

PUBLIC SESSION AGENDA

Friday, November 28, 2014

3:15 pm – 5:30 pm

**Place: Kingbridge Conference Centre, 12750 Jane Street, King City ON or
55 Bond St, DTB 524 (via teleconference)**

Dial-in Information

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

AGENDA

No.	Topic	Lead	Allocated Time	Suggested End
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 October 1, 2014* (M)	Chair	5	3:15 - 3:30
7	President's Report	President	15	3:30 - 3:45
8	Student Life Report* (P)	O. Petrie	15	3:45 - 4:00
9	Co-Populous Report	P. Tremblay	10	4:00 - 4:10
10	Academic Council Report (M)	T. McTiernan	10	4:10 - 4:20
10.1	Establishment of Bachelor of Engineering (Honours) Program in Mechatronics Engineering and Bachelor of Engineering (Honours) Program in Mechatronics Engineering and Management* (Additional documentation on portal)			
11	Committee Reports (public items)			
11.1	Audit & Finance Committee	A. Imrie	20	4:20 - 4:40
11.1.1	Second Quarterly Report*			
11.2	Investment Committee	M. Goacher	5	4:40 - 4:45
11.2.1	Second Quarter Investment Review*			
11.3	Governance, Nominations and Human Resources Committee	M. Newell	15	4:45 - 5:00
11.3.1	Election Procedures* (M)			
11.3.2	Policy Framework * (P) (M)			
11.4	Advancement Committee	J. McKinley	10	5:00 - 5:10
11.4.1	Second Quarterly Report*			
11.5	Strategy & Planning Committee	B. Schmidt	10	5:10 - 5:20
12	For Information:	Chair	5	5:20 - 5:25
	Academic Council - UOIT Program Reviews 2013-14*			
	Academic Council Synopses - September, October 2014*			
	CUBA Conference - April 30 - May 2 - Montreal*			
13	Other Business	Chair	5	5:25 - 5:30
	CCOU Conference*	M. Goacher		
14	Termination of Meeting (M)	Chair		
	P - Presentation			
	M - Motion			
	U - Update			
	D - Discussion			
	* Documents attached			

Cheryl Foy, Secretary



**BOARD OF GOVERNORS' 87th REGULAR MEETING
(PUBLIC SESSION)**

Minutes

Wednesday, October 1, 2014

3:30 to 6:15 pm

Place: 55 Bond St, DTB 524

GOVERNORS IN ATTENDANCE:

Glenna Raymond, Chair
Adele Imrie, Vice Chair
Nigel Allen
Rupinder Brar
Karyn Brearley
Gary Cubitt
Andrew Elrick
Amir Ghandehariun
Miles Goacher
Theeben Jegatheesan
Jay Lefton
John McKinley
Tim McTiernan
Bonnie Schmidt
Pierre Tremblay
Tyler Turecki
Valarie Wafer
Heather White
Robert Marshall
Michael Newell

REGRETS:

Doug Allingham
Don Duval
Don Hathaway
Andrea Slane

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
Michael Owen, Vice President, Research Innovation & International
Cathy Pitcher, Assistant to the President

Agenda Item 5

Stephanie Rogoza, Legal Counsel
Deborah Saucier, Vice President Academic and Provost
Brad MacIsaac, AVP Planning & Analysis, and Registrar

GUESTS:

None.

1 Call to Order

The Chair called the meeting to order at 3:30 p.m.

2 Agenda

The Chair noted that Item 11.2 will be deferred to the next Board meeting. She further noted that Item 11.5 has been amended to include approval of Board Committee assignments and a new LGIC appointment.

Upon motion duly made by M. Newell and seconded by A. Imrie, the Agenda was approved as revised.

3 Conflict of Interest Declarations

There were none.

4 Chair's Remarks

The Chair welcomed five new Governors to the UOIT Board and welcomed back the returning Governors. She remarked that the Board has a very full schedule in the year ahead and thanked the Governors in advance for their time and commitment.

She discussed the recent opening of the UOIT-Baagwating Indigenous Student Centre which she attended along with M. Newell. She offered congratulations to the President and his team for making this event a success. She remarked that the highlight of the event was the UOIT student speaker.

5 Approval of Minutes of the Meeting of June 18, 2014

Upon motion duly made by A. Elrick and seconded by J. McKinley, the Minutes were approved as presented.

6 Introduction of New Board Members

The Chair introduced the new Governors.

7 President's Report

The President delivered his report. He advised that recent Frosh Week activities were successful and commended Frosh leaders for their commitment and involvement in orienting new students. He noted that Durham College and UOIT split the Campus Cup again this year with UOIT winning in women's soccer and DC winning in men's soccer.

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He discussed the recent opening of the UOIT-Baagwating Indigenous Student Centre. He advised that the opening had an excellent turnout of government officials from all levels. He noted that the ceremony was an excellent reflection of UOIT's commitment to the inclusion of indigenous students and the recognition of indigenous activities within our institution.

He spoke briefly regarding the letter of intent recently submitted by UOIT, Trent and DC in response to the Ministry's call for Capacity Expansion Project proposals.

He discussed a number of events that he attended in recent weeks including the installation of Trent's new president and the installation of Ontario's new Lieutenant Governor, the Honourable Elizabeth Dowdeswell (former recipient of an Honorary Degree from UOIT). He reflected on a recent visit with Queen's University regarding mental health initiatives noting that it was reassuring to hear that UOIT is doing many of the same things in this area, but reflecting that mental health issues in the workplace and with students needs to remain in the foreground of the institution's responsibilities to its students and employees.

7.1 Enrollment

The President provided an update on UOIT's 2014-15 enrolment advising that it is currently up 3% over last year. He noted that the University is just shy of enrolment targets. He advised that UOIT saw an increase in applications from students with prior post-secondary experience and held steady on international and graduate student enrolment. He advised that, following the recent convocation, UOIT has now surpassed 10,000 alumni.

8 Co-Populous Report

P. Tremblay delivered the Co-Populous Report. He noted that DC recently welcomed a number of new Board Members including four external members. He advised that DC was thrilled to partner with UOIT and Trent on the recent Ministry proposal regarding Major Capacity Expansion.

Committee Reports (public items)

9 Audit and Finance Committee

9.1 First Quarterly Report

A. Imrie presented the First Quarter financial statements. She advised that the University is in a very favourable position financially. She noted that while the balance sheet shows a loss of approx. \$1.2 million, this is normal due to the timing of tuition receipts. She advised that the Finance Department will be reviewing the current forecast in detail as part of its second quarter reporting and will determine if any changes to forecast are required as a result of this review.

9.2 Budget

A. Imrie referred to the presentation entitled "Review of New Budget Model". She described the new multi-year budgeting process. She noted that the determination that a Resource Allocation Model (RAM) would best suit UOIT involved a significant amount of comparative research and consultation

Agenda Item 5

with staff and faculty. She advised that although this is a multi-year process, C. Elliott and his team have already implemented a zero-based budgeting model, forecasting system and automated budgeting model. She noted that these changes are helping to provide a baseline for the rollout of the RAM.

C. Elliott noted that his team has been working closely with the Provost and the Deans on this project as well as with B. MacIsaac and his team to develop a multi-year planning tool which will be essential to the success of the project in the long term.

10 Investment Committee

10.1.1 Second Quarter Investment Review

M. Goacher advised that, as of the end of August, the endowment portfolio had assets in the amount of \$18.8 million. He noted that the recent quarter saw returns of 19% with an overall return of 9.42% since inception. He advised that the portfolio is well-positioned to face an environment of rising interest rates. He discussed the Investment Manager review process and advised that the Committee has decided to implement an annual rolling review.

M. Goacher left the meeting.

11 Governance

11.1 Chancellor Replacement Process

The President delivered a presentation entitled “Chancellor Search & Appointment – Process and Timeline”. He advised that the current Chancellor’s term is coming to an end in June 2015. He discussed the process for selecting a new Chancellor and the establishment of a Chancellor Search Committee comprised of the President, three members of the Board of Governors and 3 members of Academic Council. He advised that the three members of Academic Council have been selected (Mark Green, Carla Cesaroni and Mikael Eklund). He advised that, following discussion at GNHR, the following Governors have been proposed for appointment to the Search Committee: the Chair, J. McKinley (in his capacity as Vice Chair of the Board) and D. Hathaway. He discussed next steps and the proposed timeline to complete the process.

Upon motion duly made by M. Newell and seconded by A. Imrie, the Chair, J. McKinley and D. Hathaway were appointed to the Chancellor Search Committee.

The Chair and J. McKinley abstained.

Upon motion duly made by the President and seconded by M. Newell, the Board delegated the power to appoint an alternate Governor to the Chancellor Search Committee to the Executive Committee in the event that D. Hathaway is unavailable to serve.

11.2 Election Procedures

This Item was delayed to the next meeting.

11.3 Election

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The Chair was pleased to receive the certification of recent Board election results from the Chief Electoral Officer, C. Foy.

C. Foy delivered a presentation entitled “Results for the Undergraduate Student Representative Election – Fall 2014”. She advised that the recent election was run following a recall of the Spring 2014 election. She summarized the election process and complaints that arose during the Fall 2014 election.

11.4 Board Practices Assessment

C. Foy delivered a presentation entitled “Board Annual Practices Review – 2013-14 Board Year”. She described the annual evaluation process and the use of assessment results. She provided an overview of 2013-14 Board Accomplishments and noted areas of focus for 2014-15.

11.5 LGIC Appointment & Committee Appointments

LGIC Appointment

M. Newell referred to the Board Report provided to Governors. He advised that, according to Section 8(1)(5) of the UOIT Act, in addition to the External Governors appointed by the Board, the Board of Governors must have three members appointed by the Lieutenant Governor in Council (LGIC). He described the appointment process and advised that there is a need to recommend one LGIC appointment to replace Ann Stapleford-McGuire whose term recently expired. He noted that the LGIC appointment term is three years which coincides precisely with the reappointment term of UOIT Governors. He advised that GNHR is of the view that it would make most sense to make an application for a governor who has just been reappointed to the Board so that the term of the reappointment to the Board coincides with the term of the LGIC appointment. He noted that the Chair, the President and the University Secretary recommended that A. Imrie be the governor selected to undergo this appointment process and that Ms. Imrie has indicated her willingness to do so.

Committee Appointments

M. Newell advised that as part of the Board Practices Assessment Form, current Governors were asked to indicate a preference as to Committee Assignment. He confirmed that the Chair reviewed these responses, reviewed the skills and experience of the new proposed governors, considered the current composition of the Committees in light of Committee Terms of Reference and Work Plans, and also consulted with the President and the University Secretary. He advised that the proposed Committee composition is appended as Appendix “C” to the Board Report.

Upon motion duly made by M. Newell and seconded by H. White, the Board approved the following motion:

That, on the recommendation of the Governance, Nominations and Human Resources Committee of the Board, the Board:

- 1. Approve the selection of Adele Imrie to be put forward as an LGIC appointee to the Board of Governors; and*
- 2. Approve the proposed 2014-15 Committee Assignments set out in Appendix C to the Board Report, as modified to remove J. McKinley from the A&F Committee.*

12 Advancement

12.1 First Quarterly Report

J. McKinley referred to the Advancement Office Dashboard included in the meeting materials. He discussed Q1 results noting that the quarter saw favourable activity. He advised that as at June 30, 2014, nine asks had been made totalling \$1.1 million, one gift closed, none were declined and eight remained outstanding. He noted that during the quarter seventy-six donors made a new cash gift or pledge to UOIT (including fifty-eight first time donors). He advised that a donor appreciation reception for approximately two hundred donors was held on June 19th on the UOIT Windfields Farm Lands.

He discussed the recently established UOIT BOG Pathways Award noting that it is a commitment from the Board to assist UOIT students participating in pathways program. He encouraged Governors to participate noting that it is a very important component of the Board's leadership role and demonstrates commitment to our students.

13 Strategy & Planning

B. Schmidt provided an overview of the S&P Committee's role and planned activities for the upcoming year. She briefly discussed the Campus Master Planning process, the finalization of the Strategic Mandate Agreement, the upcoming Board Retreat and the newly proposed Sustainability Policy noting that a fuller discussion of these topics would follow her report.

