

**BOARD OF GOVERNORS' 124TH REGULAR MEETING &
ANNUAL GENERAL MEETING**

AGENDA

Thursday, June 29, 2022

11:30a.m. to 3:00 p.m.

[Videoconference](#)

No.		Topic	Lead	Allocated Time	Suggested Start Time
PUBLIC SESSION					
1		Call to Order	Chair		11:30 a.m.
2		Agenda	Chair		
3		Conflict of Interest Declaration	Chair		
4		Chair's Remarks	Chair	5	11:35 a.m.
5		President's Report	Steven Murphy	5	11:40 a.m.
	5.1	Becky Dinwoodie Memorial Fund*			
6		Correspondence			
	6.1	Budget Inquiries* (P) - Guest	Mike Eklund	3	11:45 a.m.
7		Academic Council	Laura Elliott	5	11:50 a.m.
Committee Reports:					
8		Audit & Finance Committee (A&F)	Laura Elliott		
		Finance:			
	8.1	Fourth Quarter Financial Reports* (U)	Pamela Onsiong	10	11:55 a.m.
	8.2	2021-2022 Audited Financial Statements* (M)	Pamela Onsiong	5	12:05 p.m.
	8.3	Internally Restricted Funds* (M)	Pamela Onsiong	5	12:10 p.m.
	8.4	Tuition Fees 2022/23 – Correction* (M)	Laura Elliott	5	12:15 p.m.
	8.5	Risk Management – Year End Report* (U)	Laura Elliott	5	12:20 p.m.
9		Governance, Nominations & Human Resources Committee (GNHR)	Maria Saros	10	12:25 p.m.

D – Discussion

M – Motion

P – Presentation

U – Update

*Documents Attached

No.		Topic	Lead	Allocated Time	Suggested Start Time
10		Strategy & Planning Committee (S&P)	Lynne Zucker		
	10.1	Campus Master Plan Update* (M)	Brad Maclsaac	10	12:35 p.m.
	10.2	Institutional & SMA3 Metrics* (U)	Sarah Cantrell/Lori Livingston	20	12:45 p.m.
11		Consent Agenda: (M)			
	11.1	2022-2023 Board Schedule*			
	11.2	Appointment of Interim Board Secretary 2022-2023*			
	11.3	Minutes of the Public Session of Board of Governors – April 28, 2022*			
	11.4	Minutes of the Public Session of A&F – April 13, 2022*			
	11.5	Minutes of the Public Session of GNHR – March 31, 2022*			
	11.6	Minutes of the Public Session of S&P – March 17, 2022*			
	11.7	Election Results*			
	11.8	2022-2023 Endowment Disbursement*			
12		Information Items (also available on the Board portal):			
	12.1	Academic Council Annual Report* <i>(to be approved by AC June 28, 2022)</i>			
	12.2	A&F Annual Report*			
	12.3	Annual Compliance Update*			
	12.4	Annual Policy Report*			
	12.5	Annual Privacy Report*			
	12.6	Investment Report*			
	12.7	GNHR Annual Report*			
	12.8	S&P Annual Report*			

D – Discussion

M – Motion

P – Presentation

U – Update

*Documents Attached

No.		Topic	Lead	Allocated Time	Suggested Start Time
	12.9	Continuous Learning (CL) Annual Report*			
	12.10	Centre for Institutional & Quality Enhancement (CIQE) Annual Report*			
	12.11	Infrastructure Tracking*			
	12.12	Annual Board Chair report*			
	12.13	Respectful Campus Policy*			
13		Other Business	Chair		1:05 p.m.
14		Adjournment	Chair		1:10 p.m.
BREAK				15	
NON-PUBLIC SESSION (material not publicly available)					
		HAIL & FAREWELL	Steven Murphy	10	1:25 p.m.
15		Call to Order	Chair		
16		Conflict of Interest Declaration	Chair		
17		Chair's Remarks	Chair	5	1:35 p.m.
18		President's Report	Steven Murphy	20	1:40 p.m.
	18.1	Interim Dean, SGPS Update* (M)			
	18.2	Appointment, Tenure & Promotion* (M)			
Committee Reports (confidential items only):					
19		A&F	Laura Elliot	5	2:00 p.m.
20		GNHR	Maria Saros	10	2:05 p.m.
	20.1	Board Composition (D)			
21		S&P	Lynne Zucker		
	21.1	Campus Master Plan* (U)	Brad MacIsaac	5	2:15 p.m.
	21.2	Confidential Next Steps on Institutional Metrics (U)	Sarah Cantrell/Lori Livingston	10	2:20 p.m.
22		Consent Agenda (M):	Chair		2:30 p.m.
	22.1	Minutes of the Non-Public Session of Board April 28, 2022*			

D – Discussion

M – Motion

P – Presentation

U – Update

*Documents Attached

No.		Topic	Lead	Allocated Time	Suggested Start Time
	22.2	Minutes of the Non-Public Session of A&F – April 13, 2022*			
	22.3	Minutes of the Non-Public Session of GNHR – March 31, 2022*			
	22.4	Minutes of the Non-Public Session of S&P – March 17, 2022*			
	22.5	2022-2023 Board Leadership*			
	22.6	2022-2023 Board Renewal*			
	22.7	Terms of Reference*			
	22.8	FA Pension Plan Amendments*			
23		For Information			
	23.1	Advancement Update*			
24		Other Business			
25		In Camera Session	Chair		2:30 p.m.
	25.1	President’s Performance Goals & Review			
26		Termination* (M)	Chair		3:00 p.m.

Krista Hester, Interim 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*

D – Discussion

M – Motion

P – Presentation

U – Update

*Documents Attached

BOARD REPORT

SESSION:

Public
Non-Public

TO: **Board of Governors**

DATE: **June 29, 2022**

FROM: **Mitch Frazer, Chancellor, Ontario Tech University**

SUBJECT: **Becky Dinwoodie Memorial Fund**

As part of the Strategy and Planning presentation, you've been provided an update on the Becky Dinwoodie Memorial Fund.

I am not able to be present for the June 29, 2022 Board meeting, but I want to bring forward an opportunity to make a difference in the lives of our students while creating a wonderful and deserving legacy for Becky.

To establish an endowment in Becky's name and offer a Becky Dinwoodie Memorial Award to a student this fall, a total of \$29,000 is required. I've been informed that we are currently at \$16,272 against that goal.

Can we reach this by the end of the Board meeting? It would be great if we could! With this in mind, I'm offering to match a new gift from you for Becky's Fund received between now and June 29th. With \$6,364 from all of you and matching, we'll reach the goal and create the legacy for Becky Dinwoodie.

[Becky Dinwoodie Memorial Fund Donation Page](#)

Thanks for your consideration.

Presentation to the Board of Governors

29 June, 2022

Mikael Eklund, President UOIT Faculty Association
Kimberley McCartney, Vice-President OPSEU 301
Nabeel Syed, President PSAC 555

Subject and Purpose

- the university's budget,
- considerations regarding the budget surplus, and
- intentions around the use of that surplus with regard to restricted funds and other priorities that it might consider.

2021-2022 Budget Surplus

Ontario Tech University

2021/22 Operating Summary for the year ended March 31, 2022 (in '000 s)

April		
Total Annual Budget	3rd Quarter Y/E Forecast	Actuals

Expenses disclosed on the Balance Sheet

Capital Expenses funded from Operations

Principal Repayments - debenture/leases

TOTAL NET SURPLUS

4,897	8,155	7,047
8,078	8,078	8,077
\$ 0	\$ 3,427	\$ 9,405

Other Disclosures

New Building - loan

\$ 22,300	\$ 21,418	\$ 20,200
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- Noting that the year end Net Surplus was only made public at the June 15 A&FC meeting
- A \$6M increase over the December 31st projection

From 2021 AGM

ONTARIO TECH UNIVERSITY

DRAFT SUMMARY OF INTERNALLY RESTRICTED RESERVES FOR THE YEAR ENDED MARCH 31, 2021 (\$ 000'S)

APPENDIX 1

Internally restricted assets	Opening balance as at April 1, 2020	Reserves used in 2020/21	Proposed Reserves		Closing balance as at March 31, 2021
			Per contracts	Additional reserves	
Research funds (a)	(4,700)	0	(407)	0	(5,107)
Capital projects (b)	(2,940)	2,874	(55)	(1,000)	(1,121)
Student assistance and related funds (c)	(2,398)	1,332	(703)	(720)	(2,488)
Working Capital (d)	(6,000)	0	0	0	(6,000)
Learning re-imagined (e)	(1,155)	600	0	(1,856)	(2,411)
Digital and physical infrastructure re-imagined (f)	0	0	0	(2,750)	(2,750)
One-time only budget allocations (g)	(397)	397	0	(250)	(250)
Total internally restricted assets	(17,589)	5,203	(1,166)	(6,576)	(20,127)

Mikael Eklund, Kimberley McCartney

Mission

- **Tech with a conscience:** Innovating to improve lives and the planet by incorporating technology-enhanced learning strategies, and promoting the ethical development and use of technology for good through intensive research and inquiry.
- **Learning re-imagined:** Co-creating knowledge by adapting to the ever-changing educational landscape through the provision of flexible and dynamic learning and research opportunities.
- **Creating a sticky campus:** Cultivating student- and community-centric engagement opportunities by encouraging an inclusive culture for our institution through online and on-campus activities.
- **Partnerships:** Uncovering innovative solutions for their most pressing problems through purposeful research and collaboration with industry, community, government and academic partners especially as it relates to all facets of global sustainability and well-being.

Ontario Tech University
2021/22 Operating Summary for the year ended March 31, 2022 (in '000 s)

April 1, 2021 - March 31, 2022									
	Total Annual Budget	3rd Quarter Y/E Forecast	Actuals	Fav. (Unfav.) Actuals vs. Budget \$ / %		Fav. (Unfav.) 3rd Qtr Forecast vs Budget \$ / %		Fav. (Unfav.) Actuals vs 3rd Qtr Forecast \$ / %	
Revenue									
Grants	81,677	89,825	89,281	7,604	9%	8,148	10%	(544)	-1%
Tuition	82,951	88,644	89,205	6,255	8%	5,694	7%	561	1%
Student Ancillary	12,305	12,319	11,971	(334)	-3%	15	0%	(349)	-3%
Other	14,969	13,516	13,755	(1,215)	-8%	(1,454)	-10%	239	2%
Total Revenue	191,902	204,305	204,212	\$ 12,310	6%	\$ 12,403	6%	(93)	0%
Expenditures									
Academic/ACRU	80,273	83,140	80,480	(208)	0%	(2,868)	-4%	2,660	3%
Academic Support	37,497	41,183	39,080	(1,583)	-4%	(3,686)	-10%	2,103	5%
Administrative	30,551	30,592	30,910	(359)	-1%	(41)	0%	(318)	-1%
Sub-total	148,321	154,915	150,470	\$ (2,149)	-1%	(6,594)	-4%	\$ 4,445	3%
Purchased Services	12,749	12,396	12,024	725	6%	353	3%	372	3%
Commercial	8,546	8,023	7,877	669	8%	523	6%	146	2%
Debenture Interest Expense	9,312	9,312	9,312	(0)	0%	(0)	0%	0	0%
Total Operating Expenses	178,927	184,645	179,683	\$ (755)	0%	\$ (5,718)	-3%	\$ 4,962	3%
Operating Contribution	\$ 12,975	\$ 19,659	\$ 24,529	\$ 11,554	89%	\$ 6,685	52%	\$ 4,870	25%
Expenses disclosed on the Balance Sheet									
Capital Expenses funded from Operations	4,897	8,155	7,047	(2,151)	-44%	(3,259)	-67%	1,108	14%
Principal Repayments - debenture/leases	8,078	8,078	8,077	0	0%	0	0%	(0)	0%
TOTAL NET SURPLUS	\$ 0	\$ 3,427	\$ 9,405	\$ 9,405	0%	\$ 3,427	N/A	\$ 5,978	174%
Other Disclosures									
New Building - loan	\$ 22,300	\$ 21,418	\$ 20,200	\$ (2,100)	0%	\$ (882)	-4%	\$ (1,218)	-6%

Reconciliation to Audited Financial Statements:

	\$
Operating Contribution	24,529
Items not budgeted:	
Externally funded research revenues (donation & grant)	15,513
Externally funded research expenses	(14,710)
Non-cash transactions:	
Amortization of capital assets	(23,000)
Amortization of deferred capital contributions	9,131
Non-cash accrual	1,188
Unrealized gain on investments/interest rate swap	2,011
Capital grants accounted as Contributions on balance sheet	(2,258)
Excess revenues over expenses - per Audited Financial Statements	\$ 12,405

2021/22 Operating Summary

The net operating surplus for the year, after capital expenses, debenture and lease payments, is \$9.4M against an original balanced budget, and a \$3.4M net forecast surplus reported at the end of the 3rd quarter.

The additional \$6.0M net surplus against the 3rd quarter forecast is mostly attributable to savings from faculty and staff vacant positions, underspending in work study programs, and the delay in receipt of IT equipment and renovation projects due to supply chain issues associated with the pandemic.

Subject to Board approval, actual surplus for the year will be internally restricted for future commitments (i.e. as per contract agreements, student fee protocols), and for specific purposes that aligns with the University's strategic initiatives related to priorities in learning re-imagined and sticky campus.

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

Enrolment

FTE's	2020/21 Actual	2021/22 Approved Budget	3rd Quarter Forecast *	2021/22 Actual	Actual vs Budget
Undergraduate					
Domestic	8,291	7,802	8,312	8,084	282
International	521	559	625	693	134
Graduate					
Domestic	443	415	434	452	37
International	193	239	296	308	69
Total FTE's	9,448	9,015	9,667	9,537	522

* 3rd Quarter Forecast is based on Nov 1 official enrolment count to the Ministry. With four enrolment count dates over the year, this was an estimate until final winter count in February 2022.

Enrolment

Current eligible undergraduate and graduate enrolment projection is within the + / - 3% of the University's corridor midpoint.

Actual enrolment is favourable 522 FTE against an original budget of 9,015 and is attributable to a higher than expected number of returning students, offset by a decrease of 10% in first-year domestic undergraduate intake which will have a flow-through impact in the outer years' enrolment.

In spite of domestic enrolment growth, core operating grant remains flat as under the funding formula implemented by the Ministry in 2017 -18, funding for domestic students for the current year remains at the 2016 – 17 level.

Revenue analysis

Total actual revenues are favourable \$12.3M against an approved budget of \$191.9M, and are in line with the forecast reported in the third quarter.

Operating grant

- (i) **Grants were forecast** to be \$8.1M favourable to budget due to additional specific grants received and recognized in the current year, and for which there are corresponding offsetting expenses. Significant grants include \$2.5M of e-campus Ontario grant to support the evolution of virtual teaching and learning, \$2.3M COVID support grant deferred from the prior year to cover current year expenses, \$1.7M additional funding for campus facilities renewal and lab renovations and \$0.9M for student work placement.
- (ii) **Actual grant** is slightly unfavourable \$0.5M to forecast due to the deferral of a grant as a result of the delay in lab renovations.

Tuition fees

- (i) Better than expected domestic and international enrolment resulted in a **forecast upside** of \$5.7M at the end of the 3rd quarter.
- (ii) Additionally, **actual is \$0.6M positive to forecast**, and is due to program mix.

Other revenues

- (i) **Forecast and actual at ~\$1.2M is lower than budget**, due to the loss in our commercial revenues for ACE, food services, parking, and the athletic facilities associated with the ongoing impact of COVID-19 and the lower than expected number of faculty, staff and students on campus.

The decrease in “Other revenues” is offset by a corresponding net decrease in expenses of \$0.7M (see Total Commercial under “Expenses” section below).

Operating Expenses

Total actual operating expenses are \$0.8M unfavourable to budget vs an anticipated \$5.7M reported in the 3rd quarter. Significant variances between the forecast and budget include:

Academic units

- (i) **Q3 forecast was unfavourable** \$2.9M against budget and includes \$1.2M expenses to be funded by the e-campus and other grants (see “Grants” under “Revenues” above) and additional support allocated to instruction based on enrolment growth.
- (ii) **Actual spending** at \$80.4M is in line with budget. The positive variance of \$2.7M against forecast includes \$1.8M salary savings for full-time positions, \$0.4M part-time salary savings for teaching assistants, and \$0.5M underspending in general expenses.

Operating Expenses (continued)

Academic support units

- (i) **Q3 forecast was unfavourable** \$3.7M against budget and includes \$1.3M of expenses funded by the e-campus grant (see “Grants” under “Revenues” above), \$1.0M in entrance scholarships as a higher than expected number of students met the eligibility criteria, \$0.9M higher than expected spending for work study programs, and \$0.5M increase in recruitment costs.
- (ii) **Actual spending shows a positive variance** of \$2.1M and includes \$0.9M of summer 2022 work study program spending which was included in the current year forecast, \$0.5M in labour savings for open positions, and other general expense savings.

Total Commercial Expenses

- (i) **Actual is favourable** \$0.7M to budget and is attributable to cost savings to offset decreased revenues in ACE, food services, parking and athletic facilities (see “Other revenues” under “Revenues” above).

Capital Expenses

- (i) **Capital Expenses forecast** was unfavourable \$3.3M to budget, and includes \$2.6M capital investment in IT (to accommodate flexible hybrid learning and work environment) and facilities infrastructure, and \$0.7M for Nursing labs in Shawenjigewining building. These projects are to be funded by various capital grants.
- (ii) Year-end results are \$1.1M favourable to forecast, comprising of \$2.0M underspending in IT capital and infrastructure projects due to supply chain issues associated with the pandemic (these will be completed in early 2023), offset by \$0.9M for the ACE moving ground plane costs funded by Operations.

New Building

In addition to the operating spending, the University has invested \$20.2M in the new Shawenjigewining Hall in the current year. Funding for the construction of the new building is through a combination of restricted reserves, a \$25.0M interest rate swap and a \$5.0M contribution from the University’s Student Union for occupation of the licensed areas in the building.

ONTARIO TECH UNIVERSITY
Consolidated Financial Statements
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For the year ended March 31, 2022

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ONTARIO TECH UNIVERSITY
Consolidated Statement of Financial Position
As at March 31, 2022

	<u>March 31, 2022</u>	<u>March 31, 2021</u>
Assets		
Current assets:		
Cash and cash equivalents (Note 2)	\$ 69,225,462	\$ 53,127,071
Short-term investments (Note 3)	17,217,673	-
Grant receivable	9,108,026	12,658,992
Other accounts receivable (allowance for doubtful accounts - \$992,542; 2021 - \$1,289,137)	5,611,209	5,343,153
Prepaid expenses and deposits	2,158,816	2,176,575
Inventories	5,730	5,131
	103,326,916	73,310,922
Investments (Note 4)	33,522,655	31,947,275
Other investments (Note 5)	(754,223)	(189,539)
Other assets (Note 6)	2,473,577	2,000,007
Capital assets (Note 7)	403,863,908	405,978,815
Total assets	\$ 542,432,833	\$ 513,047,480
Liabilities and Net Assets		
Current Liabilities:		
Accounts payable and accrued liabilities (Notes 8 and 16)	\$ 30,488,090	\$ 32,995,232
Deferred revenue (Note 9)	32,173,944	28,244,367
Current portion of other long-term debt (Note 10)	3,533	124,683
Current portion of obligations under capital lease (Note 11)	1,012,088	913,057
Current portion of long-term debenture debt (Note 12)	7,436,364	6,985,660
Current portion of fair value of interest rate swap (Note 13)	691,000	-
	71,805,019	69,262,999
Other long-term debt (Note 10)	173,309	176,842
Long-term portion of obligations under capital lease (Note 11)	34,248,680	35,260,768
Long-term portion of debenture debt (Note 12)	137,121,464	144,557,828
Long-term portion of fair value of interest rate swap (Note 13)	22,853,319	-
Deferred capital contributions (Note 14)	160,590,853	161,007,867
	426,792,644	410,266,304
Net Assets		
Unrestricted	21,775,929	1,230,263
Invested in capital assets (Note 17)	39,733,297	57,073,574
Internally restricted (Note 18)	29,214,708	20,127,039
Endowments (Note 19)	24,916,255	24,350,300
	115,640,189	102,781,176
Contingencies and Contractual Commitments (Note 21)		
Guarantee (Note 22)		
Risk Disclosure (Note 23)		
Subsequent Event (Note 24)		
Total liabilities and Net Assets	\$ 542,432,833	\$ 513,047,480

See accompanying notes to the consolidated financial statements

ONTARIO TECH UNIVERSITY
Consolidated Statement of Operations
For the year ended March 31, 2022

	<u>2022</u>	<u>2021</u>
REVENUE		
Grants - operating and research (Note 15)	\$ 85,688,273	\$ 79,858,276
Grants - debenture (Note 12)	13,500,000	13,500,000
Donations	1,591,041	2,809,372
Student tuition fees	87,108,687	79,533,170
Student ancillary fees	11,970,615	11,742,375
Revenues from purchased services (Note 16)	678,601	231,084
Other income	13,165,388	10,533,381
Amortization of deferred capital contributions (Note 14)	9,130,891	9,612,290
Interest revenue	1,130,188	1,131,979
Unrealized gain on investments	892,501	4,947,519
Unrealized gain on interest rate swap	1,117,681	-
	225,973,866	213,899,446
EXPENSES		
Salaries and benefits	121,526,640	113,242,751
Student aid, financial assistance and awards	14,295,553	12,719,669
Supplies and expenses	27,887,832	23,280,870
Purchased services (Note 16)	11,917,359	11,691,399
Interest expense - debt obligations	12,884,913	12,843,504
Interest expense - other	147,928	86,544
Amortization of capital assets	22,999,905	23,090,067
Professional fees	1,315,028	1,282,451
Loss on disposal of assets	28,663	327,862
Loss on other investments	564,684	189,639
	213,568,505	198,754,756
Excess of revenue over expenses	\$ 12,405,361	\$ 15,144,690

See accompanying notes to the consolidated financial statements

ONTARIO TECH UNIVERSITY
Consolidated Statement of Changes in Net Assets
As at March 31, 2022

	<u>Unrestricted</u>	<u>Invested in Capital Assets</u> (Note 17)	<u>Internally Restricted</u> (Note 18)	<u>Endowments</u> (Note 19)	<u>Total 2022</u>	<u>Total 2021</u>
Balance - Beginning of Year	\$ 1,230,263	\$ 57,073,574	\$ 20,127,039	\$ 24,350,300	\$ 102,781,176	\$ 84,802,638
Excess / (deficiency)						
Revenue over Expenses	26,274,375	(13,869,014)	-	-	12,405,361	15,144,690
Interfund Transfer - Endowment	-	-	(112,303)	112,303	-	-
Interfund Transfer	(9,199,972)	-	9,199,972	-	-	-
Investment in Capital Assets	3,471,263	(3,471,263)	-	-	-	-
Endowment Contributions	-	-	-	453,652	453,652	678,848
Donation of assets	-	-	-	-	-	2,155,000
Net changes during the year	20,545,666	(17,340,277)	9,087,669	565,955	12,859,013	17,978,538
Balance - End of Year	\$ 21,775,929	\$ 39,733,297	\$ 29,214,708	\$ 24,916,255	\$ 115,640,189	\$ 102,781,176

See accompanying notes to the consolidated financial statements

ONTARIO TECH UNIVERSITY
Consolidated Statement of Cash Flows
As at March 31, 2022

	<u>March 31, 2022</u>	<u>March 31, 2021</u>
NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES		
OPERATING		
Excess of revenue over expenses	\$ 12,405,361	\$ 15,144,690
Items not affecting cash:		
Amortization of capital assets	22,999,905	23,090,067
Amortization of deferred capital contributions	(9,130,891)	(9,612,290)
Unrealized gain on investments	(892,501)	(4,947,519)
Unrealised gain on interest rate swap	(1,117,681)	-
Loss on disposal of capital assets	28,663	327,862
Loss on other investments	564,684	189,639
Life insurance policy	-	(1,594,872)
	24,857,540	22,597,577
Working capital:		
Grant and other accounts receivable	3,282,910	(275,411)
Prepaid expenses and deposits	17,759	93,721
Inventories	(599)	52,605
Accounts payable and accrued liabilities	(2,507,142)	5,488,911
Deferred revenue	3,929,577	6,038,159
	29,580,045	33,995,562
INVESTING		
Purchase of capital assets	(20,885,403)	(29,799,566)
Proceeds on disposal of capital assets	(28,258)	130,699
Investments	(17,900,552)	6,190,098
Other assets	(473,570)	(405,135)
	(39,287,783)	(23,883,904)
FINANCING		
Proceeds from derivative financial instrument	24,662,000	-
Repayment of long-term debt	(7,110,343)	(6,686,672)
Endowment contributions	453,652	678,848
Repayment of obligations under capital leases	(913,057)	(780,186)
Deferred capital contributions	8,713,877	7,463,832
	25,806,129	675,822
NET CASH INFLOW	16,098,391	10,787,480
CASH & CASH EQUIVALENTS BALANCE, BEGINNING OF YEAR	53,127,071	42,339,591
CASH & CASH EQUIVALENTS BALANCE, END OF YEAR	\$ 69,225,462	\$ 53,127,071
SUPPLEMENTARY CASH FLOW INFORMATION		
Interest paid	\$ 13,088,360	\$ 13,036,906
Life insurance policy	\$ -	1,594,872
Donation of building	\$ -	960,000
Donation of land	\$ -	2,155,000

See accompanying notes to the consolidated financial statements

ONTARIO TECH UNIVERSITY
Notes to the Consolidated Financial Statements
For the year ended March 31, 2022

University of Ontario Institute of Technology (the “University”) was incorporated without share capital under the University of Ontario Institute of Technology Act which received Royal assent on June 27, 2002. The objectives of the University, as well as the powers of the Board of Governors and the Academic Council, are defined in the Act.

The University is a market-oriented University integrating inquiry, discovery and application through excellence in teaching, learning and value-added research. The University is a degree granting and research organization offering graduate and undergraduate education. The University is a registered charity under Section 149 of the Income Tax Act and is, therefore, exempt from income taxes.

On March 27, 2019, the University launched its brand name and now operates as “Ontario Tech University”.

1. SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURES

(a) Basis of presentation

The University follows Canadian Accounting Standards for Not-for-Profit Organizations (“ASNPO”) in Part III of the Chartered Professional Accountants of Canada (“CPA”) Handbook. Except for Ontario Tech Talent, these consolidated financial statements reflect the assets, liabilities, net assets, revenue and expenses of all the operations controlled by the University.

On March 10, 2020, Ontario Tech Talent was incorporated as a separate legal entity with a fiscal year ended March 31st. Its purpose is to provide students and new graduates with opportunities to enhance their job readiness skills and improve employment prospects, and also to help alumni and community members remain current in the ever-changing job market by providing reskilling and upskilling. Ontario Tech Talent is controlled by the University and its financial results to March 31, 2022 are accounted for using the equity method, whereby the investment is carried in the University’s financial statements initially at cost, and includes the share of earnings or loss.

These consolidated financial statements do not reflect the assets, liabilities, and results of operations of the various student organizations as they are not controlled by the University.

(b) Revenue recognition

The University follows the deferral method of accounting for contributions, which includes donations and government grants.

Operating grants are recorded as revenue in the year to which they relate. Grants earned but not received at the end of an accounting year are accrued. When a portion of a grant relates to a future period, it is deferred and recognized in that subsequent period.

Student fees are recognized as revenue when courses are provided.

Student tuition fees are deferred to the extent that related courses extend beyond the fiscal year of the University.

1. SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURES (continued)

Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Externally restricted contributions for purposes other than endowment are deferred and recognized as revenue in the year in which the related expenses are incurred. Pledged donations are not recorded until received due to the uncertainty involved in their collection.

Life insurance policy donation which is owned by the University and for which it is the named beneficiary, is recognized as revenue at the cash surrender value in the year in which it is received, with adjustments each year thereafter in accordance with the policy cash surrender value increases.

Endowment contributions are reported as direct increases in net assets when received.

Other operating revenues are deferred to the extent that related services provided, or goods sold, are rendered or delivered subsequent to the end of the University's fiscal year.

Investment income related to restricted spending is deferred. Investment income without restrictions is recognized when earned.

(c) Cash and cash equivalents

Cash equivalents consist of highly liquid investments having terms to maturity on acquisition of three months or less, and are readily convertible to cash on short notice and are recorded at market value.

(d) Financial instruments

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the University determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the University expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

ONTARIO TECH UNIVERSITY
Notes to the Consolidated Financial Statements
For the year ended March 31, 2022

1. SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURES (continued)

(e) Long-term debt

The University carries long-term debt at amortized cost.

(f) Inventories

Inventories are valued at the lower of cost and net realizable value. Cost is determined on a first-in, first-out basis.

(g) Capital assets

Purchased capital assets are recorded at cost less accumulated amortization. Contributed capital assets are recorded at fair value at the date of contribution when fair value is reasonably determinable. Otherwise, contributed assets are recorded at a nominal amount. Betterments, which extend the estimated useful life of an asset, are capitalized. When a capital asset no longer contributes to the University's ability to provide services, its carrying amount is written down to its residual value. Capital assets are amortized on a straight-line basis over their useful lives, which have been estimated to be as follows:

Buildings	15 – 40 years
Building renovations and major equipment	10 years
Leasehold improvements	over lease term
Parking	20 years
Furniture and fixtures	5 years
Laptops	2 – 4 years
Computer equipment and vehicles	3 years
Capital leases	over economic life of assets

Capital assets acquired during the financial year are amortized at half of the applicable rate. Construction-in-progress represents assets not yet available for use, therefore amortization commences when the project is complete.

