

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

October 24, 2019
 2:00 p.m. to 5:00 p.m.
 Videoconference

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

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

Staff: Becky Dinwoodie, Cheryl Foy, Les Jacobs, Lori Livingston, Brad Maclsaac,
 Sue McGovern, Pamela Onsiog

AGENDA

No.	Topic	Lead	Allocated Time	Suggested End Time
	PUBLIC SESSION			
1	Call to Order	Chair		
2	Agenda (M)	Chair		
3	Conflict of Interest Declaration	Chair		
4	Minutes of Public Session of Meeting of April 1, 2019* (M)	Chair		
5	Chair's Remarks	Chair		2:05 p.m.
6	President's Remarks	Steven Murphy	10	2:15 p.m.
7	Strategy			
7.1	S&P Terms of Reference Review* (M)	Cheryl Foy	5	2:20 p.m.
7.2	Strategic Risk Annual Report* (U) (deferred from May)	Cheryl Foy	10	2:30 p.m.
7.3	Strategic Mandate Agreement 3 (U)	Steven Murphy & Lori Livingston	15	2:45 p.m.
7.4	Strategic Discussion: Durham & Future of Energy	Steven Murphy	20	3:05 p.m.
8	Planning			
8.1	Enrolment & Optional Ancillary Fees Model* (U)	Lori Livingston & Brad Maclsaac	10	3:15 p.m.
8.2	Integrated Plan – Process* (U)	Lori Livingston & Les Jacobs	10	3:25 p.m.
8.3	Integrated Operational Planning (pre-budget)* (D)	Lori Livingston & Pamela Onsiog	15	3:40 p.m.

No.	Topic	Lead	Allocated Time	Suggested End Time
8.4	Board Retreat Planning (D)	Steven Murphy & Cheryl Foy	10	3:50 p.m.
9	Other Business	Chair		
10	Adjournment (M)	Chair		3:55 p.m.
	BREAK		10	
	NON-PUBLIC SESSION (material not publicly available)			4:05 p.m.
11	Call to Order	Chair		
12	Conflict of Interest Declaration	Chair		
13	Minutes of Non-Public Session of Meeting of April 1, 2019* (M)	Chair		4:10 p.m.
14	President's Remarks	Steven Murphy	5	4:15 p.m.
15	Planning			
15.1	2019-2020 Work Plan Review* (I)	Cheryl Foy	5	4:20 p.m.
16	Advancement	Sue McGovern	15	
16.1	Advancement Update (U)(P)			
16.2	Million Dollar Matching Fund (U)(P)			4:35 p.m.
17	Strategy			
17.1	Confidential Aspects of Strategic Risk Annual Report* (U)	Cheryl Foy	10	4:45 p.m.
18	Other Business	Chair		
19	<i>In Camera</i> Session	Chair		
20	Termination (M)	Chair		5:00 p.m.

Becky Dinwoodie, Secretary



**BOARD OF GOVERNORS
Strategy & Planning Committee**

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

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

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

Guests: Mike Eklund, Christine McLaughlin

Regrets: Liqun Cao

1. Call to Order

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

2. Agenda

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

3. Conflict of Interest Declaration

There were no conflict of interest declarations.

4. Minutes of Public Session of Meeting of November 1, 2018

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

5. Chair's Remarks

The Chair kept his remarks very brief.

6. President's Remarks

COU/UC Strategic Initiatives

The President discussed government positioning and the importance of highlighting the university's role with respect to jobs and reskilling people. He also discussed how the university's strategic priorities are guiding decision-making at the university, including the recommendation to proceed with the new building project and the rebranding. He

discussed the budget development process in the context of the government's 10% cut to tuition. Budget holders were asked to assess their budgets through a strategic lens and to propose reductions. Rather than implementing across the board budget reductions, reductions are being recommended based on the university's strategic priorities. The President emphasized that strategy is driving decision-making and used the new building project as an example. The new building will provide more space and a home for our students. Further, deferring the construction would not result in a gain to our bottom line.

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

7. Strategy

7.1 Endowment Disbursement Report

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

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

7.2 Student Success

B. Maclsaac delivered the presentation on student success, which was also included in the meeting material. He commented that changes that are implemented to improve student success are never made in isolation; therefore, it is difficult to narrow down which factors are more effective than others. The SMA target was 80%, which was achieved, but internally we have a stretch goal of 82-84% over the next couple of years. There was a discussion as to whether consideration has been given to increasing admission averages. B. Maclsaac advised that for certain programs (nursing, med lab, engineering), the university has higher admission averages. While there is evidence that over 85% entrance average tend to persist more, we are first focused on being an access institution.

B. MacIsaac also reviewed the initiatives taken outside of the classroom to improve student success, which focus on creating connections (academic advisors, learning support centre, better communicating the services available, etc.). He also discussed the projects that are underway financed through the Student Success Innovation Fund. He noted some interesting data indicating a number of ways our students do not follow the normal trends with respect to persistence. B. MacIsaac responded to questions from the committee. He addressed the downward trend in the retention rates for the Faculty of Energy Systems and Nuclear Science and Faculty of Social Science and Humanities. Over 70% of students who do not return do so because of their GPA, not because they choose to leave.

7.3 Visual Identity Branding

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

7.4 Strategic Discussion: Living the Brand

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

8. Planning

8.1 Board Retreat Planning

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

9. Other Business

10. Adjournment

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

Becky Dinwoodie, Secretary

DRAFT



COMMITTEE REPORT

SESSION:

Public
 Non-Public

ACTION REQUESTED:

Decision
 Discussion/Direction
 Information

TO: Strategy & Planning Committee (S&P)

DATE: October 24, 2019

FROM: Cheryl Foy, University Secretary & General Counsel

SUBJECT: Review of S&P Terms of Reference

COMMITTEE MANDATE:

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

BACKGROUND/CONTEXT & RATIONALE:

- We reviewed S&P's Terms of Reference in the context of the new brand, as well as any comments received since they were last updated in November 2018.
- The proposed amendments are editorial in nature.

COMPLIANCE WITH POLICY/LEGISLATION:

- this is compliant with the Act and By-laws

NEXT STEPS:

1. If S&P supports the proposed amendments to the its Terms of Reference, the amended Terms of Reference will be presented to the Board for approval on November 28, 2019.

MOTION:

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

SUPPORTING REFERENCE MATERIALS:

- blacklined version of S&P Terms of Reference



BOARD OF GOVERNORS STRATEGY AND PLANNING COMMITTEE

1. Terms of Reference

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

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

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

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

2. Meetings

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

| required).

3. Membership

The Committee shall be composed of:

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

The Chair shall be selected from among the external governors.

