat

COMMITTEE MANDATE:

- In accordance with its Terms of Reference, the Strategy & Planning Committee (S&P) is responsible for overseeing the annual Board of Governors retreat planning.

BACKGROUND:

- At the October 2019 committee meeting, S&P supported holding the spring retreat at the same time as it was held last year (evening of May 27 and morning of May 28). The Board and senior leadership team have received Outlook invitations for those dates.
- After considering topics that were suggested in prior years, the committee expressed support for focusing the May retreat on student mental health and the energy initiative.

SUGGESTIONS:

- Upon further discussion, we are proposing that in addition to a session on student mental health, the Board also receive an update on strategic initiatives related to the five strategic pillars, as well as the related risks. This would provide the Board with an opportunity to identify any gaps and provide feedback on emerging initiatives.

NEXT STEPS:

1. Based on the committee’s direction, the senior leadership team will prepare a retreat agenda for discussion with the S&P Chair and Board Chair.

PI DAY OF GIVING

Pi Day is March 14; March 14 = 3.14; 3.14 = π , π = Pi.

Pi is a mathematical constant and a significant number to our STEM-focused university. This is why we chose March 14 as our giving day. Like the value of Pi, at our university, the possibilities are endless.

Pi Day of Giving 2020: March 14

In 2018, Ontario Tech University launched its first Pi Day of Giving and thanks to the leadership of the Board, SLT and all of our Deans the day has been established as a new tradition, bringing together our faculty, staff and students to celebrate the infinite possibilities of our university and bring awareness to Ontario Tech U.

This year's goal is to raise \$75,000 for our university with a focus on scholarships and the new university centre currently under construction. We hope you will join us in creating infinite possibilities for our students.

Pi Day of Giving 2020: Saturday, March 14

The Goals

1. Raise \$75,000 for our university, with a focus on scholarships and the new university centre.
2. Increase social media awareness of the university and get **#OntarioTechPiDay** trending on Pi Day (March 14).
3. Secure \$35,000 in sponsorship (\$10,000 secured at Jan. 1).
4. Raise awareness of the university within the local community through increased social media presence, community skate event at the Campus Ice Centre on March 14, and community movie matinee at the Regent Theatre on March 15.

Your Role

1. On Saturday, March 14, make your Pi Day of Giving donation.
2. Have a bit of fun and join SLT on March 11 and serve pie to students.
3. Encourage your network to spread the word—tag the university's channels with **#OntarioTechPiDay**.

Get Social

1. Consider making your profiles (Facebook, Twitter, Instagram, LinkedIn) public from March 2 to 17.
2. If you do not wish to make your profile public, consider making your posts public. This will not affect the security of your account. It will help boost the university's impact, allow others outside of your network to see it and allow others to share in a way that is easily trackable by the university.
3. Tag the university and use **#OntarioTechPiDay** and/or **#OntarioTechgives**.

Pie Event – Wednesday, March 11

Please see schedule of locations, full service times and assigned SLT/Dean for all locations below. If you are in the vicinity, please feel free to stop by one of the pie tables and join in the fun!

Building/ Location	Faculty/ Department	Time	Assigned SLT Member	Dean/Senior Staff Member
SIRC Lobby	Registrar's Office	10:30 to 11:30 a.m.		Joe Stokes
DTA 2 nd Floor Atrium	FSSH	10:30 to 11:30 a.m.	Steven Murphy	
DTB Main Lobby	FSSH	10:30 to 11:30 a.m.	Cheryl Foy	Peter Stoett
EDU Main Lobby	FEEd	11:30 a.m. to 12:30 p.m.	Lori Livingston	Robin Kay
UA West Atrium	FSC/FHS	Noon to 1 p.m.	Steven Murphy	Greg Crawford Bernadette Murphy
Library	Library	Noon to 1 p.m.	Andrew Gallagher Susan McGovern	Catherine Davidson
UB Atrium	FBIT Grad Studies	1:30 p.m. to 2:30 p.m.	Susan McGovern	Langis Roy
ENG Lobby	FEAS	1:30 p.m. to 2:30 p.m.	Les Jacobs	Tarlochan Sidhu
ERC Atrium	FESNS	1:30 p.m. to 2:30 p.m.	Jamie Bruno	Akira Tokuhiro

Community Skate at the Campus Ice Centre – Saturday, March 14

Ontario Tech will be hosting a community skate event from noon to 2 p.m. at the Campus Ice Centre. There will be opportunities for guests to donate to the university's Pi Day of Giving.

Movie Matinee at the Regent Theatre – Sunday, March 15

Ontario Tech will be hosting a free showing of Frozen 2 at the Regent Theatre. Doors open at 1:30 p.m. and the movie will begin at 2 p.m. Free refreshments will be provided and there will be opportunities for guests to donate to the university's Pi Day of Giving.

Thank you!

**No matter which way you slice it,
your support will help make our third annual Pi Day of Giving a success.
Like the value of Pi, at our university the possibilities for our students are endless!
Let's show the world what we can do together!**

Presentation to Strategy and Planning Committee: Pi Day Update



**BRAVE
THE
FUTURE**

Presented by: Susan McGovern, Vice-President,
External Relations and Advancement
January 30, 2020

Pi Day of Giving 2020

Fundraising & Engagement Opportunities

🚩 On-Campus Pie Parties (Wednesday, March 11)

- Various locations, 10:30 a.m. to 2:30 p.m.

🚩 Community Skate at the Campus Ice Centre (Saturday, March 14)

- noon to 2 p.m.

🚩 Movie Matinee at the Regent Theatre (Sunday, March 15)

- Frozen 2, doors open at 1:30 p.m., movie begins at 2 p.m.

(Sponsors to date include: Meridian Credit Union - \$10,000; Johnson Insurance - \$10,000; Algoma Orchards - approximately \$5,000 gift-in-kind)



Schedule for On-Campus Pie Parties, March 11

Building/ Location	Faculty/ Department	Time	Assigned SLT Member	Dean/Senior Staff Member
DTA 2 nd Floor Atrium	FSSH	10:30 to 11:30 a.m.	Steven Murphy	
DTB Main Lobby	FSSH	10:30 to 11:30 a.m.	Cheryl Foy	Peter Stoett
EDU Main Lobby	FEEd	11:30 a.m. to 12:30 p.m.	Lori Livingston	Robin Kay
ENG Lobby	FEAS	1:30 p.m. to 2:30 p.m.	Les Jacobs	Tarlochan Sidhu
ERC Atrium	FESNS	1:30 p.m. to 2:30 p.m.	Jamie Bruno	Akira Tokuhiro
UA West Atrium	FSC/FHS	Noon to 1 p.m.	Steven Murphy	Greg Crawford Bernadette Murphy
UB Atrium	FBIT Grad Studies	1:30 p.m. to 2:30 p.m.	Susan McGovern	Langis Roy
Library	Library	Noon to 1 p.m.	Andrew Gallagher Susan McGovern	Catherine Davidson
SIRC Lobby	Registrar's Office	10:30 to 11:30 a.m.		Joe Stokes

 Board Members are invited to attend.