In accordance with Section 4433 "Tangible Capital Assets Held by Not-for-Profit Organizations", costs for the new Shawenjigewing Hall have been allocated to its separable component parts with differing estimated useful life and amortized accordingly upon occupancy of the building in September 2021.

(h) Deferred capital contributions

Contributions received for capital assets are deferred and amortized over the same term and on the same basis as the related capital assets.

ONTARIO TECH UNIVERSITY
Notes to the Consolidated Financial Statements
For the year ended March 31, 2022

1. SIGNIFICANT ACCOUNTING POLICIES AND DISCLOSURES (continued)

(i) Contributed goods and services

The University receives a number of contributed goods and services from individuals, corporations and community partners. Because of the difficulty in determining the fair value, contributed services are not recognized in the Consolidated Financial Statements. Contributed goods for which fair value is measurable and would have otherwise been purchased for use in the normal course of operations, are recognized in the Consolidated Financial Statements.

(j) Use of estimates

The preparation of Consolidated Financial Statements requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the Consolidated Financial Statements, and the reported amounts of revenue and expenses during the year. Items subject to such estimates and assumptions include the valuation of derivatives and the carrying value of capital assets. Actual results could differ from these estimates.

2. CASH AND CASH EQUIVALENTS

	<u>2022</u>	<u>2021</u>
Bank of Montreal, cash balances	\$ 68,125,699	\$ 45,316,861
BMO Nesbitt Burns high interest savings account	-	7,196,840
Royal Bank of Canada, cash balances	364,722	5,177
Harris Bank, cash balances	251,334	506,348
Other, balances	483,707	101,845
	<u>\$ 69,225,462</u>	<u>\$ 53,127,071</u>

The University has a credit facility agreement with a Canadian chartered bank, which provides for a revolving operating line of credit up to \$17,000,000, bearing interest at prime plus 0.25%. At March 31, 2022, the University utilized, on a cash consolidated basis, nil (2021 - nil) of the operating line of credit.

3. SHORT-TERM INVESTMENTS

Short-term investments consist of \$17,217,673 (2021 - NIL) of annual Guaranteed Investment Certificates (GIC's), with maturity dates ranging from March 14, 2023 to March 30, 2023.

ONTARIO TECH UNIVERSITY
Notes to the Consolidated Financial Statements
For the year ended March 31, 2022

4. INVESTMENTS

	2022		2021	
	Cost	Fair Value	Cost	Fair Value
Equities	\$ 17,531,636	\$ 22,382,352	\$ 17,385,678	\$ 21,365,171
Fixed income	11,397,462	10,863,060	10,083,684	10,165,176
Money Market/Cash	277,243	277,243	416,928	416,928
	\$ 29,206,341	\$ 33,522,655	\$ 27,886,290	\$ 31,947,275

Financial instrument risks are disclosed in Note 23, under “Financial instrument risks”.

5. OTHER INVESTMENTS

Other investments comprise of a wholly owned investment in Ontario Tech Talent. Investment as at March 31, 2022 is a loss of \$754,223 (2021 – \$189,539) which includes the initial investment in Ontario Tech Talent of 100 shares valued at \$100, net of accumulated loss of \$754,323 (2021 – \$189,639).

Financial information from Ontario Tech Talent’s financial statements are as follows:

	2022	2021
Total assets	\$ 131,623	\$ 340,040
Total liabilities	885,846	529,579
Shareholders' equity		
- 100 common shares	100	100
- Net accumulated loss for the year	(754,323)	(189,639)
	\$ 131,623	\$ 340,040
Results of operations:		
Total revenue	87,539	2
Total expenses	652,223	189,641
Net loss for the year	\$ (564,684)	\$ (189,639)

Included in the total liabilities of Ontario Tech Talent is a related party transaction of \$823,013 (2021 – \$405,135), representing the draw of a credit facility with the University to fund the start-up costs of Ontario Tech Talent. Interest on this credit facility is at prime rate plus 0.25%.

ONTARIO TECH UNIVERSITY
Notes to the Consolidated Financial Statements
For the year ended March 31, 2022

6. OTHER ASSETS

Included under Other assets is the donation of a life insurance policy the University received in July 2020. This policy, for which the University is the named beneficiary, is recorded at the current cash surrender value of \$1,650,564. Other assets also include \$823,013 (2021 - \$405,135) of a receivable from its subsidiary, Ontario Tech Talent.

7. CAPITAL ASSETS

Capital assets consist of:

	2022			2021
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Land	\$ 10,286,815	\$ -	\$ 10,286,815	\$ 10,286,815
Buildings	450,428,237	153,646,394	296,781,843	283,461,520
Building renovations	51,968,864	24,363,447	27,605,417	9,610,875
Leasehold improvements	3,541,889	1,911,792	1,630,097	1,673,246
Parking	1,299,410	309,760	989,650	1,054,620
Furniture and fixtures	21,923,799	18,747,906	3,175,893	2,255,438
Laptops	13,150,262	12,543,736	606,526	870,513
Vehicles	288,803	282,053	6,750	91,557
Computer equipment	23,738,053	20,907,312	2,830,741	3,201,895
Major equipment	98,703,411	69,586,388	29,117,023	16,116,132
Construction-in-progress	610,222	-	610,222	46,457,945
	<u>\$ 675,939,765</u>	<u>\$ 302,298,788</u>	<u>\$ 373,640,977</u>	<u>\$ 375,080,556</u>
Assets under capital leases:				
Land	2,300,000	-	2,300,000	2,300,000
Buildings	35,689,192	7,766,261	27,922,931	28,598,259
Total	<u>\$ 713,928,957</u>	<u>\$ 310,065,049</u>	<u>\$ 403,863,908</u>	<u>\$ 405,978,815</u>

Donated assets other than non-depreciables, such as land, are amortized as per note 1(g) under Significant accounting policies and disclosures.

Amortization of assets under capital leases for the current year totaled \$675,327 (2021 - \$675,327).

8. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

Included in accounts payable and accrued liabilities are government remittances payable of \$3,401,716 (2021 - \$181,166).

ONTARIO TECH UNIVERSITY
Notes to the Consolidated Financial Statements
For the year ended March 31, 2022

9. DEFERRED REVENUE

Deferred revenue represents revenues related to expenses of future periods. The balance comprised the following:

	<u>2022</u>	<u>2021</u>
Tuition	\$ 9,420,307	\$ 9,380,653
Research	12,571,734	10,028,107
Donations	4,675,598	3,254,554
Ancillary fees	1,654,572	995,207
Other	3,851,733	4,585,846
	<u>\$ 32,173,944</u>	<u>\$ 28,244,367</u>

10. OTHER LONG-TERM DEBT

The University has incurred debts in the amount of \$176,842 through third parties related to improvements in our downtown locations. Other long-term debt comprised the following:

	<u>2022</u>	<u>2021</u>
Unsecured loan, payable monthly over 21 years, at interest of 9.3%	176,842	301,525
	<u>\$ 176,842</u>	<u>\$ 301,525</u>

Total principal repayments in each of the next five years and thereafter for other long-term debt are as follows:

2023	\$ 3,533
2024	3,876
2025	4,252
2026	4,665
2027	5,118
Thereafter, through 2042	155,398
	<u>176,842</u>
Less: current portion	3,533
	<u>\$ 173,309</u>

The fair value of the other long-term debt is approximately \$245,000 (2021 - \$452,000). Fair value has been calculated using the future cash flows of the actual outstanding debt instrument, discounted at current market rates available to the University.

ONTARIO TECH UNIVERSITY
Notes to the Consolidated Financial Statements
For the year ended March 31, 2022

11. OBLIGATIONS UNDER CAPITAL LEASES

The University entered into capital leasing arrangements on two properties in downtown Oshawa to accommodate the growth in student population. Capital lease repayments are due as follows:

2023	\$ 3,960,219
2024	3,988,846
2025	4,017,759
2026	4,112,219
2027	4,188,326
Thereafter, through 2041	49,171,374
Total minimum lease payments	69,438,743
Less: amount representing interest at rates ranging from 6.50% to 9.30%	34,177,975
Present value of net minimum capital lease payments	35,260,768
Less: current portion of principal obligations	1,012,088
	\$ 34,248,680

Interest of \$3,018,819 (2021 - \$3,081,277) relating to capital lease obligations has been included in interest expense. The total cost of assets under capital leases is \$37,989,192 (2021 - \$37,989,192) with related accumulated amortization of \$7,766,261 (2021 - \$7,090,934).

The fair value of the capital leases is approximately \$35,694,000 (2021 - \$36,670,000). Fair value has been calculated using the future cash flows of the actual outstanding debt instrument, discounted at current market rates available to the University.

12. LONG-TERM DEBENTURE DEBT

On October 8, 2004, the University issued Series A Debentures in the aggregate principal amount of \$220,000,000. These debentures bear interest at 6.351%, payable semi-annually on April 15 and October 15, with the principal due in 2034. The proceeds of the issuance were used to finance capital projects including the construction of three Academic Buildings, a Library and related infrastructure. These debentures are secured by all assets of the University and are guaranteed by Durham College.

ONTARIO TECH UNIVERSITY
Notes to the Consolidated Financial Statements
For the year ended March 31, 2022

12. LONG-TERM DEBENTURE DEBT (continued)

The debt is funded through special one-time grants from the Ministry of Colleges and Universities (“MCU”), and by the University’s operating funds.

On August 12, 2011, an agreement was signed between the University and MCU whereby the Ministry shall pay the University \$13,500,000 each year in equal semi-annual payments of \$6,750,000 in April and October to fund the repayment of the debentures. The agreement took effect on April 1, 2011 and the grant will continue until the maturity of the debentures in October 2034.

Total principal and interest paid on the debenture to March 31, 2022 is \$280,517,100 (2021 - \$264,016,094), \$223,487,712 funded by MCU and \$57,029,388 funded by the University.

As at March 31, 2022, \$217,431,043 (2021 - \$217,431,043) had been used to finance capital assets.

Total principal repayments for debenture debt are as follows:

2023	\$	7,436,364
2024		7,916,146
2025		8,426,883
2026		8,970,572
2027		9,549,338
Thereafter, through 2034		102,258,525
Total minimum payments		144,557,828
Less: current portion		7,436,364
	\$	137,121,464

The fair value of the long-term debenture debt is approximately \$162,246,000 (2021 - \$187,866,000). Fair value has been calculated using the future cash flows of the actual outstanding debt instrument, discounted at current market rates available to the University.

13. DERIVATIVE FINANCIAL INSTRUMENTS

On September 29, 2021, the University entered into an unsecured interest rate swap agreement with RBC for the long-term financing of the Shawenjigewining Hall. This agreement expires on September 28, 2046. Under the terms of the agreement, the University agrees with the counterparty to exchange, at specified intervals and for a specified period, its floating interest calculated on the notional principal amount of each loan for a fixed rate of 2.59%. The use of the swap effectively enables the University to convert the floating rate interest obligation of the loan into a fixed rate obligation, and thus manages its exposure to interest rate risk.

ONTARIO TECH UNIVERSITY
Notes to the Consolidated Financial Statements
For the year ended March 31, 2022

13. DERIVATIVE FINANCIAL INSTRUMENTS (continued)

The fair value of the derivative liability is as follows:

	<u>2022</u>
Interest rate swap	\$ 23,544,319
Less: current portion	691,000
	<u>\$ 22,853,319</u>

14. DEFERRED CAPITAL CONTRIBUTIONS

Deferred capital contributions represent the unamortized amount of contributions, including grants and donations, for the investment in capital assets.

On October 30, 2020, the University signed an agreement with the Ontario Tech Student Union (OTSU), whereby the OTSU will pay the University a one-time fee of \$5,000,000 for the construction, use and occupation of the licensed areas in the new Shawenjigewining Hall. In 2020 and 2021, the OTSU transferred \$3,000,000 and \$1,500,000 respectively to the University. This fee is included in the consolidated financial statements as a deferred capital contribution as the funding is directed to financing the construction.

The changes in the balance consist of the following:

	<u>2022</u>	<u>2021</u>
Balance - beginning of year	\$ 161,007,867	\$ 162,196,325
Contributions	8,713,877	7,463,832
Donated building	-	960,000
Recognized as revenue during the year	(9,130,891)	(9,612,290)
Balance - end of year	<u>\$ 160,590,853</u>	<u>\$ 161,007,867</u>

15. GRANT REVENUES – OPERATING AND RESEARCH

Grant revenues consist of the following:

	<u>2022</u>	<u>2021</u>
Operating	\$ 70,670,809	\$ 67,220,501
Externally funded research	15,017,464	12,637,775
Total grant revenues	<u>\$ 85,688,273</u>	<u>\$ 79,858,276</u>

ONTARIO TECH UNIVERSITY
Notes to the Consolidated Financial Statements
For the year ended March 31, 2022

16. PURCHASED SERVICE COSTS

Under a shared service agreement, the University purchases certain administrative services from Durham College. The cost of salaries, benefits and operating expenses purchased by the University are calculated based on a combination of individual percentage and actual cost by service area.

Amounts invoiced from Durham College for purchased services expense, including expense from ancillary operations, are recorded as expenses under “Purchased services” in the consolidated Statement of Operations. Revenues from ancillary operations are recorded as revenues and are included under “Revenues from purchased services” in the consolidated Statement of Operations.

Shared services are paid by a standing monthly instalment to Durham College, with a final true-up and settlement in April following the end of the fiscal year.

17. INVESTED IN CAPITAL ASSETS

Investment in capital assets represents the following:

	<u>2022</u>	<u>2021</u>
Capital assets - net book value	\$ 403,863,908	\$ 405,978,815
Less amount financed by deferred capital contributions	(160,590,853)	(161,007,867)
Less amount financed by long-term debt (Notes 10, 11, 12 and 13)	(203,539,758)	(187,897,374)
Total investment in capital assets	\$ 39,733,297	\$ 57,073,574

	<u>2022</u>	<u>2021</u>
Net change in investment in capital assets:		
Purchases of capital assets	\$ 20,885,403	\$ 29,799,566
Donated land	-	2,155,000
Donated building	-	960,000
Amounts funded by:		
Deferred capital contributions	(8,713,877)	(7,463,832)
Derivative financial instrument	(23,544,319)	-
Donated building	-	(960,000)
Repayment of long-term debt	7,901,530	6,886,833
	\$ (3,471,263)	\$ 31,377,567

	<u>2022</u>	<u>2021</u>
Amortization of deferred capital contributions related to capital assets	\$ 9,130,891	\$ 9,612,290
Less amortization of capital assets	(22,999,905)	(23,090,067)
	\$ (13,869,014)	\$ (13,477,777)
Net change during the year	\$ (17,340,277)	\$ 17,899,790

ONTARIO TECH UNIVERSITY
Notes to the Consolidated Financial Statements
For the year ended March 31, 2022

18. INTERNALLY RESTRICTED NET ASSETS

Internally restricted net assets represent unspent funds which have been committed for specific purposes, including the appropriation of internally-funded research and to invest in the University's academic priorities, working capital, facilities, information technology and student aid. Re-purposing or increasing such restrictions is subject to Board approval.

Details of the internally restricted net assets are as follows:

	<u>2022</u>	<u>2021</u>
Balance is comprised of the following:		
Research funds (a)	\$ 6,151,175	\$ 5,107,430
Capital projects (b)	4,923,974	1,120,562
Student assistance and related funds (c)	4,018,927	2,488,415
Working capital (d)	6,000,000	6,000,000
Learning re-imagined (e)	3,370,632	2,410,632
Digital and physical infrastructure re-imagined (f)	2,750,000	2,750,000
One-time only budget allocations (g)	2,000,000	250,000
	<u>\$ 29,214,708</u>	<u>\$ 20,127,039</u>

- (a) Research funds represent unspent start-up and professional development funds of individual members funded by Operations, and as provided by their collective agreement.
- (b) Capital projects represent internally restricted funds for university-wide and ancillary operations, in support of deferred maintenance, renovations and capital projects.
- (c) Student assistance and related funds includes the unspent operating funds and expendable portion of unrestricted donations in support of financial assistance to students. It also includes unspent student fees such as the athletic fee and the student services fee.
- (d) Working capital represents internally restricted funds set aside to improve the financial sustainability of the University, as mandated by the Ministry.
- (e) Learning re-imagined represents amounts which have been allocated in support of the academic plan and to enhance the "pedagogy-technology" interface with the aim of providing skilled support for our students, staff and faculty. It also includes recruitment and student success initiatives.
- (f) Digital and physical infrastructure re-imagined are funds restricted to enhance the virtual and physical campus.
- (g) One-time only budget allocations approved for specific initiatives. For 2022, funds have been reserved for IT equipment and construction projects that have been delayed to 2023 due to supply chain issues associated with the pandemic.

ONTARIO TECH UNIVERSITY
Notes to the Consolidated Financial Statements
For the year ended March 31, 2022

19. ENDOWMENTS

Endowment funds are restricted donations received by the University where the endowment principal is required to be maintained intact. The investment income generated from these endowments must be used in accordance with the various purposes established by donors. The University ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided.

Investment income on endowments is deferred and recorded in the Consolidated Statement of Operations when the donors' conditions have been met and the related expenses are recognized.

Endowment funds include grants provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund ("OSOTF") and the Ontario Trust for Student Support ("OTSS"). Under these programs, the government matches funds raised by the University. The purpose of these programs is to assist academically qualified individuals who, for financial reasons, would not otherwise be able to attend University. On January 5, 2012, the Ministry announced that the OTSS would be discontinued as of the end of Fiscal 2012 fundraising year.

The balance of endowments consists of the following:

	<u>2022</u>	<u>2021</u>
OSOTF	\$ 1,997,945	\$ 1,995,123
OTSS	18,020,883	17,834,242
OSOTF and OTSS	<u>20,018,828</u>	<u>19,829,365</u>
Other	4,897,427	4,520,935
	<u>\$ 24,916,255</u>	<u>\$ 24,350,300</u>

The change in the balance of endowments is as follows:

	<u>2022</u>	<u>2021</u>
Endowment fund balance, beginning of year	\$ 24,350,300	\$ 23,536,115
Donations	436,354	724,575
Realized gains	267,814	256,466
Realized investment income	580,277	544,054
Income distributions	<u>(718,490)</u>	<u>(710,910)</u>
Endowment fund balance, end of year	<u>\$ 24,916,255</u>	<u>\$ 24,350,300</u>

ONTARIO TECH UNIVERSITY
Notes to the Consolidated Financial Statements
For the year ended March 31, 2022

19. ENDOWMENTS (continued)

As per the Ministry of Colleges and Universities policies, the transactions related to OSOTF and OTTS should be presented in these financial statements, for the year ended March 31, 2022.

	OSOTF	OTTS	Total 2022	Total 2021
Schedule of Changes in Endowment Fund Balance				
Endowment balance, beginning of year	\$ 1,672,973	\$ 15,762,883	\$ 17,435,856	\$ 17,221,045
Eligible cash donations	-	112,354	112,354	111,720
Preservation of capital	65,000	706,631	771,631	103,091
Endowment fund balance, end of year	<u>\$ 1,737,973</u>	<u>\$ 16,581,868</u>	<u>\$ 18,319,841</u>	<u>\$ 17,435,856</u>

Schedule of Changes in Expendable Funds

Available for Awards	OSOTF	OTTS	Total 2022	Total 2021
Expendable balance, beginning of year	\$ 322,150	\$ 2,071,359	\$ 2,393,509	\$ 2,447,635
Realized investment income	59,322	639,777	699,099	667,275
Less: Preservation of capital	(65,000)	(706,631)	(771,631)	(103,091)
Bursaries and awards disbursed	(56,500)	(565,490)	(621,990)	(618,310)
Expendable balance, end of year	<u>\$ 259,972</u>	<u>\$ 1,439,015</u>	<u>\$ 1,698,987</u>	<u>\$ 2,393,509</u>
Total funds, end of year	<u>\$ 1,997,945</u>	<u>\$ 18,020,883</u>	<u>\$ 20,018,828</u>	<u>\$ 19,829,365</u>

In the current year, 411 bursaries and awards valued at \$718,490 were disbursed from the total endowed funds (2021 – 409 bursaries and awards valued at \$710,910).

20. PENSION PLAN

All eligible employees of the University are members of a defined contribution pension plan. Contributions made by the University to the pension plan during the year were \$7,173,675 (2021 - \$6,963,749).

ONTARIO TECH UNIVERSITY
Notes to the Consolidated Financial Statements
For the year ended March 31, 2022

21. CONTINGENCIES AND CONTRACTUAL COMMITMENTS

(a) Contingencies

The University has been named as the defendant in certain legal actions, in which damages have been sought.

The outcome of actions that are not determinable as at March 31, 2022 have not been recorded in these consolidated financial statements.

(b) Contractual Commitments

Future minimum lease payments, exclusive of taxes and operating costs, for premises and equipment under operating leases at March 31, 2022 are as follows:

2023	\$	1,712,583
2024		1,226,820
2025		1,001,820
2026		1,012,262
2027		1,019,720
Thereafter		770,950
	\$	<u>6,744,155</u>

(c) Other

On July 24, 2020, the University entered into a land exchange agreement with the City of Oshawa. The appraised fair market value of the City of Oshawa property is \$6,250,000 and that of the University was \$4,365,000. As per the agreement, the University agrees and warrants that after Closing, it shall be restricted from conveying any part of the City Property to any third party without first offering to the City for the nominal sum of Two Dollars (\$2.00) on an “AS IS, WHERE IS” basis.

22. GUARANTEE

On October 30, 2020, the University signed a license agreement with Ontario Tech Student Union (OTSU), whereby the OTSU will pay the University a one-time license fee of \$5,000,000 for the use and occupation of the licensed areas in the new Shawenjigewining Hall. Under this agreement, both parties agree and confirm that the University will provide a guarantee of the OTSU’s obligations under a loan of a principal amount of up to a maximum of \$3,500,000 which was obtained by OTSU to complete the transactions in the license agreement.

23. FINANCIAL INSTRUMENT RISKS

(a) Credit, interest rate and maturity risk

The value of fixed income securities will generally increase if interest rates fall and decrease if interest rates rise. Changes in interest rates may also affect the value of equity securities. The fixed income investments consist of pooled funds that include various Canadian government and corporate bonds and individual mortgage holdings. The fixed income investments bear coupon rates ranging from 0.0% to 13.9% (2021 – 0.0% to 16.2%) and have maturity dates ranging from April 1, 2022 to December 31, 2099 (2021 - April 1, 2021 to December 31, 2099).

Credit risk refers to the risk that a counterparty may default on its contractual obligations, resulting in a financial loss. The University is exposed to credit risk with respect to investments and accounts receivable. The University assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts.

(b) Foreign currency risk

The University is exposed to financial risks as a result of exchange rate fluctuations and the volatility of these rates. The University, through its investment management advisors, hedges against foreign exchange risks. There has been no change in the University's hedging policy from 2021.

(c) Market price risk

Market price risk arises as a result of trading fixed income securities and equities. The value of equity securities change with stock market conditions which are affected by general economic and market conditions. Changes in interest rates may also affect the value of equity securities. Fluctuation in the market exposes the University to a risk of loss. The University manages this risk through policies and procedures in place governing asset mix, equity and fixed income allocations, and diversification among and within categories.

(d) Liquidity risk

Money market investments represent instruments in highly liquid investments that are readily converted into known amounts of cash. The University invested in equity and fixed income investments that are traded in an active market, and can be readily liquidated at amounts close to their fair value in order to meet liquidity requirements.

24. SUBSEQUENT EVENT

On April 14, 2022, the Board of Directors of the Campus Childcare informed the University of its decision to close the Campus Childcare Centre permanently with the last day of operation being September 2, 2022. As a result of the announcement, the University will assess the amounts due from the Campus Childcare Center upon closure in September, and will forgive the balance owing at that time. It is anticipated the amount will be approximately \$2 million.

25. COMPARATIVE INFORMATION

Certain comparative information has been reclassified to conform with the financial statement presentation adopted in the current year.

CONSOLIDATED FINANCIAL STATEMENTS

Summary

The Statement of financial position is stable at the end of the fiscal year with a healthy cash and operating short-term investment balance of \$86.4M. **Assets** increased \$29.4M, or 5.7% over last year, reflecting an increase of \$33.3M in cash and short-term investments, \$20.9M in new capital additions including \$13.2M in the new Shawenjigewining Hall, offset by accumulated amortization of \$23.0M and a decrease of \$3.6M in grant receivable.

Liabilities increased \$16.5M, or 4.0% over last year, and includes the repayment of \$8.0M of debt obligations, offset by a new \$23.5M interest rate swap entered into in the current year for the long-term financing of Shawenjigewining Hall.

Net assets increased in line with the net increase in assets and liabilities. Changes in net assets include a decrease of \$17.3M in invested in capital assets attributable to the new interest rate swap, with an offsetting increase in unrestricted assets, and an increase of \$9.0M in internally restricted assets which have been reserved for specific future expenditures and obligations. The funds in net assets are supported by cash and restricted investments.

The statement of operations includes a net year-over-year increase in revenue of \$12.1M or 5.6% with a corresponding increase in expenses of \$14.8M or 7.5% over last year.

Revenue net increase of \$12.1M is comprised of \$5.8M of specific operating and research grants, \$7.6M increase in tuition fees attributable to international FTE increase, \$2.6M increase in “Other income” due to the recovery of some of the ancillary services from the pandemic (ACE, parking), offset by a decrease of \$4.1M in unrealized gains on endowed investments which reflects the ongoing concerns around the tension between inflation and interest rates, and the Russia-Ukraine war.

Expenses net increase of 14.8M includes \$8.3M increase in salaries and benefits for new hires and annual salary increases and \$4.6M increase in supplies and expenses attributable to costs associated with the gradual re-opening of most of the campus facilities.

Financial health metrics

The performance ratios, i.e. net income/loss & net operating revenues ratios, and the primary reserve of the University continue to be favorable and above the current minimum threshold recommended by the Council of Ontario Universities (COU). This is primarily due to the current year operating surplus, coupled with a stable positive working capital and the fact that capital investment has been largely funded by the new interest rate swap.

Whilst the University’s debt ratios, as measured by the interest burden and viability ratios, are not within the COU recommended minimum threshold, they have consistently improved over the last years as the University pays back its debt obligations. Debt affordability is supported by the annual debt service grant of \$13.5M from the Province which covers 80% of the University’s annual debenture debt repayment.

Analysis

Assets

Cash and short-term investments increased \$33.3M over last year. Significant items include \$26.5M new financing (\$25.0M derivative & \$1.5M from the Student Union) for the Shawenjigewining Hall, offset by \$20.2M in construction payments in the current year, \$9.4M underspending in current year budget (including over \$2.0M due to supply chain issues), a net \$5.5M increase attributable to various research grants and expendable donations received and not yet spent at the end of the fiscal year, \$4.7M increase in working capital and other operating variances.

Grant receivable balance of \$9.1M includes \$6.0M of current year Collaborative Nursing (CN) grant funded on a slip-year basis and therefore received in the next fiscal year, \$1.6M additional specific grants from MCU (including \$0.8M student-related, 0.5M capital), \$1.2M of external research grants, and \$0.3M capital grants from FEDEV, all of which are current.

Grant receivable decreased \$3.6M as the prior year balance included \$4.8M of a one-time COVID-specific grant that was received in the current year.

Other accounts receivable (A/R) includes student and trade receivables. Balance of \$5.6M includes net \$2.5M of student A/R of which ~65% relates to outstanding winter semester tuition fees, other current receivables including \$2.0M trade and ACE receivables, \$0.6M of sales tax recoverable, and other variances none of which exceeds \$0.5M.

Investment balance of \$33.5M relates to endowed funds held at PH&N. The year-over-year increase of \$1.6M is comprised of \$0.9M mark-to-market unrealized gains, \$0.8M net investment income and realized gains, \$0.6M new in-year donations, offset by \$0.7M bursary and award disbursements to students.

Other investments represent the investment in Ontario Tech Talent in the current year, and includes the original investment of 100 common shares (valued at \$100), net of accumulated loss to date of \$0.8M.

Other assets of \$2.5M include \$1.7M of a life insurance policy for which the University is the named beneficiary and \$0.8M of related party loan advanced to fund the start-up costs of Ontario Tech Talent.

Capital assets decrease of \$2.1M includes net additions of \$20.9M offset by accumulated amortization of \$23.0M in the current year.

Net additions in the current comprise net \$13.2M investment in the new building, \$3.8M in campus renovations (70% funded by facilities renewal grant and other grants), \$1.7M investment in faculty equipment (70% funded by external research grants), \$1.3M of computer equipment including staff and faculty laptops, and \$0.9M ACE moving ground plane.

In addition, upon occupancy of the Shawenjigewining Hall in September 2021, \$45.3M of construction costs were capitalized and amortized accordingly in the current year.

Liabilities analysis

Accounts payable and accrued liabilities decrease of \$2.5M includes the release of \$2.8M construction holdbacks following the completion of construction of Shawenjigewining Hall, \$1.7M decrease due to timing of payments for shared services, offset by \$2.9M increase due to the timing of March 2022 payroll deductions (remitted in April 2022), and other variances none of which exceeds \$0.5M.

Balance of \$30.5M comprise of \$7.7M of trade payables, \$4.3M of payroll and vacation accruals, \$4.2M of debenture interest payable due April 15th, \$2.9M of payroll deductions, \$2.7M of student unapplied credits, net \$1.7M of student ancillary fees held in trust, and other variances none exceeding \$1.0M.