4. Quorum

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



COMMITTEE REPORT

SESSION:

Public
 Non-Public

ACTION REQUESTED:

Decision
 Discussion/Direction
 Information

TO: Strategy & Planning Committee

DATE: October 24, 2019

PRESENTED BY: Cheryl Foy, University Secretary & General Counsel

SUBJECT: University Risk Management – Strategic Risks Update

COMMITTEE MANDATE:

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

BACKGROUND:

- The second University Risk Management Report was presented and accepted by the Board on June 22, 2017,
- A key area of focus was to support the Senior Leadership Team (“SLT”) and Board to finalize the list of strategic risks.
- In April 2018, twelve (12) strategic risks were collaboratively drafted by SLT as risks to the University.
- These draft risks were shared and discussed in detail with the Board of Governors during its Annual Board Retreat in May 2018.
- The third University Risk Management Report was presented and accepted by the Board on June 27, 2018.
- Key objectives identified for 2018/2019 included supporting SLT and the Board to determine next steps with the University strategic risks, and continue to engage

in discussion of strategic risks and strategic Risk Management through identification of assignment and mitigation activities.

- On December 10, 2018, the members of SLT met to discuss the proposed assignment of Risk Owners the University Strategic Risks.
- Each Risk Owner met with Risk Management to identify current mitigation and propose future mitigation strategies for their assigned strategic risk(s).
- The Strategic Risk mitigation plans were presented to SLT in April 2019 for discussion to confirm their adequacy.

Proposed Process:

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

RESOURCES REQUIRED:

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

ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:

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

CONSULTATION:

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

COMPLIANCE WITH POLICY/LEGISLATION:

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

NEXT STEPS:

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

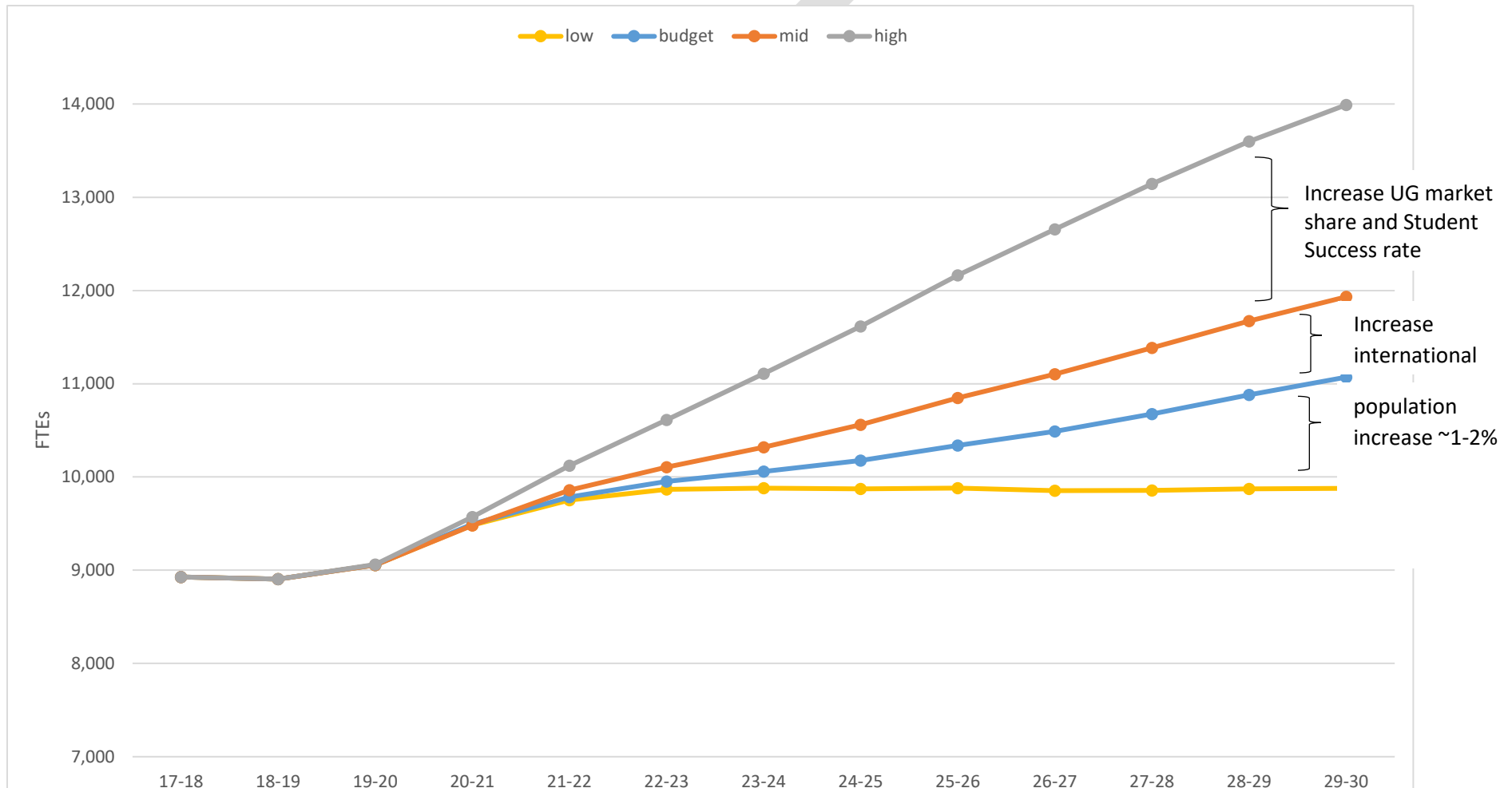


Integrated Planning Reference Material 2019

The design of the reference material presented is to provide the Ontario Tech community information that should be used to help guide decisions for planning purposes. The use of enrolment forecasts, related budget, recommended academic hires and space considerations are not individualized, mutually exclusive data sets. They are utilized in an integrated way in order to best use and develop the resources available to the institution, in the most efficient and effective way.

The information provided is not to be considered factual, but accurate for planning purposes. The University Planning Office will continue to work with all Faculties and Departments throughout the academic year to monitor, adjust and accommodate in-year fluctuations and will amend projections accordingly.

Overall institutional FTEs are provided in order to visualize what the next 10+ years may look like. Each of these scenarios are provided in more detail in subsequent sections. The main differences that arrive at these figures are; domestic intake, international intake, program initiation, and student persistence rates.



Mid Scenario Details

Average growth per year is 2%, this scenario will hit 15,000 FTEs in 21 years (2040).

