

BOARD OF GOVERNORS' 117th REGULAR MEETING

AGENDA

Wednesday, December 2, 2020

1:00 p.m. to 4:30 p.m.

[Videoconference](#)

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		Chair's Remarks	Chair	10	1:05 p.m.
5		President's Report	Steven Murphy	35	1:15 p.m.
	5.1	Strategic discussion: President's Equity Taskforce Report*			
6		Academic Council	Ferdinand Jones	5	1:50 p.m.
7		Co-Populous Report	Jim Wilson	5	1:55 p.m.
		Committee Reports			
8		Audit & Finance Committee (A&F) Report	Laura Elliott	35	2:00 p.m.
		Finance			
	8.1	Second Quarter Financial Reports* (U)			
	8.2	Enrolment & Budget Update* (M)	Lori Livingston & Brad MacIsaac		
	8.3	New Building Financing* (M)	Cheryl Foy & Brad MacIsaac		
	8.4	Project Updates – Questions Only* (U)			
9		Investment Committee Report	Stephanie Chow	5	2:35 p.m.
	9.1	Quarterly Report			
10		Governance Nominations & Human Resources Committee (GNHR) Report	Maria Saros	5	2:40 p.m.
11		Strategy & Planning Committee (S&P) Report	Thorsten Koseck	5	2:45 p.m.

No.		Topic	Lead	Allocated Time	Suggested Start Time
12		Consent Agenda: (M)	Chair	5	2:50 p.m.
	12.1	Minutes of Public Session of Board Meetings of June 25 & September 23, 2020*			
	12.2	Minutes of Public Session of A&F Meeting of June 19, 2020*			
	12.3	Minutes of Public Session of GNHR Meeting of May 14, 2020*			
	12.4	Minutes of Public Session of S&P Meeting of May 28, 2020*			
	12.5	Minutes of Public Session of Investment Meeting of August 13, 2020*			
	12.6	BMO Banking Resolution*			
	12.7	PH&N Signing Authority Resolution*			
13		Information Items (also available on the Board portal):	Chair	5	2:55 p.m.
		A&F			
	13.1	Compliance, Risk and Policy Update*			
	13.2	Freedom of Expression Annual Report*			
	13.3	ACE Enhancement Project & New Building Project Updates*			
	13.4	AVIN Project*			
		GNHR			
	13.5	Board PD 2020-2021*			
14		Other Business	Chair		
15		Adjournment (M)	Chair		3:00 p.m.
		BREAK		15	
No.		Topic	Lead	Allocated Time	Suggested Start Time
		NON-PUBLIC SESSION (material not publicly available)			3:15 p.m.
16		Call to Order	Chair		
17		Conflict of Interest Declaration	Chair		
18		Chair's Remarks	Chair		
19		President's Report	Steven Murphy	20	3:20 p.m.
	19.1	Draft 2020-2021 Objectives* (D)			
	19.2	Debenture Update			

No.		Topic	Lead	Allocated Time	Suggested Start Time
		Committee Reports (confidential items only)			
20		A&F Report	Laura Elliott	10	3:40 p.m.
	20.1	Million Dollar Matching Fund* (M)			
21		Investment Report	Stephanie Chow	5	3:50 p.m.
22		GNHR Report	Maria Saros	5	3:55 p.m.
	22.1	Labour Relations & Human Resources Update* (U)	Cheryl Foy	10	4:00 p.m.
23		S&P Report	Thorsten Koseck	5	4:10 p.m.
	23.1	Advancement Update* (U)			
24		Consent Agenda (M):	Chair	5	4:15 p.m.
	24.1	Minutes of Non-Public Session of Board Meetings of June 25 & September 23, 2020* (M)			
	24.2	Minutes of Non-Public Session of A&F Meeting of June 19, 2020*			
	24.3	Minutes of Non-Public Session of GNHR Meetings of May 14, 2020*			
	24.4	Minutes of Non-Public Session of Investment Meeting of August 13, 2020*			
	24.5	Minutes of Non-Public Session of S&P Meeting of May 28, 2020*			
	24.6	Appointment of Governor Member on Academic Council*			
25		For Information:			
	25.1	2020-2021 Committee Work Plans*			
26		Other Business	Chair		
27		In Camera Session	Chair	10	4:20 p.m.
28		Termination (M)	Chair		4:30 p.m.

Becky Dinwoodie, Secretary

Consent Agenda: *To allow the Board to complete a number of matters quickly and devote more of its attention to major items of business, the Agenda has been divided between items that are to be presented individually for discussion and/or information and those that are approved and/or received by consent. A Consent Agenda is not intended to prevent discussion of any matter by the Board, but items listed under the consent sections will not be discussed at the meeting unless a Governor so requests. Governors are supplied with the appropriate documentation for each item, and all items on the Consent Agenda will be approved by means of one omnibus motion.*

BOARD REPORT

SESSION:

Public
Non-Public

☒
☐**ACTION REQUESTED:**

Decision
Discussion/Direction
Information

☐
☒
☐

TO: Board of Governors

DATE: December 2, 2020

FROM: Steven Murphy, President and Vice-Chancellor

SUBJECT: President's Equity Task Force Report

BOARD MANDATE:

- The Board is responsible for governing and managing the affairs of the university, which includes the authority to establish institutional policies and plans and to oversee the manner in which they are implemented.
- The Board is committed to promoting equity, diversity and inclusivity (EDI) at the university.
- As part of its commitment, the Board has prioritized the development of a Board governance EDI strategy this year.
- We are presenting the President's Equity Taskforce (PET) Report for the Board's review and discussion focusing on what the strategic priorities should be coming out of the report and any perceived gaps.

BACKGROUND:

- The PET report is an important step for the university in working towards equity, diversity and inclusivity.
- This is only the beginning and there remains much work to be done.
- The PET was established by my predecessor, President Emeritus Tim McTiernan.
- The work of this task force is important and timely, and will continue under the direction of our new Director of EDI, Sharifa Wright.
- The university is already taking action on many of the task force's recommendations, which includes:
 - hiring of a Director of EDI;
 - hiring of a Human Rights expert and establishing a Human Rights Office, which is leading relevant policy changes - there is a lot of policy activity

happening in this area right now, and training will be implemented once the policies are updated;

- establishing a working group of Academic Council to examine and make recommendations regarding how Academic Council can engage with the community to better support and remove barriers for our marginalized students and how Academic Council, as a governance body, can further demonstrate a commitment to equity, diversity and inclusivity;
 - Board's priority this year is developing a Board Governance EDI Strategy;
 - the Provost has established a cross-function EDI committee; and
 - the work of the Compliance officer within the USGC is focused on a number of equity initiatives, including re-energizing of the Accessibility Working Group, which reflects the university's commitment to an inclusive study and work environment that encourages the full participation of all university members despite varying abilities.
- With the arrival of the Director, EDI, and Human Rights Director, the university will be implementing a more coordinated approach to EDI.
 - The senior leadership team and I are committed to setting the appropriate tone at the top.
 - We are all responsible for creating a culture of equity and inclusivity and everyone must consider themselves an EDI officer.
 - Cultural change takes time and we are committed over the long term.

SUPPORTING REFERENCE MATERIALS:

- President's Equity Task Force Report 2020

President's Equity Task Force Report
2020



PREAMBLE

Although the COVID-19 pandemic and its effects do not specifically fall within the mandate of the President's Equity Task Force, we are especially aware of the pandemic's negative impact on many communities across Canada. This unprecedented modern crisis has intensified the hardships faced by many while also creating barriers for some seeking help. While we do not yet know the extent to which students, faculty and staff at Ontario Tech have been impacted, early reports from the World Health Organization (WHO) and emerging published research indicate that the pandemic amplifies the structural and social inequities experienced by marginalized populations. The direct and indirect consequences of the crisis for students, staff and faculty must be identified and measured to mitigate their long-term impact on health and educational outcomes and to avoid even greater health and educational disparities. Given that crises such as COVID-19 exacerbate existing social disparities, equity, diversity and inclusion (EDI) initiatives must be paramount, along with Indigenization and the Calls to Action from the Truth and Reconciliation Commission of Canada (2015).



Land Acknowledgment

Ontario Tech University acknowledges the lands and people of the Mississaugas of Scugog Island First Nation. We are thankful to be welcome on these lands in friendship. The lands we are situated on are covered by the Williams Treaties and are the traditional territory of the Mississaugas, a branch of the greater Anishinaabeg Nation, including Algonquin, Ojibway, Odawa and Pottawatomi. These lands remain home to many Indigenous nations and peoples.

We acknowledge this land out of respect for the Indigenous nations who have cared for Turtle Island, also called North America, from before the arrival of settler peoples until this day. Most importantly, we acknowledge that the history of these lands has been tainted by poor treatment and a lack of friendship with the First Nations who call them home.

This history is something we are all affected by because we are all treaty people in Canada. We all have a shared history to reflect on, and each of us is affected by this history in different ways. Our past defines our present, but if we move forward as friends and allies, then it does not have to define our future ("Land acknowledgement," n.d.)



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Message from the President and Vice-Chancellor



The conversation around equity, diversity and inclusion is resonating throughout society and that is particularly true for institutions of higher education. Universities are not just about academic achievement; they are also for learning and growth of all kinds. They have always been an epicenter for social change because university is often where we are exposed to different perspectives and viewpoints for the first time. As a result, we question our values and our assumptions about the world we live in, and the world we grew up in. Because of this exposure we adjust and grow.

Our campuses should be microcosms of diversity that reflect the world at large. They must feel safe and welcoming to people of all cultures, genders, races and religions. They must be a place where people from all cultures and experiences can work together to share and create knowledge. Our experiences are enriched by exposure to these differences. Diversity on our campus should be celebrated. It increases creativity as we are exposed to different viewpoints and perspectives. It increases innovation and problem solving and improved productivity. It can create a more engaged and exciting environment, as we learn more about the world around us.

As our institution is focused on 'Technology with a Conscience,' diversity is a key driver of that equation. Without it, technology takes on the inherent biases of the development team. At Ontario Tech, we value our diverse workforce as our researchers help to shift cultural paradigms. They bring their rich array of views about the world to their work and create more inclusive technology, research, and learning environments.

We recognize our role in preparing Canada's future workforce as well. We must recruit students from diverse backgrounds across all our faculties. But we must also work to ensure that all individuals have an appropriate opportunity to display and foster their talents in any field, at any age. Further, we also must ensure that our students have an understanding of how to approach their careers as social scientists, teachers, health-care professionals, engineers and scientists through the lens of equity, diversity and inclusion.

I am grateful for the work of the President's Equity Task Force. Their guidance and advice is helping to ensure we move substantively forward with an agenda focused around concrete measures and actions to ever enhance our equity, diversity and inclusion. Like knowledge, EDI competence is never 'perfected'; it is a muscle that must be continually challenged and used in the pursuit of a more just society.

Sincerely,
Steven Murphy, PhD
President and Vice-Chancellor

Message from the Provost



The President's Equity Task Force Report 2020 represents an important milestone in the brief history of Ontario Tech. By actively inviting all members of our university community to engage in a series of reflective conversations, the Task Force has accomplished its explicit mandate to prepare "a comprehensive inventory of EDI initiatives within the context of the university's mission, and to provide recommendations regarding those initiatives, as appropriate, based on broad consultation." More importantly, however, this Report provides us all with an important prompt to action and a foundation upon which to build and commit to making Ontario Tech a truly inclusive institution of higher education.

I challenge every member of the Ontario Tech community to read this report and to use it as a call to action to help effect change within the academy. This will require commitments at both an individual and institutional level.

Individually we may all contribute by identifying and acknowledging our personal biases and thereafter intentionally challenging ourselves to check and move beyond them. At the institutional level, change will require both a principled approach and inputs from our multiple constituents. As a senior leader within the institution, my interest in EDI is deeply personal and I take my role in this very seriously. I know there are many other members of the Ontario Tech community that feel the same way. Importantly, everyone regardless of their role within the institution can be a change maker.

Recognizing that we all have a role to play in creating an inclusive academy, one that celebrates our diversity and strives for equity and excellence in all that we do, has never been more important. I want to take this opportunity to thank all of the members of the President's Equity Task Force for their time, effort, and dedication to opening up and leading the conversation on EDI issues within our community. Many thanks also to those of you who participated in the multiple focus groups, sessions, and events hosted by the Task Force.

It is now incumbent upon all of us to continue the conversation and commit to change.

Sincerely,
Lori A. Livingston, PhD
Provost and Vice-President, Academic

Letter from the Task Force Chair

Dear President Murphy and Provost Livingston,



It is as much an honour as it is a great delight to have been asked in my past role as Associate Dean, Equity to spearhead the university's first equity, diversity and inclusion task force and to write what will be considered a historic report. I am also extremely grateful for the dedication, expertise, generosity and thoughtfulness of all task force members and wish to extend special thanks to Tara Ashley, our administrative support, for her incredible work and contributions throughout this process.

The report consultations interestingly commenced just before four converging pandemics emerged: (1) The coronavirus disease, COVID-19; (2) Police brutality connected to anti-Black racism (ABR), racial inequities, and systemic racism, which sparked a global protest by sports teams, celebrities, academics and Fortune 500 companies; (3) The 'she-session' requiring a 'she-covery,' as coined by economist Armine Yalnizyan (as cited in Dessanti, 2020); and (4) The mental wellness challenges related to our online learning and working environments in changes

brought on by the COVID-19 pandemic. Indubitably, the intersectional complexities of these converging issues will only amplify existing institutional, structural, and systemic inequities for groups in Canada that have been historically under-represented, disadvantaged and marginalized.

EDI involves the removal of barriers and the full participation of all members of the academy, regardless of citizenship, race, place of origin, ethnic origin, colour, ancestry, disability, age, creed (religion), sex/pregnancy, family status, marital status, sexual orientation, gender identity, gender expression, receipt of public assistance (in housing) and record of offences (in employment), all mentioned in Ontario's Human Rights Code, to which we might add spirituality, class, and income. The EDI taskforce recommendations must also work alongside the Calls to Action from the Truth and Reconciliation Commission of Canada (2015).

National racial injustice tragedies, the deaths of Trayvon Martin, Eric Garner, Michael Brown, Tamir Rice, and George Floyd have kept critical race EDI at the forefront of our national appetite and consciousness. Racial differences in everyday experience in universities are not easy to confront because of a long-standing reluctance to talk about race, xenophobia, colonization and slavery. I believe now is the time to ask what it means to be human while advancing multiple EDI pandemic agendas in our university and society.

In closing, I offer two questions for the university to consider: (1) How can we move from tokenism to transformation and the inclusion of diverse cultures? and (2) In an adaptation of the words of Dr. Martin Luther King Jr. (1967), "Where [does Ontario Tech] go from here: chaos or community?"

Sincerely,
Wesley Crichlow, PhD

Introduction

A recent national survey of Canadian universities shows there is a strong commitment to having EDI shape governance, research, teaching, reconciliation and community engagement (Universities Canada, 2019). Ontario Tech's commitment officially started in January 2018, when then-Provost and Acting President Dr. Robert Bailey convened the President's Equity Task Force (PET), which was tasked with conducting widespread consultations with students, staff, and faculty. Chaired by Dr. Wesley Crichlow, Professor in the Faculty of Social Science and Humanities, the current task force includes Tara Ashley, Jamie Bruno, Jennifer Freeman, Akeisha Lari, and Dr. Akira Tokuhiko as members. In addition, we also recognize the valuable contributions from past members Dr. Rajen Akalu, Jocelyn Churchill, Dr. Kimberley Clow, Dr. Allyson Eamer, Dr. Natalie Oman, and Olivia Petrie.

Current Task Force Members



From left: Akeisha Lari, Akira Tokuhiko, Jamie Bruno, Jennifer Freeman, Tara Ashley, Wesley Crichlow.

Mandate

The PET mandate included preparing a comprehensive inventory of existing and suggested EDI initiatives within the context of the university's mission, and making recommendations regarding those initiatives, as appropriate, based on broad consultation. The PET's goal was to mobilize diverse individuals across the university to create and establish equitable and inclusive practices at Ontario Tech within a three-year term. Specifically, the task force aimed to do the following:

- Advise on the development of strategies for implementing the best equity and inclusion policies and practices at Ontario Tech.
- Advise on EDI training and programming.
- Identify ongoing initiatives at the university and coordinate complementary efforts.
- Increase outreach efforts to diverse communities.
- Assist and advise in the analysis of workforce and employment systems to identify and propose solutions for areas of inequality and discrimination.

The PET conducted broad consultation across the university community. This process included faculty, students, administrative staff, and other groups (e.g., the Ontario Tech Student Union, Ontario Tech Student Ambassadors, the Faculty Association, the Women in Science Committee, the Indigenous Education Advisory Circle, and the Healthy Sexuality Committee), as well as external community partners (the full terms of reference can be found on the PET website at <https://ontariotechu.ca/about/office-of-the-president/presidents-equity-taskforce/mandate.php>).

Outreach and Engagement

The PET Chair's first task was to inform all departments and units of the Task Force's mandate by attending meetings with each department and unit. The second form of outreach was the creation of an online EDI consultation process, where faculty, staff and students were asked to tell the task force what equity, diversity and inclusion meant to them. This was followed by an EDI poster campaign, annual Black History Month celebrations, annual International Womens' Day lectures, annual EDI conferences, and annual Trans Day of Remembrance panel discussions, all with the aim of creating spaces for open conversations around EDI on campus. The third phase included focus groups and more in-person, open departmental sessions in the fall and winter terms of 2019–2020. The PET held a total of 36 meetings and focus groups. The final phase was to draft the report.

Thank you to everyone who participated in our outreach and consultation. The PET greatly appreciates your participation and constructive feedback on EDI at Ontario Tech.

For past events, visit ontariotechu.ca/petnewsandevents

Defining Equity

Equity at its most basic level is about fairness, and it is premised upon a sense of justice. It "recognizes historically and currently under-represented and under-served individuals who experience unfair treatment in services, programs and employment" (Humber College, 2019). Equity is not the same as equality. Equality implies sameness. Equity, on the other hand, takes differences into account—to ensure a fair process and range of opportunities, and, ultimately, a fair (or equitable) outcome.

Employment equity, for example, is a strategy designed to remove the barriers of workplace discrimination and to open equitably the competition for employment opportunities to those arbitrarily excluded or disadvantaged. A number of publications, including the *Report of the Commission on Equality in Employment*, the Canadian Human Rights Act and similar provincial and territorial legislation have listed a number of grounds for protection for groups that have historically experienced discrimination on the grounds of ascriptive characteristics or identities. The Commission found major systemic barriers for persons from within the four federally designated groups: women, visible minorities or racial minorities, native peoples and people with disabilities (Abella, 1984). In Ontario, it is illegal to discriminate against people on the basis of 14 grounds: age, ancestry, colour, race, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status (including single status), gender identity and gender expression, receipt of public assistance (in housing only), record of offences (in employment only), sex (including pregnancy and breastfeeding) and sexual orientation (Human Rights Code, 1990).

The removal of systemic barriers calls for intervention. As stated in the *Equality in Employment* report, "[i]t is not that individuals in the designated groups are inherently unable to achieve equality on their own, it is that the obstacles in their way are so formidable and self-perpetuating that they cannot be overcome without intervention. It is both intolerable and insensitive if we simply wait and hope that the barriers will disappear with time. Equality in employment will not happen unless we make it happen" (Abella, 1984, p. 254). The Task Force has recommended measures to promote EDI across the university and has advised on policies relating to EDI. It is hoped that faculty, Faculty Associations, unions, management, staff and students will all join in the promotion of the recommendations.

EDI Initiatives at Ontario Tech

EDI Initiatives in the Office of Student Life

Student Life embraces EDI as one of its primary goals, specifically to “cultivate an inclusive campus community that celebrates our rich diversity.” This goal is realized in a variety of ways:

- The establishment in 2015 of an Equity and Inclusivity Advisor through student ancillary fees, dedicated to promoting a climate of equity, inclusivity and respect among students.
- The development and delivery of RISE (Respecting Individuals and Supporting Equity), a suite of workshops that provide training and education on bystander intervention skills to prevent and respond to discrimination and harassment. Participants receive foundational knowledge on how oppression manifests and what they can do on an individual level to foster a safer and inclusive community at Ontario Tech. Students can earn a RISE certificate by completing two foundational workshops, four additional RISE workshops, and a culminating reflection paper. RISE workshop topics include the following: Let’s Talk Equity, Health Equity, Sexual Violence Prevention, Let’s Talk Sex, Sexual Orientation, Gender Identity, Feminism, Anti-Racism, Religion and Spirituality, Anti-Ableism, and First Peoples.
- Discussion groups to provide opportunities for students to connect on equity-related issues impacting racialized communities based on lived experiences, and a space for 2SLGBTQI+¹ students and allies to participate in activities and discussions on topics related to their identities. Current discussion groups include the following: Equity Talks, BIPOC Student Centred Space, Black Student Centred Space, Not Another Black Life and Pride Space.
- Equity Advocates, trained student leaders who work together to develop and deliver initiatives, campaigns and events that engage and encourage students to work towards the creation of an inclusive campus community. Education events and programming have included International Womens Day (IWD) #EachforEqual Panel with the Women at Ontario Tech Committee; 16 Days of Activism against gender based violence with Durham College; Deconstructing Islamophobia in Mainstream Media; and Equity Awareness Weeks in both the fall and winter semesters.
- Indigenous student development and support and non-Indigenous community education through Indigenous Education and Cultural Services and guided by the President’s Indigenous Reconciliation Task Force.
- Professional development and training for all Student Life staff to infuse equity practices in student programming and services.

Caribbean Humanitarian Hurricane Relief Scholarships

In 2017, Hurricanes Irma and Maria caused catastrophic damage in the Caribbean islands of Antigua and Barbuda, the Bahamas, Dominica, and Saint Kitts and Nevis. Students’ education was interrupted along with the work of faculty, administrators, and staff at the University of the West Indies and other educational facilities. Dr. Crichlow approached then-Provost and Acting President Dr. Robert Bailey, Registrar Dr. Joe Stokes, and Assistant Vice-President Planning and Analysis, Brad MacIsaac about offering full Humanitarian Hurricane Relief Scholarships to students from these regions. They all agreed, and Ontario Tech’s humanitarian response and understanding of how disasters like these can affect school and university attendance inspired its commitment to five full undergraduate scholarships.

¹2SLGBTQI+ - Two-Spirit, Lesbian, Gay, Bisexual, Trans, Queer, Intersex

EDI Initiatives in the Office of Research Services

Ontario Tech University is a STEM-focused institution comprising seven faculties with more than 300 faculty members, supported by more than 800 graduate students from 29 graduate programs and 9,600 undergraduate students. Ontario Tech researchers engage with more than 200 external partners, securing over \$15 million in research funds in 2018-2019. Ontario Tech undertakes multidisciplinary and multi-sectoral research with impact on a wide range of societal challenge areas that include sustainable energy and the environment, computer science and AI, mobility and transportation, criminal justice, and health and wellness.