Deferred revenue relates to revenues deferred to subsequent periods as these have not yet been earned at the end of the fiscal year or will be recognized as revenue in the period in which related expenses are incurred.

Balance of \$32.2M comprises \$9.4M deferred tuition representing one month of winter term fees not earned at year-end, and \$22.8M of revenues billed or received and not yet spent at the end of fiscal (\$12.6M of externally funded research grants, \$4.7M of expendable donations, \$1.7M of student ancillary fees, and \$3.8M of miscellaneous deferred revenues).

Increase of \$3.9M in deferred revenue includes \$2.5M of research revenue mostly attributable to new Tri-agency grants, \$1.4M of deferred donations, \$1.2M other miscellaneous revenues, \$0.7M ancillary fees, offset by \$1.9M of prior year deferred grants recognized in the current year.

Current and long-term obligations under capital lease decrease represents the principal lease repayments for 61 Charles and 55 Bond locations in the current year.

Current and long-term debenture debt decrease of \$7.0M relates to the principal repayment and resulting drawdown of the debt in the current year. This debt is fully payable in October 2034.

Current and long-term fair value of interest rate swap relates to a new financial derivative entered into for the financing of the Shawenjigewining Hall. The notional amount of the swap is \$25.0M, and is fully repayable in September 2046.

Deferred capital contributions decrease of \$0.4M includes grants and donations of \$8.7M received for capital projects during the fiscal year, offset by \$9.1M amortization into revenues of capital grants and donations received since inception of the University.

New grants and donations received include \$3.0M donation for the Brilliant Energy Institute project, \$2.7M Ministry grant for campus renovations and lab projects \$1.5M contribution from the University Student Union for space in the new Shawenjigewining Hall, \$1.0M research grants for capital projects, and \$0.5M donation for building construction.

Revenue analysis

Significant revenue variances include

Operating and research grant increased \$5.8M and includes \$3.4M of specific operating grants (\$2.7M in new e-campus grant in support of virtual learning and educational technology growth, \$0.7M for student work placement program) and \$2.4M of external research grants. There is no additional grant funding from the Province for domestic enrolment growth.

Revenue analysis (continued)

Donations for the purposes other than endowment are deferred and recognized as revenue in the year in which the related expenses are incurred.

Donation revenue of \$1.6M relates to expendable donations recognized in the current year, e.g. awards disbursed to students and specific projects, as per the donor agreements.

Donation revenue decreased \$1.2M as the prior year included \$1.6M for the recognition of the cash surrender value of a life insurance policy received in fiscal year 2021.

Student tuition fees increase of \$7.6M includes \$7.0M in international tuition revenues (287 FTE increase) of which \$5.5M is due to the increase in enrolment and \$1.5M due to the year-over-year increase in the average international tuition fees, \$1.3M increase due to higher prior year deferred tuition recognized in the current year attributable to higher enrolment in 2021 vs 2020, and \$0.4M in non-credit courses. These increases were offset by \$1.1M decrease in domestic tuition fees attributable to a decrease in domestic enrolment (net 198 FTE decrease).

Other income increase of \$2.6M over the prior year is mainly attributable to the recovery of some the ancillary services from the impact of COVID-19, including \$1.0M revenues from ACE and other amounts, none exceeding \$0.5M from athletic facilities and other-student related fees.

Unrealized gain on investments relate to the mark-to-market gain on our endowed investments. The year-over-year decrease of \$4.1M reflects the less favourable market conditions in the current year with ongoing concerns around inflation rates and the Russia-Ukraine war which have contributed to negative bond returns and have knocked equities from their upward trajectory seen during the first 9 months of the year.

Unrealized gain on interest rate swap relates to the mark-to-mark gain on our new derivative financial instrument and reflects the increase in the prevailing swap rates.

Expense analysis

Significant variances include:

Salaries and benefits increase of \$8.3M includes \$4.0M increase for annual salary and benefit increases for faculty and staff, \$3.7M increase in limited term contracts to back-fill full-time open positions, \$2.7M increase in net new hires, \$1.5M increase in work student program directly attributable to higher tuition set aside revenues from increased enrolment, \$1.3M increase as the prior year included a one-time temporary layoff and salary reductions. These increases are offset by \$3.6M savings from full-time positions and \$1.3M decrease in vacation accruals reflecting the utilization of vacation in the current year.

Student aid, financial assistance and awards increase of \$1.6M reflects a higher number of students meeting the eligibility criteria for entrance and in-course scholarships in the current year, and an increase in graduate research awards attributable to an overall 7% year-over-year increase in graduate student population coupled with students who deferred and started their program in 2021/22 due to COVID-19.

Supplies and expenses increase of \$4.6M over the prior year is attributable to the gradual re-opening of the campus facilities in the current year, and includes \$1.4M increase in base building costs (janitorial expense, utilities), and other general expenses none of which exceeds \$0.5M.

FINANCIAL HEALTH INDICATORS

The Ministry has adopted 5 financial health indicators to assist with assessing university financial health and sustainability. In the last year, the sector has been working to develop minimum thresholds for these financial indicators. These thresholds will provide early signals to the health of the institution and help support the development of plans to address financial challenges.

The table below shows COU recommended minimum threshold, Ontario Tech University's 5-year average metrics and those for the last 2 fiscal years. Also included are the average comparator and average sector metrics for fiscal year 2020/21 (latest published data). The average comparator includes the data for the "small" universities based on student FTE ('Full-time equivalents'), and includes seven universities: Algoma, Lakehead, Laurentian, Nipissing, OCADU, Trent and Ontario Tech University. 2020/21 average comparator and sector data in the table below excludes the results for Laurentian.

Financial Metrics	Minimum threshold	Ontario Tech Actual			Average comparator	Average sector
		5-year average	2021/22	2020/21	2020/21	2020/21
(1) Net Income/Loss Ratio	1.5%	4.4%	5.5%	7.1%	5.7%	7.0%
(2) Net Operating Revenues Ratio	2.0%	10.9%	13.1%	15.9%	18.6%	16.8%
(3) Primary Reserve Ratio (days)	30	56	87	39	73	159
(4) Interest Burden Ratio	5.0%	7.4%	6.8%	7.3%	2.7%	2.1%
(5) Viability Ratio	30.0%	16.4%	26.2%	11.9%	54.5%	165.4%

Financial health indicator analysis

1. The Net Income / Loss ratio tracks the trend in the University's net earnings.

This ratio at 5.5% continues to be positive as a result of the operating surplus in the current year. The slight deterioration over the last year is mainly attributable to a year-over-year decrease of net \$3.0M in unrealized mark-to-market gain on our investment and interest rate swap.

The current year ratio at 5.5% and 5-year average at 4.4% are above the recommended minimum threshold of 1.5%.

2. Net Operating Revenues ratio indicates the extent to which the University is generating positive cash flows in the long-run to be financially sustainable.

This ratio continues to be positive and reflects the University's operating surplus, coupled with a stable positive working capital at the end of the fiscal year. The current year ratio at 13.1% and 5-year average of 10.9% are above the recommended minimum threshold of 2%.

FINANCIAL HEALTH INDICATORS (continued)

3. Primary Reserve ratio indicates the University's financial strength and flexibility by determining the number of days Ontario Tech University could function using its resources that are can be expended without restrictions.

Primary reserve ratio has improved significantly over the prior year due to an improvement in the net expendable assets resulting from the current year operating surplus, coupled with the fact that capital investment was largely funded by the new interest rate swap. Current year at 87 days and 5-year average primary reserve ratio at 56 are above the minimum threshold of 30 days.

4. Interest Burden ratio indicates the University's debt affordability and the cost of servicing debt

The interest ratio continues to improve over the years as the University continues to pay back its debt obligations. Due to its relatively high debt obligations (\$203.5M outstanding debt at March 31, 2022), the current year ratio at 6.8% and 5-year average at 7.4% does not meet the minimum threshold of 5%.

5. Viability ratio determines Ontario Tech University's financial health, as it indicates the funds on hand to settle its long-term obligations. This ratio has improved significantly over the prior year due to the increase in its net expendable assets associated with the current year surplus and the new swap which has funded much of the University's capital investment. Current year ratio at 26.2% is slightly below the recommended minimum threshold of 30%.

Additional disclosure:

- Ratios are favourable if they are at or **above** minimum threshold, except for the **interest burden ratio** where we would want to be at or **below** the recommended minimum threshold.
- In August 2011, an agreement was signed between the University and MCU whereby the Ministry shall pay the University \$13.5M each year to fund the repayment of the debenture debt. Adjusting for the impact of this \$13.5M grant funding, the interest burden ratio, re-stated at 1.8%, is in line with the sector average.

FINANCIAL HEALTH INDICATORS (continued)

DEFINITIONS

(1) Net Income/Loss Ratio

$$\frac{\text{Total Revenues less Total Expenses}}{\text{Total Revenues}}$$

Measures the percentage of revenues that contribute to net assets. The objective is to track trends in net earnings

(2) Net Operating Revenues Ratio

$$\frac{\text{Cash flow from Operating Activities}}{\text{Total Revenues}}$$

Indicates the extent to which the University is generating positive cash flow in the long-run to be financially sustainable.

(3) Primary Reserve Ratio

$$\frac{\text{Expendable Net Assets}}{\text{Total Expenses}} \times 365 \text{ days}$$

Indicates the University's financial strength and flexibility by determining the number of days it can function using only its resources that can be expended without restrictions. Expendable net assets include: Unrestricted surplus (deficit), internally restricted net assets and endowments.

(4) Interest Burden Ratio

$$\frac{\text{Interest Expense}}{\text{Total Expenses - Depreciation}}$$

Indicates debt affordability as it examines the percentage of total expenses used to cover the University's cost of servicing debt

(5) Viability Ratio

$$\frac{\text{Expendable Net Assets}}{\text{Long-Term Debt}}$$

Determines financial health as it indicates the funds on hand to settle its long-term obligations. Long-Term Debt is total external long-term debt, excluding the current portion of debt.

BOARD REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

TO: Board of Governors
DATE: June 29, 2022
FROM: Audit & Finance Committee
SLT LEAD: Brad MacIsaac
SUBJECT: 2021/22 Internally Restricted Reserves

COMMITTEE MANDATE:

The Committee is responsible for overseeing the financial affairs of the University, including auditing and financial reporting to ensure that appropriate financial controls, reporting processes and accountabilities are in place at the University.

Management is seeking the Committee’s recommendation of the proposed 2021/22 internally restricted reserves for approval by the Board of Governors.

BACKGROUND/CONTEXT & RATIONALE:

Internally restricted reserves represent unspent funds in the fiscal year which are committed for specific purposes (i.e. as per contract agreements, student fee protocols), or for strategic initiatives to protect against possible adverse operating circumstances (i.e. changes to student enrolment).

Restricted reserves are reviewed in conjunction with both the operating results and the statement of financial position of the University to ensure there is sufficient cash coverage to fund for these reserves whilst ensuring we maintain a strong working capital base.

RESOURCES REQUIRED:

N/A

IMPLICATIONS:

The level of restricted reserves proposed in this document has been made to remain compliant with the contractual obligations of the University whilst continuing to operate within a financially sustainable environment.

ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:

The restricted reserves recommended will allow Ontario Tech to continue to support operational challenges as they arise, whilst also setting aside funds to invest in strategic initiatives related to priorities in learning re-imagined and “sticky campus”.

ALTERNATIVES CONSIDERED:

Various options for the amounts of reserves and where the reserves would be allocated were considered. The current proposed allocation aligns with the Integrated Academic Research Plan and is within a financially sustainable framework.

CONSULTATION:

The reserve schedule, as outlined in the accompanying appendix table, stems from priorities set in the budget process and the Integrated Academic Research Plan.

COMPLIANCE WITH POLICY/LEGISLATION:

The current restricted reserves are in compliance with generally accepted accounting principles for not-for-profit organizations, and with University contracts and student fee protocol.

NEXT STEPS:

Presented to the Board of Governors for approval on June 29, 2022.

MOTION FOR CONSIDERATION:

That pursuant to the recommendation of the Audit & Finance Committee, the Board of Governors hereby approves the 2021/22 internally restricted reserves, as presented.

SUPPORTING REFERENCE MATERIALS:

- Appendix 1: Ontario Tech 2021/22 internally restricted reserves

ONTARIO TECH UNIVERSITY

DRAFT SUMMARY OF INTERNALLY RESTRICTED RESERVES FOR THE YEAR ENDED MARCH 31, 2022 (\$ 000'S)

APPENDIX 1

	Opening balance as at April 1, 2021	Reserves used in 2021/22	Proposed Reserves		Closing balance as at March 31, 2022
			Per contracts	Additional reserves	
Internally restricted assets					
Research funds (a)	(5,107)	0	(1,044)	0	(6,151)
Capital projects (b)	(1,121)	0	(53)	(3,750)	(4,924)
Student assistance and related funds (c)	(2,488)	310	(758)	(1,083)	(4,019)
Working Capital (d)	(6,000)	0	0	0	(6,000)
Learning re-imagined (e)	(2,411)	0	0	(960)	(3,371)
Digital and physical infrastructure re-imagined (f)	(2,750)	0	0	0	(2,750)
One-time only budget allocations (g)	(250)	250	0	(2,000)	(2,000)
Total internally restricted assets	(20,127)	560	(1,855)	(7,793)	(29,215)

- (a) Research funds represent unspent start-up and professional development funds of individual members funded by Operations, and as provided by their collective agreement.
- (b) Capital projects represent internally restricted funds for university-wide and ancillary operations, in support of deferred maintenance, renovations and capital projects.
- (c) Student assistance and related funds include the unspent operating funds and expendable portion of unrestricted donations in support of financial assistance to students. It also includes unspent student fees such as the athletic fee and the student services fee.
- (d) Working capital represents internally restricted funds set aside to improve the financial sustainability of the University, as mandated by the Ministry.
- (e) Learning re-imagined represents amounts which have been allocated in support of the academic plan and to enhance the “pedagogy-technology” interface with the aim of providing skilled support for our students, staff and faculty. It also includes recruitment and student success initiatives.
- (f) Digital and physical infrastructure re-imagined are funds restricted to enhance the virtual and physical campus.
- (g) One-time only budget allocations approved for specific initiatives. For 2022, funds have been reserved for IT equipment and renovation projects that have been delayed to 2023 due to supply chain issues associated with the pandemic.

BOARD REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

TO: Board of Governors

DATE: June 29, 2022

PRESENTED BY: Chair, Audit and Finance Committee (A&F)

SUBJECT: Updated 2022-23 Tuition Fees for Police Leadership Diploma

COMMITTEE/BOARD MANDATE:

The Audit & Finance (A&F) committee is responsible for overseeing the financial affairs of the university including guiding the tuition fees set. The Committee is looking for Board approval on the proposed updated 2022-2023 tuition fees.

BACKGROUND/CONTEXT & RATIONALE:

The tuition fees presented for approval to A&F on February 23, 2022 and approved by the Board on April 28, 2022 included a tuition rate for the new graduate diploma in Police Leadership that needs to be updated. The tuition fee was put forward as a program-based fee in error and is to be charged on a per credit basis consistent with the Ministry submission. The corrected per credit fee aligns with the existing course based graduate diploma tuition fee levels. Approval of the updated tuition fees for the graduate diploma in Police Leadership is requested at this time.

RESOURCES REQUIRED:

N/A

IMPLICATIONS:

The rates proposed in this document have been made to remain compliant with the provincial government's tuition framework, and to ensure that Ontario Tech remains competitive in tuition fees set. The proposed per course fee brings this graduate diploma in line with our other graduate diploma per course fees. The corrected tuition fee is higher than the program fee previously approved for domestic (~\$600) and lower for international (~ \$14,223). This increase is permitted during the province's domestic tuition freeze as it is the first time the graduate diploma is being offered.

ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:

The fees recommended will allow Ontario Tech to continue to provide superior graduate programs.

ALTERNATIVES CONSIDERED:

The fees presented below allow Ontario Tech to remain at or below system median fees for all programs and levels.

CONSULTATION:

After a comparative review of fees charged by competing programs offered by universities in Ontario, and ensuring alignment with our existing course based graduate diplomas we recommend the corrected tuition fees as outlined below and as permitted by the government's tuition fee framework.

COMPLIANCE WITH POLICY/LEGISLATION:

The current fees are in compliance with the existing tuition fee framework.

NEXT STEPS:

Update tuition within Ontario Tech's student information system and website.

MOTION FOR CONSIDERATION:

That pursuant to the recommendation of the Audit and Finance Committee, the Board of Governors hereby approves the updated 2022-23 per course fee for the Police Leadership graduate diploma, as presented below:

2022-23	Original Program Fee	Updated per Course Fee for Approval
Domestic	\$7,579.30	\$1,576.47
International	\$20,124.30	\$2,602.50

Note: The graduate diploma in Police Leadership is a 10 course program.

BOARD REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

Financial Impact Yes No

TO: Board of Governors

DATE: June 29, 2022

FROM: Audit & Finance Committee

SUBJECT: Annual Risk Report

COMMITTEE MANDATE:

The Audit & Finance (A&F) Committee is responsible for overseeing risk management, and other internal systems and control functions at the university. This oversight includes receiving regular reports from management on areas of significant risk to the university including:

- i) Reviewing and approving the risk management process at the university that ensures that appropriate processes are in place to determine management's risk parameters and risk appetite.
- ii) Monitoring and ensuring that appropriate processes are in place to identify, report and control areas of significant risk to the university and ensuring that appropriate mitigative actions are taken or planned in areas where material risk is identified.

BACKGROUND/CONTEXT & RATIONALE:

With a view to enabling the Board and Audit and Finance Committee to assess the University's progress, we are pleased to present this seventh Annual Report on University Risk Management (URM).

WHAT ONTARIO TECH URM SUCCESS LOOKS LIKE: A risk culture is an operating environment in which risks are taken to advance the strategic, academic, and administrative goals of Ontario Tech. The University risk management program supports risk-taking by integrating analysis, planning, and risk mitigation into university decision-making processes. While this exercise is a long-term change management exercise there is evidence, highlighted by the rapid COVID response, of an increasingly strong risk culture at Ontario Tech.

PROGRESS IN 2021-2022 The Report demonstrates that significant progress was made. The Senior Team, along with the Board, have been deeply engaged in strategic and foundational risk

management as highlighted by engaging presentations related to the foundational risks: financial sustainability (Reserve Planning Nov 2021, Cybersecurity Feb 2022) and compliance (Insurance report Nov 2021).

All functional areas have completed operational risk registers. The operational registers are now mapped to the strategic risk register. We are pleased to announce that there are no extreme risks for the BoG review.

However, we will draw your attention to four areas of risk to highlight the concerns and what the university is doing to mitigate these. There will always be risk at an institution – the strategy is how we deal with it.

As you read the attached Annual Report think about the foundational risks (financial sustainability and compliance) and the four operational risks we have highlighted and your confidence that you have enough information that controls are in place.

NEXT STEPS:

A taskforce consisting of members from A&F will be set up over the summer to review the objectives of the annual risk report to the BoG and determine if a new presentation format is required.

Attachments:

Annual Risk Report 2021-2022



ANNUAL RISK MANAGEMENT AND INSURANCE REPORT

June XX, 2022

Prepared by:
Brad MacIsaac - Chief Risk Officer
Jackie Dupuis - Director of Risk Management

PART I - Background

The Risk Management Policy states, *“The University is committed to fostering a culture of risk-ownership throughout the University. To the University, a culture of Risk Ownership means that:*

- i) Strategic and operational decisions are made with full awareness of the risks relevant to those decisions;*
- ii) All University Members are aware of the organization’s emphasis on risk management and incorporate a proactive approach to managing Risk in their individual roles.”¹*

Ontario Tech is in its seventh year of implementing a risk management program. The table attached as Appendix A summarizes the key milestones achieved each year. Throughout 2021-2022 there was a focus on the COVID-19 response. The university has succeeded in keeping risk a priority in its strategic and operational discussions. Members across the university continue to engage with risk management, recognizing the importance of identifying risk, likelihood, and consequence early to maximize their project outcomes.

PART II - MEASURING UNIVERSITY RISK MANAGEMENT (URM) PROGRESS?

The annual report assists the Board in assessing the progress of the URM process. The university adopted the following six measures of progress as recommended by The Association of Governing Boards, in partnership with United Educators²:

Measure 1: The university demonstrates how the URM is sustained as a priority.

Tone at The Top: The Senior Team remains unified in managing risk and setting the appropriate ‘tone at the top’ by facilitating informed decision-making within their portfolios regarding foundational, strategic, and operational risks.

The SLT’s collaborative vision encourages the acceptance of a risk management culture across the institution. Managers have held risk strategy sessions to brainstorm ideas for future projects and research innovation. This shift in risk-informed decision-making is changing the way we approach opportunities and advancements, which speaks to the university’s appetite for risk-informed decision-making.

Risk Management Committee: The Risk Management Committee (RMC) oversees the integration and execution of the URM. Committee members are chosen based on their skill set and functional knowledge. In 2021-22, the Risk Management Committee provided input on risk management directives and policies such as the University Vehicle Policy, Business Rental Directive, Hot Works, and Wet Works Permit Procedure. The Risk Management [website](#) lists the RMC membership and composition.

Dedicated Risk Management Office: The university has a dedicated Director of Risk Management to oversee all URM activities, with the support of the VP of Administration. Risk Management is growing its

¹ Ontario Tech Risk Management Policy, section 9, “Statements of Principle”.

² From “A Wake-up Call: Enterprise Risk Management at Colleges and Universities Today”, A Survey by the Association of Governing Boards of Universities and Colleges and United Educators, 2014, pp. 3 to 10

resource capacity to include compliance and contract reviews. The work plan for these roles will involve benchmarking the current landscape using the university Risk Registers.

Leveraging Risk Custodians Across the University: The Office of Risk Management collaborates with other units to “train the trainer” on these fundamentals and create dedicated custodians of risk. Members spread across the university continue to demonstrate enhanced risk understanding and awareness. They have taken on some risk management-related training to support the university members within their unit/faculty.

Measure 2: Board verifies that URM is an essential objective for leadership.

The President retains overall risk responsibility for the university, setting the ‘tone at the top.’ The VP of Administration is the assigned URM leadership.

Measure 3: The Board discusses top strategic and operational risks facing the University and understand how they are managed and monitored.

The Board has received regular progress updates on the risk-informed strategy discussions, including on cyber security, self-insured retention, financial sustainability, and risk work related to COVID-19.

Measure 4: The A&F Committee includes risk management discussions in its work plan.

URM is part of the 2021-2022 A&F Work Plan. Regular talks and reports are presented on risk management and insurance, as noted in the Board Memo.

Measure 5: The University engages the Board in training sessions on risk

In addition to the general discussions about risk, Board professional development sessions typically focus on the university’s risk areas. The Board Orientation/Education Work Plan is attached under the Board Memo.

Measure 6: The Board assesses the URM and the success of the stated URM goals and objectives.

At the AGM, the Board receives an annual report. This 2021-2022 report aims to secure the Board’s comment and direction on the URM progress in 2021-2022.

PART III - 2021 – 2022 Progress

Senior Leadership and Risk Management continue to give significant time to addressing the two Foundational Risks affecting the university: Financial Sustainability and Compliance.

The Senior Leadership concentrate on strategic responses to mitigate the financial sustainability risk, including focusing on enrollment, alternative funding models, and cost efficiencies. A major discussion with the Board this year was a review of moving to a self-insured program due to recent changes in the deductible responsibilities from its primary insurer, CURIE. Resulting from a challenging market, the university will be tasked with responding to claims within a specified deductible threshold, that will increase year over year over in 2023-2025. It is anticipated market

challenges will continue to push for increased financial obligations on the part of members. Furthermore, there is the risk of additional imposed warranties and exclusions that make the development of a self-insured plan more desirable. The exploration of a self-insured plan will emit greater awareness of the university's insurance claims history, loss prevention and controls, as well as suitable cash reserves. The university has already established self-insurance with respect to cyber insurance due to a challenging market and claims made. The desired outcome is to have policies, procedures, and directives that support financial retention and sustainability.

The second foundation risk, compliance, has been addressed through the establishment of a Compliance Policy. Training against the policy is underway. As mentioned above, Compliance has been moved under the Office of Risk Management, with a mandate of reviewing the university's compliance landscape through the lens of the risk register. The Compliance Officer will test the mitigation strategies and measures to determine vulnerability.

Operational Risks

Each year, Risk Owners are charged with reviewing their operational risk registers against their operating environment. Risks assigned with a calculated risk level based on our Risk Analysis Management Tool that calculates the level of risk based on the likelihood of the event occurring and the level of consequence (each with the current mitigations in place). If a level of medium is determined oversight is assigned between Risk Owners, where appropriate, to collaborate on university-wide mitigation and controls. These risks are reviewed twice annually. Risks calculated as high, extreme, and foundational are presented to SLT for review, oversight, and mitigation.

While there were no extreme risks that need to be reported to the Board there were notable updates to the risk mitigation strategies over the 2021-2022 academic year:

Cyber Security Risk: the risk surrounding cyber and security continue to evolve at a rapid pace. This response is multi-departmental, and spans various subject matter experts. The university continues to work with its partner Durham College on addressing these external threats by launching phishing campaigns, security awareness, technology upgrades, increased authentication, and testing the Incident Response Plan. An Information Governance plan spanning several areas across the university is underway with great strides made over the 2021-2022 academic year with an Incident Response Plan created. The institutions have hired a Director of Information Security that will champion projects including conducting a collaborative Table Top Exercise on cyber security, including testing the IR Plan. Discussions are underway with Durham College and external stakeholders to determine opportunities for aligning our cyber policies, breach coaches, and cyber forensic experts.

Health and Safety Risk: The university recognizes the importance of health and safety within its community especially in the return to campus plan and overall decision making across the university related to the COVID-19 response. The Health and Safety Officer continues to promote the tools and resources available to university members related to the policy and directives implemented resulting from the pandemic. During the year a compliance review was conducted related to the Occupational Health & safety Act, including a gap analysis revealing action items that continue to be pursued through our risk and health and safety leads. No extreme risks were

found. However, the team noted there are limitations to centralized reporting on hazardous materials stored across the institution due to the manual intervention of tracking these hazardous materials and in the absence of a consistent university wide procedure. Although inventory of hazardous materials is established, integrated system capacity allowing for tracking and reporting are among the options being considered. Proactive monthly hazard reviews are happening across the institution, which several key stakeholders support.

Business Continuity Risk: The pandemic has provided an opportunity for experiencing firsthand the need and benefits a collaborative and agile operational continuity response can provide. Risk Management worked alongside the Office of Campus Safety to revise the continuity framework to include best practices realistic to the university's operation. The Business Impact Assessment (BIA) Tool has been established. The data collected from the pandemic plans will be embedded into the document to reduce the interruption a formal BIA would cause. For the most part we have discovered if a disaster occurs on campus we can move remote. The one area that would cause significant disruption is if an IT shut-down occurred. The university's IT and respective college partner continues their discussions around disaster recovery planning against technological infrastructure and we are anticipating the first draft over the 2022-2023 year.

Equipment Maintenance Risk: The university's equipment inherently wears over time, requiring repair or replacement. Equipment tied into the building infrastructure is managed centrally for repair and replacement under their respective Preventative Maintenance' program. The growing deferred maintenance schedule is one of the largest financial concerns for the university which will be mitigated through an annual restriction of funds for future years. The second risk is the growing need to repair and replace equipment in the units. The university will be creating a similar preventative maintenance chart for each operating unit to help detect possible repairs or replacement early on to allow effective forecasting by the budget working group.

COVID – Lessons Learned

As the university moves toward a post-pandemic future, 'lessons learned' from the COVID-19 response have generated constructive dialogue with university Risk Owners and other key stakeholders. Operationally, the university has established an infectious disease program, which remains fluid and adaptable to ongoing changes in today's volatile environment. Existing risk, health, and safety processes, protocols, resources, and tools have been altered to include lessons learned from the pandemic. Some examples are:

Review of existing and new Procurement, and Vendor Management Contracts: Changes to contracts which include but are not limited to additional language supporting exclusions or limitations surrounding 'infectious disease', force majeure clauses, dispute resolution, performance and continuity planning;

Review of Travel and Mobility Policies and Processes: The Student Travel Policy and High-Risk International Travel Policy are set for review against the existing environment. The process for approval of international travel has received a slight revision to ensure the traveling applicant is provided with adequate COVID-19 related resources;

PART IV – GOING FORWARD

As we look into next year we will continue to enhance and push the strategic and foundational risk planning forward. The key goals for implementation are:

- a. Enhance the existing risk work tools for Risk Owners;
- b. Develop and implement 'risk fundamentals' training for all members;
- c. Develop a risk management and insurance dashboard;
- d. Continue to implement directives supporting the University Continuity policy;
- e. Develop and share educational resources related to the university's insurance portfolio, including gaps, limitations, and conditions;
- f. Insurable Value Asset Review;
- g. Table Top Exercise for Cyber-Security process; and
- h. Explore a self-insurance program in collaboration with our insurance partners.