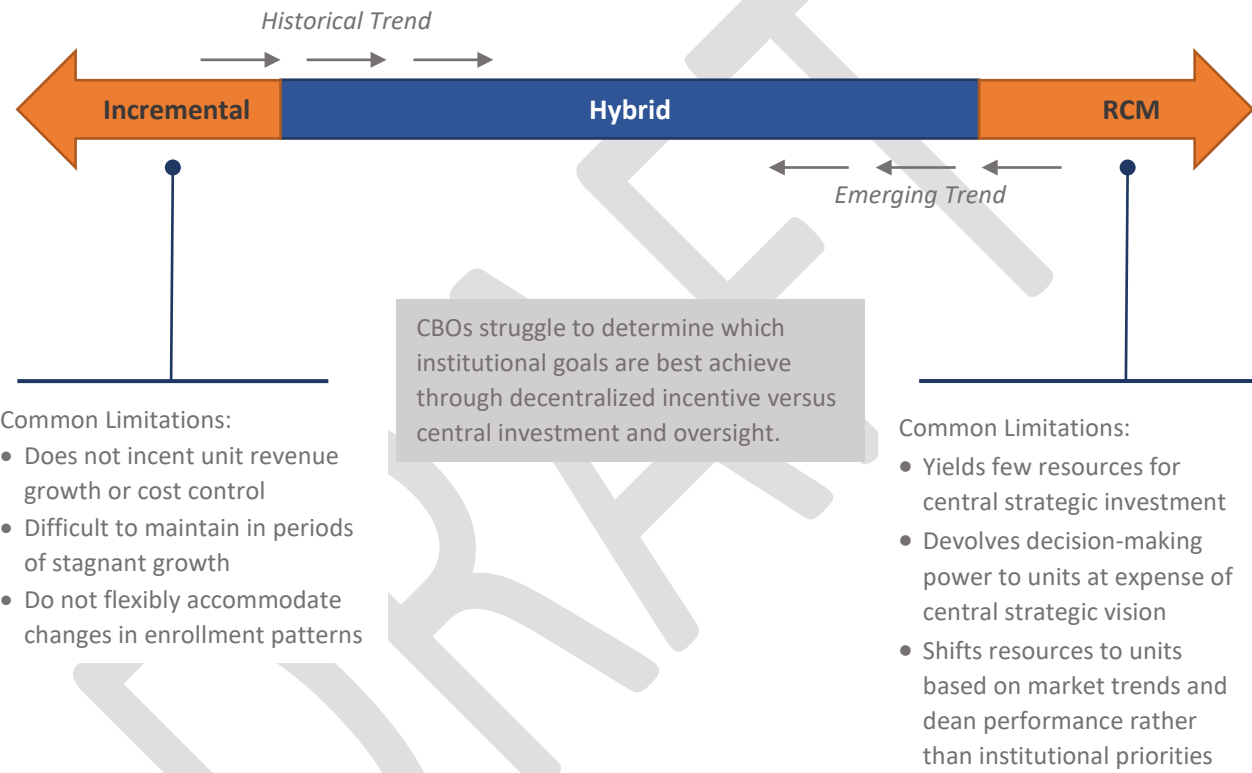
- GR Dom intake as currently modelled, International 10% for 20/21 and 21/22, 5% 22/23 and 23/24, then 0%
- UG intake held at GTA levels. International at 1%
- Yr1-Yr2 student success steady

	SMA2			SMA3				SMA4					
	e2017-2018	e2018-2019	e2019-2020	e2020-2021	e2021-2022	e2022-2023	e2023-2024	e2024-2025	e2025-2026	e2026-2027	e2027-2028	e2028-2029	e2029-2030
Actual UG Counts													
Total intake	2414	2614	2789	2906	2977	3094	3160	3214	3275	3339	3401	3459	3514
Domestic Intake	2315	2462	2624	2667	2678	2720	2768	2818	2875	2935	2992	3046	3098
International Intake	99	152	165	239	299	374	393	396	400	404	408	413	417
Growth													
Total intake		8%	7%	4%	2%	4%	2%	2%	2%	2%	2%	2%	2%
Domestic Intake		6%	7%	2%	0%	2%	2%	2%	2%	2%	2%	2%	2%
International Intake		54%	9%	45%	25%	25%	5%	1%	1%	1%	1%	1%	1%

	SMA2			SMA3				SMA4					
	e2017-2018	e2018-2019	e2019-2020	e2020-2021	e2021-2022	e2022-2023	e2023-2024	e2024-2025	e2025-2026	e2026-2027	e2027-2028	e2028-2029	e2029-2030
Actual FTEs													
UG Domestic	7936	7920	7955	8174	8411	8557	8669	8795	8945	9113	9291	9473	9651
UG International	435	407	497	656	853	1091	1317	1489	1598	1648	1668	1685	1702
GR Domestic	413	430	416	443	466	456	449	442	447	441	439	443	444
GR International	143	148	189	251	268	281	292	296	298	273	278	294	298
Total FTEs	8927	8905	9057	9524	9998	10385	10727	11021	11288	11475	11677	11895	12095
% of UG International	5%	5%	6%	7%	9%	11%	13%	14%	15%	15%	15%	15%	15%
% of GR International	26%	26%	31%	36%	37%	38%	39%	40%	40%	38%	39%	40%	40%
% of Total International	6%	6%	8%	10%	11%	13%	15%	16%	17%	17%	17%	17%	17%
% Graduate	6.2%	6.5%	6.7%	7.3%	7.3%	7.1%	6.9%	6.7%	6.6%	6.2%	6.1%	6.2%	6.1%
NASM/FTE No 11 Simcoe	4.57	4.74	4.62	4.39	4.46	4.29	3.62	3.52	3.44	3.38	3.06	3.01	2.96
NASM/FTE with current							3.96	3.86	3.76	3.70	3.38	3.32	3.26

Budget Allocation

Figure 1: Finding the Middle Ground



In order to provide both Faculties and Support Units more stability in future planning there were a number of budget allocation options reviewed. A summary of the various models, their pros and cons are provided below. In the end the model that worked best for Ontario Tech was the Domestic tuition follows student model. This is what will be shown in the subsequent sections.

Model	Short Description	Pros	Cons
Tuition Follows Student	Portion of total tuition follows the student. TSA accounted for.	Faculties that attract higher levels of international students seeing direct revenue benefit.	Funding for all students in each discipline is not the same.
Dom Tuition Follows Student	Portion of total tuition follows the student, only domestic tuition has been used. TSA accounted for.	Funding for all students in each discipline is the same.	Faculties that attract higher levels of international students do not see direct revenue benefit.
Original RAM	85% of total tuition stays with home faculty and adjustments made for international, graduate, TSA and service teaching.	Faculties that seeing direct revenue benefit of the students they attract to the institution.	Hard to initiate in a time of student FTE constraint or decline, difficult for Support Unit planning.
%A&S Tuition Follows Student	Portion of A&S tuition follows the student.	Same rate for all students.	Insufficient to account for resource intense disciplines.
Historical Average Rates	3 Year average of expenses/ FTE taught. Faculty rates differ.	Easily to calculate year to year.	Funding is based on historical decisions not current or future strategic direction.
Flat rate /Student	Flat rate of FTE taught used. Same rate for all Faculties.	Same rate for all students.	Insufficient to account for resource intense disciplines.
Faculty Specific Rates	Flat rate of FTE taught used. Rates divided into two groups; Group A - FSSH, FBIT, FHSci, FEdu; Group B - FEAS, FESNS, FSci	Funding for all students in each discipline is the same.	Rates and groupings are arbitrary and based on historical rates, which hinders current or future strategic direction.
Cost Display	Faculty tuition and grants minus Faculty portion of institutional expenses using cost drivers. TSA, international and service teaching accounted for.	Faculties that see direct revenue benefit of the students they attract to the institution and the cost that is associated with the Faculties use and portion of Support Unit expenses.	Can only be conducted once the expenses for the Support unit are complete, hard to forecast based on cost drivers. Good to see if current levels are appropriate.