13.1 Campus Master Plan

M. Lapp provided an update on the Campus Master Plan (CMP). He recalled that the CMP process has been underway for quite some time. He noted that originally the process was anticipated to conclude in Fall 2014; however, progress on Phase 1 (development of framework plan and background work for CMP development) took a bit longer than anticipated. He advised that there has now been preliminary agreement between UOIT and DC about where building would start and the CMP is now ready to move into Phase 2 discussions (development of the joint CMP guidelines and recommendations). He advised that two workshops are planned for October and February to obtain community input with a goal of rolling out a final Phase 2 product in Spring 2015.

13.2 Strategic Mandate Agreement

B. Schmidt advised that a copy of UOIT's finalized Strategic Mandate Agreement (SMA) is included in today's meeting materials. The President provided an overview of the SMA process and discussed the context in which SMA's were developed and finalized. He discussed the content of UOIT's SMA which was signed in April 2014 and released by the Minister in August 2014.

13.3 Board of Governors Retreat Planning

B. Schmidt provided an overview of the upcoming Board Retreat. She encouraged all Governors to attend. She noted that there was overwhelming consensus and enthusiasm among members of the S&P Committee regarding the proposed topic of scenario planning.

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C. Foy delivered a presentation entitled “UOIT Board of Governors Annual Retreat”. She noted that she is working with the Provost and M. Rostek (a current UOIT consultant with significant experience/knowledge of scenario planning) to prepare for the Retreat.

J. Lefton left the Meeting.

13.4 Sustainability Policy

M. Lapp provided an overview of the proposed Sustainability Policy included in today’s meeting materials. He noted that while the institution has never had an official policy on this topic, the issue of sustainability has been a key focus in UOIT’s development to date. He advised that the policy is intended, among other things, to assist in making decisions that require that cost and sustainability considerations be weighed in coming to a final determination. He noted that the proposed policy reflects a statement of values on the issue of sustainability, but allows for cost and other constraints to be factored into future decisions

Upon motion duly made by B. Schmidt and seconded by B. Marshall, the following motion was approved by the Board:

That pursuant to the recommendation of the Strategy and Planning Committee of the Board, the Board of Governors approve the Sustainability Policy as presented.

14 For Information

The Chair encouraged Governors to review the synopses from recent Academic Council meetings that are included in today’s meeting materials. She also noted the upcoming Conference of Ontario University Board Members scheduled for November 7th & 8th, 2014

15 Other Business

There was none.

16 Termination of Meeting

Upon motion duly made by G. Cubitt and seconded by H. White, the Chair terminated the meeting at 5:11 p.m.

2013-14

UOIT STUDENT LIFE



ANNUAL REPORT TO THE UOIT
BOARD OF GOVERNORS
SEPTEMBER 2014

UOIT STUDENT LIFE

ANNUAL REPORT 2013-14

Student Life at UOIT is shaped and guided by the student experience and a commitment to student success. Established just four short years ago, the department continues to evolve and grow to provide a range of innovative programming that serves the complex needs of our students and advances the overarching priorities of the UOIT Strategic Plan. Professional staff, along with student leaders and volunteers bring their extensive knowledge and expertise, their deep understanding of the complexities of the student experience, and their unwavering commitment to students to ensure that our programming will continue to be of the highest calibre over the longer term. These efforts are united around four common goals, which are to:

- Promote success by engaging students in their own academic, personal and professional development and encouraging them find their place in the world
- Cultivate a welcoming, supportive and inclusive learning environment that builds on and celebrates the rich talents, interests and cultures of our students
- Provide high quality, outcomes-based programming for students that enriches and complements their academic experience and fosters positive health and wellbeing
- Foster a team culture that inspires creativity, collaboration, active professional development and reflective practice

Guided by these goals, the programs and services within Student Life underwent significant transformation in 2013-14 to better align resources with student needs and to facilitate better integration of support for students among the various teams. The units that comprise Student Life now includes:

- Student Accessibility Centre
- Student Experience Centre
- Student Learning Centre
- Student Mental Health Services
- Career Centre
- Varsity Athletics and Recreation

All areas continue to develop programming to build on and enhance the student experience both inside and outside of the classroom. While we are very proud of the progress we have achieved over the past year, the challenges we encountered along the way were many. We established two new service units and brought a number of new programs on board to respond to the complex demands of our students and take advantage of the latest research in the field. At the same time, we have been working to put existing programs on a stable footing. Ultimately, there is much to celebrate in this report to the extent that we are able to engage students in learning, leading and contributing to our programming in very meaningful ways.

In last year’s report to the Board, Student Life had identified five priorities for action in the upcoming year, including expanding programming to address the unique transitional needs of specific student groups, enhancing peer support opportunities, implementing a mental health strategy, developing a leadership program and enhancing online learning tools. Good progress was made in these areas while other priorities emerged as the year unfolded. Below, we have highlighted some of the major successes that were achieved in 2013-14, including a list of milestones and program “firsts.” These highlights represent the collective efforts of all members of Student Life and also set the stage for continued innovation and achievement in the years to come.

1. Renovations to Student Life Spaces

Over the summer months, renovations were completed in the Student Life spaces at both campus locations – in the U5 Building, and on the second floor of 61 Charles Street. The renovations were necessary to create room for thirteen additional staff members within the existing footprint. The renovations also provided an opportunity to bring all teams together to provide for greater integration and collaboration, and to promote staff mobility between campus locations so that students have seamless access to Student Life services for students no matter where their classes are held. Key to the renovations was the creation of a central HUB in each location, where students are able to find information on all manner of events and programs, make an appointment with a specialist, and sign up for tutoring, mentoring or peer advising. Staff at the HUB are also able to provide initial assistance and information to students who require counselling support for mental health, learning disabilities, career development, as well as specialized support for first generation, indigenous, international, graduate and mature students. The renovations were completed in time for the September 2014 start up and has been very positively received.

30%
 Percentage of students (3350) who received individualized career development support

300
 Number of employers who visited UOIT to recruit students for specific jobs, provide employment information, and/or information about further education options

2. Transition of Accessibility Services

In 2013-14, Student Life undertook to transition services for students with disabilities at the north campus location to UOIT from Durham College to respond to the dramatic growth in student numbers. This transition also provided greater integration with university services, academics and local community resources. Through the academic year, UOIT worked in close collaboration with Durham College to inform students about the change and to ensure they remained well supported in their programs. At the same time, a new office was established that took advantage of the unique opportunity to tailor the services and supports at both campus locations to meet the specific needs of UOIT students. The transition was completed on April 1, 2014 and since that time, 572 students with disabilities have been receiving support

544
 Number of students with disabilities who were registered at UOIT (38% with learning disabilities; 25% with psychiatric disorders)

through the new UOIT Student Accessibility Services (SAS). The SAS team provides learning strategies counselling, disabilities advising, adaptive technology support, online resources, transitional programming as well as peer mentoring and peer note-taking programs. For testing accommodations, students at the north campus locations continue to use the Durham College Test Centre, and downtown testing services are provided in-house.

3. Extension of the PASS Program

In 2013-14, the Student Learning Centre piloted and assessed a new PASS program (Peer Assisted Study Sessions) to address the significant student attrition that occurs at UOIT between first and second year primarily due to poor performance in courses. The PASS program is a form of supplemental instruction that is widely used at institutions across North America. Through it, first year students participate in regularly scheduled study sessions facilitated by upper year students who help the students to integrate what they learned in class with new strategies and techniques for learning and studying. The PASS leaders receive training in learning skills development and ongoing mentoring support from the course instructor and from the academic skills specialists. The student participants receive extra help that will enable them to succeed in the course, while also gaining valuable study and organizational skills that are transferable to all courses in their program of study. Programs such as PASS have a discernable effect on the students who participate in them, in helping them to succeed in the courses they struggle with, whereby increasing the likelihood that they will persist to their second year, and ultimately graduate on time four years later (Bowles, McCoy and Bates, 2008).

100%
Percentage of PASS participants who successfully passed their courses

In 2013-14, the PASS program at UOIT was piloted in five first year courses that have historically experienced high failure rates and the end of year assessment showed that those students who participated in the program were significantly more successful in the course than peers who did not participate; for instance in BUSI2150, no PASS student participant failed to meet the minimum GPA, whereas 30% of non-PASS participants did not meet the minimum standard in that course. For 2014-15, the PASS program will be extended to ten courses with up to 27 PASS leaders, along with dedicated classroom space. The program and its contribution to the success and persistence of students will continue to be studied through the year.

129
Number of upper-year students who served as peer mentors, advisors, tutors and notetakers for first year students. Another 210 upper-level students served as orientation captains and team leaders.

4. Expansion of Programming for Specialized Student Populations

In the summer of 2013, the Student Experience Centre assumed responsibility for international, mature and graduate student support. This meant that the team had to re-assess the functions of the office and provide for greater integration of programming that engages students at all levels in their own personal and professional growth from the time of acceptance through to graduation in three areas key to the UOIT Strategic Plan:

- Orientation and first year programming;
- Peer mentorship and leadership; and
- Campus and community engagement.

759
 Number of first year students who were mentored, advised, and assisted by their upper-level peers

In each of these areas, general and specialized programming provides multiple opportunities for students to participate in programming that suits their interests. For example, integrated planning for the September 2014 orientation programs enabled the team to develop complementary programming to address the specific transitional needs of sub-groups of students – including international students, mature students, pathways students, students with disabilities – while also ensuring their engagement in the general orientation program that promotes inclusivity and celebrates diversity. A similar planning approach has been undertaken to integrate both general and specialized programming around mentorship, leadership and campus and community engagement.

1176
 Number of students participating in programming that recognizes and celebrates their diverse cultures and backgrounds

5. Establishment of the UOIT-Baagwating Indigenous Student Centre

In addition to the above, the Student Experience Centre assumed responsibility for Indigenous student services in Summer 2013, and has realigned its staffing and programming to focus on three distinct areas that are critical to the UOIT Strategic Plan as well as to the broader strategy for Indigenous education as set out by the Province. These are to:

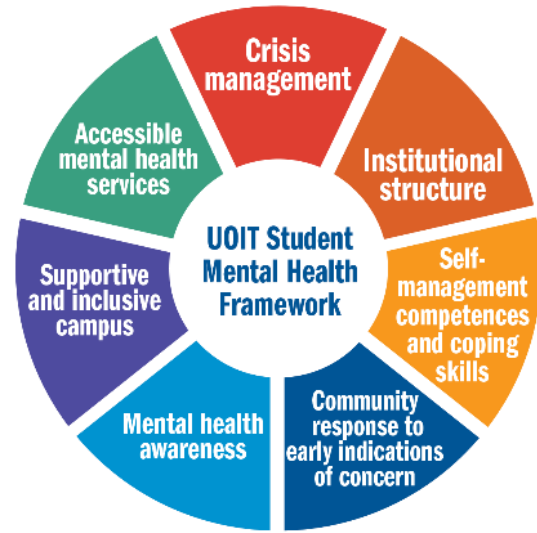
- Promote greater participation of Indigenous peoples in post-secondary education;
- Enhance the persistence and success of Indigenous students at UOIT; and
- Recognize and celebrate Indigenous cultures and ways of knowing.

60
 Number of workshops for students to develop their potential as leaders and professionals

More recently, Indigenous student services relocated to the new UOIT-Baagwating Indigenous Student Centre at 151 Athol Street. This move has already facilitated new opportunities for Indigenous support and education, such as the appointment of an Indigenous Cultural Advisor, the introduction of a new Visiting Elder program, and the development of an assessment strategy and custom-built evaluation tool to measure Indigenous student engagement.

6. Development and Implementation of a Mental Health Framework

In February 2014, UOIT launched the report, *Healthy Students-Academic Success: Recommendations to Support Student Mental Health and Well-being at UOIT*, which sets out a preventative, systemic and multi-pronged approach to dealing with student mental health issues centring on seven broad areas for strategic development as depicted in the accompanying graphic.



The first year of implementation has focussed on building on existing strengths within the university and broader community to enhance our collective capacity to respond to student mental health concerns. This has been achieved by integrating onsite counselling and case management, along with a network of support for providing initial support for students in distress, cultivating partnerships with community supports, as well as developing awareness campaigns to promote resilience and normalize help-seeking behaviours.

To date, four key components of the Mental Health Framework have been put in place:

- Guide to Student Mental Health Services that sets out a protocol for recognizing and responding to emerging student mental health concerns
- Student LifeLine, a dedicated phone and email address where students can arrange to see a mental health professional or be referred to appropriate campus and community services
- Student Mental Health Services, staffed by regulated mental health professionals who provide support for UOIT students, including crisis intervention, mental health awareness & promotion, and individual brief counselling and case management support and referrals to community agencies as appropriate.
- Assessment and Care Team (ACT) program, a network of ACT Liaisons from across the campus who are available to provide support and consultation for faculty and staff in their departments.