Ontario Tech University champions equity, diversity and inclusion (EDI) as core values that drive innovation, excellence and integrity. In 2017, Ontario Tech committed to EDI objectives in its Canada Research Chairs (CRC) EDI Action Plan and we have made significant progress towards the following goals in the last three years:

1. Embed the values of Equity, Diversity and Inclusion into our academic and research culture at all levels, starting at the top.
2. Ongoing rigorous self-assessment to keep apprised of our community's composition and needs.
3. Attract and retain diverse talent to the CRC program, and to the university at large.

We have successfully secured the EDI Capacity-Building Grant, endorsed the Dimensions Charter and committed to being a Dimensions affiliate institution. Additionally, we have hired our first-ever Director of Equity, Diversity and Inclusive Engagement, and established a co-ordinated EDI governance structure, including the EDI Steering Committee, to provide strategic guidance, oversight and accountability for the co-ordinated EDI portfolio. Building on this foundation, our next steps are to:

- Implement the campuswide self-ID survey.
- Conduct a robust employment systems review using a third-party expert consultant.
- Continue to expand the training of our faculty and staff on using EDI best-practices.
- Develop, approve and implement a comprehensive, evidence-based university EDI Action Plan and policy.

With this solid foundation of EDI capacity, and with the support of the Tri-Council and the Dimensions Program, we are confident that meaningful, measurable and sustainable progress will be made towards fundamentally changing the research and academic culture to ensure individuals from underrepresented groups participate and benefit equitably across the institution.



EDI Programming in Human Resources

The Human Resources (HR) team is committed to supporting the university's goals and employee well-being by partnering with faculties and departments to provide a broad range of HR programs and services.

Human Resources has run in the past a number of programs related to EDI, including the following:

- Deep Diversity: Creating a More-Inclusive Workplace—What if our interactions with those different than us are strongly influenced by things happening below the radar of awareness, hidden even from ourselves? Based on research and neuroscience, this program explores prejudice as an unfortunate but normal part of the human experience due to reasons of both nature and nurture, and looks at what we can each do about that.
- RISE programming developed by Student Life:
 - RISE: Sexual Violence Prevention—Participants identify ways they can prevent, intervene and respond to sexual violence, and discuss topics such as rape culture, consent and the spectrum of sexual violence.
 - RISE: Gender Identity—Participants discuss the oppression of the transgender community focusing and the role that gender stereotypes play in the creation and manifestation of misconceptions about gender.
 - RISE: Anti-Racism—In this workshop, participants identify and break down stereotypes that affect racialized communities. They have a brave space to share their thoughts and ideas related to race using videos, case studies and interactive role-play. This workshop also discusses best practices for formulating effective responses to incidents of racist harassment and discrimination.
- Skill 'n Tell Session Navigating Cultural Diversity on Campus—During this interactive session, participants are introduced to interculturality related concepts and practices, as well as two different ways to work and navigate in a culturally diverse environment. Participants share experiences while we discuss these topics:
 - The concepts of culture, interculturality, and intercultural competencies.
 - Our ability to respond adequately to intercultural competencies.
 - Different, and sometimes divergent, cultural conceptions.
 - Ethics of interculturality on campus.
- Canadian Centre for Diversity and Inclusion (CCDI) membership – which offers events, monthly newsletters and webinars.



EDI and the Faculty Association

Ontario Tech University and the Faculty Association (FA) have committed to a number of initiatives to advance greater equity, diversity and inclusion on campus, particularly as they pertain to faculty working conditions. First and foremost, the FA and university negotiated its first Letter of Understanding (LOU) on Employment Equity in the 2015-2016 negotiating round for tenure and tenure-track faculty members. The LOU was referenced in the Teaching Faculty Collective Agreement in 2017 and in the 2018-2019 round.

Secondly, Ontario Tech and the FA established a joint committee on employment equity to identify, address and correct systemic discrimination. Some measures for which this committee is responsible include creating and implementing a self-identification survey; reviewing and identifying best practices at other institutions; developing equity training for hiring and career review committees; and creating and monitoring an employment equity action plan. An improved equity statement in postings acknowledges all equity-seeking groups (including those based on sexual orientation, gender identity and gender expression) and search committees identify candidates from equity-seeking groups. A joint salary anomaly committee has also been created to address and correct salary discrepancies, some of which may be rooted in equity matters.

In addition to these measures, a number of EDI additions have been made to the collective agreement (CA) from 2015 to 2020, including the addition of gender identity and gender expression to the list of prohibited grounds of discrimination and the adoption of non-gendered pronouns. Other measures include benefits for active employees over the age of 71 and recommendations from student course feedback surveys. Finally, a Land Acknowledgement has been added to the CA to recognize it was negotiated on traditional Indigenous territory.

While much work remains, our commitment to these principles of excellence has been firmly planted, and we look forward to the opportunity to continue to grow a campus environment of equity, diversion and inclusion.

EDI and the Board of Governors

The Board of Governors is committed to equity, diversity and inclusivity at the university generally, and in its own processes. Some examples of the Board's EDI initiatives include:

- Board of Governors Recruitment, Appointment and Leadership Policy: "The Governance, Nominations and Human Resources Committee, or its successor Committee, will actively seek to broaden the demographic and cultural diversity of the Board when recruiting eligible candidates to fill any identified gaps."
- Faced with an unusually large number of external governors with terms ending in August 2018, the Board's Governance, Nominations and Human Resources Committee implemented a successful focused recruitment process conducted over the summer of 2018. The process resulted in the appointment of seven new governors, all of whom possess exceptional qualities and skills. All seven of the governors were diversity candidates.
- As a demonstration of the Board's commitment to Reconciliation, starting in 2018, every Board and committee meeting begins with a land acknowledgment.
- The Board of Governors is prioritizing the development of a formal EDI statement during the 2020-2021 Board year.

Common EDI Issues and Themes

Ontario Tech is in the early stages of its EDI initiatives. However, we have already experienced the benefits of ensuring a consultative and collaborative approach to the work. The following views, opinions and ideas have been expressed by Ontario Tech faculty, staff and students. EDI initiatives were engaged throughout our focus groups, blogs, the EDI conference, the Trans Day of Remembrance, Black History Month and International Women's Day conversations. Most participants wanted to know where or who they could turn to for EDI assistance on campus. Echoed by many was the need to ensure that EDI human resources would be appropriately funded and supported by the university administration. Other common themes and issues that were raised included the following:

- Ensuring dedicated and experienced EDI experts.
- Establishing a dedicated EDI office.
- Developing an EDI policy and vision that drives EDI within the institution.
- Developing EDI education, conversations and training guidelines.
- Gathering data on the composition of our workforce, including conducting workplace and student surveys on race, gender, Indigenous Identity, designated groups, disability, etc.
- Providing EDI lunch-time sessions.
- Establishing affinity groups for staff and faculty.
- Developing EDI admissions policies.
- Creating EDI FAQs and exit surveys.
- Advancing the Truth and Reconciliation Calls to Action and the Indigenization of the university.
- Developing better policies on the EDI process for bereavement, parental leave, maternity leave, disability leave, workplace accommodation, and return-to-work support.
- Creating an EDI award or form of recognition for faculty, staff and students. (See Examples of Canadian Universities with EDI Awards at the end of this report).
- Developing processes to incentivize education and EDI training of students and staff.
- Acknowledging that the composition of the senior leadership and the university's Board of Governors needs to be more reflective of the diversity of the wider population and the demographics of Durham Region and the Greater Toronto Area.
- Conducting more research on barriers faced by students, staff and faculty with disabilities and Indigenous or racialized women and transgender persons.
- Developing better campus and travel co-ordination between the north and downtown campus locations to enhance campus accessibility, course offerings and the university's overall sense of community.
- Addressing concerns about workplace racism, microaggressions, bullying and problems with accessing workplace accommodations.

The issues identified above have informed recommendations for four distinct university groups:

1. Board of Governors, President and Vice-Chancellor and Senior Executive Leadership.
2. Provost, Vice-President Research and Innovation, Chief Financial Officer, Deans and Administrative staff.
3. Postdoctoral Fellows, Graduate and Undergraduate Students, Research Assistants and Student Life.
4. Faculty Researchers, Associate Teaching Professors, Librarians and Sessional Instructors.

Recommendations

1) Board of Governors, President and Vice-Chancellor and Senior Executive Leadership

Statements and communications should always contain and reflect a strong and consistent commitment to EDI. According to a Conference Board of Canada report (Parris et al., 2006), “accountability for diversity among senior ranks sends a strong message to the entire organization.” The report affirms that “[s]uccessful diversity initiatives require clear communication about intent, strong leadership commitment, and concrete strategies and objectives linked to organizational needs and goals.” Equity leadership across the university begins with education, mentorship and training strategies designed to give management the tools and skills to execute their jobs.

Our university community felt that simply appointing an EDI Director would not be enough if the EDI Director is disconnected from decision-making and lacks the necessary independence with resources, staff and senior managerial support to make lasting changes. Many talked about having clear EDI definitions, guidelines, evaluation criteria and measures of success across the university. To achieve this goal, many felt that EDI should be embedded in the annual review and performance evaluation of senior leaders and the Board of Governors.

Many staff, students and faculty expressed the need to raise awareness about EDI, and especially called for guidance on how to support staff, student and faculty EDI development and how to have conversations about EDI across their departments. All members of the Ontario Tech community would benefit from having more EDI conversation sessions, while the university also needs to clarify and better communicate information about EDI.

Recommendations

1. Using external professional expertise and resources, engage in ongoing training for the Board of Governors and senior management and create equity dialogues across the campus with staff, students and faculty. Further training must employ an intersectional approach that understands the complexity of identity.
2. Collect EDI-based data on the Board of Governors and senior management to know if they reflect the wider demographics in Durham Region and the Greater Toronto Area.
3. Develop a university-wide EDI policy and formal statements of commitment to demonstrate how each unit or department will work to achieve the university's EDI goals.
4. Consider developing a consistent EDI job posting statement for all jobs at Ontario Tech.
5. Conduct a university workforce and student demographic survey, with a training and pilot phase for effective survey administration.
6. Develop a university-wide EDI strategic action plan.
7. Consider the creation of an annual EDI Leadership Award for service.
8. Continue posting a Land Acknowledgement statement on the home page of the university's main websites, faculty and staff email signatures, job postings and course syllabi, and including the acknowledgement during student orientation, ambassador events, and student university tours. Encourage use of the Land Acknowledgement at the start of all courses, meetings, conferences, events and presentations.
9. Establish a permanent EDI office.
10. Post updates documenting the continuous improvement in EDI at the university in the form of online content (including text, images, and video) through various social media channels.

2) Provost, Vice-President Research and Innovation, Chief Financial Officer, Deans and Administrative Staff

Ontario Tech is committed to advancing a culture of equity, diversity, inclusion and the values of fair treatment for all its members in the future. Data collection is not without its challenges, because some people may not want to self-identify. However, data collection is needed. A well-thought-out approach to data collection and analysis is needed in which students, faculty, and staff are encouraged to participate, informed of the importance of the survey and informed of how the survey data will be used and protected. The collection and analysis of both quantitative and qualitative data are needed to be able to identify existing strengths and barriers to advancing EDI on campus, and to develop plans, policies and practices to address the barriers and monitor and report on progress.

The university's commitment to EDI should also be reflected in the recruitment, retention, and promotion of faculty and staff. It is also important that faculty and staff have the training and knowledge to advance and promote EDI.

Recommendations

11. Assess the current EDI climate at Ontario Tech to inform future EDI initiatives.
12. Encourage all divisions, units, and offices to follow up when the university EDI office develops practices and policies on how to implement EDI.
13. Consider examining policies across the university to create a standardized EDI policy and language through an institutional or environmental scan.
14. Re-assess every two years to track progress in improving the university's EDI climate.
15. Incorporate anticolonial and antiracist curricula for mandatory education on the problems and solutions connected to anti-Black racism, racism and reconciliation with Indigenous peoples.
16. Conduct a workplace environmental scan employing an intersectional lens.
17. Establish a university-wide EDI advisory board including students, staff and faculty to keep the conversations going, review progress, and assess outcomes, including the establishment of a timeline for review.
18. Establish a university-wide mentorship program for faculty and staff to assist in growing, retaining and enhancing EDI across the university.



3) Postdoctoral Fellows, Graduate and Undergraduate Students, Research Assistants and Student Life

Postdoctoral fellows and graduate and undergraduate students should be provided with EDI training and scholarly opportunities in their disciplines of study and research. Further, the university should continue to support the engagement of students in the development and delivery of EDI awareness and education in order to address obstacles and barriers to inclusion and access and promote the success of all groups mentioned in the Ontario Human Rights Code. At Ontario Tech, postdoctoral fellows, graduate and undergraduate students, research assistants, and Student Life are central to the development and fostering of an EDI environment.

Recommendations

19. Start collecting data on undergraduate, graduate and postdoctoral students.
20. Increase the diversity of student advisors and counsellors as well as training for competencies in working with 2SLGBTQI+ students.
21. Consider cultural sensitivity and literacy as part of student advising, mental health training, and respect for the diverse beliefs and attitudes of our racialized and religious student populations.
22. Consider enhancing and expanding partnerships with community organizations that reflect and support the diversity of students (e.g., 2SLGBTQI+ organizations, organizations that offer services in multiple languages, etc.).
23. In collaboration with the Faculty of Social Science and Humanities, build capacity for collecting disaggregated data to better know about our past alumni and current students.
24. Remove the requirement for proof of verification of illness forms in favour of self-declared sick notes.



4) Faculty Researchers, Associate Teaching Professors, Sessional Instructors and Librarians

Faculty Researchers, Associate Teaching Professors, Sessional Instructors, Librarians and community service areas should be encouraged and supported to advance and integrate EDI research and teaching in their work. The Office of Research Services has developed an action plan on how to embed EDI throughout the Canada Research Chairs (CRC) program. Research Ethics Board requirements for research with human subjects mandate that EDI considerations be taken into account in research design and execution. According to Natural Sciences and Engineering Research Council of Canada (NSERC), the evidence is clear: equity, diversity and inclusion strengthen the scientific and engineering communities and the quality, social relevance and impact of research. Increasing diversity and gender equity in the research enterprise are key priorities for NSERC and for the Government of Canada (Natural Sciences and Engineering Research Council of Canada, 2020). These priorities aided in the acquisition of Dimensions funding for the hiring of an EDI Director. The Dimensions charter principles outline the importance of EDI to research and innovation (Canada, 2019). Ontario Tech can use this opportunity to continue its great work and its commitment to future CRCs.

Ontario Tech has a strong reputation for its culture of professional and academic excellence. The university's Strategic Mandate Agreement continues to prepare students for tomorrow's workplace; drive innovation in the province through research and scholarly work; and connect with local, national, and international communities to ensure diversity, equity and inclusion. To achieve these goals, Ontario Tech continues to evolve its learning and research strategies to provide its graduates, faculty and staff with the skills required for an evolving technology-intensive workplace. Ontario Tech provides intellectual space to reflect on the social, cultural, ethical, environmental and other implications of the knowledge economy (2017-20 Strategic Mandate Agreement).

Ontario Tech also recognizes EDI as instrumental in innovation, scholarship, research, learning and the work environment for faculty, staff and students. These are essential elements in fostering a welcoming and inclusive working environment. EDI further underpins excellence, and we all share responsibility for creating an equitable, diverse and inclusive community at Ontario Tech.

Recommendations

25. Continue to build on the EDI work of the Office of Research Services on CRCs.
26. Review the university's recruitment policy and procedures to ensure they reflect current and best practices on EDI training, job posting EDI statements, and EDI candidate evaluation criteria.
27. Gradually build EDI into STEM programming across the university.
28. Introduce and expand training related to bias, transphobia, homophobia, anti-Asian racism, anti-Indigenous racism, anti-Black racism, anti-Arab racism, anti-Semitism, racism, sexism, and equity, diversity and inclusion for those involved in managing Ontario Tech's CRC program.
29. Ensure there is equitable recruitment, selection, and training for hiring committees and review procedures related to the recruitment and selection of CRCs, staff, and faculty. The goal is to ensure that fair, objective, and inclusive recruitment and selection processes, mindful of current legislation, are followed, with a view to finding the best-qualified candidates.
30. Promote EDI in scholarship, teaching and service.
31. Collect data on adjunct and sessional faculty members.
32. Consider the creation of an annual Equity, Diversity and Inclusion teaching, service and research award for faculty.

Conclusion

This report has been shaped by Task Force members' expertise and guidance, as well as feedback gathered from Ontario Tech's outreach and engagement activities, oral and written submissions, and the Task Force's review of these materials. The university aspires to uphold employment practices and procedures in the Ontario Human Rights Code and will not, under any circumstances, permit employment practices and procedures in contravention of it. Ontario Tech's (2004) Harassment and Discrimination Policy recognizes the dignity and worth of every member of the university community and provides for equal rights and opportunities, free of discrimination and harassment. Further, the Policy supports the understanding that academic excellence can only be achieved when all members of the community are free to work, teach, and learn in an environment that does not exclude or discriminate against them. Accordingly, the Policy establishes that harassment and discrimination are never acceptable and will not be tolerated (Ontario Tech, 2004). We are all obligated to remove social barriers and active hindrances to meet the PET and EDI expectations for all university constituents and administrative units.

A commitment to EDI at Ontario Tech will be a hallmark of professional and academic excellence and the fulfillment of the university's mission. We must focus our attention on eradicating systemic and structural discrimination, including barriers to access, and on promoting equity across the workforce and student academic structures, processes, programs, and environments. Everyone can advance this agenda; it is our goal to be inclusive, and Ontario Tech can lead on EDI climate change.



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EDI Concepts and Definitions

Accommodations - Accommodations on human rights-related grounds are measures implemented to assist individuals in claiming and reclaiming their human dignity at the university. Accommodations are a fundamental and integral part of the right to equitable treatment in order to attain the same level of performance, benefits, or privileges experienced by others. Individuals are entitled to accommodations in employment and in the provision of services under the Ontario Human Rights Code, and for sexual harassment under the Ministry of Training, Colleges and Universities Act, up to the point of undue hardship (Ontario Human Rights Commission).

Accessibility for Ontarians with Disabilities Act (AODA), 2005: The purpose of the AODA is to develop, implement and enforce accessibility standards to remove barriers for Ontarians with disabilities on or before January 1, 2025 in relation to goods, services, facilities, accommodations, employment and buildings, structures and premises. The AODA came into effect on June 4, 2005.

Anti-Racism - Anti-racism is the active practice of identifying, challenging and changing the values, structures and behaviours that perpetuate systemic racism. It involves challenging and changing systems, organizational structures, policies, practices and attitudes so that power is redistributed and shared equitably (adopted from the Ontario Anti-Racism Directorate and NAC International Perspectives: Women and Global Solidarity).

Disability - There are two common ways of looking at what disability is, according to the Ontario Human Rights Commission (OHRC).

One way is to see a disability as a medical condition that a person has. From this perspective, disability covers a broad range and degree of conditions, some visible and some not visible. A disability may have been present from birth, caused by an accident, or developed over time. There are physical, mental, cognitive and learning disabilities, mental disorders, hearing or vision disabilities, epilepsy, drug and alcohol dependencies, environmental sensitivities and other conditions (OHRC).

A newer way of looking at disability is that it is not something a person has. A person with a medical condition is not necessarily prevented (or disabled) from fully taking part in society. If society is designed to be accessible and include everyone, then people with medical conditions often don't have a problem taking part. From this point of view, disability is a problem that occurs when a person's environment is not designed to suit their abilities (OHRC).

Diversity - Diversity is the presence of a wide range of human qualities and attributes within an individual, group or organization. Diversity includes such factors as age, sex, race, ethnicity, physical and intellectual ability, religion, sexual orientation, educational background and expertise (OHRC).

Equity - Equity is about fairness, impartiality, and even-handedness. It is a distinct process of recognizing differences within groups of individuals and using this understanding to achieve substantive equality in all aspects of a person's life (OHRC). It is about bringing down barriers to participation/competition on an equal footing regardless of race, ethnicity, aboriginal status, gender, religion, sexual orientation, or disability.

Equity-Seeking Groups / Individuals: These are marginalized groups or individuals who are disproportionately excluded from full participation in society. Such groups include but are not limited to Indigenous peoples, persons with disabilities, persons who identify as 2SLGBTQI+, racialized minorities and women. Commitments to equity begin with the acknowledgement of inequity within society (adopted from the Canadian Association of University Teachers).

Human Rights - Human rights are rights inherent to all human beings, whatever our nationality, place of residence, sex, national or ethnic origin, colour, religion, language or any other status. We are all equally entitled to our human rights without discrimination. These rights are all interrelated, interdependent and indivisible (United Nations Declaration of Human Rights).

Inclusion - Inclusion means appreciating and using our unique differences – strengths, talents, weaknesses and frailties – in a way that shows respect for the individual and ultimately creates a dynamic multidimensional organization (OHRC).

Intersectionality Theory - The idea of intersectionality reminds us that “there is no such thing as a single-issue struggle because we do not live single-issue lives” (Lorde, 1984). The term was coined by Black early feminist scholars and Black legal scholar Dr. Kimberley Crenshaw to describe the ways in which identities and social locations (e.g., race, gender, sexual orientation, class, ability, etc.) intersect. Individuals experience systemic privilege and oppression based on how these factors are valued by social institutions and more broadly in society.

Land Acknowledgment - Acknowledging traditional territory is one way to express our respect, gratitude and appreciation for the Indigenous peoples who have inhabited and continue to live on the land we have been welcomed to share. It is recognition of their presence both in the past and in the present. Recognition helps to create a welcome and safe environment for Indigenous students, their families and community members ("Land acknowledgement," n.d.).

Sexual Violence - Sexual violence includes any sexual act or act targeting a person’s sexuality, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person’s consent, and includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation ([Ontario Tech University Sexual Assault and Harassment Policy](#)).

Trans* - The asterisk in the word “Trans*” allows for different endings to the word in acknowledgement of a complex and diverse community—e.g., Transwoman, Transman, Transsexual, Transgender, and so on (see Raymond, 1979).

Transgender - This term refers to a person whose biological sex assigned at birth does not match their gender identity.

Transsexual - People who are identified at birth as one sex, but who identify themselves differently. They may seek or undergo one or more medical treatments to align their bodies with their internally felt identity, treatments such as hormone therapy, sex-reassignment surgery or other procedures. While this term is embraced by some people as an identity, it is rejected by others and should be used with caution.