Student Faculty Ratios

In 2017 the Ontario Confederation of University Faculty Associations¹ (OUCFA) highlighted that Ontario has the highest student:faculty ratio in the country, with an average of 31:1. Based on this information Ontario Tech would be at the Ontario average.

To understand how Ontario Tech compared to other Ontario universities, our Office of Institutional Research used ministry enrolment submissions and faculty numbers submitted to the **Ontario Council of Academic Vice-Presidents (OCAV) database** for 2015-16. Although Ontario Tech has the second highest ratio in Ontario (44:1) for TTT faculty (Figure 2), it is lower than the Ontario average (Ontario Tech 31:1 v Ontario average 33:1) when both TTT and TF faculty are counted (Figure 3).

Figure 2: Ontario Student:Faculty Ratios (2015-16), Tenured/ Tenure Track Faculty Only

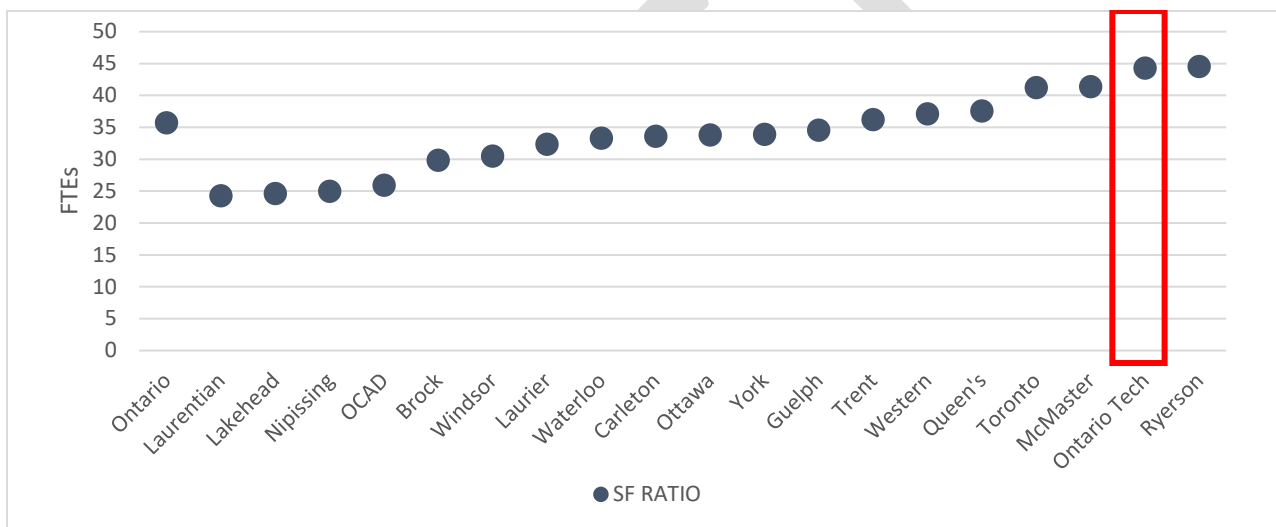
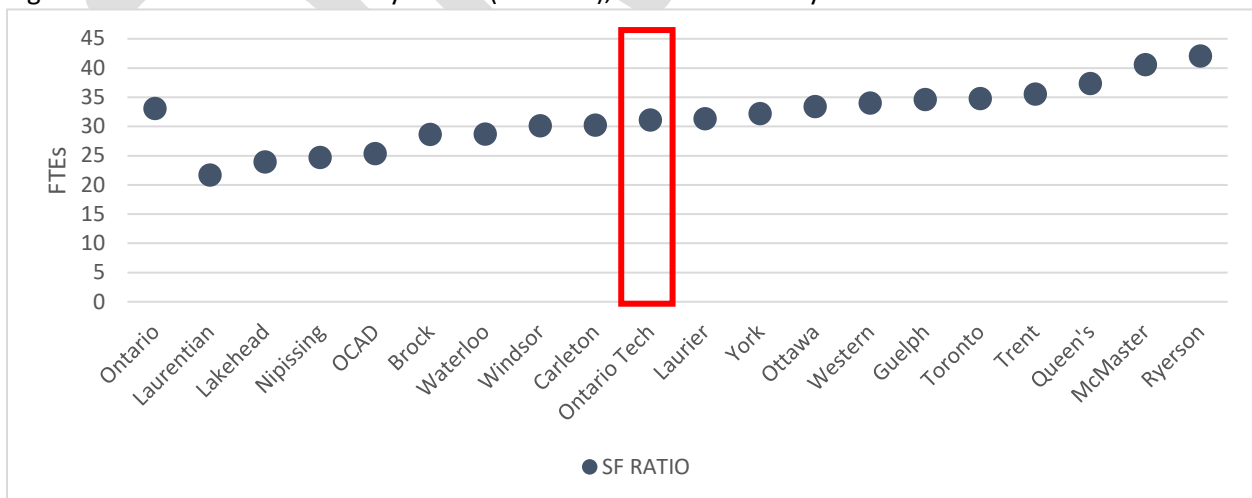
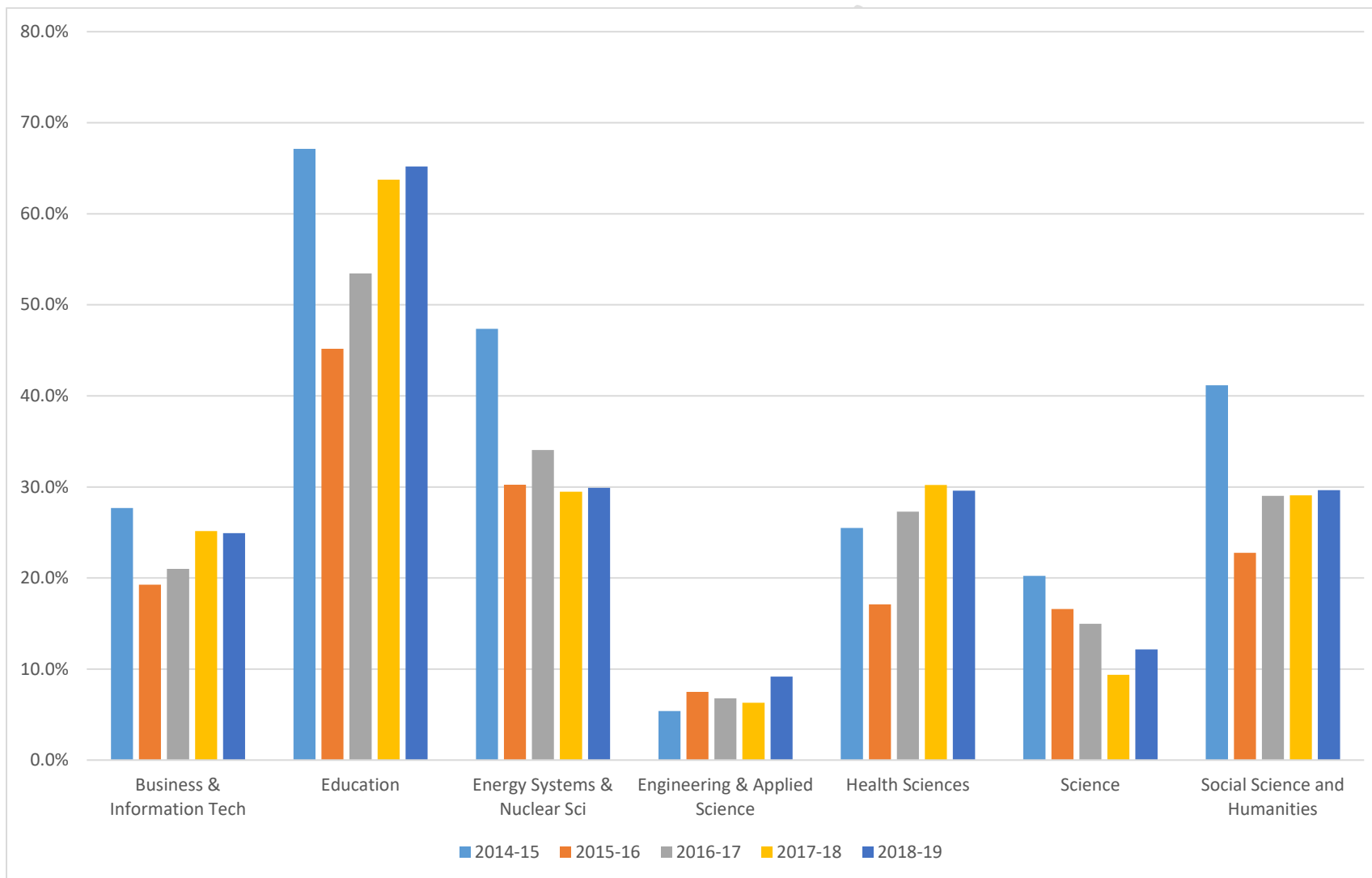


