

BOARD OF GOVERNORS' 125th REGULAR MEETING

AGENDA

December 1, 2022
12:00 p.m. to 4:40 p.m.
[Videoconference](#)

PUBLIC SESSION					
No.		Topic	Lead	Allocated Time	Suggested Start Time
1		Call to Order	Chair	5	12:00 p.m.
2		Agenda (M)			
3		Conflict of Interest Declaration			
4		Chair's Remarks	Chair	10	12:05 p.m.
5		President's Report	Steven Murphy	10	12:15 p.m.
6		Academic Council*	Carla Carmichael	15	12:25 p.m.
7		Audit & Finance Committee (A&F) Report on the Public Meeting of November 23, 2022	Carla Carmichael	5	12:40 p.m.
	7.1	Second Quarter Financial Reports* (U)	Carla Carmichael	5	12:45 p.m.
	7.2	Budget Assumptions* (U)	Carla Carmichael	10	12:50 p.m.
	7.3	Risk Management Update* (U)	Carla Carmichael	5	1:00 p.m.
8		Governance Nominations & Human Resources Committee (GNHR) Report on the Public Meeting of October 20, 2022	Maria Saros	5	1:05 p.m.
9		Strategy & Planning Committee (S&P) Report on the Public Meeting of October 27, 2022	Lynne Zucker	5	1:10 p.m.
	9.1	Strategic Priorities for 2023-2024* (U)	Lynne Zucker	10	1:15 p.m.
	9.2	Towards the 2023-2025 Integrated Academic Research Plan (U)	Lynne Zucker	10	1:25 p.m.

No.		Topic	Lead	Allocated Time	Suggested Start Time
	9.3	Integrated Planning Process* (U)	Lynne Zucker	10	1:35 p.m.
	9.4	Capital Projects Tracker * (I)	Lynne Zucker	5	1:45 p.m.
	9.5	Subcritical Nuclear Assembly Project Update * (U)	Lynne Zucker	5	1:50 p.m.
10		Consent Agenda: (M)	Chair	5	1:55 p.m.
	10.1	Minutes of Public Session of Board Meeting of June 29, 2022*			
	10.2	Minutes of Public Session of A&F Meeting of June 15, 2022*			
	10.3	Minutes of Public Session of GNHR Meeting of May 26, 2022*			
	10.4	Minutes of Public Session of S&P Meeting of May 12, 2022*			
	10.5	Freedom of Expression Annual Report*			
	10.6	University Driving Policy*			
	10.7	Council of Ontario Universities – Leading Practices in University Board Governance*			
11		Adjournment (M)	Chair		2:00 p.m.
BREAK – 15 Minutes					
NON-PUBLIC SESSION (material not publicly available)					
12		Call to Order	Chair	5	2:15 p.m.
13		Conflict of Interest Declaration			
14		Chair's Remarks	Chair	5	2:20 p.m.
	14.1	Durham College Engagement (D)	Chair & Steven Murphy	10	2:25 p.m.
15		President's Report	Steven Murphy	10	2:35 p.m.
16		Campus Status Update	Jamie Bruno & Sara Gottlieb	10	2:45 p.m.
17		President's Metrics: Areas of Focus 2022-2023* (I)	Chair & Steven Murphy	10	2:55 p.m.
18		Audit and Finance Committee Report on the Non-Public Meeting of November 23, 2022	Carla Carmichael	5	3:05 p.m.

No.		Topic	Lead	Allocated Time	Suggested Start Time
	18.1	Update on Audit by Auditor General of Ontario	Carla Carmichael	25	3:10 p.m.
	18.2	Real Estate Update* (M)	Carla Carmichael	10	3:35 p.m.
19		Governance, Nominations and Human Resources Committee Report on the Non-Public Meeting of October 20, 2022	Maria Saros	5	3:45 p.m.
	19.1	New Board Governors* (M)	Maria Saros	10	3:50 p.m.
	19.2	2023 New Governor Orientation* (D)	Maria Saros	5	4:00 p.m.
20		Strategy and Planning Committee Report on the Non-Public Meeting of October 27, 2022	Lynne Zucker	5	4:05 p.m.
	20.1	Advancement Update* (U)	Lynne Zucker	5	4:10 p.m.
21		Consent Agenda (M):	Chair	5	4:15 p.m.
	21.1	Minutes of Non-Public Session of Board Meeting of June 29, 2022* (M)			
	21.2	Minutes of Non-Public Session of A&F Meeting of June 15, 2022*			
	21.3	Minutes of Non-Public Session of GNHR Meeting of May 26, 2022*			
	21.4	Minutes of Non-Public Session of S&P Meeting of May 12, 2022*			
	21.5	2022-2023 Committee Work Plans*			
	21.6	2022-2023 Board PD Work Plan*			
	21.7	Report Out: Executive Committee Actions since June-November, 2022*			
22		<i>In Camera</i>: Chancellor Re-Appointment (D)	Chair	10	4:20 p.m.
23		<i>In Camera</i> Session	Chair	10	4:30 p.m.
24		Termination (M)	Chair		4:40 p.m.

Lauren Turner, University Secretary

BOARD REPORT

SESSION:

Public ☒
Non-Public ☐

ACTION REQUESTED:

Decision ☐
Discussion/Direction ☐
Information ☒

TO: Board of Governors

DATE: December 1, 2022

FROM: Carla Carmichael, Academic Council Liaison to the Board of Governors

SUBJECT: December 2022 Academic Council Report

Academic Council (AC) is the academic governing body for Ontario Tech and it plays a significant role in university governance. It is the role of AC to oversee the academic work of the University, and to advise and make recommendations to the Board on important matters. As the governor member of AC, I'm pleased to deliver the following report of AC activities from September 2022 – November 2022.

As one of the University's governance bodies, AC engaged in the following discussions:

- Discussion with Visiting Elder, Pat Green. This discussion was also offered to the Board
- Strategic discussion on Partnerships

Significant University-wide matters brought before AC included:

- At the September meeting, Lori Livingston and Sarah Cantrell provided an update on student enrollment and planning
- At the October meeting, Lori Livingston and Sarah Cantrell provided an update on the Integrated Academic-Research Plan
- At the November meeting, Lori Livingston and Brad MacIsaac presented the 2023 – 2024 Budget Approach

AC Meeting Materials:

[September 2022](#)

[October 2022](#)

[November 2022](#)

Governance Initiatives

- In September and October, AC approved the following on a recommendation by the Governance and Nominations Committee (GNC):
 - New members to AC & Committees
 - AC Vice-Chair
 - Faculty Council membership and Faculty Council Vice-Chairs for all Faculties
 - Changes to memberships due to the restructuring of the Faculty of Energy Systems & Nuclear Science

Curriculum & Program Changes

AC received the following Minor Program Adjustments for information:

- Bachelor of Commerce in Accounting - Fall 2021 Start
- Bachelor of IT in Game Development and Entrepreneurship
- Bachelor of IT in Networking and IT Security Advanced Entry
- Bachelor of Engineering in Nuclear Engineering

Policy

AC approved the following policy item:

- Institutional Quality Assurance Process (IQAP) Revisions from Quality Council Review

AC also received the following policy instrument for information:

- Revised Final Examination Administration Procedures

Academic Council was consulted on the following policy instruments:

- Directives on the Use of Digital Learning Resources for Assessment Purposes
- Privacy Policy: Personal Health Information Collection, Use and Disclosure and related Procedure
- Electronic Monitoring Policy
- Expenditure Signing Authority Procedure

Institutional Quality Assurance Reports

The Ontario Tech Institutional Quality Assurance Process requires that the Executive Summary and Implementation Plan resulting from a Cyclical Program Review (CPR) be provided to Academic Council and the Board of Governors for information. As such, these materials are being presented to the Board with the Academic Council report.

Academic Council received the following CPR report from the Undergraduate Studies Committee:

- [Bachelor of Science in Computer Science - Outcomes from the Cyclical Program Review](#)

Conferral of Degrees

Pursuant to the recommendations of each Faculty and the Registrar, Academic Council confirmed the eligibility for graduation of those students who fulfilled all degree requirements at the end of the Spring/Summer 2022 and Fall 2022 Semesters and recommended the conferral of degrees by the Chancellor.

Governance Education

Academic Council members were invited to attend an orientation session on September 27, 2022 which focused on the University's legislation, by-laws, and Rules of Order. The Board of Governors was also invited to attend the orientation session.

Appendices

The following appendices have been included with this report:

Appendix A: Ontario Tech Program Listings

Appendix B: Academic Council Orientation Slide Deck

Appendix A: Ontario Tech Program Listings

To assist with contextualizing new programs, program reviews, and other program information, governors can find links to all Ontario Tech program offerings below.

Comprehensive listing of all undergraduate and graduate degree/diploma programs at Ontario Tech: <https://ontariotechu.ca/programs/>

Listing of all programs that are offered exclusively online:
<https://ontariotechu.ca/programs/online.php>

ACADEMIC COUNCIL

Orientation Session

Part 1: University Governance

September 2022

Prepared by: Lauren Turner,
University Secretary

AGENDA

1. Goals
2. Introductions
3. President's Welcome
4. University Secretary - Introduction
5. Governance Structure
6. Bicameralism at Ontario Tech:
Act & By-laws
7. Questions

GOALS

Our goals for today's orientation session are to:

- improve your understanding of the University's Act & By-laws, Board of Governors & Academic Council
- improve your understanding of bicameral governance
- familiarize yourself with the university's governing documents

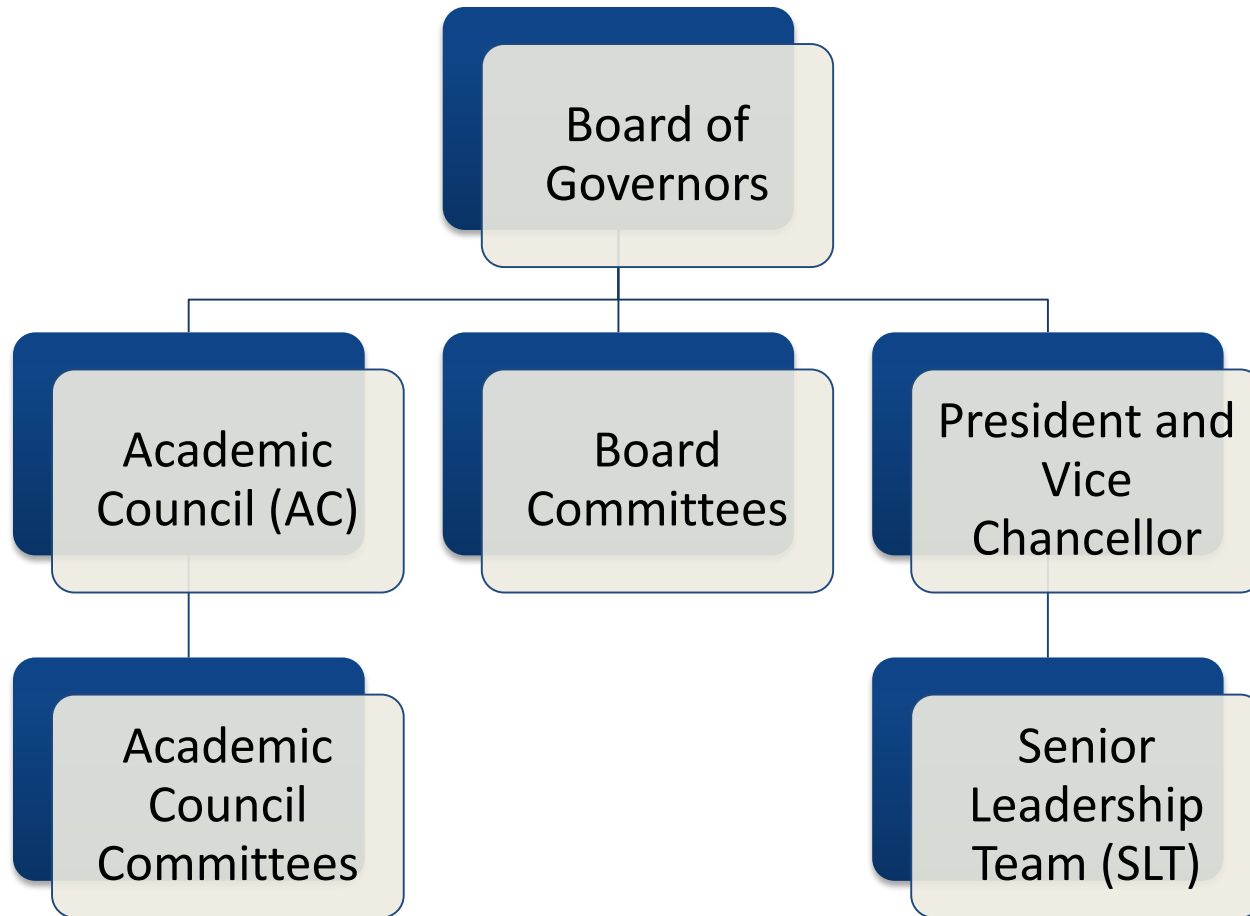
INTRODUCTIONS

PRESIDENT'S WELCOME

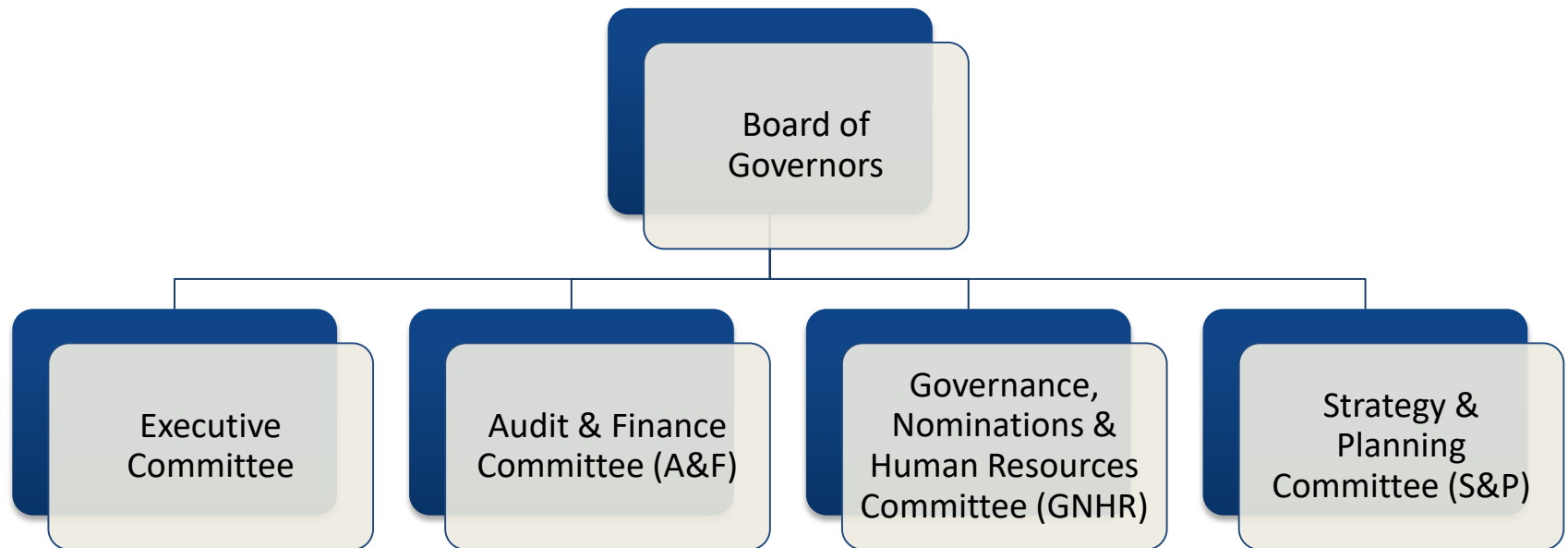
Role of the University Secretariat

- Formerly joined with the Office of the General Counsel, the University Secretariat is a dedicated governance resource for Ontario Tech University.
- The Secretariat provides governance guidance and support to Academic Council, the Board of Governors, and their respective Committees.
- The Secretariat promotes the effective operation of the University's bicameral governance.
- We are committed to good governance principles and practices and working together with the Board, Academic Council, senior leadership and the broader community to continuously improve the University's governance processes.
- You can reach us at ACmeetings@ontariotechu.ca

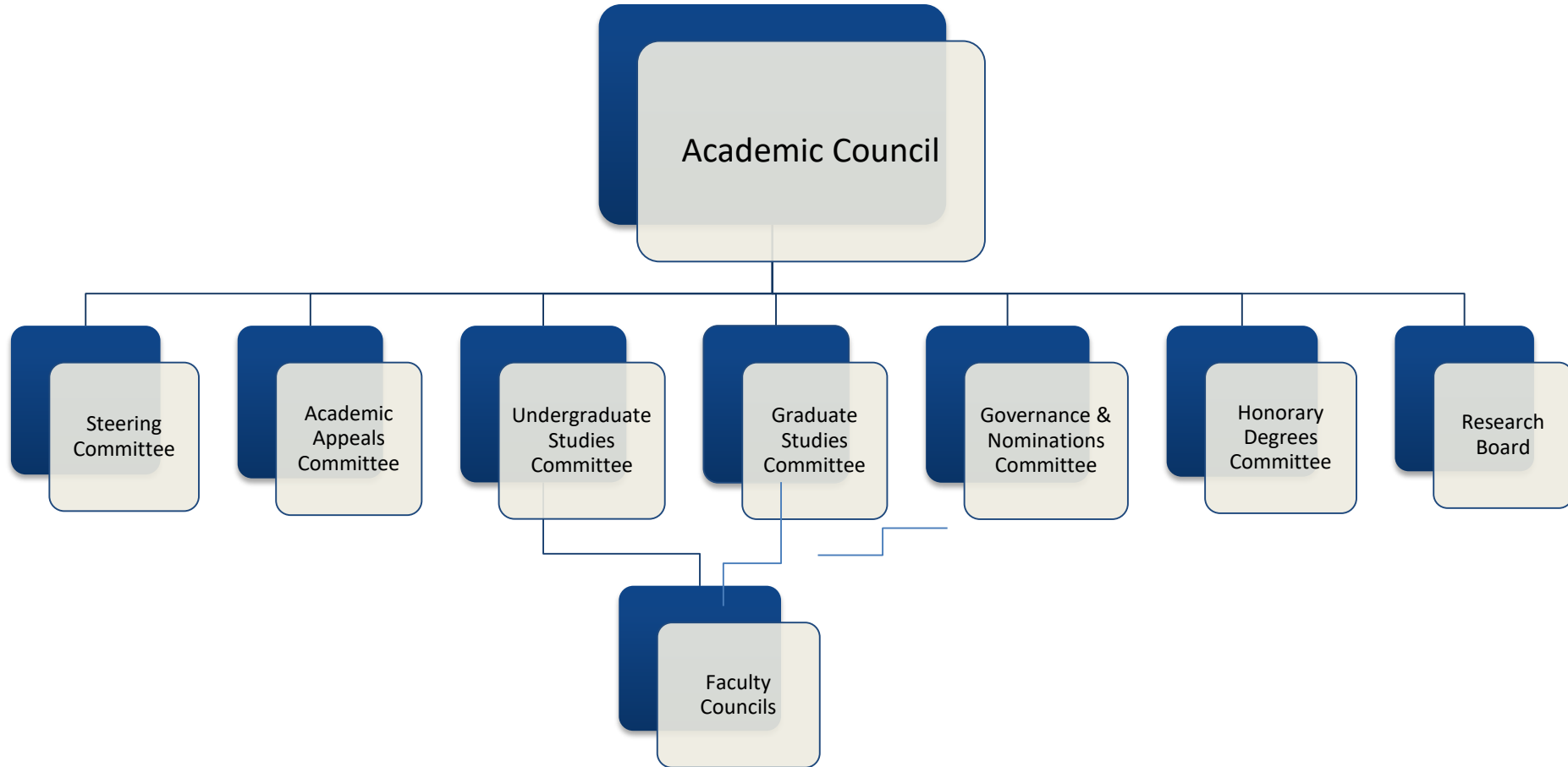
Governance Structure



Structure of Board of Governors



Structure of Academic Council



Bicameralism at Ontario Tech

*University of Ontario Institute
of Technology Act, 2002 (the
“Act”) & By-laws*

Bicameralism – Unique Governance Model for Universities

- “Bicameral governance is a form of governance in which decision-making is divided between two bodies within a university. Very simply, the board is charged with deciding business and administrative matters, while the senate or academic council is charged with responsibility for academic matters. These spheres of decision-making may be complemented by obligations to consult between the two bodies.”*
- Differences in authority of the board in relation to the academic body derive from the institution’s founding legislation.
- Generally, boards are not involved in vetting academic programs or policies or in academic quality and universities have academic bodies (senates/academic council) that are the authority for matters of academic policy.
- “Collegial” in the university sector is “used to describe a method of working in which responsibility is shared among several people.”*

*Cheryl Foy, *An Introduction to University Governance* (Toronto: Irwin Law, 2021)

Bicameralism

- Ontario Tech is (like most Canadian universities) created by its own piece of legislation – [University of Ontario Institute of Technology Act, 2002](#) (the “Act”).
- Creates the university & is the source of all authority.
- The By-laws implement the *Act* by adding more specifics.
- The *Act* is the source of the university’s model of bicameral governance (unique but many similarities to other universities).
- The Board of Governors has authority over all aspects of university governance.
- The *Act* provides that the Board must consult with Academic Council with respect to certain matters.
- The Board has, as a matter of practice, delegated certain functions to Academic Council.

The *Act* – Mission and Objects

Created with a “Special Mission” (s. 2(3)):

- to provide career-oriented university programs and to design and offer programs with a view to creating opportunities for college graduates to complete a university degree

Objects (s.2(4)):

- to provide undergraduate and postgraduate programs with a primary focus on those programs that are innovative and responsive to the individual needs of the students and to the market-driven needs of employers
- to advance highest quality of learning, teaching, research and professional practice
- to contribute to the advancement of Ontario in the Canadian and global contexts with particular focus on the Durham region and Northumberland County
- to facilitate student transition between college-level programs and university-level programs

Becoming Familiar with By-law No. 1

- By-law to regulate generally the affairs of the University
- Several key areas governed by [By-law No. 1](#):
 - Board Composition (Article 3)
 - Governor Standard of Conduct (Article 4)
 - Appointment of Officers of the University (Article 5)
 - Board Meetings (Article 6)
 - Board Committees (Article 7 & 8)

Becoming Familiar with By-law No. 1

Board & Committee Meetings

- Consist of public, non-public, and *in camera* sessions (Article 6.5).
- Dates of meetings are published on the Office of the University Secretary & General Counsel website in September of each year (or earlier).
- Public meeting material is posted online at least several days prior to a meeting.
- Attendance at public meetings is subject to space limitations.
- Additional information is available at:
<https://usgc.ontariotechu.ca/governance/board-of-governors/index.php>

Becoming Familiar with By-law No. 2 – Academic Council

- [By-law No. 2](#) is the By-law to govern the affairs of the Academic Council.
- The key areas governed by By-law No. 2 are:
 - Authority and Duties of AC (Article 1)
 - Composition of AC (Article 2)
 - Leadership of AC (Article 3)
 - AC Meetings (Article 4)
 - Communications (Article 5)
 - Actions Taken on Behalf of Board (Article 6)

Becoming Familiar with By-law No. 2 – Academic Council

- The updated composition of AC consists of 50 members, with 1 non-voting member.
- Terms for AC members are set at 3 years for non-students & 1 year for students (renewable for an additional year).

Meetings

- meetings of AC & its committees are also public, unless the topic of discussion meets the criteria set out in Article 4.3, in which case AC may hold a non-public meeting.
- Attendance is also subject to space limitations.
- AC meetings are held on the fourth Tuesday of every month, except December, July & August.
- The agendas & additional information are available at:
<https://usgc.ontariotechu.ca/governance/academic-council/index.php>

Questions?



BOARD OF GOVERNORS & ACADEMIC COUNCIL

Orientation Session Part 2: Procedures for Fair and Effective Meeting Management & Your Role as a Member of Academic Council

September 2022

Prepared by: Lauren Turner, University Secretary

Overview

Agendas

- What are they and how can they be altered?

Motions

- Bringing, deciding, amending and postponing a Motion
- Points of Order

Voting

- Voting vs abstaining vs dissenting

Participation

- Preparation, questions, serving the University as a whole

Principles Underlying Rules of Order

- [Article 6.11 of By-law No. 1](#) and [Article 4.5 of By-law No. 2](#) provide:
 - “Meetings of the Board/Academic Council and its committees will be conducted respectfully, efficiently and with a view to reaching consensus in accordance with the values of the University. In case of controversy, meetings of the Board/Academic Council and its Committees will be conducted in accordance with [Democratic Rules of Order](#) by Francis and Francis (9th edition), as amended or replaced, or such other rules of order most recently adopted by the Board/Academic Council and its committees..
- Fairness and orderliness
- Equal participation
- Majority rule
- Maximize efficiency
- Effective deliberations and sound decision making

How are the Agendas set?

ACADEMIC COUNCIL

- Academic Council (AC) and its Governance and Nominations Committee use an annual work plans to guide the development of each meeting's agenda.
- Agenda items are also submitted by Council's standing committees, the Registrar, and other units of the university (e.g. Policy Office).
- In consultation with the Chair of AC, the secretary to AC prepares the agenda for each meeting.
- In accordance with its Terms of Reference, the Steering Committee is responsible for approving the agenda.
- The Steering Committee meets on the 2nd Tuesday of the month (2 weeks prior to Council meetings).

How is the Agenda set?

ACADEMIC COUNCIL

- The supporting material for agenda items (e.g. proposals, reports, presentations, etc.) should be submitted to the Steering Committee for review prior to agenda approval.
- All proposed agenda items and corresponding material must be submitted to the Office of the University Secretary (acmeetings@ontariotechu.ca) at least **three (3) weeks before** the next scheduled AC meeting.
- Agenda, meeting material and minutes are available online at: [Academic Council meetings](#)

Can the Agenda be Amended?