Two-Spirit - According to ancient teachings, “two-spirited’ people were considered gifted among all beings because they carried two spirits: that of male and female. It is told that women engaged in tribal warfare and married other women as there were men who married other men. These individuals were looked upon as a third gender in many cases and in almost all cultures they were honoured and revered” (2-Spirited People of the 1st Nations, n.d.). Today, the term refers to Indigenous people who are gay, lesbian, bisexual, trans-gendered, other gendered, or third/fourth gendered individuals that walk carefully between the worlds and between the genders. (<http://www.2spirits.com/PDFolder/History.pdf>)

Examples of Canadian Universities with EDI Awards

Province	University	Award Name	Link
British Columbia	University of British Columbia	Equity Enhancement Fund	equity.ubc.ca/resources/equity-enhancement-fund/past-recipients/ Information is under Resources
Manitoba	University of Winnipeg	Equity, Diversity, and Inclusion (EDI) Research Award	uwinnipeg.ca/research/docs/edi-internal-grant-info.pdf
Newfoundland and Labrador	Memorial University of Newfoundland (MUN)	Impact Award: Awarded to a ratified club, society, or resource centre of the MUN Student Union in recognition of their efforts to take-on a systemic, outcome-focused social change; and to examine the initiatives with critical and divergent thinking.	https://www.munsu35.ca/funding
Ontario	Ryerson University	Alan Shepard Equity, Diversity and Inclusion Student Award	ryerson.ca/equity/initiatives/awards/alan-shepard-student-award/
Quebec	McGill University	Award for Equity and Community Building	mcgill.ca/equity/initiatives-education/equity-awards

Faculty & Staff and Students	Student Teams	Campus	Faculty & Staff	Societies & Clubs
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**Financial Update
Report to the Audit and Finance Committee
For 6 months ending September 30, 2020**

November 25, 2020

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY
Financial Update – Report to Audit and Finance Committee – November 25, 2020
For 6 months ending September 30, 2020
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**ONTARIO TECH UNIVERSITY - OPERATING FORECAST SUMMARY
FOR THE YEAR ENDING MARCH 31, 2021**

April 1, 2020 - March 31, 2021				
	Total Annual Budget	Y/E Forecast	Fav. (Unfav.) Forecast vs Budget \$ / %	
<u>Revenue</u>				
Grants	81,023	81,842	819	1%
Tuition	68,629	77,259	8,630	13%
Student Ancillary	10,732	11,492	760	7%
Other	13,821	10,506	(3,315)	-24%
Total Revenue	\$ 174,205	\$ 181,098	\$ 6,894	4%
<u>Expenditures</u>				
Academic/ACRU	75,193	75,121	72	0%
Academic Support	34,356	35,740	(1,383)	-4%
Administrative	27,490	26,837	653	2%
Sub-total	\$ 137,039	\$ 137,697	(658)	0%
Purchased Services	12,315	11,921	394	3%
Total Ancillary/Commercial	7,580	6,191	1,389	18%
Debenture Interest Expense	10,541	10,541	0	0%
Total Operating Expenses	\$ 167,475	\$ 166,350	\$ 1,126	1%
Net Contribution from Operations	\$ 6,730	\$ 14,749	\$ 8,019	119%
Capital Expenses funded from Operations	2,171	5,437	(3,266)	-150%
Principal Repayments - debenture/leases	6,743	6,743	0	0%
Total Net Surplus	\$ (2,184)	\$ 2,569	\$ 4,753	-218%
<u>Other Disclosures</u>				
<u>Funded through PY reserves & external financing</u>				
New Building	\$ 20,008	\$ 19,800	\$ 208	N/A

2020/21 Operating Forecast Summary

Based on Oct 2020 enrolment data, the operating budget, after capital expenditures, shows a favourable variance of \$4.8M of which \$2.2M has been utilized to cover the original approved budget deficit, for a resulting net operating surplus of \$2.6M at the end of the fiscal year.

Below are the variances of the year-end forecast to the approved budget:

Enrolment

FTE's	2019/20 Actual	2020/21 Approved Budget *	2020/21 Oct update **	Variance to Approved Budget
Undergraduate				
Domestic	7,901	7,152	8,167	1,015
International	461	365	472	107
Graduate				
Domestic	429	382	462	80
International	183	263	196	-67
Total FTE's	8,974	8,162	9,297	1,135

* 2020/21 approved budget reflects the uncertainty around the global pandemic and its anticipated impact on enrolment

** Oct update reflects Sep Day 10 enrolment count after the student guarantee period.

Current eligible undergraduate and graduate enrolment projection is within the + / - 3% of the University's corridor midpoint. Core Operating Grant remains flat as under the new funding formula implemented by the Ministry in 2017 -18, the funding for domestic students for the current year remains at the 2016 – 17 level.

The pivot to online learning last spring and the successful transition to the hybrid model, have resulted in a higher than budgeted enrolment. Except for international graduate students which shows a net unfavourable variance to budget of 67 FTE, domestic undergraduate and graduate are 1,122 FTE (~15%) more than anticipated, with increases seen across all faculties.

It is also noted that current projections are 323 FTE (~3%) more than the prior year's actual enrolment, with a higher number of returning students, offset by a decrease of 6% in first-year domestic intake which will have a flow-through financial impact in the next 4 years.

2020/21 Operating Forecast Summary (continued)

Revenues

Total revenues are favourable \$6.9M to budget and includes:

- 1) \$8.6M positive variance in tuition, attributable to a net 9.3M increase in tuition revenues due to higher than budgeted enrolment, offset by \$0.6M decrease in ELC (English Learning Center) fees.
- 2) Other revenues are unfavourable \$3.3M due to the loss in revenues for ACE, food services, daycare, continuous learning and the athletic facilities, directly attributable to the physical closure of most of the campus premises as a result of the global pandemic. This decrease is offset by a corresponding net decrease in expenses of \$1.4M (see Ancillary/Commercial under “Expenses” below).

Expenses

Total operating expenses are favourable \$1.1M to budget, and includes:

Academic Support units are unfavorable \$1.4m and reflects increases in tuition set aside disbursements to students (as mandated by the Ministry) and student ancillary expenses, both of which are fully funded from increased enrolment revenues.

Administrative units are favourable \$0.7M and includes \$1.3M of base building cost savings associated with the physical closure of most of the campus premises, offset by \$0.4M increase in legal fees and other variances, none of which is material.

Ancillary/Commercial Expenses are showing a positive variance of \$1.4M due to expense decreases associated with decreased revenues in ACE, food services, daycare, continuous learning and athletic facilities (see Other revenues in “Revenues” above).

Capital Expenses funded from Operations unfavourable variance includes \$3.2M of investment in the ACE MGP (Moving Ground Plane) project.

Summary

The current forecast is showing a net surplus of \$2.6M based on expected enrolment, spending plans and the current COVID situation in the Region and the Province which Management will continue to closely monitor. Management remains focused on student recruitment efforts and strategic investment in our IT infrastructure to support the future of the University’s hybrid learning model.

Consolidated Financial Statements of

ONTARIO TECH UNIVERSITY

For 6 months ending September 30, 2020

ONTARIO TECH UNIVERSITY
Consolidated Statement of Financial Position
As at September 30, 2020

	<u>Sep 30, 2020</u>	<u>Sep 30, 2019</u>	<u>YOY Variance</u>	<u>Mar 31, 2020</u>
ASSETS				
CURRENT				
Cash and cash equivalents	\$ 53,946,725	\$ 37,893,736	\$ 16,052,989	\$ 42,339,591
Short-Term Investments	7,052,500	24,924,246	(17,871,746)	7,052,500
Grant receivable	9,818,128	8,332,211	1,485,916	9,183,463
Other accounts receivable	43,875,791	39,955,821	3,919,970	8,543,271
Prepaid expenses and deposits	2,252,047	2,521,412	(269,364)	2,270,296
Inventories	39,416	465,112	(425,696)	57,736
	116,984,608	114,092,538	2,892,070	69,446,857
INVESTMENTS	29,607,087	28,010,771	1,596,316	26,137,454
CAPITAL ASSETS	395,798,780	392,659,869	3,138,910	396,612,877
TOTAL ASSETS	\$ 542,390,474	\$ 534,763,179	\$ 7,627,296	\$ 492,197,188
LIABILITIES				
CURRENT AND LONG-TERM LIABILITIES				
Accounts payable and accrued liabilities	34,888,478	26,092,507	8,795,972	27,506,321
Deferred revenue	79,109,999	72,113,643	6,996,357	22,206,208
	113,998,478	98,206,149	15,792,328	49,712,529
LONG TERM DEBT	303,027	548,755	(245,728)	425,924
OBLIGATIONS UNDER CAPITAL LEASE	36,593,387	37,282,197	(688,810)	36,954,011
DEBENTURE DEBT	154,875,907	161,236,208	(6,360,302)	158,105,761
DEFERRED CAPITAL CONTRIBUTIONS	157,381,631	159,723,067	(2,341,435)	162,196,325
	463,152,430	456,996,377	6,156,053	407,394,550
Net Assets				
UNRESTRICTED				
NET ASSETS, excluding current year surplus	61,266,522	63,995,371	(2,728,849)	64,154,137
ENDOWMENTS	23,660,499	22,500,614	1,159,884	23,536,115
CURRENT YEAR DEFICIT	(5,688,976)	(8,729,184)	3,040,208	(2,887,614)
	79,238,044	77,766,801	1,471,243	84,802,638
TOTAL LIABILITIES AND NET ASSETS	\$ 542,390,474	\$ 534,763,179	\$ 7,627,296	\$ 492,197,188

ONTARIO TECH UNIVERSITY
Consolidated Statement of Operations
For the 6 months ending September 30, 2020

	<u>Sep 30, 2020</u>	<u>Sep 30, 2019</u>	<u>YOY Variance</u>
REVENUE			
Grants - operating & research	\$ 40,253,061	\$ 38,233,841	2,019,219
Grant - debenture	6,750,000	6,750,000	-
Donations - operating & research	157,550	395,712	(238,162)
Student tuition fees	25,483,401	26,491,193	(1,007,792)
Student ancillary fees	5,449,851	7,603,704	(2,153,853)
Revenue from purchased services	252,468	1,715,859	(1,463,391)
Other income	1,725,181	4,957,053	(3,231,872)
Amortization of deferred capital contributions	4,975,059	4,683,125	291,934
Interest revenue	206,666	532,994	(326,328)
Unrealized gain on investments	3,327,385	514,266	2,813,119
	88,580,623	91,877,747	(3,297,124)
EXPENSES			
Salaries and benefits	54,041,355	54,341,979	(300,624)
Student aid, financial assistance and awards	6,246,543	6,195,973	50,570
Supplies and expenses	9,922,369	14,217,890	(4,295,521)
Purchased Services	5,461,706	6,398,218	(936,513)
Professional fees	444,563	855,573	(411,010)
Interest expense - Current Obligations	100,794	78,255	22,539
Interest expense - Long Term Debt	6,482,793	6,710,806	(228,013)
Amortization of capital assets	11,457,035	11,766,565	(309,531)
Loss on disposal of assets	112,441	41,671	70,770
	94,269,599	100,606,931	(6,337,332)
Excess of expenses over revenues	\$ (5,688,976)	\$ (8,729,184)	\$ 3,040,208

-

ONTARIO TECH UNIVERSITY
Consolidated Statement of Cash Flows
As at September 30, 2020

	<u>Sep 30, 2020</u>	<u>Sep 30, 2019</u>
NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES		
OPERATING		
Excess of expenses over revenues	(5,688,976)	(8,729,184)
Items not affecting cash:		
Amortization of capital assets	11,457,035	11,766,565
Amortization of deferred capital contributions	(4,975,059)	(4,683,125)
Loss on disposal of assets	112,441	41,671
Unrealized gain on investments	(3,327,385)	(514,266)
	<u>(2,421,945)</u>	<u>(2,118,339)</u>
Working Capital		
Grant and other accounts receivable	(35,967,184)	(32,387,308)
Prepaid expenses and deposits	18,248	(354,662)
Inventories	18,319	(331,768)
Accounts payable and accrued liabilities	7,382,157	(4,900,701)
Deferred revenue	56,903,790	53,192,948
	<u>25,933,385</u>	<u>13,100,169</u>
INVESTING		
Purchase of capital assets	(10,755,378)	(12,370,886)
Investments	(142,248)	(8,687,293)
Endowment contributions	124,384	657,326
	<u>(10,773,242)</u>	<u>(20,400,853)</u>
FINANCING		
Repayment of long term debt and debenture debt	(3,352,751)	(3,035,406)
Repayment of obligations under capital leases	(360,623)	(314,152)
Deferred capital contributions	160,366	3,306,989
	<u>(3,553,009)</u>	<u>(42,569)</u>
NET CASH INFLOW / (OUTFLOW)	11,607,134	(7,343,253)
CASH BALANCE, BEGINNING OF YEAR	42,339,591	45,236,989
CASH BALANCE, END OF PERIOD	\$ 53,946,725	\$ 37,893,736

CONSOLIDATED FINANCIAL STATEMENTS

In addition to normal operating activities, these statements reflect the construction of the new A5 building, and the impact of the global pandemic on current year vs prior year expenses and on our endowed portfolio.

The Statement of Financial Position is stable at the end of the reporting quarter.

The University has expensed \$6.0M for the construction of the new building (\$9.4M as of Nov 9, 2020) and these are reflected as work-in-progress in our capital asset base of \$395.0M.

Accounts receivable balance of \$43.9M consists of \$41.1M of tuition fees receivable of which \$34.4M (84.0%) relates to the future winter 2020 semester for which payment is not due till Jan 2020. Due to COVID-19, many students have also opted to pay their fees on a monthly payment plan which, coupled with a net increase of 323 FTE over the prior year, has resulted in a net year-over-year increase in other accounts receivable.

Current Liabilities increased \$15.8M over the prior year, of which \$8.8M relates to the timing of payment of invoices and construction holdbacks and \$7.0M relates to deferred revenues as these have not been earned at the end of the reporting quarter. With regards to long-term debt, the University continues to pay back its current debt obligations and have not entered into new debt agreements in the period under consideration.

The Statement of Operations shows a net decrease of \$3.3M (3.6%) in revenues, coupled with a net decrease of \$6.3M (6.3%) in expenses.

Revenues decrease includes \$3.2M decrease in our auxiliary revenues such as ACE, parking, daycare directly attributable to COVID-19 and a decrease of \$2.1M in student ancillary fees due to the accounting recognition of deferred ancillary fees in the prior year for athletic projects and the mobile laptop program. These decreases are offset by a net increase in unrealized M2M gain on our endowed investments following a quick recovery of the equity market after the sharp downturn in March 2020 due to the global pandemic.

Expenses are flat over the prior year, except for a \$5.2M (25%) decrease in supplies and expenses and purchased services due to reduced spending attributable to budget reductions in force in the current year, including decrease in travel and related expenses, promotional expenses, and reduced base building costs as a result of the physical closure of the university in the spring and summer.

ONTARIO TECH UNIVERSITY

Financial Update – Report to Audit and Finance Committee – November 25, 2020

For 6 months ending September 30, 2020

Other note disclosures

On May 19, 2020, the University received the donation of a property (The “Stone House”) located at 2370 Simcoe Street North, Oshawa, and appraised at \$1.23M. This transaction will be recorded in the third quarter, upon receipt of the split of the appraised value between Land and Buildings (buildings being subject to amortization v/s land which is not).

On Oct 30, 2020, the University and Ontario Tech Student Union (OTSU) signed a license agreement, whereby the OTSU will pay the University a one-time license fee of \$5.0M for the use and occupation of the licensed areas in the new building currently under construction. In Nov 2020, the OTSU transferred \$3.0M of this one-time fee to the University. This transaction will be recorded in the third quarter.

2021-2022 Budget Process

Current Year Budget Update

The current budget planning environment remains unstable and difficult to predict given the ongoing, ever-changing, and currently worsening COVID-19 pandemic situation. These unstable conditions limit our ability to forecast our year end budget with any certainty.

At this point in time, the 2020-2021 Ontario Tech budget news is more positive than initially anticipated as the projected deficit for the current year has not materialized. This is primarily due to a 2% overall increase in enrolment thanks to increased registrations by continuing students. Critical to our ongoing budgeting efforts, however, is recognition of the following:

- First year, new student registrations are down by 7.5%
- Tuition revenue is down in comparison to November 2019 estimates due to changes in programmatic registrations and fewer international students.

To the extent that there may be extra funds this year, we are looking to make strategic investments to position the university for next year as it also promises to be a fiscally challenging period. These would include investments in employee and student wellness, student recruitment initiatives, and technology in support of students, staff, and faculty.

Looking Ahead to 2021-2022

As mentioned above, budget planning conditions are currently unstable and will continue to be that way for the foreseeable future.

Some key budget planning conditions (or assumptions) that we must address include:

- With the normal university-aged population demographic holding steady and an anticipated upsurge in competition for students amongst Ontario PSE institutions, an increased focus on recruitment is needed to meet the same number as were admitted in 2019.
- If we can return to new student enrolments reaching the same level as were realized in 2019, we would estimate enrolments to be approximately 9000 FTEs for next year.
- It is likely that the current tuition framework for domestic students will remain in place and hence domestic tuitions will remain frozen.
- Relying on international students to supplement domestic tuition carries significant risk.
- Ancillary service revenues will be down but these losses will be largely offset by reduced unit level expenses.

With these assumptions, we are forecasting 2021-2022 revenues to total \$189M.

	2018-19 Actual	2019-20 Actual	2020-21 Est Nov 2019	2020-21 Est May Budget	2020-21 Est Oct 2020		2021-22 Est Oct 2020
FFTEs	8,905	8,975	~9,100	~8,200	9,050-9,300		~9,000
Grants			81	81	82		81
Tuition			83	69	77-79		82
Other			30	25	22		26
Tot Rev.			194M	175M	181-3M		189M

2020-2021 Budget Motion

WHEREAS the 2020-2021 budget was prepared and approved in June 2020 based on a forecast using the best information available at that time;

WHEREAS the Board of Governors directed management to continue to meet with the Chair of the Audit and Finance Committee to conduct further budget reviews in light of the continuing high degrees of risk and uncertainty precipitated by the COVID-19 pandemic;

WHEREAS management has updated the forecast for 2020-2021 based on the most recent enrolment update and the Audit and Finance Committee noted the competing forces of positive budget direction in the current year, with continuing risk and uncertainty in the current and following budget years;

NOW THEREFORE pursuant to the recommendation of the Audit and Finance Committee, the Board of Governors authorizes the President to spend additional in-year revenues and savings, if any, toward strategic initiatives and those initiatives that mitigate future budget risk, in accordance with the recommendations presented by the Senior Leadership Team, and requests that the President report on these matters to the Audit and Finance Committee at every meeting through 2021.

Presentation to Board of Governors – December 2, 2020

Overview of Loan Transaction/ Financing for new building (A5)

Prepared by Cheryl Foy, Andrew Gallagher, Edgar Hielema, Gardiner Roberts LLP, and Pamela Onsiong





Agenda

- Proposed Motion Language (see separate memo to follow)
- Background
- External Bank Financing – Purpose and Procurement Process
- Recommended Financing Path
- External Bank Financing – Process/Timeline
- Background:
 - Explanation of Transaction
 - Transaction Elements
 - Hedging Agreement
- Pros and Cons
- Transaction Risks
- Compliance with Debenture
- Next Steps
- Q&A





Proposed Motion Language

- A&F passed a motion recommending the transaction on the terms and conditions presented in this presentation.
- The Board motion approving the transaction is different as RBC requires a specific form of Board resolution, which is included in the accompanying report.

Background

	<u>\$ 000's</u>
Estimated building cost at completion	48,000
Contingency for pandemic related overruns	<u>2,000</u>
Total cost	<u>\$ 50,000</u>
Sources of funding	
Student Union contribution	5,000
Donations	1,000
Operating cash and short-term investments	19,000
External financing	<u>25,000</u>
	<u>\$ 50,000</u>

External Bank Financing - Purpose and Procurement Process

PURPOSE:

- To cover for the **construction and long-term financing of up to \$25.0M** of the new A5 building

PROCESS:

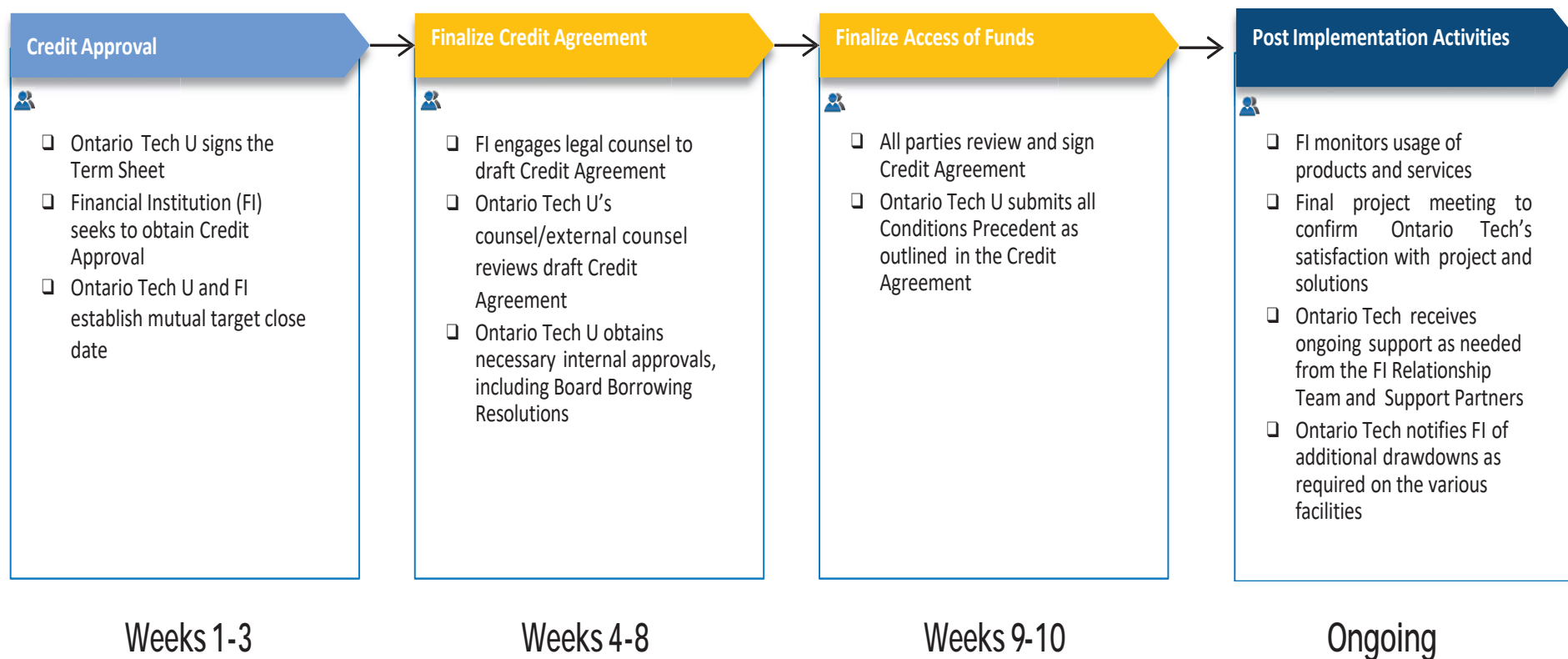
- Over the course of summer, we obtained **financing term sheets** from 3 financial institutions.
- Proposals by all 3 institutions were similar, with RBC offering the most favorable terms
- Engaged Gardiner Roberts LLP to review transaction agreements and confirm Debenture compliance.