Figure 3: Ontario Student:Faculty Ratios (2015-16), Full-Time Faculty.

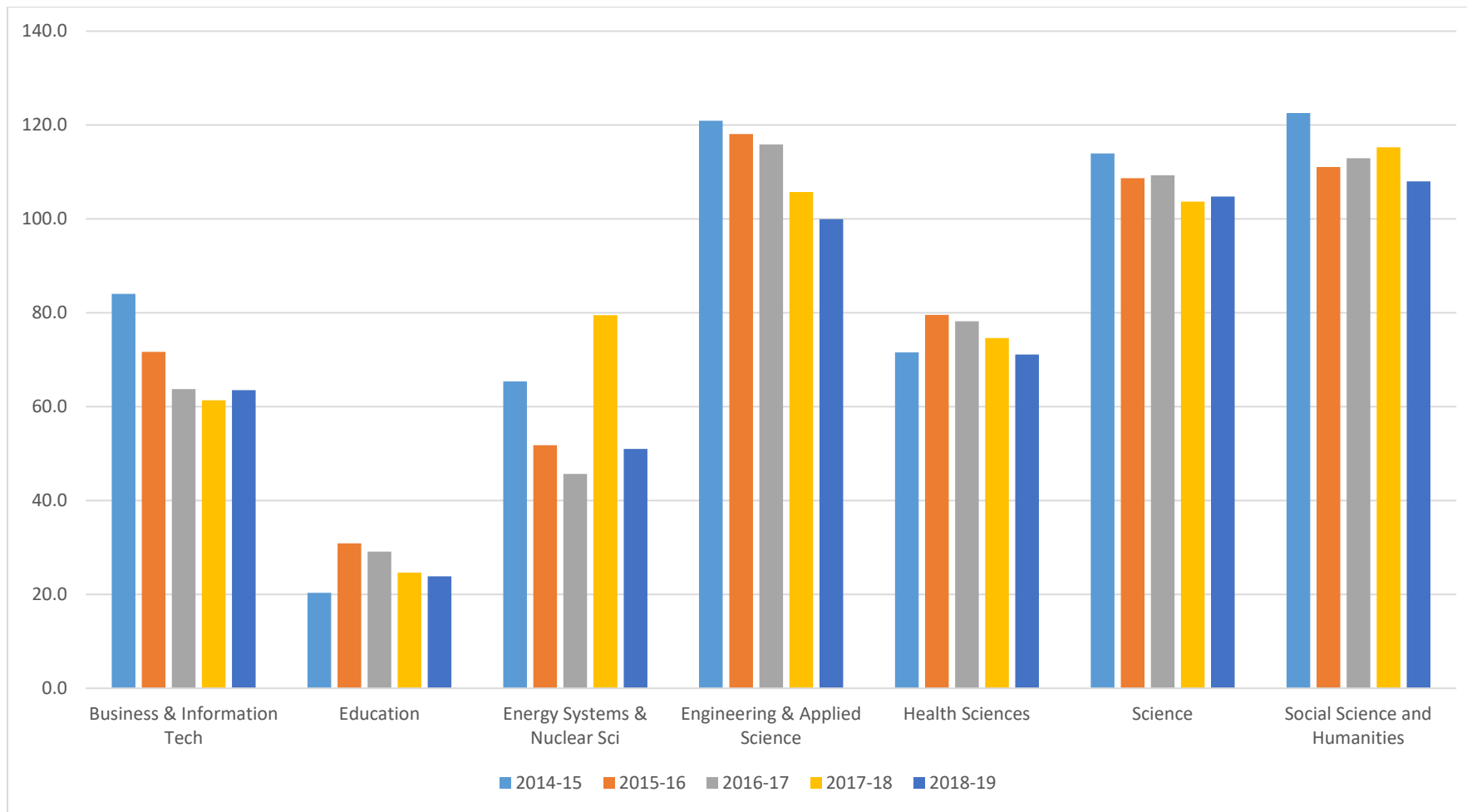


¹ Preserving the quality of university education in Ontario: OUCFA's 2017 pre-budget submission, January 2017.