DRAFT

Appendix A. – University Risk Management Milestones

DATE	MILESTONES ACHIEVED
June 2022	<ul style="list-style-type: none"> ● Increased focus on operational high-risk mitigation strategies ● Finalized Annual Operational Risk Register reviews and interim Operational Risk Register reviews ● Completed Insurable Value Study on University assets ● Renewed Insurance Portfolio consisting of seventeen (17) policies ● Documents developed include: <ul style="list-style-type: none"> ○ Incident Report: Automotive Claims ○ Use of University Automobile Driving Policy ○ Renting Automobiles for University Business Directive ○ End User Risk Assessment Tool for events on campus ○ On Campus Camps Guide ● Memberships held by the Director of Risk Management: <ul style="list-style-type: none"> ○ Co-chaired Risk Management Committee ○ Chaired COVID Operations Taskforce ○ Risk Advisory Committee for CURIE ○ Policy Advisory Committee ○ Joint Health and Safety Committee ○ Pandemic Response Team ○ Joint Operations Taskforce ● Completed Freedom of Expression annual reporting regarding events established for HEQCO ● Completed eighteen (18) on-campus risk assessments ● Tracked risk management and insurance metrics and presented fifth (5th) set of metrics for risk management ● Seventh (7th) Annual Risk Management Report presented to the Board ● Completed eleven (11) Physical Campus Hazard reviews and reports alongside Health and Safety and Campus Infrastructure

DATE	MILESTONES ACHIEVED
June 2021	<ul style="list-style-type: none"> ● Increased focus on Foundational and Strategic Risk Mitigation ● Finalized twenty-four (24) Operational Risk Register reviews and three (3) interim Operational Risk Register reviews ● Established the first Provostial Risk Register ● Memberships held by the Director of Risk Management: <ul style="list-style-type: none"> ▪ Chaired COVID Operations Taskforce ▪ Risk Advisory Committee for CURIE ▪ Enhancing Downtown Experience Taskforce ▪ Ontario Tech “Street Team” Committee ● Renewed Insurance Portfolio consisting of eighteen policies ● Documents developed include: <ul style="list-style-type: none"> ▪ Mask Directive ▪ Volunteer Policy and Procedures ▪ Volunteer Informed Consent document ▪ Field Trip Informed Consent document ▪ Field Trip Liability Waiver document ▪ Hierarchy of Controls document ● Completed eight (8) Physical Campus Hazard reviews and reports alongside Health and Safety and Campus Infrastructure ● Introduced liability mitigation signage on campus ● Completed second Freedom of Expression annual reporting regarding events established for HEQCO ● Tracked risk management and insurance metrics and presented fourth set of metrics for risk management ● Developed Board COVID-19 Special Board Report (Appendix B) ● Sixth (6th) Annual Risk Management Report presented to the Board
June 2020	<ul style="list-style-type: none"> ● Finalized twenty-four (24) out of twenty-five (25) interim Operational Risk Register reviews ● Completed six (6) annual Operational Risk Register reviews ● Collaborated with NAV Canada to expand air vehicles airspace on campus to support research and research related activities ● Developed Sport Risk Assessment Guideline ● Collaborated with key University Members on project initiatives to support the President’s “Sticky Campus” strategic priority ● Developed virtual (QR code) brochure for students regarding placement/research/co-op insurance ● Freedom of Expression annual reporting regarding events established for HEQCO ● Implemented monthly Physical Campus Hazard reviews and reporting alongside Health and Safety and Campus Infrastructure ● Developed Informed Consent document ● Enhanced the Risk Management and Insurance website ● Led risk management training sessions to new Risk Owners and members of the university ● In relation to COVID-19: <ul style="list-style-type: none"> ○ Updated the Pandemic Planning templates ○ Finalized a set of cross institutional 25 Pandemic Plans ○ Developed a list of essential activities and essential services ○ Established List of Delegated Authority ○ Confirmed University Continuity Leads

DATE	MILESTONES ACHIEVED
	<ul style="list-style-type: none"> ○ Chaired Operations Taskforce ○ Developed Campus Access Protocol during a Provincial Emergency ○ Supported development of Health and Safety related tools ● Tracked risk management and insurance metrics and presented third set of metrics for risk management ● Fifth Annual Risk Management Report presented to Board
JUNE 2019	<ul style="list-style-type: none"> ● Developed a Repeatable Annual Risk Register process for Risk Owners ● Developed a Strategic Risks Risk Register Tool ● Developed a Risk Owner Reporting Tool for established High, Extreme, Foundational and Strategic Risks ● Assigned Risk Owners to the University High, Extreme, Foundational and Strategic Risks ● Completed eighteen (18) interim Operational Risk Register reviews ● Finalized twenty-four (24) annual Operational Risk Registers ● Finalized the Strategic Risk Register and presented first set of mitigation and treatment plans ● Finalized the University Continuity Policy (UCP) and developed a UCP Work Plan ● Updated and finalized the Risk Management Policy ● Drafted a University-Hosted Event Risk Management and Approval Directive ● Drafted a University Field Trip Risk Management and Approval Directive ● Drafted an Air Vehicles Directive ● Enhanced the Risk Management and Insurance website ● Facilitated risk management training sessions to new Risk Owners and members of the university ● Finalized an Insurance Work Plan ● Tracked risk management and insurance metrics and presented second set of metrics for risk management ● Fourth Annual Risk Management Report presented to Board
JUNE 2018	<ul style="list-style-type: none"> ● Developed a Risk Register process document ● Facilitated risk management training sessions to new Risk Owners and members of the university ● Finalized twenty (20) Risk Registers ● Developed a draft set of strategic risks ● Finalized risk management metrics and presented first set of tracked metrics for risk management ● Defined a clear High and Extreme Risk process and a list of High and Extreme Risks ● Third Annual Risk Management Report presented to Board
JUNE 2017	<ul style="list-style-type: none"> ● Developed a set of draft Risk Registers for the University ● Analyzed, synthesized and organized all risks resulting in a lower number of risks ● Clarified the process for Risk Owners and developed a reporting structure ● Integrated URM into strategic and planning processes ● Second Annual Risk Management Report presented to the Board
JUNE 2016	<ul style="list-style-type: none"> ● University-wide consultation process (>100 employees) to develop a grass roots and top down preliminary view of University risks ● Twenty-four (24) first draft Risk Registers prepared ● Developed five risk categories and identified twenty-one risk drivers ● First Annual Risk Management Report presented to the Board

DATE	MILESTONES ACHIEVED
JUNE 2015	<ul style="list-style-type: none"> ● Clarified risk roles and responsibilities ● Consultation process with university academic and administrative leaders ● Established Terms of Reference for Risk Management Committee ● Developed Risk Tools ● Approved a Risk Management Work Plan
JUNE 2014	<ul style="list-style-type: none"> ● Board of Governors approved Ontario Tech's first Risk Management Policy after extensive consultation and discussion

DRAFT

BOARD REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

TO: Board of Governors
DATE: June 28, 2022
FROM: Strategy and Planning
SUBJECT: Campus Master Plan Update

COMMITTEE MANDATE:

The Strategy and Planning Committee (S&P) is responsible for overseeing the strategic planning for all aspects of the university and assessment of the plans in the context of the university’s vision, mission and values. More specifically, the committee will make recommendations on the implementation plans, including infrastructure.

The Committee is seeking the Board’s feedback on a plan to go out to market looking for a development partnership to help build future structure(s).

BACKGROUND/CONTEXT & RATIONALE:

The Integrated Academic Research Plan 2021- 2023 outlined a vision for the alteration of physical space with enhanced technological supports to move the university towards a place that can adapt to the ever-changing educational landscape. In Feb 2021 management opened consultations on a Re-imaging Space Paper: **The proposed grand challenge for discussion is how can we work together to reduce our total office and traditional lecture theatre space to allow us to reallocate more space for dynamic learning and research activities, whilst at the same time reduce our reliance on leased spaces?**

Further to the space consultations, the overall Campus Master Plan (2015) and the “Framework and Action Plan to Develop Downtown Oshawa” (2011) the university is looking into the future building plan. The discussion should occur now so the university is poised to take chances on current options and ensure we are not in a position later where our space choices are limited and we are forced into a less than desirable agreement. We have consulted with Durham College and will be open to proposals related to both the north and downtown locations. The focus at this time is on the downtown location as we plan for the expiration of current leases. The proposed facility Downtown shall be an attractive, “iconic” building, designed with form, function and materials that complement the natural environment of the nearby conservation areas. Over summer 2022 the university is renovating 61 Charles to become the hub of academic activities. Recently the university purchased adjoining land at 154 Bruce Street to ensure an expansion to this “hub” would be possible in the future.

The specific functional space program has not yet been fully determined and is subject to change. We are working to structure the public request in a manner to solicit interested partners and gain ideas on mutually beneficial projects. The selected Development Partner will be required to provide the following services and deliverables in collaboration with the university to ensure successful completion of the project on schedule and within budget:

- Assess the functional space program and facilities needed to implement the academic programs planned by Ontario Tech;
- Establish the optimal footprint for the building on the 61 Charles Street/154 Bruce Street site;
- Plan, design and construct the building (to discuss if this coincides with a summer 2027 lease expiry or 2030);

IMPLICATIONS:

The public document will have no guarantee of work or exclusivity of contract so there are no implications. This process will not result in any commitment by Ontario Tech University to purchase any goods or services or enter into any kind of agreement with any respondent. While Ontario Tech intends to conduct an invitational second-stage competitive process for the procurement of the deliverables, it is under no obligation to do so and may choose not to proceed

NEXT STEPS:

Management will go out to market and review potential opportunities. Before any project is initiated management will return to the BoG for approval.

MOTION for CONSIDERATION:

NOW THEREFORE, having received the Campus Master Plan Update, and pursuant to the recommendation of the Strategy and Planning Committee, the Board of Governors hereby authorizes the university to proceed with public tendering in search of development partners;

SUPPORTING REFERENCE MATERIALS:

- Campus Master Plan Update: May 2022

BOARD REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

TO: Board of Governors

DATE: June 29, 2022

PRESENTED BY: Strategy and Planning Committee

SUBJECT: Institutional and SMA3 Metrics

COMMITTEE/BOARD MANDATE:

The Strategy and Planning (S&P) Committee is responsible for overseeing all aspects of the university's strategic planning efforts, including the implementation and assessment of these plans in the context of the university's vision, mission and values.

BACKGROUND/CONTEXT & RATIONALE:

The October 2021 report and presentation to the Strategy and Planning Committee outlined the process for developing and reporting on institutional and SMA3 metrics as part of the Strategic Planning processes and tracking progress towards our plans. The attached information is a summary of the progress to date on the institutional metrics identified that will be used as a basis of year-end reporting to the Board and Academic Council. As part of the reporting exercise, the Strategic Mandate Agreement 2020 to 2024 (SMA3) performance metrics will be provided to illustrate the University's accountability to the Ministry of Colleges and Universities.

CONSULTATION:

Proposed institutional metrics were presented to Senior Leadership throughout the fall 2021. Metrics were distilled and shaped for feedback from the Academic Leadership Team, as well as Academic Council for further comment and refinement. It has been presented to S&P.

NEXT STEPS:

Pulling together multi-year data to illustrate performance for each metric, as well as trend data for year-end report to the Board.

SUPPORTING REFERENCE MATERIALS:

Draft Institutional and SMA3 Metrics - Tracking Our Progress



Board of Governors DRAFT FOR DISCUSSION

Institutional and SMA3 Metrics Tracking Our Progress



Overview

The following slides outline proposed metrics to track and report on our success towards our goals as outlined in our Integrated Academic and Research Plan.

Principles for the development of the draft metrics:

1. Align with our IARP priorities
2. Data exists, and can be systematized to track year-over-year progress
3. Complement but do not duplicate SMA3 metrics
4. Meaningful number of metrics 3 to 5 metrics per priority



SMA3 Metrics – Performance Funding

- Graduate Employment Rate in a Related Field
- Institutional Strength/Focus
- Graduation Rate
- Community/Local Impact of Student Enrolment
- Economic Impact (Institution-specific)
- Research Funding and Capacity: Federal Tri-Agency Funding Secured
- Experiential Learning
- Research Revenue Attracted from Private Sources
- Graduate Employment Earnings
- Skills and Competencies
- Faculty Compensation and Productivity

Enrolment Commitments and Performance are reported as part of SMA3 Enrolment Corridor and are the basis of our core operating grant

Proposed Institutional Metrics Measuring Our Success

Who We Are: Comprehensive Access Institution

1	Student mix (Domestic and International, FT and PT) Actual and Proportion
2	Proportion of Undergraduate to Graduate Students
3	Reporting on demographics of our community
4	Number of transfer students from universities and colleges
5	Student retention rates
6	Student participation in orientation activities
7	LEAP participation
8	Employee retention (Academic and Non-Academic)



Proposed Institutional Metrics Measuring Our Success

What We Do: Transformational Education and Research Excellence

9	Number of students in EE, WIL, COOP courses/programs
10	Number partnerships to support WIL
11	Students taking courses with Ethics or Impact component
12	Proportion of courses taught by FT faculty
13	Student: Faculty ratios
14	NSSE results: Overall student satisfaction
15	NASM/FTE ratio in instructional categories
16	Number of flexible course formats offered (online or hybrid formats)
17	Number of University-Industry Research Chairs and Institutes
18	Total number of industry and institutional partnerships
19	Alumni involvement



Proposed Institutional Metrics Aligning to Our Priorities

Tech with a Conscience



Learning Re-imagined



Creating a Sticky Campus



Partnerships



Integrated Academic and Research Plan Priority Alignment

Tech with a
Conscience

Learning Re-Imagined

Sticky Campus

Partnerships



Institutional Metrics

Comprehensive Access Institution

- 1 Student mix (Domestic and International, FT and PT) Actual and Proportion
- 2 Proportion of Undergraduate to Graduate Students
- 3 Reporting on demographics of our community
- 4 Number of transfer students from universities and colleges
- 5 Student retention rates
- 6 Student participation in Orientation activities
- 7 LEAP participation
- 8 Employee Retention (Academic and Non-Academic)

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Transformational Education & Research Excellence

- 9 Number of students in EE, WIL, COOP courses/programs
- 10 Number partnerships to support WIL
- 11 Students taking courses with Ethics or Impact component
- 12 Proportion of courses taught by FT faculty
- 13 Student: Faculty ratios
- 14 NSSE results: overall student satisfaction
- 15 NASM/FTE ratio in instructional categories
- 16 Number of flexible course formats offered (online or hybrid formats)
- 17 Number of University-Industry Research Chairs and Institutes
- 18 Total number of industry and institutional partnerships
- 19 Alumni Involvement

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Economic Stewardship

- Net Income/Loss Ratio
- Viability Ratio
- Primary Reserve Ratio
- Net Operating Revenues Ratio
- Credit Rating



Next Steps

Prepare Institutional Metrics Annual Report:

- Incorporate feedback from Strategy and Planning
- Collect multi-year data for each metric
- Complete data definitions
- Visualize Data to show:
 - Trends over 3 year period
 - Alignment to priorities

Prepare SMA3 Annual Report:

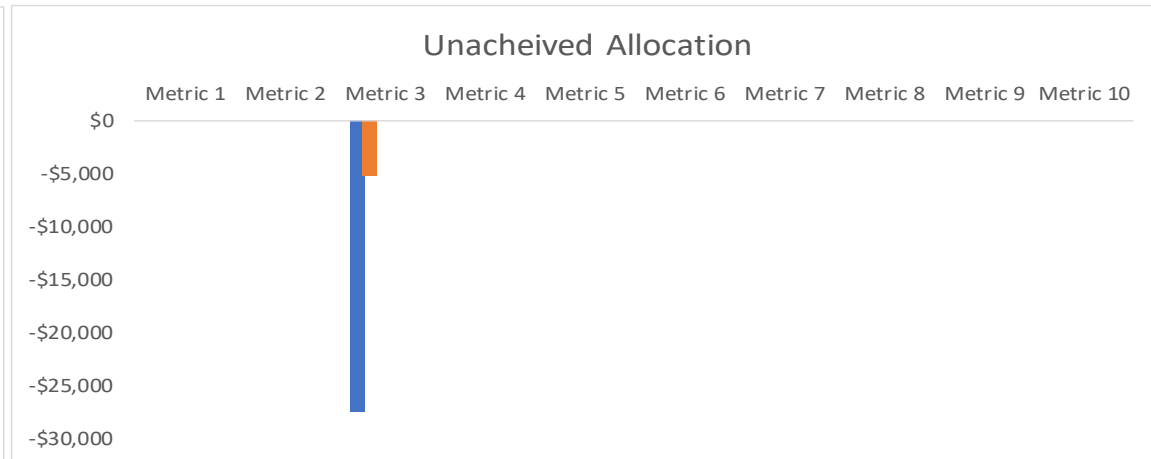
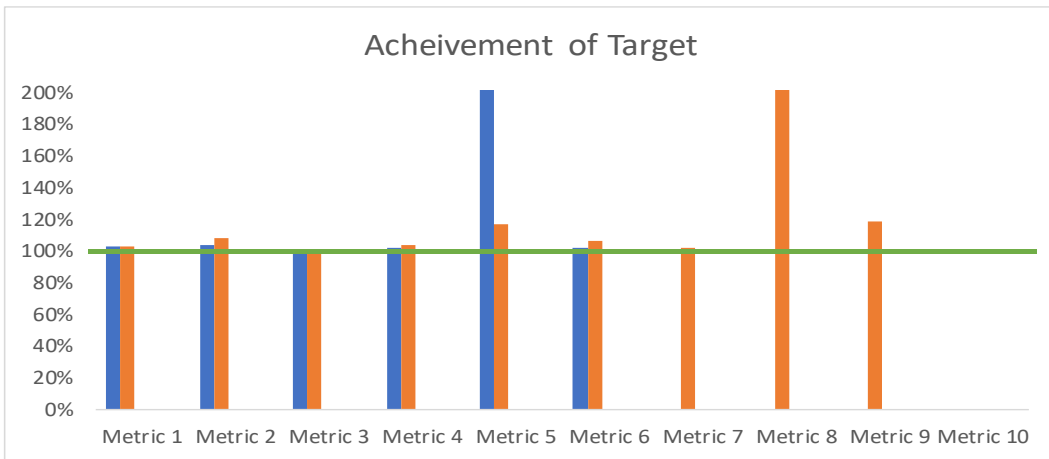
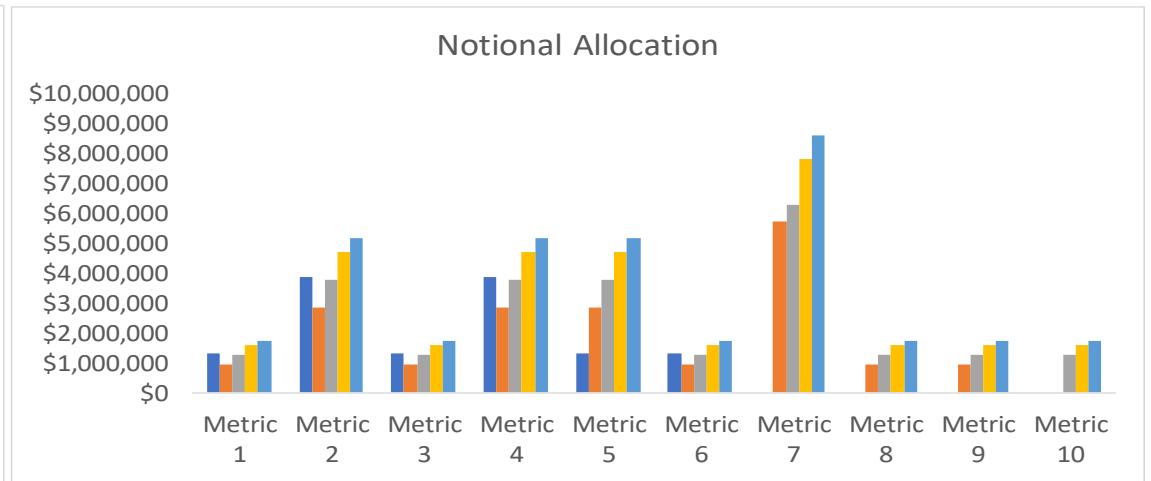
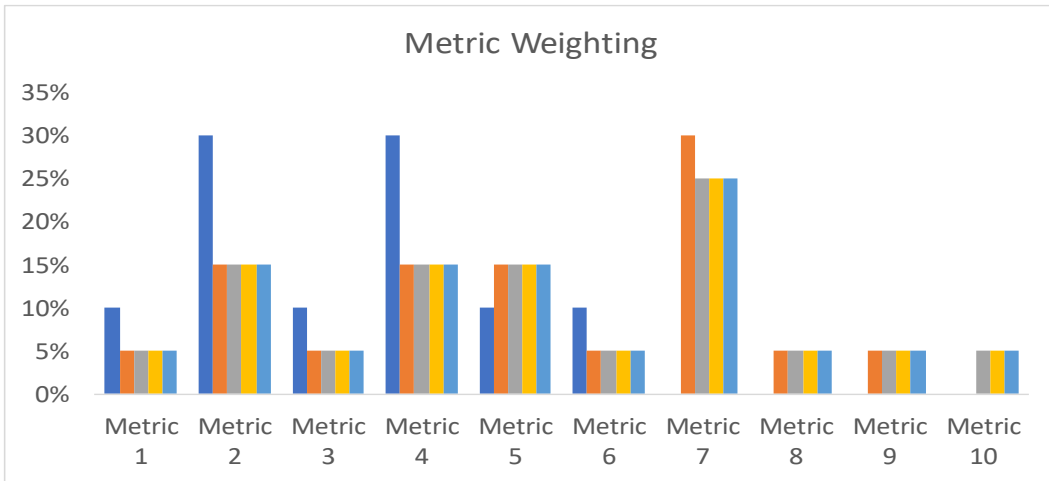
- Show performance against target
- Illustrate financial risk with performance funding



SMA Dashboard

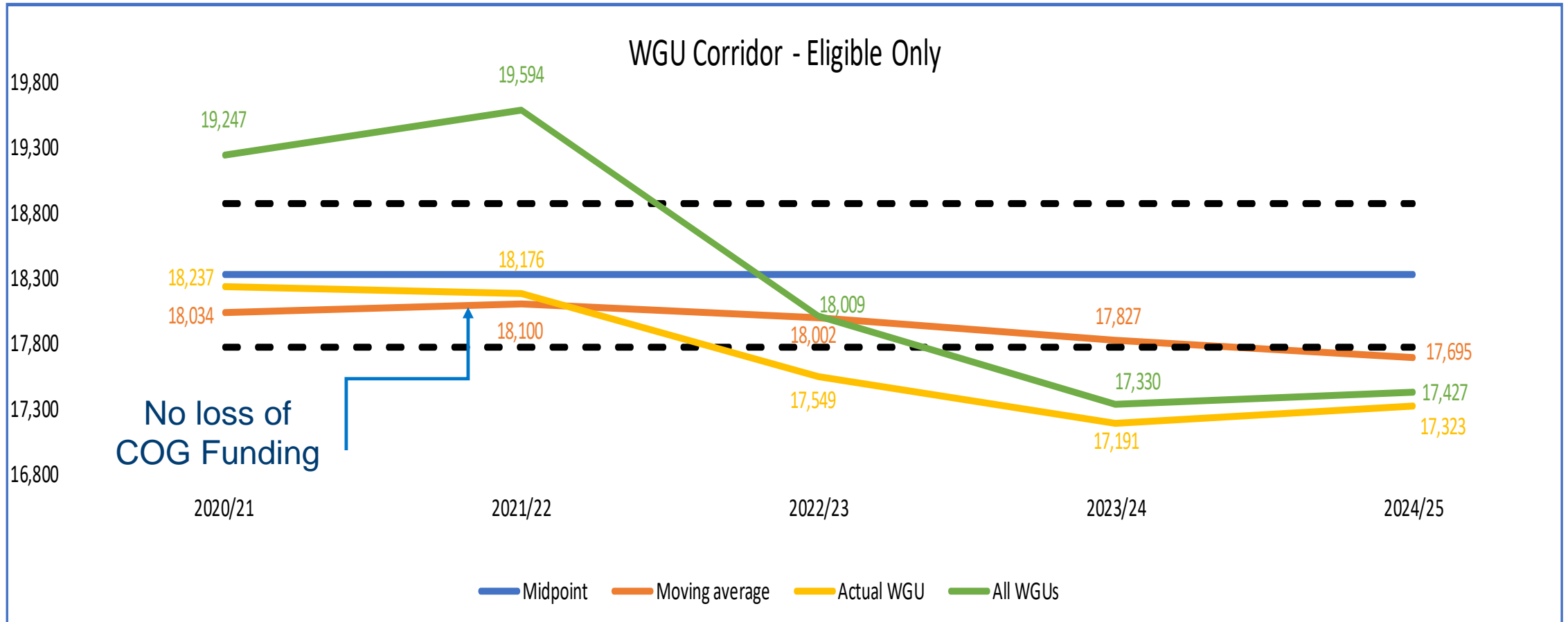
- Metric 1: Graduate Employment Rate in a Related Field**
- Metric 2: Institutional Strength/Focus**
- Metric 3: Graduation Rate**
- Metric 4: Community/Local Impact of Student Enrolment**
- Metric 5: Economic Impact (Institution-specific)**

- Metric 6: Research Funding and Capacity: Federal Tri-Agency Funding Secured**
- Metric 7: Experiential Learning**
- Metric 8: Research Revenue Attracted from Private Sources**
- Metric 9: Graduate Employment Earnings**
- Metric 10: Skills and Competencies - to be identified in Fall 2022**



SMA3 – Enrolment Corridor Results

MCU Enrolment Based - Corridor Funding



DRAFT BOARD SCHEDULE 2022-2023

COMMITTEE	DATE	TIME	2022-2023	TIME
Audit & Finance Committee	November 24, 2021	2:00 - 5:00 p.m.	November 23, 2022	2:00 - 5:00 p.m.
Audit & Finance Committee	February 23, 2022	2:00 - 5:00 p.m.	February 22, 2023	2:00 - 5:00 p.m.
Audit & Finance Committee	April 13, 2022	2:00 - 5:00 p.m.	April 12, 2023	2:00 - 5:00 p.m.
Audit & Finance Committee	June 15, 2022	1:00 - 5:00 p.m.	June 14, 2023	1:00 - 5:00 p.m.
Board of Governors Retreat	tbd			
Board of Governors	December 9, 2021	12:00 - 5:00 p.m.	December 1, 2022	12:00 - 5:00 p.m.
Board of Governors	March 10, 2022	12:00 - 5:00 p.m.	March 9, 2023	12:00 - 5:00 p.m.
Board of Governors	April 28, 2022	12:00 - 5:00 p.m.	April 27, 2023	12:00 - 5:00 p.m.
Board of Governors - AGM	June 29, 2022	9:00 a.m. - 3:00 p.m.	June 28, 2023	9:00 a.m. - 3:00 p.m.
Governance, Nominations & Human Resources Committee	October 21, 2021	2:00 - 5:00 p.m.	October 20, 2022	2:00 - 5:00 p.m.
Governance, Nominations & Human Resources Committee	January 27, 2022	2:00 - 5:00 p.m.	January 26, 2023	2:00 - 5:00 p.m.
Governance, Nominations & Human Resources Committee	March 31, 2022	2:00 - 5:00 p.m.	March 30, 2023	2:00 - 5:00 p.m.
Governance, Nominations & Human Resources Committee	May 26, 2022	2:00 - 5:00 p.m.	May 25, 2023	2:00 - 5:00 p.m.
Strategy & Planning Committee	October 7, 2021	2:00 - 5:00 p.m.	October 27, 2022	2:00 - 5:00 p.m.
Strategy & Planning Committee	January 13, 2022	2:00 - 5:00 p.m.	January 12, 2023	2:00 - 5:00 p.m.
Strategy & Planning Committee	March 17, 2022	2:00 - 5:00 p.m.	March 16, 2023	2:00 - 5:00 p.m.
Strategy & Planning Committee	May 12, 2022	2:00 - 5:00 p.m.	May 11, 2023	2:00 - 5:00 p.m.
OTHER DATES				
CCOU Conference	Spring 2021	tbd		tbd
Convocation				

BOARD REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

TO: Board of Governors

DATE: June 29, 2022

FROM: Dietmar Reiner, Board Chair

SUBJECT: Appointment of Board Secretary for 2022-23

BOARD MANDATE:

- To appoint the Board Secretary in accordance with Article 5.3 of By-law No. 1.

BACKGROUND/CONTEXT & RATIONALE:

- It is a best practice to annually confirm the appointment of the Secretary of the Board.

MOTION FOR CONSIDERATION:

That the Board of Governors hereby appoints Krista Hester as Interim Secretary of the Board of Governors from July 1, 2022 until June 30, 2023, or until a permanent University Secretary is hired.



BOARD OF GOVERNORS' 123rd REGULAR MEETING

Minutes of the Public Session of the Meeting of Thursday, April 28, 2022,
1:00 p.m. to 3:40 p.m., Video Conference

GOVERNORS IN ATTENDANCE:

Dietmar Reiner, Board Chair
Maria Saros, Vice-Chair and Chair of Governance, Nominations & Human Resources Committee
Lynne Zucker, Chair of Strategy & Planning Committee
Steven Murphy, President
Mitch Frazer, Chancellor
Eric Agius
Ahmad Barari
Carla Carmichael
Kevin Chan
Stephanie Chow, Vice-Chair of Audit & Finance Committee
Kathy Hao
Kori Kingsbury
Thorsten Koseck
Matthew Mackenzie
Dale MacMillan
Kim Slade
Roger Thompson
Jim Wilson

REGRETS:

Christopher Collins
Laura Elliott, Vice-Chair and Chair of Audit & Finance Committee
Doug Ellis
Francis Garwe
Joshua Sankarlal
Trevin Stratton

ACTING BOARD SECRETARY:

Krista Hester, Assistant to the President

STAFF:

Jamie Bruno, *Chief Work Transformation and Organization Culture Officer*
Sarah Cantrell, *AVP, Planning & Strategic Analysis*
Sara Gottlieb, *General Counsel*
Les Jacobs, *VP, Research and Innovation*
Sylvia Lin, *Director, CIQE*
Lori Livingston, *Provost & VP Academic*
Brad Maclsaac, *VP, Administration*
Amy Neil, *Manager, Creative Brand & Marketing*

Grace O'Malley, *Legal Counsel*
Pamela Onsiong, Director, Planning and Reporting
Joanne Nickle, Senior Executive Assistant

GUESTS:

Chelsea Bauer (UOITFA)
Dwight Thompson

1. Call to Order

The Chair called the public session to order at 1:02 p.m.