Recommended Financing Path

- Based on our analysis, we recommend to enter the financing arrangement with RBC:
 - **A construction loan** of up to \$25.0M to cover construction costs from the time of drawdown to Sep 2021, at **RBC Prime less 0.5%, i.e. 1.95% as at August 5, 2020**
 - **A Bankers' Acceptance (BA) loan facility with an interest swap agreement** effective Sep 2021, at an all-in rate of **1.95% as at Aug 5, 2020**
- **Repayment & service cost of take-out financing loan of \$25.0M:**
 - Base Swap Interest component = \$5.0M
 - Credit Spread component = \$1.7M (based on a constant 0.49% credit spread over the 25-year term)
 - Total loan repayment = \$31.7M; **average annual repayment ~\$1.3M**

External Bank Financing – Process/Timeline

Where we Are Now





Background: Explanation of Transaction

- a construction loan from RBC
- It converts to a term loan upon completion of all required construction draws.
- It is anticipated that the construction period will be one year, after which conversion to a term loan shall occur.
- The loan is unsecured, and there are no formal draw requirements built into the loan. This means that, unlike many construction loans, there is no requirement for a third party, such as an engineer or architect, to certify progress of construction as a pre-condition to allowing more draws from the construction facility.
- The loan cannot be more than \$25 million. On conversion to a term, the term will be 15 years from the conversion date, with an amortization rate based on 25 years. Accordingly, if the full \$25 million is borrowed, at the conclusion of the 15 year term, a \$10 million payment will be due, unless the remaining amount is re-financed.



Background: Loan is Financed Through Banker's Acceptances

- Banker's Acceptances ("BA's") are negotiable instruments that function like a post-dated cheque except that they are tradeable
- RBC will finance the loan by acquiring BA's from the University, and then selling the BA's into the commercial market
- RBC is willing to do this because it considers the University to be credit-worthy.
- BA's typically have a life of less than one year. The loan documents provide that RBC is committing to acquire the University's BA's on a rolling basis, to ensure stable financing for the University.
- BA's do not attract interest in the conventional way; rather, they are sold at a discount. We anticipate that RBC will acquire the University's BA's at a discount rate equal to what RBC would obtain on the market for its own paper. RBC is also charging the University a spread of .49% per annum (the "**Acceptance Fee**") on the amount outstanding.



Background: Hedging Agreement

- Given that the BA's underlying the loan may be of varying terms, and that the BA discount rate floats, the University will also enter into a hedging agreement with RBC.
- Pursuant to the hedging agreement, RBC will, on the University's behalf, "swap" the short term discount rates on the BA's, for a smoother long term rate. This will give the University predictability in servicing its debt.

Term Loan vs. BA Loan with Interest Rate Swap

Term Loan:

Pros:

- **Simple loan structure:** monthly payments do not fluctuate during the term of the loan
- **Simple from an accounting** treatment perspective

Cons:

- Rate could be **much higher** than current rate upon renegotiation after first term
- **Charge of prepayment penalty**, calculated based on the interest rate differential or a premium fixed rate for the remaining term to maturity

BA Loan with Interest Rate Swap

Pros:

- Base swap rate is **fixed for the entire term** selected, therefore offers the University **protection against fluctuating rates** over the 25-year term
- **Exposure is only on the credit spread** which is evaluated upon maturity of the loan facility term (15 years)
- Interest rate swap facility **can be unwound** at any time subject to 2-way interest rate differential calculation breakage costs

Cons:

- A **more complex loan structure**, requiring:
 - an International Swap and Derivatives Association (“ISDA”) Agreement
 - Regulatory documents: U.S. Cross Border Letter, Canadian Representation Letter
 - LEI Entity Identifier (“LEI”) required per Ontario Securities Commission
- A **more complex accounting treatment** with the swap recorded at fair value (FV) on the Statement of Financial Position, and changes in FV reflected in the Statement of Operations

Transaction Risks

- In the event of a default under the loan, RBC is entitled to contractual damages, meaning that any outstanding swaps will be unwound at the expense of the University. This is in addition to the amount outstanding because the loan becoming due.
- The damages claimed in this scenario will be RBC's mark to market costs of unwinding the swap, and therefore dependent on the BA rates current when the swap is unwound. For instance, if the fixed rate under the swap is 2.5%, and the BA rate at the time of unwinding is 1.5%, the cost to unwind the swap will be 1% per annum of the remaining principal over the life of the commitment. (This amount would be subject to the additional fees related to replacing the unwound swap with a new swap – this is just an example.)
- Conversely, under this example, if the BA rate at the time of unwinding is 3.5%, there would theoretically be funds owing to the University if the swap was unwound, since unwinding the swap will save the counterparty money. However, it is likely that if this is the case, RBC would choose not to unwind the swap in the event of a default by the University.



Compliance with Debenture

- The proposed transaction does not contravene the University's obligations with respect to the Debentures, primarily because the University has paid down more than \$50 million of the amount outstanding under the Debentures, and therefore has certain latitude to borrow additional funds for capital projects.
- The University will have to provide no less than 60 days notice to the Trustee of the Debentures prior to borrowing from RBC, and will have to certify it is in compliance with the covenants under the Debentures.



Next Steps

- Board of Governors to pass a formal resolution in the form agreed with RBC approving the loan agreement and the hedging agreement.
- Agreements to be finalized
- Notice to Debenture Trustee
- An officer of the university will also deliver a certificate setting out certain facts, which shall accompany a legal opinion from the University's external counsel.

Q&A



BOARD REPORT

SESSION:

Public
Non-Public

☒
☐**ACTION REQUESTED:**

Decision
Discussion/Direction
Information

☒
☐
☐

TO: Board of Governors

DATE: December 2, 2020

FROM: Audit & Finance Committee (A&F)

PREPARED BY: Cheryl Foy, University Secretary & General Counsel

SUBJECT: New Building Financing – RBC Financing Resolution

BACKGROUND/CONTEXT:

- A&F passed a motion recommending the RBC financing transaction on the terms and conditions presented in the accompanying presentation.
- The Board motion approving the transaction is different from the A&F motion, as RBC requires a specific form of Board resolution.
- The RBC financing resolution for approval by the Board of Governors is as follows:

RESOLUTION OF THE BOARD OF GOVERNORS

OF

**UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY
(the "Corporation")**

WHEREAS Royal Bank of Canada (the "**Bank**") as lender, issued a commitment letter dated as of the 29th of September, 2020 ("**Commitment**"), to the Corporation, extending to the Corporation credit facilities in the aggregate amount of up to CDN\$25,000,000.00 (the "**Financing**");

AND WHEREAS pursuant to the Commitment, the Corporation may issue bankers' acceptances (with interest coupons attached, if applicable) in each case for acceptance by the Bank (collectively the "**Bankers' Acceptances**"), and the Corporation wishes to facilitate the issuance, endorsement, substitution and replacement of Bankers' Acceptances, together with interest coupons, if applicable, from time to time;

AND WHEREAS pursuant to the Commitment Letter, it is contemplated that the Corporation and the Bank shall enter into an *International Swaps and Derivatives Association, Inc.* Master Agreement together with, a draft schedule to the Master Agreement (such Master Agreement and schedule being referred to hereinafter as the "**ISDA Agreement**");

AND WHEREAS pursuant to Section 9(1)(p) of the *University of Ontario Institute of Technology Act, 2002*, S.O. 2002, Chapter 8, Schedule O (the "**Act**"), the Board of Governors of the Corporation is responsible for governing and managing the affairs of the university and has the necessary powers to do so, including the power to make by-laws, resolutions and rules for the conduct of its affairs;

AND WHEREAS pursuant to Section 15(8) of the Act the Corporation, if authorized by its by-laws, may, on such terms and in such amounts as the board may approve, borrow money and give security for money borrowed; and issue or give bonds, debentures and obligations as security; and pursuant to Section 10.1 of By-law Number 1 of the Corporation the Board of Governors is authorized by resolution to borrow money on the credit of the Corporation in such amounts, on such terms and from such persons, firms, or corporations, including chartered banks, as may be determined by resolution of the Board;

AND WHEREAS pursuant to Section 9.2 of By-law Number 1 of the Corporation, notwithstanding any provisions to the contrary contained in the By-laws of the Corporation, the Board of Governors of the Corporation may, at any time, by resolution direct the manner in which, and the persons by whom, any particular instrument, contract, or obligation of the Corporation may or shall be executed;

AND WHEREAS the Audit and Finance Committee of the Corporation has considered the Financing, and recommends it to the Board of Governors and on this basis and on the basis of its own deliberations, the Board, having sought and received legal advice, has determined that it is in the best interests of the Corporation to enter into, execute and deliver the Commitment, from time to time the Banker's Acceptances, and the ISDA Agreement, and all documents contemplated by, ancillary to, or required with respect to the Commitment, the Banker's Acceptances and the ISDA Agreement (collectively, the "**Documents**"), and to enter into, execute and deliver all other agreements, documents and instruments in writing contemplated and required in connection with each of the Documents, and to perform all of the Corporation's obligations thereunder.

NOW THEREFORE BE IT RESOLVED THAT:

Financing

1. The Corporation be and is hereby authorized to borrow from the Bank an aggregate maximum principal amount of up to CDN\$25,000,000.00 pursuant and subject to the terms and conditions set forth in the Commitment and the Documents.

Commitment

2. The Corporation is hereby authorized to enter into, execute and deliver, the Commitment and its associated Documents, with such non-material changes as the person signing the Commitment may approve, the execution by such person to conclusively evidence such person's approval of same and that such Commitment and such Documents as executed and delivered are the Commitment and Documents authorized by this resolution.

Banker's Acceptances

3. Any individual officer as designated by the Bank from time to time as a securities officer of the Bank be and hereby is appointed an authorized signatory of the Corporation for the purposes of the issuance, endorsement (if applicable), substitution and replacement of Bankers' Acceptances and any interest coupons that may relate thereto.
4. Each such Bank securities officer so appointed as authorized signatory of the Corporation be and hereby is authorized to make use of a mechanical or other device for the purpose of affixing a facsimile of his/her signature as drawer and endorser (if applicable) to any Bankers' Acceptances (including any interest coupons that may relate thereto) and any replacements and substitutions thereof.
5. The Bank be and is hereby authorized and directed to honour, pay and charge to the account of the Corporation all Bankers' Acceptances (and interest coupons, if applicable) bearing facsimile signatures of persons having authority to sign Bankers' Acceptances (and interest coupons, if applicable) pursuant to this agreement and such Bankers' Acceptances (and interest coupons, if applicable) shall be binding on the Corporation to the same extent as they would have been had they been manually signed.

ISDA Agreement

6. The Corporation is hereby authorized to enter into the ISDA Agreement and its associated Documents with such non-material changes as the person signing the ISDA Agreement may approve, the execution by such person to conclusively evidence such person's approval of same and that such ISDA Agreement and Documents as executed are the ISDA Agreement and Documents authorized by this resolution.
7. The Corporation is hereby authorized from time to time to enter into transactions contemplated by the ISDA Agreement.

General

8. In this resolution, the term "**Authorized Signatory**" means any one of the following acting alone: the officers and the members of the Board of Governors of the Corporation.
9. Any Authorized Signatory is hereby authorized, for and in the name of and on behalf of the Corporation, to do, or cause to be done, all such acts and things, and to negotiate, execute (whether under seal or otherwise) and deliver, or cause to be delivered, all such instruments, agreements and documents (in electronic form or otherwise) as in the opinion of such person may be necessary or desirable to complete the transactions contemplated by the Documents and this resolution, with such amendments or variations thereto as such person may approve, the execution and delivery thereof and the doing of all such acts and things by such person, as the case may be, being conclusive evidence of such approval.
10. All acts, transactions, agreements or documents undertaken or executed prior to the date of these resolutions by any Authorized Signatory of the Corporation in the name and on behalf

of the Corporation, in connection with the execution and delivery of the Documents, are hereby ratified, confirmed, approved and adopted, and such Documents shall constitute and remain the binding obligations of the Corporation.

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BOARD OF GOVERNORS' 116th REGULAR MEETING & AGM

Minutes of the Public Session of the Meeting of Thursday, June 25, 2020
9:00 a.m. to 11:00 a.m.
Video Conference

GOVERNORS IN ATTENDANCE:

Doug Allingham, Board Chair
Nigel Allen, Chair of Audit & Finance Committee
Stephanie Chow, Chair of Investment Committee
Francis Garwe, Chair of Governance, Nominations & Human Resources Committee
Thorsten Koseck, Chair of Strategy & Planning Committee
Steven Murphy, President
Mitch Frazer, Chancellor
Liquan Cao
Kevin Chan
Owen Davis
Laura Elliott
Ferdinand Jones
Dale MacMillan
Mark Neville
Dietmar Reiner
Maria Saros
Trevin Stratton
Jim Wilson
Lynne Zucker

REGRETS:

Kori Kingsbury

BOARD SECRETARY:

Becky Dinwoodie, *Assistant University Secretary*

STAFF:

Jamie Bruno, *Assistant Vice-President, Human Resources*
Cheryl Foy, *University Secretary & General Counsel*
Les Jacobs, *VP, Research and Innovation*
Barb Hamilton, *Assistant to the University Secretary & General Counsel*
Lori Livingston, *Provost & VP Academic*
Brad MacIsaac, *Assistant Vice-President, Planning and Analysis, and Registrar*
Susan McGovern, *VP External Relations & Advancement*
Andrew Gallagher, *Interim Chief Financial Officer*

GUESTS:

Chelsea Bauer, *Faculty Association*

Mike Eklund, *President of Faculty Association*

Emil Ilnicki

Christine McLaughlin, *Faculty Association*

1. Call to Order

The Chair called the meeting to order at 9:00 a.m.

2. Agenda

A request was made to defer item 13.11 on the consent agenda, as it is not yet ready for approval.

Upon a motion duly made by D. Reiner and seconded by N. Allen, the Agenda was approved as amended.

3. Conflict of Interest Declaration

The Chair reminded those governors being recommended for reappointment and leadership roles under agenda item 11.1 to abstain from voting on that item.

4. Chair's Remarks

The Chair noted that it was his last meeting as Chair so his remarks would be longer than usual. He also noted that it was the last meeting of the year and what a year it has been. He welcomed guests to the meeting and shared that he hopes everyone has been keeping safe. While people were initially enamoured with zoom and other videoconference platforms, they are now looking forward to meeting again in person.

The Chair thanked the members for participating in the meeting and ensuring that the governance of the institution is continuing uninterrupted. Strong governance is needed now more than ever. It will take a long time to recover from the pandemic from a financial and societal perspective – we will be feeling the effects for years to come. He noted we will have to coexist with the virus for a long time and must change how services are delivered. Prior to COVID, the university was facing financial constraints and the pandemic has only exacerbated those effects.

As he leaves the Board as Chair, he observed that the institution is truly focused on our students. While difficult decisions must be made to tackle the budget, the decisions have been made using a balanced approach. The Chair encouraged everyone to respect each other and the broader community and to continue to prioritize servicing our students. The university has demonstrated an innovative spirit, from designing face shields to providing digital degrees.

The Chair also referred to the crisis of racism and hatred in North America. Accordingly, it has become increasingly important to continue to demonstrate a commitment to diversity and inclusivity. Accordingly, next year the Board will be prioritizing the development of a statement on equity, diversity and inclusivity.

The Chair encouraged Board members to have debates at the Board meetings and not outside of the Board or in public as it is not fair to the university, administration and staff. He observed that throughout his time on the Board, governors have been very respectful of each other and he would like that to carry on.

The Chair shared that it has been a pleasure to lead this group and a pleasure to be part of the Board. While he was initially reluctant to serve as Board Chair, when he made the decision to serve in the role, he gave it all he had. He shared that it has been one of the best boards he has had the pleasure to be part of. He enjoyed working with a group of people whose focus is truly on the students and growing the university.

The Chair thanked the staff for the assistance they have given him over the years and commended their dedication to the university, particularly C. Foy, L. Jacobs, B. Hamilton, L. Livingston, B. MacIsaac, S. McGovern, A. Gallagher, and Matthew Mackenzie. It has been a real pleasure working with them. The Chair acknowledged all of the work of S. Murphy since he became President – the university would not be where it is without him. He has the utmost respect for S. Murphy and will miss their weekly conversations. He ended by saying that he is confident that the Board will be in good hands under the leadership of D. Reiner.

5. Community Reports/Presentations

5.1 Collegial Governance at Ontario Tech University

M. Eklund delivered a presentation on collegial governance at the university. He reviewed the objectives of the Faculty Association. He acknowledged the remarks given by the Board Chair at the Academic Council (AC) meeting earlier that week and thanked him for his comments. He also thanked the Board Chair and the departing governors for their service to the university.

M. Eklund reviewed the membership requirements of Universities Canada and the historical Board assessment results with respect to engagement with AC. He noted that COVID has strained collegial governance. It was unfortunate that CAUT felt that they needed to step in and send a letter to the Board. He expressed concern that academic decisions have been made without consultation with AC (e.g. decision to move to emergency remote teaching at the end of winter term 2020 and transition to blended learning). He discussed the distinction between consultation and notification. M. Eklund reviewed the 2019/20 budget consultation process with AC. He shared that it seemed to be a risky decision to go forward with the construction of the new building with an \$18m shortfall, which is now a \$25m shortfall.

The Chair thanked M. Eklund for his presentation and shared that the Board remains committed to exploring new ways of strengthening bicameral governance and engaging with AC.

6. President's Report

The President echoed the Chair's remarks and thanked the Board for their commitment to the university and ensuring the continued effective governance of the university. He thanked everyone for their continued efforts during this unprecedented time. He continues to be impressed by how our community has come together to support our students, each other and the community. He noted that we are going through incredibly

tough times as a university and as a society. The university is no stranger to adversity and referred to the struggles Gary Polonsky went through to establish the university. The university faces the burden of financial cuts. The majority of asks of the university are temporary in nature and the majority of people will be coming back. The university will need to come together and heal.

The President acknowledged the work of the senior leadership team. Every member has stepped up to the plate and has been working very long hours during this time. The senior leadership team has been available around the clock as decisions need to be made very quickly. He keeps the future of the university close to his heart and believes in our institution and its potential. He has no doubt that the future can be a bright one. We must learn from these difficult times and continue to be nimble.

The President clarified that the intention is not to become a fully online university. The goal is to focus on how we can enhance the student experience. We will seize upon the challenges and come out stronger on the other side. There is no doubt that this is a difficult period that will not end any time soon.

The President also stressed the university's commitment to denouncing racism and acts of hatred and violence. Awareness of the value of equity and good intentions for a more equitable university community are not enough. In these dark hours, our commitment to equity, diversity and inclusion (EDI) can be tested. We must pull together as a collective to speak and act to condemn violence and promote systemic change to structures that continue to marginalize communities. We must examine and address discriminatory practices, policies and attitudes that constrain opportunity, innovation and achievement. The President shared that the Board Chair encouraged a rejuvenation of the Board and the recruitment process was deeply rooted in EDI. We now have one of the most diverse university boards in Canada, which is an excellent demonstration of our values.

The President noted that this is the time of year when he would normally thank everyone for their participation in this year's convocation ceremonies. While we couldn't celebrate in person this year, we made the best of it and provided our graduates with digital degrees and delivered graduation packages to their homes. We plan to celebrate the Class of 2020 next year during convocation ceremonies held in advance of the Class of 2021 convocation. The President thanked the faculty and staff for their hard work to ensure our students could complete the semester and graduate on time. He congratulated the Class of 2020.

The President discussed the various ways he has been communicating with the university community (e.g. videos, e-mails, town halls, etc.). He advised that the university has begun planning for the return to campus and anticipates it will be a slow trickle back to campus in a safe and effective manner.

7. Academic Council

F. Jones thanked D. Allingham for his tenure as Board Chair and expressed gratitude for his leadership and commitment to the university. F. Jones reported that Academic Council members have also been very committed and engaged to ensuring the academic governance of the university continues uninterrupted.

7.1 Establishment of Institute for Cyber Security and Resilient Systems

F. Jones presented the proposal for approval. He noted that a large, yet fragmented, number of research activities related to cyber security is done across the institution by a number of researchers and in different research labs. Though Ontario Tech is a smaller university, most of the research still happens in silos. The main objective of the proposed institute is to create a fertile ground for potential collaboration between researchers from different disciplines to address cyber security and resilience challenges. One of the institutional priorities for Ontario Tech is “tech with a conscience”, which is defined as the responsible and ethical use and development of technologies that can help with the progress and prosperity of humanity. As today’s technology is intertwined with the daily artifacts and applications spanning multiple domains, it is imperative to tackle the human-business-technology challenge from an interdisciplinary perspective.

A member commented that this is a great initiative and it works well with the university’s overall strategy. He also commented that it is great to see the integration of engineering and nuclear science as it is important to look at the systems that control fundamental infrastructure. A suggestion was made to add the name of the university into the name of the institute as a further differentiator.

Upon a motion duly made by F. Jones and seconded by T. Stratton, pursuant to the recommendation of Academic Council, the Board of Governors unanimously approved the establishment of the Institute for Cyber Security and Resilient Systems (ICSRS), as presented.

7.2 Annual Report

F. Jones delivered the Academic Council Annual Report. He reminded the Board that Academic Council is the academic governing body for Ontario Tech and it plays a significant role in university governance. Academic Council oversees the academic work of the university, as well as advises and makes recommendations to the Board on important matters. F. Jones provided a summary of Academic Council’s accomplishments for the year.

Recommendations to Board of Governors

Academic Council recommended the following for approval by the Board of Governors:

- Steering Committee (formerly Academic Council Executive Committee) Terms of Reference
- Updated Graduate Studies Committee Terms of Reference
- Faculty of Education – New Program - Teaching English to Speakers of Other Languages
- Establishment of Digital Life Institute
- Faculty of Engineering and Applied Science Department Proposal
- Establishment of Centre for Small Modular Reactors
- Delegation of Authority to Steering Committee
- Updated Terms of Reference for Governance & Nominations Committee
- Establishment of Cybersecurity Institute

Governance Initiatives

- Review of Governance & Nominations Committee Terms of Reference
- Delegation of Authority to Steering Committee

Curriculum & Program Changes

Academic Council approved the following:

- (a) Major Program Modification - Faculty of Science – Bachelor of Science in Biological Science
- (b) Cyclical Program Review Final Assessment Summary Reports
 - (i) Master Applied Science and Doctor of Philosophy in Nuclear Engineering Program
 - (ii) Master of Engineering Management and Graduate Diploma in Engineering Management Program
 - (iii) Bachelor of Science in Chemistry
 - (iv) Bachelor of Arts in Political Science
 - (v) MEng in Nuclear Engineering, GDip in Nuclear Design Engineering, and GDip in Nuclear Technology Program Review
 - (vi) Bachelor of Education
- (c) Program Review 18-Month Follow-Up Final Assessment Reports:
 - (i) Bachelor of Arts in Communication and Digital Media Studies
 - (ii) Bachelor of Science in Nursing
 - (iii) Master of Arts, Master of Education, and Graduate Diploma in Digital Technologies Program Review
- (d) Formal Closure of the Bachelor of Engineering in Energy Systems Engineering Program
- (e) Formal Closure of the Master of Business Administration (MBA) and the Master of Information Technology Security - Master of Business Administration (MITS-MBA) Programs
- (f) Formal Closure of the Bachelor of Applied Science – Nuclear Power Bridge Program and Bachelor of Applied Science – Nuclear Power Program

Academic Policy

Academic Council approved a large number of academic policies and policy updates, which are set out in the accompanying report in your material.

