
PUBLIC SESSION AGENDA
Wednesday, April 29, 2015
3:00 pm – 5:30 pm
Place: 55 Bond St, DTB 524

Dial-in Information
Toll-Free: 1-877-385-4099 (in Canada & U.S.), Participant Passcode: 4833382#

AGENDA

No.	Topic	Lead	Allocated Time	Suggested End Time
1	Call to Order	Chair	1	
2	Agenda (M)	Chair	2	
3	Conflict of Interest Declaration	Chair	2	
4	Chair's Remarks	Chair	5	
5	Approval of Minutes of the Meeting of March 11, 2015* (M)	Chair	5	3:15 PM
6	President's Report	President	10	3:25 PM
6.1	Academic Council Reports* (U)	President		
7	Co-Populous Report	P. Tremblay	5	3:30 PM
8	Committee Reports (public items)			
8.1	Audit & Finance Committee	A. Imrie	40	4:10 PM
8.1.1	2015-16 Budget Approval* (M) (P) - Posted on the Board Portal	C. Elliott		
8.1.2	Blackboard Software Procurement 2015-2018* (M)	P. Bignell		
8.2	Advancement Committee	J. McKinley	40	5:00 PM
8.2.1	Third Quarter Report*			
8.2.2	Campaign Planning Study presented by KCI (P)	S. McGovern		
8.2.3	Alumni Engagement Strategy presented by Gotta Purpose Inc. (P)	S. McGovern		
8.3	Governance, Nominations and Human Resources Committee	K. Brearley	10	5:10 PM
8.3.1	Annual Board Elections* (M)	C. Foy		
8.3.2	Pension Plan Amendment*(M)	M. Lapp		
8.4	Strategy & Planning Committee	B. Schmidt	10	5:20 PM
8.4.1	Strategic Plan (U)			
9	Other Business	Chair	10	5:30 PM
9.1	Land Transfer - Simcoe Street Road Widening*(M)	M. Lapp		

10	For Information:			
10.1	Pathways Diploma-to-Degree Brochure- item deferred			
10.2	2015 Convocation - June 4 & 5, 2015 - General Motors Centre*			
10.3	Top 10 Campus Legal Issues for Boards*			
10.4	Lieutenant Governor In Council (LGIC) Appointment*			
11	Termination of Meeting (M)	Chair		
	P - Presentation			
	M - Motion			
	U - Update			
	D - Discussion			
	* Documents attached			

Cheryl Foy, Secretary



**BOARD OF GOVERNORS' 89th REGULAR MEETING
(PUBLIC SESSION)**

**PUBLIC SESSION MINUTES
Wednesday, March 11, 2015
3:00 pm – 5:30 pm
Place: 55 Bond St, DTB 524**

GOVERNORS IN ATTENDANCE:

**Glenna Raymond, Chair
Adele Imrie, Vice Chair
John McKinley, Vice Chair
Nigel Allen
Doug Allingham
Rupinder Brar
Karyn Brearley
Garry Cubitt
Don Duval
Andrew Elrick
Amir Ghandehariun
Miles Goacher
Don Hathaway
Theeben Jegatheesan
Jay Lefton
Robert Marshall
Michael Newell
Tim McTiernan
Bonnie Schmidt
Andrea Slane (via teleconference)
Pierre Tremblay
Tyler Turecki
Valarie Wafer**

REGRETS:

**Perrin Beatty, Chancellor
Heather White**

BOARD SECRETARY:

Cheryl Foy, University Secretary and General Counsel

UOIT STAFF:

**Craig Elliott, Chief Financial Officer
Andrea Kelly, Assistant to the Secretary
Murray Lapp, Vice President, Human Resources and Services
Susan McGovern, Vice President, External Relations and Communications
Michael Owen, Vice President, Research, Innovation & International
Melissa Gerrits, Legal Counsel**

GUEST:

Jonathan Hackett

Matt Fawcett

1 Call to Order

The Chair called the meeting to order at 3:21 p.m.

2 Agenda

Upon motion brought by G. Cubitt, and seconded by D. Duval, the agenda was approved as presented.

3 Conflict of Interest Declaration

G. Cubitt declared a conflict of interest with respect to item 9.1.4 as it relates to UOIT UPass fees.

4 Chair's Remarks

The Chair welcomed members to the first Board Meeting of 2015. She also welcomed UOIT student Jonathon Hackett. She remarked that the full agenda reflected the committees' diligent work at the University since the last board meeting. She was pleased to note that the annual joint meeting with the DC Board was taking place that evening. DC is a significant partner, evidenced by the regular copopulous reports, and the Chair encouraged members to attend and part take in the discussions.

5 Approval of Minutes of the Meeting of November 28, 2014

Upon motion brought by G. Cubitt, and seconded by R. Marshall, the minutes were approved as presented.

6 President's Report

The Chair invited the President to deliver his report. The President was pleased to report that UOIT was one of a handful of universities to benefit from an increase in applications over last year. With the Major Capacity Expansion program premised on continued growth, an increase in enrollment would strengthen UOIT's proposal. He advised that UOIT was a recipient of the Queen Elizabeth II Diamond Jubilee Scholarship which will used to fund student exchange programs with other institutions in the Commonwealth. UOIT will be attending a meeting on advancement in manufacturing along with several other community partners and academic participants. He advised that UOIT had recently benefited from some unpaid publicity in the Porter Airlines Inflight Magazine and as a result of a guest appearance by Minister Holder at UOIT's economic club, inspiring young Canadians to study science, technology and engineering. The President indicated that convocation ceremonies are scheduled for June 4 and 5. He looks forward to having Board members attend to celebrate the occasion.

6.1 Chancellor Search Committee Update

The President provided an update on behalf of the Chancellor Search Committee. The President confirmed that the Committee identified the qualifications and attributes for the incoming Chancellor and compiled a list of potential nominees. At the next meeting the Committee intends to review

biographies and prepare a short list of nominees. Those who are short listed will be contacted for interviews. More information to follow at the next Board meeting.

6.2 Honorary Degree Committee Update

The President delivered an update with respect to honorary degrees. UOIT intends to confer a total of four honorary degrees at the upcoming convocation. The Committee has been in positive contact with three recipients and is looking to arrange a discussion with the fourth. The President expects to officially announce the names of the recipients at the next Board meeting.

6.3 AUCC Letter of Reaffirmation

The President addressed the AUCC Letter of Reaffirmation. The AUCC Board of Directors required all institutional members to sign a reaffirmation statement acknowledging continued adherence to the membership criteria. The President indicated that UOIT is compliant with all stated criteria and sought the support of the Board in reaffirming its AUCC membership.

Upon a motion brought by T. McTiernan and seconded by D. Allingham, the Board approved the following motion:

Whereas the AUCC is a voluntary membership organization, and institutions wishing to join the association must meet the criteria that are set out in the organization's by-laws;

And Whereas the Board of Governors of UOIT acknowledges the value of UOIT's membership in the AUCC and wishes to expressly restate its willingness to act in accordance with the AUCC's stated criteria;

Now Therefore, the Board of Governors of UOIT affirms UOIT's adherence to the criteria for institutional membership in the AUCC, as reflected in the document appended to the minutes.

7 Academic Council Report

The President presented the Academic Council Report. He referred the Board to the summaries of the September 18, 2014 and January 20, 2015 meetings and noted that the AC had approved two Bachelor degrees of Engineering in Mechatronics in addition to four new Pathway programs in keeping with the College/University bridge mandate. He advised that certain program specializations had been adjusted in an effort to accommodate the needs of students as programs continue to mature and evolve.

8 Co-Populous Report

The Chair invited co-populous member P. Tremblay to provide his report. P. Tremblay advised that the DC Board retreat is scheduled for April 18 and 19 at the Kingsbridge Conference Centre. The theme will be leadership succession as a number of Executive Heads are expected to retire in the coming years.

P. Tremblay remarked that the completion of the SLA agreement marked an important milestone for the maturation of the two institutions and is indicative of their collaborative relationship. He noted that the Presidents will be part of an advocacy panel at an upcoming conference.

He was happy to report that DC men's basketball team placed third and the women's volleyball team placed second at the OCAA provincial championship.

The Chair indicated she was looking forward to conversing with DC colleagues at the annual joint meeting later that evening and was particularly intrigued by the topics for the roundtable discussions.

9 Committee Reports (public items)

The Chair introduced the Committee reports noting that this is an opportunity for the Committee Chairs to update the Board on key items of work undertaken by the Committees.

9.1 Audit & Finance Committee

9.1.1 Third Quarterly Report

A. Imrie reported that the Committee received the Q3 Financial update, included in the package. She indicated that total enrollment for the University was up, however, it was lower as compared to the budget. The resultant decrease in revenue was offset by savings in expenses and the use of contingency funds. The budget was otherwise tracking to forecast.

She also highlighted that \$22M accounts receivable was attributable to deferred student tuition revenues, of which \$18M was already collected. Outstanding student A/R was being monitored and generally saw favourable collection rates as a result of robust collection procedures. From the cash account, \$16M was transferred to short-term GICs in accordance with the Expendable Funds Policy. The overall objective was to increase productivity of cash assets, while maintaining liquidity and minimizing risk as the institution continues to pursue strategic initiatives.

9.1.2 Laptop Procurement

A. Imrie presented the Laptop Procurement recommendation on behalf of the Audit and Finance Committee. Management was seeking board approval for the expenditure of \$6M to support the UOIT Technology Enriched Learning Program and internal needs for the 2015-16 academic year. Approximately 5200 new devices will be required to accommodate the refresh cycle as well as student, staff and faculty growth. An open competition across all PC equipment manufacturers is planned. The expenditure amount is slightly reduced from last year as a result of decreased enrollment and the Faculty of Education opting out, however, the expected unit price is expected to increase by 7% as a result of the exchange rate. The University will consider and weigh all criteria, including price, quality, risks and costs when selecting a manufacturer.

Upon a motion brought by A. Imrie, and seconded by R. Marshall, and pursuant to the recommendation of the Audit and Finance Committee, the Board approved the expenditure of approximately \$6 Million for the purpose of procuring the laptop, tablet and desktop equipment to support the UOIT Technology Enriched Learning Program and internal needs for the 2015-16 academic year.

A. Imrie further noted that virtualization pilots were underway in three faculties to test the viability of students accessing and using software on their own devices. According to P. Bignall's most recent report, the IT department aims to have a recommendation regarding the direction of the Tele program

by Spring 2015. The implementation of the transformative strategy, if any, will take effect Summer 2016.

9.1.3 Endowment Disbursement

J. McKinley presented the 2015-16 Disbursement Recommendation on behalf of the Audit and Finance Committee. Total Net Endowed Earnings as of March 31, 2015 is approximately \$2.75M. After deductions for current year disbursements and capital preservation, \$597,525 is available for disbursement. The Committee recommends a total disbursement of \$420,000 to be distributed as student awards for the 2015-16 year, with \$30K specifically allocated for Ontario Graduate Scholarships. This recommendation was duly reviewed and endorsed by both Advancement and Investment Committees.

Upon a motion brought by J. McKinley, and seconded by M. Goacher, and pursuant to the recommendation of the Advancement, Investment and Audit and Finance Committees, the Board approved the disbursement of \$420,000 from Endowment Funds to be distributed as student awards for the 2015-16 academic year.

The Chair congratulated the University on the management of its funds, and its commitment to making meaningful contributions to the education of its students noting that this will be the first year that Graduate Scholarships will not be funded by the operating account.

9.1.4 Tuition & Ancillary Fees 2015-16

The Chair invited B. MacIsaac to deliver his presentation to the Board. He described the process by which tuition and ancillary fees are fixed. The UOIT Act confers authority upon the Board of Governors to establish and collect fees. Tuition fees are inversely related to government funding. With Ontario Universities receiving the lowest average revenue per FTE in the country and provincial grants declining, institutions are forced to supplement revenue streams by raising the cost of tuition. At UOIT, tuition accounts for 38-40% of its revenue. Tuition fee increases are restricted to a maximum allowable fee increase of 3% as instituted by the Ministry in 2014.

B. MacIsaac compared UOIT fees relative to the rest of the system. Depending on the program, UOIT fees are \$500-\$1000 less than the tuition average for the province. UOIT ancillary fees are the highest in the province, approximately \$450 ahead of the average, excluding Tele program fees. The disparity is largely attributable to the University's age and the fact that it has a smaller student base from which to collect fees. As B. MacIsaac pointed out, UOIT fees are considerably offset by financial supports made available to its students. Last year, UOIT contributed \$7.34M to students in the way of scholarships, bursaries, summer employment and work study opportunities. This coupled with government financial assistance and tax credits, situates UOIT tuition as fourth highest in the province. For marketing and educational purposes, B. MacIsaac prefers to differentiate between the "sticker price" and the "net tuition fee".