2. Agenda

Upon a motion duly made by M. Mackenzie and seconded by R. Thompson, the Agenda was approved as presented.

3. Conflict of Interest Declaration

None.

4. Chair's Remarks

The Chair welcomed everyone to the meeting. He began the meeting by noting that it was the first Board meeting since the passing of B. Dinwoodie, Board secretary. He recognized the tremendous commitment and passion that she had for the University. He acknowledged her hard work and dedication that made the lives of so many that much easier and stated that she will be dearly missed. The Chair also thanked K. Hester for stepping in.

He noted that it is a busy time for students, wrapping up exams and that Convocation is just around the corner.

He concluded by encouraging Board members to engage in the discussion today.

5. President's Report

The President echoed the Chair's remarks regarding the passing of B. Dinwoodie and her passion for the University. He also welcomed S. Gottlieb to the University as the new General Counsel. The President also acknowledged the work of Hugh Kerr as the Interim General Counsel during the past few months.

He provided some updates on the Health and Safety front noting that the masking directive has been continued indefinitely. This is providing a greater sense of safety to all community members. He further noted that we have put a pause on the mandatory vaccination policy. We have a 97% compliance rate on those being "fully vaccinated" and we will see how the government reacts in the coming months regarding the definition of what that means and if we will need to make changes.

The President stated that we are planning for an in-person Convocation celebration to take place

June 8-10, however, we are watching the health situation on a daily basis. More information will likely be provided to the university community next week.

At Convocation, we will confer honorary doctorate degrees to recognize outstanding individuals who inspire others and embody the university's vision and mission. Recipients will have made an outstanding intellectual and/or scholarly contribution in their chosen field of academic eminence, or provided outstanding service and/or contributions to greater society through non-academic achievements and/or public service.

This year the university will proudly present six honorary degrees to the following individuals:

Mr. Jeffrey Boyce and Mrs. Julia Boyce, President of Evsam Holdings and Philanthropist, for their strong commitment to volunteerism and philanthropic contributions to the communities of Durham Region, for their championing of education, of young women pursuing education and young women in STEM (science, technology, engineering and math), and for their steadfast ambassadorship of Ontario Tech University.

Dr. Naheed Dosani, Palliative Care Physician and Ontario Tech class of 2008 alum, for his relentless advocacy for health and human rights, his trailblazing achievements in delivering community-based hospice palliative care to society's most vulnerable individuals regardless of their housing status or factors such as poverty, mental health or substance addiction and his ongoing commitment to humanitarian efforts.

Mr. Christian Lassonde, Founder and Managing Partner, Impression Ventures and Director, Lassonde Family Foundation, for his outstanding work as a business leader and entrepreneur, his dedication as a mentor for the next generation of professionals, and his commitment and support to education and health care through philanthropy and volunteer activities.

Ms. Rania Llewellyn, President and Chief Executive Officer and member of the Board of Directors of the Laurentian Bank of Canada, for her significant business successes, her leadership in driving growth and change, and for promoting diversity in the workplace, and her continuing commitment to supporting new Canadian immigrants.

Mr. John Tavares*, Captain of the Toronto Maple Leafs, for his outstanding work as a Canadian athlete, his dedication as a role model to aspiring young athletes, and for inspiring the next generation to build a better world for themselves and the generations.

[*To be conferred in Fall 2022.]

Ms. Phyllis Webstad, Founder and Executive Director of the Orange Shirt Society and Author of Phyllis's Orange Shirt, for her profound storytelling and raising awareness about the residential school system, her advocacy for Indigenous Peoples, and her commitment to providing Indigenous Peoples with a platform to having their voices heard.

6. Academic Council

D. Reiner delivered the Academic Council report on behalf of L. Elliott.

- At the March Academic Council meeting, Lori Livingston and Sarah Cantrell led a discussion around the proposed metrics for the Integrated Academic Research Plan.
- Council approved the Ontario Tech Institutional Quality Assurance Process Policy and documents.

- Council also approved a recommendation that came from the Governance & Nominations Committee to approve the membership of the Faculty of Energy Systems and Nuclear Science Reconfiguration Review Committee.
- At the April Academic Council meeting (earlier this week), the President announced the Honorary Doctorate recipients. The Provost provided an update on the School of Graduate and Post doctoral Studies Decanal search process as well as announcing this year's Teaching Award Recipients.
- Council approved the conferral of degrees for the Winter 2022 term

AC approved the following academic curricular items:

- Faculty of Social Science and Humanities: New Indigenous Minor
- Faculty of Education: Bachelor of Arts in Educational Studies Advanced Entry & Minor Programs

AC was also consulted on the following:

- Disconnecting from Work Policy

Committee reports

7. Audit and Finance Committee (A&F) Report

S. Chow stated that at the last A&F meeting, B. MacIsaac noted that his goal is to ensure that A&F gets enough information so they can feel confident and comfortable in approving the annual budget and going forward monitoring the implementation.

Although we have been moving to being more strategic and less informational, B. MacIsaac confirmed that this item does require detail and information sharing. The Board package also includes the Budget Document that provides the details of the budget – assumptions and financials.

At the Audit & Finance meeting, many questions were asked of staff by governors.

B. MacIsaac and L. Livingston will present the highlights of the budget. There are two motions – one for the approval of the 2022-23 budget and the second for the approval of the 2023-24 initial budget. The latter budget was developed in support of the recommendations prepared by the Ministry during last year's audit.

7.1 2022-2023 Budget* (M)

B. MacIsaac presented on the 2022-2023 budget with material provided in the package.

Questions included:

- C. Carmichael - long term re-performed based funding. What that impact looks like in outer years? Do you monitor those KPIs and model those on impact on the grant? Have you created sensitivities so you can prepare and actions to mitigate.
 - B. MacIsaac – two years ago we showed the Board the change to performance. 25% of our enrolment and grant and broke it down into the number of indicators.

- D. Reiner reinforced that the Board is approving the notional/initial budget for 2023/2024 and more will come back to the Board.
- K. Hao – last year a number of master degrees were added and there isn't a big increase in graduate enrolment in the next couple years. Figure 2 in the paper and Grad FTS 21/22 = 735 growing out to 770 then 760?
 - S. Cantrell – some of the programs we are looking at being approved are conservative. Digesting some of the impacts of COVID for PhD programs. We are on conservative side with graduates. Approvals take a while to get through.
- D. Reiner – well written document and easy to understand. Puts the governors in good position to know what is going on. Like the look ahead, not just to close the audit gap but prudent to do longer term planning and align with strategic priorities and can see you moving in that direction. Non incremental investment – already allocated and spoken for. Can we get a sense from you if there is a significant inflationary risk/assumptions on inflation that cover off the trend we are still seeing?
 - B. MacIsaac – inflationary risk and base budget – you'll see that there are a number of strategic choices we had to make (i.e. with food services there was a rise in turkey prices of 327% so we are no longer serving turkey) so there are certain things we have to stop doing. Capital projects – i.e. shelter at campus field – rise in construction prices.
Longer term – we believe that inflationaries should come back to normal. Some IT projects are in the budget. Also, we are finishing off the cleaning contract and new provider will be less expensive than in the past.

L. Livingston noted that we are taking a conservative approach to revenues. Given the increase in applications we saw this year we were running number one in the province for increased applications. In projecting revenues we didn't take advantage of that. We are confident with where our student numbers.

- In relation to the gap identified by the audit – if it is possible is there is an opportunity within the planning processes to bring budgets forward in February or March to pull it forward?
 - B. MacIsaac – we could move it forward. We are trying to coordinate with the Durham College budgeting process due to a large shared purchased service. Also, by having people submit budgets at the end of December it allows them to get through Q3. The board could consider multi-year budgetting.

MOTION 1:

Upon a motion duly made by D. MacMillan and seconded by D. Reiner, WHEREAS the budget has been prepared based on a forecast using the best information available at this time;

WHEREAS there is ongoing risk to the budget because of the economic uncertainty precipitated by the COVID-19 pandemic (i.e. international travel);

NOW THEREFORE, pursuant to the recommendation of management, the Audit and Finance Committee hereby recommends that the Board of Governors approves the 2022-2023 balanced budget of \$214.6 million, as presented.

2023-2024 Initial Budget* (M)

MOTION 2:

Upon a motion duly made by D. MacMillan and seconded by K. Slade, WHEREAS the annual budget begins April 1 and the Board of Governors does not approve the budget until after that time;

WHEREAS the university wants to enhance its financial reporting control measures by approving a notional budget in advance of any in-year spending, the notional budget would be equal to the base approved in the prior year and allows for changes to be made at the annual budget setting meeting of the Board;

WHEREAS the university has prepared a 2023-2024 forecast using the best information available at this time focusing on enrolment rates, no change to tuition framework and a simple rollover of base expenses plus estimated salary increases;

NOW THEREFORE, pursuant to the recommendation of management, the Audit and Finance Committee hereby recommends that the Board of Governors approves a notional 2023-2024 budget of \$222.0 million in revenues and expenses not to exceed \$204.6M.

8. Governance Nominations & Human Resources Committee (GNHR) Report

M. Saros noted it was a short meeting in March. The Committee discussed revised timelines for the board election and that there is one vacancy for a student position. The elections were delayed due to the labour disruption. Nominations will be brought forward at the next meeting.

9. Strategy & Planning Committee (S&P) Report

L. Zucker stated that the Committee met March 12. B. Maclsaac and L. Livingston lead a discussion regarding learning reimagined and IT. We spent time talking about the IT strategy for the university as it makes its way through consultations. There are implications on an ongoing hybrid learning, experiential learning Innovation hub. Also discussed was Tech with a Conscience and what it means for the IT strategy for the university. It was a great discussion.

She congratuated the team on completing the ACE project.

9.1 Project Arrow Update

L. Jacobs provided a brief update on the project. Some questions from the Board included:

- D. Reiner – cradle to grave net zero – do you have a sense of the footprint?

- L. Jacobs – Canadian advantage – one of the incredible things about manufacturing anything in Ontario and Quebec is that we have the cleanest energy in the world. Comparative advantage around producing that..
- D. MacMillan – are there any federal government partners? Is there an opportunity as they would be extremely interested.
 - L. Jacobs – we have tried to involve the NRC (facility in London). They are involved – not in a significant way but invitations had been wide open to join us. In terms of the funding FedDev is providing significant funding. Encourage anyone with contacts to reach out to him.

10. Consent Agenda

Upon a motion duly made by M. Mackenzie and seconded by L. Livingston, the Consent Agenda was approved.

- 10.1 Minutes of Public Session of Board Meetings of March 10, 2022**
- 10.2 Minutes of Public Session of A&F Meeting of February 23, 2022**
- 10.3 Minutes of Public Session of GNHR Meeting of January 27, 2022**
- 10.4 Minutes of Public Session of S&P Meeting of January 13, 2022**

11. Information Items:

S&P

11.1 Learning Reimagined

GNHR

11.2 Update of Board of Governors Election Process

12. Other Business

L. Jacobs stated that there is a Moving Ground Plan major event on May 26 to showcase the completion of the research facility. He encouraged board members to think about attending.

13. Other Business

14. Adjournment

Upon a motion duly made by K. Kingsbury, the public session adjourned at 2:16 p.m.



BOARD OF GOVERNORS
Audit & Finance Committee

Minutes of the Public Session of the Meeting of Wednesday, April 13, 2022
2:00 p.m. to 4:00 p.m., Videoconference

- Members:** Laura Elliott (Chair), Stephanie Chow, Douglas Ellis, Mitch Frazer, Thorsten Koseck, Dale MacMillan, Dietmar Reiner, Roger Thompson
- Staff:** Jamie Bruno, Sarah Cantrell, Barbara Hamilton, Krista Hester, Les Jacobs, Lori Livingston, Brad MacIsaac, Pamela Onsiong
- Regrets:** Steven Murphy, Kim Slade
- Guests:** Chelsea Bauer, Mike Eklund, Matthew Mackenzie

1. Call to Order

The Chair called the meeting to order at 2:00 p.m.

2. Agenda

Upon a motion duly made by D. Ellis and seconded by D. Reiner, the Agenda was approved as presented.

3. Conflict of Interest Declaration

None.

4. Chair's Remarks

The Chair noted that S. Murphy is away today and therefore not attending the meeting. She also stated that M. Mackenzie is joining. The Chair asked members to take a moment of silence to honour B. Dinwoodie who passed away two weeks ago.

5. Finance

5.1 Approval of 2022-2023 Budget and Approval of 2023-2024 Initial Budget

B. MacIssac noted that our goal is to ensure that A&F gets enough information so you can feel confident and comfortable in approving the annual budget and going forward monitoring the implementation.

Although we have been moving to being more strategic and less informational, B. MacIsaac confirmed that this item does require detail and information sharing. He reminded members of the fiscal blue paper with assumptions and the regarding the need for capital reserves, both from November and that he wouldn't be repeating numbers.

B. MacIsaac and L. Livingston both shared the presentation that was attached with the material. The Chair thanked both and all involved in the preparation of the budget.

Some questions included:

- Information didn't speak to escalating expenses and the overall pressures on consumables.
 - For the in-year budget we are asking members to approve there is a number based on year over year that we have put in to estimate the increase to utilities (based on a three-year moving average). We did not show scenarios of expenses growing but we could create a dotted line for certain staffing ratios increasing.
- Initiatives for "greening" or climate change?
 - 275 on solar panels ACE, 300 investment in centralizing UPS.
 - Investment in BEI (providing start up funds as it gets going).
 - Continued investment in "greening" of campus (i.e. adding electric parking spaces). Constantly pushing ourselves to move in that direction.

MOTION 1:

Upon a motion duly made by S. Chow and seconded by T. Koseck, WHEREAS the budget has been prepared based on a forecast using the best information available at this time;

WHEREAS there is ongoing risk to the budget because of the economic uncertainty precipitated by the COVID-19 pandemic (i.e. international travel);

NOW THEREFORE, pursuant to the recommendation of management, the Audit and Finance Committee hereby recommends that the Board of Governors approves the 2022-2023 balanced budget of \$214.6 million, as presented.

MOTION 2:

Upon a motion duly made by D. Ellis and seconded by D. MacMillan WHEREAS the annual budget begins April 1 and the Board of Governors does not approve the budget until after that time;

WHEREAS the university has prepared a 2023-2024 forecast using the best information available at this time focusing on normal enrolment rates, no change to tuition framework and a simple rollover of base expenses plus estimated salary increases;

NOW THEREFORE, pursuant to the recommendation of management, the Audit and Finance Committee hereby recommends that the Board of Governors approves a beginning 2023-2024 budget of \$222.0 million.

6. Consent Agenda:

6.1 Minutes of Public Session of A&F Meeting of February 23, 2022

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

7. For Information:

8. Other Business

9. Adjournment

There being no other business, upon a motion duly made by D. MacMillan, the meeting adjourned at 3:10 p.m.

Krista Hester, Acting Secretary



BOARD OF GOVERNORS

Governance, Nominations & Human Resources Committee (GNHR)

Minutes of the Public Session of the Meeting of March 31, 2022

2:00 p.m. – 2:30 p.m., Videoconference

Members: Maria Saros (Chair), Laura Elliott, Mitch Frazer, Frances Garwe, Kathy Hao, Kori Kingsbury, Steven Murphy, Dietmar Reiner,

Regrets: Trevin Stratton

Staff: Jamie Bruno, Sarah Cantrell, Barb Hamilton, Krista Hester, Lori Livingston, Brad Maclsaac, Andrew Sunstrum

Guests: Mike Eklund, Dwight Thompson

1. Call to Order

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

2. Agenda

Upon a motion duly made by L. Elliott and seconded by D. Reiner, the Agenda was approved as presented.

3. Conflict of Interest Declaration

None.

4. Approval of the Minutes of the Public Session January 27, 2022

Upon a motion duly made by L. Elliott and seconded by S. Murphy, the minutes were approved as presented.

5. Chair's Remarks

The Chair welcomed everyone to the meeting. She acknowledged that we are all grieving the loss of our dear colleague and friend, Becky Dinwoodie. She noted that she was pleased to see the Becky Dinwoodie memorial fund that has been set up in her honour.

6. President's Remarks

The President confirmed that he has been in close contact with Becky's family and that we are paying tribute to her but not conflicting with family plans. We are hoping to hear about arrangements shortly.

He was pleased to update on many events happening on campus, both virtually and in person. Firstly, the Three Minute Thesis event (3MT) takes place at the end of March and was virtual this year. The students did incredibly well and one of our varsity rowers won the competition and will go on to represent Ontario Tech at the provincial level. Further, the Student Union put on Pangaea, an annual cultural celebration. The event was held in person (with masks) and was a night filled with cultural entertainment and dance. He encouraged governors to join in future years, noting the talent amongst our students is very high. Also, the Celebrate Teaching awards were held yesterday. This is an incredibly important event, especially in a time when instructors are continually pivoting depending on how COVID plays out. He thanked everyone for the education they provide to our students and noted that we have faculty who are very deserving but that on a whole, all faculty have done a great job through pandemic and continue to do so. Finally, varsity athletics held an in person event to recognize academic varsity athletes. The number of athletes has doubled from 40 to 80 with GPA xx and above. Mentoring in athletics dept. shout out to womens' hockey. Made all canadian list. All are stellar academically.

7. Governance

7.1 Update of Board of Governors Election Process

K. Hester provided a brief update of the election process noting that due to the labour disruption earlier this year, the election dates have been delayed. She explained that both the Academic Council and Board of Governors elections are done at the same time. The new dates were circulated with the material and the information has been posted in the Weekly Report. For the Board, there is one available student position for an undergraduate or graduate student. The nomination period for the positions is open from Monday, April 11 at 9 a.m. through to Monday, April 18 at 4 p.m. All related information can be found on the Board of Governors website.

8. Policy

8.1 Procedures to Prevent and Address Discrimination and Harassment by Or Against Students

A. Sunstrum noted that the procedures have been brought to the committee in January for consultation and have also been to Academic Council and out for online consultation. There have only been minor revisions as a result of some of the comments received. He concluded by stating that this will align the student procedures with the employee procedures.

Upon a motion duly made by K. Kingsbury and seconded by D. Reiner that the Governance, Nominations and Human Resources Committee hereby approves the Procedures to Prevent and Address Discrimination and Harassment by Or Against Students, as presented.

9. Other Business:

10. Adjournment

Upon a motion duly made by K. Kingsbury, the public session adjourned at 2:15 p.m.



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

Minutes of the Public Session of the Meeting of Thursday, March 17, 2022
2:00 p.m. to 3:30 p.m., Videoconference Only

Attendees: Lynne Zucker (Chair), Eric Agius, Ahmad Barari, Carla Carmichael, Christopher Collins, Mitch Frazer, Matthew Mackenzie, Steven Murphy, Dietmar Reiner, Joshua Sankarlal, Jim Wilson

Staff: Jamie Bruno, Sarah Cantrell, Becky Dinwoodie, Krista Hester, Les Jacobs, Lori Livingston, Brad MacIsaac, Sue McGovern

Guests: Mike Eklund (FA), Ade Oyemade, Ian Doyle, Dwight Thompson, Chris Woods,

Regrets: Kevin Chan

1. Call to Order

The Chair called the meeting to order at 2:00 p.m.

2. Agenda

Upon a motion duly made by M. Mackenzie and seconded by D. Reiner, the Agenda was approved as presented.

3. Conflict of Interest Declaration

There was none.

4. Minutes of Public Session of Meeting of January 13, 2022

Upon a motion duly made by C. Carmichael and seconded by D. Reiner, the Minutes were approved as presented.

5. Chair's Remarks

The Chair commented on her reflection from the recent board meeting and noted that the university is dealing with a lot (i.e. strike, COVID), and there is a true need to rebuild rapport. She noted that there are two interesting discussion topics for today's meeting and that we want to contribute and provide the leadership team with ideas to move forward.

6. President's Remarks

The President noted that it was great to see everyone on the call and that there is an immense amount of energy on campus today; more than usual. Walking around, he noticed students raising money for other students in need. Related to this topic, the President stated that the Senior Leadership Team is thinking about ways to develop scholarships/bursaries for Ukrainian students (that would also be available for other refugee students).

We are excited that our new General Counsel, Sara Gottlieb, will be joining us during the first week of April. She comes from the University of Toronto. The President also thanked H. Kerr for his work as Interim General Counsel and Hugh will overlap considerably with S. Gottlieb for her incoming transition.

He concluded by noting that he is excited about today. Everyone wants to see the university excel and it is important to make that tangible. Today's IT discussion will start that and then build with research.

7. Strategy

7.1. Strategic Discussion: Reimagining IT

B. Maclsaac introduced the topic and noted that today is to start an initial discussion and collect information on what the next meeting will look like or how to present this better.

Today we will start to talk about implementation plans as we focus on reimagining IT. He referred back to the Integrated Academic Research Plan noting it will assist in implementation of high level actions.

The Provost noted that when the pandemic first started we made the decision to go online very quickly. We had the technology in place but not always the necessary pedagogical experiences to make it a positive learning experience. The pandemic forced us to transition our day to day business, however, our constraint was the software. She confirmed that we need to flip the equation and keep the needs of our people as our priority.

Long-term thinking is driven by our pandemic experiences but also by action oriented strategic pillars and action items in the Integrated Academic Research Plan. It accelerated us all in understanding that pedagogy has to exceed technology and we need to be adaptable. Technology will be constantly changing: how can we continue to evolve, investing in technology while also keeping our eyes on the horizon.

The committee had a robust discussion. The committee's comments and questions included:

- Good to see exciting things on a roadmap like the IT innovation hub. Is there an opportunity in excluding externally facing administrative groups?
 - B. Maclsaac responded that the Innovation Hub is where students can come and have experiential learning. It is also a sandbox for testing new things. Yes, we can get externals that work in that area (i.e. Google and Microsoft).
- Worried the ambition of the plan and the funding aren't aligned.
 - B. Maclsaac indicated that IT overall is 6% of the budget. Realizing we are small we felt good with the 10M. It is aggressive and selective. Academic priority is to move forward and we are getting creative as there are many efficiencies. This is a start to show people more of the lifecycle renewal; but we do need to solidify the connection between budget and activities that will move forward.
- Like that you are taking the view through the student experience lens. Student feedback from previous town halls have noted some gaps. Approach is a collaborative one; to engage students in consultations. Opportunity given student centric focus and pulling them in more than just consultations.
 - B. Maclsaac noted that it is more than just consultations and they are working on a new governance structure/prioritization. Plan to go back to Innovation Hub and pull more experiential learning into IT to get more day to day feedback and assure people we hear you on the issues of today. L. Livingston also noted that the Innovation Hub is a great idea for pulling people in to trial test/build/think. Also, when creating sandboxes we need to ensure students are working with faculty members.
- Prioritization and rigour to which you manage projects becomes very important. You do a good job in managing facilities projects and budgeting and reporting/oversight. Are you thinking along the same lines?
 - Yes, at the April A&F we will present information.
- Technology is our identity and we need to be a leader. It is strategic to invest this way. The paper misses some non-pedagogical things (improve efficiencies of our operations). Changes to background systems will make a difference. Training also needs to be top of mind.
 - Training will be available. B. Maclsaac will follow up with C. Collins.
- It will be imperative to have contingencies in place as there will be domino impacts to all organizations that support this. Have those been identified and assessed comprehensively? Faculty will need help and tools.
 - Central contingencies will be in place. Training for support units is included.

- There seem to be a lot of unique employment opportunities for development and many students would be excited. Is there an opportunity for students from other schools?
 - B. Maclsaac to follow up with J. Sankarlal
- Customization is important. Need a dynamic environment to easily reflect the problem. Is there an opportunity to provide suggestions?
 - Want to hear from faculty and students.

7.2. Research Strategy

L. Jacobs presented a brief update on the research strategy. Noting federal funding for work integrated learning initiatives with industry partners, he asked for feedback on what other sectors we should position terms of work for integrated research funding opportunities and how might board members support the VPRI in those sectors.

D. Reiner noted that the university is well within core strategic areas/strengths in the engineering space – aligned with energy and the world class ACE facilities; both moving along well. There may be an opportunity in health services and healthcare. He noted that at the last meeting a new Centre had been introduced and it is a good indication of moving forward. Coming out of COVID and through what we've learned about the things that don't meet the standards there is potential there. L. Zucker noted that if the university does some of the heavy lifting in getting federal funding it's not as big of an ask.

D. Reiner commented that we can see how good the university is doing in terms of getting more than its fair share of funding and being successful on grants and pulling in revenues. He asked if we could get a sense of the level of comfort on the university's capacity to fulfill everything it is pulling in. L. Jacobs responded that we haven't saturated our capacity and are below existing faculty compliment. As you take a program (WIL) which is relatively admin heavy there is a requirement that we actually build out secretariats to support (built into funding asks). There are also some space considerations. Work integrated learning is a good example where all program delivery is happening off campus so it doesn't affect our space challenges. As we grow our research intensity we have to revisit how space is allocated and around shared spaces.

8. Significant Project & Contract Oversight

8.1. ACE Enhancement

B. Maclsaac updated that as of March 4 the ACE Moving Ground Plane has been commissioned and representatives from Fed Dev were in. He confidently noted that it is

within the approved budget and unless anything overly surprising comes forward this is the last project update.

8.2. AVIN

L. Jacobs noted AVIN has been hugely successful and transformative. Efforts have now shifted to Project Arrow and that is where the future is.

9. Other Business

None.

10. Adjournment

Upon a motion duly made by M. Mackenzie and seconded by C. Carmichael the public session adjourned at 3:16 p.m.

Krista Hester, Acting Secretary

BOARD REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

TO: Board of Governors

DATE: June 29, 2022

FROM: Governance, Nominations & Human Resources Committee (GNHR)

SUBJECT: Board of Governors 2022-23 Student Governor representative

COMMITTEE MANDATE:

- In accordance with the Governance, Nominations & Human Resources Committee's (GNHR) Terms of Reference, the committee's responsibilities include overseeing the process of electing new governors and recommending their appointment to the Board.
- We are seeking the committee's recommendation of the appointment of the successful candidate in the 2022 Board of Governors Student Election ("Election").

BACKGROUND

Initial Election Voting Period:

- The initial Election voting period took place from April 11-18, 2022.
- In accordance with Article 3.3 of By-law No. 1, four of the Governors shall be elected as follows:
 - two shall be elected by and from the full-time Teaching Staff of the University;
 - one shall be elected by and from the Administrative Staff of the University; and
 - one shall be elected by and from the Students.
- There were no vacancies this year for Teaching Staff Representatives or Administrative Staff Representatives.
- There was one student nominee come forward and was acclaimed and therefore no election was required.

Student Governor Candidate:

- We received only one nomination for the student governor position.
- The student candidate has also been re-elected as President of the Student Union (SU).
- In verifying the candidate's eligibility, we noted that he has graduated.
- We confirm that there is a past practice of permitting the sitting SU President to participate as the student governor while not being a registered student.
- This exception has been granted on the basis that the rationale for the requirement of a student to be registered to be eligible to serve as the student governor is to ensure the individual has an active and ongoing connection to the student body. The role of SU President fulfills this requirement.

COMPLIANCE WITH POLICY/LEGISLATION:

- Board of Governors Procedures for the Election of Administrative Staff, Student and Teaching Staff Governors.

MOTION:

Pursuant to the recommendation of the Governance, Nominations and Human Resources Committee the Board of Governors hereby approves the appointment of the following successful candidate in the 2022 Board Election for the specified term:

- *Joshua Sankarlal to the Board of Governors as the elected Student Governor for the term of September 1, 2022 until August 31, 2023.*

SUPPORTING REFERENCE MATERIALS:

- Certificate of Chief Electoral Officer

May 26, 2022

Certificate of the Chief Electoral Officer – Board of Governors Election 2022

As the Chief Electoral Officer for the Board of Governors elections for Ontario Tech University, it is my responsibility to oversee the conduct of elections within the established policies and procedures, in order to ensure the integrity and fairness of the election process.

There was one student representative position available for 2022/23 for the Board of Governors and one student nominee came forward. Therefore, no election was required.

It is my opinion that the elections were contested fairly and in accordance with the *Board of Governors Procedures for the Election of Administrative Staff, Student and Teaching Staff Governors*.

Based on the election results, I hereby certify to the Board of Governors that:

- Student member Joshua Sankarlal was eligible to run as a candidate and was properly acclaimed as the Student Governor on the Board of Governors for the term of September 1, 2022 to August 31, 2023.

Krista Hester
Chief Electoral Officer
Interim Board Secretary

BOARD REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

TO: BOARD OF GOVERNORS

DATE: June 29, 2022

PRESENTED BY: Audit and Finance Committee

SUBJECT: Annual Endowment Disbursement

COMMITTEE MANDATE:

The Endowment Management Policy and Procedures outlines the disbursement approval is to be recommended by Strategy & Planning Committee (S&P) to the Board of Governors. As the Audit and Finance Committee (A&F) oversees the endowment fund and finances of the University, A&F is incorporated into the approval process.