101
Number of students who received mental health support during the first six months of implementing the Student Mental Health Framework

MILESTONES FOR 2013-14

July/August 2013	Welcomed 554 student and 614 parents and family members to the summer Orientation program, iBegin
September 3-4 2013	Welcomed 1246 new students at the UOIT September Orientation event, combining both academic and non-academic programming
September 5 2013	Launched the PASS (Peer Assisted Study Sessions) program in first year Physics and Financial Accounting
September 2013	Delivered new online workshops in math and writing, and implemented online academic tutoring
September 2013	Launched drop-in study sessions “Physics and Math Circle,” and expanded “Conversation Cafés” for students for whom English is an additional language to practice English speaking and listening skills
October 7 2013	Held the first Student Learning Centre (SLC) Express, a mobile drop in booth providing math and physics tutoring
October 10 2013	Implemented mock exams to help students develop strategies for exam anxiety and studying
October 10 2013	Launched the second annual Further Education Expo featuring 57 post-secondary exhibitors and 460 student participants
November 13 2013	Held the second annual Reverse Career Fair, in collaboration with the Student Engineering Society, where 247 upper-year students displayed their research projects, shared their skills, and networked with 17 employment organizations
January 14 2014	Held a Housing Fair, featuring 11 community housing partners and over 400 student participants
January 24-25 2014	Hosted an expanded Student Leadership Summit, with 230 students, faculty, staff and community members participating in the keynote event, and 33 students participating in the full two day leadership development program
February 2014	Launched a new social media platform for career information using Facebook, LinkedIn and Twitter
March 19 2014	Hosted the International Mother Language Festival, featuring 19 cultural groups and more than 800 student participants
May 7 2014	Held the first annual “refresher” course for Student Mental Health First Aid with 20 participants

Looking Forward to 2014-15

With limited enrolment growth anticipated for the 2014-15 academic year, the Student Life team looks forward to refining our services and programs to support *all* of our students to serve their increasingly complex needs while advancing the priorities of the UOIT Strategic Plan. To this end, the Student Life teams have identified a number of priorities that will be advanced in the coming year. Among them are the following:

- Developing a comprehensive program of “citizen leadership” that integrates experiential learning with opportunities for self-exploration and reflection
- Continuing to implement the Student Mental Health Framework with an emphasis on resilience training for students and awareness and education for employees
- Establishing new services and support for students with disabilities and developing a program of assessment
- Expanding the PASS (Peer-Assisted Study Sessions) to ten courses, while also providing increased study skills support for students across the university.
- Enhancing support for students through the development of additional digital learning tools
- Implementing a new job development strategy that will cultivate new partnerships with employers in the local community and expand employment, co-op, internship and other experiential learning opportunities for UOIT students and alumni.
- Expanding our use of assessment tools to analyse issues related to student retention and success, promote continuous improvement, and demonstrate program effectiveness and achievement of program and learning outcomes



BOARD REPORT

Public:	<input checked="" type="checkbox"/>	Action Required:	
In-Committee:	<input type="checkbox"/>	Discussion	<input type="checkbox"/>
		Decision	<input checked="" type="checkbox"/>

DATE: November 28, 2014

FROM: Tim McTiernan, President

SUBJECT: Establishment of a Bachelor of Engineering (Honours) Program in Mechatronics Engineering and a Bachelor of Engineering (Honours) Program in Mechatronics Engineering and Management

A. Purpose

To recommend on behalf of Academic Council the establishment of the following academic programs:

Bachelor of Engineering (Honours) Program in Mechatronics Engineering and Bachelor of Engineering (Honours) Program in Mechatronics Engineering and Management

B. Background

Under the UOIT By-Laws, Academic Council “shall advise the Board on ... the establishment and termination of degree programs” (Section 8.9 b. I). The attached proposal was prepared in accordance with the requirements of the universities policies and procedures on new program submissions. The proposal was reviewed and approved by the Curriculum and Program Review Committee in October and by Academic Council in November 2014.

C. Discussion/Options

The Faculty of Engineering and Applied Science has proposed the establishment of a new Bachelor of Engineering (Honours) in Mechatronics Engineering and a Bachelor of Engineering (Honours) in Mechatronics Engineering and Management programs.

These programs are directed at meeting student demand and an ever-increasing need in industry for engineers trained in Mechatronics. In brief, Mechatronics represents the fusion of the four key areas of problem solving faced by modern engineers: mechanical, electrical, software and control systems. To face ever-changing markets and consumer needs, many area employers such as GE and General Motors increasingly seek out engineers trained in Mechatronics Engineering. It is an integral part of the universities mission that UOIT continues to evolve its programs to meet the needs of the modern workplace. The Faculty of Engineering and Applied Science has had a successful Mechatronics option as part of its' Bachelor of Engineering in Mechanical Engineering

program since 2004. The timing and student and industry demand is right for a standalone Bachelor of Engineering (Honours) in Mechatronics Engineering and a Bachelor of Engineering (Honours) in Mechatronics Engineering and Management programs.

A detailed proposal is attached.

D. Financial/Human Resource Implications

An analysis of projected intake and enrolment may be found on page 4 of the attached proposal. Information on current and future human and physical resources begins on page 13. A detailed business plan is included beginning on page 16. The proposed start date for this program is 2015; however, its introduction will be determined by the academic leadership to ensure appropriate resources are in place to support students and the academic mission of the university.

E. Risk Implications

While it is anticipated that this program will facilitate strategic growth in an area of high demand, student enrolment will continue to be carefully managed to ensure that all programs remain robust over the long term. The current Mechatronics option in the Bachelor of Engineering in Mechanical Engineering program has demonstrated strong demand for a stand-alone program.

F. Recommendation

It is therefore recommended:

That the Board of Governors approve the establishment of the proposed Bachelor of Engineering (Honours) in Mechatronics Engineering and the Bachelor of Engineering (Honours) in Mechatronics Engineering and Management programs.

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY
Consolidated Statement of Financial Position
As at September 30, 2014

	<u>Sept 30, 2014</u>	<u>Mar 31, 2014</u>	<u>Sep 30, 2013</u>
ASSETS			
CURRENT			
Cash	\$ 13,878,905	\$29,002,551 N1.	\$ 34,996,260
Grant receivable	10,982,782	6,577,708 N2.	8,416,541
Other accounts receivable	39,175,662	7,467,593 N3.	36,785,189
Bookstore Inventories	1,215,305	316,134 N4.	1,234,934
Prepaid expenses and deposits	1,180,811	1,430,358	1,004,148
	66,433,465	44,794,344	82,437,072
INVESTMENTS	53,028,099	38,681,084 N5.	38,779,359
CAPITAL ASSETS	423,818,281	428,030,446 N6.	434,115,627
TOTAL ASSETS	\$ 543,279,846	\$ 511,505,874	\$ 555,332,058
LIABILITIES			
CURRENT AND LONG-TERM LIABILITIES			
Accounts payable and accrued liabilities	23,471,200	28,838,419 N7.	23,637,021
Deferred revenue	68,957,980	20,823,200 N8.	66,122,138
	92,429,180	49,661,619	89,759,159
OTHER LONG TERM DEBT	19,549,306	21,878,031 N9.	24,552,211
LONG TERM OBLIGATIONS UNDER CAPITAL LEASE	39,047,533	38,981,457	38,919,605
LONG TERM DEBENTURE DEBT	187,701,974	189,921,519 N10.	192,072,751
DEFERRED CAPITAL CONTRIBUTIONS	173,752,300	178,068,679 N11.	182,326,719
	512,480,292	478,511,305	527,630,445
Net Assets / (deficit)			
NET ASSETS excluding current year surplus	17,911,686	6,642,517	6,317,517
ENDOWMENTS	15,414,219	15,082,881	15,097,151
CURRENT YEAR (DEFICIT) / SURPLUS	(2,526,351)	11,269,171	6,286,945
	30,799,554	32,994,569	27,701,613
TOTAL LIABILITIES AND NET ASSETS	543,279,846	511,505,874	555,332,058

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY
Consolidated Statement of Financial Position
As at September 30, 2014

Consolidated Statement of Financial Position - Variance Explanations: Sep 30 YTD v/s Mar 31 balances

- N1.** Cash decreased \$15.1m and includes \$16.0m transfer of cash to short-term GIC investments held at Nesbitt Burns (**see N5. below**). Excluding the impact of this transfer, YOY cash decreased \$5.1m as the PY balance included \$6.8m of debenture funding from MTCU which is not received until Q3 in the current year (**see Operating Statement N2.**)
- N2.** Grant receivable balance of \$11.0m includes \$6.9m Collaborative Nursing (CN) grant funded by the Ministry on a slip-year basis (\$5.3m relates to the PY and will be received in FY14/15 and \$1.6m relates to the CY and will be received in FY15/16), \$2.7m undergraduate accessibility grant and \$1.4m of external research grants all of which are current. The \$4.4m increase since Y/E comprises \$2.7m UG accessibility grant and \$1.6m CN grant receivable for the CY.
- N3.** Other accounts receivable includes student and trade receivables. Balance of \$39.2m includes \$35.9m of student A/R (of which \$1.0m relates to spring 2014 and prior, \$8.5m relates to fall 2014 and \$26.4m to winter 2015 semester with payment due date of Jan 16, 2015), \$0.6m of current trade receivable, \$0.6m current research receivable and other balances, none exceeding \$0.5m. The increase of \$31.7m since YE includes \$34.3m increase in student A/R resulting from the start of the new academic year, offset by decrease \$1.2m in bookstore credit notes as these have been applied against the fall semester book purchases, decrease in trade receivable \$0.9m and other immaterial variances.
- N4.** Bookstore inventories increased \$0.9m to reflect book purchases relating to the new academic year.
- N5.** Investment balance of \$53.0m is comprised of \$18.6m endowed funds held at PH&N, \$18.4m from MoF held in trust at BNY, and \$16.0m surplus operating cash invested in short-term GIC's (**see N1. above**). The increase of \$14.3m since YE includes the new \$16.0m GIC's, increase \$0.6m in endowed funds offset by decrease of \$2.3m in investment used to repay the MoF loan in April 2014 (**see N9. below**).
- N6.** Capital assets decreased \$4.2m since YE and include net new additions of \$7.6m (new student laptops \$5.3m offset by laptop disposals of \$1.4m, building renovations \$2.0m, major equipment \$0.9m and other computer equipment \$0.8m), offset by total accumulated amortisation of \$11.8m.
- N7.** AP and accrued liabilities decreased \$5.4m and includes \$6.6m of invoices and accruals processed at Y/E and which were paid in Q1 (Durham Transit for U-PASS, Student Association, Academica Consulting), \$2.1m decrease due to Durham College primarily due to \$1.1m of fall bookstore revenues coupled with the fact that the Y/E balance included \$1.0m overhead costs paid in Q1, offset by increase of \$3.6m of ancillary fees billed to students for the new academic year and payable to third parties (e.g. Student Association, Durham Region Transit for U-PASS and Student Care for health and dental plans) and other immaterial variances.
- N8.** Deferred Revenue relate to revenues deferred to the following quarter as these have not yet been earned at the end of Q2. Deferred Revenue increase of \$48.1m includes \$43.1m deferred tuition representing 3 months of fall term and all of winter term fees not yet earned, with remaining increase relating to the deferral of ancillary fees to be spent over the remaining year.
- N9.** Other long term debt decrease pertains to the repayment of the MoF loan in Apr 2014 (**see N5. above**). Balance of \$19.6m includes \$17.4m MoF loan.
- N10.** Decrease in long term debenture debt of \$2.2m relates to the principal repayment and resulting draw-down of the debt in April 2014. This debt will be fully paid in October 2034.
- N11.** Decrease in deferred capital contributions includes new capital grant of \$0.1m received in the CY, offset by amortization to date of \$4.4m on all capital grants received since inception of the University (total grants received since inception = \$223.7m) - see "Amortization of deferred capital contributions" on the Consolidated Statement of Operations.