B. MacIsaac presented some statistics concerning student debt levels. The percentage of students graduating with debt and average debt levels has remained fairly static since 2000. Employment rates, salary levels and earning potential suggest that debt is affordable and manageable. B. MacIsaac concluded by stating that the Committee was proposing a 3% tuition increase for the upcoming academic year. Ancillary fees are calculated to be \$18 less per student over last year.

Board members appreciated the insightful presentation and discussed the value of educating the public on the myth of growing tuition and how financial supports offset the sticker price to allow for a more affordable education.

Upon a motion brought by A. Imrie and seconded by J. Lefton, and pursuant to the recommendation of the Audit and Finance Committee, the Board approved the 2015-16 tuition fees as presented.

Upon a motion brought by A. Imrie and seconded by T. Turecki, and pursuant to the recommendation of the Audit and Finance Committee the Board approved the 2015-16 ancillary fees as presented.

G. Cubitt abstained from voting on the ancillary fees motion as a result of a conflict of interest declared earlier in the meeting.

Investment Committee

9.1.5 Third Quarter Investment Review

M. Goacher was invited to provide the Investment Committee report. He summarized highlights from the February meeting. As at December 31, 2014 the Investment Account was at \$18.64M up from \$18.49M despite the oil shock, and was just over \$19M in February signalling a good start to the year. The Cash Account had approximately \$400K. Total returns were 1.35% for the third quarter and 11% for the year, both ahead of their respective benchmarks of 0.6% and 7.8%. Financial experts predict that the CAD dollar will remain at 0.70-0.80 cents for much of the year and could experience a further decline in 2016. PH&N's portfolio manager discussed the global outlook with China markets slowing and US growth already priced into the market. The Canadian economy was neutral to slightly negative as a result of the lower CAD dollar offsetting the negative effects of lower oil prices.

M. Goacher further advised that the Investment Committee decided to depart from the Canadian/US focus and move in the direction of a more global mandate. The Investment Committee, after much deliberation, decided to 1) retain its hedged position but reduce the US and overseas allocations by 1.25% and 2) reduce Canadian Equities by 3%. The 5.5% will be transferred to the RBC Global Equity Focus Fund recommended by PH&N. A global focus affords flexibility to exploit opportunities in emerging markets in the wake of slowing Canadian and US markets.

9.1.6 Statement of Investment Policy Amendment

M. Goacher advised that the new global mandate required some additional flexibility in the Statement of Investment Policies (SIPP). The Committee was contemplating transferring an additional 2% from cash and 3% from bonds to the RBC Global Equity Focus Fund. In order to accommodate such changes, the Committee voted in favour of amending section 6.1 of the SIPP to increase the maximum global equities exposure from 35% to 45%. The Committee sought the approval of the Board.

Upon motion brought by M. Goacher, and seconded by N. Allen, and pursuant to the recommendation of the Investment and Audit and Finance Committees, the Board approved the amended Statement of Investment Policy as presented.

9.1.7 Policy for Expendable Funds

C. Elliott presented the Policy for Expendable Funds with the support of Investment and Audit and Finance Committees. The policy provides that expendable funds are invested in short-term and fixed-income instruments to satisfy the dual objectives of low risk and high liquidity. The policy ensures sufficient cash on hand to satisfy operational obligations. The fund will be reviewed on a monthly basis and will be subject to semi-annual reporting.

Upon motion brought by M. Goacher, and seconded by P. Tremblay, and pursuant to the recommendation of the Investment and Audit and Finance Committees, the Board approved the Policy for Expendable Funds as presented.

9.2 Governance, Nominations and Human Resources Committee

9.2.1 Student Association Policies

M. Newell presented two policy instruments for the Recognition and Accountability of Student Organizations. The policy framework sets out principles for recognition, good governance and collection and distribution of fees to the Student Association. The Committee reviewed and discussed the policies at its February meeting. Members endorsed the policy for striking an appropriate balance between affording autonomy and exercising oversight to ensure that functions are carried out in a responsible, transparent and democratic way. The materials speak to the governance, financial and organizational requirements, the role of the Student Association Advisory Committee and the principles that will guide the administration of the relationship in relation to fees and complaints. While accountability rests with the Student Associations, mechanisms exist if intervention required. M. Newell noted that the policy framework reflects the maturation of the relationship between the University and its Student Associations.

Upon a motion brought by M. Newell and seconded by R. Marshall, and pursuant to the recommendation of the Governance, Nominations and Human Resources Committee, the Board approved the Student Accountability Policy and the Policy on the Recognition of Student Organizations as presented.

9.2.2 Research Board Terms of Reference

M. Owen presented the Research Board Terms of Reference for the Board's consideration and approval. Consultations were conducted with both the Research Board and the Standing Committee of Academic Council in the reconstruction of the Terms. Essentially the amendments seek to update the composition of the Research Board and to enumerate the full scope of its responsibilities and obligations as they exist today.

There was some discussion concerning the role of the Research Board. T. McTiernan advised that the Research Board is strategically focused, while other committees handle the operational details. He clarified that ethical conduct of research involving human subjects is reviewed by the Research Ethics Board, pursuant to the Tri-Council Policy Statement 2, and is therefore not within the purview of the Research Board.

Upon a motion brought by T. McTiernan, and seconded by P. Tremblay, and pursuant to the recommendation of the Governance, Nominations and Human Resources Committee, the Board approved the amended Research Board Terms of Reference as presented.

9.2.3 Pension Plan Amendment

M. Newell proposed an amendment to the Defined Contribution Pension Plan on behalf of the GNHR Committee. The amendment provides an employee with access to his or her pension plan assets in the event of Shortened Life Expectancy (SLE). To qualify under this provision, a plan member requires medical certification of a life expectancy of less than three years and informed written consent of his or her spouse. The member is not required to terminate employment, thereby permitting continued access to health care benefits, however, participation in the plan ceases with the release of funds.

M. Newell noted that the Committee treated this as a time sensitive matter. The Committee's discussion primarily focused on empathy for the faculty member and his family whilst ensuring the execution of its fiduciary duties. Recognizing that member and spouse interests do not necessarily align, the Committee was pleased to know that the application process required the written consent of the spouse before the release of plan assets. The pension plan provider requires the member's spouse to sign a release form acknowledging the forfeiture of rights in the plan and the financial consequences of such a decision. In light of these safeguards, the Committee agreed that it was not necessary to institute an independent legal advice provision in the amendment itself.

M. Lapp noted that UOIT, by amending the DCP, was offering more in the way of support to its employees than that which could be accessed under the Pension Benefits Act. Members could apply for SLE benefits a year earlier and would not have to terminate employment thereby extending access to health care benefits.

Upon a motion brought by M. Newell and seconded by T. McTiernan, the Board approved the inclusion of section 8.09 (Shortened Life Expectancy) to the UOIT Defined Contribution Plan as appended as Schedule "A" to these minutes.

9.3 Advancement Committee

J. McKinley advised that there was no formal report as the February meeting had been cancelled. He did indicate that the Committee's work was forging ahead. The request for proposal regarding campaign services had generated two qualified submissions. The contract was awarded to KCI. The firm was well underway in the planning phases of the advancement campaign. A customized approach was being developed for UOIT. He also noted that the Alumni office had retained the services of Gotta Purpose in an effort to develop a long term alumni strategy.

9.3.1 Alumni Association

The Chair was pleased to introduce Matt Fawcett, the President of the Alumni Association Council to provide an update to the Board. M. Fawcett delivered a very comprehensive presentation that summarized the year in review. The Alumni Association had updated its terms of reference and instituted a new election model in June 2014 with a view to increase awareness, applications and representation. The Council had also formed three distinct sub-committees to better allow for the attainment of strategic initiatives. Some celebrated successes for the year included: homecoming, the

graduating class challenge, the release of the Alumni magazine, the launch of the Digital Wall and various alumni receptions. The Council was also working with the Alumni office to develop a self-sustaining model based in part on affinity partnerships and the sale of alumni merchandise, and was in the process of finalizing its 2015-16 work plan. M. Fawcett's passion for the Alumni Association was quite compelling as was his pride in UOIT as evidenced by his parting remarks "UOIT for life".

10 Other Business

10.1 CUBA Conference - April 30 - May 2 - Montreal

The Chair invited members to attend the national CUBA Conference in Montreal. It is a great opportunity to connect with governors from other institutions. Early bird registration closes March 15. Previous attendees including herself, A. Imrie, M. Goacher and C. Foy could answer any questions.

10.2 Joint UOIT/DC Agenda

The Chair reminded members that the annual joint meeting started at 6pm and included dinner. The meeting is being held in the atrium of 61 Charles Street.

11 For Information

11.1 Board of Governor Elections 2015

The Chair noted that Board of Governor Elections were underway.

11.2 2015 Convocation - June 4 & 5, 2015 - General Motors Centre

The Chair asked Board members to take note of the Convocation dates. There were four ceremonies in total. She sincerely hoped that members could make arrangement to attend at least one of the ceremonies. Convocation is always a privilege to attend and serves as a reminder that the time and effort dedicated by governors is greatly serving UOIT students and the broader community.

11.3 UOIT Research Excellence Award Speaker Series featuring Dr. Bernadette Murphy

The Chair noted that Dr. Bernadette Murphy would be part of a Speaker Series on March 24, 2015 at 5pm and indicated that it would be a good opportunity to gain insight into the research conducted at UOIT.

12 Termination of Meeting

Upon motion made by G. Cubitt and seconded by R. Marshall, and approved by the Board, the Public Session of the Meeting was terminated at 5:28 p.m.

Schedule A
(as approved at the Board of Governors meeting March 11, 2015)

Resolution of the Board of Governors of
the University of Ontario Institute of Technology

WHEREAS the University of Ontario Institute of Technology (the "University") established the University of Ontario Institute of Technology Pension Plan (the "Plan"), registration number 1087808;

AND WHEREAS the University has reserved the right to amend the Plan pursuant to Section 9.01 (Amendment of the Plan) of the Plan;

AND WHEREAS the University desires to add provisions to the Plan allowing for unlocking of pension benefits in the event of shortened life expectancy;

AND WHEREAS the Governance, Nominations and Human Resources Committee has reviewed and recommended the following proposed amendment to the Plan;

NOW THEREFORE BE IT RESOLVED THAT, effective March 11, 2015:

1. The following new Section 8.09 (Shortened Life Expectancy) shall be added to the Plan:

"8.09 Shortened Life Expectancy

A Member or former Member whose Pension Account remains in the Plan, who has a mental or physical disability that is likely to shorten his or her life expectancy to less than three (3) years, as certified in writing by a physician who is licensed to practice medicine in Canada, may apply to the University to withdraw the balance in the Member or former Member's Pension Account on a non-locked in basis. If the Member has a Spouse at the date of such application, the Member must also submit a statement to the University, signed by the Spouse, that the Spouse consents to the withdrawal of the balance of the Member's Pension Account. Upon approval of the application, the balance in the Member's Pension Account shall be paid to the Member as a lump sum cash payment, less applicable withholding taxes. Such payment shall be made in full satisfaction of the rights of the Member or former Member under the Plan."

2. The Vice-President Human Resources and Services of the University is hereby directed to sign and file this Resolution and all related documents with the applicable federal and provincial regulatory authorities and to implement this Resolution, including the making of any further Plan amendments as may be necessary or required to obtain and maintain such federal and provincial registrations.

DATED the _____ day of _____, 201____.

University of Ontario Institute of Technology

Authorized Signature

Name and Title



ACADEMIC COUNCIL

Synopsis

At its meeting held on February 24, 2015, Academic Council:

- Approved the removal of the academic warning category and leveling to the academic standing regulations.
- Approved the new Adult Education for the Digital Age (AEDT) Diploma
- Approved the new Graduate Diploma in Nuclear Engineering
- Recommended the Policy on the Over-Expenditure of Research Funds to the Board for approval
- Recommended the Policy on the use of Internal Research Funds to the Board for approval

Academic Council meeting agendas and minutes can be found on the Academic Council web site: http://www.uoit.ca/footer/about/governance/academic_council/.



ACADEMIC COUNCIL

Synopsis

At its meeting held on March 17, 2015, Academic Council:

- Approved the proposed nomenclature change from the Bachelor of Arts in Communication to the Bachelor of Arts in Communication and Digital Media Studies (CDMS)
- Approved the Policy on Posthumous Degrees and Certificates of Achievement in Memoriam as presented

Academic Council meeting agendas and minutes can be found on the Academic Council web site: http://www.uoit.ca/footer/about/governance/academic_council/.

BOARD REPORT

Public:
 In-Camera:

Action Required:
 Discussion
 Decision

DATE: Audit & Finance Committee April 15, 2015

FROM: Paul Bignell, Executive Director IT Services

SUBJECT: Renewal of Blackboard Learn License & Hosting Agreement

A. Purpose

The purpose of this report is to seek Board approval to extend the contractual agreement with Blackboard for the Blackboard Learn application license and hosting service through September 30, 2018.