Management is seeking A&F's recommendation of a maximum spending level from the Endowment portfolio for fiscal year 2022-23.

BACKGROUND/CONTEXT & RATIONALE:

This report will highlight additions, earnings, disbursements, and the net position of the Endowment fund.

Endowments typically accumulate assets and disperse income to beneficiaries over extended periods of time. Ontario Tech's Endowment consists of funds, largely donations secured through Advancement, which are set aside permanently with a portion of investment returns used to support operations, normally specific student awards as directed by the Donor. Part of Ontario Tech's endowment philosophy includes 'capital preservation' (i.e. adjusting the capital value by inflation) so as to preserve the purchasing power of the awards. Effective oversight requires facing the contradictory goals of maintaining a target spending rate and preserving the real value of the fund while operating in an environment of unpredictable shifts in markets.

In general, donor agreements set out an expectation of a 4% disbursement of the inflation adjusted principal (original donation). Increases in donor awards are in discrete increments, and vary by award. Ontario Tech assumes the long term sustainability is supported by establishing a disbursement rate of approximately 3-5% based on a variety of reports (i.e. Morneau Shepell's Funding Sustainability [report.](#))

Over time, the value of the portfolio has experienced significant growth. A summary of the current portfolio balances (as at March 31) are as follows (all numbers in 000's):

Endowed balance as at March 31 ('000s)	2019 Actual	2020 Actual	2021 Actual	2022 Forecast	2023 Proposed
Donations (Principal Value)	\$ 16,558	\$ 17,892	18,616	\$ 18,983	\$ 19,791
Realised Income (ii)	8,107	8,959	9,760	10,550	11,425
Awards disbursed	(2,927)	(3,420)	(4,131)	(4,792)	(5,592)
	21,738	23,431	24,245	24,741	25,624
Capital Preservation (CPI) (iii)	(2,619)	(2,844)	(2,970)	(3,938)	(4,702)
Net adjusted cost after CPI	\$ 19,119	\$ 20,587	\$ 21,275	\$ 20,803	\$ 20,922
Income available for disbursement	\$ 2,561	\$ 2,695	\$ 2,659	\$ 1,820	\$ 1,131
Market Value	\$ 26,658	\$ 26,020	\$ 31,771	\$ 33,500	
Adjusted Unrealised Gains (iv)	\$ 4,920	\$ 2,589	\$ 7,526	\$ 8,759	

Key facts:

- i. There are currently 129 specific endowed funds.
- ii. Realized income net of fees (i.e. interest, dividends, realized gains) has averaged 4.4% since 2004. As of March 31, 2021, total returns on the endowment fund have been 3 year = 7.7% and 5 year = 8.9%.
- iii. The average inflation rate for the past 5 years has been approximately 1.4%, with relatively low inflation rates since the inception of the endowment fund and a high 5.2% inflation rate as at Dec 2021. This has resulted in a capital preservation of \$968K in the current year 2021/22 compared to an average capital preservation of \$200K in the 5 years to 2020/21.
- iv. Total adjusted unrealized gains on the endowment fund are forecast at \$8.8M at March 2022.

Disbursement amounts and number of awards have been as follows:

Disbursement Year	No of awards disbursed	Amount (\$'000's)	Distrib. %¹
2018	261	\$475	3.0%
2019	309	\$617	3.7%
2020	277	\$493	2.7%
2021	409	\$711	3.8%
2022 Forecast	400	\$700	3.5%
2023 Proposed	400	\$700	3.4%

CONSULTATIONS:

The University's Endowment Committee consists of representatives from Finance, Advancement and Financial Aid.

¹ Presents distributions as a percentage of inflation adjusted donations

Due to increased donations and a stable portfolio, Ontario Tech has been able to increase disbursements over the last couple of years. In the current environment (i.e. the pandemic), and in spite of the current high inflation that is requiring to set aside a relatively higher amount for capital preservation, the committee notes that it is even more critical than ever to continue to support students.

Based on a review of the portfolio performance, and factoring a still relatively high inflation rate forecast at 3.5% in 2022/23, the Committee recommends a maximum disbursement of \$700k from the endowment fund which would allow support of 400 students whilst still preserving the capital of the fund.

The Committee continues to review the performance of the endowment fund, the impact of inflationary pressures and the ability of the University to continue to disburse awards to students in the future, including the disbursement of a portion of the unrealized gains on the fund. A review of the endowment policy and procedures is underway.

PROCESS/ NEXT STEPS:

June 29, 2022 – Board of Governors

Note: Management is currently reviewing the policy and procedures and will be bringing forward recommended changes in the future.

MOTION:

That pursuant to the recommendation of the Audit and Finance Committee, the Board of Governors hereby approves the disbursement of up to \$700,000 from the University's endowed fund for distribution by Financial Aid in 2022-23.

SUPPORTING REFERENCE MATERIALS:

N/A

BOARD REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

TO: Board of Governors

DATE: June 29, 2022

FROM: Laura Elliott, Academic Council Liaison to the Board of Governors

SUBJECT: 2021-2022 Academic Council Annual Report

Academic Council is the academic governing body for Ontario Tech and it plays a significant role in university governance. It is the role of Academic Council to oversee the academic work of the university, and to advise and make recommendations to the Board on important matters. As Academic Council's Board liaison, I am pleased to report on the tremendous work done by Council this year and provide a summary of Academic Council's considerable accomplishments.

As one of the university's governance bodies, Council previously engaged in strategic discussions focused on Blended Learning: Challenges & Opportunities, Guiding Principles, and Ontario Institutions' Approach to the Future of Learning & Mental Health. In 2021-22, Council reviewed the outcomes of the discussions for further takeaways.

Recommendations to Board of Governors

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

- Master of Financial Data Analytics
- Master of Arts in Social Practice and Innovation
- Master of Applied Science & Master of Engineering in Software Engineering
- Age with Dignity Campus of Care and Best Practices Research Centre
- Diploma in Public Policy
- Steering Committee Terms of Reference

- Bachelor of Engineering and Bachelor of Engineering and Management in Energy Engineering
- Bachelor of Engineering and Bachelor of Engineering and Management in Industrial Engineering

Governance Initiatives

- Appointment of Vice-Chair of Academic Council
- Approval of Faculty Council Vice- Chair Nominations
- Review & approval of updated Research Board Terms of Reference (now Research Committee)
- Updated Steering Committee Terms of Reference
- Renewal of delegation of authority to Steering Committee

Curriculum & Program Changes

Academic Council approved the following major program modifications:

- Bachelor of Science in Biological Science – Marine Biology Specialization
- Bachelor of Commerce
- Bachelor of Engineering Co-op
- Master of Engineering in Nuclear Engineering UNENE Administered Program, Minor Program Adjustment
- Criminology and Justice Minor
- Bachelor of Commerce, Advance Entry
- Bachelor of Commerce Bridge
- Bachelor of Engineering in Nuclear Engineering
- Bachelor of Health Sciences in Kinesiology
- Kinesiology Advanced Entry
- Bachelor of Arts in Psychology New Pathways Programs
- Bachelor of Arts in Psychology New Minor Program
- New Indigenous Studies Minor
- Bachelor of Arts in Educational Studies Advanced Entry & Minor Programs
- Bachelor of Arts in Educational Studies

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 2021 and Winter Term 2022 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.

Reports Received

Academic Council received the following reports from the Undergraduate Studies Committee and Graduate Studies Committee:

- Cyclical Program Review – Faculty of Engineering and Applied Science – Master of Engineering Management and Graduate Diploma in Engineering Management
- Cyclical Program Review – Faculty of Education – Bachelor of Education 18-month follow up report
- Cyclical Program Review – Bachelor of Science in Applied and Industrial Mathematics
- Cyclical Program Review – Bachelor of Engineering in Nuclear Engineering
- Cyclical Program Review – Bachelor of Engineering in Automotive Engineering
- Cyclical Program Review – Bachelor of Engineering in Electrical Engineering
- Cyclical Program Review – Bachelor of Engineering in Software Engineering
- Cyclical Program Review – Master of Applied Science
- Cyclical Program Review – Doctor of Philosophy in Nuclear Engineering

Scholarships

The Committee finalized the selection of recipients for the major scholarship awards for 2022-23, and the following is the status of their application and scholarship:

Chancellor’s Scholarship: **Pritika Lally, Whitby (Donald A. Wilson SS)**
Offer of admission to Life Sciences
Scholarship Accepted

President’s Scholarship: **Zainab Khalid, Oshawa (Maxwell Heights SS)**
Offer of admission to Life Sciences
Scholarship Accepted

Habiba Shafey, Oshawa (Maxwell Heights SS)
Offer of admission to Kinesiology
Scholarship Accepted

Founder’s Scholarship: **Khushi Dhalla, Richmond Hill (Richmond Hill HS)**
Offer of admission to Human Health
Scholarship Accepted

Ilhaam Dawood, Toronto (Cedarbrae Collegiate)
Offer of admission to Health Science
Scholarship Accepted

FIRST Robotics Scholarship: **Keegan Sunderland, Bolton (Humberview SS)**
Offer of admission to Mechatronics Engineering
Scholarship Offered

Global Leadership Scholarship: **Rahma Khan, Saudi Arabia (Al Hassan Int. Sch.)**
Offer of admission to Forensic Psychology
Scholarship Accepted

The Committee reviewed 136 complete domestic applications for the major scholarship awards who met the grade qualification of 85% minimum based on completed and mid-term U/M level or equivalent courses.

Each qualified applicant was first read independently by three committee members and scored on an evaluation rubric. The top 25 scoring applications were then read by all seven evaluators and resulted in a ranking of these individuals and offers being made. Alternate offers of the scholarships were made to the next eligible candidates if the scholarship offers were declined.

A different Committee reviewed 57 complete international applications for the Global Leadership Scholarship who met the grade qualification of 85% minimum based on completed and mid-term U/M level or equivalent courses. Each qualified applicant was read independently by three committee members, scored based on an evaluation rubric and resulted in a ranking of these individuals and offers being made. The Global Leadership Award was offered to the next eligible candidates if the scholarship offer(s) were declined.

2022 Honorary Degree Recipients

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

- Jeffrey Boyce & Julia Boyce
- Dr. Naheed Dosani
- Christian Lassonde
- Rania Llewellyn
- John Tavares
- Phyllis Webstad

Academic Council Elections

Academic Council held an election in April 2022 to fill the vacant positions for 2022-2023. 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 22, 2021 and focused on the university's legislation, by-laws and Rules of Order.

Consultations

Academic Council was consulted on the following:

- Credit Card Procedure
- Expenses Policy
- Procedures on the Over-Expenditure of Research Funds
- Procurement of Goods and Services Procedures

- Expenses Procedure
- Procedures to Prevent and Address Discrimination and Harassment By or Against Students
- Disconnecting from Work Policy
- Administrative Guidelines for Determining the Academic Schedule (amendment)
- Learning Management System Policy
- Learning Management System Procedure
- Experiential Learning Directives

Other

Academic Council approved the following:

- Toronto District School Board English Language Proficiency Partnership
- Research Committee Terms of Reference (formerly Research Board)
- University's participation in the Black or Indigenous Heritage Student-Athlete (BIHS) Bursary program.
- Ontario Tech Institutional Quality Assurance Process Policy Documents
- FESNS Reconfiguration Review Committee
- York Catholic District School Board Partnership
- Global Education Language Institute ELP Partnership

Audit & Finance Committee

2021-2022 Annual Report

2021-2022 Work Plan

MANDATE-DRIVEN PRIORITIES

Financial Statements 2021-22

- Quarterly reporting & year-end financial reporting
- Credit rating update

Audited Financial Statements 2021-22

- Engagement Audit Plan
- Receipt of Pension Plan Audit Report
- Audited financial statements
- Receipt of Audit Findings Report
- Auditor performance review
- Debenture overview & updates

Budget for 2022-23

- Update on assumptions, targets & outcomes
- Enrolment updates
- multi-year financial model & forecasting
- Recommendation of 2022-23 budget
- Recommendation of endowment disbursement

Budget for 2023-24

- Approved initial budget

2021-2022 Work Plan

MANDATE-DRIVEN PRIORITIES

Risk Management & Compliance

- Progress updates for Risk Management, Privacy Compliance & Pension Governance
- URM Annual Report
- Annual governance review
- Annual Insurance Report
- Annual policy & compliance review

Capital Projects & Acquisitions

- Shawenjigewining Hall completion
- MGP completion

Student fees

- Recommendation of tuition & ancillary fees for 2021-2022

2021-2022 Work Plan

MANDATE-DRIVEN PRIORITIES

Investment Committee Oversight

- Receipt of quarterly reports
- Moved to bi-annual strategic reviews

Policy Development & Review

- Statement of Investment Policies (SIP) review
- Freedom of Expression Annual Report
- Contract Management & Signing Authority Policy review update
- Controlled Goods
- President Expenses Approval Policy

Accomplishments

Terms of Reference

- Reviewed committee Terms of Reference

Financial & Audit

- Committee reviewed & discussed quarterly reports, allowing for ongoing assessment of opportunities & risks
- Recommended financing for new building for approval by the Board
- Conducted auditor performance review
- Recommended the maintenance of the Million Dollar Matching Fund
- Received credit rating update

Accomplishments

Financial & Audit (cont'd)

- Audited financial statements for the university's Pension Plan were presented to the committee by KPMG
- Recommended disbursement of up to \$775,000 from the Endowment Funds to be distributed as awards in 2021-22
- Recommended increasing total project budget for ACE Enhancement from \$15.075M to \$16.525M
- Recommended Audited Financial Statements for approval
- Recommended internally restricted funds for approval
- Received recommendations from MCU audit

Accomplishments

Policy

Approved:

- Procurement Procedures

Investment Oversight

- Successful transition of the Investment Committee into the Audit & Finance Committee.
- Received quarterly reports
- Recommended amendments to the Statement of Investment Policies

Accomplishments

Budget for 2021-2022

- Continued oversight of the 2021-2022 budget in light of the of the continuing high degrees of risk and uncertainty precipitated by the COVID-19 pandemic
- Recommended that the Board authorize the President to spend additional in-year revenues and savings, if any, toward strategic initiatives and those initiatives that mitigate future budget risk

Budget for 2022-23

- Recommended the 2022-23 budget for approval by the Board

Student Fees

- Recommended the 2022-23 tuition & ancillary fees amendments for approval by the Board

Accomplishments

Risk Management & Compliance

- Receipt of the second Freedom of Expression Policy Annual Report
- Oversight of the continued development of the University Risk Management (URM) framework
- Recommended the annual URM Report for receipt by the Board
- Continued oversight of privacy and compliance

Strategic Discussions:

- Fiscal Sustainability
- Cybersecurity

In Progress

Financial

- Continued oversight of the university's debenture strategy

Risk Management & Compliance

- Continued development of URM program
- Implementation of University Continuity Management Policy & program
- Continued oversight of university's compliance program
- Continued oversight of university's insurance program

Contracts

- Implementation of the Contract Management & Legal Suite systems

In Progress

Policy Development & Review

- Continued oversight of policy development & implementation of Policy Framework

Records Management

- Continued oversight of implementation & development of Records Management System

Future Planning

Audit

- Assessment of External Auditor – normally 5 years terms
- MCU Audit - 1 year review of recommendations
- AGO value for money audit

Investment

- Continued oversight of the investment of the university's endowment funds

Capital Projects

- Support the transition of oversight of capital projects to the Strategy & Planning Committee

Future Planning

Risk Management & Compliance

Privacy

- Development of Privacy Policy Framework

Legislative Compliance

- Oversight of University's AODA & CASL compliance initiatives
- Oversight of Controlled Goods Program

Records Management

- Oversight of implementation & development of Records Management System

Future Planning

Policy

- Development of President Expenses Approval Policy
- Review of Research Ethics Policy
- Review of Procurement Policy
- Review of Health and Safety Policy

BOARD REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

Financial Impact Yes No

Included in Budget Yes No

TO: Audit & Finance Committee

DATE: June 29, 2022

FROM: Audit and Finance Committee

SUBJECT: Compliance Update

COMMITTEE MANDATE:

The Audit and Finance Committee is responsible for overseeing risk management, and other internal systems and control functions at the university. This oversight includes receiving regular reports from management on areas of significant risk to the university including compliance and other regulatory matters.

BACKGROUND/CONTEXT & RATIONALE:

The University is required to comply with numerous legislative and contractual obligations relating to its business activities and to effectively integrate these requirements into its day-to-day operations. In February 2021, the university established a compliance framework to demonstrate its commitment to compliance, integrity, ethical behaviour, and good governance. This framework seeks to identify, manage, and define accountabilities to support good governance, compliance with laws, and assist the University in achieving its strategic, operational and business objectives. The Compliance Framework includes the [Compliance Policy](#), which applies to all university employees, students, and those holding appointments and/or honorific appointments.

Compliance Update**1. Accessibility**

- As required, the university completed and published the Annual Status Report 2021-2022 highlighting the university's accessibility achievements from May 1, 2021 – April 30, 2022. This can be found at <https://accessibility.ontariotechu.ca/AODA/index.php> and attached.
- For the period covering June 1, 2021-May 31, 2022, the university completed its 2021 biannual reporting obligations as required under the AODA. As of January 17, 2022, 83% of staff have

completed the Ontario Tech AODA modules. HR has continued to manage the administration of AODA training through their mandatory training compliance plan

- The Accessibility Working Group (AWG) updated its Terms of Reference. A notable change includes nine (9) new members from various functions who will work to further the university's commitment to the identification and removal of barriers to people with disabilities.

2. Copyright Compliance:

- The Copyright Advisory Committee prepared and presented a five (5) phase copyright compliance implementation plan to the Provost and Vice President, Academic for review and feedback. The committee will be proceeding forward with approved activities including policy development and supporting training initiatives.

3. Occupational Health & Safety Act review

- A gap analysis has been completed and reviewed by all relevant stakeholders. No significant risks were identified. Priority setting with associated timelines has been recorded for ongoing monitoring of scheduled activities.
- After consultation amongst stakeholders, accountability for the Controlled Goods Program has transitioned to the Office of Research Services ("ORS"). Final implementation of procedures, forms, and guidance remain ongoing.

Attachments:

Accessibility Working Group – DRAFT Annual Status Report 2021-2022

Multi-Year AODA Accessibility Plan 2020-2025

Annual Status Report May 2021-April 2022

This document is available in alternate formats upon request. Please contact us at 905.721.3173 or by email at aoda@ontariotechu.ca

Introduction

Background

This report is a collaborative effort between the multiple units represented on the campus-wide Accessibility Working Group (AWG). The AWG was established at Ontario Tech University in September 2010 with the intent of creating a campus that is inclusive and barrier-free for all individuals with disabilities. In response to the *Accessibility for Ontarians with Disabilities Act* (AODA) and more recently the *Integrated Accessibility Standards and Regulations* (IASR), which mandated province-wide accessibility planning to address the staggered implementation of the accessibility standards. The [Ontario Tech AODA Multi-Year Accessibility Plan](#) (“Multi-Year Plan”) published in 2020 reaffirms the University’s commitment towards developing and maintaining a study and work environment that is inclusive and facilitates the full participation of all students and employees with disabilities.

Statement of Commitment

Ontario Tech University is committed to creating a campus community that is inclusive of all individuals and ensures equal opportunity among its members to achieve success in their academic and/or employment endeavors. The University recognizes that successful learning and employment outcomes are the result of a shared responsibility and commitment on the part of students, faculty, and staff, and expects that all members of the community will advance the ongoing development of an environment that is accessible and inclusive, while actively working to identify, remove and prevent barriers to persons with disabilities.

Accessibility Feedback

Ontario Tech University recognizes community feedback as a critical process in identifying, removing, and preventing barriers in its accessibility strategy. Feedback is an essential part of the University’s plan to improve on how we deliver our services and encourage inclusive community participation. Feedback may be given by emailing the University Secretariat and General Counsel’s office at aoda@ontariotechu.ca, or by telephone at 905.721.3173. You may also send feedback via mail to:

Office of the University Secretariat and General Counsel
2000 Simcoe Street North
Oshawa, Ontario L1G 0C5

Section 1: Status Update

Navigating through COVID-19

The COVID19 Global Pandemic created a drastic shift in the way that services and education are delivered in Ontario. Looking forward, Ontario Tech is not only responsible for compliance, but to align with our core [vision, mission and values](#). Ontario Tech has an opportunity to foreground greater inclusivity through innovative approaches to accessibility. Greater accessibility not only fosters the necessary technological infrastructure to evolve, but also provides a competitive edge for our sticky campus.

Accessibility provides greater rates of recruitment and retention for students who have historically been underrepresented and excluded from Canadian higher education institutions.

Since May 1, 2021, the AWG focused its efforts on meeting the commitments outlined in the Multi-Year Plan for continued alignment with the Statement of Commitment. The achievements of the AWG subcommittees, and administrative departments are highlighted below for the period of May 1, 2021 – April 30, 2022.

AWG - Subcommittees

The AWG has focused on achieving demonstrated compliance with the AODA. During the 2020-2021 academic year, the AWG through its subcommittees targeted three (3) areas of focus including accessibility training, workplace accessibility and accessible procurement practices to foster innovative approaches to inclusion. These initiatives have enabled the dedicated members of the AWG, and the larger campus community to identify barriers in an effort to provide greater inclusion through accessibility initiatives.

Education Subcommittee

Susan Forbes, Manager, Teaching & Learning Centre (**Sub-committee Chair**)

Stephanie Cork, Faculty Development Coordinator, Teaching & Learning Centre

Julie Day, Health and Disability Management Specialist, Human Resources

Tina Murray, Manager, Student Accessibility Services, Student Accessibility Services

(Interim) Monica Jain (Aggarwal), Director, Careers, Counselling and Accessibility

Shay Babb, Manager, Compliance Risk & Ethics, University Secretary and General Counsel's Office

Achievements

- Developed and implemented the [Ontario Tech AODA Training Modules](#) deployed through Catalog
- Coordinated the audit of Accessibility Hub resources to comply with WCAG 2.0 Level AA (WCAG) compliance
- The Teaching & Learning Centre (TLC) led the development and presentation of the Universal Design for Learning (UDL) training and resources across campus (to faculty, staff and students)
- Communications & Marketing (C&M), TLC, and the Office of Research Services (ORS) collaborated on various guidance materials including: [Guidance and Checklists](#)

Procurement Subcommittee

Shay Babb, Manager, Compliance Risk & Ethics, University Secretary and General Counsel's Office (**Subcommittee Chair**)

Julie Day, Health and Disability Management Specialist, Human Resources

Tina Murray, Manager, Student Accessibility Services, Student Accessibility Services

(Interim) Monica Jain (Aggarwal), Director, Careers, Counselling and Accessibility

Achievements

- Reviewed and revised the procurement procedure to provide additional guidance and enhance the clarity of the university's accessibility obligations
- Developed the Ontario Tech Accessible Procurement Toolkit to enhance the accessible procurement guidance available to the community

Accessibility Compliance Reporting Subcommittee

Shay Babb, Manager, Compliance Risk & Ethics, University Secretary and General Counsel's Office
(Subcommittee Chair)

Emily Tufts, Associate University Librarian, Scholarly Resources, Campus Library

Chris Woods, Manager, User Experience, Communications & Marketing, Office of External Relations

Ken Bright, Director of Campus Infrastructure and Sustainability, Office of Campus Infrastructure and Sustainability

Julie Day, Health and Disability Management Specialist, Human Resources

Susan Forbes, Manager, Teaching & Learning Centre

Achievements

- Prepared the 2021 Accessibility Compliance Report for review and certification by the Vice President, Administration
- Analyzed and recorded follow up actions required by the AWG to continue meeting the university's accessibility commitments
- Compliance presented the "*Accessibility for Ontarians with Disabilities Act – Accessibility Reporting 2021*" to the social media committee highlighting the bi-annual reporting process, and the WCAG requirements

Institutional Achievements & Accomplishments

General

- The USGC and Provost demonstrated their ongoing commitment to equity, diversity and inclusion by maintaining the accessibility compliance framework
- The University developed its 2021-2029 equity target plans for the Canada Research Chairs Program, which included higher targets for persons with disabilities to better reflect the population
- The AWG had four (4) accessibility working group meetings in the 2021 calendar year where members took part in strategic discussions and accessibility priority planning.
- The concept of the Accessibility Hub was established, with planning around scope, objectives and design
- The AWG undertook an internal review of its Terms of Reference. Form, content and membership changes were proposed and approved. New members include:
 - Director, Human Rights Office, Office of the University Secretary and General Counsel, or delegate
 - Social Media Coordinator, Communications & Marketing, or delegate
 - One (1) representative from Teaching & Learning Centre, Office of Learning Innovation
 - Assistive Technology Specialist, Student Accessibility Services, Office of Student Life
 - One (1) representative from the Office of Research Services, Office of Research & Innovation
 - Director, Academic Advising, Office of the Deputy Provost or delegate
 - One (1) representative from Information Technology Services
 - Director, Ontario Tech Athletics or delegate
 - One (1) representative from either the i) Teaching Staff or ii) Subject Matter Experts with direct knowledge and interest in accessibility.

Employment

- Human Resources (HR) followed the accessible procurement principles during the acquisition of the new Applicant Tracking System
- HR enhanced recruitment toolkits with additional disability resources for managers to strengthen and promote accessibility awareness throughout the recruitment life cycle
- HR collaborated with Durham College and other university stakeholders in the development and implementation of the [COVID-19 vaccine directive accommodation process](#)
- HR administered and monitored the institution's [mandatory accessibility training compliance program](#) including the "Ontario Tech AODA Modules" and the "Ontario Tech Accessible Instruction Module for Educators"
- Various HR representatives participated in networking events offered by the CNIB to diversify the university's candidate pool during recruitment efforts

Information & Communications

- Communications & Marketing (C&M) transitioned the university's public-facing website to a cloud-based content management system that integrates backend accessibility scanning into workflow activities
- The University's Advancement Team received a renewal gift of the assistive technology tool eSENTIAL Accessibility
- C&M worked with various departments across campus to support WCAG compliance
- C&M managed the accessible documents request intake process to support administrative departments with accessible document requests
- C&M conducted a brand accessibility review to identify accessible colors, font and text
- The Office of Student Life conducted website testing to assess the readability of graphic content that use screen readers
- The Office of the Registrar conducted a content inclusivity review to promote inclusive language usage in all department policies and published content
- The Office of the Registrar assumed a WCAG social media review to identify opportunities to address video captioning, hashtag camelcase usage, and style guidelines
- The Office of the Registrar examined its website hyperlinking actions to enhance the user experience for those using assistive technology
- The Campus Library reviewed and addressed alt text on all social media posts
- During the pandemic, the Campus Library expanded the accessibility of their services by offering online appointment booking and virtual appointment options via Zoom, Google Meet, MS Teams (or any other requested secure application)
- TLC expanded support service options to include pedagogical accessibility support and one on one consultations with subject matter experts
- TLC presented an Open Education Resources (OER) Lab to faculty development officers, multimedia developers, and student teams promoting accessible education through the creation and promotion of open educational resources
- TLC provided six hundred (600) hours of support to the virtual learning strategy addressing accessibility compliance and UDL
- TLC administered the accessible procurement principles during the procurement of educational technologies

Customer Service

- The Campus Library developed an [accessible services](#) webpage offering information on the equitable access to library services, resources and facilities
- The Campus Library continues to provide students with alternate formats for material held in its collections, including: hard copy conversion, captions, and/or text transcripts for multimedia content (available upon request).
- Through the Campus Library's ongoing relationship with Scholars Portal, Ontario Tech users were granted access to an additional 45,000 digitized books held by the library
- The FLEX Centre staff commenced an accessibility audit to identify and address barriers to persons with disabilities
- Athletics prioritized the accessibility and accommodations of group fitness classes as on campus services resumed allowing for enhanced inclusivity for all members of the community
- The Office of Vice-President, Research & Innovation – ORS offered summer programming through the Brilliant Incubator and the Catalyst Challenge wherein thirteen (13) students with disabilities (anonymous self-identified) participated.
- Three (3) students with disabilities participated in the Office of Vice-President, Research Innovation's "Project-Based WIL" opportunities, sponsored under the Experience Ventures Grant

Public Spaces

- Office of Campus Infrastructure and Sustainability (OCIS) completed accessibility audits of the Science, Business & IT, Engineering, Library and ERC buildings
- Project proposals have been submitted by the Campus Library to increase the accessibility of the north and south campus proposing the expansion of adaptive technology and height adjustable workstations.
- OCIS and the Campus Library collaborated on the design and construction of a universal accessible washroom on the second floor of the North Oshawa Library. Construction of the universal washroom will include automatic doors, adult change table, and accessible turning radius for AODA compliance.
- Stairwells in the Science, Business & IT, Engineering, Library and ERC have been upgraded through the installation of textile plating and replacement of all stair nosing.

Other

- In an effort to strengthen its commitment to campus accessibility, Ontario Tech became a member of the Canadian Accessibility Network (CAN) to optimize inclusivity for persons with disabilities through collaboration with cross-sectoral organizations in the areas of research, design and innovation, education and training, policy, employment, and community engagement.
- The University updated the Appointed Institutional Representative (AIR) to the Inter-University-Disability Issues Association (IDIA).
- C&M, HR and the AWG sponsored the CNIB's Phone it Forward Program and donated a number of phones to the organization
- Institutional participation in an eCampus Ontario advisory initiative that will support the post-secondary sector with accessible procurement of educational technology
- Appointed new Ontario Tech member to the DC Accessibility Committee

For more information

For more information on this Annual Status Report, please contact:

Telephone Number: 905-721-3173

Email: aoda@ontariotechu.ca

Website: accessibility.ontariotechu.ca

Attention: Manager, Compliance Risk & Ethics

Standard and accessible formats of this document are available upon request.