Conferral of Degrees

Academic Council confirmed the eligibility for graduation of those students who fulfilled all degree requirements at the end of the Summer and Fall Terms 2019 and Winter Term 2020 and who were recommended for graduation by their Faculty. This included approving to graduate our eligible nurses early so that they could join health care service agencies on the front lines to assist with the pandemic response.

Scholarships

The selection of recipients for the major scholarship awards for 2020-21 were finalized, and the following is the status of their application and scholarship:

Chancellor's Scholarship:

Isabel Smith - Courtice, ON (Holy Trinity CSS)

President's Scholarship:
HS)

Megan Patterson - Newcastle, ON (Bowmanville

James Lisondra - Whitby, ON (Father Leo J. Austin
CSS)

Founder's Scholarship:

Sophia Fischer - Ajax, ON (Notre Dame CSS)

Mikayla Chiappetta - Scarborough, ON (St. John
Newman CSS)

FIRST Robotics Scholarship: Nico Kratofil - Timmins, ON (Timmins HS)

Global Leadership Scholarship: Japnit Ahuja - India (National Junior College,
Singapore)

The Chancellor's, President's, and Founder's Scholarships are given to applicants who demonstrate outstanding academic achievement (minimum 85 percent average) and exceptional leadership and community involvement. The Global Leadership Scholarship is one of the university's most prestigious entrance awards and recognizes international secondary school applicants with strong academic and leadership abilities.

Honorary Degree Recipients

The Honorary Degrees Committee awarded honorary doctorates to the following recipients:

- Andreas Apostolpolous
- The Right Honourable David Johnston and Sharon Johnston
- Paul Ralph
- Tanya Talaga

Colleagues' Exchange

Academic Council coordinated strategic discussions on the following topics:

- Micro-Credentialing and Digital Badging (October 2019)
- 2020-2021 Academic Dates

Academic Council Elections

Academic Council held an election in February 2020 to fill the vacant positions for 2020-2021. The election was held in accordance with the Academic Council Procedures for the Election of Teaching, Non-Academic Staff and Student Representatives instituted in 2015 by Council. The elections ran smoothly and no complaints were received regarding the conduct of the elections.

Governance Education

Academic Council members were invited to attend an orientation session on September 24, 2019 and focused on the university's legislation, by-laws and Rules of Order. Governance information sessions were conducted for all student candidates prior to the election.

Consultations

Academic Council was consulted during the development of the following:

- Integrated Academic Plan
- Strategic Research Plan
- 2020-2021 Budget
- Payment Card Industry Compliance Policy Instruments
- Procedures for Responding to the Death of a Student
- Procedures for Service Animals
- Accessibility Policy, Procedures for Accommodating Employees with Disabilities, and Procedures for Accommodating Students with Disabilities
- Use of University Automobile Driving Policy
- Technology Use Policy
- Automobile Directive
- Building Naming Policy
- Review of Directives on the Use of Digital Learning Resources for Assessment Purposes
- Policy Framework – Interim Consultation Pathways
- Code of Ethics

The Chair noted that he had the opportunity to attend the Academic Council meeting earlier in the week to give greetings on behalf of the Board and to thank them for their extraordinary efforts during this time and for everything they have accomplished this year. The Chair reiterated that as the academic governing body for the university, Academic Council is an important partner to the Board and the Board relies on their advice and recommendations, as we are seeing today with the establishment of the Institute for Cyber Security and Resilient Systems and the Ethical Conduct Policy.

8. Co-Populous Report

J. Wilson delivered the co-populous report. The Board Chair remarked that as a former co-populous member, he understands how much time is involved. He thanked J. Wilson for his service as a co-populous member.

Committee Reports

9. Audit & Finance Committee (A&F):

The Chair noted that it was N. Allen's last meeting. As chair of A&F, Nigel has done an excellent job, especially during these difficult times. The Chair advised that the budgetary constraints have resulted in layoffs and reduced workloads of the university's OPSEU staff and that this would not be forgotten. This has been a tough process and his hope was that all sectors would step up in the spirit of partnership and cooperation.

Finance

N. Allen commented that it was incredible how quickly the time passed as he approached the end of his term on the Board. From the very beginning, he was extremely impressed with the professionalism of the university's Board meetings and the respectful relationship among the Board members, senior leadership, staff, and faculty. His term on the Board has been very rewarding. He has learned a lot and enjoyed the experience of working with everyone on the Board. N. Allen acknowledged the contributions of the student governors. It is fantastic when students get involved at a younger age and learn about

governance. He expressed his sincere appreciation to the President and the Board Chair. In the face of many difficult challenges (tuition cuts, COVID, etc.), they have demonstrated significant leadership and continue to promote the strategy and vision for the university. He also thanked his fellow governors, particularly A&F, for their support of the goals and direction of the university and being willing to ask questions and challenge thoughts. N. Allen wished L. Elliott continued success as she assumes the role of Chair of A&F. He remarked that it is a truly phenomenal group. N. Allen also thanked the university team for their support over the years, including C. Foy, B. Dinwoodie, S. McGovern, C. Elliott, A. Gallagher, P. Onsiong and B. MacIsaac. They are great supporters of the university and are very professional, which was truly appreciated.

N. Allen reported that the committee met last week and had a very full agenda, as they considered the budget and audited financial statements, in addition to many other key items. The committee received an update on the status of the land exchange with the City of Oshawa. The valuations of the parcels being exchanged have been completed and there is a \$1.9M difference in the value. This difference will be considered a donation to the university. The university and city are close to finalizing the transaction.

He also reported that over the last year, the university worked on a \$2m gift agreement with Mr. Al Libfeld, which was comprised of \$1m in student support (scholarships for 100 students) and a gift to the university of the Stone House. It will be called the Stone House at Ontario Tech and will be used for the university and the community. While the university's legal department awaits comments on the heritage review, the deal should be able to close over the next few weeks.

The committee also received the annual policy and compliance review, which was included in the meeting material for information. The policy framework was developed to provide clarity and structure to the university community and the committee was pleased to hear that the framework is being embraced by the community and is being used to identify policy gaps, among other things. During the Policy Framework review, it was committed to provide the committee with an annual update on the types of policies that are being developed, revised, and approved; the list of policy activity was updated and was also included in the material. N. Allen thanked C. Foy for getting the university to this point. C. Foy advised that the closing date for the Stone House was July 15.

9.1 2020-2021 Budget

N. Allen acknowledged that the university is facing significant financial challenges over the next few years and commended the senior leadership team for working hard to develop a budget addressing those challenges while maintaining a strategic focus. This is not an easy task and the budget working group prepared the proposed budget based on a principled approach. In addition to the presentation being delivered today, the committee also received a presentation from M. Eklund, the President of the university's Faculty Association. The committee appreciated hearing his perspective. When making their recommendation, the committee considered the greater than usual budget risk and felt that additional follow up reporting is required to keep the Board apprised of developments. N. Allen noted that even in the best of times, predicting the future is difficult. The motion being presented includes a requirement for management to revisit the budget in the next couple of months. In his line of work, he has seen the importance of preparing and constantly revisiting budgets. Many clients are suffering financially and

having to make difficult decisions due to COVID and are doing their best to protect their future. The committee is looking to see that the deficit is addressed and a balanced budget achieved.

D. Reiner thanked N. Allen for his leadership of the committee and expressed the respect he has for N. Allen's expertise and good judgment – he will be greatly missed. He also commented that L. Elliott will do a great job succeeding as Chair of A&F. D. Reiner noted that A&F had a good discussion about the financial stresses and commended L. Livingston, A. Gallagher, and the entire team for looking for opportunities to cut costs keeping the university's strategic direction in mind. It is imperative to ensure we maintain the financial health of the institution and to come back, once more is known about enrolments and other factors. The full COVID impact remains unknown and the university needs to be prepared to make further adjustments to the budget.

O. Davis commented that amazing work has been done to meet the 10% reduction and that transparency will be key this year. He asked whether the potential for service unavailability or delay due to layoffs and reduced hours would be fully messaged to students. L. Livingston advised that a budget town hall would be taking place the following day with the entire community and that three town halls with respect to budgetary cuts had already taken place. It is important to understand that J. Bruno and the HR Office have worked long and hard to reach an agreement with OPSEU and the hope had been that everyone at the institution would contribute to the sacrifices being made. F. Jones expressed thanks to the management team for volunteering to take salary cuts in order to contribute to the budget cuts. S. McGovern discussed the town halls that were held and how they were communicated.

WHEREAS management presented a proposed unbalanced budget in February 2020 based on the forecast at that time;

WHEREAS the COVID-19 pandemic necessitated the effective closure of most of the university's physical operations, with the focus shifting to online program delivery and remote working for substantially all faculty and staff, as of March 13, 2020;

WHEREAS the budget has been prepared based on a forecast using the best information available at this time;

WHEREAS there is additional risk to the budget this year because of the economic uncertainty precipitated by the COVID-19 pandemic;

NOW THEREFORE, upon a motion duly made by N. Allen and seconded by F. Jones, pursuant to the recommendation of the Audit and Finance Committee, the Board of Governors unanimously:

- approved the 2020-2021 budget, as presented; and*
- directed that management meet with the Chair of the Audit and Finance Committee in August and September 2020 to conduct further budget reviews.*

9.2 2019-2020 Audited Financial Statements

N. Allen reported that the committee received and reviewed KPMG's Audit Findings Report. KPMG reviewed the significant changes in their planned audit approach as a result of the COVID-19 pandemic. Like last year, no significant audit risks were identified and they did not identify any control deficiencies that they determined to be significant

deficiencies in internal control over financial reporting. KPMG reviewed their key observations on:

- accrued liabilities – legal, access copyright;
- Ontario Tech Talent Inc.; and
- covenant compliance.

The element of unpredictability this year focused on the timing of payment for newly hired employees. KPMG tested the controls surrounding the set-up, accuracy and timing of the first payment made to the employees. In the context of the pandemic, KPMG suggested revisiting the university's Business Continuity Plan and cybersecurity measures. N. Allen thanked the finance team for their work on KPMG's recommendations.

N. Allen also reported that the year end financial statements were presented and reviewed by the committee. He thanked A. Gallagher, P. Onsiong and their team for the comprehensive notes accompanying the financial statements, which are consistent with those of previous years. In addition to normal operating activities, the financial statements reflect:

- the ongoing tension between revenue and expenses with revenues flat year-over-year whereas expenses increased \$9.0M or 5% over the previous year;
- the most significant variance includes a \$3.0m decrease in student tuition fees and an \$8.0m increase in labour costs on the expense side;
- except for the last 2 weeks of March, the financial statements also reflect the ongoing construction of the building with \$12.0m invested in Construction-in-Progress in the current year;
- the impact of COVID-19 has resulted in an unrealized loss of investment of \$2.5m at the end of the year;
- the university has paid back \$6.9m of debt obligations in the current year

Upon a motion duly made by N. Allen and seconded by T. Koseck, pursuant to the recommendation of the Audit and Finance Committee, the Board of Governors unanimously approved the consolidated audited financial statements of the university for the year ending March 31, 2020 as presented.

9.2 Internally Restricted Funds

N. Allen reviewed the summary of unspent funds that have been restricted over the years for specific purposes. In the current year, \$14.5m of the reserves have been utilized, of which \$12.0m was invested in the new building. The committee recommends adding an additional \$316k to be restricted in the current year to reflect unspent student ancillary fees for a total closing reserve balance of \$17.5m.

Upon a motion duly made by N. Allen and seconded by D. Reiner, pursuant to the recommendation of the Audit and Finance Committee, the Board of Governors unanimously approved an Internal Restriction of approximately \$316,000 in the University's net assets, for a restricted reserve balance of \$17.5m, as presented.

9.4 Fourth Quarter Financial Reports

N. Allen explained that these reports compare the actual year end results against the original budget and also against the forecast reported at the end of the third quarter. They

show a net operating surplus for the year of \$2.0m, with a net positive variance of \$1.8m on the revenue side which includes \$2.3M of student ancillary fees recognized for investment in the athletic facilities and a slight shortfall in tuition fees. On the expense side, there is an upside of \$2.0m in the admin units, noting that the original budget included \$3.5m of contingency and capital reserves, of which \$1.5m has now been utilized to bridge the gap on revenue shortfall and cost overruns. The university also invested \$13.0m of its restricted reserves for the new building and capital campaign.

Project Updates

9.5 New Building

N. Allen provided an update on the status of the new building project, which was also included in the meeting material. The project had over 98% of subcontractors awarded and approximately 50% of building expenses spent. The second-floor concrete had been poured. While COVID caused a month delay, there were limited additional costs associated with the delay. The team will be working over the summer months to finalize a new timeline based on current restrictions.

9.6 ACE Enhancement Project

N. Allen reported that the physical expansion is basically complete with minimal interior alterations to be made by September. The integration will be delayed until January due to the COVID closure and border restrictions. Specific attention is being paid to minimizing the impact in adjacent units to ensure other testing can continue.

Risk, Compliance & Policy

9.7 Ethical Conduct Policy Instruments

N. Allen presented the Ethical Conduct Policy for approval. He advised that the university currently has no comprehensive code of ethical conduct for employees, relying instead on a variety of conflict of interest clauses embedded in existing policy instruments. The process for addressing conflicts of interest in each policy instrument may differ, as may the requirements for different types of employees. An Ethical Conduct Policy and supporting procedures have been developed to create a framework for addressing conflicts of interest, the acceptance of gifts, the use of university resources, confidentiality, policy compliance, and other ethical considerations. The committee approved the related procedures at their meeting last week. The university engaged in consultation in accordance with the requirements of the Policy Framework and the comments received and proposed responses are set out in the report included in the meeting material.

Upon a motion duly made by N. Allen and seconded by L. Elliott, pursuant to the Audit and Finance Committee's recommendation for the approval of the Ethical Conduct Policy, the Board of Governors unanimously approved the Ethical Conduct Policy, as presented.

9.8 Policy Framework: Temporary Amendment to Consultation Path

N. Allen presented the amendments for approval. He explained that the Policy Framework is a key institutional policy that delegates the Board's power, establishing categories of policy instruments with distinct consultation and approval pathways. The recommended amendments to the Policy Framework serve to abbreviate the consultation pathways in order to allow for a more expedited process to establish temporary policies or procedures or make temporary amendments to policy instruments

to account for changes to the university's operations due to the effects of the COVID-19 pandemic response.

Upon a motion duly made by N. Allen and seconded by M. Saros, pursuant to the recommendation of the Audit & Finance Committee, the Board of Governors unanimously approved the Interim Policy Framework, as presented.

9.9 Annual University Risk Management Report

N. Allen reported that the committee was pleased to receive the fifth annual University Risk Management Report, which was included in the meeting material. This is an integral part of the university's development of its risk management culture. The pandemic has demonstrated the value of having risk management tools in place and the considerable value of having a dedicated risk professional available to lead operational pandemic response and return to work planning. He acknowledged and thank Jacquelyn Dupuis for all of her hard work leading the university's pandemic response initiatives, from assisting with safely closing the campus to managing limited access to campus, and currently in supporting a safe and gradual return to campus. He was pleased to report that the university continues to make progress toward the integration of risk into its decision-making and planning processes.

Given the constraints the university is facing, the university will carry on with one person devoted to risk management, which limits the amount of progress that can be made. The focus will continue to be on strategic and foundational risks, with the key foundational risk being financial. Cybersecurity and privacy are also key risk considerations. A cross functional team is being assembled to manage cybersecurity and will continue to implement best practices. The committee was pleased to see that the university continues to move the yard stick forward and that risk management is a vibrant activity at the university. N. Allen thanked C. Foy, J. Dupuis, and the Risk Management Committee for the tremendous amount of work done and progress made this year.

10. Investment Committee:

10.1 Quarterly Report

S. Chow delivered the Investment Committee report. She informed the Board that there had been an 8.7% decline in market value but that it was ahead of the benchmark as of March 31. PH&N reminded the committee to keep a long-term view of the portfolio. The committee has been receiving more frequent communication from the investment manager since the start of the pandemic because of the market volatility. S. Chow also reported that the committee received the annual ESG report at their last meeting. ESG factors are shown to mitigate risk and enhance long term performance. She thanked the committee and staff for their work. She noted that a significant accomplishment of the committee this year was carrying out the investment manager review with Mercer.

The Chair thanked S. Chow for looking after the portfolio with A. Gallagher and the team during this difficult period.

11. Governance Nominations & Human Resources Committee (GNHR)

F. Garwe thanked the Board Chair for his leadership and mentorship – he will be missed. F. Garwe also thanked N. Allen for his leadership, calmness and ability to deal with challenges – these are lessons he will take with him going forward. F. Garwe noted it

was his last Board meeting as Chair of GNHR. He shared that being Chair of the committee has been a pleasure. He had not been on the Board long when he assumed the role and he credited C. Foy and D. Allingham with showing him the ropes. He noted he also often calls B. Dinwoodie for support and can rely on her for advice. He remarked that the incoming leadership is in good hands and that they will soon understand the amount of work that goes on. The staff behind the scenes make the leaders look like superheroes. M. Saros will be succeeding him in the role and he believes she will be a fabulous Chair. He noted that M. Saros and the committee members ask excellent questions and he looks forward to great things ahead.

F. Garwe reported that at their last meeting, the committee received an update on the university's pandemic planning and the working assumptions to plan for a safe return to campus. The committee also received the Report on the Annual Review of Workplace Violence Policy, which was included in the meeting material. The committee received and reviewed the Annual Report on Student Sexual Violence Policy Implementation, also included in the meeting material. The university continues to support students who have experienced sexual violence and other forms of violence even with the transition online. A lot of effort was directed towards education this year and there has been robust engagement with students. The committee was also consulted on the draft Ethical Conduct policy documents.

11.1 2020-2021 Board Renewals & Leadership Appointments

F. Garwe thanked all of the governors who expressed interest in taking on leadership roles. The Board is very diverse and there is lots of work that goes on. He let the incoming leaders know that the Board is here to support them and ensure their efforts are recognized. The Board Chair thanked F. Garwe for his leadership and contributions as GNHR Chair.

Upon a motion duly made by F. Garwe and seconded by L. Zucker, pursuant to the recommendation of the Governance, Nominations and Human Resources Committee, the Board of Governors unanimously approved:

1. *The reappointment of Kevin Chan, Kori Kingsbury, Thorsten Koseck, Trevin Stratton and Jim Wilson to the Board of Governors for a three-year term to end on August 31, 2023;*
2. *The appointment of Dietmar Reiner as Chair of the Board for 2020-2021;*
3. *The appointment of Laura Elliott as Vice-Chair of the Board for 2020-2021;*
4. *The appointment of Maria Saros as Vice-Chair of the Board for 2020-2021; and*
5. *The appointment of the following Board members to the positions of Chair of the specified Committee for 2020-2021:*

<i>Stephanie Chow</i>	<i>Investment</i>
<i>Laura Elliott</i>	<i>Audit & Finance</i>
<i>Thorsten Koseck</i>	<i>Strategy & Planning</i>
<i>Maria Saros</i>	<i>Governance, Nominations & Human Resources</i>

11.2 2020-2021 Board Committee Appointments

Upon a motion duly made by F. Garwe and seconded by T. Koseck, pursuant to the recommendation of the Governance, Nominations and Human Resources Committee, the Board of Governors unanimously approved the following committee assignments for 2020-2021, as presented:

Executive Committee

Dietmar Reiner, Chair and Board Chair

Laura Elliott, Vice-Chair & Chair of Audit & Finance Committee

Maria Saros, Vice-Chair & Chair of Governance, Nominations & Human Resources Committee

Stephanie Chow, Chair of Investment Committee

Thorsten Koseck, Chair of Strategy & Planning Committee

Steven Murphy, President & Vice-Chancellor

Audit and Finance Committee

Laura Elliott (Chair)

Dietmar Reiner

Stephanie Chow

Dale MacMillan

Dietmar Reiner, Board Chair (ex-officio)

Steven Murphy, President (ex-officio)

Governance, Nominations and Human Resources Committee

Maria Saros (Chair)

Laura Elliott

Kori Kingsbury

Trevin Stratton

Dietmar Reiner, Board Chair (ex-officio)

Steven Murphy, President (ex-officio)

Investment Committee

Stephanie Chow (Chair)

Ferdinand Jones

Thorsten Koseck

Mark Neville

Maria Saros

Dietmar Reiner, Board Chair (ex-officio)

Steven Murphy, President (ex-officio)

Strategy & Planning Committee

Thorsten Koseck (Chair)

Liqun Cao

Kevin Chan

Jim Wilson

Lynne Zucker

Dietmar Reiner, Board Chair (ex-officio)

Steven Murphy, President (ex-officio)

11.3 Annual Board Practices Assessment Overview

C. Foy provided an overview of the annual Board Practices Assessment results, highlighting the areas identified for further strengthening. A member commented that the university's vision to implement the OnBoard tool was forward thinking and has helped the Board during these challenging times.

12. Strategy & Planning Committee

T. Koseck thanked D. Allingham and N. Allen for their leadership. He also thanked O. Davis and shared that he understands how much he gives up as a student to take on such a role. T. Koseck shared that he worked with the university on producing face shields and head bands and thanked S. Murphy for his efforts. The university also stepped up to help test new masks for GM. He gave a special thank you to S. McGovern for the incredible amount of she does work behind the scenes. He also thanked C. Foy and B. Dinwoodie for their support.

T. Koseck reported that at the committee's last meeting in May, they received an update on the university's pandemic response initiatives, as well as the strategic focus for beyond the pandemic.

Integrated Planning

The committee also received an update on the Integrated Planning process. A review and refresh of the institution's mission, vision and values will proceed with consultations over the summer months and the Board will receive an update in the fall. The Integrated Plan 2019-2021 is available online and has helped guide the university's response to the pandemic and will be especially useful with the post pandemic transition. Several of the key strategic areas are learning reimagined and sticky campus.

Annual Programs Update

The committee also received the Annual Programs Update. The Quality Council conducted their audit of the university's quality assurance processes just before classes were cancelled and the results would be available soon.

Strategic Research Plan

The committee also received a presentation on the Strategic Research Plan, which was included in the meeting material. Last year, the university's research funding was just over \$11m and it has increased to over \$18.5m this year. He congratulated the university on this accomplishment. The Strategic Research Plan is aimed at an external audience and reflects the university's focus on tech with a conscience.

Strategic Risk Annual Report

The committee received the annual strategic risk report, also included in the risk report in the material. The university has made great progress on the strategic risk aspects.

Alumni Engagement Strategy Update

This is usually delivered by the Alumni Association President at the AGM; however, given the full agenda and virtual format, it was not included this year. The Alumni Association President will be invited to speak to the Board at the next appropriate opportunity.

It is encouraging to hear about the progress being made by the Association and it serves as another excellent reminder of why we joined the university's Board of Governors.