B. Background/Context

A learning management system is central to the delivery of courseware to students and for collaboration and interaction amongst students and faculty.

Via agreements dated December 19, 2011 and May 15, 2012, UOIT contracted with Blackboard for the provision of Blackboard Learn learning management system and associated mobile and content management functionality, as well as hosting services.

A predecessor product – WebCT – had been used as the standard learning management system since the university’s inception. When Blackboard, the North American market leader in learning management systems, acquired WebCT and announced plans to phase the product out, UOIT made the decision to convert to Blackboard Learn. To achieve scalability and robust operations, a decision was also taken to outsource operation of Blackboard learn to Blackboard’s Calgary datacenter affiliate.

C. Impact Analysis

Relative to the existing agreement, this renewal does not change the products or services acquired from Blackboard.

Under this renewal, the two existing agreements are made coterminous, with an end of September date chosen as being most convenient should UOIT opt to migrate to another platform at some point in the future.

Contract extension – effectively, sole source procurement – is sought rather than an open competition for the following reasons:

- Blackboard Learn is not available from reseller channels;
- Migration to another learning management system would entail
 - Disruption and decreased productivity associated with retraining faculty and students on a new learning management system;
 - Cost and effort to migrate existing current & archived course artefacts from Blackboard to a new one;
 - Cost and effort to integrate a new learning management system with Banner and other systems.

D. Financial/Capital/Human Resource Implications

As is common in higher education software products, both the original agreement and the renewal call for cost escalation. A one year extension would carry a 5% escalation; by opting for a three year extension, we achieve a 3% escalation.

Total cost in US dollars is as follows:

- | | |
|---|---------------|
| • Year 1 – pro rata through September 30, 2015: | \$241,280.38 |
| • Year 2 – through September 30, 2016: | \$385,288.94 |
| • Year 3 – through September 30, 2017: | \$396,847.63 |
| • Year 4 – through September 30, 2018: | \$408,753.04. |

Funds have been provided for in the FY16 budget, with an assumed exchange rate of 1.15.

E. Risks

Contract pricing is expressed in US dollars, which exposes the university to exchange rate risk.

The products and services themselves are seen as low risk. Blackboard has the largest share (greater than 40%) of the North American market and the product has proven to be very stable in our first three years of use. The hosting service has proven to be quite stable, and the vendor has been highly responsive and professional on any issues that have arisen.

F. Recommendation

Management recommends that the Board approve the expenditure of approximately \$1.4M USD over 3.5 years for Blackboard Learn software licensing and hosting services.

ADVANCEMENT OFFICE DASHBOARD

2014-2015 – 3Q RESULTS

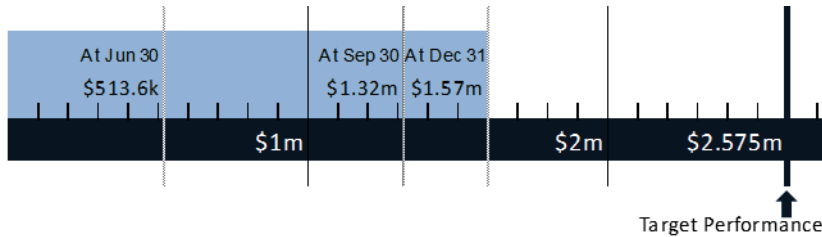
- Major Gift Program: two asks made totalling \$90k; one gift closed, none declined, seven remain outstanding.
- From October 1st to December 31st, 31 donors made a new cash or pledged gift to UOIT, of which 23 were first-time donors.
- Development team made 16 visits to donors and prospects.
- Stewardship Office prepared and distributed 81 Endowment Reports and 62 Expendable Reports to donors.

ACTIVITY

RESULTS

(CUMULATIVE)

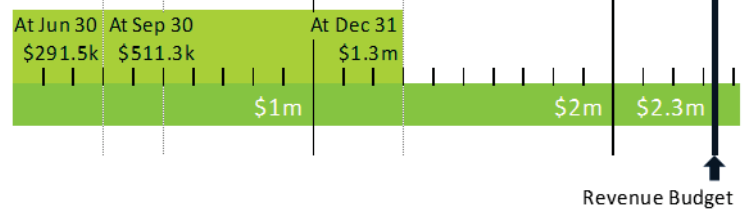
PRODUCTIVITY (NEW GIFTS AND NEW PLEDGES):



Impact of reduced major gift resources were felt during 3Q - productivity results about 77% of target.

CASH RECEIVED (CASH AND PLEDGE PAYMENTS):

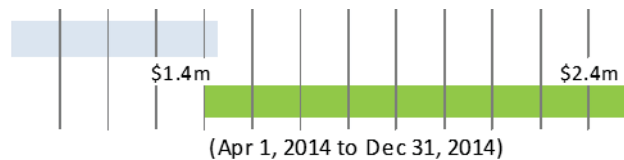
Pledge payment (\$257k) planned for 3Q unlikely to be received during current fiscal.



STUDENT SUCCESS FUND (NEW GIFTS AND NEW PLEDGES):

Beginning Balance (April 1, 2014)

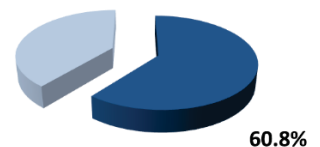
In-Year New Gifts and New Pledges



Raised \$204k during 3Q for total of \$1.04m YTD.

\$1m Matching Program

■ Matching Grants Committed 39.2% ■ Matching Grants Available



IMPACT

LAUNCH OF GIFT PLANNING PROFESSIONAL ADVISORS NETWORK



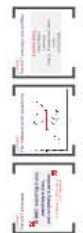
On December 3, 2014, UOIT hosted the Professional Advisors Forum for eight professional advisors from Durham region who agreed to join the Gift Planning Professional Advisors Network. At the inaugural meeting they discussed how to promote tax-smart gift strategies with their clients. One advisor has offered to host two receptions for his clients to advise them on how to create a legacy gift to support UOIT students.

2007-Feb-23

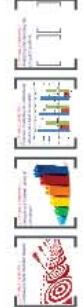
Celebrating Planned Giving Donor Mr. Harold Dooley on the occasion of his 100th Birthday



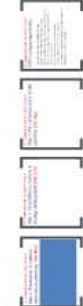
[1] why UOIT?



[2] UOIT'S unique considerations



[3] a campaign planning study for UOIT



A Campaign Planning Study for UOIT



FORWARD THINKING

Building a Brilliant Future.

A Campaign Planning Study for UOIT




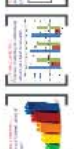
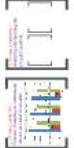
KCI >>>
INSTITUTE OF TECHNOLOGY
FORWARD THINKING

Building a Brilliant Future.





[1] why UOIT?



[2] UOIT'S unique considerations



[3] a campaign planning study for UOIT



[1] why UOIT?



[1] WHY UOIT?

The UOIT advantage



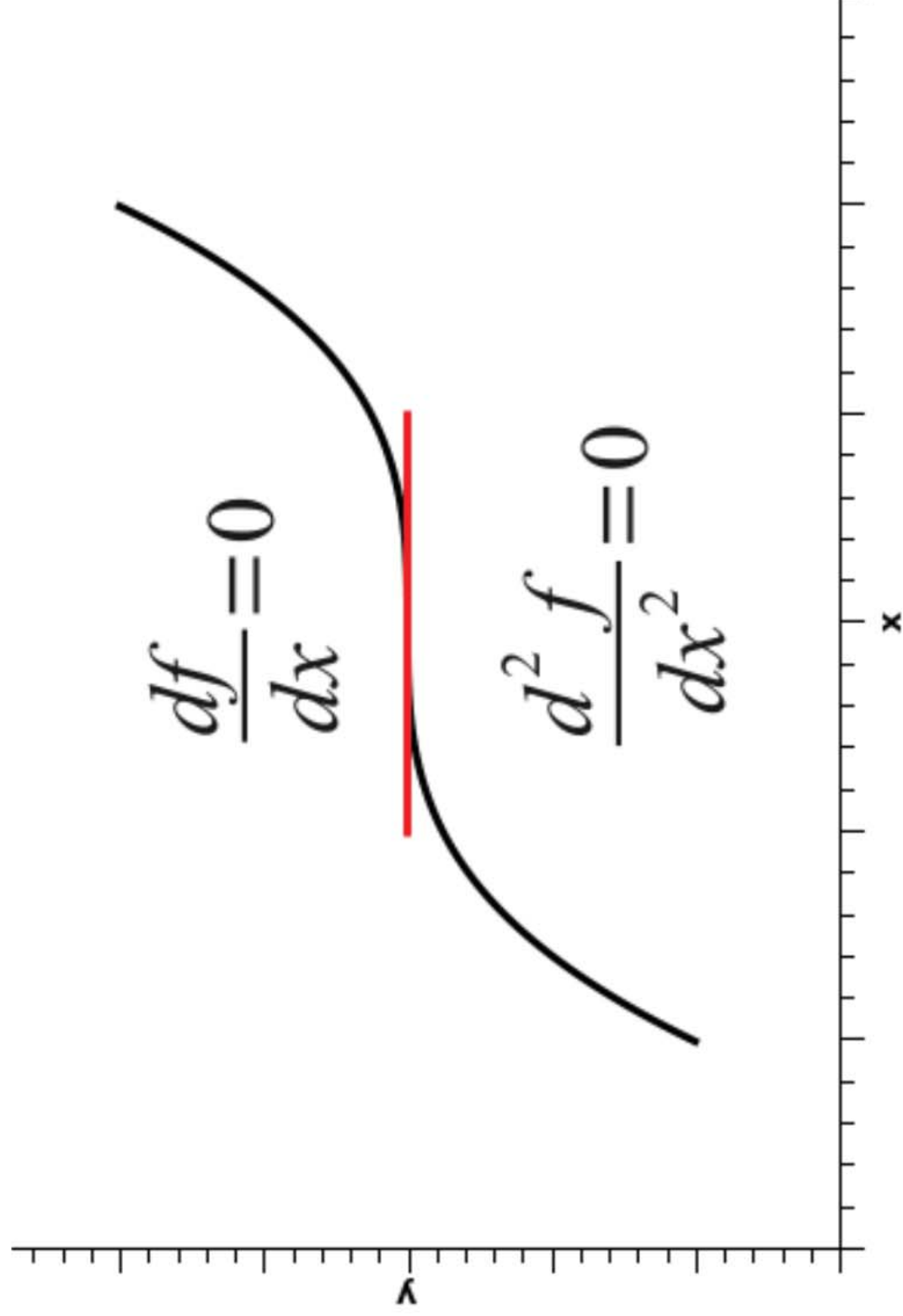
*At UOIT, everything is new,
everything is fresh,
and everything is possible.*



The Honourable Perrin Beatty
UOIT Chancellor

[1] WHY UOIT?

The 'inflection point' opportunity



[1] WHY UOIT?

The UOIT campaign: a bold effort

It will be about...