BOARD REPORT

SESSION:

Public
 Non-Public

ACTION REQUESTED:

Decision
 Discussion/Direction
 Information

TO: Board of Governors

DATE: June 29, 2022

FROM: Audit and Finance Committee

SUBJECT: Compliance - Policy Update

COMMITTEE MANDATE:

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

BACKGROUND/CONTEXT & RATIONALE:

- The purpose of this report is to provide the committee with an update on the status of policy development and privacy compliance activity being undertaken by the Office of the University Secretary and General Counsel (USGC).
- The university’s Policy Framework was first approved in November 2014. The implementation of the Policy Framework has been a change management project. The project has necessitated educating the community not only on a new set of consultation, review and approval processes, as well as on the importance of policies for efficiency and communication across the university.
- We have seen a lot of policy activity over the past year, in reviewing and improving existing compliance and finance policies, including revisions to:
 - Academic Appeals policy and procedure
 - Signing Authority policy and register
 - Expenses policy and supplementary procedures
 - Procurement procedures
 - Violence, harassment and discrimination policies and procedures

Policy Update

- Over the period June 1, 2020 to May 31, 2021, 20 new or amended policy instruments have been approved in accordance with the Policy Framework, down from 39 in the prior year.
- The USGC continues to support a variety of policy projects, including supporting the development of a framework of privacy policies, risk management and insurance policies for driving, and student conduct policies.
- The USGC will be beginning its deferred review of the Policy Framework, originally scheduled for last year.
- The tables below track support of policy instrument development provided by the Office of the University Secretary and General Counsel. Table 1 tracks policy support provided over the past seven years. Table 2 identifies the unit responsible for the policy being supported over the past year.

TABLE 1: Overall Policy Support 2015-16 to 2019-20

Year	Drafting	Recommendations	Advice
2015-16	17	23	18
2016-17	6	11	5
2017-18	8	28	29
2018-19	23	35	42
2019-20	18	54	10
2020-21	21	11	25
2021-22	18	16	25

TABLE 2: Policy Support by Unit June 1, 2021 to May 26, 2022

Unit	Drafting	Recommendations	Advice
University Secretary and General Counsel	15		
Student Life			1
Research Services			3
Finance	2	5	
Human Resources	3	1	
Graduate Studies			1
Registrar's Office			14
Teaching and Learning		2	
Provost's Office	1		4

SUPPORTING DOCUMENTS:

- Schedule A List of Policy Instrument approvals

Schedule A: Policy Instrument Approvals

- Expenditure Signing Authority Procedures (A&F, June 16, 2021)
- Legal Commitments Signing Authority Procedure (A&F, June 16, 2021)
- Undergraduate Academic Appeals Procedures (USC, June 15, 2021)
- Undergraduate Academic Appeals Policy (AC, June 22, 2021)
- Professional Suitability Policy (Undergraduate) (AC, June 22, 2021)
- Professional Unsuitability Procedures (Undergraduate) (AC, June 22, 2021)
- Signing Authority Policy (Board, June 24, 2021)
- Not-for-Academic Credit Digital Badges, Microcredentials, and Stackable Credentials Policy (President, July 19, 2021)
- COVID-19 Mandatory Vaccination Directive (Provost, August 31, 2021)
- Workplace Violence Procedure (GNHR, October 19, 2021)
- Expenses Policy (President, November 10, 2021)
- Credit Card Procedure (ALT, November 10, 2021)
- Procedure for Payment of Honoraria (ALT, December 14, 2021)
- Policy Against Violence in the Workplace (Board, December 19, 2021)
- Procurement of Goods and Services Procedures (A&F, February 23, 2022)
- Statement of Investment Policies (Board, March 10, 2022)
- Procedures to Prevent and Address Discrimination and Harassment by or Against Students (GNHR, March 31, 2022)
- Procedures on the Over-Expenditure of Research Funds (ALT, April 15, 2022)
- Academic Staff Responsibilities with Regard to Students (Editorial, Provost, May 2, 2022)
- Disconnect from Work Policy (President, May 25)

BOARD REPORT

SESSION:

Public
 Non-Public

ACTION REQUESTED:

Decision
 Discussion/Direction
 Information

TO: Board of Governors

DATE: June 29, 2022

FROM: Audit and Finance Committee

SUBJECT: Annual Compliance - Privacy Update

COMMITTEE MANDATE:

- The Audit and Finance Committee is responsible for overseeing compliance and risk management, and other internal systems and control functions at the university.
- This oversight includes receiving regular reports from management on areas of significant risk to the university including compliance and regulatory matters. Privacy is an active compliance portfolio from several perspectives: requests for access to information, advising on privacy obligations and interpretation of the legislation, and managing and investigating alleged privacy breaches.

BACKGROUND/CONTEXT & RATIONALE:

- The purpose of this report is to provide the committee with an update on the status of privacy compliance activity being undertaken by the Privacy Office.

Privacy Compliance Review

- The Privacy Office has developed and begun consultation on a framework of policy instruments to close gaps identified during Privacy Impact Assessments and a review of the privacy program based on the Generally Accepted Privacy Principles (GAPP). Many of the policy instruments in development represent current practice that is not formally documented in policy and procedure.
- We will be working with ITS and Risk Management to identify and support key information security initiatives, such as Information Security Classification Procedures, a formal process for Privacy Impact Assessment and Secure Transmission Guidelines.

Annual Privacy Compliance Activity

- Each year, the university provides statistical reporting to the Information and Privacy Commissioner related to compliance activities under FIPPA. The university reports the number and certain details of access to information requests. The table below sets out the number of access to information requests, PIA's, and privacy investigations in the 2021 calendar year with a comparison to the three previous years:

TABLE 3: Privacy Activity by year, calendar year 2018-2021

Category	Calendar year 2018	Calendar year 2019	Calendar year 2020	Calendar year 2021
Requests for personal information	11	9	4	4
Requests for general information	3	3	3	2
Informal Requests resolved by USGC	3	9	7	8
3rd party notifications	2	1	3	1
Privacy Impact Assessments	-	-	9	3
Breaches investigated	11	16	8	12

- Two requests for Personal Information and one request for General Records were carried over for completion in the 2022 calendar year. These requests have since been completed and a decision issued.
- Ontario Tech was the subject of an IPC Order, PO-4250, which was a decision on an appeal related to an access to information request from 2017. In our original decision on that request, we relied on section 65(6) of FIPPA to withhold information. The IPC's order found that that section had no application to the information being sought and ordered the university to respond to the appellant's access request without relying on section 65(6). The Privacy Office has issued an updated decision in the access request granting access to the previously withheld records.



BOARD REPORT

SESSION:

Public
 Non-Public

ACTION REQUESTED:

Decision
 Discussion/Direction
 Information

TO: Board of Governors

DATE: June 29, 2022

PRESENTED BY: Audit and Finance Committee

SUBJECT: Investment Portfolio Update

COMMITTEE MANDATE:

The Audit & Finance Committee (A&F) is responsible for overseeing the investment of the university's endowment funds (Funds), which includes the following responsibilities:

- i) Overseeing the investment of the Funds in accordance with the university's [Statement of Investment Policies](#) ("SIP").
- ii) Overseeing the performance of the Investment Manager, including the Investment Manager's compliance with their mandate.

BACKGROUND/CONTEXT & RATIONALE:

To assist in managing the annual investment performance, in the of summer 2021 the Committee asked the leadership team to take a greater role in reviewing the portfolio. The Committee recommended receiving updates twice a year with management bringing forward updates if needed (i.e. changes outside of the Investment Manager's purview). The overall investment objective is to obtain the best possible total return on investments that is commensurate with the degree of risk that Ontario Tech is willing to assume in obtaining such return.

As of March 31, 2022, the performance summary shows that we have a market value of just over \$33M. The general summary of our performance measurements are:

1) **Asset mix range** as per SIP section 6.1 has been adhered to:

Asset Mix	Benchmark	Target	Min	Max	Check
Fixed Income		35%	25%	45%	✓
Cash & Short-term	FTSE Canada 30 Day T-Bill Index	0%	0%	10%	✓
Universe Bonds	FTSE Canada Universe Bond Index	20%	15%	35%	✓
Mortgages	FTSE Canada Short Term Overall Bond Index	15%	0%	25%	✓
Equities		55%	45%	65%	✓
Canadian	S&P/TSX Composite Index	20%	10%	30%	✓
Global	MSCI World Net Index \$C	30%	20%	45%	✓
Emerging Markets	MSCI Emerging Markets Net Index \$C	5%	0%	10%	✓
Alternatives		10%	0%	20%	✓
Real Estate	Canada CPI + 4.0%	10%	0%	15%	✓
Fund Level	Benchmark	Target	Min	Max	Check
PH&N Money Market Fund	FTSE Canada 30 Day T-Bill Index	0%	0%	10%	✓
PH&N Core Plus Bond Fund	FTSE Canada Universe Bond Index	20%	15%	35%	✓
PH&N Mortgage Pension Trust	FTSE Canada Short Term Overall Bond Index	15%	0%	20%	✓
PH&N Canadian Equity Value Fund	S&P/TSX Composite Index	15%	10%	20%	✓
PH&N Small Float Fund	S&P/TSX Composite Index	5%	0%	10%	✓
RBC QUBE Low Volatility Global Equity Fund	MSCI World Net Index \$C	10%	0%	25%	✓
RBC Global Equity Focus Fund	MSCI World Net Index \$C	20%	10%	35%	✓
RBC Emerging Markets Equity Fund	MSCI Emerging Markets Net Index \$C	5%	0%	10%	✓
RBC Canadian Core Real Estate Fund	Canada CPI + 4.0%	10%	0%	15%	✓

2) **Minimum performance expectations** have been exceeding our target of 6% as outline in SIP section 7.1 as our 5-year rate is 7.1%, which also exceeds the benchmark.

Performance ¹	Three Months %	One Year %	Three Years %	Five Years %	Since Incep. %
Ontario Tech Long Term Account	-4.2	5.9	7.3	7.1	7.9
<i>Benchmark²</i>	<i>-3.1</i>	<i>5.6</i>	<i>7.6</i>	<i>6.7</i>	<i>7.2</i>

3) **Responsible Investing**, per section 5.5, the Board recognizes that environment, social, and governance (ESG) factors may have an impact on corporate performance over the long term, although the impact can vary by industry. Given the fact that the university uses the investment pool method, it is not practical for the Committee to directly engage individual companies on ESG related issues, the Committee requires

the investment manager to provide annual compliance attestation related to ESG compliance. Please see the attestation below:

In our opinion, all investments are in compliance with Ontario Tech's Investment Policy Statement dated April 2022.

We confirm that the Short Term Account remains compliant with the letter of understanding regarding the Short Term Fund dated November 9, 2017.

We confirm that RBC Global Asset Management ("RBC GAM"), the manager of the strategies in the Ontario Tech investment portfolios, is a signatory to the United Nations Principles for Responsible Investing ("UNPRI"). As such, RBC GAM incorporates ESG (environment, social, governance) factors in the investment decision-making process for the strategies in the Ontario Tech investment portfolios to the extent that such considerations are material and relevant to the expected risk and return of the investment under consideration.

RBC PHILLIPS, HAGER & NORTH
Investment Counsel Inc.



Leila Fiouzi, CFA
Senior Investment Counsellor

June 7, 2022
Date

Governance, Nominations & Human Resources Committee (GNHR)

2021-2022 Annual Report

2021-2022 Work Plan

MANDATE-DRIVEN PRIORITIES

Board Nominations & Recruitment

- Appointment of Governor to Academic Council for 2020-2021
- 2021 student governor election results
- LGIC appointments
- Board & leadership succession planning
- Board recruitment
- Annual election
- Board leadership & committee composition for 2021-2022

Board Professional Development & Education

- PD work plan

Human Resources

- Annual Pension Plan Report
- Collective bargaining

2021-2022 Work Plan

MANDATE-DRIVEN PRIORITIES

Governance

- Terms of Reference review
- By-laws Implementation oversight
- Development of Board Governance EDI strategy
- Engagement with Durham College Board of Governors
- Review of Board committee structure
- Board engagement review
- Policy work:
 - Investigating & Responding to Allegations of Violence, Sexual Violence, Harassment & Discrimination by Governors & Senior Leaders
 - Review of Board of Governors Meeting Procedures
 - Workplace Violence Policy Review
 - Accommodation Policy
 - Respectful Campus Policy
 - Harassment and Discrimination Procedures for Employees

2021-2022 Work Plan

MANDATE-DRIVEN PRIORITIES

Governance

- Compliance oversight
- Annual Board Practices Assessment & Committee Assessment
- Annual Report on Student Sexual Violence Policy implementation
- Bicameral Governance & Community Engagement
- Review of Standardized Orientation Material

Accomplishments

Board Recruitment & Nominations

- Appointed external governor to Academic Council for 2021-2022.

Board Professional Development & Education

- Developed annual PD work plan.
- Joint orientation for new governors and Academic Council
New governor orientation

Accomplishments

Board Professional Development & Education

- OnBoard portal training sessions with new governors.
- PD sessions: *Future of Work; Community Engagement*

Governance

- Reviewed committee Terms of Reference & recommended updates.
- Engaged in strategic discussions;
- Conducted annual Board Practices Assessment & Committee Practices Assessment.
- Development of EDI Strategy; approval of an EDI Statement

Engagement with Durham College Board of Governors

- Coordination of a joint meeting with the executive members of the DC Board

Accomplishments

Policy Work:

- Recommended approval of: Policy Against Violence in the Workplace and the Procedures Against Violence in the Workplace

Human Resources

- Approved the Collective Agreement Bargaining Mandate with the Public Service Alliance of Canada (PSAC), Local 555 (Post-Doctoral Fellows Bargaining Unit)
- Ratified the Collective Agreement with the Faculty Association (FA)
- Oversight of university's labour relations & human resources.

In Progress

Governance

- Continued development of Board Governance EDI strategy.
- Continued implementation of By-law Nos. 1 & 2, which came into effect in September 2018.
- Continued oversight of OnBoard portal implementation, which was introduced in March 2019.
- Continued improvement of Board engagement.
- Continued focus on Board meeting efficiency, materials preparation & professional development.

In Progress

Policy

- Continued oversight of implementation of the Student Sexual Violence Policy and Procedures.
- Oversight of Policy Against Violence, Harassment and Discrimination in the Workplace 2018-2019.

Nominations

- Continued strategic board recruitment

Future Planning

Equity, Diversity & Inclusion

- Continued prioritization of equity, diversity & inclusion into Board practices and decision-making in accordance with the Board's governance EDI strategy

Board Composition & Succession

- Continued development of strategic succession plan.

Board Professional Development & Education

- Further development of strategies to encourage Board engagement.
- Update standardized governor orientation & educational material for new governors.
- Continued incorporation of technology into Board meeting participation & educational material.

General Governance

- Continue to strengthen bicameral governance.
- Strengthen community engagement.

Future Planning

Policy Work:

- Oversight of Accommodation Policy, Respectful Campus Policy, and Procedures to Prevent and Address Discrimination and Harassment By or Against Employees

Strategy & Planning Committee (S&P)

2021-2022 Annual Report

2021-2022 Work Plan

MANDATE-DRIVEN PRIORITIES

Strategic & Planning Oversight

- Integrated Planning
- Strategic risk
- Student success
- International strategy
- Research strategy
- Standard & strategic indicators
- Academic programming
- COU/UC strategic initiatives
- Board Retreat planning

Advancement

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

Major Projects Oversight

- Campus Master Plan update and review
- Real Estate Strategy

Accomplishments

STRATEGIC OVERSIGHT

- Review of committee's Terms of Reference.
- Oversight of university's strategic planning metrics
- Oversight of identification & assignment of university's key strategic risks.
- Oversight of university's student success strategies including strategic discussions regarding: Blended Learning, post COVID-19 priorities, recruitment and academic programming

Accomplishments

PLANNING OVERSIGHT

- Oversight of the update of the university's Integrated Academic Research Plan and metrics
- Endowment Disbursement

PROJECT OVERSIGHT

- ACE Enhancement Completion
- AVIN Completion

Accomplishments

ADVANCEMENT

- Maintenance of Million Dollar Matching Fund.
- Recommended the disbursement of up to \$775,000 from the endowment funds to distribute as student awards for the 2021-2022 year.
- Oversight of Women in Stem initiative and Pi-Day of Giving and Donor Motivation Program for Planned Giving
- Oversight & encouragement of governor engagement in advancement, alumni, and campaign planning activities (e.g. Pi Day events, Chancellor's Challenge, ACE Experience).
- Support of Board of Governors Awards, Student Relief Fund, and Annual Campaign Gift.
- Worked with Advancement to identify and open doors to major gift prospects.

In Progress

Strategy & Planning

- Continued oversight of the Integrated Academic Research Plan

Major Projects

- Continued oversight of Project Arrow

Advancement

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

Future Planning

Planning Oversight

- Integrated Academic Research Plan – Oversight of Rolling Plan
- Review and update of strategic planning metrics
- Student success strategies
- Strategic Risk Management

Major Projects Oversight

- Campus Master Plan review and update
- Real Estate Strategy
- Project Arrow

Strategic Enrolment Management

- Growth strategy
- Environmental & competitive scanning

Strategic Discussions

Board Retreats

BOARD REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

TO: Board of Governors

DATE: June 29, 2022

PRESENTED BY: Strategy and Planning Committee

SUBJECT: 2021-22 Continuous Learning Annual Report

BACKGROUND/CONTEXT & RATIONALE:

As part of the annual reporting process, Continuous Learning provides an annual report to Academic Council and the Board for information that provides a summary of the program offerings, enrolments in programs as well as major activities to expand professional development program offerings.

IMPLICATIONS:

This is an annual report that is reported to Academic Council and the Board for information.

ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:

Expanding program offerings and partnerships within Continuous Learning ensures continual development of opportunities to the community in flexible and accessible formats as well as providing alternative sources of revenue for the University. The programming and outreach are in keeping with all four strategic priorities in the Integrated Academic and Research Plan.

SUPPORTING REFERENCE MATERIALS:

2022 Continuous Learning Annual Report

Continuous Learning Annual Report 2021-2022

STRATEGY AND PLANNING

PREPARED BY: CONTINUOUS LEARNING

Background

Established in 2019, the Continuous Learning department is the central professional development unit of the university, providing relevant and innovative professional development opportunities to the community through pre-designed and custom courses, programs, and micro-credentials offered in three formats: in-person, online, and hybrid. Continuous Learning offers both independent courses (i.e. non-certificate programs) and certificate courses independently (i.e. can complete a certificate course without completing all courses for a certificate program). Our name reflects our belief that learning is an ongoing, lifelong process.

Since March 2020, the ongoing development of Continuous Learning has involved the expansion of online program delivery, including team training on virtual course delivery platforms (i.e. Google Meets, Zoom, etc.), Learning Management System and Catalog training; the testing of online course delivery systems, such as Kaltura; integrating new administrative processes and systems, including team training on payment gateways and related administrative processes; and the continued development of the department: expanding the awareness and visibility of Continuous Learning (internally and externally), research and exploration of partnerships, and department policy/regulation development.

2021-22 Activity

In late 2021, the Continuous Learning team moved into their new space in the lower level of Shawenjigewining Hall. This purpose-built space including classrooms is ideal for offering in-person and hybrid programs, whether they are open enrolment or customized programs.

From April 2021 to March 2022, Continuous Learning recorded 261 open enrolment program registrations with 206 program completions (certificates)—excluding workshops, custom programs, special events, Advanced Operations Overview for Managers (AOOM) courses, and CANDU Station System Design and Operation and Small Modular Reactor Design Canadian Nuclear Safety Commission (CNSC) courses.

Micro-credentials

Beginning in spring 2021, Continuous Learning staff worked closely with faculty members and others across the university on the development of their eCampus Virtual Learning Strategy funded micro-credentials. These micro-credentials will be offered through Continuous Learning beginning in the summer/fall of 2022. In spring of 2022, eCampus Ontario provided a second round of grant funding to faculty and others at the university for the development in 2022-2023 of several new micro-credentials. In addition, the university has provided grants to several faculty members to develop new micro-credentials to be offered through Continuous Learning. Finally, the Ontario Government has provided grants through its Micro-Credential Challenge Fund, to university faculty members who are working with local industry and employers to develop new or to expand existing micro-credentials. As a result of all of these initiatives, Continuous Learning will significantly expand its micro-credential offerings.

As Continuous Learning enters the 2022-2023 academic year, the department continues to work closely with the Office of Learning Innovation to support Ontario Tech's Micro-Credentials and Badge programs to recognize skills from a variety of experiences, and to explore further micro-credential development under the Continuous Learning portfolio. In support of the university's commitment to life-long learning, Continuous Learning continues to host the TD Ready micro-credentials and is set to deliver 1,000 free micro-credentials, across 24 topics of interest, to those in our community who are mid-career, under-employed, or who are currently or likely to face changes in the workplace. Continuous Learning is investigating the potential of joining a postsecondary learning consortium with other postsecondary institutions across Canada to purchase seats in programs where Ontario Tech may not have the minimum number of participants required to generate a full cohort. This option allows the university to purchase the number of seats for which it has registrants until it has enough students to create its own cohort.

Camps

In summer 2021, Summer Camps were offered fully online. The virtual format attracted 1,514 registrations from across Ontario and ran for eight consecutive weeks—from July to August. Camps ran for two hours per weekday and provided fun, hands-on opportunities for children ages six to seventeen to learn and explore their curiosity in a positive, safe environment. A total of 43 virtual camps ran over the course of the summer, with 32 unique camp offerings. Virtual camps were science, technology, engineering, coding, gaming and design focused. Coding and gaming camps proved to be our most popular offerings. In summer of 2022, we will have a mix of in-person and online camps with the majority of camps being held in person on campus.

In 2021, Continuous Learning offered Virtual Spring Break Camps which ran from April 12 to 16, 2021. The pilot program included two Minecraft-themed camps which filled to capacity with 60 registrations. Each camp ran for two hours per weekday and was geared toward children aged 7 to 14.

In 2022, Virtual Spring Break Camps were offered again from March 14 to March 18, 2022 for two hours per weekday, the expanded camps program, offered five camp options and attracted 107 registrations. Camps were geared toward children aged 6 to 13 and provided an interactive and fun learning experience in an inclusive and positive environment. Camp themes included Minecraft, coding, gaming, and engineering.

COVID-19 ongoing response

In alignment with the university's COVID-19 response, in-person programming is resuming with hybrid and online courses being offered as well. Where programming is offered virtually, a computer application, either Canvas or Google Classroom, is used to provide course content and allows registrants to complete activities and submit assignments. Discussion posts, email, group work, and virtual tutorials substitute in-person participant interaction.

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

APPENDIX A: Continuing Education

Summary of Continuous Learning activities for April 2021 to March 2022. Only activities that grant an official certificate or letter of completion have been included below. ★ = new this year

Faculty or Non-academic Unit	Brief Description of Offering	Number of Hours or Length of Offering	Number of registrants* *	Number of certificates awarded
Continuous Learning	University Preparatory Program: A specialized certificate program designed to prepare high school graduates for the academic demands of university consisting three (3) pillars: numeracy, literacy and academic success, and a supportive coaching component.	3 months (1 Semester)	31	25
Continuous Learning	Professional Management: A certificate program consisting of five (5) courses designed to enhance the managerial effectiveness and leadership abilities of today's business professionals.	30 hours	40	12
Continuous Learning	Not-for-Profit Leadership: A certificate program consisting of five (5) courses designed to meet the unique challenges faced by managers in the Not-for-Profit sector.	30 hours	30	18
Continuous Learning	★ Digital Management: A re-designed social media program. This three (3) course program is designed for those who need take action	18 hours	8	N/A

Faculty or Non-academic Unit	Brief Description of Offering	Number of Hours or Length of Offering	Number of registrants* *	Number of certificates awarded
	and launch a Social Media strategy they can implement right away so that they can obtain a successful return on investment for their organization.			
Continuous Learning	Master's Certificate in Public Sector Management: A certificate program consisting of fifteen (15) courses that requires application and approved admission designed for managers and executives with diverse educational backgrounds who are experienced in a public sector/government or related organization.	90 hours	32	31
Continuous Learning	LEAN Green Belt: A certificate program offered in partnership with Leading Edge Group focused on the lean management approach.		15	15
Custom Courses/Programs				
Continuous Learning	CANDU Station System Design and Operation – Custom courses for Canadian Nuclear Safety Commission (CNSC): Nuclear Power Plant Operations Training for Regulators.	8 x 1-week courses; Each 1-week course contains 35 learning hours; 280 hours total for all 8 courses; Maximum of two (2)	21 in 2021 19 in 2022	133 certificates for modules issued in 2021; 48 certificates issued between January 2022 and end of

Faculty or Non-academic Unit	Brief Description of Offering	Number of Hours or Length of Offering	Number of registrants* *	Number of certificates awarded
		cohorts per year. Only 1 cohort registered in 2021 and 1 cohort registered in 2022; Participants take up to 8 modules.		March, 2022; <i>Note: April 2022 cohort not yet reported.</i>
Continuous Learning	★ Custom course for Canadian Nuclear Safety Commission (CNSC): Small Modular Reactor Design.	Standalone 1-week course consisting of 35 learning hours; Inaugural delivery this year (2022) from February 28 th – March 4 th .	25	25 certificates issued between January 2022 and end of March, 2022.
Continuous Learning	Certificate in Leadership and Management Essentials – Custom program for Central East Local Health Integration Network (CE LHIN) (Peterborough Regional Health and Northumberland Hills Hospital/Ontario Shores): A custom certificate program consisting of five (5) courses designed to develop strategies and insight related to change management specific to healthcare-based organizations.	30 hours	16	16

Faculty or Non-academic Unit	Brief Description of Offering	Number of Hours or Length of Offering	Number of registrants* *	Number of certificates awarded
Continuous Learning	<p>Certificate in Leadership Excellence – Custom program for Durham Region: A custom certificate program consisting of eight (8) leadership excellence courses aligned with Durham Region’s core values. Graduates move on to take the Master’s Certificate in Public Sector Management program.</p>	72 hours; one (1) to two (2) cohorts per year	22	18
Continuous Learning	<p>Certificate in Police Leadership – Custom program for Durham Regional Police Services (DRPS): A certificate program designed to develop leadership strategies aligned with DRPS core competencies. The program consists of three (3) modules, each with four (4) weeks of online content and one (1) half-day, in-class workshop. NOTE: This program will also be offered to Cobourg Police Services beginning in spring 2022.</p>	Three (3) months; 2 cohorts	37	37
Continuous Learning	<p>Certificate in Paramedic Leadership – Custom program for Region of Durham Paramedic Services (RDPS) Pilot Program – A certificate program designed to develop leadership skills for individuals who are already working within the paramedic field or those looking to enter the paramedic field. This program and its modules build</p>	1 cohort; Three (3) months in length with three (3) online virtual courses.	10	9

Faculty or Non-academic Unit	Brief Description of Offering	Number of Hours or Length of Offering	Number of registrants* *	Number of certificates awarded
	upon existing abilities and experiences and supports the application of these skills to workplace situations.			
Continuous Learning	<p>Advanced Operations Overview for Managers (AOOM) – Custom Program for Ontario Power Generation (OPG): Development and delivery of training to operational managers in the nuclear industry.</p>	<p>93 days total; 74 days (approx. 5 months) of 6 hours lecture time; 19 days for self-study, and field tours. Approximately 450 lecture hours total; Additional guided and self-guided field tours and self-study days not counted towards total lecture hours.</p>	<p>5 in 2021 9 in 2022</p>	<p>5 in 2021. <i>Note: Concludes June 2022.</i></p>
Continuous Learning	<p>Organizational Development & Performance Improvement– Custom program for OPG: Under a five (5) year agreement (2018-2023), course offerings may run multiple times each quarter (based on OPG scheduling).</p>	Two (2) course offerings	N/A	N/A
Continuous Learning	<p>Stakeholder and Change Management – Custom program for OPG: Under a five (5) year agreement (2018-</p>	Four (4) course offerings	N/A	N/A

Faculty or Non-academic Unit	Brief Description of Offering	Number of Hours or Length of Offering	Number of registrants* *	Number of certificates awarded
	2023), course offerings may run multiple times each quarter (based on OPG scheduling).			
Continuous Learning	★ Python & Power of BI – Custom program for OPG: A certificate program designed to provide the basic commands of Python to enable the participants to integrate Python with Power BI and leverage the power of data analytics and visualization in both for maximum data understanding and decision making.	18 Hours; 3 consecutive days.	25	25
Continuous Learning	AQ/ABQ Program: AQ custom courses deepen the knowledge/skills needed to design, deliver, and assess programs in a specific discipline, field and/or division. Offered in one (1) to three (3) sessions, courses expand to offer a specific focus on leadership skills within the discipline or division. ABQ custom courses qualify Ontario College of Teachers (OCT) members to teach in specific divisions in addition to current division qualifications. At Intermediate and Senior levels, qualification is based on specific subjects: Math, Science, English, Philosophy and Social Sciences. AQ/AQB courses are available to OTC members only.	125 hours; twenty-seven (27) course offerings	81	81 <i>Note: Certificate recorded by OCT.</i>

Faculty or Non-academic Unit	Brief Description of Offering	Number of Hours or Length of Offering	Number of registrants* *	Number of certificates awarded
Continuous Learning	Charles H. Best Type 2 Diabetes Educator Program 10 asynchronous modules	Self-paced	24	24

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

BOARD REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

TO: Board of Governors

DATE: June 29, 2022

PRESENTED BY: Strategy and Planning Committee

SUBJECT: 2021-22 CIQE Annual Report

BACKGROUND/CONTEXT & RATIONALE:

As part of the annual reporting process, the Centre for Institutional Quality Enhancement (CIQE) provides an annual report to Academic Council and the Board for information that provides a snapshot of quality frameworks and enhancements, academic program development and a summary of the status of Ministry Program approvals of Ontario Tech programs.