- The governance body approves the Agenda at the beginning of every meeting by way of a motion.
- As a matter of course, the Agenda should not be materially changed at the beginning of a meeting because:
 - requires approval of either the Chair or Steering Committee
 - Body entitled to fair notice regarding substantive business
- What constitutes “*Other Business*”?
 - Limited to exceptional and pressing matters

How to Bring a Motion?

- All decisions, actions or resolutions require a motion.
- Any member (except formal Chair) may bring a motion.
- Only one motion on the floor at a time – unless the subsequent motion specifically affects the one on the floor (e.g. amend, postpone).
- All motions must be “seconded” by another member.
- Requires affirmative language (i.e. “I move that Academic Council approve the appointment of Phil Dunphy to the Governance and Nominations Committee.”)

How is a Motion Decided?

- Motion moved and seconded.
- Once seconded, opens up floor for the members to discuss the agenda item and ask questions.
- After discussion, chair re-reads motion and calls for a vote.
- Members need to be present to vote (no proxy voting per Article 6.16 of By-law No. 1 & Article 4.6 of By-law No. 2).
- Method of voting is discretionary.
- Motion carried when a quorum is present & more than 50% of votes are affirmative (*abstaining).
- Chair announces the result.
- If the outcome of the vote appears to be close, a member can request a re-count.

How is a Motion Amended?

- An amendment can delete, substitute, or add words to a motion on the floor but cannot negate it or change its topic.
- **Mover's Privilege** – mover may reword/withdraw motion at any time before the vote; requires a 'seconder' and not more than one objection.
- Any other member may move to amend the original motion on the floor.
- Must be accepted by the Chair and seconded to be considered.
- Amended motion temporarily replaces the original motion; members discuss wording of the amendment *only* and vote on the proposed amendment:
 - Pass – new motion (as amended) discussed; members vote on new motion
 - Fail – previous motion becomes the one on the floor
- No *amending* amendments (subject to the mover's privilege); must be defeated and replaced with another amendment.
- Further amendments considered one at a time.



What is a “Point of Order”?

- Only procedural mechanism by which a member is permitted to interrupt another member who has the floor.
- A Point of Order is used to flag:
 - breach of law; or
 - breach of good order
- “Mister/Madam Chair, point of order.”
- Chair will immediately acknowledge the point of order.
- Member explains the why they feel there was a breach of order.
- Chair rules on point of order (corrects the situation or explains why situation is in order).
- Members vote, if necessary.
- Decision is binding.



Voting

Voting

- Exact method may vary (verbal vs virtual hand raising, etc.) – signals support for the motion on the table.

Abstaining

- A non-vote – should generally only be used when a member is insufficiently knowledgeable of a subject to vote (note: not preparing is not a good reason to abstain).

Dissenting

- Where a member disagrees with the motion on the table, they may dissent and may provide reasons.



Participation

- Participate in meetings – your voice is important
- Preparation for meetings is key to being an active, contributing participant
- Read materials in advance
- Ask questions or request clarification when needed
- Questions and discussion should serve to advance discourse on a subject or decision-making
- Listen to all voices and be respectful of all Academic Council members



Participation

- Matters before Academic Council are significant and impactful. When you consider them, you should be thinking of implications for the entire University.
- Your professional/academic experience and perspective is important, but your duty as a member of Academic Council is to the University as a whole.



Financial Update
Report to the Audit and Finance Committee
For 6 months ending September 30, 2022

November 23, 2022

ONTARIO TECH UNIVERSITY

Financial Update – Report to Audit and Finance Committee – November 23, 2022

For 6 months ending September 30, 2022

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ONTARIO TECH UNIVERSITY
Operating Forecast Summary
For the year ending March 31, 2023 (in \$ 000 s)

The table below shows the variance of the year-end forecast vs the approved 2022/23 budget

April 1, 2022 - March 31, 2023				
	Approved Budget	Y/E Forecast	Fav. (Unfav.) Forecast vs Budget \$ / %	
<u>Revenue</u>				
Grants	82,179	85,129	2,950	4%
Tuition	94,719	93,150	(1,570)	-2%
Student Ancillary	14,081	13,509	(572)	-4%
Other	23,649	25,762	2,112	9%
Total Revenue	214,628	217,549	\$ 2,921	1%
<u>Expenditures</u>				
Academic	85,774	84,516	1,257	1%
Academic Support	44,474	45,961	(1,488)	-3%
Administrative	29,833	29,647	186	1%
Sub-total	160,080	160,124	(44)	0%
Purchased Services	14,237	13,500	738	5%
Total Ancillary/Commercial	10,533	10,665	(132)	-1%
Debenture/SWAP Interest Expense	9,831	9,768	63	1%
Total Operating Expenses	194,681	194,057	\$ 624	0%
Net Contribution from Operations	\$ 19,948	\$ 23,493	\$ 3,545	18%
Capital Expenses	9,761	13,693	(3,933)	-40%
Principal Repayments - debt & leases	9,138	9,138	(0)	0%
Total Net Surplus	\$ 1,049	\$ 661	\$ (388)	-37%

OPERATING FORECAST FOR THE YEAR ENDING MARCH 31, 2022

Summary

Overall, we are **trending to budget**. The net surplus for the year, after capital expenses, debt and lease payments, is \$0.6M against an original budgeted surplus of \$1.0M.

Whilst **total revenue** is favourable \$2.9M (or 1.3%) against budget, the additional revenues contributing to this positive variance have offsetting expenses (e.g. Brilliant Catalyst “Start-Up Visa”^{***} program revenues that cover program expenses). Total forecast revenue also includes a net unfavourable variance of \$1.6M in tuition fees attributable to a shortfall in international enrolment due to visa delays which have resulted in a number of international students missing the start of fall classes. Not included in this forecast revenue is a potential upside in tuition fees estimated at \$0.5M - 1.0M, should some of these students get their visas in time for the start of winter classes.

Total **operating expenses, including labour**, are slightly favourable \$0.6M (or 0.3%) against budget. Whilst inflation has increased to uncomfortably new highs since the budget was approved in April 2022, the University is not seeing a significant inflationary pressure on its expenses in the current year as over 75% of expenses pertain to labour which are tied to collective agreements, fixed debt obligations, and contracted services and license fees which are also fixed for the year under vendor contracts.

Capital expenses are unfavourable \$3.9M (or 40%), with over 50% of the additional capital investment being funded by external grants and/or prior year reserves.

^{***}Brilliant Catalyst Start-Up Visa (“SUV”) is a program that gives entrepreneurs the opportunity to immigrate to Canada in order to establish a new innovative business. The Government of Canada is partnering with approved investor groups and business incubators from across the country to administer this program. Brilliant Catalyst (under Ontario Tech University) is a designated entity under the program.

ONTARIO TECH UNIVERSITY**Financial Update – Report to Audit and Finance Committee – November 23, 2022****For 6 months ending September 30, 2022**

Analysis**Enrolment**

FTE's	2021/22 Actual	2022/23 Approved Budget	2nd Quarter Forecast *	Forecast vs Approved Budget
Undergraduate				
Domestic	8,084	7,785	7,983	198
International	693	810	674	-136
Graduate				
Domestic	452	384	434	50
International	308	410	393	-17
Total FTE's	9,537	9,389	9,484	95

* 2nd Quarter Forecast reflects September Day 10 enrolment count. With four enrolment count dates over the year, this is currently an estimate until final winter count in February 2023.

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

Forecast total enrolment is favourable against an original budget of 9,389 with higher than expected domestic enrolment, offset by a decrease in first year international intake due to the current visa backlog. This will have a flow-through impact in the outer years' enrolment.

Revenue

Total revenue is favourable \$2.9M to budget:

Grants are \$3.0M favourable to budget and includes additional specific grants received and recognized in the current year, and for which there are offsetting expenses. These grants include \$1.1M for facilities and equipment renewal fund (see "Capital Expenses" under "Capital" below), \$0.6M additional Collaborative Nursing clinical grant, and other grants none of which exceeds \$0.5M.

Revenue (continued)

Tuition is showing a negative variance of \$1.6M against budget, of which \$3.7M is attributable to the shortfall in international enrolment (net -153 FTE) due to the current visa issues, offset by an increase of \$1.6M in domestic tuition fees (net +248 FTE) - see Enrolment table above.

Other revenues are favourable \$2.1M and includes \$1.1M from the “Start-up Visa” program for which there are offsetting expenses (see “Academic Support” under “Expenses” below), \$0.7M higher than expected interest revenue on our Treasury balances due to the increase in interest rates and other variances none of which exceeds \$0.5M.

Expenses

Total operating expenses are slightly favourable \$0.6M to budget:

Academic units are favourable \$1.3M against budget and includes \$2.6M of full-time labour savings attributable to open positions, offset by net increase \$1.0M for part-time sessionals to backfill for the full-time vacancies, and \$0.3M increase in general operating expenses.

Academic Support units are unfavourable \$1.5M and includes \$1.1M of expenses funded by revenues from the “Start-up Visa” program (see “Other revenues” under “Revenues” above), \$0.7M of Provost initiatives, and other immaterial variances.

Purchased Services relate to services purchased from Durham College in the areas of Facilities, IT and Student Services under a shared service model. Purchased Services positive variance of \$0.7M against budget includes labour savings due to open positions and general operating expense savings.

Capital

Capital Expenses are unfavourable \$4.0M, and includes \$1.5M for the purchase of 154 Bruce Street, \$1.1M campus and equipment renewal funded by Ministry grants (see “Grants” under “Revenue” above), \$0.5M of IT laptops procured in the last fiscal year and received in the current year due to supply chain issues and therefore funded by prior year reserves, and \$0.9M investment in small capital projects of which \$0.7M relate to faculty equipment.

Conclusion

Historically, our Q2 forecast tends to be conservative with many units forecasting expenses to budget. All things being equal, we forecast additional savings in the range of \$1.0M to \$1.5M which will be reserved to build up funds for future capital and deferred maintenance projects.

Consolidated Financial Statements of

ONTARIO TECH UNIVERSITY

For 6 months ending September 30, 2022

ONTARIO TECH UNIVERSITY
Consolidated Statement of Financial Position
As at September 30, 2022

	<u>Sep 30, 2022</u>	<u>Sep 30, 2021</u>	<u>YOY Variance</u>	<u>Mar 31, 2022</u>
Assets				
Current assets				
Cash and cash equivalents	\$ 76,815,599	\$ 78,612,378	\$ (1,796,780)	\$ 69,225,462
Short-term investments	17,211,507	7,196,840	10,014,668	17,217,673
Grant receivable	9,550,471	8,385,350	1,165,122	9,108,026
Other accounts receivable	41,592,869	11,422,836	30,170,033	5,611,209
Prepaid expenses and deposits	2,865,577	2,454,947	410,629	2,158,816
Inventories	22,205	5,131	17,074	5,730
	148,058,228	108,077,482	39,980,746	103,326,916
Investments	31,508,599	34,024,083	(2,515,483)	33,522,655
Other investments	(763,102)	(467,074)	(296,028)	(754,223)
Other assets	2,756,925	2,202,998	553,927	2,473,577
Capital assets	398,789,249	406,816,111	(8,026,862)	403,863,908
Total assets	\$ 580,349,900	\$ 550,653,600	\$ 29,696,299	\$ 542,432,833
Liabilities and Net Assets				
Current Liabilities				
Accounts payable and accrued liabilities	32,149,433	34,882,349	(2,732,916)	30,488,090
Deferred revenue	90,718,375	51,661,492	39,056,883	32,173,944
	122,867,808	86,543,841	36,323,967	62,662,034
Obligations under capital lease	34,765,271	35,726,847	(961,576)	35,260,768
Debenture debt	140,897,759	148,105,249	(7,207,490)	144,557,828
Fair value of interest rate swap	21,232,730	24,946,957	(3,714,227)	23,544,319
Other debt	175,116	178,489	(3,373)	176,842
Deferred capital contributions	157,996,045	157,557,396	438,649	160,590,853
	477,934,729	453,058,779	24,875,950	426,792,644
Net Assets				
Unrestricted				
Endowments	25,534,143	24,714,163	819,980	24,916,255
Net assets, excluding current year surplus	90,723,933	78,430,875	12,293,059	78,318,574
Current year (deficit)	(13,842,905)	(5,550,216)	(8,292,689)	12,405,361
	102,415,170	97,594,821	4,820,349	115,640,189
Total liabilities and net assets	\$ 580,349,900	\$ 550,653,600	\$ 29,696,299	\$ 542,432,833

ONTARIO TECH UNIVERSITY
Consolidated Statement of Operations
For the 6 months ending September 30, 2022

	<u>Sep 30, 2022</u>	<u>Sep 30, 2021</u>	<u>YOY Variance</u>
REVENUE			
Grants - operating & research	\$ 41,768,397	\$ 43,984,811	(2,216,414)
Grant - debenture	6,750,000	6,750,000	-
Donations	59,848	148,545	(88,697)
Student tuition fees	29,994,465	28,588,832	1,405,633
Student ancillary fees	6,344,403	6,183,101	161,302
Revenue from purchased services	490,143	78,559	411,584
Other income	4,637,436	3,106,712	1,530,723
Amortization of deferred capital contributions	4,179,467	4,950,471	(771,003)
Interest revenue	695,961	121,753	574,208
Unrealized gain on interest rate swap	1,968,589	-	1,968,589
	96,888,710	93,912,784	2,975,926
EXPENSES			
Salaries and benefits	61,444,722	57,950,602	3,494,120
Student aid, financial assistance and awards	7,704,608	7,325,874	378,734
Supplies and expenses	14,979,154	11,772,360	3,206,794
Purchased Services	5,394,682	5,149,410	245,272
Professional fees	560,285	466,370	93,915
Interest expense - debt obligations	6,523,693	6,240,404	283,289
Interest expense - other	106,263	89,254	17,009
Amortization of capital assets	11,374,803	11,819,394	(444,591)
Unrealized loss/(gain) on investments	2,617,783	(1,641,339)	4,259,122
Loss on other investments and disposal of assets	25,622	290,672	(265,050)
	110,731,615	99,463,000	11,268,615
Excess of expenses over revenues	\$ (13,842,905)	\$ (5,550,216)	\$ (8,292,689)

ONTARIO TECH UNIVERSITY
Consolidated Statement of Cash Flows
As at September 30, 2022

	<u>Sep 30, 2022</u>	<u>Sep 30, 2021</u>
NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES		
OPERATING		
Excess of revenue over expenses	(13,842,905)	(5,550,216)
Items not affecting cash:		
Amortization of capital assets	11,374,803	11,819,394
Amortization of deferred capital contributions	(4,179,467)	(4,950,471)
Unrealized gain on interest rate swap	(1,968,589)	-
Unrealized loss/(gain) on investments	2,617,783	(1,641,339)
Loss on other investments and disposal of capital assets	25,622	290,672
	<u>(5,972,754)</u>	<u>(31,960)</u>
Working Capital		
Grant and other accounts receivable	(36,424,105)	(1,806,041)
Prepaid expenses and deposits	(706,760)	(278,372)
Inventories	(16,475)	-
Accounts payable and accrued liabilities	1,661,342	1,887,117
Deferred revenue	58,544,431	23,417,125
	<u>17,085,679</u>	<u>23,187,870</u>
INVESTING		
Purchase of capital assets	(6,316,886)	(12,669,827)
Investments	(597,562)	(435,468)
Other Assets	(283,348)	(202,991)
Endowment contributions	617,888	363,863
	<u>(6,579,909)</u>	<u>(12,944,424)</u>
FINANCING		
Repayment of long term debenture and other debt	(3,661,795)	21,385,681
Repayment of obligations under capital leases	(495,497)	(446,978)
Repayment of interest rate swap	(343,000)	-
Deferred capital contributions	1,584,659	1,500,000
	<u>(2,915,633)</u>	<u>22,438,703</u>
NET CASH INFLOW	7,590,137	32,682,149
CASH BALANCE, BEGINNING OF YEAR	69,225,462	53,127,071
CASH BALANCE, END OF PERIOD	\$ 76,815,598	\$ 85,809,220

CONSOLIDATED FINANCIAL STATEMENTS

Summary

The Statement of financial position remains stable at the end of the reporting quarter. **Assets** increased \$29.7M (or 5.4%) and liabilities increased \$24.9M (or 5.5%) over the prior year.

The most significant variances on the statement of financial position are due to a number of factors, including the timing of student registration for the winter semester in the current year (July 2022) vs prior year (Nov 2021, i.e. after the end of the reporting quarter), which impacted both “other accounts receivable” and “deferred revenue” balances; and the simultaneous declines in both stock and bond values that have resulted in an unrealized loss of \$3.4M in the University’s endowed portfolio.

The statement of operations includes a net increase in revenue of \$3.0M (or 3.1%) and an increase in expenses of \$11.3M (or 10.2%) over last year. The net operating deficit at the end of the reporting quarter is \$13.8M.

The University follows Canadian Accounting Standards for Non-for-Profit Organizations in Part III of the Chartered Professional Accountants of Canada (“CPA”) Handbook. In compliance with these standards, student tuition fees are recognized as revenue in the statement of operations when courses are provided, resulting in the deferral of \$60.2M in tuition fees at the end of the reporting quarter. This will be taken into income by the end of the fiscal year, thus bridging the gap in the current quarter operating deficit.

Analysis of Consolidated Financial Statements

Assets

Cash and short-term investments (“STI”) decrease of \$8.2M is primarily due to underspending of the operating budget in the prior year.

The balance of cash and STI at the end of the reporting quarter reflects the cyclical nature of University cash balances with higher balances in Sep & Oct and Jan & Feb due to tuition fee collection from the fall and winter semester registration, and lower balances in late spring and summer months. Cash balance includes 25% of restricted cash for externally funded research and expendable donations.

Assets (continued)

Grant receivable balance of \$9.6M consists of \$7.4M of operating grant receivable, of which \$7.0M relates to the Collaborative Nursing (CN) grant which is funded on a slip-year basis, and \$2.2M of research grant, all of which is current.

Grant receivable increase of \$1.2M includes \$0.8M increase in research grants and \$0.4M increase in operating CN grant.

Other accounts receivable comprises of student account receivable and other trade receivables. The balance of \$41.6M consists of net \$38.1M of student receivable (\$30.5M for the future winter semester, \$7.6M for the current fall and prior receivable), \$2.1M of trade, research and ACE receivable and \$0.5M of sales tax receivable and other immaterial variances.

Other accounts receivable increased \$30.2M due to the timing of student registration for the winter semester in the current academic year vs in the prior year.

Investment balance of \$31.5M relate to our endowed funds held at PH&N. The year-over-year decrease of \$2.5M comprises of mark-to-market unrealized loss of \$3.4M, \$0.7M bursary disbursements to students, offset by increases attributable to net investment income of \$1.0M and new endowed donations of \$0.6M.

Other investments of \$(0.8M) represent the University's accumulated investment in Ontario Tech Talent which is accounted for on an equity basis.

Other assets of \$2.7M include \$1.6M of a life insurance policy for which the University is the named beneficiary and \$1.1M of related party loan to fund the start-up costs of Ontario Tech Talent.

Capital assets decrease of \$8.0M include net asset additions of \$14.5M (of which 25% is funded by external grants), offset by accumulated amortization of \$22.5M.

Net additions in the last 12 months comprise of \$4.6M for North campus and 61 Charles renovations, \$4.4M for the construction and outfitting of Shawenjigewining Hall, including the new Nursing Lab, \$2.3M investment in major equipment, \$1.7M computer equipment and laptops for faculty and staff, and \$1.5M for the purchase of land at 154 Bruce Street.

Liabilities

Significant items in **accounts payable and accrued liabilities** balance of \$32.1M include \$6.7M of ancillary fees billed to students on behalf of the Student Union for union fees, student health & dental plans, and U-PASS, \$5.6M of trade payables, \$4.1M interest payable on the semi-annual repayment of debenture debt, \$2.9M of payroll deductions and \$2.4M of student unapplied credit.

Decrease of \$2.7M in accounts payable and accrued liabilities is primarily due to the release of \$3.8M construction holdbacks upon the completion of the construction of Shawenjigewining Hall offset by other variances, none of which is material.

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

Balance of \$90.7M comprises \$60.2M deferred tuition representing 3 months of fall and 4 months of winter term fees not earned at the end of the reporting quarter, and \$30.5M of revenues recognized or received and not yet spent at the end of the period (\$13.0M externally funded research grants, \$6.9M student ancillary fees, \$6.2 expendable donations, and \$4.4M miscellaneous deferred revenues).

Increase of \$39.1M in deferred revenue is primarily attributable to increase in deferred tuition due to the timing of registration for the winter semester in the current academic year 2022/23.

Obligations under capital lease decrease represents the principal lease repayments for 61 Charles and 55 Bond in the current year. These leases expire in April 2041 and August 2030 respectively.

Debenture debt decrease relates to the principal repayment and resulting drawdown of the debt over the last 12 months. This debt is fully payable in October 2034.

Fair value of interest rate swap represents the fair value of the swap entered into in fiscal year 2021/22 for the financing of Shawenjigewining Hall. This swap is fully repayable in September 2046.

Deferred capital contributions increase of \$0.4M includes specific grants and donations of \$8.8M received for capital projects in the last 12 months, offset by \$8.4M accumulated amortization of the contributions into revenues.

New grants and donations of \$8.8M include \$4.1M facilities and equipment renewal grants, \$2.1M donations for new construction projects, \$1.5M contribution from the University Student Union for the construction, use and occupation of the licensed areas in Shawenjigewining Hall, and \$1.1M grants received for research capital projects.

Revenues

Grants decrease of \$2.2M includes \$3.5M of one-time COVID support and e-campus grant received in the prior year, offset by increase of \$0.8M in research grant for ACE, and other immaterial variances none of which exceeds \$0.5M.

Student tuition fee increase of \$1.4M is primarily due to the increase in international tuition fees attributable to enrolment growth and year-over-year average increase in international tuition fees.

Other income increase of \$1.6M relates to increases in ancillary revenues such as ACE, food services and athletic facilities associated with the return to campus.

Unrealized gain on interest rate swap relates to the mark-to-mark gain on the University's derivative financial instrument entered into to finance the construction of the Shawenjigewining Hall and reflects the increase in the prevailing swap rates.

Expenses

Salaries and benefits increased \$3.5M and includes \$1.4M in new full-time hires, \$0.9M in annual salary increases, \$0.6M in limited term contracts to back-fill vacant full-time positions in both academic and non-academic areas and \$0.6M casual labour for camps, Regent Theater as activities gradually return to pre-pandemic levels.

Supplies and expenses increase of \$3.2M includes increase in international recruitment costs and increases in maintenance, janitorial and cleaning services, promotional expenses (convocation, University Fair), research travel and other general expenses as a result of activities gradually returning to pre-pandemic levels. None of the increases exceeds \$0.5M.

Unrealized loss on investment relates to the mark-to-market loss on our endowed portfolio held at PH&N and is attributable to the ongoing Russia-Ukraine war and the worsening energy crisis in Europe that have impacted both the equity and bond market.

BOARD REPORT

SESSION:

Public
Non-Public

☒
☐**ACTION REQUESTED:**

Decision
Discussion/Direction
Information

☐
☒
☐

TO: Board of Governors

DATE: December 1, 2022

PRESENTED BY: Brad MacIsaac, Vice-President, Administration
Lori Livingston, Provost and Vice-President, Academic

SUBJECT: Budget 2023-2024 Assumptions and Priorities

MANDATE:

In accordance with section 9 of the University's Act, the Board of Governors is responsible for approving the annual budget of the University and for monitoring its implementation. As part of that process, the Audit and Finance Committee is responsible for ensuring fiscal responsibility with respect to the financial resources of the University, including reviewing and recommending approval of the annual operating budgets.

Today we are providing an update on an important step in the 2023-2024 budget planning process to help the Board fulfill its mandate and to obtain strategic feedback.

BACKGROUND/CONTEXT & RATIONALE:

At this point in time, the 2022 - 2023 Ontario Tech budget is trending to balanced but will only deliver on the desired surplus of over \$3M for future reserves if the winter has greater enrolment than anticipated and/or units have less expenditures than currently forecasted.

As we start to plan for 2023 – 2024, we have updated our three-year rolling enrolment target based on this year's results. The intent of the attached budget paper is to provide the Board, and the university community, with a general understanding of the revenues we expect and the expenses that are already accounted for in the coming budget year.

As you consider the assumptions, the main facts to be considered are:

- a) Enrolment Revenue: The preparation of the operating budget involves the use of projections and estimates. This major revenue driver includes enrolment assumptions which include a year-over-year domestic student enrolment increase of about 100 students and international student enrolment increase of about 30 students.
- b) Tuition Revenue: The assumptions include the government continuing the freeze on domestic tuition rates as we have not heard anything to the contrary.
- c) Expenses: We must first deal with mandated salary increases and prioritized hiring plans which will be explained further in the final budget proposal. The first draw on the ~\$217M budget is a reallocation to invest \$8M more in personnel costs compared to 2022-2023

The risks are low in the sense that this is a planning framework. As we get closer to setting the budget we expect to have more clarity on student application numbers and a response from the government on a proposed tuition hike. In every year there is a level of overall risk of not achieving the desired enrolment results (e.g, a 1% deviation in enrolment will lead to ~\$1M variance, positive or negative, from tuition fee revenues). Note that the university is normally within $\pm 3\%$ when predicting enrolment totals.

The bigger risk may be what is not included in the budget framework. We recognize that inflation and supply issues continue to wreak havoc on some operating expenses. At this time, we have not placed an inflationary increase into the budget. Instead we are asking for units to put in an ask for us to prioritize or reallocate from within their existing budgets.

We are currently anticipating \$1.2M to invest in our key priorities that are outlined in the paper.

ALIGNMENT WITH MISSION, VISION, VALUES:

The suggested directions are made with an eye on the mission of the university and an investment in the priorities laid out in the Integrated Academic Research Plan. They will allow Ontario Tech to continue to provide high quality undergraduate and graduate services and experiences to its students.

COMPLIANCE WITH POLICY/LEGISLATION:

The assumptions are to be compliant with provincial tuition fee policy and Ontario Tech's ancillary fee protocol.