Design-Build

Leverage

Energy / Entrepreneurialism

Issues

Authenticity

[2] UOITT'S unique considerations

... bold effort
ut...
ld
neuralism
ty



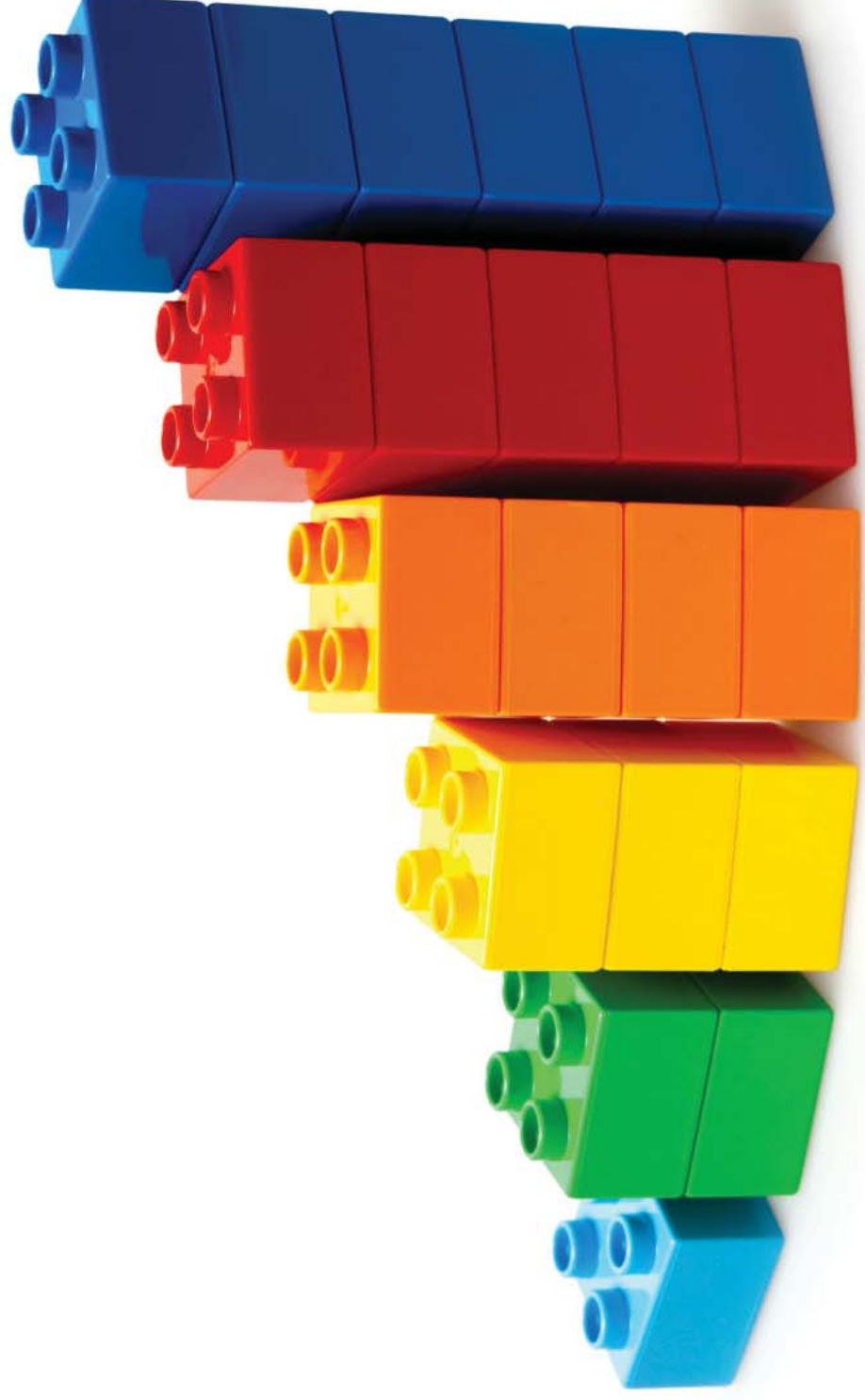
[2] UOIT'S UNIQUE CONSIDERATIONS

Campaigns have multiple targets



[2] UOIT'S UNIQUE CONSIDERATIONS

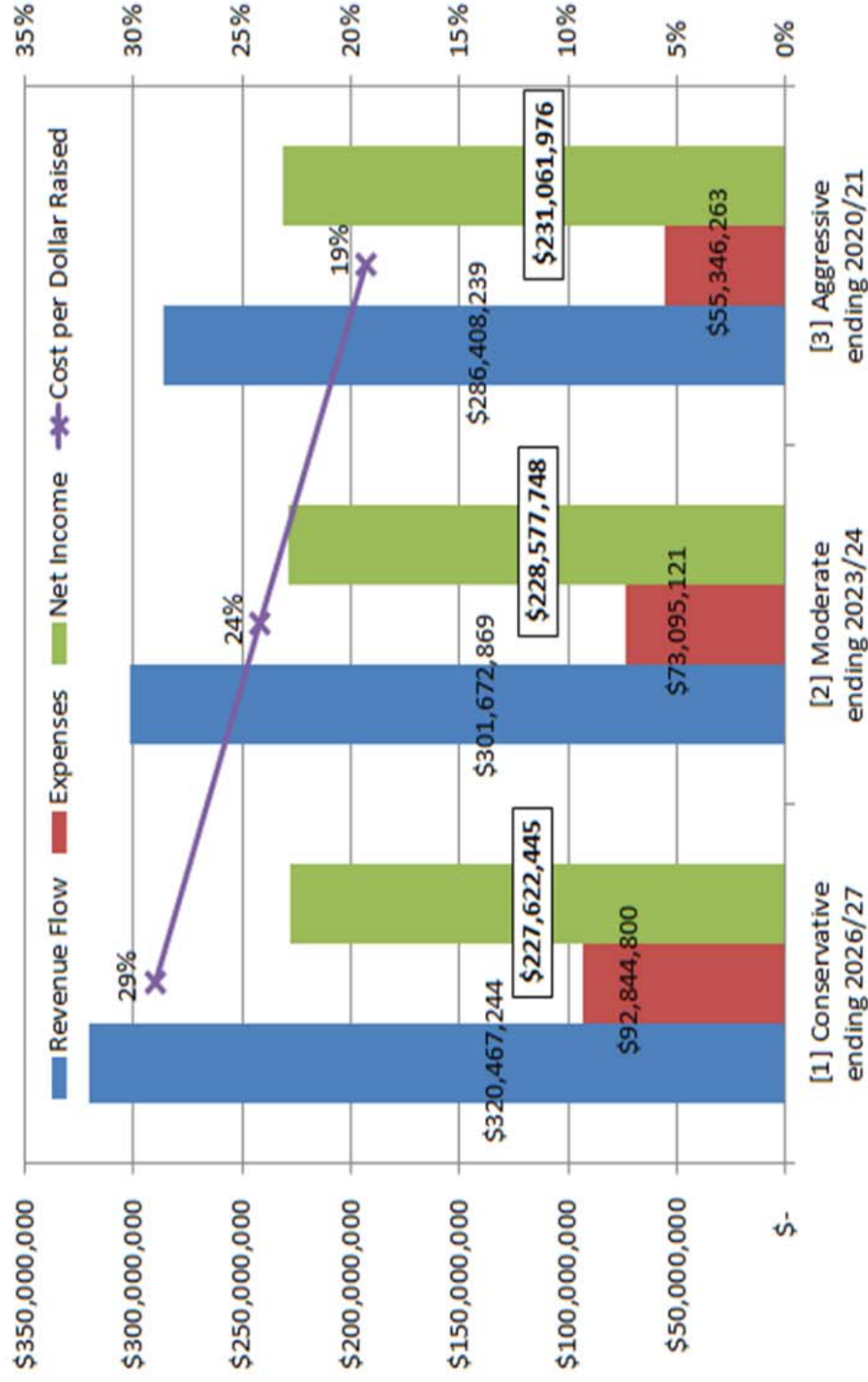
Designing a 'layered' series of campaigns



[2] UOIT'S UNIQUE CONSIDERATIONS

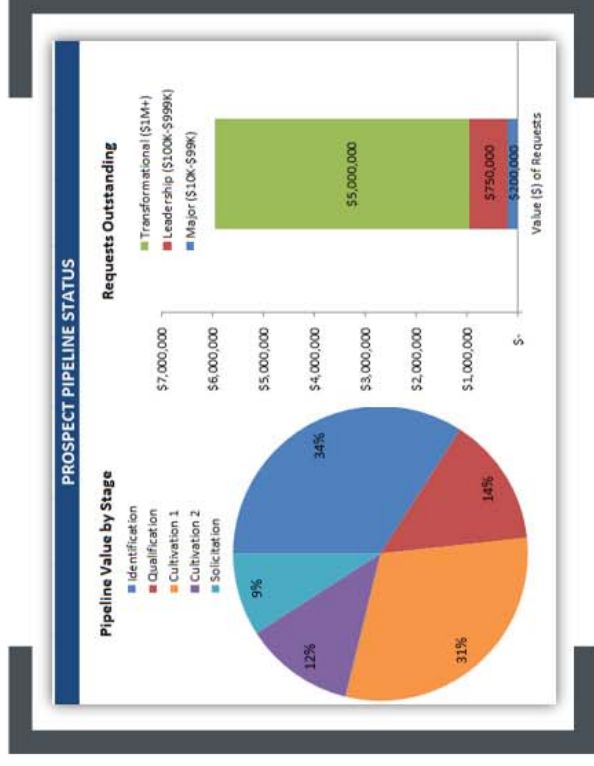
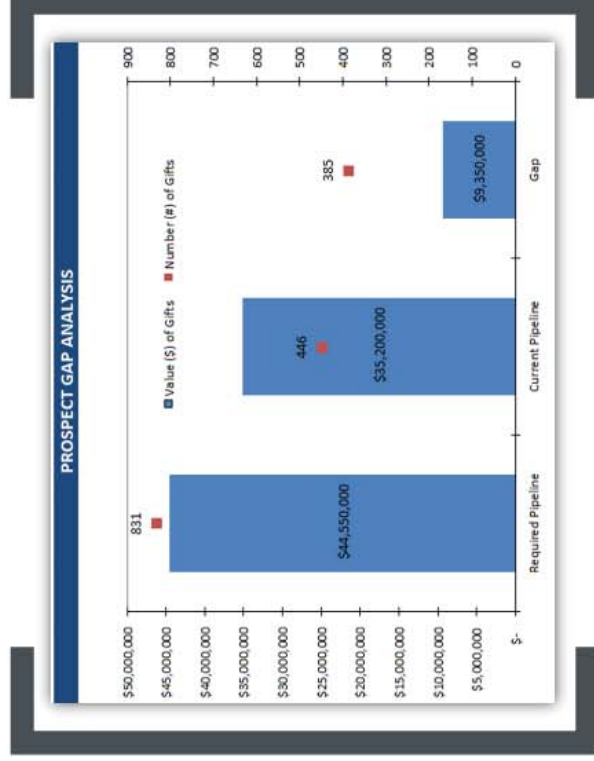
Financial modeling to understand