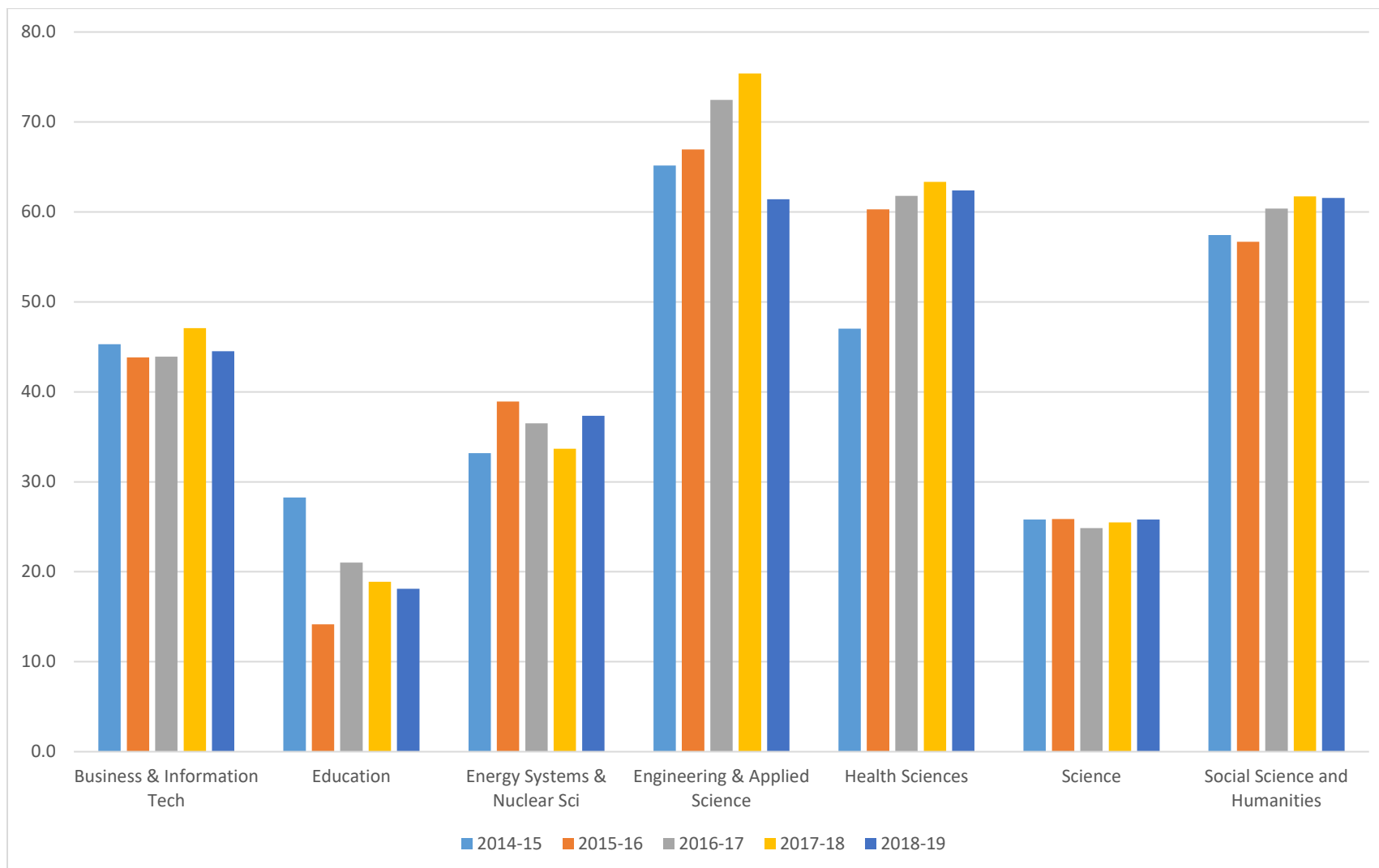
Classes Taught by Part Time Faculty



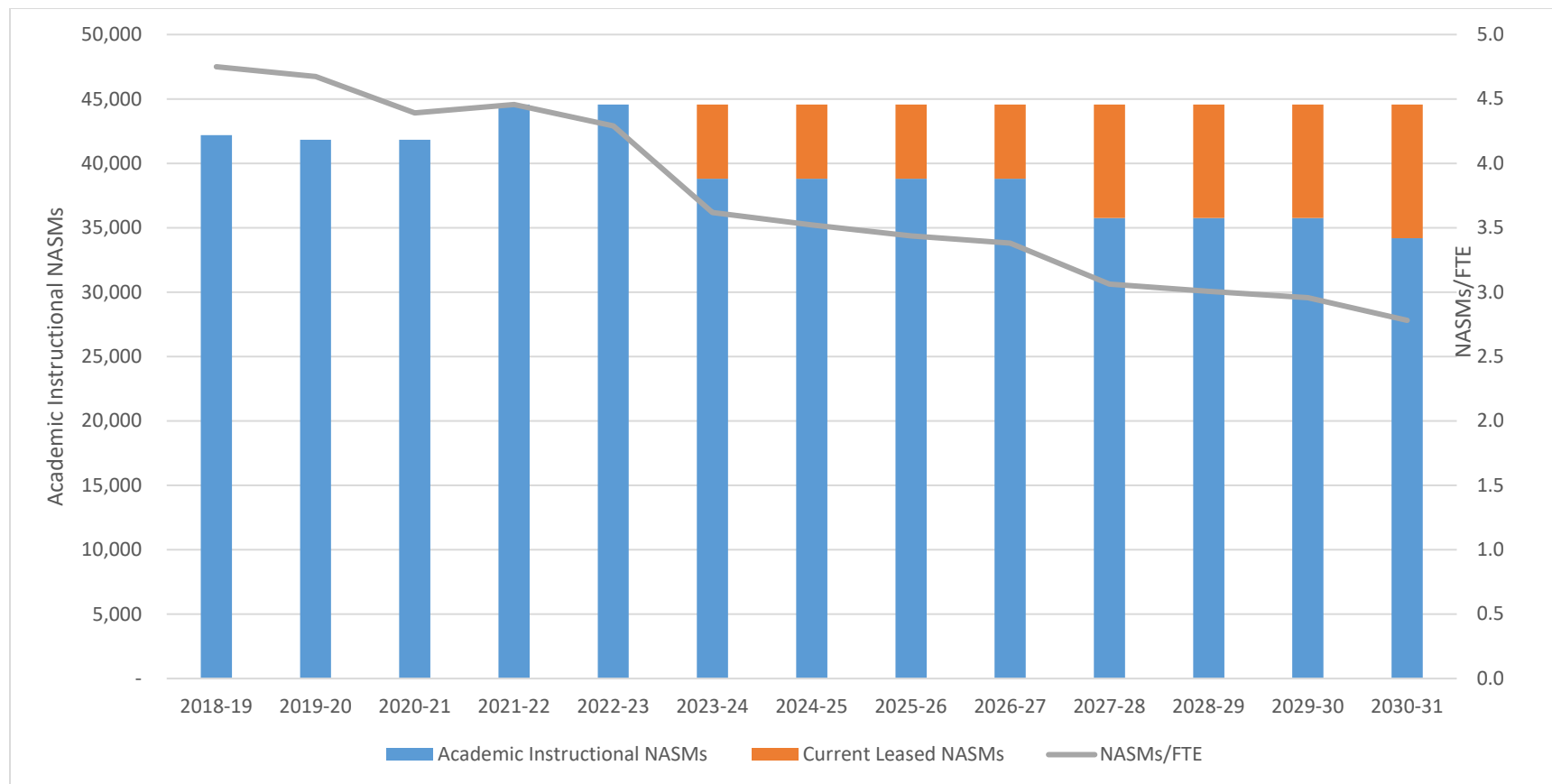
Class Sizes, Year 1 and Year 2 courses



Class Sizes, Year 3 and Year 4 courses



Mid Scenario Enrolment



Academic and Instructional space consists of; Classroom Facilities, Laboratory (UG), Research Laboratory Space, Academic Department Office & Related Space, Library Facilities & Study Space, Administrative Office and Related Space, and Non-Library Study Space.