NEXT STEPS:

The paper will be released to all employees. Academic Council consultation on November 22nd and will host a hyflex Townhall Meeting for the Ontario Tech community on November 29th.

Budget holders are to complete and submit their budget by December 16th. The leadership team will review the formal winter count data and finalize the budget submission. This will be presented to the Audit & Finance Committee in April 2023.

SUPPORTING REFERENCE MATERIALS:

Fiscal Blueprint 2023-2024, November 2022



ONTARIO TECH'S FISCAL BLUEPRINT 2023-2024



Budget Working Group, November 2022

Executive Summary

This document outlines the overarching context in developing the university's 2023-2024 budget, as well as to highlight the key assumptions and risks that have been identified as part of this process. After years of budget uncertainty related to COVID-19, we forecast a relatively stable yet lean three-year balanced budget position. At the initial stages of developing this budget, our current assumptions estimate revenues to be more than \$217M for 2023-2024, which is an increase of \$8.5M from the prior budget year. Our total revenues trend upward, primarily due to international enrolment growth and directed other revenues that have corresponding offsetting expenses (e.g., Brilliant Catalyst and food services). The revenue picture is positive as we plan for the next fiscal year, yet we need to be diligent in making choices that ensure ongoing financial sustainability.

Initial expenses, not including prior year reserves, have increased approximately \$6M from the prior year. These increases are the result of existing contractual obligations such as salary increases, lease obligations and student financial aid commitments. Full-time salary and benefits are expected to increase by almost \$8M compared to last year, offset by other reductions, thus consuming almost 95% of our estimated revenue increase.

This leaves an estimated \$1.2M for strategic allocation in the 2023-2024 budget year (Figure 1). This number may increase if we exceed enrolment projections or the provincial government allows higher tuition levels, but both notions have a high degree of uncertainty attached to them. A longer list of priority action items will be developed and put in place, should additional funds become available. As we look to the outyears, we have accounted for inflation and a capital fund as equipment ages. We will continue to plan for a surplus above \$3M as we must build reserves for deferred maintenance expenses. This leaves limited discretionary dollars for new spending and the focus remains on funding strategic initiatives that reflect our values and provide opportunities for differentiation from other universities.

With somewhat unpredictable limited net revenues, numerous expenditures and rising inflation rates, we must stay laser-focused on the university's core priorities outlined in the [Integrated Academic-Research Plan](#) (IARP). We ask our campus community the following question: With the IARP in mind, what key priorities we must invest in? Please submit feedback to budget@ontariotechu.ca.

Figure 1 – Ontario Tech Forecasted Operating Budget

Revenue Summary	2020-21 Actual	2021-22 Actual	2022-23 Budget	2022-23 Forecast	2023-24 Budget*	2024-25 Budget*	2025-26 Budget*
FFTEs	9438	9540	9389	9485	9464	9809	9745
Tuition	81,440	89,205	94,719	93,146	100,436	110,473	118,820
Grant	82,371	89,281	82,227	85,129	84,328	84,516	83,721
Ancillary	11,155	11,971	14,081	13,509	14,574	15,105	15,007
Other Revenue	3,237	5,231	4,939	7,239	5,478	5,588	5,699
Donations	1,103	1,483	1,784	2,311	1,784	1,820	1,856
Commercial	5,751	7,041	12,095	11,433	11,293	11,519	11,749
Total Revenue	\$185,058	\$204,212	\$209,845	\$212,767	\$217,893	\$229,021	\$236,852
Expense Summary							
FT Labour	97,429	99,170	113,301	106,614	121,410	126,955	131,060
PT Labour	16,855	22,255	18,766	22,439	17,310	17,977	18,437
OPEX	55,887	73,465	71,748	74,236	72,383	74,384	76,615
Capital	6,571	6,185	9,761	13,599	5,965	5,934	6,053
Total Expenses	\$176,743	\$201,075	\$213,576	\$216,888	\$217,068	\$225,250	\$232,165
Funded by PY Reserves	\$0	\$840	\$4,782	\$4,782	\$354		
Net Surplus / (Deficit)	\$8,315	\$3,977	\$1,051	\$661	\$1,179	\$3,771	\$4,687

Planning and Budgetary Context

This paper provides an overview of anticipated revenue streams and expenses for the 2023-2024 budget year. These form the basis for a discussion on the investments and reallocations we need to prioritize in order to reach our [vision and mission](#) through working on our strategic priorities (as outlined in the [Integrated Academic and Research Plan \(IARP\)](#) and the [Strategic Research Plan](#)). With numerous competing demands, this paper focuses on short-term priorities. This does not eliminate the need for growth and investment in many areas but rather, focuses on tangible gains in the year ahead. Our path will help to solidify our university as a remarkable and recognized place of work and study.

The current financial context requires ongoing fiscal discipline to address budget pressures and release resources to invest in our plans. We remain committed to finding efficiencies that free up funds for reallocation along with identifying net new resources available to allocate to priority areas. While the 2021-2023 IARP remains in place, there is a process underway to set the 2023-2025 plan. This rolling plan marks continued commitment to our four priority areas (Tech with a conscience, Learning re-imagined, Creating a sticky campus and Partnerships). The following strategic areas were discussed with the Board of Governors and identified as priority areas of investment over the next fiscal year:

Learning Re-imagined/Tech with a conscience - Innovative Programming: Re-invent learning by defining and constructing high-quality pedagogical practices specifically designed for use with technological solutions and the inclusion of experiential components. Incentivize scholarship of teaching and enhancing teaching practices through the focus on being leaders in pedagogy and technology research and scholarship that is learner focused.

Learning Re-imagined/Tech with a Conscience - Differentiated Technology and Physical Space: Invest in, and utilize, an expanded array of technological platforms and assets while simultaneously exploring and identifying new opportunities in relation to the technology-pedagogy interface. Expand core research facilities involving immersive technology. Repurpose and re-imagine existing spaces to support learning, research, community engagement and sustainability.

Sticky Campus/Learning Re-imagined - Student-Centric University: Strategic Enrolment Management Framework – Long term enrolment plan aligned with institutional vision and priorities combined with enhanced retention programming. Concentration on student success and the entire student lifecycle with greater focus on digital recruiting, analytics to help student success, microcredential and continuous learning offerings and enhanced connections with alumni for lifelong learning. Increased research opportunities for undergraduate and graduate students.

Sticky Campus - Commitment to Mental Health and Equity, Inclusion and Diversity: Provide supplemental supports via increased resources for faculty, staff and students. Concentration on the evolving workplace settings to provide for flexibility. Utilize self ID survey data to inform programs and actions that strengthen positive engagement and an environment that promotes inclusion, collaboration and equity.

Partnerships – Building Community/Partnerships to Support Learning, Opportunities and Discoveries: Focus on strengthening and expanding current partnerships, philanthropy efforts, and community connections to support student learning and employment opportunities, academic programs, and research priorities.

Looking Ahead—Building Assumptions

Ensuring students have access to high-quality post-secondary education has never been more critical. For many, the learning gained through the pandemic presents opportunities as well as challenges. Our campus community

will continue to come together to consider our future and to identify how we can achieve our vision through thoughtful, sustainable decisions that will strengthen our university.

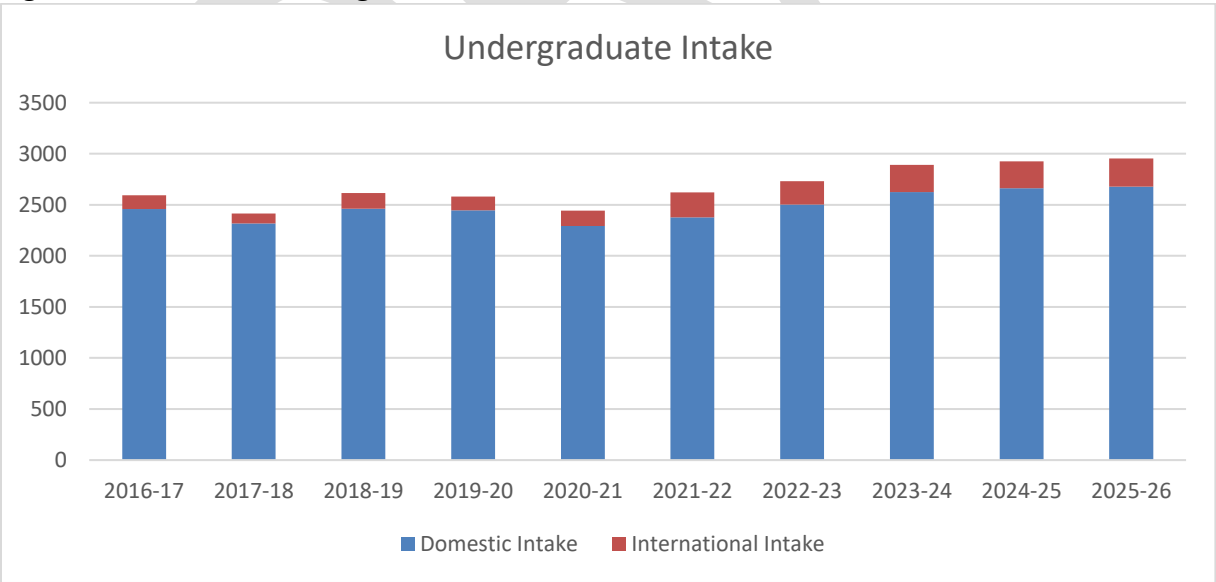
Our revenue is mostly dependent on student registration numbers and the resulting associated funds (e.g., grants, tuition and ancillary fees) linked directly to their enrolment. All, except for international student tuition, are controlled by the provincial government. With current freezes on enrolment grants and domestic tuition levels, we must continue to increase, broaden, and stabilize our revenue base to cover rising expense levels. Identifying and realizing revenues from alternative sources, continued enrolment growth via existing and new programs, and meeting our Strategic Mandate Agreement (SMA3) performance targets with the provincial government are required to ensure ongoing financial stability.

The following assumptions were determined with the information we have currently and will be revised throughout this budget cycle as new information becomes available. Any shift in the assumptions, positive or negative, will impact the budget. As we look to the next three years, our assumptions include the following:

Revenues

Enrolment: We have long-term plans to grow to 20,000 students including near-term enrolment commitments as set out in our current SMA3. Looking at new students, Ontario is seeing small increases in the university-aged population demographics, with an increase in the GTA and decreases in other parts of the province. While this is a positive trend in comparison to previous years, there is also increased competition for these students. All provincial publicly funded universities and colleges, must increase their enrolments going forward to remain fiscally sustainable. Many university and college programs are being expanded or newly created to recruit more students to every campus. We must do the same, as well as to diversify our recruitment efforts to include new and enhanced pathways for non-traditional learner populations, locally and globally. Our domestic undergraduate intake is estimated to grow above 2%, a little higher than the population increase. While we still aspire to realize an undergraduate international intake of 400 students, our budget is predicated on growing from 225 in 2022 to 275 in 2025 (Figure 2).

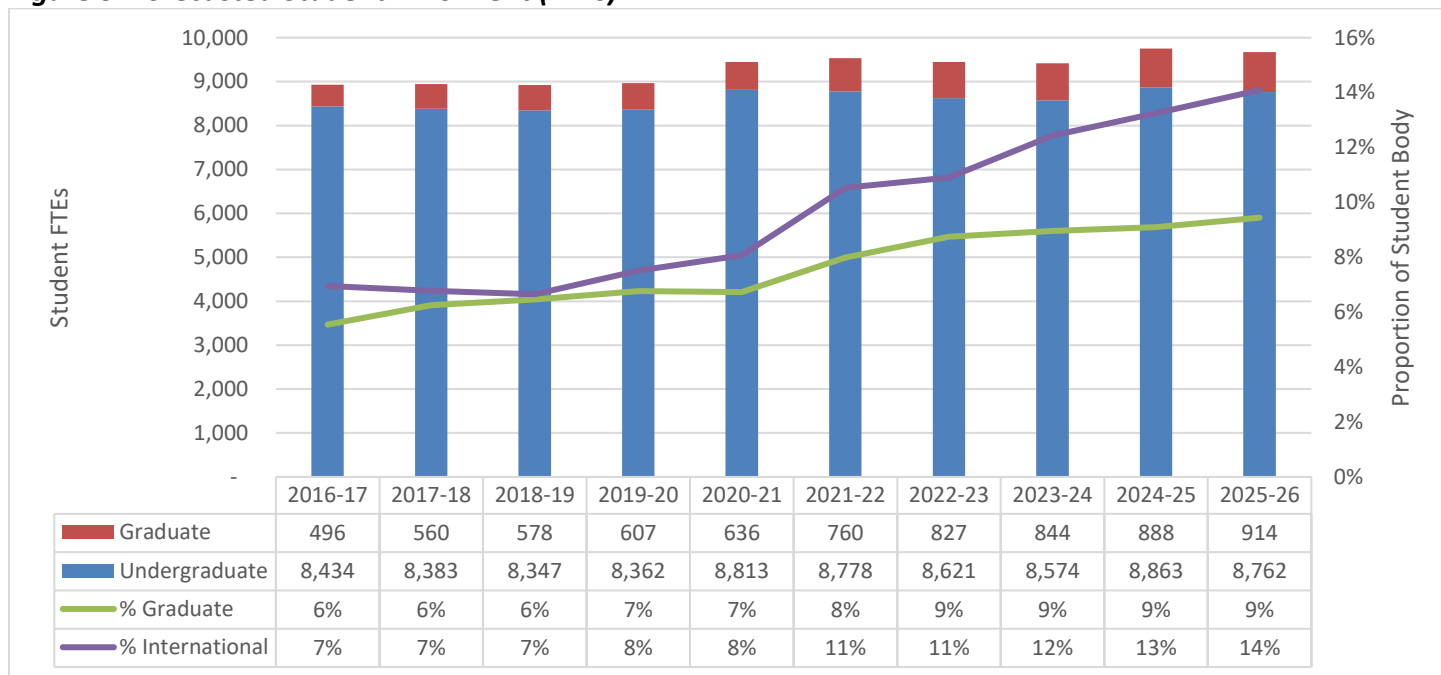
Figure 2: Forecasted Undergraduate Intake



Our overall student enrolment numbers will decrease next year as a result of having a lower student intake in 2020. This is directly attributable to the pandemic, an event which led to reduced in-person domestic recruitment events (e.g., cancellation of the Ontario Universities Fair and high school recruiting visits). There were also unexpected mobility challenges for international students. These shortfalls will have an impact on these numbers over the next four to five years.

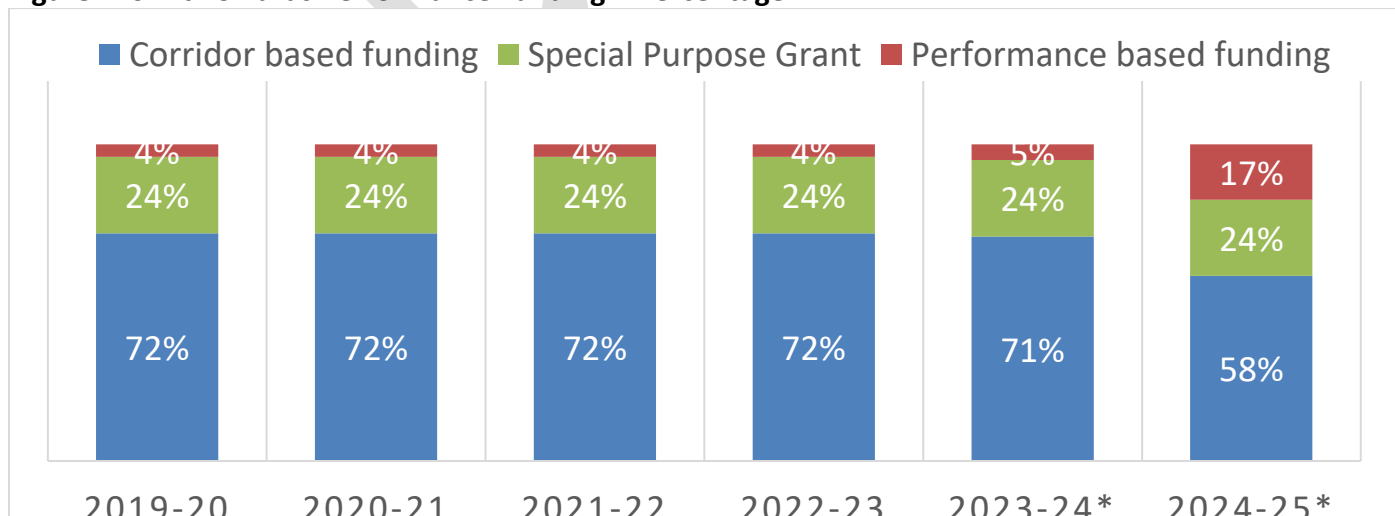
The good news is that our strategic enrolment management (SEM) tactics, supported by an increasingly popular new brand, are working as we saw record applications in 2022. The university is moving to strengthen its domestic student population and to continue its growth in international student numbers (Figure 3). Our plans for increases in international student registrations show a trend towards the system average (about 20%).

Figure 3: Forecasted Student Enrolment (FTEs)



Grants: Government-funded enrolment-related grants are expected to remain flat until at least 2024. In 2016, the provincial government announced an enrolment-based funding formula where institutions receive a fixed operating grant if their five-year moving enrolment average stays within 3% of an established target (or corridor mid-point). The new funding model was designed to provide equitable, predictable and stable funding for all institutions and greater certainty for planning. In 2019, as part of the SMA3, the funding allocation moved to being heavily tied to performance measures. Due to the pandemic, the government decoupled results and grant funding through to 2022-2023. However, performance funding will move to 5% in 2023-2024 fiscal year and will continue growing to a total of 47% over the coming years (Figure 4). The budget assumes we will receive full grant funding, including the almost \$4M in performance in the future years.

Figure 4: Shift Towards Performance Funding – Percentage



Government funding is becoming increasingly focused with additional dollars being issued as targeted grants that are allocated to specific activities rather than broad institutional supports. For example, in 2022-2023, the university received \$800K in additional grant funding for facilities renewal that could only be used to cover capital costs related to existing buildings. Succinctly put, the institution does not have any choice on where to allocate the funds and is subject to strict accountability and reporting measures.

Tuition: Tuition fee levels for our undergraduate domestic students are currently nearing, yet are still below, the median for Ontario universities. In February 2019, the government announced a 10 per cent cut to domestic student tuition fees for the 2019-2020 academic year and a subsequent tuition freeze for domestic students for the 2020-2021 academic year. For Ontario Tech, this meant a revenue reduction of \$9.4M (2019-2020) and \$12M (2020-2021) relative to what we had expected. The tuition freeze remains in effect, and at present, we do not have any information on the domestic tuition framework for future years. We assume the domestic tuition freeze will continue for the 2023-2024 budget. This is unfortunate, given that for each 1% increase to the domestic tuition rate we would realize an estimated \$500K increase to our total revenues. Universities are currently asking the government to discontinue its tuition freeze policies, but it would be a risk to assume this will become reality. Instead, we will budget conservatively and have a longer list of priorities to move forward should extra funds be realized.

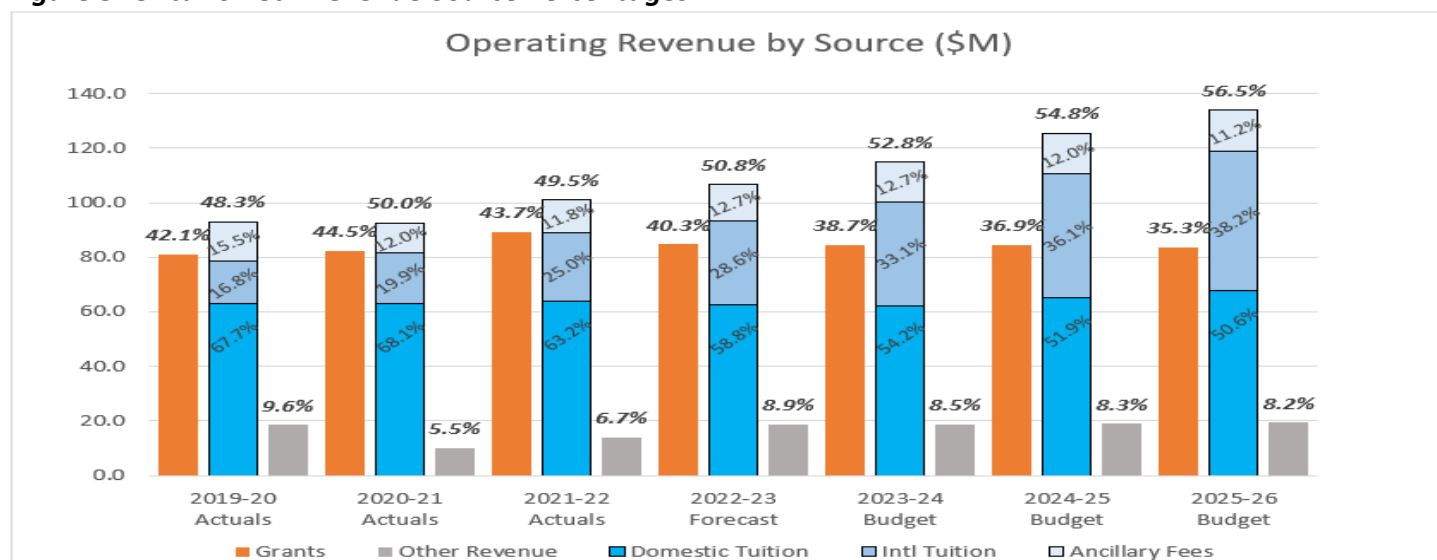
For 2023-2024, we have assumed an average of a 5% increase in international undergraduate tuition fees. Even with these increases, our international tuition fees remain among the lowest in the system and below the system median. However, due to competition for international students, the potential impact of this number is being closely reviewed. In the fall term there was a large delay in international students obtaining their study visas. A number of these student visas are currently being processed. As a result, we may see more students enrolling in the winter term, which will have a positive impact on tuition revenues. We must balance the increases to tuition with investments in student support as noted below.

Ancillary Fees: The remaining student fees are classified as ancillary fees. Ancillary fees are restricted for the activities for which they are approved (e.g., recreation services, health services, student success centre, and a variety of other student-centred supports). These represent about 12 per cent of total student fees. These fees are governed by a provincially imposed fee protocol that allows for an annual inflationary increase based on the Bank of Canada Consumer Price Index ("CPI") (September over September). The current CPI is 6%. However, noting the long-term average rate of inflation is closer to 2%, we ask units to hold at that level in setting the ancillary fees for the coming year.

Commercial Revenues (e.g., parking, food sales, and facility rentals): We anticipate that these will begin to increase above pandemic levels going forward. Our goal in this area is to be balanced overall. Any positive carry forward will be put in capital reserves for future investments. Conversely, any deficit will be covered by prior years' reserves. This ensures the core operating budget is not impacted by supplemental services.

Revenue Assumption Outlook: In Ontario, government grant funding as a proportion of total revenues has consistently decreased, while income from international students has grown. In 2019-2020, our tuition and student fees represented 48% of our total revenues. With grants remaining frozen, the percentage of budget covered by students is estimated to grow to 53% next year (Figure 5), which aligns with the provincial system average of 55% (system *ranges from 40 to 70%*). This shows a greater reliance on increasing student fees to offset growing expenses.

Figure 5: Ontario Tech Revenue Source Percentages



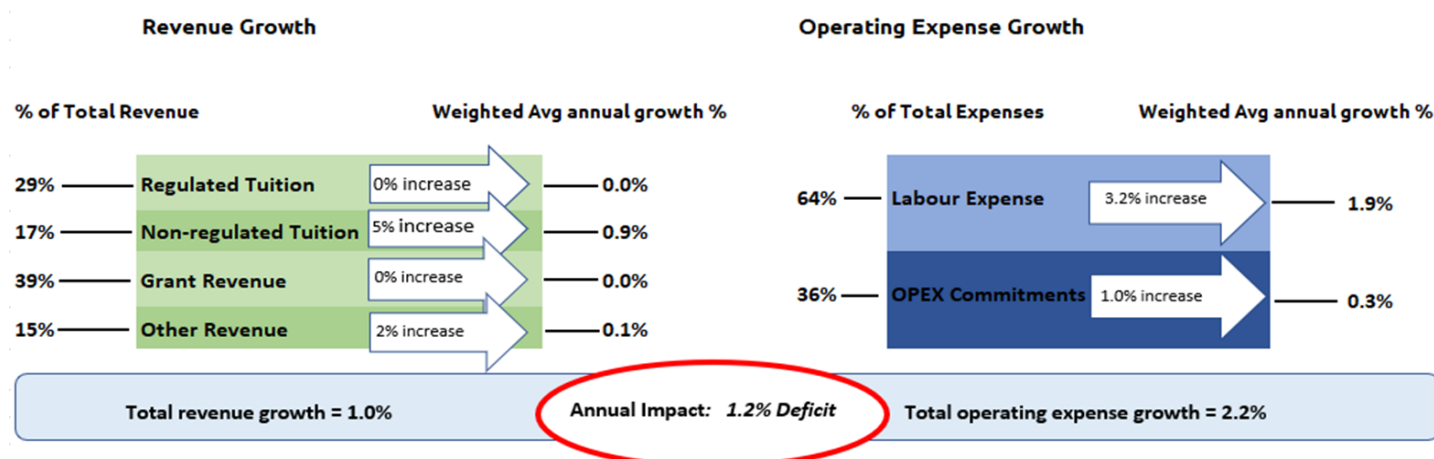
Expenses

A number of services are mandated for increases, which are automatically added to the base budgets. This may be required by government, external agreements or existing university policies. For example, we have restricted funds that are collected from students, donated, or provided to us via designated granting programs. The university monitors the collection of these funds and automatically provides the money to the associated service departments. For example, Campus Health Services fee collected from students applies directly to the operational expenses of this service and cannot be used for any other purpose. Some monetary government grants are also restricted such as the debenture grant, which is valued at \$13.5M annually and covers a portion of the \$16.5M annual debenture repayment.