'what it will take' to succeed

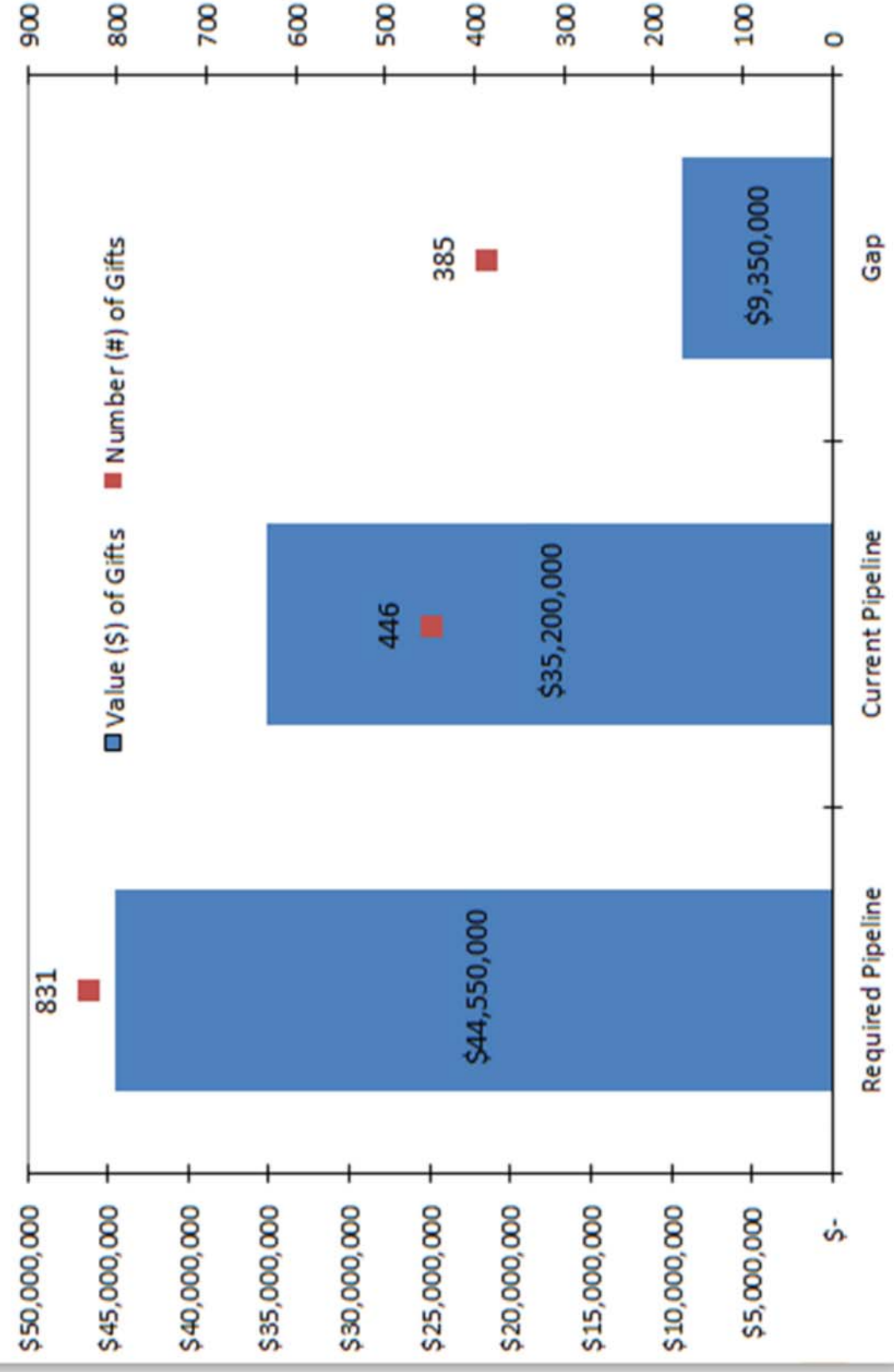


[2] UOIT'S UNIQUE CONSIDERATIONS

Analyzing and building the prospect pipeline



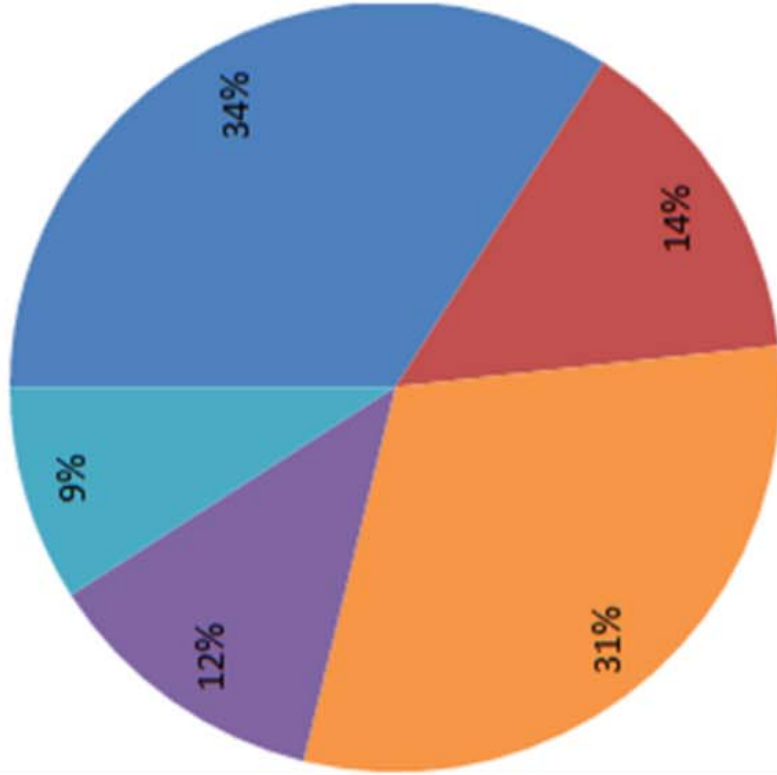
PROSPECT GAP ANALYSIS



PROSPECT PIPELINE STATUS

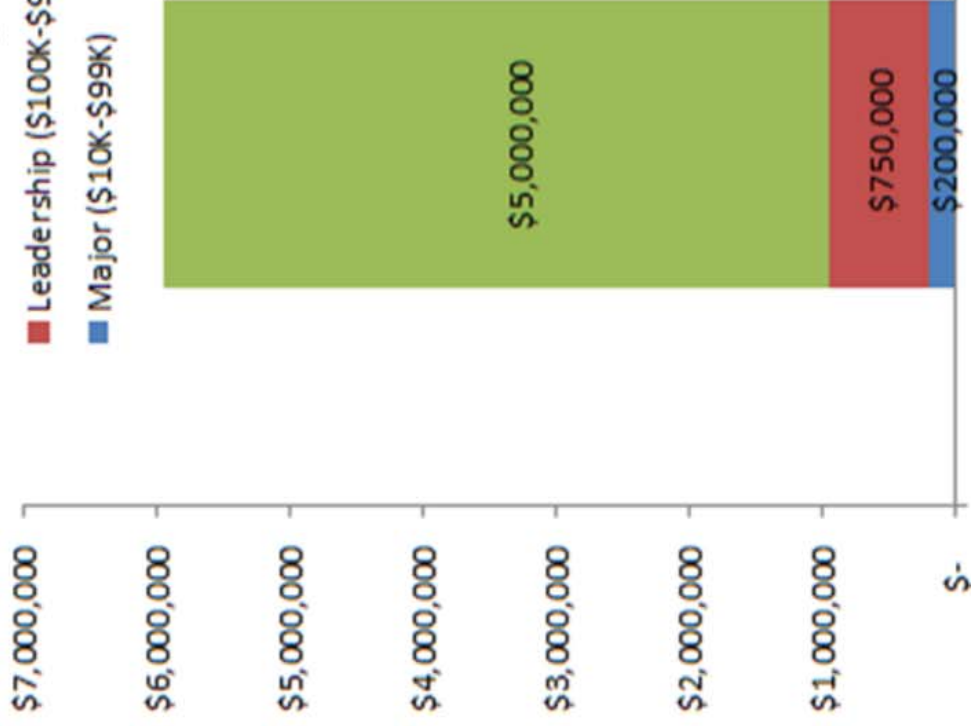
Pipeline Value by Stage

- Identification
- Qualification
- Cultivation 1
- Cultivation 2
- Solicitation



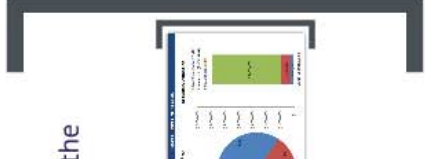
Requests Outstanding

- Transformational (\$1M+)
- Leadership (\$100K-\$999K)
- Major (\$10K-\$99K)



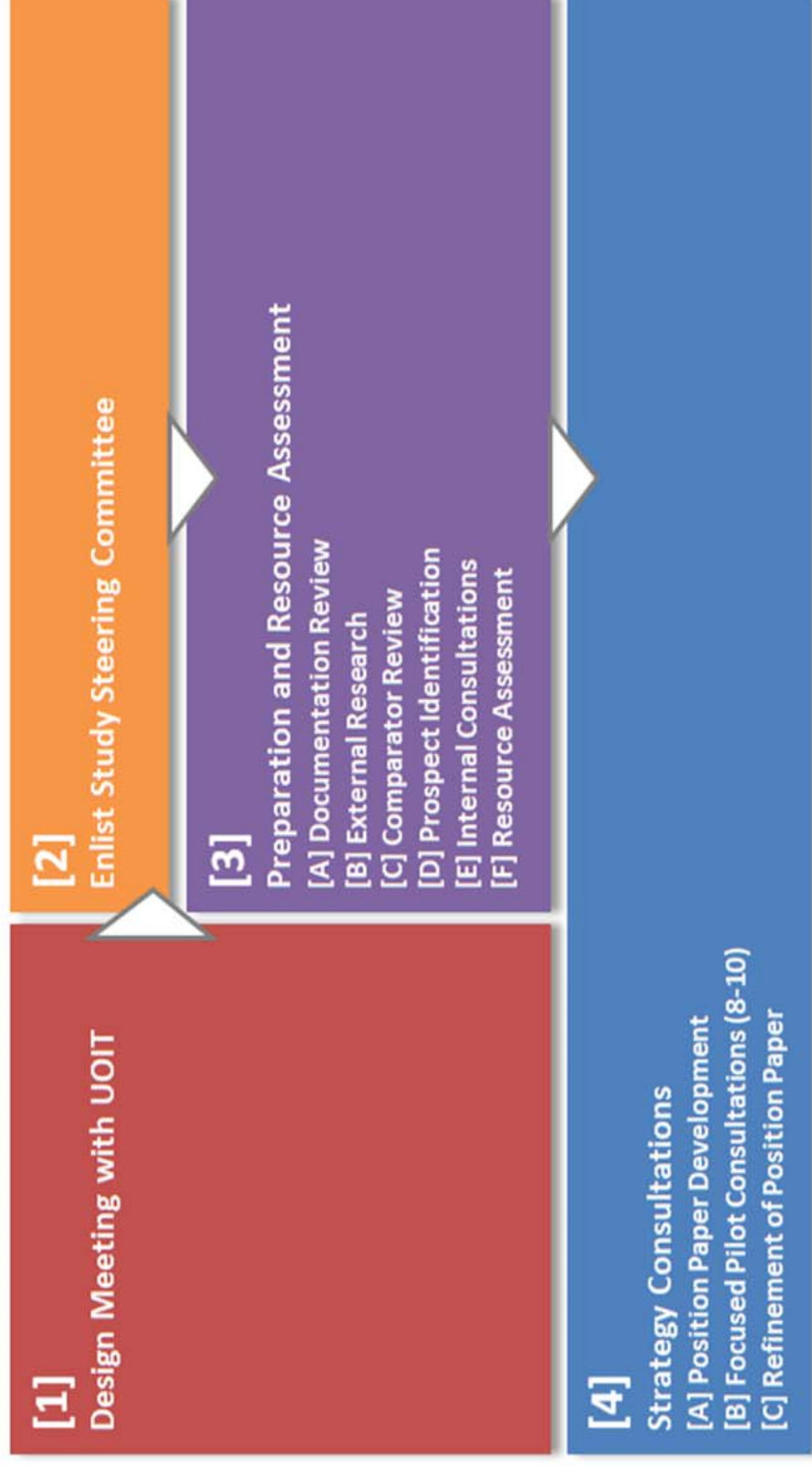
Value (\$) of Requests

[3] a campaign planning study for UOIT



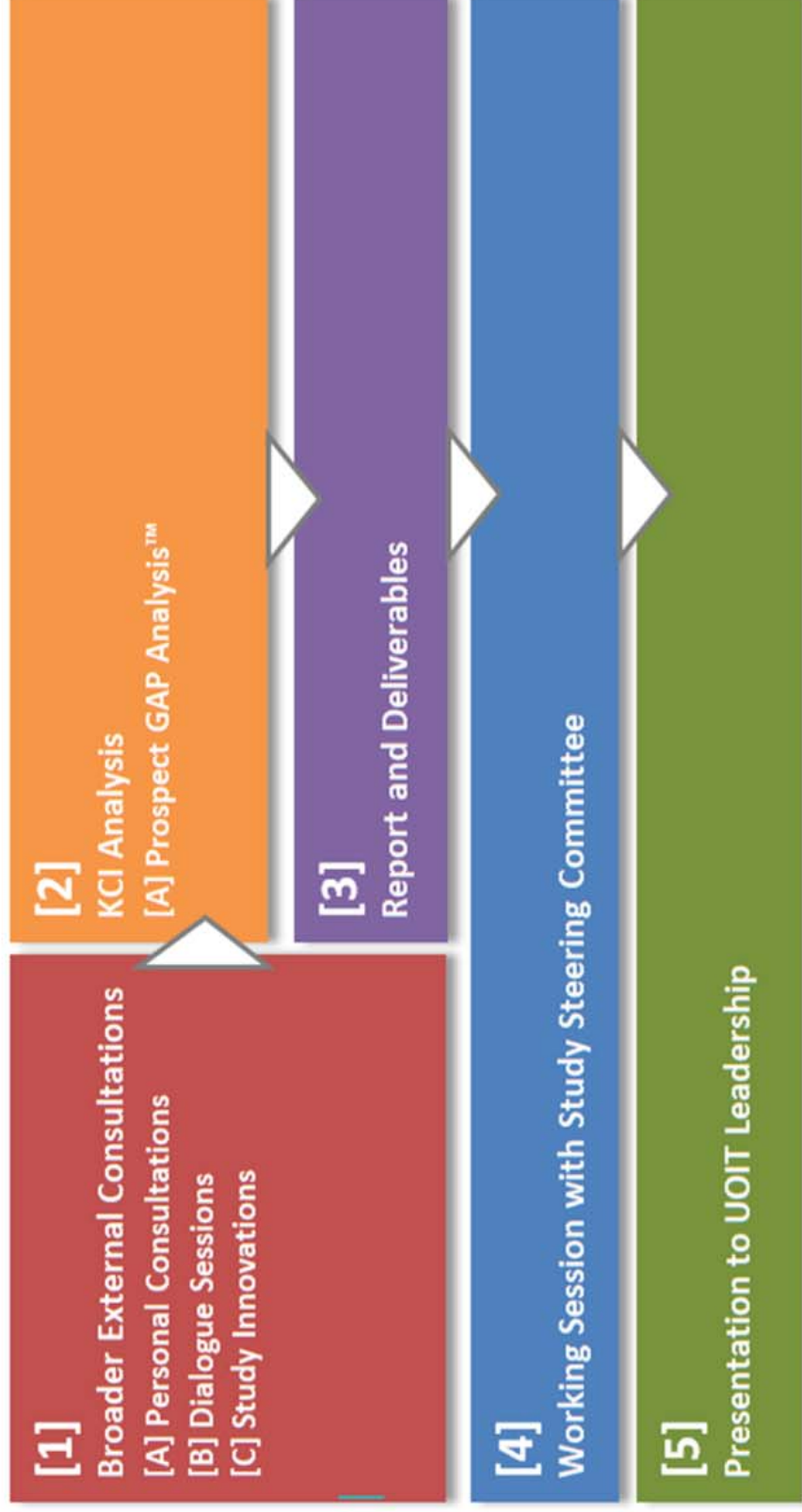
[3] A CAMPAIGN PLANNING STUDY FOR UOIT

Step 1: Preparation & internal information gathering [Feb-Mar]