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY
Consolidated Statement of Operations
For the 6 months ended September 30, 2014

	<u>Sept 30, 2014</u>	<u>Sept 30, 2013</u>	
REVENUE			
Grants - operating & research	\$ 32,802,590	\$ 31,469,300	N1.
Grant - debenture	6,750,000	13,500,000	N2.
Donations - operating & research	502,720	941,050	
Student tuition fees	21,203,339	19,406,504	N3.
Student ancillary fees	10,975,854	10,226,158	N3.
Revenue from ancillary operations	2,027,424	2,310,503	
Other income	3,697,989	4,652,789	N4.
Amortization of deferred capital contributions	4,431,924	4,363,736	
Interest revenue	129,723	117,152	
Unrealized gains on investments	639,562	390,015	N5.
	83,161,125	87,377,208	
EXPENSES			
Salaries and benefits	42,763,971	39,534,593	N6.
Supplies and expenses	15,755,450	14,362,684	N7.
Purchased Services	5,652,771	6,174,563	N8.
Professional fees	334,955	325,883	
Interest expense	7,968,611	8,218,547	
Amortization of capital assets	13,215,358	12,652,658	N9.
Gain on disposal of assets	(3,640)	(178,666)	
	85,687,476	81,090,263	
(Deficiency) / excess of revenues over expenses	\$ (2,526,351)	\$ 6,286,945	

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY
Consolidated Statement of Operations
For the 6 months ended September 30, 2014

Consolidated Statement of Operations - Variance Explanations: Sept 2014 v/s Sept 2013

- N1.** Operating and research grants increase of \$1.3m includes \$1.0m increase in basic operating grant attributable to year-over year enrolment growth (227 FTE) and \$0.3m increase in research grants (with offsetting expenses see **N9.** below)
- N2.** Grant - Debenture relates to funding received from MTCU for the instalment repayment of UOIT's debenture debt. The YOY decrease of \$6.8m is due to the timing of receipt of the grant from MTCU (**see Statement of Financial Position N1.**). In the PY, the grant was received on Sept 30th, 2013 for the Oct. 15th repayment).
- N3.** Student tuition fee and student ancillary fee increases are attributable to YOY enrollment growth (227 FTE), coupled with an increase in average tuition fees in the case of student tuition fee increase.
- N4.** Other income decrease of \$1.0m includes \$0.6m decrease in ACE revenues and \$0.4m decrease in athletic center student levy as the PY included the recognition into revenues of \$0.4m used to purchase athletic capital equipment (all unused athletic levies are deferred at the end of the fiscal year for future capital investments).
- N5.** Unrealized gains on investments relate to the market-to-market adjustment of our endowed portfolio funds. The YOY increase in unrealised gains of \$0.3m is as a result of the change in our portfolio mix to remove universal bonds and add the higher-yield mortgage pension trust and core trust bonds, coupled with improved equity performance.
- N6.** Salaries and benefits increase of \$3.2m includes \$1.6 m for merit increases, promotions and annualization of salaries, \$1.3m for net new hires (7 academic, 16 academic support, and 8 administration staff) with remaining \$0.3m increase relating to part-time hires.
- N7.** Supplies & Expenses increase of \$1.4m includes increases in repairs and maintenance as the PY included \$0.3m insurance recovery for Windfield Farms, \$0.3m in janitorial expenses, \$0.3m increase in research expenses (with offsetting related grant revenues, see **N1. above**), and other immaterial variances.
- N8.** Purchased Services decrease of \$0.5m is mainly due to the earlier consumption of bookstore credit notes in the current year.
- N9.** Amortization for Capital Assets increased \$0.6m and is directly attributable to increased capital asset base in the last year.

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY
Consolidated Statement of Cash Flows
For the 6 months ended September 30, 2014

Sept 30, 2014

**NET INFLOW (OUTFLOW) OF CASH RELATED
TO THE FOLLOWING ACTIVITIES**

OPERATING

Excess of expenses over revenues	(2,526,351)
Items not affecting cash:	
Amortization of capital assets	13,215,358
Amortization of deferred capital contributions	(4,431,924)
Gain on disposal of assets	(3,640)
Unrealized Gain on investments	(639,562)

5,613,881

Working Capital

Grant and other accounts receivable	(36,113,143)
Prepaid expenses and deposits	249,547
Inventories	(899,171)
Accounts payable and accrued liabilities	(5,367,219)
Deferred revenue	48,134,780

11,618,675

INVESTING

Purchase of capital assets	(8,999,554)
Investments	(13,707,455)
Endowment contributions	331,338

(22,375,671)

FINANCING

Repayment of long term debt	(4,548,271)
Repayment of obligations under capital leases	66,076
Deferred capital contributions	115,544

(4,366,650)

NET CASH (OUTFLOW) / INFLOW

(15,123,646)

CASH BALANCE, BEGINNING OF YEAR

29,002,551

CASH BALANCE, END OF PERIOD

\$ 13,878,905

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY
Monthly Cash Projections
Fiscal 2014-2015

Category	Description	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	'15 Cumulative Tot:	FY15 BUDGET	Variance
		actuals	actuals	actuals	Actuals	Actuals	Actuals	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Total Forecast	Total cash Budget	
CASH INFLC Revenues																
Grant Rever	Grant Revenue	N1 3,376,326.20	3,147,290.38	3,224,667.94	3,072,844.39	5,345,738.51	5,621,091.69	5,715,961.78	7,132,361.40	5,856,196.31	6,254,110.65	6,754,060.78	6,082,965.97	61,583,616.00	63,383,616.00	(1,800,000.00)
Revenues	Student Tuition Fees	N2 4,238,690.58	3,202,338.13	2,633,129.16	3,305,599.27	17,331,149.11	22,502,213.31	3,486,919.01	3,531,135.32	7,329,718.39	7,528,879.76	4,801,922.34	3,786,165.62	83,677,860.00	85,777,860.00	(2,100,000.00)
Other Rever	Other Revenues	N3 309,735.73	929,798.36	302,264.77	446,189.49	1,333,783.84	1,101,748.91	1,229,708.64	1,243,173.11	1,231,467.78	1,592,871.19	1,404,767.69	1,358,141.49	12,483,651.00	12,483,651.00	0.00
Other Rever	Debtenture - MTCU	N4 6,750,000.00	-	-	-	-	-	6,750,000.00	-	-	-	-	-	13,500,000.00	13,500,000.00	-
Other Rever	ACE	479,204.71	230,794.46	209,051.56	116,872.04	227,652.38	331,132.30	487,922.95	362,846.85	309,533.81	354,601.72	339,114.35	427,579.86	3,876,307.00	3,876,307.00	(0.00)
Other Rever	Regent Theatre	41,335.40	81,247.58	47,282.05	17,423.00	31,500.00	65,268.90	4,497.74	5,156.58	5,774.55	4,736.41	5,049.33	5,193.18	314,464.72	218,600.00	95,864.72
Other Rever	Childcare Campus Center	65,756.80	41,842.72	61,182.55	38,380.38	40,551.25	34,755.92	77,509.91	104,611.95	58,074.98	50,498.84	111,454.07	104,755.64	789,375.00	789,375.00	(0.00)
	receivables + interest income for offset			-	-	-	-	-	-	-	-	-	-	-	-	-
	Total revenues	15,261,049.42	7,633,311.63	6,477,578.03	6,997,308.57	24,310,375.09	29,656,211.03	17,752,520.03	12,379,285.21	14,790,765.82	15,785,698.57	13,416,368.57	11,764,801.76	176,225,273.72	180,029,409.00	(3,804,135.28)
CASH OUTF Expenditures																
Labour	Payroll	N5 (6,462,727.42)	(7,202,160.19)	(6,068,788.45)	(6,403,822.35)	(6,331,937.83)	(6,573,761.31)	(7,460,918.91)	(7,615,448.71)	(7,869,684.66)	(7,805,083.59)	(8,010,827.36)	(7,985,993.22)	(85,791,154.00)	(85,791,154.00)	(0.00)
Operating E	Capital expenditures	N6 (44,250.00)	(202,741.00)	(3,902,196.00)	(707,662.00)	(1,901,394.96)	(1,892,480.05)	(338,725.95)	(379,094.78)	(188,252.92)	(103,174.56)	(261,483.36)	(39,500.43)	(9,960,956.00)	(9,960,956.00)	(0.00)
Operating E	Durham College - SLA payment	N7 -	(4,568,253.62)	(1,010,527.16)	(1,484,758.46)	(669,740.87)	(1,507,322.12)	(1,142,920.91)	(1,463,292.54)	(1,754,831.35)	(1,206,486.23)	(684,500.92)	(1,406,894.82)	(16,899,529.00)	(16,899,529.00)	(0.00)
Operating E	Commercial /Administrative expenses -OPEX	N8 (6,817,424.66)	(3,764,053.49)	(4,187,898.86)	(3,834,440.83)	(2,701,239.13)	(8,084,440.77)	(1,152,083.47)	(1,088,032.12)	(2,625,395.24)	(1,341,854.24)	(2,559,484.23)	(4,920,416.97)	(43,076,764.00)	(50,876,764.00)	7,800,000.00
Operating E	Debtenture	(8,250,503.00)	-	-	-	-	-	(8,250,503.00)	-	-	-	-	-	(16,501,006.00)	(16,501,006.00)	-
Investment	BMO Nesbitt Burns	N9					(16,000,000.00)									
	Total Operating Expense	(21,574,905.08)	(15,737,208.30)	(15,169,410.47)	(12,430,683.64)	(11,604,312.79)	(34,058,004.25)	(18,345,152.23)	(10,545,868.14)	(12,438,164.17)	(10,456,598.62)	(11,516,295.87)	(14,352,805.44)	(172,229,409.00)	(180,029,409.00)	7,800,000.00
	BMO consolidated balance - opening balance	26,364,827.54	20,050,971.88	11,947,075.21	3,255,242.77	(2,178,132.30)	10,527,930.00	6,126,136.78	5,533,504.58	7,366,921.64	9,719,523.29	15,048,623.25	16,948,695.94			
	Add: Total Inflows	15,261,049.42	7,633,311.63	6,477,578.03	6,997,308.57	24,310,375.09	29,656,211.03	17,752,520.03	12,379,285.21	14,790,765.82	15,785,698.57	13,416,368.57	11,764,801.76			
	Less: Total Outflows	(21,574,905.08)	(15,737,208.30)	(15,169,410.47)	(12,430,683.64)	(11,604,312.79)	(34,058,004.25)	(18,345,152.23)	(10,545,868.14)	(12,438,164.17)	(10,456,598.62)	(11,516,295.87)	(14,352,805.44)			
	Ending consolidated Cash Balance	20,050,971.88	11,947,075.21	3,255,242.77	(2,178,132.30)	10,527,930.00	6,126,136.78	5,533,504.58	7,366,921.64	9,719,523.29	15,048,623.25	16,948,695.94	14,360,692.26			
	Short term operating cash investment						16,000,000.00	16,000,000.00	16,000,000.00	16,000,000.00	16,000,000.00	16,000,000.00	16,000,000.00			
	Adjusted cash balance	20,050,971.88	11,947,075.21	3,255,242.77	(2,178,132.30)	10,527,930.00	22,126,136.78	21,533,504.58	23,366,921.64	25,719,523.29	31,048,623.25	32,948,695.94	30,360,692.26			

Balance as per bank statement	6,126,136.78	N1 Increase of \$1M Grad Exp, decrease in Collaborative Nursing (\$0.5M), decrease in BOG (\$4.6M)
Less: outstanding cheques issued /adjs	(247,959.24)	N2 Decrease due to mobile learning fee (\$0.5M) , decrease in student tuition (\$2.3M)
Add: Research restricted funds /advancement	7,922,303.13	N3 HST not included in budget
Accrued revenues (OSAP/EDI)	- 167,157.54	N4 Deposited in October
Add: CTC and CIC	255,581.72	N5 Pending New hires
less: IBM Credit Facility	- 10,000.00	N6 Mobile Program
Total	<u>13,878,904.85</u>	N7 True up in October for September
Cash balance as per financial statement	13,878,904.85	N8 Overall reduction in operating expense forecasts \$7.8M
	-	N9 Short Term cash investment

University of Ontario Institute of Technology
Management Reporting - 2014-15 Operating Forecast Summary (in '000 s)
For the Year ending March 31, 2015