Operating expenditures influence a several factors including, but not limited to, inflation, the escalating costs of key goods and services (e.g., software licenses, library subscriptions), and the cost of maintaining and servicing aging facilities. Prior to the pandemic, the Ontario university system experienced annual increases of about 4% annually, but now some of these required expenditures have surged into the double digits. With known increases in cleaning supply costs, required lab kits and food costs, we anticipate limiting operational expense increases will be difficult and units may have to cover them from within their current budget through reallocations. Each unit must look at the IARP and discern if there are activities that must be continued versus others that must be discontinued.

The core financial challenge influencing the fiscal blueprint is a result of the current government's frozen domestic tuition fees and no additional funding for domestic growth policies. This means that 68% of our total revenues (i.e., 29% regulated tuition and 39% grant revenue) are subject to no increase. **Without enrolment growth**, total revenue is projected to increase by a mere 1.0%. With our very conservative expense assumptions, our expenses are growing at an average of 2.2% annually. This includes a 3.2% increase attributable to annual mandated salary increases once we include across-the-board and annual progression factors. To limit the growth in expenses, we ask most units to cover inflationary and contract increases through the reallocation of existing budget dollars. Stated another way, the university is faced with a budget that is contingent upon continuous enrolment growth to fund base operating expenses (Figure 6). To provide some context, salary increases have annually grown above \$3M in each of the past few years. Given that grant and tuition revenues remain flat for the foreseeable future, we need to enrol more than 300 more students per year to just to cover existing year-over-year mandated salary costs.

Figure 6: Structural Comparisons – Without Enrolment Growth



As we look at the 2023-2024 budget compared to the previous year, there is a projected \$3.5M increase in expenses (\$217M compared to \$213.5M). It must also be noted that in 2022-2023 our expenses were higher than revenues as we had projects funded through prior year reserves. A few areas to highlight, as it relates to expenses in the current budget, include the following:

Personnel Costs: We must consider investing in the faculty and staff complement to bolster new and existing program capacity, to enhance our ability to move toward the highest quality of hybrid learning, boost co-operative education offerings, and to strengthen supports for teaching and learning, technology and our student recruitment efforts.

Just under 70% of our annual budget supports personnel costs, including salaries and benefits. This is higher than the Ontario system, which is at 62%. The base budget already includes almost \$8.1M more for employees compared to last year's budget. This will be covered by approximately 95% of the total revenue increase. It is important to note that this year's cost is higher due to the One-Time Retirement Incentive Program for Tenured, Tenure-Track and Teaching Faculty Members outlined in the recent UOITFA Collective Agreement. In 2011, our Senior Academic Team set a goal to improve the student-to-faculty ratio from 36:1 to 31:1 in an effort to enhance the educational experience of our students and move closer to the provincial average. Our current faculty complement would keep us in this target ratio range (Figure 7).

Figure 7: Staff Complements (FTEs)

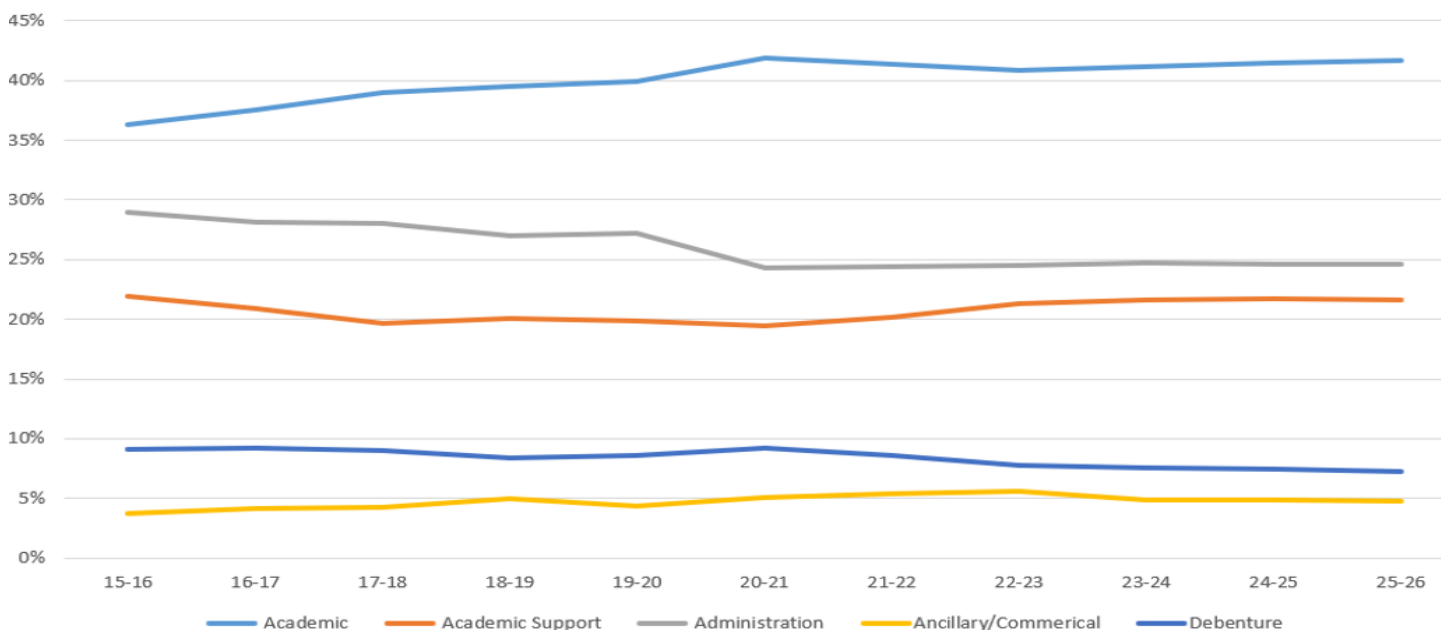
FTE COUNT - TOTAL	2019-20 Actual	2020-21 Actual	2021-22 Actual	2022-23 Budget	2022-23 Forecast
FFTE's	8969	9449	9540	9389	9485
	1-Oct	1-Oct	1-Oct	1-Apr	1-Oct
Tenure/Tenure Track	225.5	230.5	225.0	232.0	232.0
Teaching Faculty	83.0	85.0	87.0	90.0	90.0
Support Staff - Durham College	67.2	64.0	63.3	56.5	59.9
Support Staff - OPSEU	279.0	287.0	298.0	309.0	315.5
Non-Union - Admin/Support	171.0	158.0	167.2	182.3	181.0
Total FTE	825.7	824.5	840.5	869.8	878.4
Student:Faculty	28.9	30.1	29.9	29.5	29.4
Student:Staff	18.3	19.4	19.4	18.9	18.7

Financial Aid Costs: Five per cent of our budget is allocated for scholarships, bursaries and fellowships to help students attend our university and to support our institutional access agenda. With increasing investments in entrance scholarships, graduate assistance and a new international support program, we anticipate that we will distribute more than \$11M to students in 2023-2024. When the university established international student growth targets, we also created programs to set aside funds to help support our international students who come from a variety of different economic backgrounds. As we introduce a new international undergraduate entrance scholarship program in 2023, this money is set to almost double next year to \$1.7M. Additionally, in 2022, we expanded an international graduate support program that provides scholarships, which essentially waives the international fee differential for 15 PhD students per year. This will grow to \$750K next year.

Facilities Costs: 10% of our budgetary expenses include the costs associated with the annual upkeep of our physical infrastructure. Embedded in this number is more than \$5M a year in building leases and \$3M for the unfunded portion of the debenture. In November, 2021 a [Strategic Reserves Discussion Paper](#) was presented to the university's Board of Governors' Audit & Finance Committee to stimulate a review and prepare for future capital maintenance, repair and replacement needs. While more than 60% of our buildings are in great condition, funds need to be set aside for future renovations and to move from leases to university-owned buildings. Since 2012, we have planned to set aside \$3.5M for future capital needs. This paper highlights a need above \$4M a year for the next decade to deliver on planned activities such as normal repairs (e.g., roof replacements) and future buildings (e.g., Charles Hall and Library expansions). This full number is not in the budget as we expect annually savings of more than \$3M for these purposes.

Expense Assumption Outlook: The budget assumptions provide about \$1.2M for strategic allocations depending on the enrolment levels and anticipated program mix. Resource allocation is important to everyone who is part of the institution. Importantly, when funds are available for discretionary spending, our focus on our strategic priorities ensures that we continue to build a university where students, staff and faculty want to work and study, and they can do so in a modern, progressive environment. To this end, it is important that our discretionary investments support our key mandates, not the least of which is our academic programs and the people who are part of them. With these current allocations we see that we are slightly increasing percentages of funds that go to "academic" (e.g., faculties) and slightly decreasing percentages of funds that go to academic supports (e.g., library, teaching & learning) and administrative operations (e.g., finance), respectively (Figure 8).

Figure 8: Percentage of Total Budgeted Expenses by Functional Area



Summary

Ontario Tech strives to advance its strategic priorities while ensuring that we engage in financially responsible budgeting practices. It is important to note that our two main revenue streams (i.e., domestic tuition and provincial government grants) are currently frozen, while expenses continue to increase primarily due to annual salary increases and the costs of inflation. We have no choice but to focus on enrolment growth (especially international) and generating alternative revenue streams, while finding cost efficiencies during this time of financial constraint. This reliance on enrolment adds a layer of volatility to these planning processes as a mere 3% miss of intake could result in more than \$1M in lost revenues. Therefore, a conservative budget plan is being developed to allow for potential revenue swings. With this in place there is about \$1.2M for further investment in our priority areas.

The priorities we have already focused on include increases to our labour pool and student financial aid. As we look to the out years, we have accounted for a portion of inflation and a capital fund as equipment ages. We will continue to plan for a surplus above \$3M as we must build reserves for deferred maintenance expenses. This leaves limited discretionary dollars for new spending and the focus remains on funding strategic initiatives that reflect our values and provide opportunities for differentiation from other universities.

We will continue to provide information so that our campus community better understands the issues and factors that must be considered when we make necessary, but also difficult, decisions in our current fiscally constrained environment. We welcome your feedback through participation in the budget information session or by emailing the Budget Working Group at budget@ontariotechu.ca.

For an alternative format of this information, contact budget@ontariotechu.ca.



Budget Kick-off 2023-2024

Academic Council Nov 22, 2023

Audit & Finance Nov 23, 2023



Q2 Budget Forecast

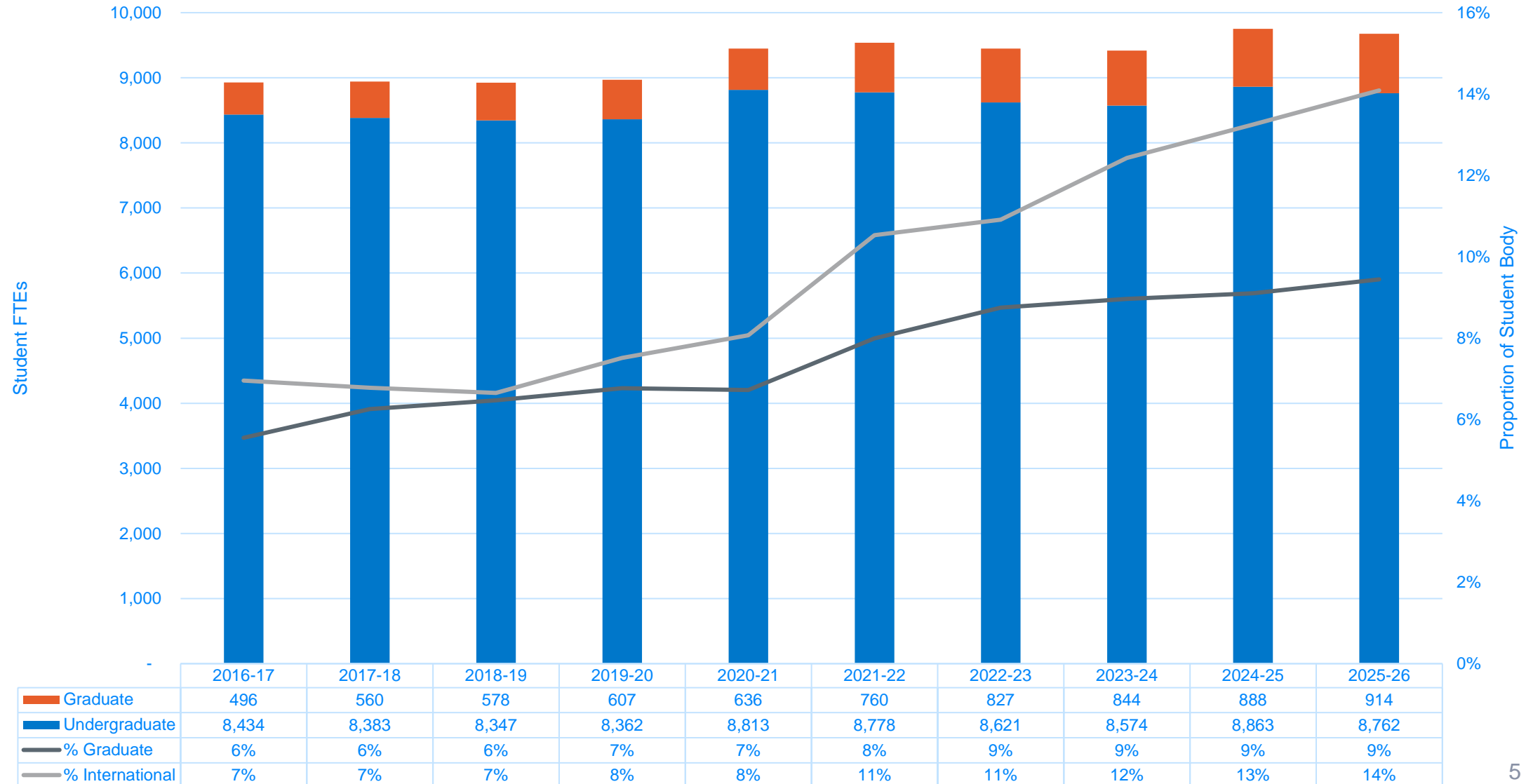
Q2 Budget Forecast

Revenue Summary	2021-22 Actual	2022-23 Budget	2022-23 Forecast
<i>FFTEs</i>	<i>9540</i>	<i>9389</i>	<i>9485</i>
Tuition	89,205	94,719	93,146
Grant	89,281	82,227	85,129
Ancillary	11,971	14,081	13,509
Other Revenue	5,231	4,939	7,239
Donations	1,483	1,784	2,311
Commercial	7,041	12,095	11,433
Total Revenue	\$204,212	\$209,845	\$212,767
Expense Summary	2021-22 Actual	2022-23 Budget*	2022-23 Forecast
FT Labour	99,170	113,301	106,614
PT Labour	22,255	18,766	22,439
OPEX	73,465	71,748	74,236
Capital	6,185	9,761	13,599
Total Expenses	\$201,075	\$213,576	\$216,888
Funded by PY Reserves	\$840	\$4,782	\$4,782
Net Surplus / (Deficit)	\$3,977	\$1,051	\$661



2023 – 2024 Budget Assumptions - Revenues

Key Budget Driver - Enrolment





2023 – 2024 Budget Assumptions - Expenses

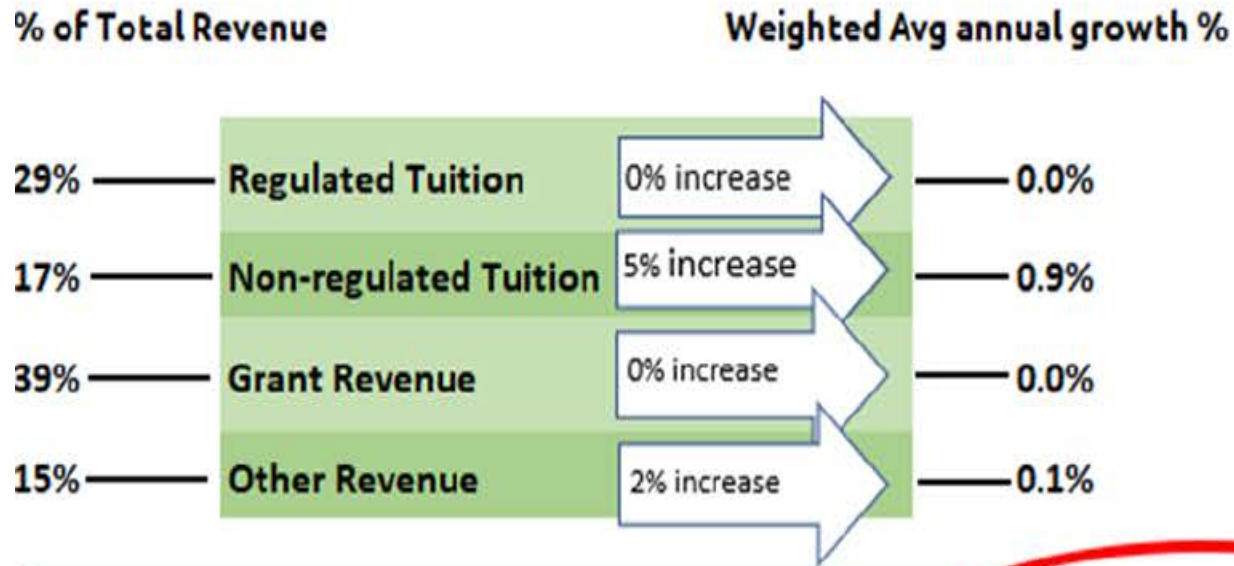
DRAFT Budget Forecast

Revenue Summary	2020-21 Actual	2021-22 Actual	2022-23 Budget	2022-23 Forecast	2023-24 Budget*	2024-25 Budget*	2025-26 Budget*
<i>FFTEs</i>	<i>9438</i>	<i>9540</i>	<i>9389</i>	<i>9485</i>	<i>9464</i>	<i>9809</i>	<i>9745</i>
Tuition	81,440	89,205	94,719	93,146	100,436	110,473	118,820
Grant	82,371	89,281	82,227	85,129	84,328	84,516	83,721
Ancillary	11,155	11,971	14,081	13,509	14,574	15,105	15,007
Other Revenue	3,237	5,231	4,939	7,239	5,478	5,588	5,699
Donations	1,103	1,483	1,784	2,311	1,784	1,820	1,856
Commercial	5,751	7,041	12,095	11,433	11,293	11,519	11,749
Total Revenue	\$185,058	\$204,212	\$209,845	\$212,767	\$217,893	\$229,021	\$236,852
Expense Summary							
FT Labour	97,429	99,170	113,301	106,614	121,410	126,955	131,060
PT Labour	16,855	22,255	18,766	22,439	17,310	17,977	18,437
OPEX	55,887	73,465	71,748	74,236	72,383	74,384	76,615
Capital	6,571	6,185	9,761	13,599	5,965	5,934	6,053
Total Expenses	\$176,743	\$201,075	\$213,576	\$216,888	\$217,068	\$225,250	\$232,165
Funded by PY Reserves	\$0	\$840	\$4,782	\$4,782	\$354		
Net Surplus / (Deficit)	\$8,315	\$3,977	\$1,051	\$661	\$1,179	\$3,771	\$4,687

Expenses

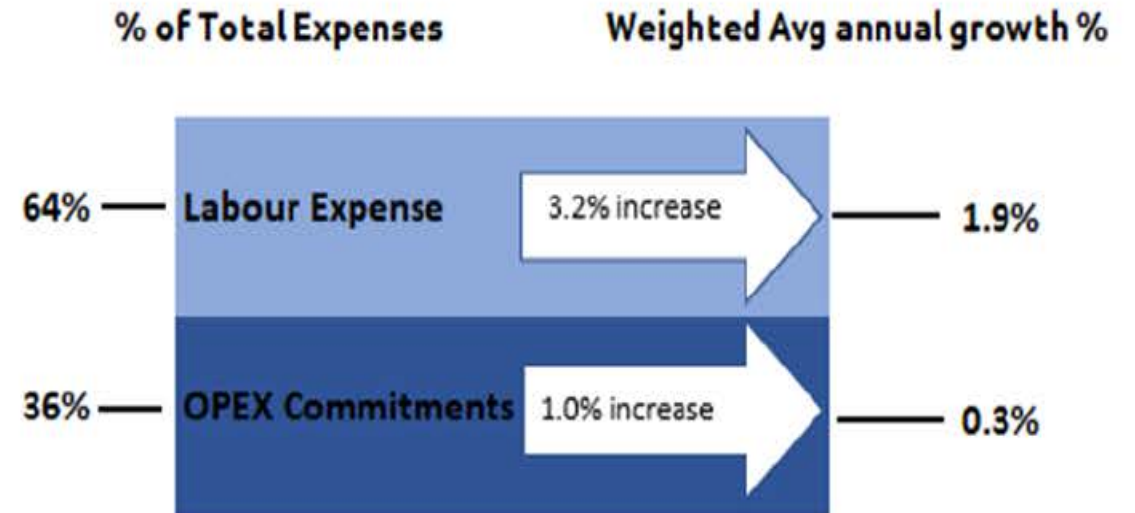
- Revenue: If UG international went up 5% on average the weighted impact on budget is less than 1%.
- Expenses: Looking at current salaries alone when we include ATB and PTR they are going up over 3% a year for a weighted average of almost 2%
- Starting base budget DOES NOT include inflationary increase for OPEX. Most units will need to reallocate from within

Revenue Growth



Total revenue growth = 1.0%

Operating Expense Growth



Total operating expense growth = 2.2%

Annual Impact: 1.2% Deficit



Strategic Allocation

IARP Priorities

- **Learning Re-imagined/Tech with a Conscience**
Innovative Programming
- **Learning Re-imagined/Tech with a Conscience**
Differentiated Technology and Physical Space
- **Sticky Campus/Learning Re-imagined**
Student-Centric University
- **Sticky Campus**
Commitment to Mental Health and Equity, Inclusion and Diversity
- **Partnerships**
Building Community/Partnerships to Support Learning, Opportunities and Discoveries



Process & Timelines

Budget Process

22-Nov-2022	High level presentation of budget assumptions to AC
23-Nov-2022	Update on in-year and present budget assumptions to A&F
29-Nov-2022	High level presentation of budget assumptions to TOWNHALL
9-Dec-2022	Q3 FORECAST SUBMISSION
16-Dec-2022	2022/23 BUDGET & Workforce Planning SUBMISSION
Jan 23-25	Unit Leaders BUDGET PRESENTATIONS to Budget Working Group
12-Apr-2023	PRESENTATION OF PROPOSED BUDGET TO A&F
June 27-2023	PRESENTATION OF PROPOSED BUDGET TO AC

BOARD REPORT

SESSION:

Public ☒
Non-Public ☐

ACTION REQUESTED:

Decision ☐
Discussion/Direction ☒
Information ☐

Financial Impact ☐ Yes ☒ No

Included in Budget ☐ Yes ☐ No

TO: Board of Governors

DATE: December 1, 2022

FROM: Brad MacIsaac, Vice President Administration

SUBJECT: Proposed Template Risk Management Board Report

MANDATE:

In accordance with section 9 of the University's Act, the Board is responsible for governing and managing the affairs of the University, and has the power to appoint committees and delegate to them such duties and responsibilities as may be provided by the By-laws of the University. 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:

- i.) Reviewing and approving the risk management process at the University that ensures appropriate procedures 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:

A Taskforce was established in summer 2022 in response to discussions about the Annual Risk Report presented to the Board of Governors in June 2022. The focus of the taskforce was to review the existing construction of the University's Risk Management Board reporting. The attached November 2022 Risk Report was

prepared in accordance with the revised approach to risk reporting as described in the materials titled, "Risk Management Board Report Design" presented to the Audit and Finance Committee on November 23, 2022. Committee feedback on the content and structure of the Risk Report, as well as a discussion of the risks contained therein, was requested.

Attachments:

November 2022 Risk Report



November 2022 RISK MANAGEMENT REPORT

Prepared by:
Brad MacIsaac - Chief Risk Officer
Jackie Dupuis - Director of Risk Management
November 23, 2022



The University Risk Management (URM) framework was established in June 2014, underpinned by the institutional risk register developed and validated in partnership with all faculty and administrative units in 2017.

The University’s risk register is continuously reviewed with risk owners on an annual basis or as new information is received. The June 2022 report had 70 items on the list. The ongoing assessment of risk includes reexamining the causes of risk, existing controls, the likelihood and consequence of the risks occurring, and the mitigation strategies in place.

The risk register further defines institutional risks into four categories: operational, financial, strategic, and reputational. Risks are then catalogued based on the calculated risk level within their area. Risks identified as strategic or with a high or extreme calculated risk level are assigned to a member of the Senior Leadership Team for oversight.

The risks highlighted in the dashboards that follow are subject to change every quarter and represent the top-rated risks within the institutions risk register – that is, those with the highest residual impact and likelihood scores after existing management controls have been fully considered.

This summary will be utilized to detail any changes over the last presentation to A&F related to the University’s risk profile. This report marks the first substantive change in how the information will be shared with the Board.

Financial Risk

Risk Definition: Exposures that arise from the University’s financial operations and/or external market forces, with the potential to impact funding level, investment performance, liquidity, budget, premium revenue/rates, and other key financial indicators.

Alignment to Risk Appetite: Within risk appetite 

Key updates since June 2022 report: After years of budget uncertainty relating to COVID, we are forecasting a relatively stable yet lean three-year balanced budget position.

Top Financial Risk	Risk Trend	Risk Mitigation Plan
Financial Sustainability: Risk associated with inadequate fiscal controls	→	Ensure predictive analysis is based on sound assumptions. Continue to monitor what others within the sector are considering and adjust accordingly. Exploring alternate sources of revenue. Budget process, sound management and recruitment strategies. Use innovative enrollment tactics to meet University enrollment goals. Assess existing contractual obligations

Operational Risk

Risk Definition: Exposures that arise from people or a failure in internal processes, systems or controls and may impact the University’s ability to sustain immediate or future business operations.

Alignment to Risk Appetite: Within risk appetite 

Key updates since last year: The University has invited the community back to campus after remaining virtual due to COVID-19. The University continues to maintain a safe and healthy workplace environment with a focus on a hybrid learning models, remote work, and the extension of the mask directive. The University is committed to a soft reintegration of social assimilation.