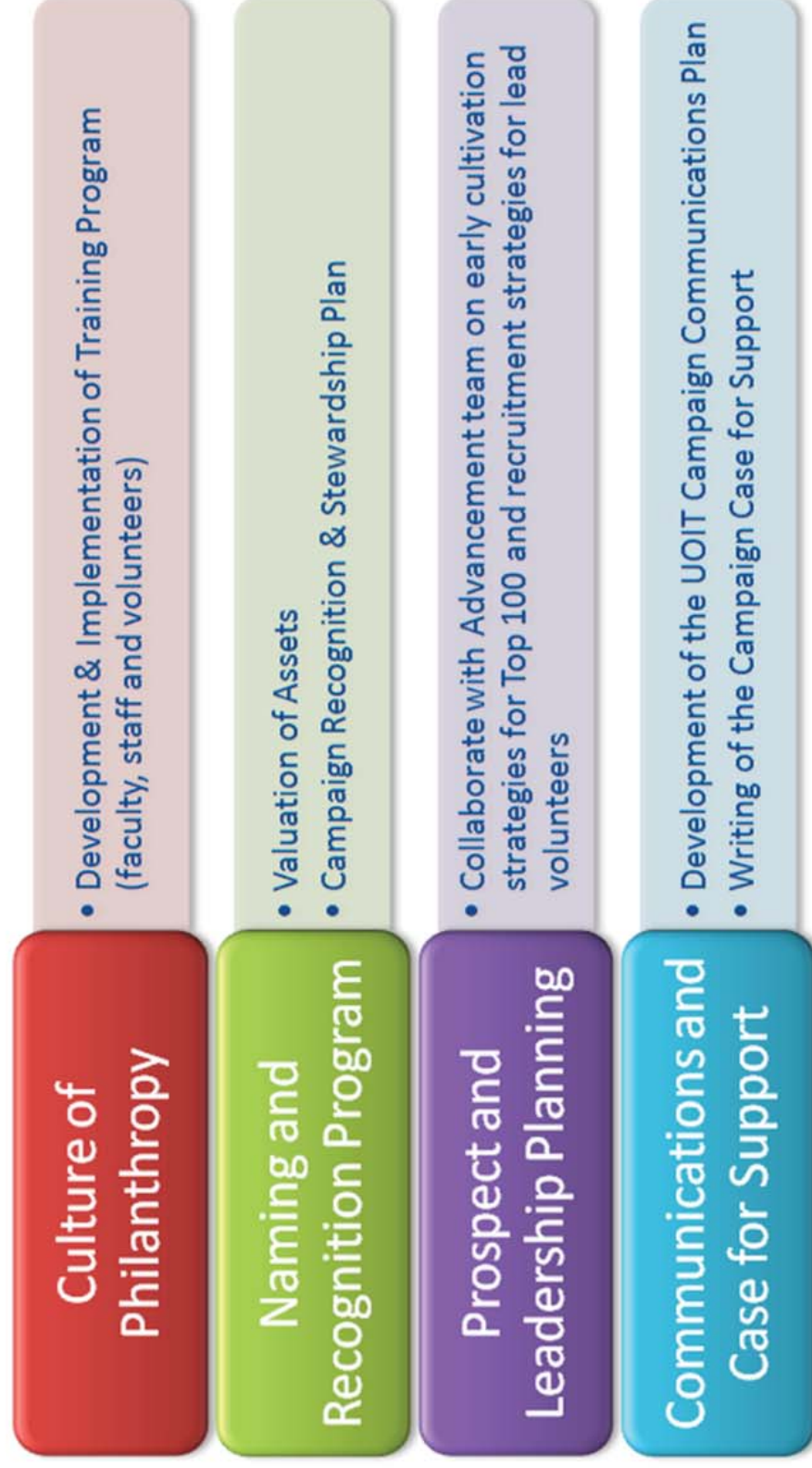
[3] A CAMPAIGN PLANNING STUDY FOR UOIT

Step 2: Consultations, analysis & strategy development [Mar-Jun]



[3] A CAMPAIGN PLANNING STUDY FOR UOIT

Step 3: Pre-campaign (post-study) activities [Jun-Sep]



[3] A CAMPAIGN PLANNING STUDY FOR UOIT

UOIT's unique opportunity...

- To customize your campaign reality...
- To align new volunteers with your future...
- To focus collective energy on what sets UOIT apart...
- To use the campaign as leverage to secure funds from other sources...
- To build on the sense of pride of the accomplishments of the last 12 years...
- To showcase how your existing strengths and new initiatives will benefit society...

A Campaign Planning Study for UOIT



KCI FORWARD THINKING

Building a Brilliant Future.




[1] why UOIT?



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A Campaign Planning Study for UOIT



FORWARD THINKING

Building a Brilliant Future.

Alumni Engagement Strategy

UOIT Board of Governors

- Summary and Overview
- Implementation Update



Alumni Engagement Strategy Summary and Overview





HARNESSING THE POWER OF STRONG ALUMNI RELATIONSHIPS



Global Alumni Network
The Power of almost 60,000 Alumni by 2027



- Sharing a passion for driving and BMW.
- Networking with other BMW drivers



- Global Network
- Sharing News
- Sharing Ideas

People Do Business with People They Know (Like) and Trust



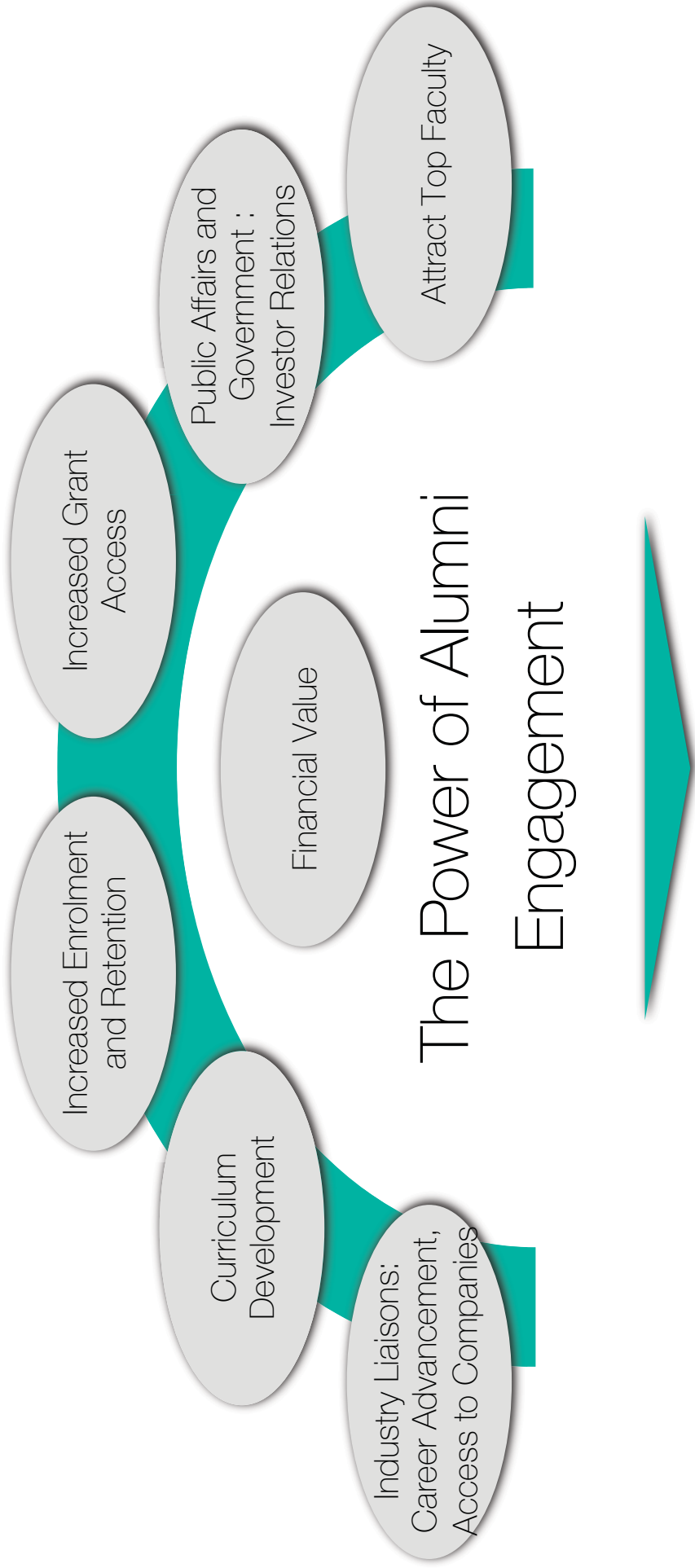
- Career Development
- Sharing News
- Thought Leadership



- Global Network
- Sharing News
- Amplifying the Brand

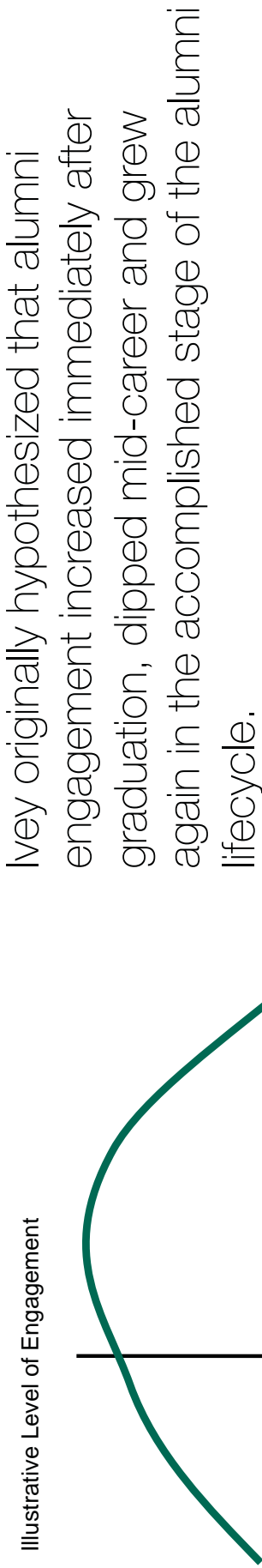


RETURN ON ALUMNI ENGAGEMENT FOR UOIT





WHAT LEADING PRACTICE IS SAYING (IVEY SCHOOL OF BUSINESS CASE)