April 1, 2014 - March 31, 2015				
	YTD Budget	YTD Forecast	Fav. (Unfav.) Variance to Forecast \$ / %	
Revenue				
Grants	76,883	76,303	(580)	-1%
Donations	1,305	1,611	306	23%
Tuition	71,983	69,686	(2,297)	-3%
Student Ancillary	19,705	19,170	(535)	-3%
Other	10,154	10,370	216	2%
Total Revenue	\$ 180,030	\$ 177,140	\$ (2,890)	-2%
Expenditures				
Academic/ACRU	62,244	61,297	947	2%
Academic Support	33,105	32,195	910	3%
Administrative	34,511	32,730	1,781	5%
Total UOIT Pure	\$ 129,860	\$ 126,222	\$ 3,638	3%
Purchased Services	15,690	15,580	110	1%
Total Ancillary/Commercial	6,058	6,389	(331)	-5%
Total Other Expenses	11,860	11,860	-	0%
Total Operating Expenses	\$ 163,468	\$ 160,051	\$ 3,417	2%
Net Contribution from Operations	\$ 16,562	\$ 17,089	\$ 527	3%

Note Disclosure:

Capital Expenses funded from Operations

Capital - Purchased Services

Principal Repayments - debenture/leases

10,847	11,374	(527)	-5%
1,209	1,209	-	0%
4,506	4,506	-	0%

Net Cash Inflow/(Outflow)

-	-	-	0%
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Reconciliation to forecast GAAP FS:

Net contribution from Operations

add back: Revenues not budgeted for:

Externally funded revenues (research, donations)

Non-cash transactions:

Amortization of deferred capital contributions

Unrealized Gains on Investments

less: Expenses not budgeted for:

Externally funded expenses (research, donations) less Capital

Non-cash transactions:

Amortization of capital assets

Unused contingency reserves included in Administration expenditures above

Excess revenues over expenses - as per GAAP Financial Statements

	\$
Net contribution from Operations	\$ 17,089
Externally funded revenues (research, donations)	\$ 6,350
Amortization of deferred capital contributions	\$ 8,805
Unrealized Gains on Investments	\$ 1,200
Externally funded expenses (research, donations) less Capital	\$ (6,109)
Amortization of capital assets	\$ (26,245)
	\$ 1,090
Unused contingency reserves included in Administration expenditures above	\$ 5,200
Excess revenues over expenses - as per GAAP Financial Statements	\$ 5,990

University of Ontario Institute of Technology
Management Reporting - 2014-15 Operating Forecast Revenues (in '000 s)
For the Year ending March 31, 2015

April 1, 2014 - March 31, 2015				
	YTD Budget	YTD Forecast	Fav. (Unfav.) Variance to Forecast \$ / %	
Revenue				
Grants				
Basic Operating Grant	52,574	51,143	(1,431)	-3% N1
CN Grant	4,403	4,824	421	10% N2
Debenture Grant	13,500	13,500	-	0%
Other Grants	6,406	6,836	430	7% N3
Total Grants	\$ 76,883	\$ 76,303	\$ (580)	-1%
Donations	1,305	1,611	306	23% N4
Total Donations	\$ 1,305	\$ 1,611	\$ 306	23%
Student Tuition Fees				
Tuition	68,834	66,298	(2,536)	-4% N5
CN Tuition	3,149	3,388	239	8% N2
Total Student Tuition Fees	\$ 71,983	\$ 69,686	\$ (2,297)	-3%
Student Ancillary				
Student Ancillary - UOIT	7,044	6,624	(420)	-6% N6
Student Ancillary - UOIT TELE	8,863	8,710	(153)	-2%
Student Ancillary - Purchased Services	3,798	3,836	38	1%
Total Student Ancillary	\$ 19,705	\$ 19,170	\$ (535)	-3%
Other General Revenue				
Other Revenue - UOIT	3,238	4,029	791	24% N7
Other Revenue - Purchased Services	534	531	(3)	-1%
Commercial Revenue				
Daycare	790	621	(169)	-21% N8
ACE Commercial	3,876	3,446	(430)	-11% N9
Regent	219	223	4	2%
Campus Ice Centre/Campus Tennis Centre	1,497	1,520	23	2%
Total Other General Revenue	\$ 10,154	\$ 10,370	\$ 216	2%
Total Operating Revenue	\$ 180,030	\$ 177,140	\$ (2,890)	-2%

University of Ontario Institute of Technology
Management Reporting - 2014-15 Operating Forecast Revenues (in '000 s)
For the Year ending March 31, 2015

Operating Revenues: Variance Explanations - YE Forecast to YE Budget

- N1.** Basic operating grant is unfavourable \$1.4m due to the decrease in enrolment of 472 FTE from budget.
- N2.** Both CN grant and CN tuition are favourable as the forecast includes increased revenues as a result of a change in the overhead cost allocation between Durham College and the University.
- N3.** Other Grants are favourable \$430k due to \$234k unbudgeted First Generation grant and \$196k other additional grants received over and above budgeted amounts, all of which have offsetting expenses: \$77k Interpreters' grant, (see expenses N5), \$38k NSERC grant for graduate student awards (see expense N1) and \$81k other miscellaneous grants.
- N4.** Donation Revenue is favourable \$306k due to unbudgeted donations of \$140k for donor named scholarships (see expenses N4), Boyce donation \$106k (see expenses N15) and \$60k for Graduate Student Awards (see expenses N1)
- N5.** Tuition (excluding CN tuition) is unfavourable \$2.6m due to the decrease in enrolment of 472 FTE from budget. Domestic intake decreased 1.3% overall (v/s 2% increase budget assumption), while international decreased 12% (v/s 6% increase budget assumption).
- N6.** Student Ancillary is \$420k unfavourable due to decreased enrollment of 472 FTE from budget.
- N7.** Other Revenue - UOIT is above budget \$791k due to unanticipated revenues, most of which have offsetting expenses: \$261k expendable and endowed student awards (see expense N4), \$131k Faculty of Education summer camps, \$70k ONCAT revenues (see expense N15) , \$143k unbudgeted CTIG revenues for pathways recruitment and marketing , and other miscellaneous revenues, none of which is material.
- N8.** Daycare is unfavourable \$169k as budget included a plan for before and after school daycare that will not materialize due to boundary and subsidy limitations.
- N9.** ACE Commercial is unfavourable \$430k due to a revised forecast to include reduced testing hours.

Management Reporting - 2014-15 Operating Forecast Expenses (in '000 s)

For the Year ending March 31, 2015

April 1, 2014 - March 31, 2015				
	YTD Budget	YTD Forecast	Fav. (Unfav.) Variance to Forecast \$ / %	
Faculty of ESNS	4,236	4,096	140	3%
Faculty of Business and IT	10,417	10,132	285	3%
Fac. of Social Science & Humanities	8,484	8,333	151	2%
Faculty of Education	5,119	4,966	153	3%
Faculty of Health Sciences	10,067	10,026	41	0%
Faculty of EAS	9,660	9,699	(39)	0%
Faculty of Science	10,145	10,191	(46)	0%
Graduate Studies	2,848	2,587	261	9% N1
Internally Funded Research	1,268	1,267	1	0%
Total Academic/ACRU	\$ 62,244	\$ 61,297	\$ 947	2%
Office of the Provost	2,970	1,985	985	33% N2
Research, Innovation & International	2,325	2,115	210	9% N3
Teaching & Learning	1,748	1,743	5	0%
Registrar	6,795	7,202	(407)	-6% N4
Tuition Set Aside	5,382	5,349	33	1%
Student Life	5,845	6,031	(186)	-3% N5
Library	4,472	4,523	(51)	-1%
IT - TELE	3,568	3,247	321	9% N6
Total Academic Support	\$ 33,105	\$ 32,195	\$ 910	3%
University Secretariat and General Counsel	1,064	1,011	53	5% N7
President	1,284	1,161	123	10% N8
Finance	3,491	3,274	217	6% N9
Central Operations	7,673	6,629	1,044	14% N10
OCIS/Leased Space	10,231	10,095	136	1%
IT (excluding TELE)	2,382	2,224	158	7% N11
External Relations	1,330	1,251	79	6% N12
Communication & Marketing	2,086	2,070	16	1%
Advancement	1,698	1,687	11	1%
Human Resources	2,946	3,005	(59)	-2%
ACE - Academic	326	323	3	1%
Total Administrative	\$ 34,511	\$ 32,730	\$ 1,781	5%
Student Services	962	895	67	7%
IT	5,006	4,880	126	3%
Facilities	9,722	9,805	(83)	-1%
Total Purchased Services	\$ 15,690	\$ 15,580	\$ 110	1% N13
Campus Ice /Campus Tennis Centre	1,529	1,528	1	0%
Daycare	659	655	4	1%
ACE Commercial	3,562	3,902	(340)	-10% N14
Regent	308	304	4	1%
Total Ancillary / Commercial Expenses	\$ 6,058	\$ 6,389	\$ (331)	-5%
Debenture	11,860	11,860	-	0%
Total Other Expenses	\$ 11,860	\$ 11,860	\$ -	0%
Total Operating Expenses	\$ 163,468	\$ 160,051	\$ 3,417	2%
Note Disclosure:				
Capital Expenses funded from Operations	10,847	11,374	(527)	-5% N15
Capital - Purchased Services	1,209	1,209	-	0%
Principal Repayments - debenture/leases	4,506	4,506	-	0%

University of Ontario Institute of Technology
Management Reporting - 2014-15 Operating Forecast Expenses (in '000 s)
For the Year ending March 31, 2015

Variance Explanations - YE Forecast to YE Budget

- N1** Graduate Studies is favourable \$261k and includes \$322k decrease due to lower award disbursements as students meeting the criteria for the Dean's Scholarships Program and the Research Excellence scholarships are lower than anticipated, \$37k decrease relating to unfilled position, offset by \$98k increase in graduate student awards, all of which are fully funded by grants and donations (**see revenues N2 and N3**).
- N2** The Provost budget at the end of Q2 included \$1.2m of contingency reserves. Forecast is favourable as it included the release of the reserves to cover the projected \$4.0m shortfall in revenues as a result of lower than budgeted enrolment numbers (**see revenues N1 & N4**).
- N3** Research, Innovation & International is favourable \$210k, and includes \$253k net labour savings due to the timing of hiring for 4 full time positions, offset by \$43k increase in membership fees relating to increased requirements from funding agencies.
- N4** Registrar is unfavourable \$407k and is mostly attributable to an increase in awards and scholarships, all of which are fully funded by donations and other revenues: \$261k expendable and endowed student awards (**see revenue N7**), and \$140k named donor scholarships (**see revenue N3**).
- N5** Student Life is unfavourable \$186k due to \$234k unbudgeted expenses fully funded by the First Gen grant (**see revenue N2**), \$199k increased mental health services of which \$77k was funded by the Interpreters' grant (**see revenue N2**), \$80k increase in other operating expenses, offset by labour savings of \$327k due to the delay in the hiring of new and replacement positions, net of the hire of the Manager, Intercollegiate Athletics from Durham College (**see expense N13**).
- N6** TELE program is favourable \$321k due to \$249k unspent strategic initiatives, now re-allocated to capital hardware (**see expense N15**), \$133k savings from licence fees attributed to lower demand offset by \$61k in labour increases.
- N7** University Secretariat and General Counsel is favourable \$53k mostly due to the delayed hire of a new position.
- N8** The President's Office is favourable \$123k and is as a result of the delayed start in 2 major projects.
- N9** Finance is favourable \$217k and includes \$110k in insurance savings due to lower premiums in the CY and rebates from the PY reflecting good insurance performance, \$39k audit fees projected lower than budget and \$68k in other operating savings.
- N10** Central Operations budget at the end of Q2 includes \$6.2m reserves. The Central forecast is favourable \$1.0m and includes \$3.2m release of contingency reserves used to cover the total projected \$4.0m in enrolment revenues, offset by forecast operating expense savings and increased revenues of \$2.2m (**See revenues N1 and N4**). This leaves net \$5.2m reserves in the Central budget.
- N11** IT (excluding TELE) is favourable \$158k and includes \$80k to the delayed hiring of 2 positions, and \$78k underspend on licence fees and other operating expenses.
- N12** External Relations is favourable \$79k due to a delay in the start of a couple of small projects.
- N13** Purchased Services is favourable \$110k and includes \$126K in IT labour savings due to the timing of new hires, \$67k relating to the transfer of a Durham College employee to UOIT (Manager, UOIT Intercollegiate Athletics - **see expense N5**), offset by \$83k in additional bookstore expenses, security costs, and other operating expenses.

- N14** ACE Commercial is unfavourable \$340k as a result of unbudgeted expenses, including \$145k equipment repairs, \$78k additional utilities, \$45k full-time promotions, \$28k interest charge from UOIT for the \$5.0m LOC and \$44k other operating expenses.
- N15** Capital Expenses funded from Operations is unfavourable \$527k due to unbudgeted capital, and includes \$218k for video conferencing equipment, and other capital funded by donations (\$106k from Boyce - **see revenue N3**), other revenues (\$70k software upgrade from ONCAT - **see revenue N7**) or other operating savings (\$249k hardware upgrades - **see expenses N6**), offset by \$116k decrease in laptop purchases.