Top Operational Risks	Risk Trend	Risk Mitigation Plan
Continuity and Crisis Management: Any disaster that disrupts business continuity, including the University's operations and technology infrastructure	↑	Continue with the development of tools to support the Risk Owners in establishing plans beyond the scope of the pandemic plans used against COVID-19. Support the ongoing Table Top Scenarios which assist in effectively establishing roles and responsibilities within the operation and senior leadership.

Strategic Risk

Risk Definition: Risk that arises from internal and external trends and events that might impact the University's ability to achieve its mandate, or that arise from its ability to identify and execute on objectives and to establish and implement strategies to achieve them.

Alignment to Risk Appetite: Within risk appetite



Key updates since last year: "Quiet Quitting", and "The Great Resignation" have emerged as recent tag lines as risks impacting employment productivity. Fatigue from COVID-19 remains felt within the global workplace. The university has observed weaker applicant pools over the past six months and salary expectations of top candidates that exceed limits for key vacancies, both of which have presented challenges to fill certain roles.

Top Strategic Risk	Risk Trend	Risk Mitigation Plan
Talent Management: Attract, develop, and retain top talent	↑	Continue to collect data on compensation developments at other universities; re-align service delivery model to build adequate recruitment services; review and analysis of salaries; designing, coordinating and responsible for delivery of learning catalogue. We have launched a new ATS and continue to work with its functionalities to improve data reporting and our user experience. Flexible Workspace Program has passed mid-point of one-year pilot; formalizing our commitment to a hyflex work environment for administrative staff underway and to be completed at end of pilot phase in spring 2022.
Employee Health and Wellness: Risk in instability in work-life balance	↑	The expansion of mental health service providers as part of our health and wellness benefits. A Wellness Manager has been hired.

Reputational Risk

Risk Definition: Exposures that arise from stakeholders' perception of the University with the potential to impact public trust in the University, as a result of direct or indirect action of the University, its employees, partners or suppliers.

Alignment to Risk Appetite: Outside of risk appetite



Key updates since last year: The landscape of cyber risk continues to remain fluid as the sector, and insurance market continued to grapple.

Top Reputational Risk	Risk Trend	Risk Mitigation Plan
Cyber Security and Privacy: The failure to safeguard our information systems and data	→	Continue to lead Table Top Scenario based discussions between the institutions to strengthen our understanding of the response in crisis. Launch phishing campaign/cyber security awareness twice annually and based on the results we set up additional training. Initiate two factor authentication program focusing on high risk functions across the institution. Comprehensive cyber insurance coverage set for implementation January 1, 2023.

APPENDIX: EMERGING RISKS AND NEW INITIATIVES

Emerging Risk:	Social Inflation
Risk Category:	Financial Risk
Risk Description:	Impact of societal factors on the rising cost of insurance claims, damage awards, and settlements. This is just a subset of the other inflationary items the university is monitoring across all units as we see increases in utilities, subscription and other purchases. The <i>value of money</i> has created recent challenges within the insurance industry as there seems to be a rise in future cost of care awards and damage for loss of care and companionship.
Risk Factors:	
Risk Consequence:	Public perception, Class Action proceedings, Litigation funding, Legal advertising
Mitigation Focus:	Increase in insurance premiums, decrease in coverage, increase in self-insured retention Monitor and evaluate changes in existing insurance coverage, and advocate where necessary to senior leadership for additional insurance considerations.

New Initiatives:	Legacy subcritical assembly
Risk Assessment:	Absolute liability exists with all activities associated with nuclear instruments in the event of an incident. <i>Canada's Nuclear Liability and Compensation Act</i> (NLCA), requires third-party liability coverage for designated nuclear installations in alignment with the International Nuclear Liability Convention to which Canada is party, the Convention on Supplementary Compensation (CSC). The University is currently under in discussions with the NLCA and NIAC regarding our proposed activities, loss control, and loss prevention.
Risk Category:	Operational, reputational
Next Steps:	Review and complete the survey and specification sheets requested from Nuclear Insurance Association of Canada. Nuclear inspection set for January 2023.

2023-2024 Priorities:

The 2021-2023 Integrated Academic-Research Plan marked an enduring commitment to our four priority areas; Learning Re-imagined, Creating a Sticky Campus, Tech with a Conscience and Partnerships. These priorities, when acted upon, will continue to move us towards realizing our University Vision. The following are areas of focal points and actions for the 2023-2024 time period to move our priorities forward.

1. **Learning Re-imagined/Tech with a Conscience - Innovative Programming:** Re-invent learning by defining and constructing high-quality pedagogical practices specifically designed for use with technological solutions and the inclusion of experiential components. Incentivize scholarship of teaching and enhancing teaching practices through the focus on being leaders in pedagogy and technology research and scholarship that is learner focused.
2. **Learning Re-imagined/Tech with a Conscience - Differentiated Technology and Physical Space:** Invest in, and utilize, an expanded array of technological platforms and assets while simultaneously exploring and identifying new opportunities in relation to the technology-pedagogy interface. Expand core research facilities involving immersive technology. Repurpose and re-imagine existing spaces to support learning, research, community engagement and sustainability.
3. **Sticky Campus/Learning Re-imagined - Student-Centric University:** Strategic Enrolment Management Framework – Long term enrolment plan aligned with institutional vision and priorities combined with enhanced retention programming. Concentration on student success and the entire student lifecycle with greater focus on digital recruiting, analytics to help student success, microcredential and continuous learning offerings and enhanced connections with alumni for life-long learning. Increased research opportunities for undergraduate and graduate students.
4. **Sticky Campus - Commitment to Mental Health and Equity, Inclusion and Diversity:** Provide supplemental supports via increased resources for faculty, staff and students. Concentration on the evolving work place settings to provide for flexibility. Utilize self ID survey data to inform programs and actions that strengthen positive engagement and an environment that promotes inclusion, collaboration and equity.
5. **Partnerships – Building Community/Partnerships to Support Learning, Opportunities and Discoveries:** Focus on strengthening and expanding current partnerships, philanthropy efforts, and community connections to support student learning and employment opportunities, academic programs, and research priorities.



Board Strategy and Planning

Integrated Planning Process Overview December 2022

Aligning Actions and Metrics to Our Priorities

Tech with a Conscience



Learning Re-imagined



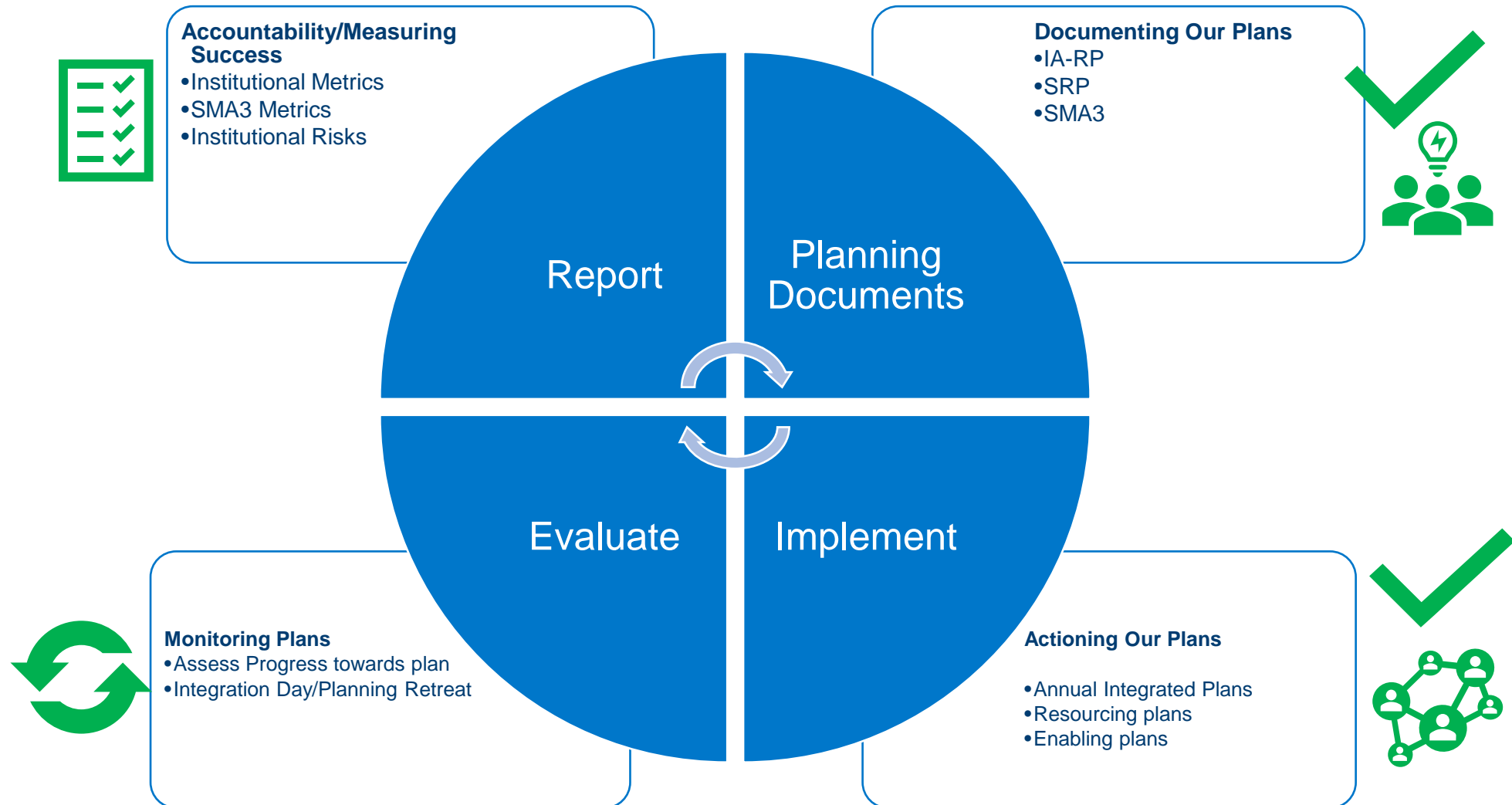
Creating a Sticky Campus



Partnerships



Actioning Our Plans – Evaluating Our Performance



Integrated Planning Process Update

September/October

2022/23-2024/25 Integrated Planning Templates drafts being completed

October/November

Institutional Metric Target Setting consultations and final compilation

December/January

SLT, ALT review of Institutional Metric Targets

2022/23-2024/25 Integrated Planning Templates Finalized

Draft 2023-2025 IARP (January)

February/March

Draft Institutional Targets Review AC and Board S&P

Draft 2023-2025 IARP Consultation

Institutional Metric data compilation

April

Final Draft IARP to AC and Board S&P then Board

Institutional Metric report to AC and Board S&P then Board



Integrating Our Planning Documents

Integrated Academic-Research Plan 2023-2025
Vision, Mission, Values, Priorities, Commitments

Strategic Pillars
Strategic Mandate Agreement

Enabling Plans

Enrolment
Plan

Institutional
Budget

Master Plan

Resourcing Plans

Budget Plan

Complement
Plan

Capital Plan
(Includes IT)



BOARD REPORT

SESSION:

Public
Non-Public

☒
☐**ACTION REQUESTED:**

Decision
Discussion/Direction
Information

☐
☐
☒

TO: Board of Governors

DATE: December 1, 2022

FROM: Brad MacIsaac, Vice-President, Administration

SUBJECT: Capital Project Tracking

MANDATE:

The Strategy and Planning Committee (S&P) is responsible for overseeing the strategic planning 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.

BACKGROUND/CONTEXT & RATIONALE:

To enhance transparency with the Board and address recommendations in the 2021 Ontario Internal Audit Division findings report management created a new process for tracking capital projects under \$4M. The committee will now receive a multi-year Strategic Project Planning document for discussion once a year and then regular updates on the annual project list at each meeting. Members will be able to quickly look at this dashboard to understand the project schedule and track costs.

At its October 27, 2022 meeting, S&P was shown the tracker and asked for feedback. It is expected that the shape of the tracker will change over the next few quarters in response to Committee input. For example, the current tracker has all projects over \$50 thousand; but, a suggestion was made to highlight more of the strategic projects rather than basic operational refreshes.

SUPPORTING REFERENCE MATERIALS:

- S&P Cover Memo
- Q2 Project Tracking

COMMITTEE REPORT

SESSION:

Public ☒
Non-Public ☐

ACTION REQUESTED:

Decision ☐
Discussion/Direction ☐
Information ☒

TO: Strategy & Planning Committee
DATE: October 27, 2022
FROM: Brad MacIsaac, Vice-President, Administration
SUBJECT: Capital Project Tracking

COMMITTEE MANDATE:

The Strategy and Planning Committee (S&P) is responsible for overseeing the strategic planning 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.

In accordance with the discussion at the May 2022 meeting of S&P, the committee will now receive a multi-year Strategic Project Planning document for discussion once a year (normally winter) and regular updates for information on current capital projects at each meeting. Projects will be separated into two groups: major capital building projects (>\$5 million) which will have their own separate tracker as well as a summary of routine capital renewal and renovation projects (>\$50,000 but <\$5 million).

The contents of the regular updates report provide more information on the new investments/initiatives, and project completion against funds used. This will enhance transparency with the Board and address recommendations in the 2021 Ontario Internal Audit Division findings report.

Committee input on the revised format of this report is appreciated.

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 forecasting management has created enabling plans, which moves us from goals into actions. There are a number of facility related papers such as Reimagine Physical Space (2021 attached) and Capital Reserves (Nov 2021 A&F [item 7.1](#)) for deferred maintenance that will drive the facilities actions. For Information Technology (IT), the Reimagine IT paper (March 2022 S&P [item 7.1](#)) is set to drive future actions.

As started in winter 2021, the process will now include a presentation of a rolling multi-year enabling plan for both IT and facilities during winter meetings. A project tracker is then developed for information 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 indicate 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 intend to mitigate project impacts.

1) Major Capital Projects (>\$5M)

There are no major capital projects underway in this fiscal year. In 2021-22 we completed the Shawenjigewining Hall and the installation of the ACE Moving Ground Plan. As we look towards the future, we have drawings ready for the following projects:

- Completion of the fifth floor of Shawenjigewining Hall, which is currently shelled space,
- Extension of Shawenjigewining Hall and connection to Library (A7),
- Extension of Charles Hall
- Extension of Software and Informatics Research Centre (SIRC)

There are no major projects on the horizon for IT at this time. For our IT infrastructure renewal, we have a phased in approach over time rather than a single major capital project. We do have a review of moving more of our system to the cloud and what impact that may have on our services. Depending on the level of the implementation this could be over \$5M and take over three years to complete.

2) Routine Capital Projects (>\$50,000 and <\$5M)

Routine capital includes cyclical maintenance, rehabilitation, upgrade and renovation projects associated with campus buildings and infrastructure. These projects are funded from a variety of sources such as operational budget, government grants, Athletic Reserve, or ancillary services (i.e., food & parking). The largest part of the facilities budget is an annual grant from the Ministry of Colleges & Universities (MCU) which was budgeted at \$2.1M for this year and now forecasted to be \$2.9M. This grant is for Facility Renewal Projects (FRP) that specifies that these funds be directed toward reduction of deferred maintenance in core academic facilities and that the overall package of projects in each year should demonstrate cost shared between MCU and the university.

For facilities, the original budget was approximately \$5.4M (\$2.1M FRP, \$3M in Charles Hall, \$300k in additional capital projects). Since setting the budget we received an additional \$600,000 to bring the total tracker to almost \$6M. Most funded projects are less than \$100,000 and consist of core building system renewals such as roof and envelope repairs, elevator retrofits, electrical infrastructure projects, fire and life safety system retrofits, minor interior refit projects (such as flooring replacements and washroom refurbishments), and utilities infrastructure improvements. This year we had a large renovation approved for Charles Hall, which was budgeted at \$3M. The project is essentially complete and final deficiencies are being worked through. The project has come in under budget. The project was a successful partnership with the Social Science & Humanities (SSH) and Education faculties. By renovating the second floor to move from six classrooms to nine and by restructuring the offices on the third floor we were able to create an Academic Hub. A place where the majority of student activities could be in one building; including but not limited to, library, food services, study space, classrooms, student life, OTSU, in addition to a merged deans suite with all education employees and the administrative functions for SSH.

There are three projects in yellow due to supply chain issues. The projects are not in jeopardy but we may have to reserve funds at the end of the year to complete the project(s) next fiscal. There are also two projects highlighted in grey that have been canceled for this year as the quotes came in much higher than anticipated. We will look to reallocate those funds to other priorities.

For IT, the original budget was approximately \$1M (not including \$600,000 for laptop purchases). Since the budget was approved, we have worked with Durham College to review our shared budget and delayed about \$330,000 of new software packages in order to better understand user needs. We recently completed an initiative investigating how we can partner to enhance the digital and classroom experience. A new Digital Experience Platform was implemented as the MyOntarioTech portal replaced a software that was past the vendor's support phase. The new portal helps provide more personalized information in a single location. Additionally, a new mobile app was created (Qless) in partnership with the Registrar and Graduate Studies Offices. This eliminates the need to line up in the front hall of SIRC! Students can virtually enter the queue and know when they will be served, giving them the ability to spend more time engaging and less time in line.

There is one project in red as we do not believe it will occur this fiscal. Upon further review of the issue, we have decided to bring in a consulting team to help us better understand the different options we have to manage our active directory.

There are an additional eight projects not listed as they are under \$50,000 which total \$160,000.




SUPPORTING REFERENCE MATERIALS:

- Q2 Project Tracking

Capital Projects Q2 Update

S&P
October 2022

Strategic Priority: Reimagining Information Technology

I. Where We Are		
Enhance the digital and classroom experience with easy access to information and services*	Improve efficiency and speed by re-engineering business processes*	Strengthen our security posture and incident recovery preparedness*
 <p>Qless Digital Experience Platform LiveHelpNow</p> <p><small>DIGITIZATION</small></p>	 <p>Automate and improve student communication Support timely decision-making to improve student success and retention</p> <p><small>EFFICIENCY</small></p>	 <p>Launched multifactor authentication Ongoing awareness campaign</p>
II. What We've Achieved		
<p>As part of our digitization efforts, we have:</p> <ol style="list-style-type: none"> 1. Eliminated student queues and provided students flexibility to line up virtually from anywhere 2. Provided a personalized experience to the university community on a unified portal. 3. Utilized the LMS to support virtual orientation for new students. 	<p>We have improved business processes by:</p> <ol style="list-style-type: none"> 1. Storing university email accounts of staff and students in Banner. 2. Enabling faster adjudication of scholarships and awards by enhancing financial aid processes 3. Managing Google storage needs for students, faculty, and staffs 	<p>We have implemented MFA and onboarded:</p> <ol style="list-style-type: none"> 1. # of departments: 19 2. # of staff enrolled: 349 3. # on mobile device: 304 4. # of fobs distributed: 58
III. Where We Are Going		
Initiatives		
Explore cloud services to achieve agility, interoperability, and adaptation to the changing educational technology landscape	Implement ILP to provide students instant access to their courses on the LMS (currently takes 48 hours)	Implement TouchNet uStores to accelerate and streamline web payment across the university
Make ERP applications mobile compliant	Retirement of Media site and Blue Jeans	Implement ADAP to assist with Identity Management. This is crucial in granting access to the right users to use relevant systems and integrations.

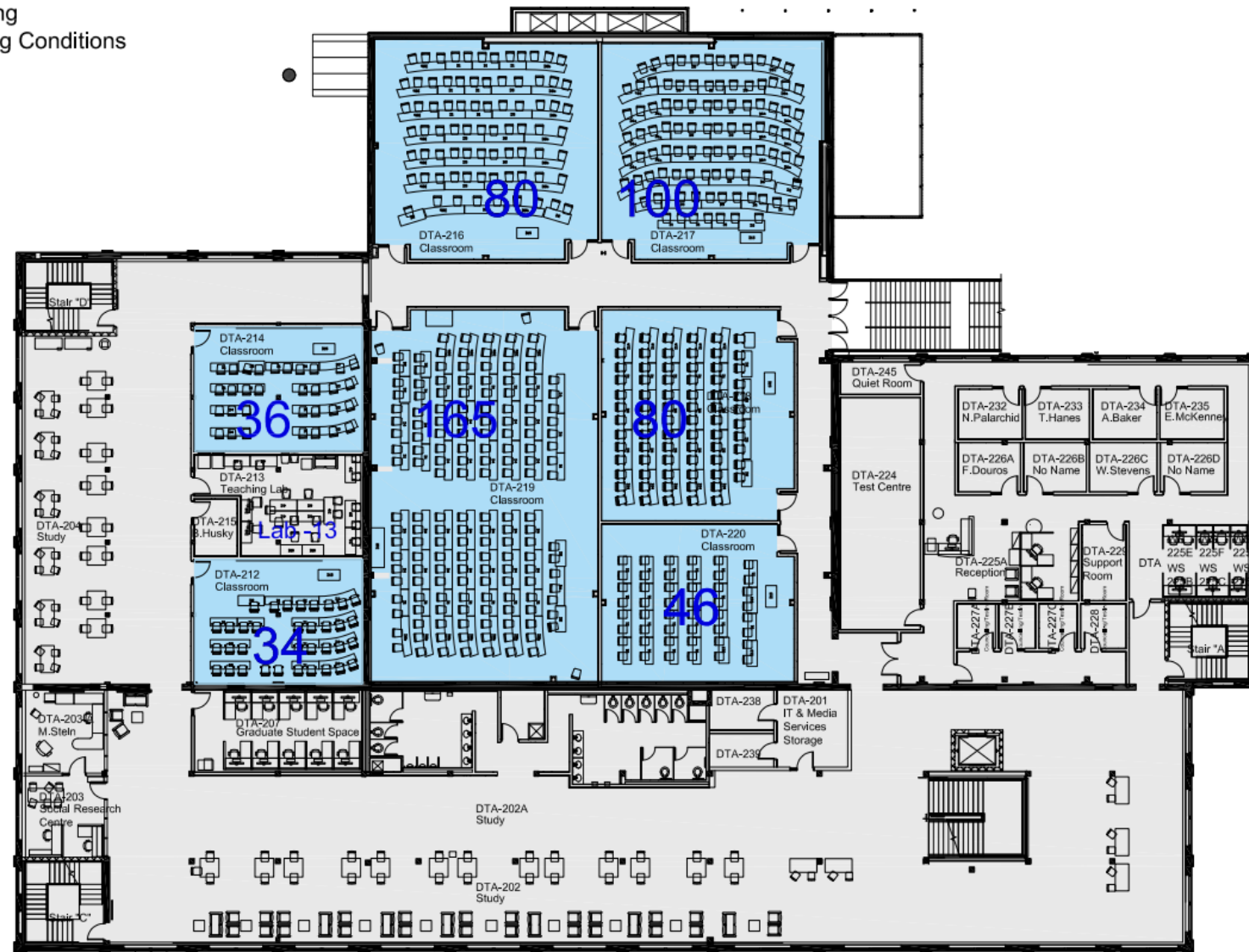
Budget Tracking – IT Projects								
Project	Project Description	Budget	Current Project %	YTD Actuals	Project Status	Rationale	Starting Quarter	Target Quarter
Banner Self-Service Rollout Configuration & Implementation Consulting	Enhance Banner functionality and implement self-service features for students, faculty, and staff	\$111,616	50	\$25,621	In progress		Q1	Q3
New Ellucian Product Implementations	Includes two projects: 1. Automate bi-directional transactions to/from Banner to the LMS 2. Provide accurate account provisioning between Banner and Active Directory	\$62,952	10	\$62,952	Approved	One project on hold. Pending strategy outcome recommendations from Softlanding consultants.	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	10	\$186,984	In progress	Money spent on the hardware. Waiting for the hardware to be delivered.	Q3	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	60	\$36,563	In progress		Q1	Q4
Cloud migration	Consultancy fees required to continue the projects for cloud migration	\$110,000	15	\$22,210	In progress		Q3	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	10	\$74,739	In progress	Waiting for the hardware to get in for November.	Q3	Q4
Media upgrade	UP1501/1502 - upgrade of projectors and screens	\$70,000	5	\$10,000	In progress		Q2	Q4

Charles Hall Second Floor

Existing Conditions















Second Floor - 61 Charles

Showing
Existing Conditions





Shared Faculty Space
Robyn Ruttenberg-Rosen
Janette Hughes
Jennifer Laffler

-  Existing Building
-  Demo Doors/Partitions / Millwork
-  New Partitions
-  Existing Partitions
-  Faculty Offices
-  Existing Offices and Workstations - To Grad Student Space
-  Shared Storage, Photo Copy Areas
-  Renovations
-  New Construction
-  Shared Meeting Rooms
-  Relocation of 5th floor 11 Simcoe Offices Into 61 Charles Third floor
-  Relocation of 5th floor 11 Simcoe Offices Into 61 Charles Third floor (Deans Suite)
-  New Office Furniture
-  New Workstations

Budget Tracking – OCIS Projects								
Project	Project Description	Budget	Current Project %	YTD Actuals	Project Status	Rationale	Starting Quarter	Target Quarter
FRP - Pump upgrade in ENG	Upgrade pumps in ENG and replace aged VFDs	\$75,000	50%	\$ 49,708.00	In Progress	Pumps received, install awarded, coordinating install	Q3	Q4
FRP - Lighting projects UA, ENG, SIRC	LED Retrofits in classrooms, labs and hallways including controls	\$365,000	80%	\$ 277,000.00	In Progress	Classes Complete, Controls in SIRC underway	Q1	Q3
FRP - Running Man Exit Lights	Upgrade of old style exit signs to new "running man" signs	\$97,000	20%	\$ -	In Progress	Supplier answering retrofit questions, shop drawing approval underway	Q2	Q3
FRP - FEAS Labs in ERC	Supporting energy storage research, converting ground floor class to research lab	\$300,000	10%	\$ 2,030.63	Delayed	Design + Tender complete. Trigon to start ASAP	Q3	Q4
FRP - Central UPS units installed	Continuing project to centralize electrical protection of research labs UA, UB, ERC	\$380,000	10%	\$ 5,960.00	Delayed	Units in transit - one damaged, walk for delivery start Oct	Q3	Q4
FRP - Solar PV install	Increasing generation on campus towards the 1mW allowance under current agreement	\$275,000	75%	\$ 57,000.00	In Progress	Ozz electric - racking complete, panels and wiring underway	Q1	Q4
FRP - Solar infrastructure work on installed systems	Adjustments and corrections on Collonade, SIRC and CERL installs	\$145,000	80%	\$ 15,980.00	In Progress	Zon engineering - increased efficiency and maintenance of installed systems	Q2	Q3
FRP - Controls upgrades	Upgrade BAS controls to the newest DXR technology in UA, increasing efficiency	\$570,000	60%	\$ 212,449.20	In Progress	DXR nearly complete ENG - UA scope in future. Desigo migration 50%	Q1	Q4
FRP - Modify Center Stairs and Basement ceiling House #20	Structural modifications to reclassify House #20	\$80,000	0%		Cancelled / Deferred	Abatement of asbestos and lead paint increased project complexity and cost	Q2	Q3
FRP - Failed skylight replacement UA	Replacing skylight glazing where seals have gone on existing glass	\$75,000	0%		Cancelled / Deferred	Quotes came back at \$500k due to age of remaining glazing and scaffolding setup	Q2	Q3
Deferred Maintenance not covered under FRP, additional fumehood install	UB Exterior steps, 61 Charles smoke stack inspection, ACE lab fumehood install	\$60,000	20%	\$ 18,950.00	In Progress	Stack inspected, Steps started, Fumehood requires lab re-arrange	Q1	Q3

Budget Tracking – OCIS Projects								
Project	Project Description	Budget	Current Project %	YTD Actuals	Project Status	Rationale	Starting Quarter	Target Quarter
VASO - Structured shelter	Create a sheltered area near the soccer field for athletics events	\$95,000	12%	\$ -	In Progress	Stamped drawings received	Q1	Q4
Furniture Purchases - FEAS, Library	Replacement of aging furniture and expansion of Graduate student space	\$117,477	100%	\$ 117,477.00	Completed		Q1	Q2
Charles Hall - Renovation	61 Charles to become student hub downtown with altered class sizes and research lab additions	\$3,000,000	95%	\$ 2,777,244.00	In Progress	Final deficiencies	Q1	Q3
FRP – Equipment Upgrades: New CS Lab, CCTV Switch upgrade	Equipment supply and install for CS Lab, replace EOL CCTV Switches	\$57,000	50%	\$ 22,000.00	Delayed	Long lead on presentation equipment for lab, long lead repeated update from CCTV supplier	Q1	Q4
FRP - Acoustic panel repairs, UA	Worn and damaged acoustic panels within classrooms replaced with sustainable alternative	\$50,000	20%	\$ -	In Progress	Awarded, install to schedule in winter break	Q3	Q4
FRP – Pump & Motor replacements	Aquatic lab pump, UB Central plant pumps, Major air handler motors North Campus	\$205,000	10%	\$ -	In Progress	Aquatic lab awarded, central plant awaiting quotes	Q1	Q4



BOARD REPORT

SESSION:

Public ☒

ACTION REQUESTED:

Decision ☐
Discussion/Direction ☒

TO: Board of Governors

DATE: December 1, 2022

FROM: Les Jacobs, Vice-President, Research & Innovation

SUBJECT: Subcritical Nuclear Assembly

COMMITTEE MANDATE:

The Strategy and Planning Committee is responsible for overseeing the strategic planning for all aspects of the university and assessment of the implementation of the university's plans in the context of the university's vision, mission and values. S&P wishes to make the Board aware of a project that will enhance the nuclear labs by adding a new nuclear engineering research and teaching facility.