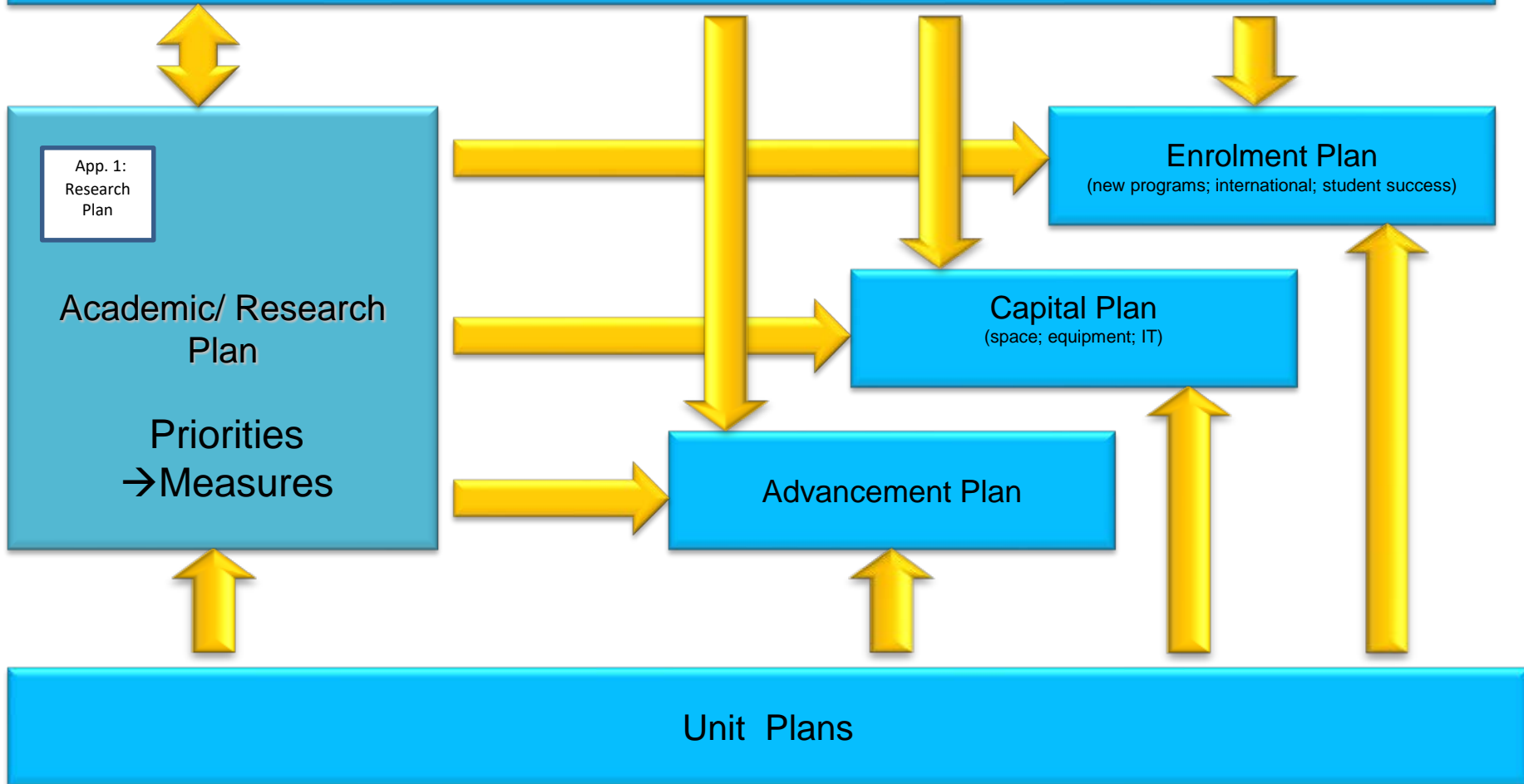
Building changes; 21/22 – 5687 NASM (6629 for new building and 942 loss of U5/U6)

Lease expirations shown: 23/24 St. Gregory’s (973.42 NASMs), CIBC (1105 NASMs), 11 Simcoe (3682 NASMs); 27-28 Campus Corners (3049 NASMs); 30-31 55 Bond (1576 NASMs).

Integrated Operational Planning Templates

Strategic Plan

Mission, Vision & Values → Strategic Directions



Integrated Planning Tabular Templates

(a) **Part 1: A brief high-level five-year plan** outlining your priority projects/visionary goals and how they align with the institutional priorities. It is recommended that you identify no more than five (5) long range focused priorities.

(b) **Part 2:** A more **detailed summary** of what you will need to accomplish (e.g., specific objectives, actions, milestones/timelines, and metrics) **over the next 18-month period** to ultimately complete each long range project/visionary goal. The length of the **Part 2(a)** document will be dependent on the priority projects you have identified. **Part 2(b)** will be completed at a later date, once all unit plans are received.

The documents are designed to link with one another.

The key is to be brief but to **provide enough detail to ensure that you have a plan complete with clear objectives, actions, milestones (with metrics and timelines), as well as some indication of the human, capital, or financial resources required**. You are also asked to identify collateral resource demands, as applicable. For example, if you want to fundraise for a new building, you will need to work with External Relations and Advancement.

PART 1: Five-Year Plan of Unit Priority Projects/Visionary Goals

Agenda Item 8.2

Outline your top 3-5 key long-range projects/visionary goals for the unit for the next five years. These should be high-level goals (e.g., new programs; large capital plans,etc.) articulated in a few words.