12.1 Board of Governors Pathways Awards Amendment

The Board of Governors' Pathways Award was created in 2014 to encourage college students to transfer and continue their studies for a degree at Ontario Tech. Including this year's annual appeal, Board members have contributed \$82,756 including matching grants, supporting 60 college students transferring to Ontario Tech. To expand the award to include more students entering the university, the committee is recommending amending the Terms of Reference for the award. The new award will be open to all students entering Ontario Tech from a college, another university or a high school who have a GPA of 80% (or equivalent) and are not receiving another award. The first awards will be available for the 2021-2022 academic year.

Upon a motion duly made by T. Koseck and seconded by F. Garwe, pursuant to the recommendation of the Strategy and Planning Committee, the Board of Governors unanimously approved the proposed changes to the Terms of Reference for the Board of Governors' Pathways Award, as presented.

12.2 Strategic Retreat Debrief

S. Murphy discussed the next steps coming out of the retreat. He noted that it is good for the Board to be aware of other leaders in the blended learning model. It is important to differentiate ourselves from other institutions who are stating they will be delivering education in a hybrid form. They are not being deliberative whereas we are being deliberative and strategic. The goal is to offer as much experiential learning on campus as possible (e.g. wind tunnel, practicums for nursing and med lab students, technology in education, etc.). The Strategy and Planning committee will be central to this as we determine what exactly that means for the university. It is important to look at examples like Deakin and institutions in Europe and the United States. Even institutions that have been extremely innovative are struggling due to COVID and are also facing decreases in revenue. When we start talking about blended learning, the focus seems to be on mode of delivery. What we are really talking about is fundamentally rethinking how we teach our students – how we connect through technology to engage our students. We understand that most young adults want the on-campus experience. We want to respect their time and they could watch lectures online and then apply their knowledge on campus. The university will get there through engaging the Board, Academic Council and the Faculties in the discussion. A tremendous amount of blended learning is already being done on campus and we can push further, identify champions, and use the Board and Academic Council as sounding boards.

13. Consent Agenda:

Upon a motion duly made by T. Stratton and seconded by L. Elliott, the Consent Agenda was approved, as presented.

13.1 Faculty of Engineering and Applied Science – Restructuring of Departments

13.2 Academic Council's Governance & Nominations Committee Terms of Reference Amendments

13.3 2020-2021 Board Schedule

13.4 Appointment of Board Secretary 2020-2021

- 13.5 Minutes of Public Session of Board Meeting of April 23, 2020
- 13.6 Minutes of Public Session of Audit & Finance Committee Meeting of April 15, 2020
- 13.7 Minutes of Public Session of Governance, Nominations & Human Resources Committee Meeting of March 26, 2020
- 13.8 Minutes of Public Session of Strategy & Planning Committee Meeting of April 8, 2020
- 13.9 Minutes of Public Session of Investment Committee Meeting of February 19, 2020
- 13.10 Updated A&F Terms of Reference

14. Information Items:

- 14.1 A&F Annual Report
- 14.2 Investment Annual Report
- 14.3 GNHR Annual Report
- 14.4 Annual S&P Report
- 14.5 Annual Policy Review & Compliance Update
- 14.6 Annual Report on Student Sexual Violence Policy Implementation
- 14.7 Annual CURIE Report
- 14.8 AVIN
- 14.9 Alumni Engagement Strategy
- 14.10 Strategic Research Plan
- 14.11 Annual Board Chair Report

15. Other Business

At the beginning of the meeting, he thanked a number of people, and specifically left off a few names. He thanked C. Pitcher, whom he has worked with closely when dealing with the President. He noted that she had intended to retire this year and deferred it. She is greatly appreciated by the senior staff. He also acknowledged B. Dinwoodie for all of her support during his time as Chair. Her assistance has been invaluable.

16. Adjournment

Upon a motion duly made, the public session adjourned at 11:55 a.m.

Becky Dinwoodie, Secretary



BOARD OF GOVERNORS
Audit & Finance Committee

Minutes of the Public Session of the Meeting of Friday, June 19, 202
9:00 a.m. to 10:55 a.m., Videoconference

- Members:** Nigel Allen (Chair), Doug Allingham, Stephanie Chow, Laura Elliott, Mitch Frazer, Dale MacMillan, Steven Murphy, Dietmar Reiner
- Staff:** Jamie Bruno, Becky Dinwoodie, Cheryl Foy, Andrew Gallagher, Lori Livingston, Brad MacIsaac, Susan McGovern, Pamela Onsiong, Les Jacobs
- Guests:** Shay Babb, Jackie Dupuis, Mike Eklund, Barb Hamilton, Christine McLaughlin, Elita Partosoedarso, Bobbi-Jean White (KPMG)

1. Call to Order

The Chair called the meeting to order at 9:00 a.m.

2. Agenda

Upon a motion duly made by S. Chow and seconded by S. Murphy, the Agenda was approved as presented.

3. Conflict of Interest Declaration

There was none.

4. Chair's Remarks

The Chair kept his remarks brief. He noted it was his last meeting as Chair of the committee as his term on the Board comes to an end. He shared that his time on the Board seemed to go by very quickly and he enjoyed being part of this committee. He remarked that the committee will be in good hands as L. Elliott succeeds him as committee Chair.

5. Community Reports/Presentations

5.1 Budget & Budget Process

M. Eklund delivered a presentation on the budget process. He discussed concerns about the level of consultation in the budget process this year as compared to other years. He also noted a history of surpluses over the past ten years and a pattern of additional revenue, expenses being reduced, and surpluses being allocated to capital reserves. M. Eklund discussed the \$18M shortfall for the new building project when it was approved by the Board in November 2019 and his perception that this was a risky undertaking.

In terms of the current year, M. Eklund observed that consultation with the university community has been sparse and that in previous years, it was a more robust process. The university is looking at a shortfall because of anticipated reduced enrolment. He commented that a deficit budget seems appropriate in light of the global crisis. M. Eklund acknowledged that we are in a global crisis but it is a temporary one and we will get through it. He noted that there are funds available to support students, faculty and staff.

M. Eklund stated that the university's core mission is to support our students. They are learning of layoffs and a reduction in sessional instructors. It is important to find ways to leverage our strengths to advance our core mission. He thanked the committee for their time and invited questions.

A member asked what M. Eklund would propose as an alternative to deal with the anticipated budget deficit. M. Eklund responded that he appreciates the fact that the administration is putting forward a deficit budget model and suggested that investing in the core mission of the institution now would be the best way to improve student enrolment and to ensure we provide an excellent education to our students. In order to build this year, M. Eklund suggested investing in faculty and teaching supports to ensure we can deliver the best service to our students.

6. President's Remarks

6.1 Pandemic Update

The President confirmed that the senior leadership continues to work to manage the fiscal situation, which is their top priority. He discussed the costs associated with dealing with the pandemic and with the transition to online learning. The university is anticipating decreased enrolment over the summer and continuing into the fall and winter. This creates a difficult fiscal situation. The smaller incoming cohort will result in fundamental structural issues. He commended the university community for coming together to support the university during this time.

The President discussed the opportunities coming out of the pandemic to accelerate the sector. The key question is whether universities can sustain their technological

advancements made during this time. He noted that Ontario Tech is a university that has always had technology as a foundation, as it is built into our name and our Act.

The President anticipated that it would likely be 2021-22 before there is any semblance of normalcy returning to our sector. Hopefully, we will be able to learn from a full calendar year of being online. This will provide faculty with an opportunity to learn what aspects of online learning to keep in their courses. The President would definitely prefer to be back on campus. He discussed thinking about lifelong learners as a means of increasing revenues. It will also be helpful to continue to look at micro credentials and offer them in a variety of ways.

The President remarked that given the current storm clouds, it is important to let the university community know that he sees a bright future for the institution. While other universities are calling for a blended learning strategy, we are not seeing the same quality of blended learning as that offered at Ontario Tech. We will be able to offer the vast majority of our curriculum online, which will put us in a position to differentiate ourselves and come out stronger from COVID-19. We have a system that can easily adapt to online learning. It is important to make our systems robust in terms of our online presence.

The President also discussed the great things happening at the university, including:

- Brilliant Energy Institute – biggest area of emphasis in the university; people working on it from the majority of Faculties; recent meeting included CEOs from organizations across the sector and addressed the lack of a coherent energy strategy in Canada; it was a very positive meeting and there is great enthusiasm for the initiative.
- Wastewater project – the President commended the Board Chair for his support of this project; it will be run in the Durham Region with the cooperation of Durham Region and Durham Health Authority; will be examining wastewater in Durham sewage system, which will provide an excellent snapshot in real time of how much of the virus is in the community on a per capita basis without having to do individual testing.

7. Finance

7.1 2020-2021 Budget

L. Livingston and A. Gallagher delivered the budget presentation, which was included in the meeting material. L. Livingston advised that the recommendations are being made using a principled approach. A. Gallagher reviewed the Scenario A Plan, which is the most favorable scenario. The team is continuing to work to reduce the anticipated deficit while minimizing the impact on staff. A. Gallagher advised that currently 33% of the university's staff have been impacted.

L. Livingston noted that they are also focused on the university's strategic risks and mitigating them. She discussed the communications plan and town halls related to COVID and budget planning.

They responded to questions from the committee members. A member commented that it is a challenging time to be a CFO and they appreciate the thoughtfulness of the development of the budget and the strategic focus. There was a discussion regarding the risks associated with additional costs related to the pandemic (e.g. PPE) and how the university is working to mitigate those costs. A member also asked about whether additional measures might be required for cybersecurity in the future. It was confirmed that the university has cybersecurity insurance in place and examples were provided of recent cybersecurity prevention efforts (e.g. identifying external e-mails as coming from an external source and two step authentication). There was also discussion regarding budget efficiencies (e.g. savings associated with buildings being closed).

L. Livingston clarified that they were seeking conditional approval of the budget at that time and they would have a better sense of enrolment in September, as well as a better idea of cost escalations. A member noted that it is never good to be in a deficit position and if they can hold the deficit at \$2.1M, that would be very good. A. Gallagher commented that the Board is being asked to approve the budget in a fluid environment and the budget will continue to be revisited as they go along.

WHEREAS management presented a proposed unbalanced budget in February 2020 based on the forecast at that time;

WHEREAS the COVID-19 pandemic necessitated the effective closure of most of the university's physical operations, with the focus shifting to online program delivery and remote working for substantially all faculty and staff, as of March 13, 2020;

WHEREAS the budget has been prepared based on a forecast using the best information available at this time;

WHEREAS there is additional risk to the budget this year because of the economic uncertainty precipitated by the COVID-19 pandemic;

NOW THEREFORE, upon a motion duly made by D. Reiner and seconded by D. MacMillan, pursuant to the recommendation of management, the Audit and Finance Committee unanimously recommended:

- *that the Board of Governors approves the 2020-2021 budget, as presented; and*
- *that management meet with the Chair of the Audit and Finance Committee in August and September 2020 to conduct further budget reviews.*

7.2 Fourth Quarter Financial Reports

P. Onsiong reviewed the fourth quarter financial reports with the committee.

8. Investment Committee Oversight

8.1 Quarterly Report

S. Chow delivered the Investment Committee's quarterly report. She discussed the pandemic's effect on the markets. She confirmed that the Investment Manager has kept the committee informed of developments throughout this period. S. Chow reported that in the month of March, the portfolio had experienced a 7.8% decline in market value, which was ahead of the benchmark. The committee continues to maintain a long-term perspective for the portfolio. S. Chow advised that the markets started to rebound in April. She also confirmed that there were no recommended changes to the portfolio strategy at that time.

S. Chow advised that the Investment Committee received the annual ESG report at their last meeting. An ESG strategy helps mitigate risk to the portfolio through active stewardship, gender diversity on boards, and active shareholder engagement. She also advised that the committee is continuing to review the direct real estate investment strategy and that the proposed changes fall within the SIP and Asset Class Management Strategy.

9. Project Updates

9.1 New Building

B. MacIsaac provided a status update on the progress of the new building project. He advised that Eastern and the university are sharing the COVID stoppage costs in accordance with the agreement in place. He also advised that the \$700,000 contingency amount remains intact. They are looking at the project timeline over the next few months to see how physical distancing impacts the project and if there is a second wave, the timeline might be further impacted. B. MacIsaac responded to questions from the committee. In response to a question about particular project costs that would arise from the pandemic, B. MacIsaac advised that there are minimal costs associated with pandemic measures (e.g. hand sanitizer, maintenance costs).

9.2 ACE Enhancement

B. MacIsaac updated the committee on the status of the ACE Enhancement project. For the most part, the physical expansion is almost complete and is anticipated to be done by September 2020. With the pandemic, there have been significant delays to the integration side of the project as international experts are currently unable to come over to work on the integration. B. MacIsaac advised that the project will likely be completed by January 2021. He noted that costs continue to go up in a number of different areas and more time is needed to determine the extent of the impact. The project has a \$14.86M budget, with the contingency bringing it to \$15.075M. B. MacIsaac advised that the budget is at risk and they are looking at ways to keep the project within budget (e.g. value engineering, strategic delays, etc.). He responded to questions from the committee:

- Any extra monitoring being done to ensure physical distancing/PPE measures being followed as one case of COVID could cause huge problems down the road?
 - Director of Risk Management doing site visits – issues were noted & an emergency meeting was called; contractors have since stepped up the protocols and site visits are ongoing.
- What are the knock-on effects of these delays?
 - Industry partnerships & contracts – effects on commercial revenues (as set out in the associated presentation).

9.3 Advancement Update: Land Exchange & Stone House

Land Exchange

S. McGovern updated the committee on the land exchange with the City of Oshawa. She advised that the approximate difference in land value between the City's land and university's land was \$1.9M, the value of which will be donated to the university. The City is currently reviewing the agreement of purchase and sale and the deal will be moving forward.

Stone House

S. McGovern provided an update on the transfer of the Stone House to the university. She advised that over the last year, she and her team worked on a gift agreement with Mr. Libfeld (\$2M in total, including \$1M in student supports). Tribute Communities has gifted the property to the university and it will be called the Stone House at Ontario Tech. The intention is for the Stone House to be used for the university and the community. The Stone House has a heritage designation, as it was EP Taylor's. C. Foy informed the committee that she is awaiting comments on the heritage review and the deal should be closed in the next couple of weeks.

10 Compliance & Policy

10.1 Policy Framework: Temporary Amendment to Consultation Path

C. Foy presented the proposed amendments to the Policy Framework. She explained that the amendments would allow for an abbreviated consultation path as the university needs a mechanism to expedite policy changes in emergency situations. The proposed amendments set out the conditions where an abbreviated policy consultation path would be appropriate. C. Foy clarified that the changes would not affect the requirement to consult with Academic Council.

Upon a motion duly made by D. MacMillan and seconded by S. Chow, the Audit & Finance Committee recommended the approval of the Interim Policy Framework by the Board of Governors, as presented.

10.2 Ethical Conduct Policy Instruments

C. Foy provided an overview of the policy documents. She thanked B. Dinwoodie and N. O'Halloran for their work on the policy. She noted there has been a higher level of engagement from the community on these instruments. Academic Council (AC) had an engaged discussion about the policy documents at their most recent meeting and an additional special consultation session was held with AC that past Tuesday. C. Foy explained the rationale for the development of the policy. She noted that the definition of "gift" has been aligned with that of the broader public service, which is "nominal". C. Foy committed to educating the community as to what nominal means.

C. Foy shared that AC members expressed concern about the policy conflicting with academic freedom. Accordingly, a statement has been added to affirm that the policy is not intended to conflict with academic freedom. AC also discussed concerns about the limit to the value of attending speaking engagements/panel presentations. The policy documents were updated to exclude these as exempt outside activities. C. Foy also confirmed that the Policy Office always considers how policy intersects with the Collective Agreement (CA) and additional changes were made to ensure consistency with the CA.

C. Foy discussed the complexity of developing the policy and acknowledged the assistance of L. Jacobs and the faculty community. C. Foy provided an overview of the consultation process, during which they received robust, engaged commentary. Taking the feedback into consideration, a one-year review is being recommended to assess the implementation of the policy and how it has affected the university community. She emphasized that it is important to get the policy in place and further amendments can be made down the road. C. Foy also discussed the consultation that took place with the Indigenous Centre.

C. Foy responded to questions from the committee. In response to a question about enforcement and disclosure, she noted the challenge of educating the university community with limited resources. She confirmed that the Compliance and Copyright Office will be responsible for the gift registry. They are working on an implementation plan and implementation will take time and cultural change. D. Reiner shared that OPG extended its Code of Ethics requirements into partnerships and suppliers by establishing a Supplier Code of Conduct, which sets out expectations related to business conduct. He suggested that this might be something for the university to consider in the future. There was also a suggestion to include a provision that affirms that the "silence of bystanders" is not acceptable. A question was also raised about whether any amendments to the policy documents are required in light of the recent racism issues. C. Foy advised that no changes to the Ethical Conduct policy documents are required but they are reviewing the university's Harassment and Discrimination Policy.

Upon a motion duly made by D. Reiner and seconded by D. MacMillan, the Audit and Finance Committee recommended the Code of Ethical Conduct, as presented, for approval by the Board of Governors and approved the Gift Registry Procedures, Code of Ethical Conduct Investigation Procedures and Conflict of Interest Procedures, as presented.

10.3 Annual Risk Management Report

C. Foy presented the draft annual risk management report. She focused on the cover letter, which highlights what advancements have been made over the past year. The Department, particularly J. Dupuis, has been very involved in the COVID-19 response, including the transition to working from home and the closure of campus, as well as the planning for return to work. C. Foy advised that the pandemic preparations began in mid-February and has taken up a significant amount of time since then.

C. Foy advised that the President continues to be a strong advocate for changing toward a risk culture. She reminded the committee that it was not long ago that the budget was presented without a risk analysis, as well as capital projects. She highlighted the President's quote in the cover letter. C. Foy highlighted the continuing progress being made. She was also pleased to advise that she and J. Dupuis are recognized as leaders in the university risk management sector. They are regularly asked to present and share their risk management tools. C. Foy is looking into how these tools can be shared through OER.

Given the financial constraints the university is facing, they will carry on with one person responsible for risk, which limits the amount of progress that can be made. They will continue to focus on strategic risks and have made good progress. She confirmed that the university's finances are a key foundational risk. Cybersecurity and privacy are also key risk considerations. They are assembling a cross functional team to manage cybersecurity and implement best practices.

C. Foy advised that they continue to move the yard stick forward and reported that risk management is a vibrant activity at the university. D. Reiner congratulated C. Foy and her team on the progress made.

10.4 Annual Policy Review & Compliance Update

C. Foy commented that the policy framework was implemented to provide clarity and structure to the community. She advised that policy gaps are being identified by the community and bringing them to the Office of the University Secretary & General Counsel, which is a good thing. C. Foy discussed the migration of the academic calendar into the policy framework to ensure the correct process is being followed.

11. Consent Agenda:

11.1 Annual Board Report 2019-2020

11.2 Minutes of Public Session of Meeting of April 17, 2020

Upon a motion duly made by D. MacMillan and seconded by S. Chow, the Consent Agenda was approved as presented.

12. For Information:

12.1 AVIN Update

12.2 Annual Insurance Report

12.3 Ancillary Fees Update

13. Other Business

14. Adjournment

Upon a motion duly made by D. Reiner and seconded by S. Chow, the public session adjourned at 11:09 a.m.

Becky Dinwoodie, Secretary



BOARD OF GOVERNORS

Governance, Nominations & Human Resources Committee

Minutes of the Public Session of the Meeting of Thursday, May 14, 2020 Video Conference, 2:00 p.m. to 3:15 p.m.

Members: Francis Garwe (Chair), Doug Allingham, Laura Elliott, Mitch Frazer, Steven Murphy, Maria Saros, Trevin Stratton

Regrets: Kori Kingsbury

Staff: Jamie Bruno, Becky Dinwoodie, Cheryl Foy, Lori Livingston, Niall O'Halloran, Olivia Petrie

Guests : Chelsea Bauer (FA), Mike Eklund (FA)

1. Call to Order

The Chair called the meeting to order at 2:01 p.m.

2. Agenda

The Chair noted that a request was received to move the Code of Ethics from item 8.1 to the policy section as item 6.3(d) and that a motion is no longer required for agenda item 15.1

Upon a motion duly made by L. Elliott and seconded by S. Murphy, the Agenda was approved as amended.

3. Conflict of Interest Declaration

There was none.

4. Chair's Remarks

The Chair welcomed the new Chancellor to his first committee meeting and thanked everyone for participating. He invited guests to introduce themselves. The Chair offered special thanks to the university leadership team as they have stepped up in big ways. He shared that he is proud and happy to have the team pull this heavy weight in responding

to the pandemic situation. The Chair remarked that the broader community is thankful for the support of the university.

5. President's Remarks

The President noted that although we are living through an unprecedented time, the university continues to provide value added to all levels of government. The President reported that he has been on multiple calls with the Deputy Minister of the Environment with respect to the testing of wastewater for COVID. The university continues to be proactive and the consistent message is that we are willing to do whatever is needed to support the government and population through this crisis.

The President also reported that they continue to inform government officials of the burden of the debenture. Throughout COVID, the university has contributed by partnering in the production of PPE, ventilator support, donating PPE, and graduating our nurses early. The Ministers know that we have punched way above our weight as an institution. The number one issue is helping businesses maintain employment and supporting individuals who have lost jobs. It is important to demonstrate that the work done by universities is relevant. We are maintaining strong relationships with all levels of government to ensure we are part of the COVID turnaround.

The President spends evenings checking in with colleagues around the globe, which helps him learn from other jurisdictions. Many postsecondary institutions are still online and those that have gone back to campus are considered second or third tier.

The President reviewed the broad categories of learning from COVID:

- How do you integrate technology into learning most effectively? This has taken hold across all continents. Integral to think about how to maintain a sense of community.
- Increased desire for collaboration; acknowledgment that institutions cannot do everything on their own; leverage different strengths of institutions; for institutions to stay in existence or protect their positions, there is an observed need for collaboration that has not been as prevalent before.
- All of the schools are discussing that the “new normal” will no longer exist – how do we begin in this phase of technology and learning when unsure about what end stage will look like?

The university is well positioned to move forward in this context.

D. Allingham commented that staff and faculty are doing an amazing job under the leadership of the senior leadership team.

A member commented that people are bored of watching tv while in isolation and asked whether there is opportunity for the university to put on one/two day courses for adults/teenagers to further education in certain areas over the summer. The President

advised that Osman Hamid, the Director, Creativity & Entrepreneurship, has been giving a lot of thought to online platforms for sessions for small/medium businesses that would be offered for free. There are a number of courses/programs being offered over the summer.

There was also a discussion about what next year might look like for first-year students. The President advised that the hope is to start and end the semester in the same mode. Researchers and graduate students are anxious to return to their labs. Whether this is possible depends on physical distancing requirements. There is proactive planning for some limited face to face learning. The number one concern of parents and students is health and safety.