BACKGROUND/CONTEXT & RATIONALE:

In the Spring of 2022, Ontario Tech University acquired Subcritical Assembly assets from Polytechnique Montréal and CNL/AECL. The transferred assets are currently located in a Canadian Nuclear Safety Commission (CNSC) licensed and secure storage facility at Ontario Tech University. The acquired assets are currently in a separated state; thus, do not constitute an operational Subcritical Assembly.

The Faculty of Engineering and Applied Science, and VP Research and Innovation have initiated the CNSC Class 1A licensing process to permit the construction and operation of a Subcritical Assembly at Ontario Tech University to enrich teaching and research opportunities for faculty, students, and partners.

A Subcritical Assembly, also called a Subcritical Reactor, is a class of nuclear reactors at the opposite end of the spectrum from larger traditional reactors such as the ones found in Nuclear Generating Power Stations (i.e., OPG and Bruce Power). Although it is based on the same principles of nuclear science as a power reactor, a Subcritical Assembly is much simpler and smaller and cannot make meaningful power due to its inability to sustain a nuclear reaction (hence subcritical). This means there is no potential for a nuclear safety event or accident that will affect the community. In fact, a Subcritical Assembly will stop operating unless neutrons are proactively added from an external radioactive source.

Given the characteristics identified below, there is no risk of a nuclear safety issue or event at Ontario Tech University, nor the surrounding community.

Subcritical Assembly Characteristics:

- The chain reaction process naturally ceases with no safety implications when the neutron source is taken away.
- No meaningful level of power or heat is generated that needs to be cooled or controlled. As such, meltdowns are not possible.
- No radioactive fuel waste is generated. The nuclear fuel for a subcritical assembly comes out “fresh” (unspent).
- The radiological exposure risk is limited to the personnel within the Subcritical Assembly Facility - and additional barriers are being added to the design to further reduce any risks to personnel.
- Academic Research Peers in Europe and the US with a Subcritical Assembly Facility have shown that it is safe to operate on a campus.

ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:

This Subcritical Assembly facility will be unique in Canada and will support Ontario Tech and the Faculty of Engineering and Applied Science priorities through its utilization within the Nuclear Engineering program. In addition, it will support the following priorities:

- Tech with a Conscience: It will enable and enhance applied research opportunities for our faculty and students, including supporting research for the small modular reactor industry as they deliver next-generation solutions to climate change.
- Learning Re-imagined: It will elevate opportunities for experiential learning of students by providing unique hands-on training opportunities that will better prepare our graduates to enter the workforce. This will further attract student interest and support program recruitment efforts.
- Partnerships: We anticipate joint ventures with local and international organizations for industry driven research opportunities in a variety of sectors who will benefit from studying reactor physics in a subcritical environment (e.g., nuclear, health, safety, etc.).

RESOURCES REQUIRED:

Project costs for the subcritical assembly facility and the lab renovations and are estimated to be \$30,000. There will be zero costs for licensing as the CNSC fees do not apply to non-profit organizations such as Ontario Tech University.

Since the intention is to make the subcritical assembly a core teaching and research centerpiece for the ENE department, it is expected that the assembly will NOT be decommissioned for as long as the university has a nuclear program. We would be the only post-secondary education organization in Canada to have such a facility so it will be crucial and in our best interest to keep the subcritical assembly in order to support Canada's nuclear industry.

CONSULTATION:

A multi-layered engagement and consultation process for the construction and operation of a Subcritical Assembly Facility has been initiated. Examples of engagement groups are as follows: on-campus groups (administrative units, unions, governance committees, faculty, etc.), Indigenous community representatives, government officials at the municipal, provincial, and federal level, and external interested parties (OPG open house, nuclear associations, etc.). The project team, led by the Office of Research Services, includes an external engagement consultant, external relations, communications and marketing representatives, is driving the engagement process with the surrounding community and interested parties.

On September 30th, we formally submitted to the CNSC a letter of intent to apply for a Class 1A license to operate the Subcritical Assembly. The CNSC acknowledged our intent and has allocated resources to prepare for our license submission.

NEXT STEPS:

It is very early in the planning process and once the project has progressed further a public announcement will be made (date to be determined). The facility design and the management system are currently being finalized and will be the foundation of the license application to be submitted to CNSC. It is anticipated that the licensing application will be submitted to the CNSC in the 2023/2024 Fiscal Year.

COMPLIANCE WITH POLICY/LEGISLATION:

Ontario Tech has a robust nuclear safety program and currently holds two licences granted (Consolidated and Class II) by the CNSC which governs the nuclear materials and equipment currently in use in the nuclear labs. Ontario Tech must apply for a new CNSC Class 1A Licence and will require Commission authorization should we intend to operate the nuclear assets collectively as a subcritical assembly. The Commission will consider our application at a public hearing during which Indigenous groups, members of the public, and stakeholders would be able to intervene. Throughout the license application process Ontario Tech University must comply with the Nuclear Safety and Control Act, relevant nuclear facilities regulations, and our internal Radiation Safety Policy.

SUPPORTING REFERENCE MATERIALS:

- [Nuclear Safety and Control Act](#)
- [Class I Nuclear Facilities Regulations](#)



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

**Minutes of the Public Session of the Meeting Wednesday, June 29, 2022
11:30a.m. to 3:00 p.m., Videoconference**

GOVERNORS IN ATTENDANCE:

Dietmar Reiner, Board Chair
Laura Elliott, Vice-Chair and Chair of Audit & Finance Committee
Lynne Zucker, Chair of Strategy & Planning Committee
Steven Murphy, President
Eric Agius
Ahmad Barari
Carla Carmichael
Stephanie Chow, Vice-Chair of Audit & Finance Committee
Christopher Collins
Kathy Hao
Kori Kingsbury
Thorsten Koseck
Matthew Mackenzie
Dale MacMillan
Joshua Sankarlal
Kim Slade
Roger Thompson
Jim Wilson

REGRETS:

Maria Saros, Vice-Chair and Chair of Governance, Nominations & Human Resources Committee
Kevin Chan
Doug Ellis
Mitch Frazer, Chancellor
Francis Garwe
Trevin Stratton

INTERIM BOARD SECRETARY:

Krista Hester, Assistant to the President

STAFF:

Jamie Bruno, Chief Work Transformation and Organization Culture Officer

Sarah Cantrell, AVP, Planning & Strategic Analysis
Jackie Dupuis, Director, Risk Management
Sara Gottlieb, General Counsel
Barb Hamilton, Senior Executive Assistant
Lori Livingston, Provost & VP Academic
Brad MacIsaac, VP, Administration
Amy Neil, Manager, Creative Brand & Marketing
Joanne Nickle, Senior Executive Assistant
Pamela Onsiong, Director, Planning and Reporting
Yvonne Stefanin, Director, Philanthropic Gifts

GUESTS:

Chelsea Bauer (UOITFA)
Mike Eklund (UOITFA)
Kimberley McCartney (OPSEU)
Christine McLaughlin (UOITFA)
Marie Polgar (PSAC)
Dwight Thompson

1. Call to Order

The Chair called the meeting to order at 11:30 a.m.

2. Agenda

Upon a motion duly made by M. Mackenzie and E. Agius the agenda was approved as presented.

3. Conflict of Interest Declaration

There were none.

4. Chair's Remarks

The Chair welcomed everyone to the last meeting of the year and thanked governors for their participation, support and especially, the level of engagement from members. He thanked the Committee Chairs for taking on the extra workload that comes with the position. He thanked Steven and his staff for making the materials effective to help make the meetings productive.

He noted the highs, extreme lows and tremendous amount of stress on students, faculty and staff and how he was impressed by how people embraced positivity. He stated how proud he is of all of the accomplishments over the course of the year.

The Chair stated that this is his last meeting as Board Chair at Ontario Tech and that it has been a pleasure to get to know governors and work alongside everyone and he is certain that the board is going to be in good hands with the new Chair.

5. President's Report

The President thanked the Chair for his leadership and remarked on how much he has done for the University, for governance and how he has pushed the senior leadership team and the entire University to be the best it can be.

He reflected on the Convocation ceremonies and how pleased he was. We held six ceremonies within the three days. The President noted that he was happy to be interacting with students and their families and that it was great to see the background of the campus in pictures. He thanked governors for coming and engaging with students, faculty and staff.

The President also stated that last week we gathered to celebrate the staff awards celebration. It was another great on campus event that reminded us of the power of in person engagement. We recognized and celebrated staff on their hard work, service anniversaries and personal contributions.

He stated that first year enrolments are up with a 33% increase in first year students. He thanked the Registrar and his team for all the work that goes into all stages of recruitment.

The President concluded by stating that we have gone through a couple years of more difficult times. We've had to draw down on reserves but it is important that the whole community understands the role of reserves and why they are there: for future investments – buildings or matches. He stated that the days of federal and provincial governments giving money with no strings attached is over and the expectation is that anything that is given will be matched by the institution. We are working to get our reserves back into a better position.

5.1. Becky Dinwoodie Memorial Fund

The President thanked members for their donations to the Becky Dinwoodie memorial fund that have been made so far. As the funds are not quite to the amount we had originally planned for, our Chancellor has stepped in to match donations that come in during the meeting. He encouraged all to donate so we can get Becky's scholarship up for the Fall.

6. Correspondence

6.1. Budget Inquiries – Guests

The Chair noted that he received a request from M. Eklund to address the Board, the subject and purpose of the address is 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.

M. Eklund stated that he was presenting to the board on behalf of the three unions of employees on campus. He is concerned about the robust surpluses being presented and although recognizing the importance of allocating money to restricted funds and the value of targeting towards certain things there are things they would like the Board and

Administration to consider. The \$9.4M surplus is significant and through the presentation we haven't seen much for students, but lots more around the mission of the University. There are things beyond supporting the growth of the University besides buildings and capital.

The Chair thanked the guests for the presentation and reiterated the role of the Board versus management in the budget process. Management focuses on establishing the budget, forecasting the surplus and the Board provides the oversight. Through Audit & Finance, all is reviewed carefully and there are multiple conversations on how to utilize surpluses to advance all strategic priorities. In order to do that successfully, we have to keep an eye on long term sustainability. Reserves are an important part of the budget and in non profit organizations, all the money goes back into the university. In order to ensure ideas are getting put into the budget, the Chair suggested talking to your Dean or lead in the preparation and planning of budgets.

7. Academic Council

L. Elliott provided an update from the May and June Academic Council meetings.

- At the May Academic Council meeting, L. Livingston provided updated the 2022 Programs & Quality Enhancement Annual Report and the 2022 Continuous Learning Annual Report;
- Council approved new members presented by the GNC;
- At the June meeting (earlier this week) B. MacIsaac and L. Livingston provided a 2022-2023 budget update to Council.
- The Registrar provided a graduate summary at the June meeting and updated Council on the Major Scholarship recipients.

AC approved the following items:

- York Catholic District School Board Partnership
- Global Education Language Institute ELP Partnership
- Revised Policy Documents:
 - Auditing Courses Policy
 - Examination and Grading Policy
 - Registration and Course Selection Policy
 - Undergraduate and Professional Admissions Policy
 - Graduate Submission of Thesis, Project or Major Paper Policy

AC approved the following academic curricular items:

- Major Program Modification: Bachelor of Allied Health Sciences
- Major Program Modification: Bachelor of Arts in Educational Studies

AC received the following reports from the Undergraduate Studies and Graduate Studies Committees, which are available for review on the Council's website:

- UNIVERSITY NETWORK OF EXCELLENCE IN NUCLEAR ENGINEERING (UNENE) Program Review
- Program Review Final Assessment Report – Bachelor of Arts in Educational Studies and Digital Technology (ESDT) & Designing Adult Learning for the Digital Age (ALDA) Undergraduate Diploma

- Program Review Final Assessment Report – Bachelor of Allied Health Sciences

AC received for information the following Procedures and Directives:

- New Auditing Courses Procedures
- New Experiential Learning Directives

AC was also consulted on the following:

- Experiential Learning Directives

COMMITTEE REPORTS:

8. Audit & Finance (A&F) Committee

8.1. Fourth Quarter Financial Reports –

L. Elliott provided an update that at the June A&F meeting, P. Onsiong presented a detailed summary highlighting 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.

Members should be reminded that in the 2021-22 budget setting process the management team hoped to find about \$1-3.5M in-year for future reserves. This was aligned with the \$3.5M that has been planned each year since 2012.

Greater emphasis was provided noting the difference between the year-end \$9.5M and the Q3 forecasted 3.5M. As noted at A&F the majority of this was related to timing issues:

- Over \$2M in equipment purchases that just did not make it on campus before March 31st ... the funds will be out the door in the first few months of 2022-2023
- About \$1M of faculty start-up and PD that is specifically reserved for them for future years
- About \$1M of student supports as there was an incorrect forecast between university deadline and ministry deadline ... the funds will be out the door this summer
- Remaining 30% is a combination of unspent funds across a large number of units.

Discussion:

C. Collins: On the ground as a faculty member we continually hear that there is no money, however, we continue to see a surplus. It feels like we are working in a place that has no funds and there is a huge disconnect, and why our guests wanted to present to us. Can we plan more effectively so we don't have these significant surpluses?

- D. Reiner reiterated the comment that there may be a bit of additional information that is needed to communicate how the financial picture evolves. There is not a pot of gold accumulating.
- B. MacIsaac noted that the message is different to the various stakeholders. For example, we go out to students and donors and say that we are financially viable. However, when we talk to government and say we are not. The campus

community members are confused. How can the BWG do better through process so our stakeholders have a better idea. If we spent every dollar we said then we would have no money for reserves. Anticipate 3.5M in savings. When we hear about 9M it is really 2M of unplanned (less than 1%).

- S. Murphy also noted that you want to be running balanced budget or surplus and not be running a deficit as that is an alarm bell for further intrusion of our autonomy as a university and we are seeing that in many jurisdictions. We are trying our best to budget appropriately. The money we have to allocate to strategic initiatives is such a tiny fraction of what comes forward in asks and we need to put that in perspective. Conversations that happen on all campuses about budgets and surpluses – to gain a better understanding and to continue to talk about and educate what they are made of and why we are attempting a balanced budget and where surpluses go so there is not this belief that we have all this free money.

A. Barari: surplus is a good situation and very positive to see but also the present scenario. We are in the GTA with many universities around us. The agenda is to gain resources for research all over the world. We are experiencing difficulties in attracting PhD students. He referenced a petition that was signed last year by 60 faculty members, however, it didn't go forward is because of the cost to the budget.

- D. Reiner stated that our role as a Board is that all of us wear a hat that requires us to look across the entire university.

8.2. 2021-2022 Audited Financial Statements

L. Elliott noted that at the A&F Committee meeting, P. Onsiong confirmed that the statement of financial position remains stable with a healthy cash and short-term investment balance.

The University continues to pay back its various debt obligations with a total repayment of \$8.0M in the fiscal year. This was offset by a new \$25.0M loan for the long-term financing of the Shawenjigewining Hall.

The Statement of Operations shows a surplus of \$12.0M.

Revenue increases includes an increase in specific operating and research grants, increase in tuition fees mostly attributable to international FTE increase, offset by a decrease in unrealized gains on endowed investments which reflects the ongoing concerns around inflation and interest rates, and the Russia-Ukraine war.

Expense net increase includes increases in salaries and benefits for new hires and annual salary increases and increase in supplies and expenses attributable to costs associated with the gradual re-opening of the campus facilities in the current year.

Upon a motion duly made by L. Elliott and seconded by K. Kingsbury, that pursuant to the recommendation of the Audit and Finance Committee, the Board of Governors hereby approves the 2021-2022 Audited Financial Statements as presented.

8.3. Internally Restricted Funds

Management is recommending that the \$9.4M surplus be internally restricted for future spending.

The first tranche of \$1.9M is reserved in compliance with contractual obligations or fee protocols including \$1.0M of faculty start-up and PD and \$0.8M of unspent student ancillary fees. The second tranche of \$7.8M is allocated as follows:

- As noted there is \$2.0M reserved as a timing issue and it is to be spent in the first half of 2022/23 on IT equipment and campus renovations that were delayed due to supply chain issues;
- \$1.0M each for student support and the Provost academic priorities under Learning Re-Imagined; and
- \$3.8M investment in capital fund, for deferred maintenance and renovations to 61 Charles as per the 2022/23 budget allocation.

Members should be reminded that in November the Board had a strategic discussion on the need for reserves. Management outlined that the Building Research Board book concluded that an appropriate total annual budget allocation for routine maintenance and capital renewal is in the range of 2-4% of the current replacement value (CRV) of those facilities. With over \$300M CRV this means at minimum Ontario Tech should be setting aside \$6M a year. With about \$2M in annual maintenance this means at minimum \$4M just for facility deferred maintenance.

Upon a motion duly made by L. Elliott and seconded by M. Mackenzie, that pursuant to the recommendation of the Audit and Finance Committee, the Board of Governors hereby approves the 2021-2022 Internally Restricted Funds as presented.

8.4. Tuition Fees 2022-2023 Correction

L. Elliott noted that S. Cantrell provided an update at A&F about the previously approved tuition fees for Police Leadership that came to the committee in February on a program basis in error. It is about aligning tuition fee for credit. She noted that the correction has a bit of an impact on domestic students being slightly higher than what was approved but contrary to what is in the memo it is significantly less for international; the difference is 14K less than what was approved in February. We aren't expecting any international students but we do need to post.

Upon a motion duly made by L. Elliott and seconded by J. Wilson, 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
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Note: The graduate diploma in Police Leadership is a 10-course program.

8.5. Risk Management – Year End Report

L. Elliott noted that the report has been provided for information. The risks of any University haven't changed in the past year and overall haven't changed in past ten years. B. MacIsaac had stated in the A&F meeting that only extreme risks would be brought forward and there were none. He talked about four operating risks including cybersecurity, health and safety, business continuity and equipment maintenance. There will be a small task force lead by B. MacIsaac and members of A&F to meet over the summer to review the objectives of the annual report to the Board and determine if a new presentation format is required. Recommendations from taskforce will be brought back to A&F in the fall. The main issue is looking at the appropriate level of detail to ensure sufficient information without getting bogged down with too much.

9. Governance, Nominations & Human Resources (GNHR) Committee:

L. Elliott provided an update on behalf of the Chair, M. Saros. She drew members' attention to items in the consent agenda:

- Board schedule 2022/23 (item 11.1). The Committee discussed format for meetings moving forward, specifically full Board meetings and strategic offsites being held in-person and committee meetings being held virtually.

She noted that in working with the university secretary's office, we are planning to formally survey Governors in the summer months on formats for next academic year. We are also endeavouring to reschedule our Offsite Planning Session, which was cancelled earlier in the year, to a date in the Fall.

Further, at the last meeting we also approved the university's student governor – J. Sankarlal for another one-year term. This item is also for approval in the consent agenda for today (item 11.7). She congratulated and thanked him for his leadership.

10. Strategy & Planning (S&P) Committee:

L. Zucker noted that the Committee met on May 12, which was just prior to the Ontario election. The Committee discussed COU advocacy, and possible implications of various parties winning the election. Also, the Committee received annual updates from the CIQE and Continuous Learning programs and the annual reports are posted in the information section of the board package. The Committee continued discussion on the best way to present the status of various infrastructure initiatives to ensure the committee can provide effective oversight.

The first major topic for the meeting was an update on the Campus Master Plan, with specific discussion on the planned approach for the new land on the downtown campus. Next, the Committee discussed progress on the compilation and presentation of Institutional

Metrics. This work has really progressed this year and S. Cantrell will give the board a presentation on this and materials have been provided in the board package.

10.1. Campus Master Plan Update

B. MacIsaac led a presentation on the strategy for growth in downtown Oshawa. He stated that the Campus Master Plan, along with the Integrated Academic Research Plan help in looking into the future and the need for space considerations. He also noted that we are looking at getting out of leases that are coming up for expiration as well as focusing on downtown. As we have purchased 154 Bruce Street (adjacent to 61 Charles Street) we are thinking about the kind of building to be preparing for.

The motion for consideration is to allow management to explore public and private partnerships and start discussions and we would come back to the Board before moving forward. This process will not result in any commitment by the University to purchase any goods or services or enter into any kind of agreement with any potential partner.

Discussion from the Board included:

- D. Reiner – there are pluses and minuses with public and private partnerships and it is very innovative and good to have a strategy in place.
- D. MacMillan – huge fan of private/public partnerships, however, successful ones are part of broader strategy. Any restrictions from provincial government should be taken into consideration. Also, it is good to know the development plans for Oshawa. There is premise you want to keep within a certain area but longer-term, what kind of public/private partnerships can you develop within the Durham Region.
 - B. MacIsaac – longer term: this is a focus on one building for 2027/2030 but we are working on a real estate strategy and connection to the full campus. Land is where the University has some value. It's now past just the north and downtown locations for Oshawa (i.e. downtown Toronto or other locations). We are connected with Oshawa and have long-term connections there. He stated that we have learned more and more over the last two weeks and we are working with the University of Toronto (lots of experience with this) as they are helping us walk through steps that the University has to go through; legal connections and lessons learned.
- A. Barari – what is the partnership about and commitments for our side?
 - B. MacIsaac – other universities were able to do a land lease to a group to come in and build a residence (if we had the bottom floor and then they built a residence above). The developer would put money in for the full building and they would take a higher amount of revenue until they were paid back and then it would become a 50/50 partnership. He confirmed that we will keep the land (not selling it).
- K. Kingsbury – any risk with regards to government if we secure a robust partnership?
 - B. MacIsaac – there is always risk there, something to keep an eye on.

Upon a motion duly made by K. Kingsbury and seconded by E. Agius 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.

10.2. Institutional & SMA3 Metrics

L. Elliott noted that this has been evolving rapidly under the leadership of L. Livingston and S. Cantrell and that the Board benefits to see metrics.

S. Cantrell presented the proposed metrics to track and report on our success towards our goals as outlined in the Integrated Academic Research Plan. She explained the principles for developing draft metrics including: 1. Aligning with our Integrated Academic Research Plan priorities; 2. Data exists and can be systematized to track year-over-year progress; 3. Complement but do not duplicate SMA3 metrics; and 4. Meaningful number of metrics: 3-5 per priority.

She spoke about the SMA3 metrics, where we have a good portion of operating grant and the institutional metrics – distilling who are as institution. There is a suite of those metrics; explaining who we are (a comprehensive access institution) what we do (transformational education and research excellence). It also identifies work integrated learning, partnerships, faculty teaching ratios, student satisfaction with what we are offering, space we have, flexible format in which we offer our courses and looking at the University industry chairs and institutes as measure as well.