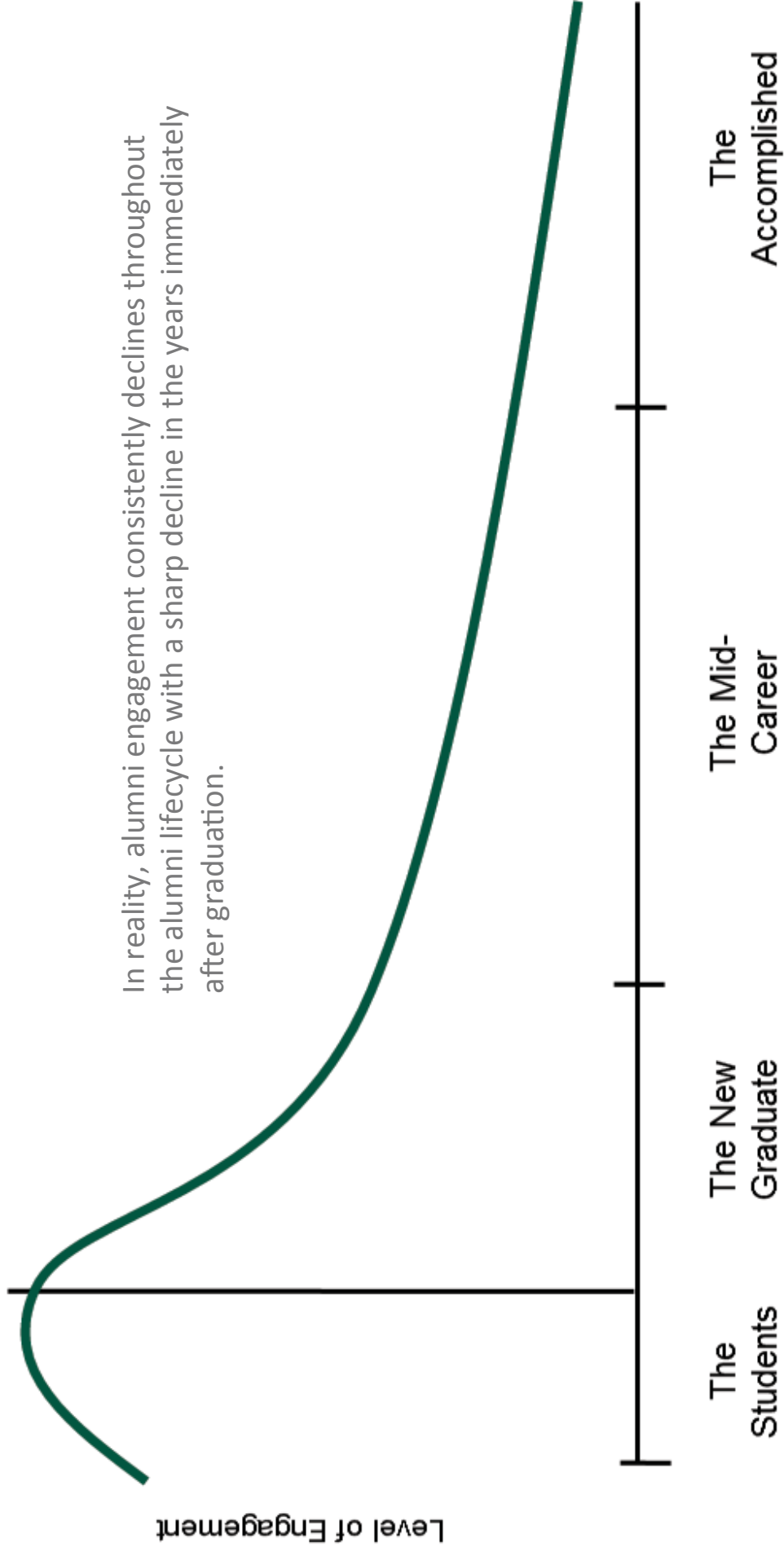
Level of Engagement

The Students The New Graduate The Mid-Career The Accomplished



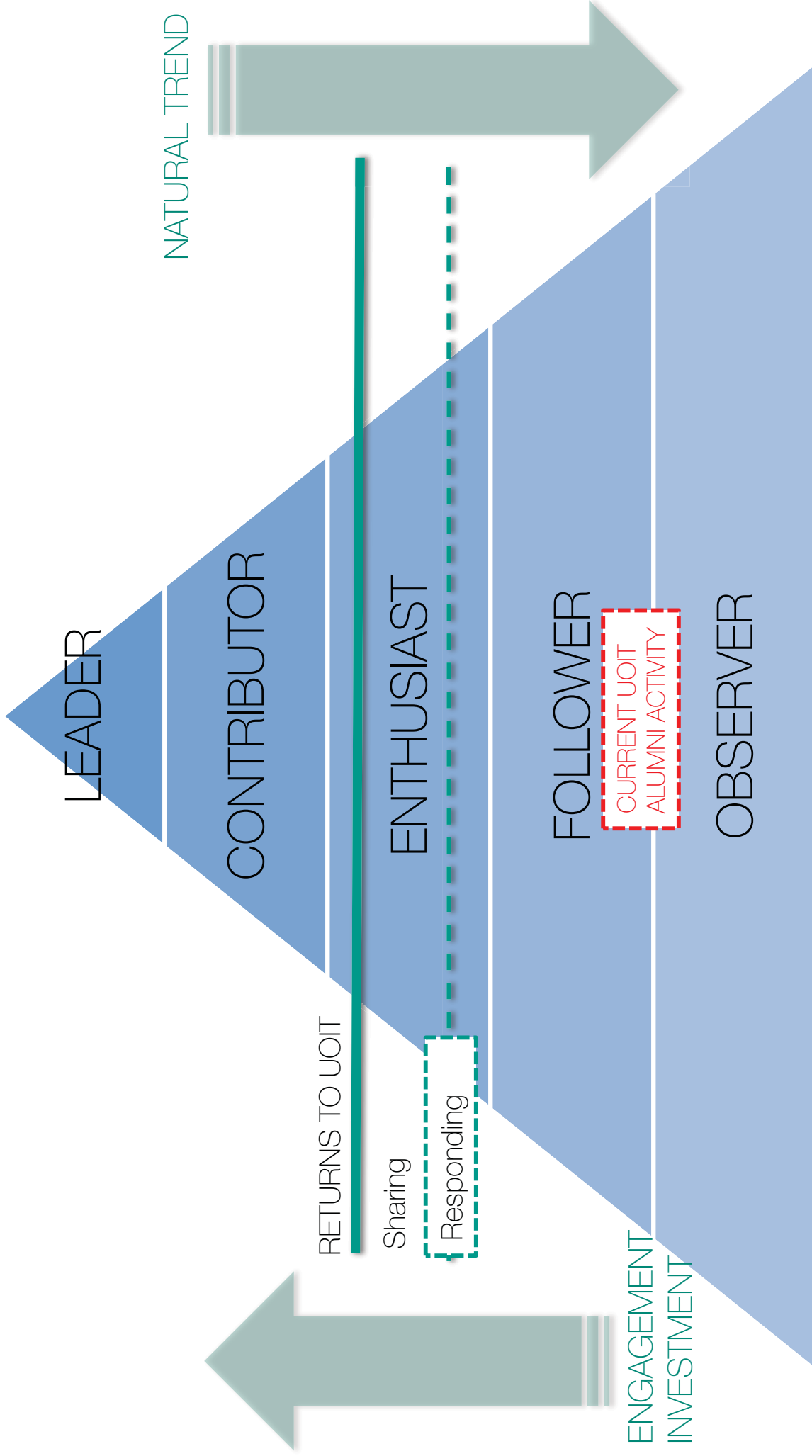
THE ALUMNI ENGAGEMENT LIFECYCLE (IVEY SCHOOL OF BUSINESS REALITY)

Illustrative Level of Engagement





THE DISCIPLINE OF ALUMNI ENGAGEMENT





ALUMNI ENGAGEMENT STRATEGY - SUMMARY



The UOIT BRAND Essence

The UOIT Alumni Experience

THE UOIT Career Advantage

- a) Corporate Speakers Series
- b) Job Leads Program
- c) Career Edge Program
- d) Enhanced Mentorship Program

THE UOIT Personal Advantage

- a) Personal Networking Program
- b) Class Captains
- c) Recognition Program
- d) UOIT Global Alumni Day

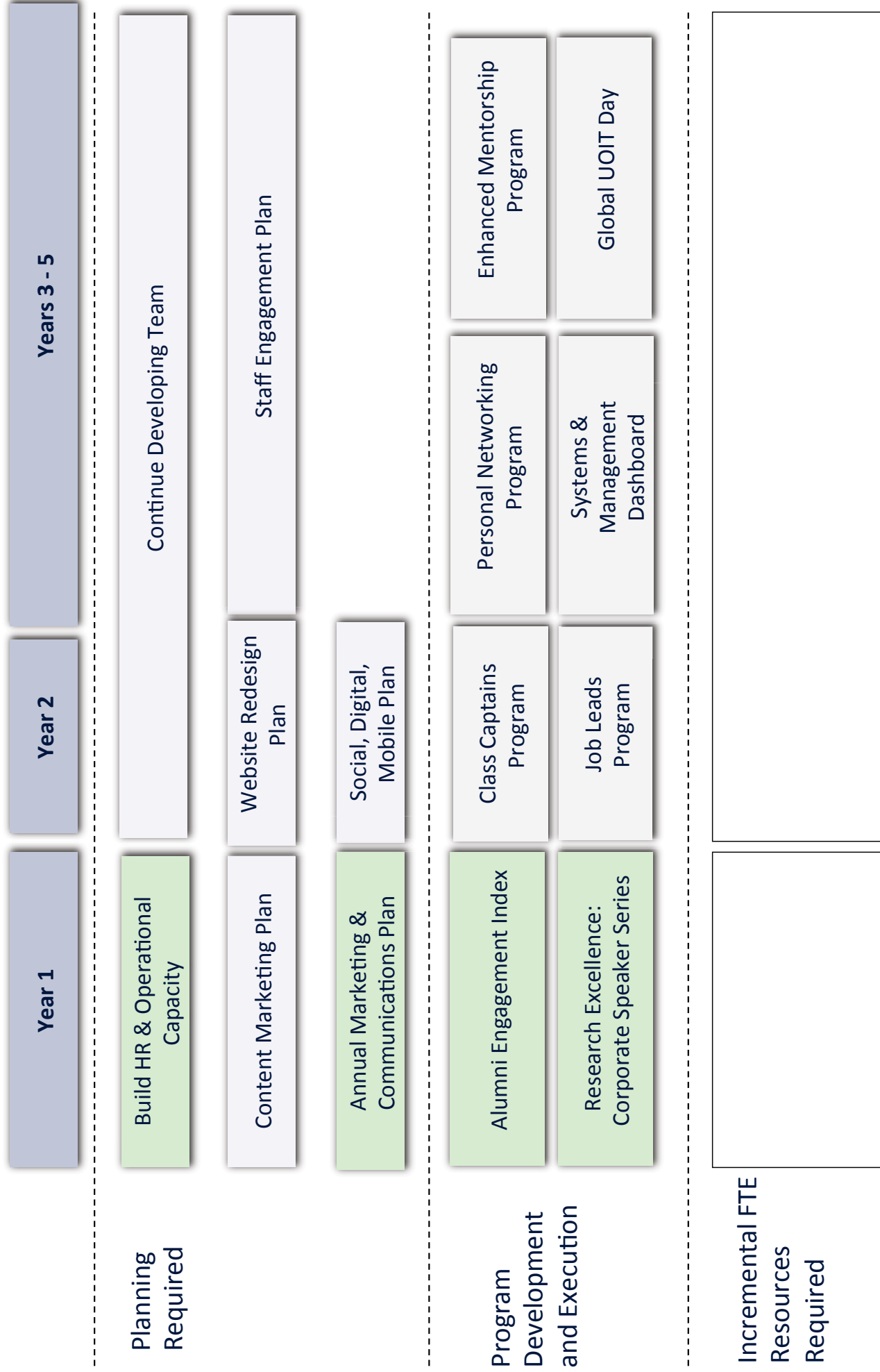
Marketing and Communications

People and Systems

- a) Resource Plan
- b) Management Dashboard
- c) Integrated Planning Process

- a) Annual Content Marketing Plan
- b) Alumni Website Enhancement
- c) Annual Marketing & Communications Plan

UOIT ENGAGEMENT STRATEGY - ROLLOUT PLAN



Program Implementation Update





INTRODUCING A NEW CORPORATE SPEAKER SERIES FEATURING UOIT'S RESEARCH EXCELLENCE



An innovation focused, UOIT researcher speaker series offered exclusively to corporate employers of UOIT alumni, that showcases UOIT's unique expertise and its latest research advances tackling the big challenges of managing Information and Communication Technology (ICT) and Informatics.

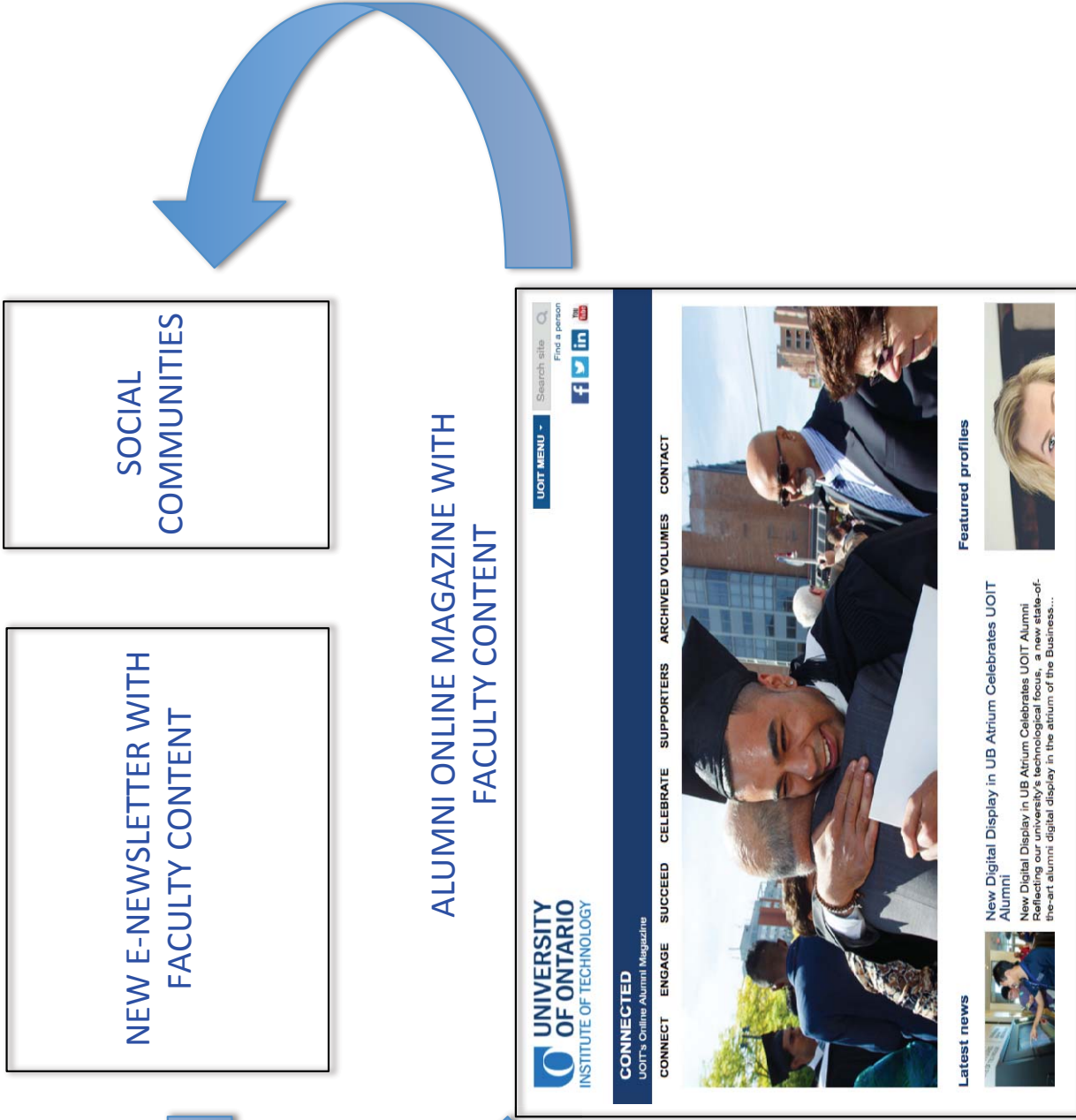
A theme with broad application across multiple industries and audiences.