The President also advised that the opinions of students change once they have a positive online experience. There are many universities presenting themselves as offering a significant amount of face to face teaching in the fall and they might not be able to deliver on that. We do not want to lose students to the perception that we will be offering more online courses than other institutions. The university is being more straight forward about the reality of the fall and not over promising. A comment was made that the experience of high school students with online learning has been hit and miss. It will be important to ensure students know that the university effectively uses technology in teaching and learning and that our faculty is second to none. Marketing of the university's plan will be key, as well as confirming that safety is the primary concern.

6 Governance:

6.1 Board Engagement:

(a) Annual Board & Committee Practices Assessments

C. Foy reviewed the results of the Board and Committee Practices Assessments with the committee.

6.2 Annual GNHR Board Report

C. Foy reviewed the annual Board Report with the committee and invited comments. There were no comments from the committee.

(M. Saros joined at 3:00 p.m.)

6.3 Policy Update:

(a) Pandemic Planning: Next Steps

C. Foy provided an update on the next steps in pandemic planning. The university continues to monitor the information coming in about what is expected for the fall. The senior leadership team has been working on what assumptions would underlie a potential return to campus in the fall or later. She advised that the assumptions would be presented

to Academic Council and the Provost would be giving an update. They will also be examining how the university supports online education, as well as a return to campus.

(b) Report on Annual Review of Workplace Violence Policy

J. Bruno reviewed the report with the committee. He advised that the consultations and engagement with necessary stakeholders have been completed.

The key takeaway is that workplace violence should likely not be included in the same policy as harassment. The recommendation is to move forward with the policy as is and consider this during the annual review later in 2020/2021.

(c) Annual Report on Student Sexual Violence Policy Implementation

O. Petrie presented the annual report. She confirmed that the report is a compliance piece. The university continues to support students who have experienced any form of violence, but particularly sexual violence, even though we have transitioned online. The university also supports students who have experienced sexual violence in previous years. Education was a priority this year. The “We Get Consent” campaign was rolled out throughout the year. In March, the university received the results of a survey conducted across Ontario institutions. The advisory committee will review the results to refine the direction being taken, if necessary. With the receipt of the survey results and the hiring of a dispute resolution officer, the advisory committee will continue to meet over the summer to develop policy amendments.

In response to a question about how the statistics compare to previous years, O. Petrie advised that the statistics seem to be staying relatively the same. They are looking at transitioning the first-year student orientation online while maintaining its effectiveness. A question was also asked about whether there is anything in particular with respect to our student demographics that we should be particularly concerned about. O. Petrie advised that we do have a unique population as there is a large percentage of first-generation students. However, she was unsure of how our numbers compare to those of other institutions.

(d) Code of Ethics

C. Foy provided an overview of the Code of Ethics policy documents and invited feedback from the committee.

7. Consent Agenda:

7.1 Board schedule 2020-2021

7.2 Minutes of the Meeting of March 26, 2020

Upon a motion duly made by L. Elliott and seconded by M. Saros, the Consent Agenda was approved as presented.

9. Other Business

10. Adjournment

Upon a motion duly made, the public session adjourned at 3:37 p.m.

Becky Dinwoodie, Secretary

DRAFT



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

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 MacIsaac, 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

DRAFT



BOARD OF GOVERNORS
Investment Committee

Minutes of the Public Session of the Meeting of August 13, 2020
11:30 a.m. – 12:25 p.m., Videoconference

Members: Stephanie Chow (Chair), Ferdinand Jones, Thorsten Koseck, Mark Neville, Maria Saros, Steven Murphy

Regrets: Doug Allingham

Staff: Jamie Bruno, Becky Dinwoodie, Cheryl Foy, Andrew Gallagher

Guests: Leila Fiouzi (PH&N), Chelsea Bauer (FA), Jacinta O'Connor (PH&N), Connor Glassco (PH&N), Kamal Smimou

1. Call to Order

The Chair called the meeting to order at 11:31 a.m.

2. Agenda

Upon a motion duly made by T. Koseck and seconded by S. Murphy, the Agenda was approved as presented.

3. Conflict of Interest Declaration

There was none.

4. Minutes of Public Session of Meeting of June 1, 2020

Upon a motion duly made by M. Saros and seconded by M. Neville, the Minutes were approved as presented.

5. Chair's Remarks

The Chair thanked everyone for attending the meeting and remarked that she looks forward to the discussion.

6. President's Remarks

The President thanked the governors for their commitment to continued governance throughout the summer. Strong governance in difficult times is needed more now than ever. The President referenced a number of articles discussing the decline of the American Empire during COVID-19 and specifically an article in Rolling Stone by a

professor from UBC. Essentially, every empire fades and America's place in the world may be slowly or quickly vanishing given the current events happening in the US. This is relevant as the US plays a large role in equity markets.

The President reported that it has been the busiest summer he can remember at any university at any time. The university is preparing for a whole new normal, which has included discussions with government and public and private sector partners. The Canadian postsecondary sector has been very prudent. He reminded the members that Ontario Tech was one of the first institutions to make the decision to shift online in March and among the first to announce it would be going fully online in the fall. Canadian institutions are taking a very conservative approach, especially compared to the US. This presents an opportunity to attract international students.

The President noted that every sector is looking at changes and adapting to try to come back stronger following the pandemic. He commented that the committee asks good questions and thinks about investments in the context of global events.

7. Investment Review

7.1 First Quarter Investment Review

L. Fiouzi introduced J. O'Connor to the committee. J. O'Connor joined PH&N in July and has been training remotely.

L. Fiouzi noted that it has been a tumultuous 4-5 months and the markets went down at the end of March and rebounded in June. The bounce back was the result of government stimulus. The US increased its balance sheet in response to COVID-19. The magnitude and speed of response was high compared to the financial crisis of 2008.

L. Fiouzi identified the three components to the COVID-19 response:

- monetary stimulus (asset purchases);
- fiscal stimulus; and
- relief package.

It is anticipated that interest rates will not be increased for a long time. Businesses are still shutting down due to COVID-19. Accordingly, it would be difficult for governments to raise interest rates any time soon.

L. Fiouzi reviewed the portfolio's performance. The portfolio had a strong performance this quarter – 9% for 3 months. There was a 20% decline in March and increased by 20% in June. While the portfolio's performance was behind benchmark this quarter, it is not surprising. It is an indication of quality bias and the low volatility strategy. Overall, the absolute performance is strong. L. Fiouzi explained that in an environment where equities are doing very well, low volatility funds do not catch up to the market but they did a good job of preserving capital in March.

L. Fiouzi responded to questions from the committee. She noted that it is ok to be a bit behind the benchmark because if the portfolio is restructured based on market performance, it would introduce an additional element of risk into the portfolio. She advised that institutions generally do not take this approach. When they structure portfolios, they implement strategies that protect the performance on the way up and on the way down. Further, it is difficult to anticipate what the market is going to do. It is expected that the low volatility strategy will not keep up with the benchmark when markets are on fire.

In response to a question about whether the committee should meet more frequently during volatile times, L. Fiouzi responded that institutional funds are managed differently than an individual's portfolio. Institutions are fiduciaries and have the responsibility of making decisions on behalf of the institution and because dividend and interest income are funnelled to the short-term portfolio. Over the long term, studies show that if you do not have to touch money for a long time, it is better to leave it. L. Fiouzi shared her experience of sitting on two institutional investment committees.

7.2 Investment Learning: Real Estate Strategy – deferred until non-public session

8. Other Business

9. Adjournment

Upon a motion duly made by T. Koseck, the public session adjourned at 12:06 p.m.

Becky Dinwoodie, Secretary

BMO Banking Resolution

RESOLVED/ENACTED:

1. THAT the following members, officers, agents and employees of the Corporation (the ***“Authorized Person(s)”***) is/are authorized to do any one or more of the following on behalf of the Corporation, subject to the *University of Ontario Institute of Technology Act*, By-laws, and policy instruments of the Corporation, all to the extent indicated in the table under subparagraph 1(d):
 - (a) To sign all cheques and orders for the payment of money and other negotiable instruments of the Corporation drawn on the accounts indicated in the table under subparagraph 1(d);
 - (b) to negotiate with, deposit with or transfer to the Bank (but for credit to the Corporation's account only) all or any bills of exchange, promissory notes, cheques and orders for the payment of money and other negotiable instruments, and for the said purpose to endorse the same on behalf of the Corporation (by rubber stamp or otherwise);
 - (c) to arrange, settle, balance and certify all books and accounts between the Corporation and the Bank; and to receive all paid cheques and vouchers, unpaid and unaccepted bills of exchange and other negotiable instruments;
 - (d) to obtain delivery from the Bank of all or any stocks, bonds and other securities held by the Bank in safekeeping or otherwise for the account of the Corporation and to give valid and binding receipts therefor.

<i>Type or Print name(s) of Authorized Person(s).</i>				
<i>Provide specimen signature(s) and applicable number of signatures required to exercise each authority.</i>				
<u>Types of Authorities</u> <u>1(a) - (e)</u>	Name(s) of Authorized Person(s)	<u>Specimen Signature(s)</u>	Number of Authorized Person(s) <u>Required to Sign</u>	<u>Account Number(s)</u> (indicate if applicable to all accounts or limited to specific accounts)
	Steven Murphy		2	
	Lori Livingston		2	
	Brad MacIsaac		2	

2. THAT previous authorities granted by way of a resolution/by-law in respect of the foregoing matters passed by the Council, Assembly or Board of Trustees or other governing body, as applicable, of the Corporation is repealed as of the date of this resolution/by-law in respect of matters done hereafter. The foregoing resolution/by-law shall continue in force until a certified copy of a resolution/by-law revoking, repealing or modifying it has been received by the Bank.

- (B) THAT the Bank may assume that this Certificate of Account Authorities, the authorizations granted pursuant to the foregoing, and the Corporation's articles or constitution, by-laws and resolutions, or other equivalent documents, as applicable, copies of each of which will be delivered to the Bank from time to time, are in full force and effect and that each branch of the Bank with which any dealings are had by the Corporation may act upon them until each such branch is notified in writing to the contrary.
- (C) THAT (1) I am a duly elected director and/or officer and/or member of Council, Assembly or other governing body as applicable, of the Corporation; (2) set out above are the correct names and genuine specimen signatures of individuals authorized to act on behalf of the Corporation as set out above; and (3) I am authorized by the Corporation to certify the matters

WHEREAS RBC Phillips, Hager & North Investment Counsel (“PH&N”) provides Investment Management services for the investment of the endowment funds of Ontario Tech University (the “University”);

WHEREAS the University’s Statement of Investment Principles (“SIP”) and Asset Class Management Strategy (“ACMS”) govern the investment of the endowment funds;

WHEREAS instructions to PH&N are given by the Board of Governors and/or the Board’s Audit and Finance Committee through resolutions in accordance with the SIP and ACMS;

NOW THEREFORE, upon a motion duly made by [x] and seconded by [x], the Board of Governors hereby authorizes:

- 1. THAT the following members, officers, agents and employees (“Authorized Person(s)”) of the University is/are authorized to confirm in writing the instructions of the Board and/or Audit and Finance Committee and to execute all documents necessary to effect the Board’s and/or Audit and Finance Committee’s instructions, subject to the *University of Ontario Institute of Technology Act*, By-laws, and policy instruments of the University:

Type or Print name(s) of Authorized Person(s).				
	Name(s) of Authorized Person(s)		Number of Authorized Person(s) Required to Sign	
	Steven Murphy		2	
	Lori Livingston		2	
	Brad MacIsaac		2	

- 2. THAT previous authorities granted by way of a resolution/by-law in respect of the foregoing matters passed by the Board of Governors, as applicable, of the University is repealed as of the date of this resolution in respect of matters done hereafter. The foregoing resolution shall continue in force until a certified copy of a resolution revoking, repealing or modifying it has been received by PH&N.

COMMITTEE REPORT

SESSION:

Public
Non-Public

☒
☐**ACTION REQUESTED:**

Decision
Discussion/Direction
Information

☐
☐
☒

TO: Audit & Finance Committee

DATE: November 25, 2020

FROM: Cheryl Foy, University Secretary and General Counsel

SUBJECT: Compliance, Policy, and Risk Update

COMMITTEE MANDATE:

- The Audit and Finance Committee is responsible for overseeing university compliance, risk management, and other internal control functions at the university.
- This oversight includes receiving regular reports from management on areas of significant risk to the university including regulatory matters, as well as policy development and approvals at the university, in accordance with the Policy Framework.

BACKGROUND/CONTEXT & RATIONALE:

- The purpose of this report is to provide the committee with an update on the status of compliance, risk and policy development activity being undertaken by the Office of the University Secretary and General Counsel (USGC).

Policy Update

The Secretariat is drafting and supporting amendments to key human rights, workplace violence, student conduct, and appeals policy instruments. Those instruments will be proceeding with mandatory consultation and approval steps over the coming months.

The Secretariat is continuing to support policy work arising from the COVID-19 pandemic, including instruments related to the mandatory use of face coverings, and remote work. We have also identified the need for policy instruments to direct employees in the use of digital signatures, and are working in collaboration with Finance to develop processes for their use.

A total of 19 Policy Instruments have been approved from June 1, 2020 to October 31, 2020. A complete list of Policy Instrument approvals has been included as Schedule A.

Privacy Update

Privacy Impact Assessments: The Secretariat has provided support to facilitate the use of remote working and learning tools in accordance with compliance obligations under Ontario privacy law. The goal is to establish criteria to conduct privacy assessments of key technologies used by the university community. We have conducted privacy impact assessments and reviews of 9 tools to support compliance with the Freedom of Information and Protection of Privacy Act and/or Personal Health Information Protection Act. These tools include:

- Two Virtual Proctoring systems
- Two Video conference systems
- Virtual classroom system
- Reading list management system

Policy Review: We are working to revise and update privacy policies to enhance and formalize processes around privacy impact assessments.

Health Information Privacy: We are working with the university's counselling team to conduct a review of health record systems and support the development of health privacy policies and procedures to support compliance with PHIPA and enhance administrative controls and security of health information. We are also working with the Campus Health Centre (a shared service run by Durham College) to develop an agreed privacy protocol to ensure mutual compliance.

Privacy Training Initiative: We are developing privacy training modules to be delivered asynchronously to university employees to support enhanced awareness and compliance with obligations under FIPPA.

Access Requests and Privacy Breaches: The table below sets out the number of access to information requests and privacy investigations in this calendar year to date with a comparison to the two previous years:

TABLE 3: Privacy Activity by year, calendar year 2018-2020

Category	Calendar year 2018	Calendar year 2019	Calendar year 2020 YTD
Breaches investigated	11	16	8
Requests for personal information	11	9	4

Requests for general information	3	3	3
Requests resolved informally	3	9	0
3rd party notifications	2	1	1

Risk Management Update

COVID-19:

Risk Management continues to promote the URM during the COVID-19 pandemic, supporting the university members by formalizing a consistent, and coordinated approach to managing risk and risk related activities in an effort to reduce uncertainty. As we navigate through the second wave, risk management continues to collaborate with the Health and Safety Officer on minimizing the gaps related to the pandemic processes and protocols.

Other Risks:

Risk Management is currently focusing on risks associated with international travel such as travel sanctions, political volatility and emergency management response plans.

Insurance:

Global uncertainty, low interest rates, and the unknown impact of COVID-19 have contributed to a challenging insurance marketplace, resulting in disciplined underwriting. Capacity constraints are affecting all industries, with renewals being more expensive than existing policies. Challenging risk industries are experiencing above average increases with increased retentions imposed with little or no premium credit value.

Insurers continue to push for rate increases. The university can anticipate seeing significant rate increases across the insurance portfolio heading into 2021-2022.

Compliance Update

Ethics & Compliance:

Work has continued to support the university's Ethical Conduct Policy framework. Guidance and reporting forms are currently being developed for the Conflict of Interest and Gift Registry Procedures.

A draft of the proposed Compliance Policy is currently in the approval pathway. The Compliance Responsibility Framework, the Compliance Manual and the Compliance Register are controls that have been developed to support the introduction of a university compliance risk management framework.

Accessibility:

The Accessibility Working Group members have established subcommittees to address and meet the accessibility commitments outlined in the University's Multi-Year Accessibility Plan 2020-2025. Over the course of the reporting period, the Human Resources subcommittee reviewed accessibility processes throughout the employment lifecycle to identify gaps and deficiencies in compliance.

Due to this review, opportunities were identified and developed to enhance accessibility at the institution including: the development of an employee accessibility-related website, forms, guidance, manager tool kit and disability accommodation and emergency response procedures. All enhancements are in the process of approval and implementation.

Copyright:

The Copyright Advisory Committee has been established as a cross-functional advisory body that will support the University community in its continuing focus on copyright compliance. Stakeholders have been identified and membership is currently being confirmed.

Legal and Compliance have been working with the Teaching & Learning Centre to develop tools and guidance to support the transition to blended learning.

Information Governance:

Information Governance describes how an entity governs information and it encompasses privacy and cybersecurity. A collaborative working group comprising of Legal, Compliance and IT have met to assess and report on the university's information governance environment. The working group will be assessing the sufficiency of the current control environment, with a view to identifying gaps and deficiencies in information management practices and developing an information governance framework.

REPORT

TO: Higher Education Quality Council of Ontario (HEQCO)

FROM: Lori Livingston, Provost and Vice President, Academic

DATE: August 28, 2020

SUBJECT: Ontario Tech University Freedom of Expression Policy Annual Report 2020

History

All publicly-assisted colleges and universities are required to develop an annual report on Campus Free Speech Policy implementation, post it online and submit it to the Higher Education Quality Council of Ontario (HEQCO) by September 1 each year. This report has been written in response to this annual reporting requirement.

Please find the University's responses below related to questions found on the Freedom of Speech Annual Report Template:

Section A: Institutional Policy

- Has your institution amended its free speech policy (or policy framework) since the time of your 2019 report? If so, please explain the reason for the change and provide the link to its location on your institutional website.

The [Freedom of Expression Policy](#) was last approved in November, 2018 and has not been updated or amended since.

- Where are members of the institutional community (or guests) directed when there is a free speech related question or complaint about an event on campus? Please provide contact information.

As outlined in the [Freedom of Expression Policy](#), the following direction is provided:

- General complaints related to Freedom of Expression in University Space or the Online University Environment under this policy can be submitted to the Office of the Provost for resolution.
- Complaints related to decisions made by the University under this Policy are covered by the University's Safe Disclosure Policy. In other words, a complaint that the Freedom of Expression Policy has been improperly administered would be processed under the University's Safe Disclosure Policy and would be considered by the University's General Counsel.

- **Complaints related to the activities of recognized student organizations are covered by the University's Policy on Recognition of Student Organizations.**
- **Complaints regarding conduct by Employees in contravention of the Freedom of Expression Policy are covered under the following applicable policy instruments:**
 - **Harassment, violence or discrimination complaints are investigated under the Policy Against Harassment, Violence and Discrimination in the Workplace, and in accordance with any applicable collective agreements.**
 - **Other violations can be addressed by the procedures for receiving and resolving complaints in section 9.1, in accordance with any applicable collective agreements.**
- What is your institution's policy on holding events where there are security concerns? To your knowledge, were there any instances where a non-curricular event did not proceed due to security concerns or their related costs?

All events on campus are approved through a risk management framework, which includes discussions with the Office of Security and Emergency Management as necessary. To our knowledge, there were no instances where a non-curricular event did not proceed due to these concerns.

Section B: Complaints

- Between **August 1, 2019** and **July 31, 2020**, did any member of the institutional community (or guests) make an official complaint about free speech on campus?
No
- If there has been a complaint (or more than one):
 - What were the issues under consideration? Identify and points of contention (e.g., security costs, safety student unions and/or groups, operational requirements, etc.).
NA
 - How did the institution manage the free speech complaint(s)? Was the complaint addressed using the procedures set out in the policy? How were issues resolved?
NA

Section C: Summary Data

Please include the following data for any free speech-related official complaints received by the institution:

- Number of complaints received under the free speech policy relating to non-curricular events and to curricular events.
0
- Number of complaints reviewed that were dismissed.
0
- Number of complaints or incidents where the institution determined that the free speech policy was not followed appropriately.
0
- Number of complaints or incidents under the free speech policy which resulted in the institution applying disciplinary or other institutional measures.
0
- To your knowledge, were there any free speech complaints forwarded to Ontario Ombudsman?
Not to our knowledge.
- To the best of your ability, please provide an estimate of the number of **non-curricular events** held at the institution between **August 1, 2019 and July 31, 2020**. Non-curricular events include, for example, invited speakers, sporting events, rallies, conferences, etc., as opposed to regular events held as part of an academic program or course.

Between August 1, 2019 and July 31, 2020, there were approximately 400 non-curricular events held on campus.

Should there be additional questions, please feel free to contact the Provost's office via email at provost@ontariotechu.ca.

Sincerely,



Lori A. Livingston, PhD
Provost and Vice-President, Academic

ACE Enhancement Project



Monthly Project Update
OCTOBER 2020

Progress Update (31 October 2020) :

Moving Ground Plane Integration into CWT

- MGP controls testing on going
- Turntable fabrication on going
- Ride height control and drag links fabrication works on going
- Compressor line installation completed
- Electrical & process piping installation completed
- TSSA and ESA inspection completed



Forecast Schedule

Next Period Target

- Turntable fabrication completion
- Old belt repair continue
- Continue Ride height control and drag links fabrication
- Testing and Commissioning of cooling system

Forecast: Installation works completes by December 2020
Commissioning & full integration by January 2021

COVID-19 : New Norm at ACE

- ❑ The government directed all businesses not covered by the updated Emergency Order to close effective as of Saturday, April 4, 2020
- ❑ Announcement was made that institutional construction is permitted to start on May 4 with compliance to safety & health guidelines
- ❑ On the week of May 4 ACE team prepared the Facility for the new Norm
- ❑ 11 May 2020 ACE facility was re-opened to resume the project
- ❑ Health & Safety measures were in place in compliance to the new norm
- ❑ Mandatory use of face mask implemented
- ❑ **MTS personnel to be quarantined coming December arrival to Canada**

➤ **Target Completion affected by Covid-19**

Site Safety:

- Nothing to report – no incident this period
- Refer to Covid-19 slide

Change Orders:

- Nothing to report this period

Procurement Summary:

- Nothing to report this period

Financial Summary:

- Total Actual Cash Flow to date \$14.42M
- Project estimated cost at completion \$15.67M
- Committed Funding as at 2019 November \$15.075M
- Additional funding to meet project cost \$600K
- Cash flow Breakdown of Sources and Uses of funds next slide.