She remarked that a key piece of feedback received was to get this “at a glance”. Plotting what we have: Tech with conscience, Learning Reimagined, etc. and the 19 metrics to demonstrate to the community and the Board how these align with the priorities. Her office is working on this and taking feedback and creating and pulling multi year data and validating the information. They are getting the data definition so the community understands what we are measuring. Visualize and strategies for uni community to engage in and make a difference in metrics as continuous improvement.

She also noted that the SMA annual report will show performance against target and where we might have exposure and financial risk.

S. Cantrell presented the “at a glance data” to show where we are at.

11. Consent Agenda

- 11.1. 2022-2023 Board Schedule
- 11.2. Appointment of Interim Board Secretary 2022-2023
- 11.3. Minutes of the Public Session – Board of Governors April 28, 2022
- 11.4. Minutes of the Public Session – Audit & Finance – April 13, 2022
- 11.5. Minutes of the Public Session – 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

Upon a motion duly made by M. Mackenzie and seconded by E. Agius, the Consent Agenda was approved as presented.

12. Information Items

- 12.1. Academic Council Annual Report

- 12.2. A&F Annual Report
- 12.3. Annual Compliance Report
- 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
- 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

The Chaired noted that thanks to the generosity of governors we have been able to meet B. Dinwoodie challenge. He thanked everyone and also encouraged others to continue to donate.

14. Adjournment

Upon a motion duly made by J. Wilson the public session adjourned at 1:17 p.m.



BOARD OF GOVERNORS
Audit & Finance Committee

Minutes of the Public Session of the Meeting of Wednesday, June 15, 2022
1:00 p.m. to 4:00 p.m., Videoconference

Members: Laura Elliott (Chair), Stephanie Chow, Douglas Ellis, Mitch Frazer, Thorsten Koseck, Dale MacMillan, Steven Murphy, Dietmar Reiner, Kim Slade, Roger Thompson

Staff: Sarah Cantrell, Krista Hester, Lori Livingston, Brad MacIsaac, Pamela Onsiong

Guests: Chelsea Bauer, Jackie Dupuis, Mike Eklund, Matthew Mackenzie, Christine McLaughlin, Bobbi White (KPMG), Niall O'Halloran, Dwight Thompson.

1. Call to Order

The Chair called the meeting to order at 1:00 p.m.

2. Agenda

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

3. Conflict of Interest Declaration

None.

4. Chair's Remarks

The Chair welcomed everyone to last meeting of Audit & Finance for the year. She thanked everyone as being a member of this committee involves reviewing very detailed reports to prepare for meetings.

The Chair noted that Convocation was very successful this year and congratulated staff. She acknowledged that it takes a huge amount of people to put an event such as that together. Further, we were able to celebrate, formally, the installation of Mitch Frazer as Chancellor. Mitch not only engages in meetings but he also connects with students and has been busy fundraising. She congratulated Mitch and expressed her appreciation on behalf of the Committee for his involvement.

The Chair also thanked S. Chow for her role as Vice-Chair and noted that she will be leaving the Board this year. She has been an extraordinary member and resource for the Board. The Chair

also acknowledged the participation and hard work of D. Reiner who will also be leaving the Board. He attends all Board and Committee meetings and has been a huge contributor.

5. President's Remarks

The President kept with the theme of convocation. He noted that we had 2500 graduates over the three days and six ceremonies. We formally installed our chancellor and presented five honorary doctorate degrees – all who were very strong recipients. The President stated how many positive comments we received from faculty, staff, students and families about how much they all enjoyed the celebration. He thanked all that participated, including our Founding President, Gary Polonsky.

The President stated that governors need to be thinking about the current environment we find ourselves in with economic headwinds and where it will lead us in a couple years. This makes our decisions at Audit & Finance very important. We hope for shorter term trends but will plan for the long term.

Finally, he stated that we need to be very deliberate about reserved funds. It is an important asset that can be the least understood line in terms of the budget by the university community. SLT needs to communicate about why those reserves are important, especially now that we are reaching our 20th anniversary. There are things we need to plan to keep buildings looking strong as well as other reasons for reserves, such as student scholarships and bursaries. We are trying to get the University to run a surplus and this is why reserves are so crucial. Everything funnels back to the academic mission; reserves aren't a pot of gold but are used for very important things. We will venture as an Senior Leadership Team with the Board's support to do more explanation of the importance in our entire sector.

6. Finance:

6.1 Fourth Quarter Financial Reports*

P. Onsiong presented a detailed summary highlighting the net operating surplus for the year, after capital expenses, debenture and lease payments, the surplus is \$9.4M against an original balanced budget, and a \$3.4M net forecast surplus reported at the end of the third quarter.

Members should be reminded that in the 2021-22 budget setting process the management team hoped to find about \$1-3.5M in-year for future reserves. This was aligned with the \$3.5M that has been planned each year since 2012.

Greater emphasis was provided noting the difference between the year-end \$9.5M and the Q3 forecasted 3.5M. As noted at A&F the majority of this was related to timing issues:

- Over \$2M in equipment purchases that did not make it on campus due to supply chain issues before March 31st; the funds will be out the door in the first few months of 2022-2023;
- About \$1M of faculty start-up and PD that is specifically reserved for them for future years;
- About \$1M of student supports was an incorrect forecast due to different reporting dates for the University and Ministry; the funds will be out the door this summer;
- Remaining \$2M is a combination of unspent funds across a large number of units.

D. Reiner inquired about the underspent funds in capital equipment and asked if the deferral of costs will show up in the next fiscal. P. Onsiong confirmed that \$2M will be reserved in year and spent in the first five months of the next fiscal.

6.2 Tuition Fees – 2022-2023*

S. Cantrell provided an update to the previously approved tuition fees for Police Leadership that came to the committee in February on a program basis in error. Aligning tuition fee for credit. She noted that the correction has a bit of an impact on domestic students being slightly higher than what was approved, but contrary to what is in the memo it is significantly less for international; the difference is \$14K less than what was approved in February. We aren't expecting any international students but we do need to post.

Questions included:

- Police leadership is a hot topic – how do you build in sensitive political topics?
 - It is not top of mind but faculty are very up to date with EDI initiatives. This is an innovative program developed by FSSH and DRPS and has been through a pilot before becoming an academic program. Previous parts were offered through Continuous Learning. The Faculty is very attuned to Equity, Diversity and Inclusion and have been adapting that program.
- Are any students affected with the increase?
 - It is a new program that hasn't been posted so there is no impact to students.

Upon a motion duly made by D. Reiner and seconded by K. Slade, that the Audit & Finance Committee 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.

7. Investment:

7.1 Investment Report*

B. MacIsaac reminded members about the decision made to roll Investment Committee into Audit & Finance and that twice a year there would be an update in the public session on how we are performing to our target. In the non-public session we will focus on the strategy. There are three criteria to focus on for this discussion:

1. We gave a range for our manager to be working in and they are within the range;

2. Ensure that over a five-year term they are providing at least 6% return and they are and above benchmark rate;
3. Responsible investing, the investment manager signs off saying they are abiding by all rules and regulations.

Questions included:

- D. Ellis – seeing the current climate we are nowhere near 6%.
 - Correct, the target is over 6% over the five-year period. Over a three-month period we are at -4% (worse than benchmark). Some items we have been working on with PH&N on what changes have they been making and what are their future trends (presentation for the non-public session).
- S. Chow – do we only set a target for five years?
 - Correct as per the Investment Policy.

7.2 Endowment Disbursement*

B. MacIsaac noted that this item has already been to Strategy & Planning but Audit & Finance is rolled into the approval process prior to Board. He stated that last year there was a review of the Policy and Procedure and after discussions with external leaders and other universities we are confident by this time next year we will have a new policy in front of the Committee.

The policy states that we maintain the principle amount and we create an inflationary/capital base. As inflation goes we are not just keeping principle we are keeping capital preservation. This year the proposal is \$700K (similar to last year) and there was discussion at Disbursement Committee about whether there are enough funds to disperse that amount. For 2023, even with the proposed \$700K there are still additional funds and we would like to see two to three times the amount of distribution in that fund. He noted that we are lower but that is okay because: 1) capital preservation is higher and we expect that over the next few years. The return on investment will help us grow; and 2) we are always doing distribution on realized gains but showing unrealized gains. We have an additional \$10M so we are confident that we are easily able to distribute the \$700K. We want to keep supporting students instead of restricting.

Questions included:

- Is there an increased need from students from last year to this year and moving forward?
 - Yes, there have been changes in provincial and federal funding for students. There is an increase in the number of students coming in for bursaries and support. During COVID there were more students coming in for special bursaries or deferrals on tuition payments.
- Coming out of the pandemic do we have the right strategy going forward? Frequency of review and how to determine the right rate of distribution and how to factor in realities of the university?
 - You are seeing one part of the portfolio; there is also a tuition set aside to support financial aid. There is over \$1M in scholarship and this endowment is on top of that. The Committee is set up internally (lead from Financial Aid, Advancement and Finance). A few years ago the committee looked at money distributed now versus holding and building up the pot. There was a presentation given by Alex Usher that advocated for saving more but the fact is that donors want their money out making a difference and it is a delicate balance.

- Do we ever review through other times of the year?
 - Yes

Upon a motion duly made by D. MacMillan and seconded by S. Chow, that the A&F Committee hereby recommends that the Board of Governors approves the disbursement of up to \$700,000 from the University's endowed fund for distribution by Financial Aid in 2022-23.

8. Compliance & Policy

8.1 Risk Management – Year End Report* (D) B. MacIsaac

B. MacIsaac noted that the report provided changes from this year and in the non-public session we will focus more on the process. He highlighted and discussed a few findings.

At a high level, risks at a University haven't altered in past year and overall haven't changed much over the past ten years. The reporting process to BoG is to only bring forward extreme risks, of which there are none. However he talked about four operating risks:

1. Cybersecurity – there was a presentation to Board previously on Cybersecurity. We have worked with Durham College to hire a director of Information Security as well as a manager to ensure the unit is not just one deep. They have updated the incident response plan and a cross cutting team is working on a table top exercise to ensure that what has been written can be put into place. That written plan may be adjusted as needed after the table top exercise is complete.
2. Health and Safety – concluded an internal audit with no major findings. Working and focus on controlled goods and hazardous materials and a centralized location that is up to date.
3. Business continuity – looked at our emergency response plan and really focused on the business impact for core areas/critical controls and now have that completed. There are now updated policies and procedures in a central document. The major issue is any business continuity around IT. The pandemic showed how academics could transfer online and researchers could find other ways to do research. However, if IT goes down we are in trouble. Next year will focus on IT recovery.
4. Equipment maintenance – key risk from the operational side. Long term deferred maintenance. We are now working with units to look at their capital equipment not tied to the building (i.e. robotic arms in Engineering labs past their end of life). Working with Provost's Office and other units to look at major pieces of equipment and lifecycle.

He noted that to ensure we are not one deep within Risk Management, a unit under Jackie Dupuis is being created and bringing over compliance and contracts officers (not net new).

Discussion:

- R. Thompson asked about where does labour disruption show up in risk management?
 - B. MacIsaac stated that in addition to normal risk assessments, a number of years ago the University created strategic risks (things we always keep on forefront). The annual risk report comes out once a year and looking to next year we want to create

a special working group to talk about how to change this report to ensure it is what the board believes they need to see now.

- J. Dupuis noted that there is a risk register under Human Resources and we have mitigation strategies. This is also part of the business continuity plan.
- D. MacMillan asked how you bring in shared risks noting the shared campus with Durham College.
 - B. MacIsaac stated that we have a shared health and safety officer and there is communication between the two institutions.
- K. Slade asked about mitigation around psycho-social hazards because of COVID and that is significant risk right now.
 - J. Dupuis responded that that has been identified as an occupational risk and is being addressed through wellness and conversations in Human Resources. It is identified on the risk register and is being mitigated.
- D. Reiner stated that it would be useful to map it out graphically to show probability and include risk tolerance and where mitigation and controls and actions are in place.
 - B. MacIsaac responded that they can enhance the report to include examples.
 - J. Dupuis stated that there is a heat map that could be provided for visuals.

8.2 Annual Compliance Update* (U) B. MacIsaac

B. MacIsaac stated that the update is provided in the package given to members for review.

9. Consent Agenda* (M)

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

10. For Information

10.1 A&F Annual Board Report*

10.2 Annual Policy Review*

10.3 Annual Privacy Review*

11. Other Business

12. Adjournment (M)

There being no other business, upon a motion duly made by D. Reiner, the meeting adjourned at 2:05 p.m.

Krista Hester, Interim Secretary



BOARD OF GOVERNORS

Governance, Nominations & Human Resources Committee (GNHR)

Minutes of the Public Session of the Meeting of May 26, 2022

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

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

Regrets: Mitch Frazer, Trevin Stratton

Staff: Jamie Bruno, Sarah Cantrell, Krista Hester, Lori Livingston

Guests: Mike Eklund, Christine McLaughlin, Dwight Thompson

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. Reiner and seconded by L. Elliott, the Agenda was approved as presented.

3. Conflict of Interest Declaration

None.

4. Chair's Remarks

The Chair welcomed everyone, noting it was the last GNHR meeting of the academic year and thanked faculty, staff and board members. She noted it would be great to see board members in person when possible.

5. President's Remarks

The President reminded everyone that Convocation is on campus from June 8 to 10. This year students will be graduating with their Faculties (each Faculty will have their own ceremony). Further, we are holding Convocation on Polonksy Commons which

will bring more students and their families to the university. He noted that we are very much looking forward to Convocation and he encouraged governors to participate if their schedules allow.

The President also noted that we are continuing with the masking mandate throughout the summer months as we are hearing that people feel safe. Numbers are trending in the right direction and our eyes are directed to the fall. Our vaccine policy has been put in abeyance but can be brought back if required. We are continuing to work with our public health officials and units to plan for the summer and thinking ahead to the fall.

The President concluded his remarks by noting that later in the meeting we are talking about governance renewal (as are all boards at this time of the year). He recognized M. Saros' leadership around strategic recruitment using our skills matrix and diversity lens.

6. Governance

6.1 Board Schedule 2022-2023

The Chair noted that the schedule was included for governors' information and any discussion.

L. Elliott inquired about a previous discussion regarding the possibility of committee meetings being held virtually while Board meetings would be held in person. It was agreed that this would be the preference and M. Saros will raise this at the full Board meeting in June. D. Reiner commented that it is a great opportunity for governors to socialize and see the campus, combined with a meeting plus a proposed dinner. Options can be discussed at the upcoming Board meeting. K. Kingsbury noted that it would be a great opportunity to perform a survey in advance that was focused on modes of meeting.

D. Reiner also reminded folks that we had cancelled the strategic retreat, however, it may make sense to plan for something for early in the fall and have an up front strategic discussion to feed into that process. M. Saros agree and noted that we would bring that as well to Board to plan.

7. Nominations

7.1 Election Results

K. Hester noted that there was one open student vacancy for a one-year term. J. Sankarlal was the only individual that was nominated and therefore was acclaimed.

He is not a current student but is eligible as he was re-elected as Student Union President for 2022-2023.

Upon a motion duly made by K. Kingsbury and seconded by E. Elliott that pursuant to the recommendation of the Chief Electoral Officer, the Governance, Nominations and Human Resources Committee hereby recommends 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.*

8. Consent Agenda:

8.1 Minutes of the Meeting of March 31, 2022

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

9. For Information

9.1 Annual Pension Report

9.2 Respectful Campus Policy and Procedures for Employees

9.3 GNHR Annual Board Report

10. Other Business

11. Adjournment

Upon a motion duly made by K. Kingsbury, the public session adjourned at 2:19 p.m.



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

Minutes of the Public Session of the Meeting of Thursday, May 12, 2022
2:00 p.m. to 3:30 p.m., Videoconference Only

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

Staff: Jamie Bruno, Sarah Cantrell, Krista Hester, Brad MacIsaac, Yvonne Stefanin

Guests: Dwight Thompson, Chelsea Bauer, Mike Eklund

Regrets: Ahmad Barari, Kevin Chan, Christopher Collins

1. Call to Order

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

2. Agenda

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

3. Conflict of Interest Declaration

There was none.

4. Minutes of Public Session of Meeting of March 17, 2022

Upon a motion duly made by J. Wilson and seconded by M. Mackenzie, the Minutes were approved as presented.

5. Chair's Remarks

The Chair noted that the meeting has a very substantial agenda with great information lined with Campus Master Plan and the Institutional Metrics. She is looking forward to engaging conversation.

She also stated that it was great to observe activities happening on campus.

6. President's Remarks

The President began by remarking that it was great to see everyone on the call. He announced that our plan for Convocation this year is to celebrate on campus and that governors received an invite to be part of the platform party for the six ceremonies and he encouraged all to sign up. This year is a pilot on Polonsky Commons. The first ceremony we will also formally install the Chancellor and for the five remaining ceremonies we are awarding five honorary degrees.

He also stated that in the fall we will be awarding John Tavares with an honorary doctorate and at the same time we are planning to celebrate and honour our legacy graduates who graduated during the pandemic.

The President noted that the search for the new Vice-President, Advancement is well on its way and if any members have thoughts on candidates to please send them to him or directly to the search firm. He is confident that we can find a key candidate that will lead the university and is hopeful to have someone in place by September.

He commented on a great visit from the president and others from Canadian Nuclear Laboratories (CNL) this morning. Ontario Tech highlighted its nuclear expertise and capabilities and explored areas of current and future alignment with CNL's priorities including hydrogen, SMRs, Redediation/environment, nuclear safety/cybersecurity. Opportunities such as these can lead to more business, deeper partnerships and more opportunities for our students to make a greater impact on changing the world.

7. Strategy

7.1. Strategic Discussion: Campus Master Plan Update (M)

B. MacIsaac began by commenting that he planned to give members a reminder of the Campus Master Plan (CMP), noting some updates since it was created and he would highlight the connection to the Integrated Academic Research Plan. He stated that for downtown, we are moving the Faculty of Education and Faculty of Social Sciences and Humanities and all academic priorities into 61 Charles St and he reminded members that the strategy for downtown is to get out of leases and to be within a 10 minute walk of 61 Charles. He also reminded members that we have purchased the lot adjacent to 61 Charles.

He concluded the presentation by noting that the request for today is to allow management to proceed with public tendering in search of development partners that would be interested in opportunities. If approved today the request is just to allow the university to talk to potential partners

Discussion from the committee included the following:

- What is the review process?
 - B. MacIsaac has talked to a few major developers look discuss our goals and their goals. If there was a good connection with one the plan is to come back to S&P with a detailed plan.
- What are we asking specifically in the RFI?
 - This is just initial conversation starters and we aren't providing too much detail. The next steps we will go through interview process and get to the people we want to put out a more formal project scope.
- Is there an opportunity to create a residence favourable to international students?
 - The residence was for illustrative purposes only at this point. There is already lots of housing downtown, however, it is expensive and increasing. Also, international and graduate studies more on the north location and downtown more focused on second and third year undergraduate students. Further, it would only be approximately 45-50 spaces. Once we pick the right partner we will decide what we want to do with them.

MOTION:

Upon a motion duly made by M. Mackenzie and seconded by D. Reiner, NOW THEREFORE, having received the Campus Master Plan Update, the Strategy and Planning Committee hereby recommends that the Board of Governors authorize the university to proceed with public tendering in search of development partners.
CARRIED.

7.2. COU/UC Strategic Initiatives

S. Murphy provided updates from COU stating that there is not a lot of direct government advocacy since the writ was dropped. The primary file is the international student file primarily because colleges and some universities have become far too dependant on international students for their intake and for their sustainability (problem number 1.). and problem number 2 is there is a lack of supports in some parts of our sector for international students. The sector is all being painted by the same brush. He stated that W5 had a section on career colleges and some of the promises being made to international students. Universities like Ontario Tech who have had well below the sector and university average of international has less of an immediate effect. However, we still need to be addressing the question how we are supporting our international students.

He commented that the second biggest file is about the election and what kind of government will be dealing with post June 2. A playbook is being created on how to handle any eventually, everything being considered for advocacy.

Further, the president spoke about how last year the university went through an audit driven by MCU and they were satisfied with the outcome. We were just informed by the Office of the Auditor General that this year Ontario Tech, along with three other universities of similar size, will be audited and we've already begun the process by meeting with the OAG this week to scope the audit. There will be a bit of duplication from the recent audit but that can be good as we have strengthened things coming out of that process. We have been told that the bigger universities will be audited at some point as well. We have welcomed the Auditor General to our campus and they will likely want to speak with the Board.

From Universities Canada, the president noted that all were disappointed by the federal budget, expecting to at least see inflationary increases from granting agencies. Researchers aren't getting real dollars and it has all become very competitive. Everyone will be fighting for a smaller pie and that is disappointing. We do have an understanding there is a desire to push R&D. We are getting the right signals from Minister Champagne but as a sector we were disappointed.

7.3. Institutional and SMA3 Metrics*

S. Cantrell ran through the presentation provided in the material package.

Question

D. Reiner – like the dashboard and to translate into impact – useful to see. Once in motion can you do an aggregate view- pluses and minuses – how we are performing. Is there a roll out?

SC – we can do an assessment priority – areas of strengths vs where we need to focus on. Drill down on where we need to focus. Sarah will take that back to provide a higher level overview.

M. Mackenzie – graduation rate – impact was only \$5k when we didn't achieve our targets.

SC – where weighting and calculation we mitigate as an institution. We weighted as low as we could within context of SMA parameters.

Are you able to predict end of year?

SC – swing in this year is really narrow bc there is a lot of good work done with understanding and using weighting strategically on the metrics.

E. Agius – how to tie with management. Used in an effective way it can become a vision/be more proactive.

SC – our ability to aggregate down to faculty level activities and how influences. We could project forward what we think we might be soft – where can we focus our limited resources or certain initiatives to support student retention or how to get graduate rate. Started with SEM. Put more money into student assistance – we know that is an area of concern. Building management level dashboard for SMA and institutional ones to see how we can move the needles in the right direction.

7.4. Annual Programs Update

7.4.1 Centre for Institutional & Quality Enhancement (CIQE) Annual Report

S. Cantrell briefly highlighted items from the report included with the package. The report is showing a significant effort for a lot of activity: 15 major modifications, 10 new programs (3 of them have been approved by MCU and another 3 have been approved since the paper was written).

Ontario Tech was fifth in the entire province for new programs being developed. This is a good news story to reflect on. She noted that the major modifications are aligning to being responsive to the needs and student demand.

D. Reiner inquired when CIQE does cyclical program reviews. S. Cantrell responded that it is a very structured process and resource intensive. Cyclical reviews are aligned with the quality assurance processes. She confirmed there is lots of oversight.

7.4.2 Continuous Learning (CL) Annual Report

S. Cantrell also briefly touched on the report that was submitted with the material. In the past year the focus has been on pivoting offerings into flexible formats. Continuous Learning has had a role in supporting microcredentials that Ontario Tech was very successful in getting funding from for the Virtual Learning and Challenge funds. There are exciting proposals coming forward and Continuous Learning is looking at exploring partnerships from the post-secondary education consortium.

M. Mackenzie inquired about some of the camps and courses that are offered for a fee and if there is any information on revenue and how that could support the institution. S. Cantrell responded that the university is largely stepping back to develop targets for revenue. Within each program there is an expected revenue to cover costs and revenue sharing. More planning is being done over the summer.

8. Planning

8.1. Endowment Disbursement* (M)

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.

Upon a motion duly made by M. Mackenzie and seconded by J. Wilson, that the Strategy and Planning Committee hereby recommends that the Board of Governors approves the disbursement of up to \$700,000 from the University's endowed fund for distribution by Financial Aid in 2022-23.

9. Significant Project & Contract Oversight

9.1. S&P Annual Board Report*

9.2. Infrastructure Tracking 2022-2022*

B. MacIsaac briefly reminded members that at the last meeting we talked about Learning Reimagined. Within the budget there are a lot of capital and project items and there isn't a tracker for smaller project. He noted that he would bring back the committee any items in yellow or red for discussion to keep an eye on things. The tracker would show the percentage of budget complete and estimate part of the project complete.

C. Carmichael noted that everyone is concerned with the impact of supply chain inflation on large projects. One thing to track against the schedule but need to see if there is anything from cost perspective. Any financial issues coming at us, particularly supply chain issues. B. MacIsaac responded that he would take that suggestion back. Most of these projects will be ok, but still good to note.

E. Agius – tracking % complete and amount we spent. Third mention re impact on the spend that can show up as you look at the status.

BM – take that back.

D. Reiner suggested integration into a bigger plan (i.e. doing with the Integrated Academic Research plan). It could be an opportunity to broaden five year look across everything. Good integration. Good visibility. See how does that plan change as a result of those investment or how those investments need to change.

L. Zucker noted that reporting on how it helps and good active discussion on money next year to move us closer to our goals. Ongoing dialogue.

Seeing a change in reporting which is good.

10. Other Business

11. Adjournment

Upon a motion duly made by M. Mackenzie and seconded by D. Reiner the public session adjourned at 3:34 p.m.

Krista Hester, Acting Secretary

REPORT

TO: Higher Education Quality Council of Ontario (HEQCO)

FROM: Dr. Lori Livingston, Provost and Vice President, Academic

DATE: August 30, 2022

SUBJECT: Ontario Tech University Freedom of Expression Policy Annual Report 2022

History

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

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

Section A: Institutional Policy

- Has your institution amended its free speech policy (or policy framework) since the time of your 2020 report? If so, please explain the reason for the change and provide the link to its location on your institutional website.