RBC Wealth Management
PH&N Investment Counsel

Presentation to University of Ontario Institute of Technology

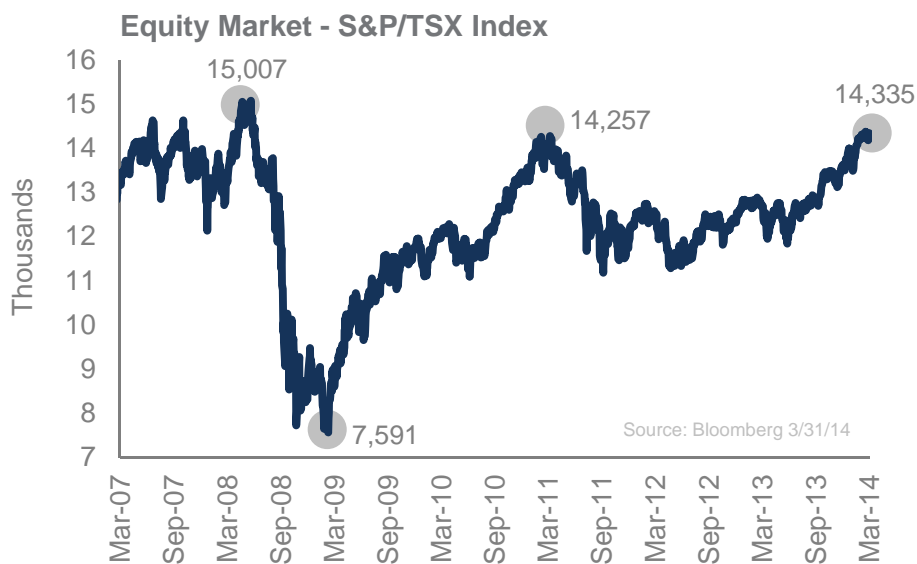
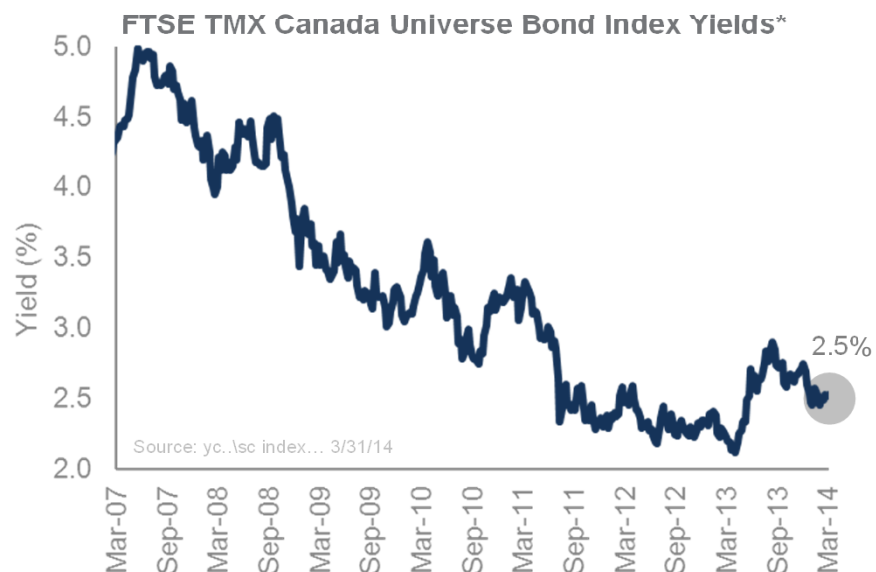
November 19, 2014

Presented by:

Leila Fiouzi, CFA
Vice President & Investment Counsellor

Bond Market Review

Yields Continue to Fall



September 30, 2014	3 Mths %	1 Yr %	4 Yrs %
Universe Bond Index*	1.1	6.3	4.2
Short Term Overall Bond Index*	0.4	2.9	2.6
Long Term Overall Bond Index*	2.3	11.3	6.5
Sector (Mid Term Overall Bond Index)			
Canada	0.8	5.7	4.0
Provincial	1.0	6.8	5.0
Corporate	0.7	7.9	6.1
Equities:			
Canada: S&P/TSX	-0.6	20.4	7.9
USA: S&P 500 (C\$)	6.2	30.2	19.7
Overseas: MSCI World (C\$)	2.7	22.0	14.3
MSCI Emerging Mkt (C\$)	1.3	13.4	3.0

* Representative components of the FTSE TMX Canada bond indices (formerly DEX)
Source: FTSE TMX Global Debt Capital Markets Inc.

Summary Investment Returns

September 30, 2014

Market Value:	Investment Account	\$18,491,414
	Cash Account	\$ 132,799

	Three Months %	One Year %	Three Years %	Since Inception*
UOIT (Investment A/C)	1.26	15.87	12.15	9.15
<i>Benchmark</i>	<u>0.65</u>	<u>13.44</u>	<u>10.53</u>	<u>8.73</u>
Difference	+0.61	+2.43	+1.62	+0.42

*Inception date Aug/10

UOIT (Cash A/C)	0.26	-	-	0.85
<i>Benchmark</i>	<u>0.23</u>	-	-	<u>0.75</u>
Difference	+0.03			+0.10

*Inception date Nov/13



UOIT

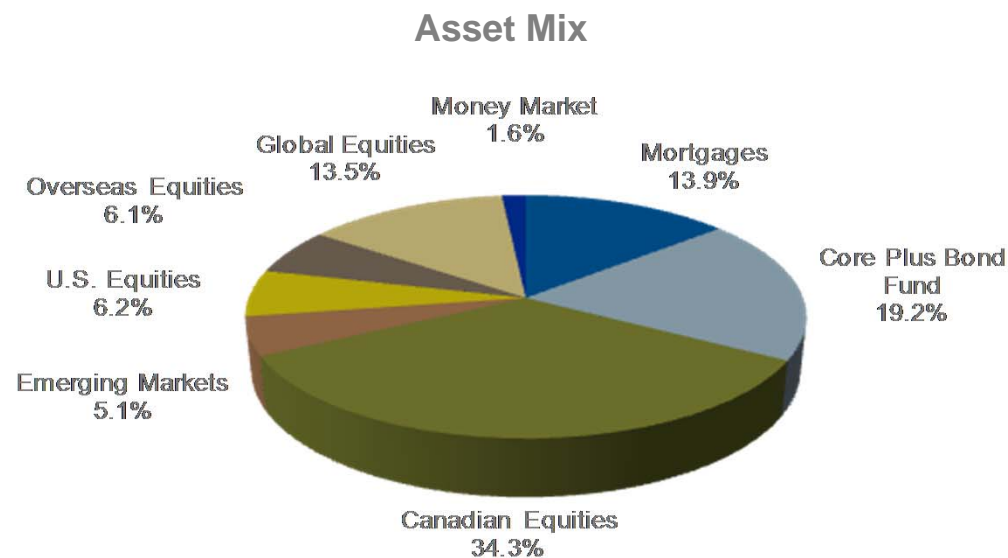
Returns to September 30, 2014

	Three Months (%)	One Year (%)	Two Years (%)	Three Years (%)
PH&N Core Plus Bond Fund FTSE TMX Canada Universe Bond Index	1.14 1.06	7.76 6.34	- -	- -
PH&N Mortgage Pension Trust FTSE TMX Canada Short Term Overall Bond Index	0.95 0.37	5.31 2.90	3.82 2.11	3.61 2.13
PH&N Canadian Equity Fund S&P/TSX Composite Index	0.13 -0.59	23.15 20.38	18.51 13.56	16.24 12.07
RBC QUBE Global Equity Fund MSCI World Net Index	5.12 2.65	27.96 21.98	- -	- -
PH&N CH US Equity Fund S&P 500 CAD Hedged Index	-0.33 1.27	18.75 20.49	20.04 20.23	22.50 23.39
PH&N CH Overseas Equity Fund MSCI EAFE Index (Local\$)	0.56 1.10	11.66 11.32	14.50 19.66	14.91 17.71
RBC Emerging Markets Equity CAD MSCI Emerging Markets Net Index	3.51 1.25	17.87 13.40	14.41 9.37	13.84 9.72
PH&N Canadian Money Market Fund FTSE TMX Canada 30 Day T-Bill	0.30 0.23	1.20 0.91	1.21 0.93	1.19 0.91

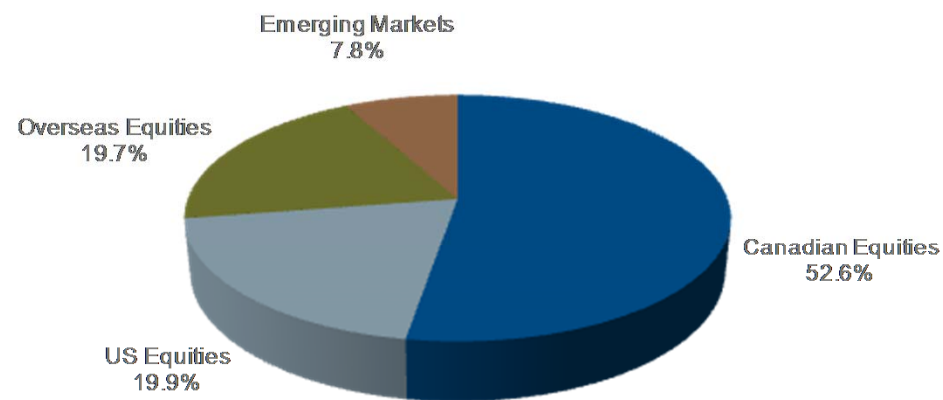


UOIT Investment Account Overview as at September 30, 2014

Asset Class	Benchmark (%)
Cash	2.0
Bonds	20.0
Mortgages	15.0
Canadian Equities	33.0
CH U.S. Equities	6.25
CH Overseas Equities	6.25
Global Equities	12.5
Emerging Markets Equities	5.0

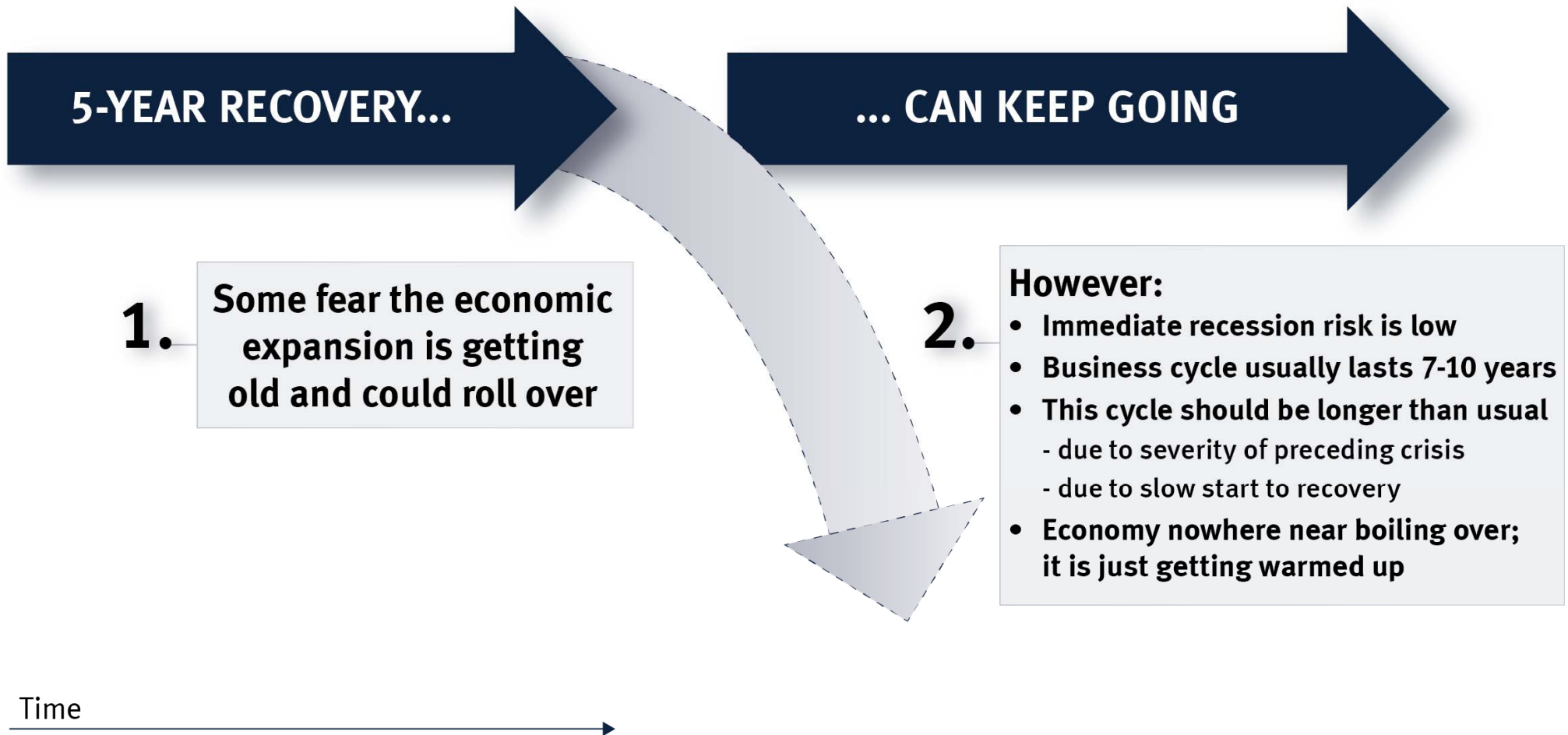


Regional Exposure - Equities



The Global Financial Crisis – Where Are We Today?