The Programs and Quality Enhancement report outlines what quality enhancements have been made over the past year to align our processes with the Province's Quality Assurance principles and Quality Assurance Framework as well as the work completed to ensure effective governance oversight of new programs, including new forms of programs e.g. Micro-credentials.

IMPLICATIONS:

This is an annual report that is reported to Academic Council and the Board for information.

ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:

Supporting program innovations, new programs, and cyclical program review processes ensures program quality at the University is in keeping with the priorities in the Integrated Academic and Research Plan.

SUPPORTING REFERENCE MATERIALS:

2022 Programs and Quality Enhancement Annual Report

2022

Programs and Quality Enhancement

DISCUSSION PAPER

STRATEGY AND PLANNING

PREPARED BY: CENTRE FOR INSTITUTIONAL QUALITY ENHANCEMENT

April 2022

This 2021-2022 annual report offers a snapshot of quality enhancements made, and a glimpse of the development and growth of academic programs at Ontario Tech University.

1. QUALITY UPDATES AND ENHANCEMENTS

IQAP Revisions and Enhancements: After the Ontario Universities Council on Quality Assurance (Quality Council) completed their own audit in 2018, a set of [Principles](#) were developed to inform quality assurance practices at Ontario Universities. In addition, revisions to the Provincial [Quality Assurance Framework](#) (QAF) were ratified in February 2021 with a goal of ‘quality assurance that produces quality enhancement’. While a number of these changes were anticipated and formed part of the revisions to our IQAP that were approved by Academic Council in June 2020, further enhancements to our IQAP were required to ensure compliance with the revised QAF. As part of this enhancement, a general process for approving Micro-credentials has been added to the IQAP. The internal details of this process will be finalized during the spring of 2022. The required consultation and approval process has been completed and the revised IQAP was approved by Academic Council in March 2022. The revised IQAP is pending ratification by the Quality Council. Once this is completed, the associated user-friendly handbooks and governance flow-charts will be updated.

Academic Resource Committee: The mandate of The Academic Resource Committee (ARC) is to review resource implications and operational decisions related to pathways partnerships, new program development, major program modifications, and action plans resulting from cyclical program reviews to assist in the assessment of proposals through the governance process. The formation of this Committee has resulted in better assessment of resources in relation to new program development as well as improvements for how recommendations resulting from program reviews are included as part of the overall university planning process. In 2021-2022 ARC reviewed the first required Intake reports and One-Year Follow-up reports for new programs.

Moving Processes, Programs, and Program Components Online: With the unique challenges that continue to be posed by the pandemic, there has been an additional focus on moving to online and hybrid modes of delivery for programs. CIQE fielded numerous inquiries and assisted with proposal development for online delivery of courses and programs post-pandemic. A set of reflection questions related to online delivery was inserted into proposals for major program modifications and new programs, and references to this process were included in the new IQAP. A project is currently underway to capture existing approved modes of delivery for all courses, and provide assistance with course or program changes where there is a desire to continue with virtual or hybrid course offerings when the current emergency response has expired.

Due to the pandemic, all cyclical program review and new program site visits continue to be held solely online, requiring the CIQE team to further adapt all communications and process-

related documentation normally sent out for in-person reviews. The CIQE team also provided technical and logistical problem-solving support to programs through one-on-one meetings prior to the site visit, or participating in the site visit as a “technical support” guide. In addition, substantial work was also done to adjust the Program Level Learning Outcome sessions to ensure that participants continue to have valuable interactions that result in enhanced PLOs for students.

2. ACADEMIC PROGRAMS AND CURRICULUM

The focus of program development continues to be ensuring the right program mix, overall quality, and alignment with strategic priorities. Between May 2021 and April 2022, in addition to the standard program and course proposals, there were a number of undergraduate and graduate programs that proposed changes to allow courses to be delivered online, and several courses were modified to include online or hybrid delivery options. While there was only one new program Notice of Intent, there was a substantial increase in new program proposal development compared to prior years. No programs or program components were closed this year. **Table 1** outlines the Major Program Modifications completed and additional program components approved this year. This includes a new Co-op designation for all Bachelor of Commerce and Bachelor of Engineering degree programs, effective Fall 2022. Programs continue to look for new ways to attract students, provide breadth, and deliver quality pathways to and from Colleges of Applied Arts and Technology.

Table 1: Major Program Modifications Completed May 2021-April 2022

Faculty	Program	Change
FSci	BSc Biological Science	Addition of Marine Biology Specialization
FBIT	BComm	Changes to course requirements, addition of Co-op
FEAS	BEng	Add Co-op to all programs
FSSH	Criminology and Justice Minor	Changes to course requirements
FBIT	BComm Advanced Entry	Changes to course requirements
FBIT	BComm Bridge	Changes to course requirements
FESNS	BEng Nuclear	Add Co-op
FHSc	BHSc Kinesiology	Pathway to DC Massage Therapy
FHSc	BHSc Kinesiology	Pathway from DC Massage Therapy
FSSH	BA in Psychology	Addition of Advanced Entry
FSSH	BA in Psychology	Addition of GAS Transfer Pathway
FSSH	BA in Psychology Minor	New minor program
FSSH	New Minor in Indigenous Studies	New minor program
FEd	Educational Studies	Name change from Ed Studies and Digital Technology, course changes
FEd	Educational Studies Minor	As above

Pathways Programs: Ontario Tech currently has formal articulation agreements with five Ontario partner institutions based on the strength of the partnership related to student movement, program fit, and their unique relationship to Ontario Tech. These articulation agreements expire in 2023. Students may enter defined pathways from institutions with or without formal articulation agreements. Where no articulation agreement exists, the **Undergraduate Alternate Pathways Policy** governs the relationship with Ontario Colleges of Applied Arts and Technology to allow seamless transfers to occur without binding the University to any specific financial or personnel obligations. As our close campus partner, Durham College (DC) continues to have the most activity, and this year was no exception. As indicated in **Table 1**, four new pathways were created, two of which were designed using the DC curriculum.

Notices of Intent and New Program Development: Enhancements continue to be made to the new program process and templates to more closely align with the new IQAP, mandate agreements, academic planning documents, and the Quality Assurance Framework. Between May 2021 and April 2022, one new NOI was submitted for a Graduate Diploma in Small Modular Reactor Technology. Over the same period, ten new programs from previous NOI cycles underwent site visits (where applicable) and proceeded through the internal and external governance process. Of these, three programs have received Ministry approval, with the rest currently under review. **Table 2** summarizes the new programs developed this year and their current status.

Table 2: New Programs Developed May 2021-April 2022

Faculty	Degree/Diploma/Program	Current Status
FEEd	EdD	Under Ministry Review - November 2021
FSSH	Gdip Police Leadership	Under Ministry Review - November 2021
FSSH	Master of Arts in Social Practice and Innovation	Approved by Ministry - April 2022
FHSc	Bachelor of Health Administration	Approved by Ministry - April 2022
FBIT	Master Business Analytics and AI	Approved by Ministry - April 2022
FBIT	Master of Financial Data Analytics	Under Ministry Review - December 2021
FSSH	UG Dip in Public Policy	Under Ministry Review - March 2022
FEAS	MASc/Meng Software Engineering	Under Ministry Review - February 2022
FEAS	BEng Industrial Engineering	Under Ministry Review - March 2022
INTERD	BEng Energy Engineering	Under Ministry Review - March 2022

Curriculum and Calendar Management: Curriculog is the university's curriculum management system. The system is fully operational, transparent, widely used across campus, and has reduced many of the inefficiencies and inconsistencies in our former processes. This year presented an opportunity to review our current processes and look at developing further enhancements. To date, we have developed draft processes for new programs and cyclical program reviews, which will be tested during the 2022-2023 cycle. Our goal is to continue

streamlining existing processes, and explore new and innovative ways to leverage the functionality of Curriculog as well as Acalog, the university's calendar management system.

We continue to make changes to improve the calendar management process and to increase the user-friendliness of the calendars. The two-step calendar review process continued, with calendar contacts now reviewing the non-curricular calendar content in the fall to propose edits. The second part of the review, in the spring, focuses solely on curriculum content to ensure accuracy of approved changes. Splitting the review in two and moving the focus on editorial changes to the fall has allowed for us to publish the calendars sooner.

CIQE has also conducted research to explore new ways to highlight Program Learning Outcomes (PLOs) in the academic calendars using Acalog. Displaying PLOs in the relevant Calendar in the future will not only show students upfront the skills they will obtain throughout their degree, but will also allow other departments on campus, such as Career Services, to more easily obtain learning outcome information to assist students with career planning and resume building.

Equity, Diversity, Inclusion, and Decolonization of Curriculum: In 2020-2021 guiding questions were embedded into CIQE's program and curricular change templates that addressed the process of consultation with the Indigenous Education Advisory Circle when developing or modifying Indigenous content. This year, in consultation with the Quality Council and the Office of Equity, Diversity and Inclusion (EDI), CIQE began to include questions around any consideration of the principles of equity, diversity, inclusion, and decolonization in new program, program change, and cyclical program review templates. The requirement to include these considerations has also been embedded in the revised IQAP. CIQE looks forward to continuing their partnership with the President's Indigenous Reconciliation Taskforce and Indigenous community members, as well as the Office of EDI, to ensure quality enhancement is practiced in a respectful, meaningful way.

3. CYCLICAL PROGRAM REVIEW

Between May 2021 and April 2022, the following programs are under review (pre-site visit milestone):

- Bachelor of Science, Computer Science
- Master and Doctorate of Science, Computer Science
- Bachelor of Science, Physics
- Bachelor of Health Science, Health Science
- Bachelor of Information Technology, Game Development and Interactive Media
- Bachelor of Information Technology, Networking and Information Technology Security
- Master of Information Technology Security
- Bachelor of Health Science, Medical Laboratory Science
- Master of Health Science, Health Science

- Master of Science and Doctor of Philosophy, Materials Science
- Master of Science and Doctor of Philosophy, Modelling and Computational Science
- Bachelor of Arts, Legal Studies

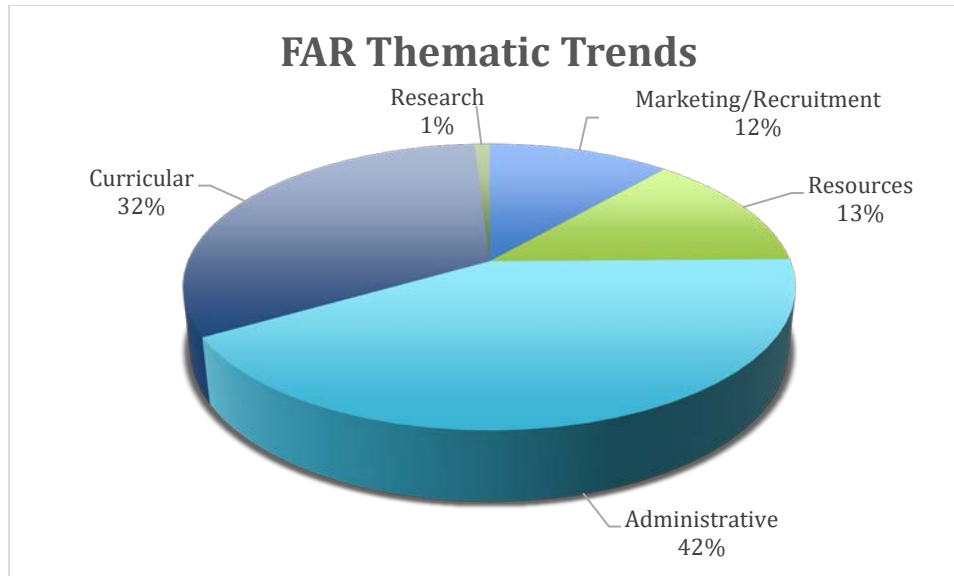
During this time period, CIQE facilitated virtual site visits for the following programs under review:

- Bachelor of Arts, Educational Studies and Digital Technologies
- Bachelor of Health Science, Applied Health Science
- Bachelor of Engineering, Nuclear Engineering
- Bachelor of Engineering, Automotive Engineering
- Bachelor of Engineering, Electrical Engineering
- Bachelor of Engineering, Software Engineering

Program-level Student Learning Outcomes Workshops: As part of the two-year program review cycle, programs under review participate in a series of Program Learning Outcome (PLO) review and revision activities and sessions. This past year, the PLO enhancement process has begun some internal revision to include support and expertise from the Teaching and Learning Centre. The revised process should be fully in place by the end of 2022, and will continue to include elements on the enhancement of program learning outcomes, mapping of the enhanced outcomes to degree level expectations, and mapping of the enhanced outcomes to courses (and associated learning activities/assessments). The new PLO enhancement process will adjust to the needs to the program up for review, and utilize a combination both asynchronous activities and synchronous sessions, which can be delivered both in-person and virtually.

Final Assessment Reports and 18-month Follow-up Reports: Additionally, between May 2021 and April 2022 CIQE prepared Final Assessment Reports (FARs) for 9 programs and tracked the progress of action plans through 18-Month Follow-Up Reports for 2 programs. ARC utilizes the trends found in these reports to discuss on-going and institution-wide resource implications as well as to facilitate continuous improvement dialogue with the associated faculties.

Final Assessment Reports: Through this process, it was noted that there has been an overall increase in the number of reviewer recommendations, and subsequent action items, coming out of the cyclical program reviews. There has also been an upward swing in the number of administrative action items, the majority of which center around assessing student supports and experience. A breakdown of the trends is outlined in the pie chart below:



Definitions of thematic groupings:

Curricular: Action items involving the review and/or revision of program and/or course curriculum.

Administrative: Action items involving the assessment, planning, and/or development of strategic initiatives, processes, and/or proposals to support the program’s management, direction, and experience.

Resources: Action items involving the examination and/or changes to resource allocation, including but limited to, staff and faculty, space, and assets. May have a financial implication.

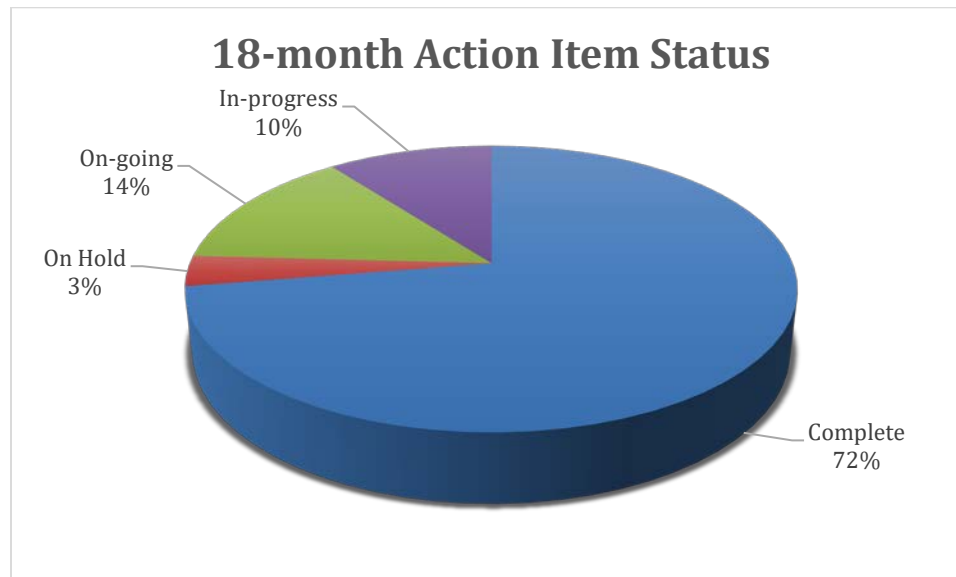
Marketing/Recruitment: Action items involving program recruitment/marketing efforts, including the assessment of target markets.

Research: Action items involving faculty and/or student research opportunities and/or supports.

A total of 105 action items were reported across the FARs curricular improvements, at both the program and course level, and administrative elements of program enhancement being the top themes. Curricular improvements included reviewing existing program curriculum to ensure consistency and fluidity of content, with an eye to eliminating unnecessary overlap and identifying gaps, and improving program flexibility and the breadth of available discipline-specific electives. Administrative action items included studying program retention and identifying areas of concern in student progression, investigating and creating mechanisms to develop stronger connections with alumni and industry, and establishing initiatives to better explore and understand the student experience. With the overall increase in reviewer recommendations coming out of the cyclical review process, the majority of the programs have scaled their identified action items into achievable milestones within the next 18 months and, where appropriate, have identified appropriate institutional areas to support their progress.

18-month follow-up reports: 18-month follow-up reports comment on the completion of action items outlined in the initial final assessment reports. ARC reviews these reports to gain insight into how many actions have been completed, and if not, for what reasons. Reviewing the completion level assists the committee in resource planning for how to support current programs under review not yet at the 18-month mark. It also allows for discussions with the program about the feasibility of action items outlined at the FAR stage of the review to ensure success 18-months later.

For 2021-2022, there were two 18-month follow-up reports as part of the cyclical program review process. The following chart outlines the overall process status of the 29 action items found in these reports:



Process status legend:

Complete: Accomplished action item; no further steps required.

Continuous: Initial action item complete but requires ongoing monitoring and/or enhancement.

In Progress: Progress on action item has been initiated but is not complete at this time. Outline all steps taken in the comment's column.

On Hold: Unable to complete due to other dependent factor(s)

Cancelled: Item no longer relevant or resources unavailable

Upon reviewing the follow-up reports, most action items have been completed within the allotted 18-month time frame. This past year saw only 1 action item put on hold due to limitations from the pandemic and public health restrictions. The programs reported that while the pandemic continued to present challenges, most action items could be implemented within the 18-month timeframe, and made efforts to note any additional considerations or 'next-steps' that were identified for follow-up and on-going action as operations moved more towards on-campus activities and in-person learning.

BOARD REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

TO: Board of Governors
DATE: June 29, 2022
FROM: Strategy and Planning Committee
SUBJECT: Project Tracking

COMMITTEE MANDATE:

The Strategy and Planning Committee (S&P) is responsible for overseeing the strategic planning for all aspects of the university and assessment of the plans in the context of the university’s vision, mission and values. More specifically, the committee will make recommendations on the implementation plans, including infrastructure.

The leadership team is seeking the committee’s feedback on the proposed tracking mechanism for Facility and Information Technology projects.

BACKGROUND/CONTEXT & RATIONALE:

The Integrated Academic Research Plan outlines the priorities for the university as we move forward to achieving our vision and mission. As part of the move to multi-year planning management has created the Re-imagine IT paper which moves us from goals into actions. There are a number of facility related papers such as Reimagine Physical Space and Capital Reserves for deferred maintenance which will drive the facilities actions.

The proposed process is to come to a fall S&P meeting, in advance of budget submission, with a multi-year plan to discuss opportunities and challenges. The project tracker is then use for information only to ensure the community is aware of our progress on certain projects. The project tracker will outline the desired outcome of the initiative. It will be updated each fiscal quarter with the approved budget, funds spent to date and the estimated percentage of work complete. We will also use colour coding (green, yellow, red) to note if the project is on track. Members will be able to quickly look at this dashboard to understand the project schedule. Management will specifically note any project in red and how we look to mitigate project impacts.

IMPLICATIONS:

The documentation will enhance financial controls at the university and will ensure Board members, and the broader community, are aware of the Facility and Information Technology implementation plans.

NEXT STEPS:

Each financial quarter the tracking sheets will be updated and shared for information with S&P and A&F.

SUPPORTING REFERENCE MATERIALS:

- Project Tracking Sample

Project Tracking – IT

Project	Project Description	Budget	Current Project %	Project Status	Starting Quarter	Target Quarter
Banner Self-Service Rollout Configuration & Implementation Consulting	Enhance Banner functionality and implement self-service features for students, faculty, and staff	\$111,616		In progress	Q1	Q3
Ellucian Intelligent Learning Platform	Automate bi-directional transactions to/from Banner to the LMS systems (Canvas and D2L)	\$32,019			Q2	Q4
Ellucian Active Directory Account Provisioning (ADAP)	Provide accurate account provisioning between Banner and Active Directory (AD)	\$30,933			Q1	Q4
Network Edge (Access Layer) switches life cycle refresh	Procure and install 50 Access Layer Switches, to replaced the old Avaya switches out of support	\$180,000			Q1	Q4
Palo Alto Panorama server appliance	Procure and install a dedicated Panorama appliance (Model M600) capable of logging and storing security events for up to one year.	\$45,000			Q1	Q4
Wi-Fi upgrade - Life cycle refresh	Upgrade Wi-Fi network by replacing older access point AP105 with the new generation AP 515	\$50,000			Q1	Q4
Cloud migration	Consultancy fees required to continue the projects for cloud migration	\$110,000			Q1	Q4
Data Centre - Servers life cycle refresh and upgrades	Procure and install servers to replace AD domain controllers and two new VM hosts to increase virtualization capacity.	\$44,500			Q1	Q4
Data Centre - Backup storage and capacity increase	Replace the backup storage in Whitby and add additional capacity license to increase the backup capacity with 15TB	\$72,500			Q1	Q4
ClearPass appliances life cycle refresh	Procure two new appliances for ClearPass to replace the end of life existent hardware	\$33,000			Q1	Q4
Classroom of the Future	Design, test and implement a showplace instructional environment.	\$100,000			Q1	Q4
Media upgrade	UP1501/1502 - upgrade of projectors and screens	\$70,000			Q2	Q4

Project Tracking – Facilities

Project	Project Description	Budget	Current Project %	Project Status	Starting Quarter	Target Quarter
VASO - Structured shelter	Create a sheltered area near the soccer field for athletics events	\$95,000		In Progress	Q1	Q3
Furniture Purchases - FEAS, Library	Replacement of aging furniture and expansion of Graduate student space	\$117,477		In Progress	Q1	Q3
61 Charles - Renovation	61 Charles to become student hub downtown with altered class sizes and research lab additions	\$3,000,000		In Progress	Q1	Q2
IRTF Lab Access Control	Replacement of multiple access control strategies with Prox Card - Life Safety	\$25,000		In Progress	Q1	Q3
ERC Internal Wayfinding	Continuing rollout of campus wayfinding package to match SHA	\$50,000		In Progress	Q1	Q2
Monument Signs	ERC and SHA Monument signs as first pieces of external wayfinding on campus - ENTRO design	\$30,000		In Progress	Q1	Q2
FEAS Fumehood install	Addition of Fume Hood and rearrangement of research lab ACE4030b	\$20,000			Q1	Q4
Facility Renewal Program (FRP) deferred maintenance projects	Additional items to be broken out when finalized list of projects is submitted to ministry	\$553,000			Q1	Q4
FRP - FEAS Labs in ERC	Supporting energy storage research, converting ground floor class to research lab	\$300,000			Q1	Q4
FRP - Central UPS units installed	Continuing project to centralize electrical protection of research labs UA, UB, ERC	\$300,000			Q1	Q4
FRP - Solar PV install	Increasing generation on campus towards the 1mW allowance under current agreement	\$275,000			Q1	Q4
FRP - Controls upgrades	Upgrade BAS controls to the newest DXR technology in UA, increasing efficiency	\$570,000			Q1	Q4
Deferred Maintenance not covered under FRP	UB Exterior steps, 61 Charles smoke stack inspection	\$40,000			Q1	Q3

BOARD REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

TO: **Board of Governors**

DATE: **June 29, 2022**

FROM: **Dietmar Reiner, Board Chair**

SUBJECT: **Report of the Board Chair – Summary of Activities**

Membership on the Board of Governors in 2021-22:

Dietmar Reiner, Board Chair
Laura Elliott, Vice-Chair, Chair of Audit & Finance Committee
Maria Saros, Vice-Chair, Chair of Governance, Nominations & Human Resources Committee
Lynne Zucker, Chair of Strategy & Planning Committee
Stephanie Chow, Vice-Chair of Audit & Finance Committee
Eric Agius
Ahmad Barari
Carla Carmichael
Kevin Chan
Christopher Collins
Doug Ellis
Mitch Frazer, Chancellor
Francis Garwe
Kathy Hao
Kori Kingsbury
Thorsten Koseck
Matthew Mackenzie
Dale MacMillan
Steven Murphy, President and Vice-Chancellor
Joshua Sankarlal
Kim Slade
Trevin Stratton
Roger Thompson

Jim Wilson

Committee Membership for 2020-21 was as follows:

Executive Committee

Dietmar Reiner, Chair and Board Chair

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

Steven Murphy, President & Vice-Chancellor

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

Lynne Zucker, Chair of Strategy & Planning Committee

Audit and Finance Committee

Laura Elliott (Chair)

Stephanie Chow (Vice-Chair)

Doug Ellis

Thorsten Koseck

Dale MacMillan

Kim Slade

Roger Thompson

Dietmar Reiner, Board Chair (ex-officio)

Steven Murphy, President (ex-officio)

Governance, Nominations and Human Resources Committee

Maria Saros (Chair)

Laura Elliott

Francis Garwe

Kathy Hao

Kori Kingsbury

Trevin Stratton

Dietmar Reiner, Board Chair (ex-officio)

Steven Murphy, President (ex-officio)

Strategy & Planning Committee

Lynne Zucker (Chair)

Eric Agius

Ahmad Barari

Carla Carmichael

Kevin Chan

Christopher Collins

Matthew Mackenzie

Joshua Sankarlal

Jim Wilson

Dietmar Reiner, Board Chair (ex-officio)

Steven Murphy, President (ex-officio)

In total, the Board and its standing committees met 21 times throughout 2020-21.

There were 4 Board meetings comprised of: 4 regularly scheduled meetings of the Board.

The Board of Governors meetings were held on:

- December 9, 2021
- March 10, 2022
- April 28, 2022
- AGM June 29, 2022

The standing and ad hoc committees had a total of 15 meetings, which were held as follows:

Committee	Number of Meetings	Meeting Dates
Audit & Finance	4	November 24, February 23, April 13, June 15
Executive	4	January 13, February 18, March 16, May 17
Governance, Nominations & Human Resources	5	October 21, January 13, February 24, March 17, May 12
Strategy & Planning	4	October 7, January 13, March 18, May 13
Total:	17	

Orientation & PD Sessions

- September 2021: New Governor Orientation/Onboard training
- October 2021: Joint Board & Academic Council Orientation
- October 2021: Board of Governors Orientation
- October 2021: Durham College & Ontario Tech University: Presidents, Board Chairs and Board Vice-Chairs Meeting
- October 2021: Governors Campus Tour
- November 2021: Optional PD Session – Campaigning and Stewardship at Ontario Tech University
- January 2022: Optional PD Session – Research at Ontario Tech University
- May 2022: Optional PD Session – Audit

BOARD REPORT

SESSION:Public **ACTION REQUESTED:**Decision Discussion/Direction Information Financial Impact Yes NoIncluded in Budget Yes No**TO:** Board of Governors**DATE:** May 26, 2022**FROM:** Governance, Nominations and Human Resources Committee (GNHR)**SUBJECT:** Respectful Campus Policy Instruments (2022 review)

COMMITTEE MANDATE:

- Under the University's Act, section 9 (1), the Board of Governors has the power: "to establish academic, research, service and institutional policies and plans and to control the manner in which they are implemented". The university's Policy Framework is a key institutional policy that delegates the Board's power, establishing categories of policy instruments with distinct approval pathways.
- In accordance with its Terms of Reference, one of GNHR's mandate includes the establishment of human resources policy instruments.

BACKGROUND/CONTEXT & RATIONALE:

The Secretariat plays a significant role in advancing the strategic objective of creating a sticky campus. This work is done with a focus on initiatives to improve the culture within which students learn and employees work. Several years ago, the Secretariat began to focus on how the university improves its culture by increasing its capacity to manage conflict and promote respect. The purpose of the Respectful Campus Policy is to communicate the University's Human Rights responsibilities and obligations in a central document that applies to all University Members. In addition, the policy places a greater emphasis on preventing harassment and discrimination by addressing disrespect and microaggressions and placing greater emphasis on informal dispute resolution processes such as mediation. While the principles and obligations described in the policy apply to all University Members (with the exception of workplace harassment), the dispute resolution procedures for employees and students will remain separate.

The Policy and employee procedures were originally approved in 2021 and the student procedures were approved in March 2022.

Under the Occupational Health and Safety Act, the University is required to review its Respectful Campus Policy and Procedures on an annual basis. The Human Rights Office has conducted its annual review and is not recommending any amendments to the Policy instruments at this time.

ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:

- This policy instrument supports the university's values of integrity and respect by demonstrating the university's commitment to establishing a safe, inclusive, and equitable culture at the institution.
- By promoting a respectful, inclusive, and equitable culture at the university, this policy documents also support the strategic pillar of creating a "sticky campus". If we want the university community to want to spend time on campus, they must feel protected and be familiar with their various rights, roles, responsibilities and obligations as they relate to preventing and responding to all forms of harassment and discrimination. We must also move toward more constructive ways of resolving disputes earlier and in less adversarial ways.

NEXT STEPS:

- This report is for information purposes only.