ICT and Informatics Research at UOIT is the linchpin required to address the challenges BIG DATA poses, in industries that are focused on:

- Advanced manufacturing
- Improved health care
- Secure financial transactions
- Ensuring energy sustainability
- Enhanced learning environments
- High quality and reliable communications



LAUNCHING A HIGHLY ANTICIPATED NEW FACULTY COMMUNICATION CHANNEL





DEVELOPING AN ENGAGEMENT INDEX TO MEASURE AND MANAGE ALUMNI ENGAGEMENT

Establish an engagement index that will measure UOIT alumni engagement and answer three questions:

1. How many alumni are engaged in an official way with UOIT during the year?
2. To what degree/breadth are they engaged?
3. Who are they?





THANK YOU

DISCUSSION AND NEXT STEPS

April 3, 2015

Board of Governors
University of Ontario Institute of Technology

Certificate of the Chief Electoral Officer – Board of Governors Election 2015-2016

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

My review of the election for the Board of Governors Representatives takes into account the conduct of the election process as well as any complaints received regarding conduct of candidates during the elections.

During this election one complaint was received in the Student Governor election which was investigated and resolved in accordance with the stated procedures.

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

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

- Teaching Staff members **Jeremy Bradbury and Shirley Van Nuland** were eligible to run as candidates and were properly elected as Faculty Governors on the UOIT Board of Governors for the term of September 1, 2015 to August 31, 2018.
- Professional/Managerial staff member **Mary Steele** was eligible to run as a candidate and was properly elected at the Non-Academic Staff Governor on the UOIT Board of Governors for the term of September 1, 2015 to August 31, 2018.
- Undergraduate student **Jonathan Hackett** was eligible to run as a candidate and was properly elected as the Undergraduate Student Governor on the UOIT Board of Governors for the term of September 1, 2015 to August 31, 2016.

Cheryl Foy
Chief Electoral Officer
University Secretary and General Counsel

Resolution of the Board of Governors of
the University of Ontario Institute of Technology

WHEREAS the University of Ontario Institute of Technology (the “University”) established the University of Ontario Institute of Technology Pension Plan (the “Plan”), registration number 1087808;

AND WHEREAS the University has reserved the right to amend the Plan pursuant to Section 9.01 (Amendment of the Plan) of the Plan;

AND WHEREAS the University desires to add provisions to the Plan allowing for unlocking of small pension benefits, subject to and in accordance with the *Pension Benefits Act* (Ontario) and to make changes of a housekeeping nature;

NOW THEREFORE BE IT RESOLVED THAT, effective December 1, 2014:

1. Two new paragraphs shall be added to the end of Section 6.01 (Benefits on Retirement and Termination), as follows:

“Notwithstanding the foregoing, where a Member ceases to be employed by the University, other than because of death, and either:

- (a) the annual pension payable on the Member’s Normal Retirement Date that can be provided by the portion of the Member’s Pension Account balance that is not attributable to the Member’s additional voluntary contributions to the Plan, if any, is not more than 4% of the Year’s Maximum Pensionable Earnings in the year that the Member ceases to be employed by the University; or
- (b) the balance in the portion of the Member’s Pension Account that is not attributable to the Member’s additional voluntary contributions to the Plan, if any, is less than 20% of the Year’s Maximum Pensionable Earnings in the year that the Member ceases to be employed by the University;

the balance in the Member’s Pension Account shall, subject to the following paragraph, be paid to the Member as a single lump-sum payment, less applicable withholdings, if any.

A Member to whom a lump sum is payable pursuant to the foregoing paragraph of this Section 6.01 may, subject to the Income Tax Act and the Pension Benefits Act, elect to transfer the balance in the Member’s Pension Account to a registered retirement savings plan or a registered retirement income fund in lieu of receiving the lump sum payment. The election described in the foregoing sentence must be made within 90 days of the University notifying the Member that the Member has the right to require the above-mentioned transfer. If the Member does not make such an election within the 90-day period, the Member will be deemed to have elected to receive the amount as a lump-sum payment, less applicable withholdings. The University, in its sole discretion, may waive the 90-day requirement described in the foregoing sentence.”

2. Section 6.03 (Payment of Pension) shall be deleted in its entirety and replaced with the following:

“6.03 Payment of Pension

(a) Member

Notwithstanding Section 6.01 above, in no event shall the transfer of the balance in the Member’s Pension Account occur later than the last day of the calendar year in which the Member attains seventy-one (71) years of age, or such other date as prescribed by the Income Tax Act.

(b) Surviving Spouse

Where, following a Member’s death, the balance in the Member’s Pension Account is payable to the Member’s Spouse pursuant to Section 6.02, the payment or transfer of the balance in the Member’s Pension Account, as applicable, must occur no later than the later of:

- (i) the end of the calendar year in which the Spouse attains age 71; or
- (ii) one year after the Member’s death if the Spouse attained age 71 or more in the calendar year in which the Member’s death occurred.”

3. The Vice-President, Human Resources and Services of the University is hereby directed to sign and file this Resolution and all related documents with the applicable federal and provincial regulatory authorities and to implement this Resolution, including the making of any further Plan amendments as may be necessary or required to obtain and maintain such federal and provincial registrations.

DATED the _____ day of _____, 201____.

University of Ontario Institute of Technology

Authorized Signature

Name and Title



BOARD REPORT

Public:	X	<u>Action Required:</u>	
In-Camera:		Discussion	
		Decision	X

DATE: April 24, 2015

FROM: Murray Lapp, Vice President, Human Resources and Services

SUBJECT: Board Approval of Non-material transfer of Land to Region of Durham

A. Purpose

To secure Board of Governors approval for the proposed transfer of a sliver of land running adjacent to Simcoe Street North (west side of Simcoe running from the Campus Ice Centre to Britannia Road) (“Lands”).

B. Background/Context

Durham Region has been planning a widening of Simcoe St North for a number of years, in preparation for the extension of Highway 407 which will have an exit at Simcoe St.

UOIT has consulted with the Region over the last three years to ensure that pedestrian safety is paramount through the zone immediately beside UOIT’s future campus north of Conlin Rd.

With assistance from the City of Oshawa, the Region has agreed to include the sidewalks, median, lighting and planting that we need to assist pedestrian crossing and to mark the area as a distinctive University/College zone.

To accomplish this design, the Region needed a wider swath of land on the west side of Simcoe St than was currently part of the planned street. Durham College and UOIT each agreed to convey the land required. For UOIT this means an additional 5 metre by 380 metre strip running north from Conlin Rd to Britannia Rd. This amounts to a total area of 0.189 hectare.

C. Authority and Compliance

Pursuant to the UOIT Act, the university has all the powers necessary and incidental to its objects (s. 5). Section 15 of the Act pertains to property. Pursuant to Section 15,

The university ... may mortgage, sell or otherwise dispose of [property] as the board in its absolute discretion, considers appropriate.

Pursuant to the UOIT By-Laws,

[t]he Board may, at any time, by resolution direct the manner in which, and the persons by whom, any particular instrument, contract, or obligation of the University may or shall be executed (Article 13.2).

Cheryl Foy, General Counsel has reviewed the requirements under the debenture agreements. The First Supplemental Indenture agreement dated October 15, 2004 (“FSI”), restricts the University from disposing of assets, rights or properties unless the disposition is not material. The intent of this provision is to ensure that any disposition does not adversely affect the security underlying the Series A Debentures. The property to be transferred is a very small parcel and as such the transfer of the Lands does not constitute a material disposition. Furthermore, the transfer of the Lands arguably enhances the value of UOIT’s real property. As such, the transfer of the Lands is compliant with the FSI and associated agreements.

D. Discussion/Additional Information

The design of the widened roadway is consistent with, and integrated into, the Campus Master Plan.

Durham College is transferring the portion of the strip on their property (Conlin Rd to just north of the Ice Centre) to the Region. UOIT has had the proposed Transfer Agreement reviewed by external legal counsel.

Tribute Homes, UOIT’s neighbor to the north, and Riocan developers are also conveying a similar sized strip of their land to the Region running between Britannia and Winchester to the north.

Surveying work has been completed. Tribute Homes coordinated the surveying work for Durham College, UOIT, themselves and Riocan.

The reconstruction of Simcoe St is planned for this summer.

E. Recommendations.

That the Board of Governors approves the following motion:

UOIT is hereby authorized to negotiate and enter into a transfer agreement to effect a transfer of a strip of land running adjacent to Simcoe Street North commencing roughly beside the Campus Ice Centre and ending at Britannia Road, and measuring approximately 5 metres in width, to the Region of Durham.

Any one or more members of the UOIT Senior Leadership Team is hereby authorized and directed for and in the name of and on behalf of the Corporation to execute, whether under corporate seal or otherwise, and deliver and file all such documents and instruments and to do all such other acts and things as are required or as the member(s) may deem necessary or desirable to give full effect to or to carry out the provisions of this resolution and the terms of the Transfer Agreement.

Convocation schedule

Convocation ceremonies will be held on Thursday, June 4 and Friday, June 5, 2015.

The convocation schedule is detailed below. Ceremonies will be approximately two and a half hours in duration. Governors are asked to arrive at the General Motors Centre one hour prior to the ceremony start time.

Thursday, June 4, 2015 – 9:30 a.m. ceremony

Faculty of Energy Systems and Nuclear Science
Faculty of Engineering and Applied Science

Thursday, June 4, 2015 – 2 p.m. ceremony

Faculty of Education
Faculty of Health Sciences

Friday, June 5, 2015 – 9:30 a.m. ceremony

Faculty of Business and Information Technology
Faculty of Science

Friday, June 5, 2015 – 2 p.m. ceremony

Faculty of Social Science and Humanities

Top 10 Campus Legal Issues for Boards

A principle responsibility of a board member is to understand the environment in which his or her institution operates. Today, that environment includes a host of legal risks that every institution of higher education must be prepared to assess and proactively address.

Colleges and universities work to contain and manage those risks through such standard mechanisms as purchasing insurance, shifting risks to vendors through contractual indemnification provisions, and adopting best practices designed to reduce risk to tolerable levels. Yet, at the same time, boards, as fiduciaries of their institutions, must play their own role in understanding and mitigating major risks.

1. Sexual Violence
2. Risky Student Behavior
3. Cybersecurity
4. Online Learning
5. Affirmative Action In Admissions and Financial Aid
6. Workplace Issues
7. Statutory and Regulatory Compliance Issues
8. Federal Cost Accounting and Effort Reporting
9. Construction and Deferred Maintenance
10. Transparency, Ethical Conduct, and Behavior



Order in Council
Décret

Executive Council
Conseil exécutif

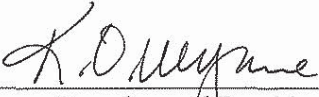

On the recommendation of the undersigned, the Lieutenant Governor, by and with the advice and concurrence of the Executive Council, orders that:

Sur la recommandation de la personne soussignée, le lieutenant-gouverneur, sur l'avis et avec le consentement du Conseil exécutif, décrète ce qui suit :

Pursuant to the provisions of the *University of Ontario Institute of Technology Act, 2002*,

Adele Imrie, of Toronto, Ontario

be appointed as a member of the University of Ontario Institute of Technology Board of Governors for the period effective from the date of this Order in Council to the 31st day of August, 2017.

Recommended  Concurred 
Premier and President of the Council Chair of Cabinet

Approved and Ordered APR 15 2015 
Date Lieutenant Governor