Longer Business Cycle



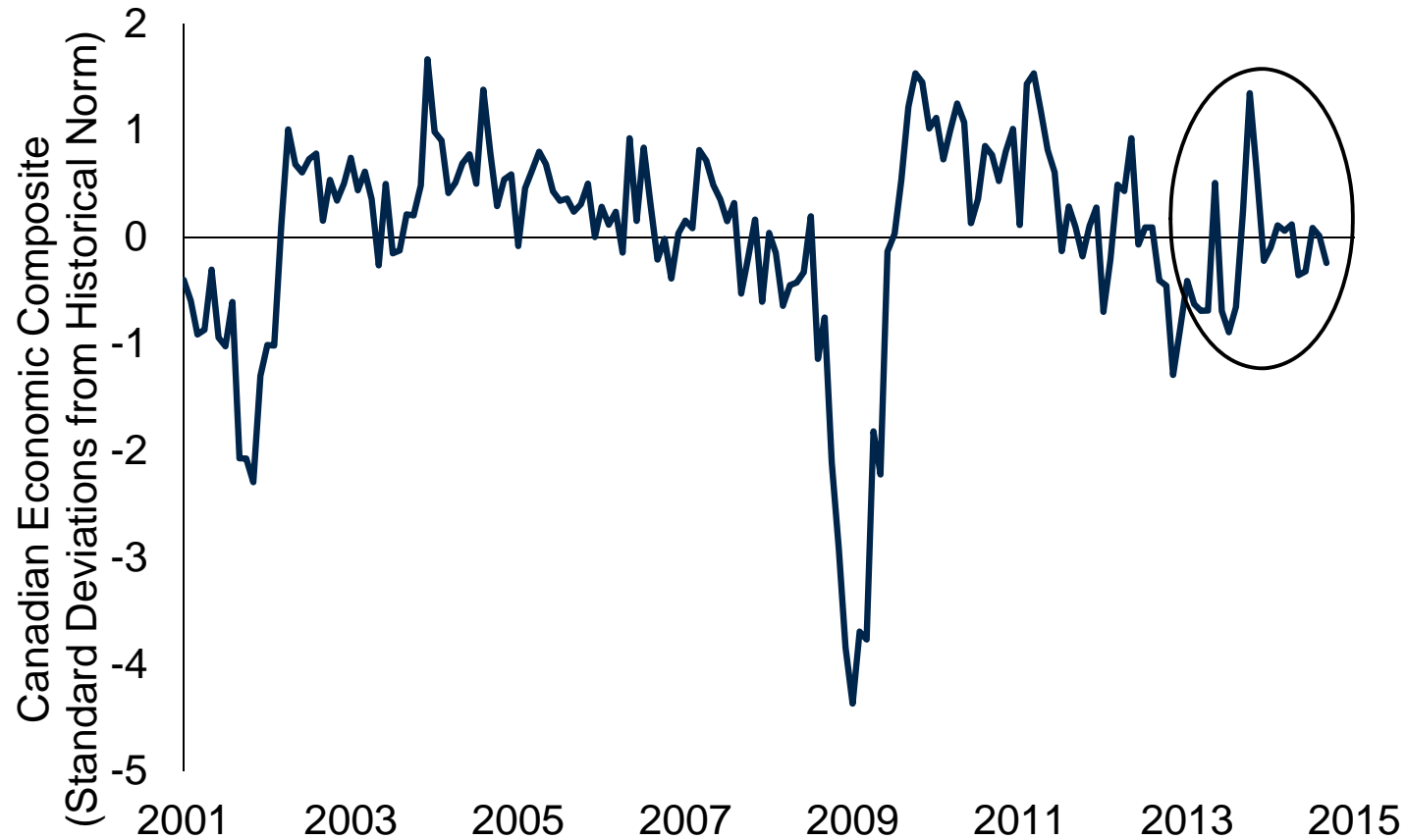
Source: RBC GAM



Canadian Conditions

So-So...

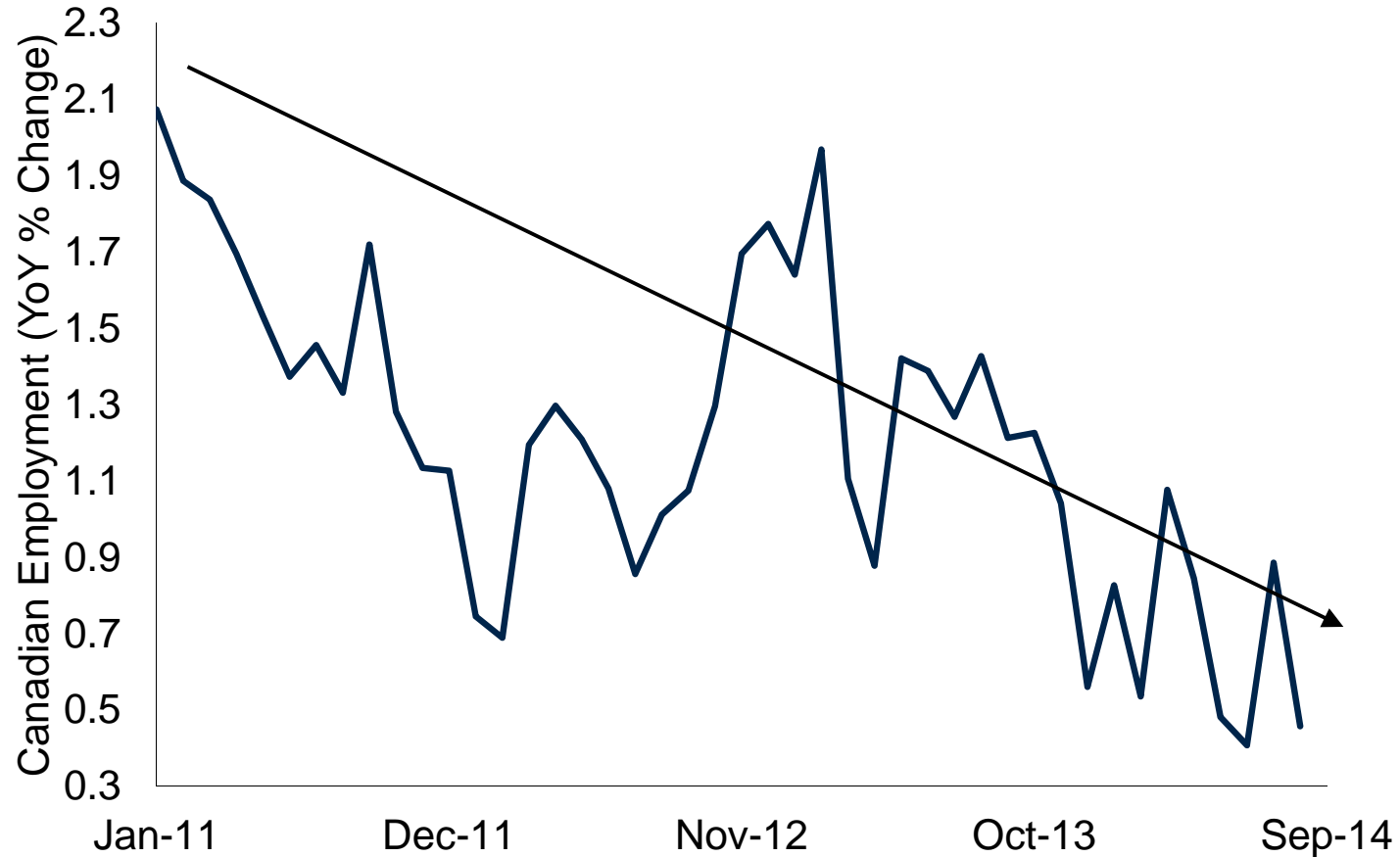
Canadian Economic Growth Roughly Normal



Note: Composite constructed using four leading indicators from surveys on Canadian businesses. Source: CFIB, Haver Analytics, RBC GAM