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

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

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

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

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

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

Section B: Complaints

- Between **August 1, 2021** and **July 31, 2022**, did any member of the institutional community (or guests) make an official complaint about free speech? If yes, please provide a general description that protects the privacy of complainants.
No
- If there has been an official complaint (or more than one):
 - What were the issues under consideration? Please identify any points of contention (e.g., security costs, safety, student unions and/or groups, operational requirements, etc.).
NA
 - How did the institution manage the free speech complaint(s)? Was the complaint addressed using the procedures set out in the policy? How were issues resolved?
NA

Section C: Summary Data

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

- Number of official complaints received under the free speech policy relating to curricular and non-curricular events.
0

- Number of official complaints reviewed that did not proceed.
0
- Number of official complaints where the institution determined that the free speech policy was not followed appropriately.
0
- Number of official complaints under the free speech policy that resulted in the institution applying disciplinary or other institutional measures.
0
- To your knowledge, were there any free speech complaints forwarded to Ontario Ombudsman?
Not to our knowledge.
- To the best of your ability, please provide an estimate of the number of **non-curricular events** held at the institution between **August 1, 2021 and July 31, 2022**. Non-curricular events include, for example, invited speakers, sporting events, rallies, student life/student affairs events, conferences, etc., as opposed to regular events held as part of an academic program or course.

Between August 1, 2021 and July 31, 2022, there were approximately 37 non-curricular events held on campus.

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

Sincerely,



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

BOARD REPORT

SESSION:

Public

**ACTION REQUESTED:**

Decision
Discussion/Direction
Information

**TO:**

Board of Governors

DATE:

December 1, 2022

PRESENTED BY: Brad MacIsaac – Vice President, Administration**SUBJECT:**Use of University Automobile Driving Policy

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.
- Under the Policy Framework, the Board of Governors is the approval authority for the Use of University Automobile Driving Policy and Audit and Finance is the deliberative body.

BACKGROUND/CONTEXT & RATIONALE:

- The purpose of this Policy is to establish University-wide standards, which govern the use of automobiles driven in the name of the University.
- These instruments have been developed to align with and inform the university community of the terms of driving insurance policies.

CONSULTATION:

- Policy Advisory Committee (November 5, 2019)
- Online Consultation (November 19 to December 3, 2019)
- Academic Council (November 26, 2019)
- Risk Management Committee (May 2022)
- Policy Advisory Committee (April 29, 2022; June 21, 2022)
- Administrative Leadership Team (October, 2022)

Feedback from Policy Advisory Committee – November 5, 2019

- Include students explicitly in definition of “Authorized passenger”.
Response: – change not incorporated because the definition mentioned “University members” which is a defined term that includes students.
- In some instances, an employee maybe under the age of 21 may be deemed as “unauthorized driver” but still be required to operate University owned vehicle to fulfill their role at the University.
Response: Under Policy section, added a statement saying “Requests to authorize a driver, who would otherwise be an unauthorized driver, must be made in writing to Risk Management.”

Feedback from Policy Advisory Committee – April 29, 2022; June 21, 2022

- Members said that they want to understand when an employee’s personal accident insurance will be impacted if there is an accident. Suggest a cheat sheet or additional guidance to explain to employees.
- **Response:** When driving your own vehicle on university business, personal insurance will respond first due to Ontario Law. The rental vehicle directive strongly encourages the use of rental vehicles for university business. Language has also been added to the expense procedure.
- Members asked if there are any plans to expand the fleet to address costs associated with greater rental vehicle use.
Response: We expect that the policy will encourage employees to stop using their own personal vehicles. We will be monitoring any increase in rental or increase in demand for fleet vehicles.
- Members discussed the requirement for 3 years driving experience, whether it will create a barrier for international faculty, and whether it needs to be part of the hiring process.
Response: For jobs where driving is required, 3 years of driving experience can be a criterion in the hiring requirements.

COMPLIANCE WITH POLICY/LEGISLATION:

- Ontario Automobile Policy (OAP 1)
- Highway Traffic Act
- Public Highways Act
- Motor Vehicle Safety Act
- Motor Vehicle Transport Act
- Transportation of Goods Act
- Occupational Health and Safety Act, R.S.O. 1990, Chapter O.1

MOTION:

- That, pursuant to the recommendation of the Audit and Finance Committee, the Board of Governors hereby approves the Use of University Automobile Driving Policy, as presented.

SUPPORTING REFERENCE MATERIALS:

- Use of University Automobile Driving Policy

Classification	
Framework Category	Legal, Compliance and Governance
Approving Authority	Board of Governors
Policy Owner	Chief Risk Officer
Approval Date	DRAFT FOR REVIEW
Review Date	
Supersedes	



USE OF UNIVERSITY AUTOMOBILE DRIVING POLICY

PURPOSE

1. This Policy aims to establish University-wide standards which govern the use of automobiles driven in the name of the University.

DEFINITIONS

2. For this Policy, the following definitions apply:

“Authorized Fleet Driver” means a driver who has been added to the University’s automobile insurance policy by the approved risk management process.

“Authorized Rental Driver” means a driver who has been given the authority to rent a University Rental Automobile to conduct University business utilizing the Business Travel Form for Students or following established travel approvals for Employees in the Expenses Procedures.

“Authorized Passenger” means persons on campus at the University's request. For example, for potential employment at the University, to provide contracted services, or for participation in a University event, program, or work-related activity. Other examples of authorized passengers include University Members participating in approved field trips, off campus events, visiting faculty/staff, visiting artists or speakers, government representatives, members of visiting athletic teams, or community organizations. All other passengers are prohibited from traveling in University Automobiles.

“Operating Unit” means the area within the University responsible for the purchase, service, maintenance, inspection, insurance, and risk reporting of the University Automobile.

“Unauthorized Driver” means a person who is not authorized to drive a University Automobile.

“Unauthorized Use” means the use of the automobile which engages in activities not aligned with this Policy, the Highway Traffic Act, or other University policies.

“University Member” means any individual who is:

- Employed by the University or holding an appointment with the University, including paid, unpaid and/or honorific appointments (“**Employee**”);
- Registered as a student, in accordance with the academic regulations of the University (“**Student**”); and/or
- Otherwise subject to University policies by virtue of the requirements of a specific policy (e.g. Booking and Use of University Space) and/or the terms of an agreement or contract.

“University Automobile” Automobiles owned or leased in the name of the University, approved by the University for purchase through the appropriate authority.

“University Rental Automobile” Authorized non-owned automobiles rented for less than 30 days, in the name of the University to conduct University business.

“Authorized Fleet Drivers and Authorized Rental Drivers” are individuals who:

- Have an appropriate and valid Canadian driver's license for the automobile being driven;
- Have a valid driver's license that is not expired or suspended;
- A minimum of 3 years of verifiable North American driving experience for the type of automobile being used;
- Can reasonably be expected to operate the automobile in a safe and prudent manner;
- Meet all requirements in this policy;
- Are University Members ;
- Have met the age requirement of 21 years old;
- Have a full ‘G’ License;
- Are not on medication or have a condition that prohibits them from driving; and
- Do not have two (2) or more convictions/infractions on their Drivers Abstract within the last three (3) years;

“Unauthorized Drivers” are drivers who:

- Are not University Members, including the spouse, partner, children, family member, friend or neighbour of an Authorized Driver or a member of the general public;
- Do not meet the definition of Authorized Driver or the requirements set out in section 4;
- Are not listed on the rental contract;
- Do not have the authorization to rent in the name of the University;
- Have not completed the requirements in Section 8.4;
- Have not received approval, per Section 9.

SCOPE AND AUTHORITY

3. This Policy applies to all University Members, and others who may be authorized to operate a University Automobile or University Rental Automobile for the purpose of conducting University business.
4. This Policy applies to University Automobiles and University Rental Automobiles used for the purposes of conducting University business.

5. The Chief Risk Officer, or successor thereof, is the Policy Owner and is responsible for overseeing the implementation, administration, and interpretation of this Policy.

POLICY

This Policy and associated policy instruments will describe the responsibilities and processes to govern the safe and authorized use of University Automobiles and University Rental Automobiles.

6. Elements of University Automobile Driving Policy

- The University Automobile Driving Policy will achieve the following objectives:
 - a) Raise awareness of insurance coverage;
 - b) Establish a process for University-owned automobiles and authorized automobiles rented in the name of the University;
 - c) Provide support to the University with respect to managing accidents by identifying and documenting the priorities, procedures, responsibilities, and resources to manage accidents; and
 - d) Support safe driving practices.

7. Any Unauthorized Use of a University Automobile or the operation of a University Automobile by an Unauthorized Driver is prohibited and may be subject to disciplinary action up to and including termination.

8. Roles and Responsibilities

8.1 Risk Management Committee ("RMC") will

- a) Oversee, advise, and manage the University Automobile Policy and associated policy instruments, making recommendations, and reporting to SLT.

8.2 Risk Management will

- b) Arrange and maintain the University's automobile insurance and disseminate vehicle registration information to the Operating Units;
- c) Raise awareness of University insurance coverage;
- d) Act as the liaison between the University's insurance partner and University Member driver; and
- e) Collect on an annual basis the reporting needed to update the University's insurance policies.

8.3 Operating Unit will

- f) Where operationally feasible, purchase low emission automobiles such as hybrids or electric automobiles to support the University's Sustainability Policy;
- g) Be responsible for inspection, service, repairs, maintenance, insurance, and risk reporting;

- h) Provide appropriate risk work documentation which may include driver's record, training, and proof of insurance, to Risk Management for new and existing drivers;
- i) Ensure University Owned Automobiles are equipped with snow tires for driving during the winter months; and
- j) Encourage safe driving practices.

8.4 Authorized Drivers will

- a) As a new University-Owned Automobile driver, submit in full, all necessary documents to Risk Management for review and reporting purposes and comply with ongoing eligibility reporting requirements as stipulated by the University's insurance partner for the purposes of insurance policy renewal;
- b) Prior to renting a University Rental Automobile, obtain all necessary approvals;
- c) Acknowledge roles and responsibilities after an accident to ensure effectiveness of responding to mitigate further loss;
- d) Provide details related to the accident to assist in determining loss details;
- e) Comply with requirements under the Statutory Ontario Automobile Policy (OAP 1); [link]
- f) Comply with the University driving policy and applicable automobile laws as set out by the provincial/state Ministry governing highway/roadway laws such as but not limited to the Highway Traffic Act, Public Highways Act, Motor Vehicle Safety Act, Motor Vehicle Transport Act, Transportation of Dangerous Goods Act;
- g) Comply with all requirements as set out in the Use of University Owned Automobile for University Business Directives document;
- h) Pay for any non-reimbursable travel-related expenses administered while in the care, custody, or control of the University Automobile or University Rental Automobile as set out in the Expenses Procedure; and
- i) Participate in any automobile training and driving courses as set out by the University from time to time.

9. Requests to authorize a driver, who would otherwise be an Unauthorized Driver, must be made in writing to Risk Management.

MONITORING AND REVIEW

10. This Policy will be reviewed as necessary and at least every three years. The Risk Management Committee is responsible to monitor and review this Policy.

RELEVANT LEGISLATION

- 11.** Ontario Automobile Policy (OAP 1)
Highway Traffic Act
Public Highways Act
Motor Vehicle Safety Act
Motor Vehicle Transport Act
Off-Road Vehicle Act
Transportation of Goods Act
Occupational Health and Safety Act, R.S.O. 1990, Chapter O.1

RELATED POLICIES, PROCEDURES & DOCUMENTS

- 12.** Alcohol Policy
Risk Management Policy
Records Management Policy
Student International Travel Policy
Use of University Owned Automobile for University Business Directives
Renting Automobiles for University Business Directive
Expenses Policy and Procedure
Procurement of Goods and Services Procedures
Sustainability Policy

BOARD REPORT

SESSION:

Public
Non-Public

☒
☐**ACTION REQUESTED:**

Decision
Discussion/Direction
Information

☐
☐
☒

TO: Board of Governors

DATE: December 1, 2022

FROM: Lauren Turner, University Secretary

SUBJECT: Council of Universities of Ontario's "Leading Practices in University Board Governance" Document

BACKGROUND/CONTEXT & RATIONALE:

- The attached "Leading Practices" document was brought before Governance, Nominations and Human Resources Committee (GNHR) on October 20, 2022 for strategic discussion.
- The strategic discussion was to support the furtherance of the GNHR's broad governance mandate.
- At the time, the "Leading Practices" document was a draft document and permission from the Council of Universities of Ontario (COU) was only to circulate to GNHR.
- The "Leading Practices" document has since been released publicly and so is being shared with the whole Board of Governors for information.

Leading Practices in University Board Governance

October 24, 2022

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Preamble

Ontario universities are committed to good governance and enhancing good governance in the sector, in order to help fulfill the unique purposes of universities and be accountable to their multiple stakeholders. This document articulates leading practices in board governance in the Ontario publicly assisted university sector as it is the board of a university that is primarily accountable to external stakeholders for the financial sustainability and effectiveness of university governance overall. This document speaks only to academic governance insofar as it addresses the role of university boards in fostering effective collegial or shared governance. This wide range of leading practices in governance are not intended to be exhaustive as many universities will have additional practices to meet their unique needs.

Given their unique history and roles in society, universities are complex institutions to govern, with multiple internal and external constituencies and stakeholders and a dispersal of power that differentiates them in critical ways from other corporations and institutions. Nevertheless, leading practices in both the private and broader public sectors inform good governance in universities. This document is grounded in research and policy on good governance in universities and the private sector (see [Appendix: Sources Consulted](#)), and reflects and supports the reality of shared governance and the academic mission specific to the university setting. It is important to also note the differentiation within the university sector: size, scale, mission and geography all may factor into the relationships universities have with their communities and the resources available to each institution.

Purpose of this Document

This document has been prepared by the Council of Ontario Universities (COU) with extensive input from its member universities and reviewed by university governance experts from across the country. COU members recognize that it is necessary for its stakeholders to have a high degree of confidence in the soundness and effectiveness of university governance. This document is intended to provide assurance that effective, transparent, and responsible governance is a priority for the boards and presidents (or applicable title) of Ontario's universities. It is also intended to convey to university stakeholders that, while recognizing the unique contexts and obligations of each Ontario university, all universities support the articulation of and adherence to these leading governance practices and fiduciary responsibilities.

The Unique and Complex University Governance Context

While informed by general principles of good governance, leading governance practices are established within the unique and complex context of publicly-funded universities in the Province of Ontario. Universities are created as independent not-for-profit corporate entities in support of their status as autonomous entities, independent from partisan and political influence. This independence allows them to fulfil their unique social mandate. The university mandate includes, first and foremost, their role as centres of free enquiry, which requires a safeguarding of the principle of academic freedom¹ and independence in related areas including hiring decisions, course content, academic programming, and research priorities.² Tied to the principle of institutional autonomy is the principle of collegial or shared governance, whereby governance responsibilities are divided between academic councils or senates – which have substantial representation from faculty and set or inform academic policy for the university – and boards of governors or boards of trustees that oversee the operational, financial and business affairs of the university.³ Shared governance also entails, in most cases, a board membership that includes a balance of members from internal university constituencies (including academic and non-academic staff, students, and administrators), and external members. Combined these board members exercise their fiduciary duties to act in the best interest of the institution as a whole. This shared governance structure is meant to ensure that the core mission of the university (teaching, research, and knowledge dissemination) is informed by members of the academy who have an in-depth understanding of the academic enterprise, while financial, operational and business matters are overseen by those from a broader community, and bring an external and fiduciary lens to discussion and decision-making.

The unique and complex university governance context necessarily informs leading practices within the sector.

¹ See Universities Canada [Statement on Academic Freedom](#).

² Some of the language here is taken from Universities Canada, [Institutional Autonomy: Principles](#)

³ There is inevitably overlap in the responsibilities of Senate and Board that is dealt with differently at different institutions. This [article on the Duff-Berdahl](#) report provides some background on the history of shared governance in Canada.

Key Attributes of an Effective University Governance Board

An effective university board understands that it is primarily responsible for the effective governance of the institution. This includes ensuring and supporting the effectiveness of the model of shared governance under which the university operates, effective integration of the work of the university's governing bodies and effective relationships between them as well as ensuring the accountability of those delegated with authority and effective communication and flow of information to support decision-making throughout the governance system.

The board is aligned with the university's vision and mission, and is committed to and embodies principles of fiduciary oversight, open and transparent decision-making, and shared governance. Board members are volunteers who are oriented, educated, and supported by university staff to understand and fulfil their roles in an ethical and effective manner. They are fiduciaries who are independent-minded and able and willing to ask critical questions and ensure that their decisions are based on adequate information and deliberation. The board has the membership and committee structure to ensure that the viewpoints of key university constituencies and diverse groups and communities are considered, and that needed skills and expertise inform decision-making and ensure they are meeting their fiduciary obligations to act in the best interest of the university as a whole. Boards, in carrying out their fiduciary responsibilities, focus on strategic priorities and oversight, including overall strategy, oversight of president, fiscal integrity, risk management and financial sustainability of the university. Boards engage in transparent communications with broader members of the university and external community, and in ongoing reflection and review to ensure continuous improvement in their membership, structure, processes and leading governance practices in order to meet their fiduciary duties.

Leading Practices

Board and Committee Member Recruitment, Selection and Renewal Processes

In order to fulfil its important roles, board recruitment and renewal processes must ensure that the range of stakeholder perspectives required for shared governance is present, that there is sufficient independence amongst board members to fulfil their fiduciary oversight role, including incorporating the diverse voices and experiences of the broader community, that they have the specific expertise and experience needed to support informed decision-making in key areas of responsibility, and that there is ongoing renewal of membership to bring in new voices, perspectives, and expertise, while ensuring a core of experienced board members.

- Board membership includes key internal stakeholders, in particular academic staff, and non-academic staff, students, as well as external members who are all required to exercise their fiduciary duty to act in the best interest of the university.
- The majority of board members are external to the university and are able to exercise independent and impartial judgment (e.g., no personal or financial relationships, continuing conflicts of interest).
- A competencies matrix is maintained to ensure that the board has members with backgrounds in needed areas of expertise such as governance, finance, investments, legal, audit, risk management, senior management, strategic planning, human

resources, information technology/cybersecurity/digital knowledge, real property and capital planning.

- There is a process in place to ensure that diversity, including gender, race, culture, socio-economic background, and other relevant categories that reflect the university and the communities with which it has relationships, are factored into the recruitment process.
- Board members are selected recognizing key qualities necessary for them to perform their fiduciary roles, including excellent listening, communication, and persuasion skills to participate in board discussions and debates, a commitment to devoting the time, effort and energy to serve effectively as a board member, and a commitment to university goals, independence and autonomy.
- The board chair is selected by the board and is external to the university.
- Committee members are assigned based on their related expertise and ability to meaningfully contribute to the committee's mandate, and include members of diverse backgrounds.
- The audit committee comprises external members and include a sufficient number who are financially literate.
- There is a clear approach to succession planning, including a focus on closing skills gaps, ensuring a breadth of diverse individuals and experiences, and balancing experienced and new board and committee members.

Board Member Roles and Expectations

Board members are volunteers who dedicate their time to meet their significant fiduciary responsibilities. Board members need to clearly understand shared governance, the scope and the requirements of their roles, the qualities and characteristics that are expected of them in performing their roles, and expectations in terms of their time, preparation, and participation. Board members:

- Understand their fiduciary duty; that is, to make decisions in the best interest of the university as a whole, and a duty of care that would reasonably be expected of an individual based on their knowledge and experience.
- Are well-informed about the university and its purposes, and the unique nature of a university.
- Consider the impact of decisions on key stakeholders, demonstrate this through asking questions and raising issues, and treat stakeholders fairly and equitably, while acting at all time in the best interests of the university as a whole.
- Understand their relationship to the academic oversight body (senate or academic council) and the different roles for each.
- Ask informed questions of administration that will provide them with an

understanding of how any proposed plan of action aligns with fiscal sustainability and strategic goals, and alternatives to the proposed plan of action.

- Understand how to manage any conflicts of interest in decision-making (when to declare and withdraw from decisions), and level of transparency and confidentiality required in relation to board discussions and fiduciary decision-making.
- Understand the expected time commitments and preparations for board activities including the need to prepare for meetings (including reading all materials in advance), seek clarification on pending issues and seek information to enable informed decision making.
- Understand and adhere to the expectations for board attendance, board member conduct, and when a board member would be removed.
- Understand the importance of relying on the expertise of governance professionals on procedural issues.
- Understand the importance of being able to identify when they need external expertise and of engaging such experts.

Board Education

Being a board member of any organization carries significant responsibilities and liabilities. All board members require orientation and ongoing education in order to understand the specific features of the organization and their fiduciary governance role in relation to it. The university sector in particular is characterized by unique elements with which many board members may not be familiar with initially. Hence university leaders must ensure that a robust system of board education is in place to support members to perform their roles.

- A formal orientation is in place to onboard new board members, with formal onboarding materials and orientation sessions. Orientation topics include:
 - The university act or charter and associated by-laws and policies.
 - Fundamental concepts involved in the university governance structure, including fiduciary responsibility (duty of care, loyalty, good faith, confidentiality, prudence and disclosure), the institutional mission, institutional autonomy, collegial decision-making and processes, shared governance, the academic enterprise, academic freedom, and tenure.
 - The scope of the governance role and key areas of responsibility of the board and the scope of the governance and key areas of responsibility of senate or an academic council.
 - Key internal and external university stakeholders, their characteristics, issues, interests, achievements, and any areas of tension.
 - The committee structure of the board and how it supports decision-making and fiduciary oversight.

- Responsibilities around regular meeting attendance and principles of effective participation.
- Financial literacy and university annual budgeting processes including sources of revenues and expenditures.
- The university's risk associated policies and the top risks of the institution.
- The role of the university governance professional (university secretary and/or board secretary) as a governance leader within the university ensuring sound governance practices, policies and procedures.
- The role of legal counsel as a fiduciary and advisory to the university.
- There are ongoing education sessions for governors that are more targeted, such as emerging university and governance issues.
- New board and committee chairs receive an orientation on mandates and procedures.
- Specific education is undertaken for board chairs.

Board and Board Committee Structures and Meetings

Board members have a broad range of responsibilities and a large amount of material to review and consider in order to fulfil their fiduciary oversight role and duty of care. As a result, it is critical that the board and committees have mechanisms in place to assure themselves that their work is appropriately focused and that meeting time is being used effectively. The board and board committees plan their work through the use of work plans or master agendas, agendas ensure that the board/committee is appropriately balanced between strategy and oversight, that materials are prepared and presented in a way that optimizes board member time, and information and analyses provided to members provides a good foundation from which they can make informed and considered decisions. Furthermore, meeting and committee structures and processes should support independence of member decision-making in order for boards to fulfil their fiduciary responsibilities. Staff support and expertise are essential to support these processes.

- The board mandate is clearly anchored in the organization's mission as set out in the respective university acts and other strategic documents, and focuses on bringing value in relation to those purposes.
- There are written role descriptions and mandates for the board and committees. These descriptions and any associated policies include the major areas of board oversight including: strategic plan; risk management; financial sustainability; selection of auditors and oversight over auditor independence; selection of president; performance management of the president; compensation framework for the president; executive succession planning; and good governance.
- Key areas of board responsibility such as progress on strategic plan initiatives and consideration of decisions in terms of fiscal integrity and risk to the university and community are addressed regularly by the board.

- The board and committees have a process for focusing on oversight of strategic priorities.
- Boards have a coherent committee structure that supports effective board oversight and decision-making.
- A framework is in place that guides the board's oversight of risk management.
- Issues are brought before the board throughout the decision-making process to ensure optimal board input.
- Board meeting schedules allocate sufficient time for major decisions to be considered/discussed/reviewed.
- Meeting materials are sufficiently detailed, comprehensive and succinct to support meaningful decisions by members.
- There is a standard format for recommended actions or decisions that includes clear rationale, financial implications, and risk assessment.
- The board chair takes a leadership role in the development of the agenda for approval by the board.
- Meeting materials are provided to the board in a timely fashion to allow members to make considered decisions.
- In cases where there is a board executive committee, members have a clear mandate about when they can meet and what kinds of decisions they can make without the full board, and there is transparency around their work in agendas and reports to the board.
- The board and committees have access to independent expertise as and when required to fulfill their fiduciary responsibilities.
- There is a process for mutual reporting of key information between the senate/academic council and the board to improve transparency, engagement, and understanding of the shared system of governance.
- The Board Secretary or equivalent governance position ensures that the governance processes are carried out legally and that they support independent, informed decision-making by the board.
- The Board Secretary or equivalent governance position reports to and is accountable to the board, is appointed by the board and reports administratively to the President.

Board Transparency

Universities have critical social purposes, and are funded by government, student tuition, donors, and investments. To demonstrate accountability and promote public confidence, boards have an obligation to ensure the transparency of their decision-making processes and decisions to their various university communities and stakeholders about their revenues, expenditures, and how the university is fulfilling its purposes, while still maintaining spaces for confidential discussions where appropriate such as personnel matters, employment-related matters, and information under embargo.

- The board ensures that university decision-making processes are as open and transparent as possible.
- The Chair of the Board is the official spokesperson for the university board, relating to public statements concerning matters coming before the Board, and all decisions of the Board or one of its committees.
- Minutes of board meetings conducted in open session are publicly available in a timely fashion following approval.
- There are published principled guidelines describing the conditions under which *in camera* meetings or closed sessions of the board are appropriate.

Board Evaluation and Continuous Improvement

Governance is a “human-based system”⁴ and participants in governance change through membership renewal. External factors affect governance and stakeholder expectations change. As such, university governance requires regular review and evaluation in order to identify any issues that need addressing and opportunities for improvement. Boards should continually strive for excellence in governance practices within the context of their university, in order to support the university in meeting its purposes and strategic goals, demonstrate their accountabilities to internal and external stakeholders, and promote a positive university culture. Leading practice in this area includes ensuring:

- An annual assessment process for board members to confidentially assess themselves, the board chair and board committees and processes.
- A procedure exists to determine how the assessment data will be considered and used to improve governance.
- Standing committees of the board periodically review their terms of reference regarding mandate and membership to ensure that they have appropriate level of delegation from the board.
- A comprehensive governance review is undertaken periodically, which includes a review of by-laws and other board governance documents, governance practices and

⁴ International Organization for Standardization. [Governance of Organizations – Guidance 37000:2021](#), p. 1

procedures, governance culture and effectiveness, board committees and board-senate/academic council relations.

- Emergent and time sensitive governance issues are reviewed individually as the need arises.
- The board promotes effective shared governance practices
- Governance standards are compared against standards and practices at comparable universities and leading governance practices relevant to the sector.

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