



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

**October 8, 2020**  
**2:00 p.m. to 4:30 p.m.**  
[Videoconference](#)  
+1.888.240.2560 Meeting ID: 834 611 759

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

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

**AGENDA**

No.	Topic	Lead	Allocated Time	Suggested Start Time
	<b>PUBLIC SESSION</b>			
1	Call to Order	Chair		
2	Agenda (M)	Chair		
3	Conflict of Interest Declaration	Chair		
4	Minutes of Public Session of Meeting of May 28, 2020 (M)	Chair		
5	Chair's Remarks	Chair		2:05 p.m.
6	President's Remarks	Steven Murphy	10	2:10 p.m.
7	<b>Strategy</b>			
7.1	S&P Terms of Reference Review* (D)	Cheryl Foy	10	2:20 p.m.
7.2	Review of University's Mission, Vision & Values (U)	Lori Livingston	10	2:30 p.m.
7.3	Strategic Discussion: Blended Learning	Steven Murphy, Lori Livingston, Cheryl Foy	30	2:40 p.m.
8	<b>Planning</b>			
8.1	Integrated Planning & Strategy (pre-budget) (U)	Lori Livingston	15	3:10 p.m.
8.2	Board Retreat Planning (D)	Steven Murphy & Cheryl Foy	10	3:25 p.m.
9	<b>Other Business</b>	Chair		

No.	Topic	Lead	Allocated Time	Suggested End Time
10	Adjournment (M)	Chair		3:35 p.m.
	<b>BREAK</b>		<b>10</b>	
	<b>NON-PUBLIC SESSION</b> (material not publicly available)			<b>3:45 p.m.</b>
11	Call to Order	Chair		
12	Conflict of Interest Declaration	Chair		
13	Minutes of Non-Public Session of Meeting of May 28, 2020* (M)	Chair		
14	President's Remarks	Steven Murphy	5	3:50 p.m.
15	Planning			
15.1	2019-2020 Work Plan Review* (I)	Cheryl Foy	5	3:55 p.m.
16	Advancement	Sue McGovern	20	4:00 p.m.
16.1	Advancement Update* (U)(P)			
16.2	Million Dollar Matching Fund* (M)			4:20 p.m.
17	Other Business	Chair		
18	<i>In Camera</i> Session	Chair		
19	Termination (M)	Chair		4:30 p.m.

Becky Dinwoodie, Secretary



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

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**Minutes of the Public Session of the Meeting of Thursday, May 28, 2020**  
**2:00 p.m. to 3:10 p.m., Videoconference Only**

**Attendees:** 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 Maclsaac, Sue McGovern

**Guests:** Mike Eklund

**1. Call to Order**

The Chair called the meeting to order at 2:03 p.m.

**2. Agenda**

*Upon a motion duly made by J. Wilson 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 8, 2020**

*Upon a motion duly made by J. Wilson and seconded by S. Murphy, the Minutes were approved as presented.*

**5. Chair's Remarks**

The Chair thanked everyone for coming. He shared that Ontario Tech is assisting GM with the testing of masks being produced by GM. He thanked the university for participating in the project.

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

### **Strategic Focus: COVID19 & Post-COVID19**

The President noted the university has come through the crisis phase very well. He said he is very proud of our community and how they pitched in. Some of the ways that the university has contributed to the handling of COVID-19 are:

- ventilator design and production;
- graduating our nurses early so they could join the frontline workers; and
- wastewater testing project, which is being championed by D. Allingham.

Our community came together in many ways. The student bursaries that were created have really helped and the students are very appreciative.

The university is facing a challenging financial year ahead and we will be facing it head on. We are getting the message out to the university community. It is difficult to find budget reduction while also trying to add resources to help our faculty transition online. The provost is working hard to support our Faculties.

It is important for our community to know that there is hope on the horizon. The goal is to become the most research intensive blended learning university in Canada. We need to put the student experience first and we must focus on improving the experience of our students. Face-to-face learning is at the core of what we do, but we have to deal with the current circumstances. The university will learn from this crisis, which will benefit us for the 2021/2022 academic year.

On the communications side, we are communicating several messages: we must get ready for online learning and also deal with budget situation. Much of what we learn from being online for a prolonged period of time should not be lost going forward.

The President believes the greatest risk coming out of COVID is complacency. We must be attuned to the growing unemployment rates and recognize that many people are hurting as a result of lost jobs and dire financial situations. The sooner that we focus on what needs to be done and how we do it together, the more we will be able to weather the storm and become the university and campus of the future.

## **7. Strategy**

### **7.1 Integrated Planning**

The Provost reminded the committee that they were planning a review of the vision, mission, and values. She advised that it is not the right time to proceed with the refresh due to the onset of COVID and the amount of change that people are dealing with at the moment. Extensive consultation will occur over August and September and the results will be presented to the Board in the fall.

The Provost noted that the Integrated Plan covers 2019 – 2021. The documents are online and accessible to everyone. The Integrated Plan is helping us weather COVID-19

really well. We were re-imagining online learning before this happened and the pandemic has accelerated this.