Institutional Priority Area	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Sticky Campus					
Partnership/Entrepreneurship				Admit first cohort for BA in Community Development degree program	
Tech with a Conscience					
Re-Imagine Learning (i.e., Experiential or Continuous Learning)					
"Telling Our Story"					



PART 2(a): 18-Month Plan of Unit Priority Projects/Visionary Goals Agenda Item 8.2

Institutional Priority category	Priority objective	Itemized high-level actions for the objectives to be realized?	Milestone (with metric)	Additional resources required beyond what currently exists in the unit	Requirements from other SLT Units, Faculties, etc?
Sticky Campus					
Partnership/ Entrepreneurship	Admit first cohort for BA in Community Development degree program (2022-2023)	<p>Submit NOI for new community -based BA in Community Development degree program</p> <hr/> <p>Develop curriculum and business plan for BA in Community Development degree program (including soliciting support and buy in from community partners)</p>	<p>September, 2019 - Form working group to develop NOI</p> <p>October, 2019 - First draft of NOI and discussion at Faculty Council</p> <p>December, 2019 - Faculty Council Approval</p> <p>February, 2020 - Submit NOI to CIQE for April 30, 2020 June, 2020 - Response to go ahead from CIQE</p> <hr/> <p>July, 2020 - Form working group to develop curriculum, budget, and business case for new program</p>		<p>CIQE</p> <p>OIRA</p> <p>Provost, Registrar, Other Deans</p> <hr/> <p>CIQE</p> <p>OIRA</p> <p>Provost, Registrar, Other Deans, C&M</p>



Important Points

- **Brevity is key**
 - Invest effort in “actioning” the plan, not in writing the plan
 - Invest time in finding points of “integration”

- **Consultation within your Unit is key**
 - Faculty Council visits by the Provost, VPRI
 - Town Hall Sessions

- **PART 1: Five-Year Plan is a “rolling plan”**
 - **Next year:**
 - 2019-2020 will drop from your document and you will add 2024-2025
 - One additional table in 2020-2021 – what was accomplished, what is complete, what is incomplete, where incomplete what are the next steps (“accountability”)
 - **DEVELOP → PLAN → IMPLEMENT → EVALUATE**
(2019-2020) (2020-2021)





Strategy & Planning - Budget and Planning Update October 24, 2019



Pamela Onsiong
Acting CFO

Lori Livingston
Provost

Brad MacIsaac
AVP Planning

2019-20 – Strategic Reductions

Agenda Item 8.3

in 000's Dept	2019-20 variable budget expenses Total	Budget Reductions		Total Reduction %	
		19/20	20/21	19/20	20/21
Faculty of ESNS	4,126	(161)	(242)	(3.9%)	(5.9%)
Faculty of Business and IT	13,200	(447)	(389)	(3.4%)	(2.9%)
Fac. of Social Science & Hum	10,636	(392)	(579)	(3.7%)	(5.4%)
Faculty of Education	4,992	(163)	(236)	(3.3%)	(4.7%)
Faculty of Health Sciences	13,696	(351)	(408)	(2.6%)	(3.0%)
Faculty of EAS	14,318	(459)	(699)	(3.2%)	(4.9%)
Faculty of Science	13,001	(334)	(501)	(2.6%)	(3.9%)
Graduate Studies	1,919	(73)	(73)	(3.8%)	(3.8%)
Outsourced Electives	490	(198)	(350)	(40.4%)	(71.4%)
Total Academic/ACRU	76,377	(2,578)	(3,478)	(3.4%)	(4.6%)
Office of the Provost	665	(54)	(54)	(8.1%)	(8.1%)
Planning and Analysis	4,236	(734)	(698)	(17.3%)	(16.5%)
Research, Innovation	2,250	(73)	(124)	(3.3%)	(5.5%)
Registrar	6,754	(287)	(396)	(4.2%)	(5.9%)
Tuition Set Aside	-	-	-		
Student Life	1,886	(202)	(138)	(6.7%)	(5.2%)
Library	4,538	(160)	(276)	(3.5%)	(6.1%)
IT - TELE	-	-	-		
Total Academic Support	20,330	(1,510)	(1,685)	(7.4%)	(8.3%)
Secretariat/ General Counsel	1,697	(94)	(94)	(5.5%)	(5.5%)
President	964	(77)	(77)	(8.0%)	(8.0%)
Finance	3,314	(121)	(166)	(3.7%)	(5.0%)
Central Operations	3	-	-		
OCIS/Leased Space	6,767	(241)	(338)	(3.6%)	(5.0%)
IT (excluding TELE)	3,422	(70)	(58)	(2.1%)	(1.7%)
External Relations	4,696	(231)	(231)	(4.9%)	(4.9%)
Human Resources	2,560	(96)	(71)	(3.7%)	(2.8%)
Total Administrative	23,424	(931)	(1,036)	(4.0%)	(4.4%)
Total Purchased Services	14,890	(595)	(596)	(4.0%)	(4.0%)
ACE - Non-Commercial	493	(26)	(41)	(5.2%)	(8.2%)
Total Ancillary/Comm Exp	493	(26)	(41)	(5.2%)	(8.2%)
Total base variable budget	135,513	(5,640)	(6,834)	(4.2%)	(5.0%)

2020-21 Budget Assumptions Agenda Item 8.3

- Enrolment levels – limited growth based on population increase
 - 35.6% grant; 42.0% tuition; 6.0% ancillary

	2017-18	2018-2019	e2019-2020	e2020-2021
Domestic Intake	2315	2462	2461	2631
International Intake	99	152	135	240
Undergraduate - FFTEs				
Domestic Total	7936	7920	7905	7732
International Total	435	407	476	601
Graduate - FTEs				
Domestic (Incl. deregulated)	413	430	465	410
International	143	148	177	214
Total - FTEs	8927	8905	9023	8956

- Domestic Tuition Freeze/ Propose increase yr 1 International 10%

	2019-2020	2019-20 System Average	2019-20 System Median
BCom	\$23,224	\$32,156	\$28,362
BEng, BEng & Mgmt	\$27,307	\$35,638	\$34,384
BSc, Computer Science	\$22,187	\$29,169	\$27,242

- Grant funding from the Province set at 2016/17 levels

	2020-21	2021-22	2022-23	2023-24	2024-25
Notional Allocation	\$ 12,9	\$ 19,1	\$ 25,2	\$ 31,4	\$ 34,5

- Compensation increases and other fixed cost estimates as forecast

Budget Rollover 2020-21

TOTAL REVENUES	193,019,317
TOTAL BASE EXPENSES	(189,859,697)
BUDGET SURPLUS BEFORE ASKS	\$ 3,159,620
OTO Pre-approved Asks	
Capital - OCIS	(2,376,000)
Capital - IT	(1,600,000)
Building reserves & deferred maintenance	(2,500,000)
Operational reserves	(1,000,000)
Food Services investment	(250,000)
Bookstore Investment	(205,000)
University priority fund	(1,000,000)
Estimated salary savings	1,000,000
BUDGET DEFICIT AFTER ASKS	\$ (4,771,380)

Discussion – Budget Process

BUDGET DEFICIT AFTER ASKS

\$ (4,771,380)

POTENTIAL REDUCTIONS

Travel and PD cuts - 50% of \$1.0m

\$ 500,000

Potential shared services savings

100,000

Reduce capital projects

500,000

Reduce university priority fund

400,000

Delay hire of open positions

750,000

Increase revenues (CL, ancillary)

200,000

Other ?

NET DEFICIT

\$ (2,321,380)