A&F Roll up Financial Report as of 30 October 2020

ACE ENHANCEMENT PROJECT		OCTOBER 2020				
Sources of Funds - Cash Flow						
Description	Total Funding	Actual Total Todate	Oct 2020	Funding at Completion	Funding Balance	Remarks
FEDDEV	\$ 9,465,000	\$ 8,518,500	\$ -	\$ 9,465,000	\$ 946,500	10% to be released upon project completion
PROVINCIAL	\$ 1,500,000	\$ 1,350,000	\$ -	\$ 1,500,000	\$ 150,000	10% to be released upon project completion
MAGNA	\$ 1,000,000	\$ 658,533	\$ -	\$ 1,000,000	\$ 341,467	
ONTARIO TECH (Announce Contribution)	\$ 500,000	\$ 500,000	\$ -	\$ 500,000	\$ -	
ONTARIO TECH (Loan to ACE)	\$ 2,510,000	\$ 2,689,587	\$ 819,571	\$ 2,510,000	\$ (179,587)	in lieu of committed funds above
THE GREENBRIAR FOUNDATION	\$ 100,000	\$ 100,000	\$ -	\$ 100,000	\$ -	
GA HAYBALL FOUNDATION	\$ 225,000	\$ 225,000	\$ -	\$ 225,000	\$ -	
ACE INTERNAL (ERF/ Research Fund)	\$ 165,000	\$ 165,000	\$ 165,000	\$ 165,000	\$ -	
ONTARIO TECH (Additional Loan to ACE)	\$ 209,353	\$ 209,353	\$ 209,353	\$ 209,353	\$ -	
Totals	\$ 15,674,353	\$ 14,415,973	\$ 1,193,924	\$ 15,674,353	\$ -	
Uses of Funds - Cash Flow						
Description	Total Budget	Actual Total Todate	Oct 2020	Estimate at Completion**	Variance / Cost Increase	Remarks
Moving Ground Plane Integration into CWT	\$ 3,350,000	\$ 5,368,710	\$ 969,062	\$ 5,998,071	\$ 2,648,071	More complex turntable integration design and build. Repair to MGP
Aerodynamic Enhancements Required for MGP	\$ 2,540,000	\$ 1,796,989	\$ 236,424	\$ 2,269,894	\$ (270,106)	Value engineered design
Acoustics	\$ 845,000	\$ 679,637	\$ (22,039)	\$ 845,000	\$ -	Major delays due to Covid-19
Precision Measurement Capability	\$ 1,850,000	\$ 1,067,849	\$ -	\$ 1,108,004	\$ (741,996)	In-house design and build
Chamber Modifications	\$ 630,000	\$ 702,413	\$ 7,106	\$ 689,021	\$ 59,021	System requires more process air and vacuum
Base Building Modifications	\$ 3,645,000	\$ 3,375,592	\$ 4,304	\$ 3,394,993	\$ (250,007)	No Storage Building
Engineering and Project Management	\$ 2,000,000	\$ 1,424,782	\$ (932)	\$ 1,369,370	\$ (630,630)	Contingency & commissioning move to MGP Integration
				\$ -		
Totals	\$ 14,860,000	\$ 14,415,973	\$ 1,193,924	\$ 15,674,353	\$ 814,353	Unforeseen full integration and covid-19 effect

New Building Project



Monthly Project Update OCTOBER 2020

New Building Update

This Period Achievements (31 October 2020)

- Lower roof slab completed
- Upper roof slab completed
- Partition works progressing up to 2F
- Mechanical & electrical works progressing up to 3F
- Door frame installation started at LL
- External sheathing installation in progress
- Curtain wall support installation in progress
- Steel Staircase delivered
- Trade procurement preparation for remaining packages
- Branding, Signage & wayfinding design on going
- Furniture tender package completed under legal review
- Audio Visual system bid package completed under legal review

New Building Update



Photo taken 31 October 2020 Northeast elevation



Roof completed ↑
 ←M&E installation



↑Partition
 works 1F



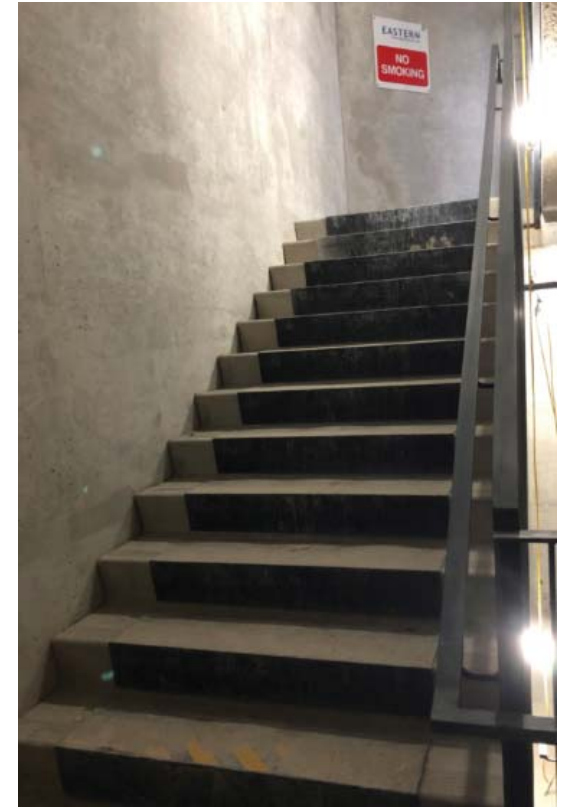
←Electrical
 Room at LL



View at Atrium –
2F to LL



South View –
Exterior Sheathing
installation



Precast Staircase &
Handrail installed

Forecast Schedule

Next Month

- Mechanical and electrical works at LL continues
- Partition, door frames and M&E rough-in works continues
- Exterior sheathing installation continues
- Steel staircase installation
- Curtain wall supports and framing install continues
- Continue samples and submittals review
- Continue RFI responses
- Continue Sub-trades and suppliers procurement
- Award Audio Visual system contract
- Award Furniture contract

Overview

- Building occupancy is anticipated to be end August 2021.
- Baseline schedule is currently on track
- Productivity might be affected as the building envelope closes.

COVID-19: Update



- ☐ On 4 April 2020 construction site was closed
- ☐ During closure, daily site maintenance conducted to ensure safety & security on site
- ☐ On 4 May 2020, government permitted institutional construction sites to start operation
- ☐ Construction site re-opened on 4 May 2020, with the implementation of new Health & Safety guidelines
- ☐ MOL conducted site inspection on 15 June 2020 and reported no non-compliance with the new norm
- ☐ Mandatory wearing of face mask implemented inside the building
- ☐ NO COVID CASE IDENTIFIED on site

Health and Safety:

- No safety incident to report
- Refer COVID-19 slide

Change Orders:

- Nothing to report this period

Procurement Summary:

- 39 Trades awarded out of 41 bid packages
- Audio-Visual System, evaluation completed, under legal review
- Furniture, evaluation completed, under legal review

Financial Summary:

- Total committed donations to date \$201,880
- Total committed amount to date \$44.37M
- Total project cash outflow to date \$19.45M
- Breakdown of Sources and Uses of funds next slide

A&F Roll up Financial Summary as of 31 October 2020

PROJECT FINANCIAL SUMMARY REPORT FOR MONTH ENDING				OCTOBER 2020			
Sources of Funds - Cash flow							
	Total Funding	Committed Todate	Actual YTD Oct 2020	Oct 2020	Required Funding till Completion	See Notes	
Ontario Tech	\$ 48,000,000	\$ 47,798,120	\$ 19,365,776	\$ 1,731,332	\$ 47,798,120		
Carpenter Union		\$ 100,000	\$ 35,000	\$ -	\$ 100,000		
Greenbriar Foundation		\$ 50,000	\$ 50,000	\$ -	\$ 50,000		
St. Marys Cement Inc.		\$ 50,000			\$ 50,000		
Individual Donations		\$ 1,880	\$ 1,160	\$ 120	\$ 1,880		
Totals	\$ 48,000,000	\$ 48,000,000	\$ 19,451,936	\$ 1,731,452	\$ 48,000,000		
Uses of Funds - Cash flow							
Description	Total Budget	Committed Todate	Actual YTD Oct 2020	Oct 2020	Estimate at Completion		
GMP Contract	\$ 39,996,403	\$ 40,172,812	\$ 16,254,524	\$ 1,637,271	\$ 40,172,812		1
FF&E	\$ 3,246,505	\$ -	\$ -	\$ -	\$ 3,246,505		
Soft Cost	\$ 1,940,732	\$ 1,582,075	\$ 1,159,540	\$ 94,181	\$ 1,880,031		
Portable Relocation	\$ 1,738,512	\$ 1,932,758	\$ 1,721,058	\$ -	\$ 2,326,758		
New Parking (50%sharing)	\$ 327,848	\$ 327,848	\$ 316,815	\$ -	\$ 316,815		
Contingencies	\$ 750,000	\$ 353,313	\$ 353,313		\$ 57,080.14		1
Totals	\$ 48,000,000	\$ 44,368,807	\$ 19,451,936	\$ 1,731,452	\$ 48,000,000		
Notes:							
1 Change Order #2 (\$21K) taken from contingency balance and move to GMP contract.							

COMMITTEE/BOARD REPORT

SESSION:

Public ☒
Non-Public ☐

ACTION REQUESTED:

Decision ☐
Discussion/Direction ☐
Information ☒

Financial Impact ☐ Yes ☒ No

Included in Budget ☒ Yes ☐ No

TO: Board of Governors

DATE: December 2, 2020

PRESENTED BY: Les Jacobs, VP, Research and Innovation

SUBJECT: Autonomous Vehicle Innovation Network (AVIN) Update

COMMITTEE/BOARD MANDATE:

In accordance with its Terms of Reference, A&F is responsible for overseeing the financial affairs of the university, which includes ensuring fiscal responsibility and providing oversight for major capital projects, auxiliary operations, and structures.

We are providing the Board with an update on the status of the AVIN Program at Ontario Tech University

BACKGROUND/CONTEXT & RATIONALE:

Announced in the 2017 Ontario Budget, AVIN is an \$80-million, five-year investment, delivered by OCE to support Ontario's continued leadership in Autonomous Vehicle Innovation.

The AVIN program is proceeding as planned. All of the planned infrastructure investments were completed in calendar year 2019.

Investments in new Autonomous Vehicle R&D Capabilities through \$5M in AVIN Funding for Technology Development Site:

Infrastructure

- EV Charging/Microgrid Test Bed
- Simulated Automotive Wireless Environment

- Software Validation and Certification
- Data Storage, Real Time Analysis and Visualization
- Fabrication Space
- ACE Innovation Garage

Services

- Business and Technical Advisory Services
- Programming for Entrepreneurs and SMEs
- Full time technical staff

The balance of the program, which concludes in March 2022, has remaining budget allocations primarily to cover salary costs for engineering and administrative support along with funding for marketing and outreach. The project has generated multiple spin off projects both within and outside the AVIN funding program and was a key component to Ontario Tech University securing its leading role in APMA's Arrow program.

(<https://news.ontariotechu.ca/archives/2020/10/ontario-tech-named-lead-academic-institution-for-phase-2-of-project-arrow-all-canadian-concept-vehicle.php>)

Project Arrow will allow Ontario Tech University to Demonstrate Research Excellence in

- Canada's Energy and Environmental Future
- Autonomous Vehicles and Systems
- Intelligent Manufacturing and Materials Innovation
- Data Science, Artificial Intelligence and New Technologies

We will update A&F members at the next meeting about the impact on budget (if any) and time.

RESOURCES REQUIRED:

No additional resources required. We will closely monitor any changes to each project due to COVID restrictions.

CONSULTATION:

Ongoing consultations take place with ACE Management, VP Research and Innovation, partners in AVIN's Durham activities (SPARK Centre and Durham College) along with the Ontario Centres of Excellence who administer the AVIN funding program.

NEXT STEPS:

An update will be provided at the next meeting of A&F.

SUPPORTING REFERENCE MATERIALS:

- PowerPoint summary attached

A photograph of a silver sedan in a cold testing chamber, completely covered in a thick layer of ice and snow. The car is parked on a wet, icy floor. Above the car, a complex array of industrial lights and sensors is suspended from the ceiling. The background shows the interior walls of the facility, which appear to be made of metal panels.

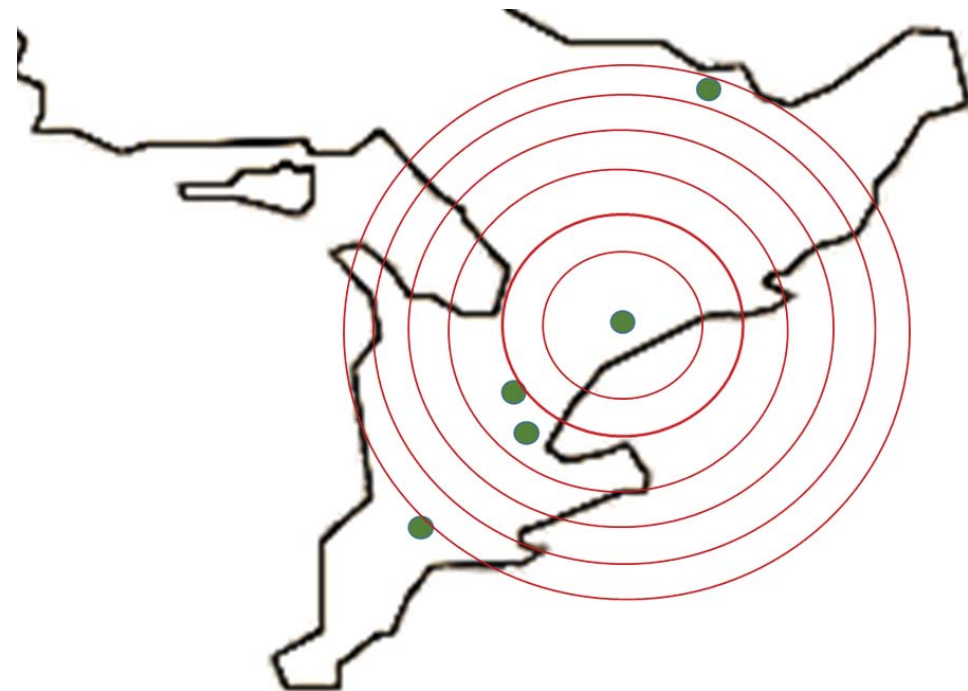
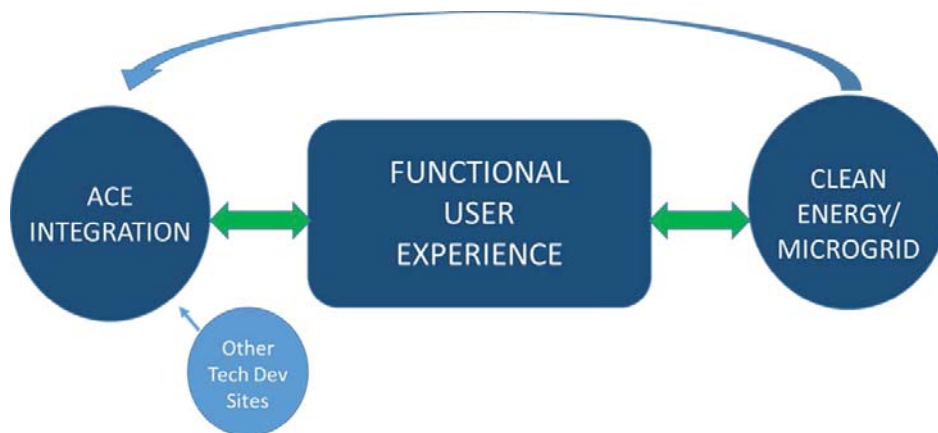
Ontario Tech University

*The Anchor for Durham's Technology Development Site for
the Autonomous Vehicle Innovation Network (AVIN)*

What Is AVIN?

Announced in the 2017 Ontario Budget, AVIN is an **\$80-million, five-year investment**, delivered by OCE to support Ontario's continued leadership in Autonomous Vehicle Innovation.

Durham Region Tech Dev Site



Investments in new Autonomous Vehicle R&D Capabilities through \$5M in AVIN Funding for Technology Development Site

Infrastructure

- EV Charging/Microgrid Test Bed
- Simulated Automotive Wireless Environment
- Software Validation and Certification
- Data Storage, Real Time Analysis and Visualization
- Fabrication Space
- ACE Innovation Garage

Services

- Business and Technical Advisory Services
- Programming for Entrepreneurs and SMEs
- Full time technical staff



Making Communities Safe for Vulnerable Road Users

Partnering with SmartCone Technologies to Leverage AV Tech for Community Safety

Intelligent Intersection:

- Collect Data to understand movement of people and vehicles

Intelligent Crosswalks:

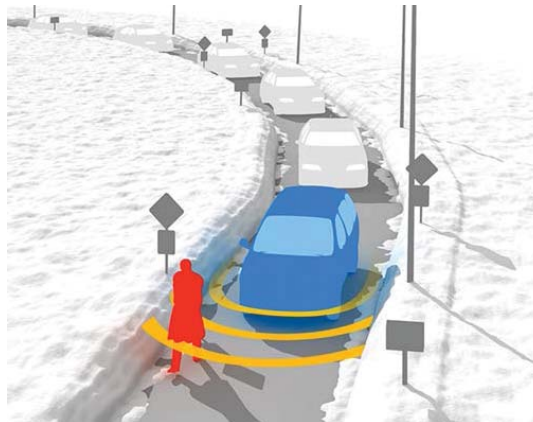
- AI powered monitoring, communication and alerts for both Vulnerable Road Users and connected vehicles at crosswalks

Intelligent Bike Lanes:

- Driver right turn alerts for oncoming cyclists in bike lanes

Crowd Control (Events/School Zones/EMS):

- Drop and Go Perimeter Zones
- Temporary Crossings
- Trusted Vehicle Zones (schools)



Sample of other AVIN Projects

Leading Ontario in R&D related to AVs in the community.

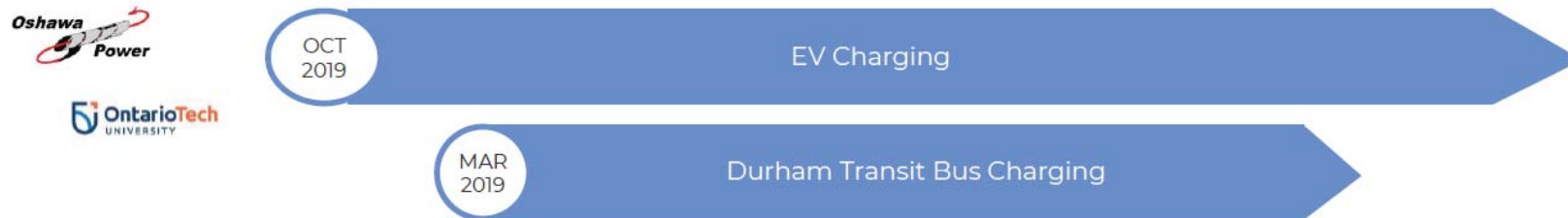
- Autonomous Vehicle Charging
- Whitby Autonomous Shuttle Demo
- AV Software Testing Platform with Toronto based QA Consultants
- High Power Charging for Autonomous Transit
- Runways to Roadways for Municipalities



Electric Vehicle Charging

eCamion and Ontario Tech EV Charging Initiatives

AUTONOMOUS CHARGING



BUS CHARGING

Deliverables achieved:
System design
Overhead pantograph with Upto 600 kW power

OCTOBER 2018 - MARCH 2021



Coupling Energy Storage with EV Charging and Facility/Community Energy Integration

Energy Storage
and EV Charging
with OPUC

**4 Systems to be deployed
in Ontario Tech Campus**

FACILITY INTEGRATION

**Ontario Tech
OPUC**

EV charging	E-bus charging	renewables integration
facility integration	demand response	grid connection



Community Partner in the Commercial Demonstration of Energy Related Technologies

Initiative	Partners
Develop electric vehicle charging test bed (AVIN RTDS)	Ontario Tech University, e-Camion, OPUC
Develop an autonomous robotic arm capable of charging autonomous vehicles	Ontario Tech University, e-Camion, OPUC, Durham Region Transit
Deploy energy storage and overhead charging technology for transit vehicles	Ontario Tech University, Durham Region Transit, e-Camion, OPUC
Install level 3 chargers in Oshawa to close gaps in EV charging infrastructure	Ontario Tech University, e-Camion, OPUC
AI-Enabled Demand Side Management for Energy Sustainability (AIDEMS)-Eureka AI Program	Ontario Tech University, eCAMION, OPUC, +European Consortium (Sweden, Germany, Turkey)
Ontario-Specific Open Source Advanced Bas Controls Project	Ontario Tech University, Oshawa PUC, City of Oshawa

7 Projects ranging from EV Charging, Energy Use Reduction and AI-based methods for integration of renewables and energy storage into energy distribution grid within communities



Rendering of eCamion “Joule” Charging Stations

Project Arrow

“At the intersection of advanced mobility and climate change lies the challenge of our times. Future generations will ask if we ran faster or stretched out our arms farther. The Arrow will be remembered as the gauntlet we dropped in response to this call to action.” Flavio Volpe, President APMA

A project that will allow Ontario Tech University to Demonstrate Research Excellence in

- Canada's Energy and Environmental Future
- Autonomous Vehicles and Systems
- Intelligent Manufacturing and Materials Innovation
- Data Science, Artificial Intelligence and New Technologies



COMMITTEE REPORT

SESSION:

Public
Non-Public

☒
☐**ACTION REQUESTED:**

Decision
Discussion
Information

☐
☐
☒

TO: Board of Governors

DATE: December 2, 2020

FROM: GNHR

SUBJECT: Board Orientation/Education Work Plan 2020-2021

COMMITTEE MANDATE:

GNHR is responsible for overseeing the development of programs for the orientation and ongoing education of governors on university operations, matters affecting post-secondary education sector, and good governance practices.

In accordance with the committee's mandate, the 2020-2021 Board Orientation/Education Work Plan ("Education Plan") is being presented to the Board for information.

BACKGROUND/CONTEXT:

In anticipation of the larger than usual number of new governors, a more detailed Education Plan was developed for 2018-2019. Although there was only one new governor last year, we found it was a good exercise and developed a plan for 2019-2020. We will continue with this practice going forward. Rather than focusing on orientation, this year's plan focuses on educational sessions that align with the Board's work for the year and the university's strategic priorities.

CONSULTATION:

The Education Plan was developed in consultation with President and the Board Chair.

NEXT STEPS:

The work plan will be used as a guide to develop the Board educational sessions for 2020-2021.

SUPPORTING REFERENCE MATERIALS:

- Board Orientation/Education Work Plan 2020-2021

BOARD ORIENTATION/EDUCATION WORK PLAN 2020-2021

Date	Suggested Topic	Lead
September 22 & October 27	<ul style="list-style-type: none"> • Orientation Session for Academic Council & new governors 	Cheryl Foy & Becky Dinwoodie
TBD	<ul style="list-style-type: none"> • Board Committees - New Member Orientation <ul style="list-style-type: none"> ○ Orientation session prior to first committee meeting for new members ○ Committee mandate & work plan ○ Key issues facing the committee 	Committee Chair, Steven Murphy & Cheryl Foy
December 2 (immediately before Board meeting)	<ul style="list-style-type: none"> • Ontario Tech Talent (OTT) Session 	Steven Murphy
February 25 (immediately before Board meeting)	<ul style="list-style-type: none"> • Equity, Diversity & Inclusion Session 	Guest Speaker
April 22 (immediately before Board meeting)	<ul style="list-style-type: none"> • 3-Minute Research Presentations 	Invited Faculty Researchers
June 25	<ul style="list-style-type: none"> • AGM – alumni & SU presentations 	Susan McGovern