The four key strategic areas are: learning reimagined, sticky campus, tech with a conscience, and research.

We have directed much of our work study funding to student development of OERs. Students are working with faculty members to develop online educational resources, which is where we were headed before the pandemic.

The pandemic challenges a sticky campus and we will continue to work on this. The Integrated Plan will continue to help us over the next few months and during the post-pandemic transition.

## **7.2 Annual Programs Update**

L. Livingston presented the annual programs update, which was included in the meeting material. The report summarizes the key work happening in quality assurance areas (CIQE and OIRA). L. Livingston highlighted the Quality Council (QC) audit that took place on campus the week before classes were cancelled. She advised that all our programs go through a quality assurance review every 7-8 years, which is conducted by an external reviewer. She confirmed that the audit is a typical process conducted by the QC. She also advised that the QC has temporarily suspended quality assurance processes due to the pandemic. She confirmed that the university will continue to follow our governance processes.

## **7.3 Strategic Research Plan (SRP)**

L. Jacobs presented the Strategic Research Plan, which was also circulated to the committee in the meeting material. He noted that when he joined the university, there were three interrelated priorities: research ranking, research engagement and research reputation.

### *Research Ranking*

Canadian universities are usually ranked in terms of reported research funding – Ontario Tech was ranked 43/70 upon his arrival (funding of just over \$11 million). Our reported funding is now over \$18.5 million (50% increase in one year). This should move us to be ranked in the top 35 in Canada. L. Jacobs advised that we have had a significant increase in Mitacs funding.

### *Research Engagement*

This is principally about getting faculty and students engaged in research and trying to increase that number. It is fairly typical to have roughly a 20:80 ratio (20% of faculty create 80% of research output). The optimal ratio is 40:60.

### *Research Reputation*

This is more challenging to improve and will take time. The focus will be on telling our story.

The goal is for the SRP to motivate faculty to become more involved in research. The SRP is focused on the external audience. It sets out what we see as our strengths and research priorities and we invite others to partner and collaborate with us. The development of the SRP was a hugely collaborative project within the university and over 100 faculty members had input into the plan.

#### **7.4 Strategic Risk Annual Report**

C. Foy presented the report to the committee. She reminded the committee that the University Risk Management (URM) program has been in place for four years. It started with a grass roots broad community consultation on risks affecting the university. It also came from top-down discussions with the Board and senior leadership team. This is a multi-year process involving change management and a shift in culture. The goal is to incorporate risk considerations into decision-making.

C. Foy reported that COVID-19 has made progress over the last few months difficult as risk management has been focusing on pandemic planning since February. However, the university has made great progress on the strategic risk side.

A governor asked if a pandemic or something similar had been identified as a risk. C. Foy confirmed that the lack of a business continuity plan had been identified as a risk. She confirmed that a pandemic plan was in place but was outdated. We had already started to update it and it was in good shape by the time the crisis hit.

#### **7.5 Alumni Engagement Strategy Update**

S. McGovern delivered a presentation. She noted the giving capacity of our alumni is beginning to grow and our alumni are now in a position where they can give back. We only have 21,000 alumni and they are young - it will take time for them to be able to increase their giving. RBC supports us on the Ten Thousand Coffees with a donation of \$20,000 to fund this initiative. S. McGovern confirmed that the alumni magazine is sent out three times per year. It is an online distribution and we can track who looks at it, which is at about 29%.

### **8. Planning**

#### **8.1 Annual Board Report**

B. Dinwoodie reviewed the Annual Board Report with the committee. She noted that the report is prepared on behalf of the committee to be presented to the Board at the AGM and sets out what the committee planned for the year and what was accomplished. The committee was invited to share their feedback and there were no comments on the report.

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

**9. Other Business**

**10. Adjournment**

*There being no other business, upon a motion duly made by S. Murphy and seconded by O. Davis, the meeting adjourned at 2:50 p.m.*

Becky Dinwoodie, Secretary

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## COMMITTEE REPORT

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**SESSION:**

Public   
Non-Public

**ACTION REQUESTED:**

Decision   
Discussion/Direction   
Information

**TO:** Strategy & Planning Committee (S&P)

**DATE:** October 8, 2020

**PREPARED BY:** Becky Dinwoodie, Assistant University Secretary

**SUBJECT:** Review of S&P Terms of Reference

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**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 on its Terms of Reference.

**BACKGROUND/CONTEXT & RATIONALE:**

- Last year, the committee's Terms of Reference were reviewed in the context of the new brand, as well as any comments received since the terms were last updated in November 2018. The proposed amendments were editorial in nature and were approved by the Board in November 2019.

**COMPLIANCE WITH POLICY/LEGISLATION:**

- this is compliant with the Act and By-laws

**NEXT STEPS:**

1. If S&P has any proposed amendments to the Terms of Reference, the amended Terms of Reference will be presented to the Board for approval on December 2, 2020.

**SUPPORTING REFERENCE MATERIALS:**

- 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 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 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.