Canadian Employment Reveals Weakness

Swooning Canadian Job Creation

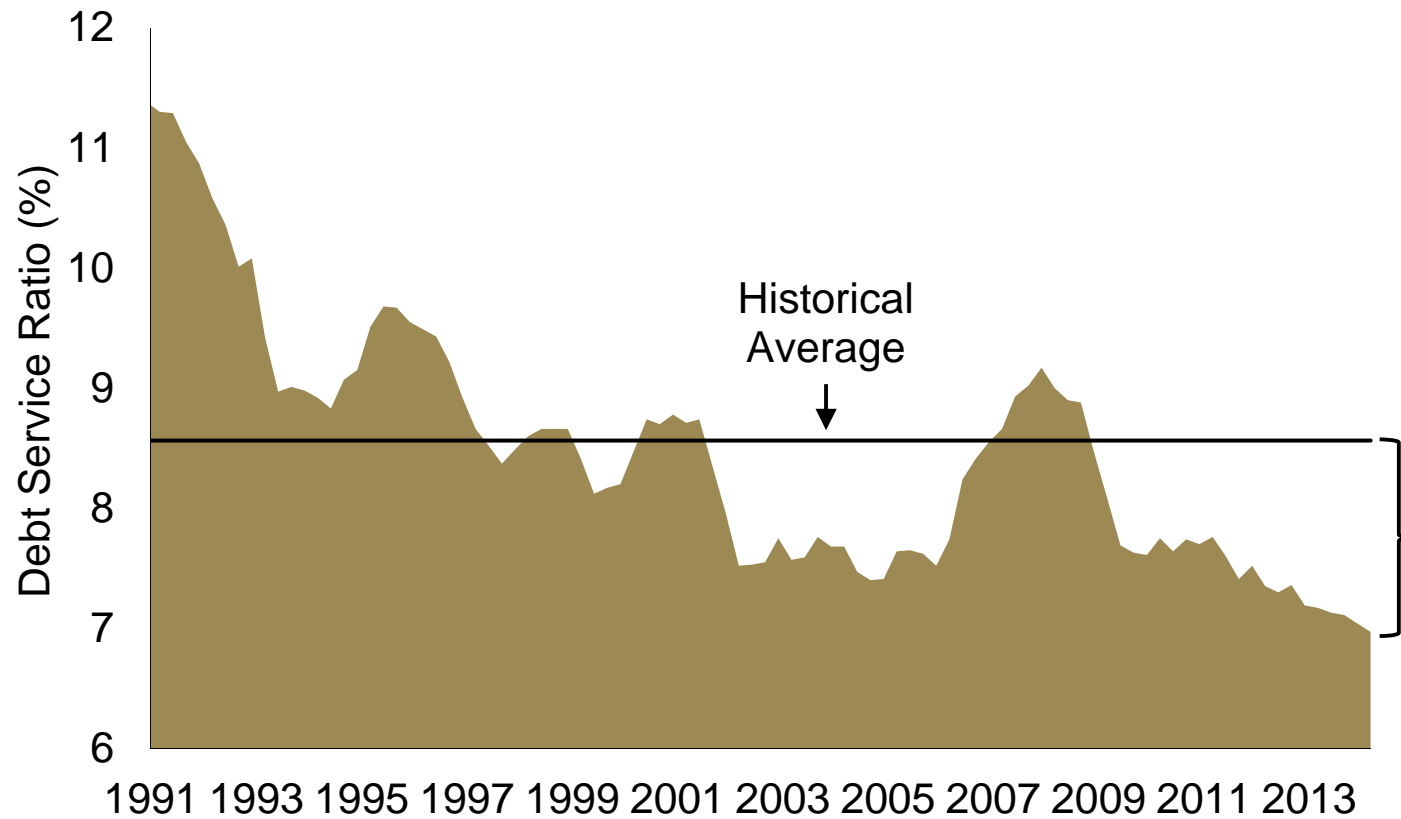


Source: Statistics Canada, Haver Analytics, RBC GAM



Canadian Household Debt Still Affordable at Current Rates

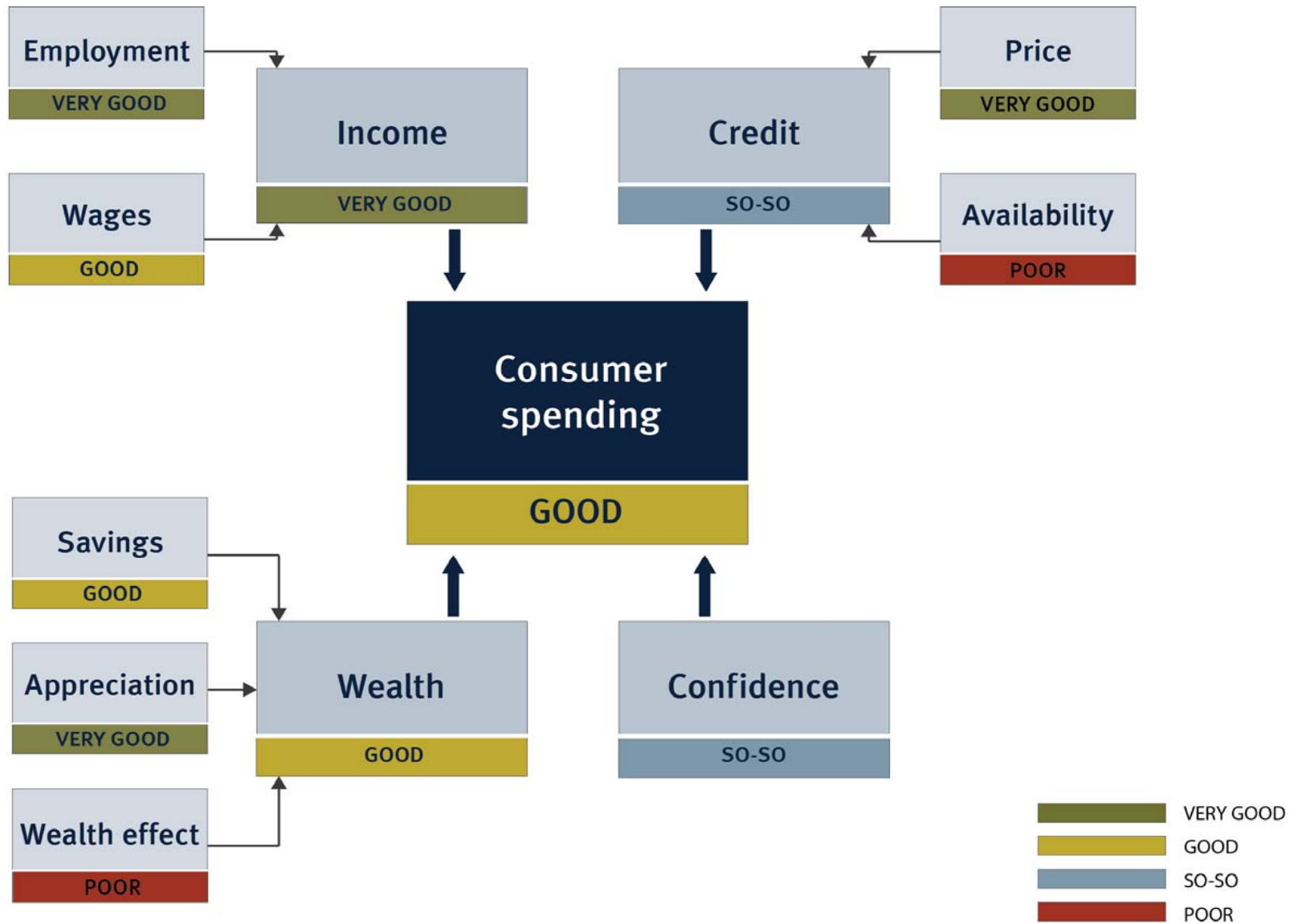
Canadian Household Debt Service Ratio at Historic Low



Source: Statistics Canada, RBC GAM

U.S. Consumer Outlook

Overall Good



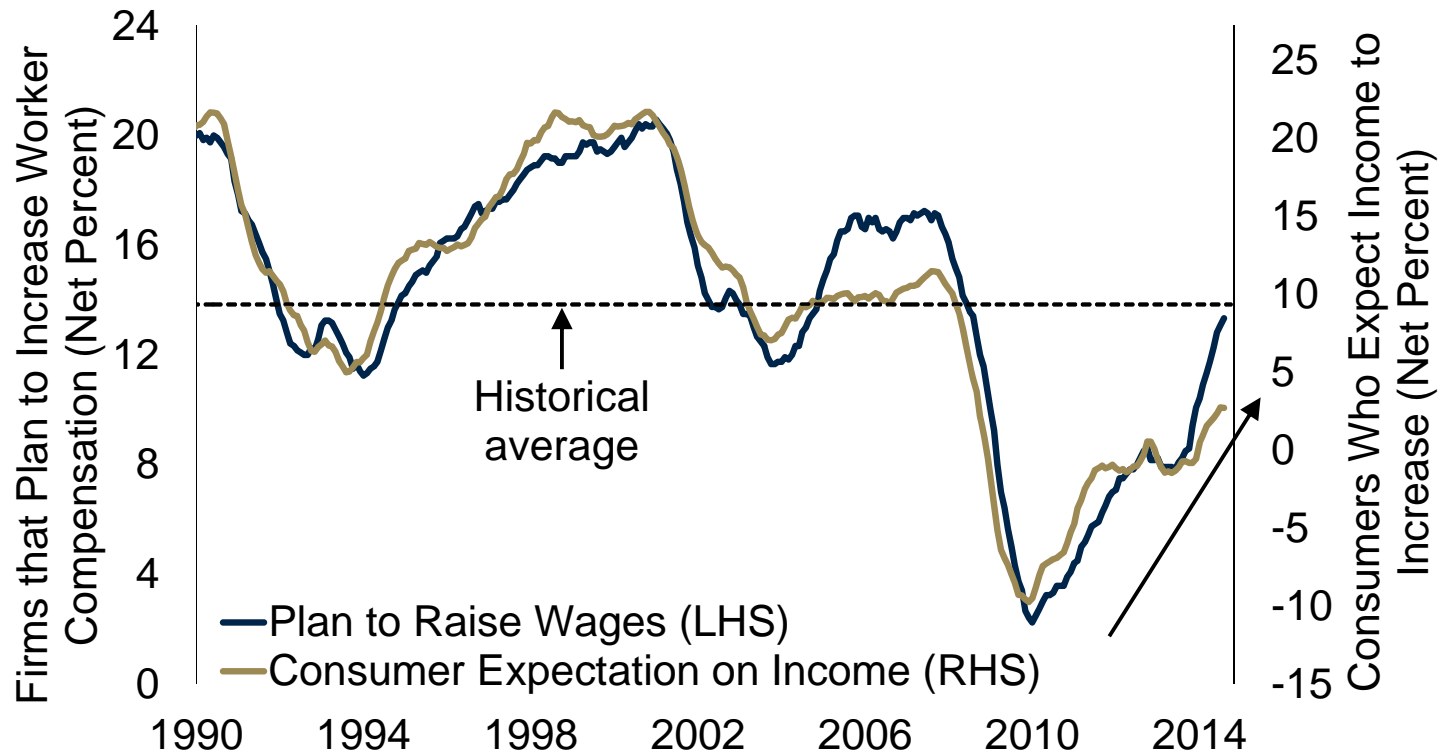
Source: RBC GAM



U.S. Wages

Hikes should Materialize

Employers and Workers Both Expect Higher Wages

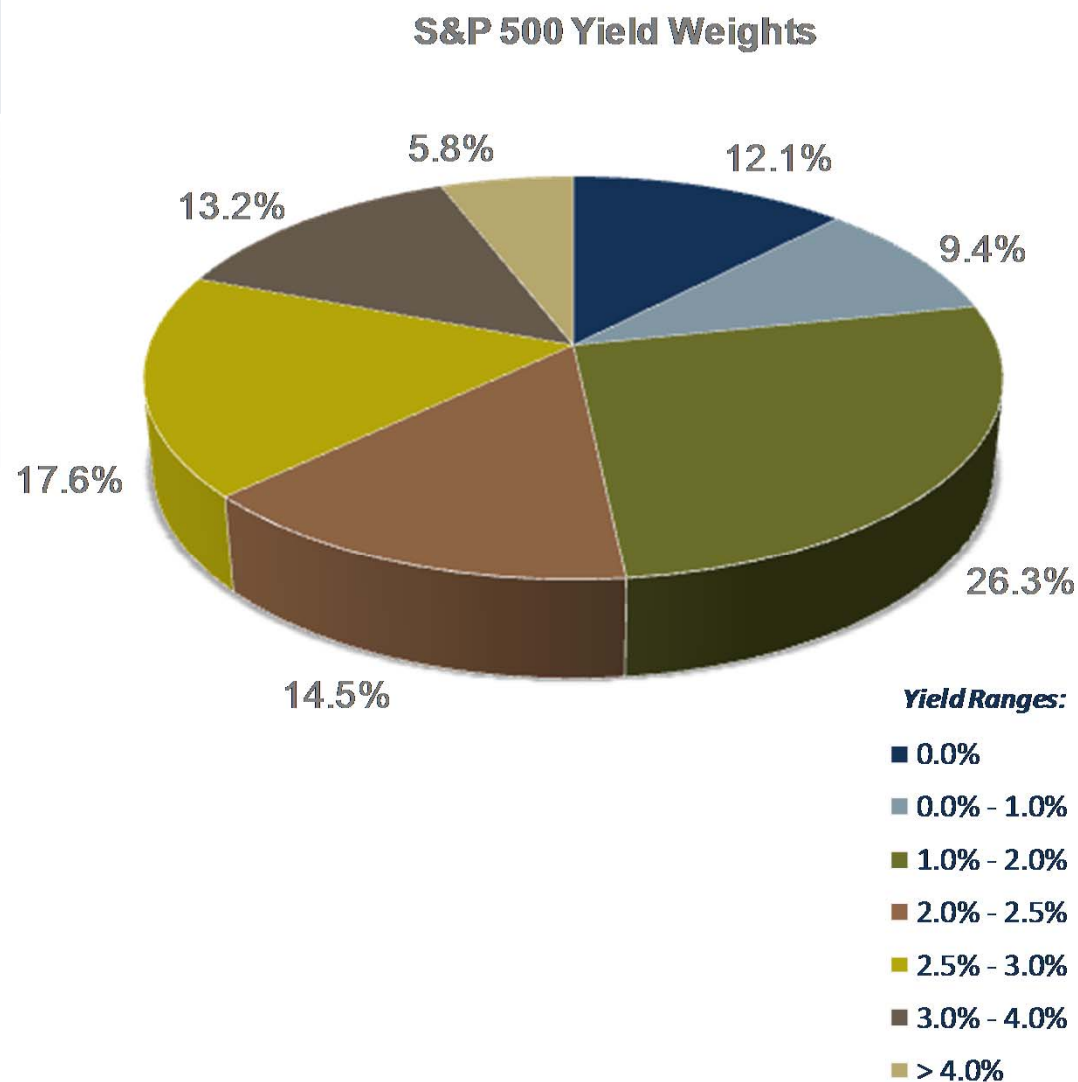


Note: 12-month moving average (12MMA) of percent of firms planning to increase wages less percent planning to decrease wages in the next three months. 12MMA of percent of consumers who expect income to increase less percent expecting income reduction. Historical average since 1990 for both series shown as one dotted line. Source: The Conference Board Consumer Confidence Survey, NFIB Small Business Economic Survey, RBC GAM

Yield Profile of the S&P 500

Tempering Dividend Growth Expectations

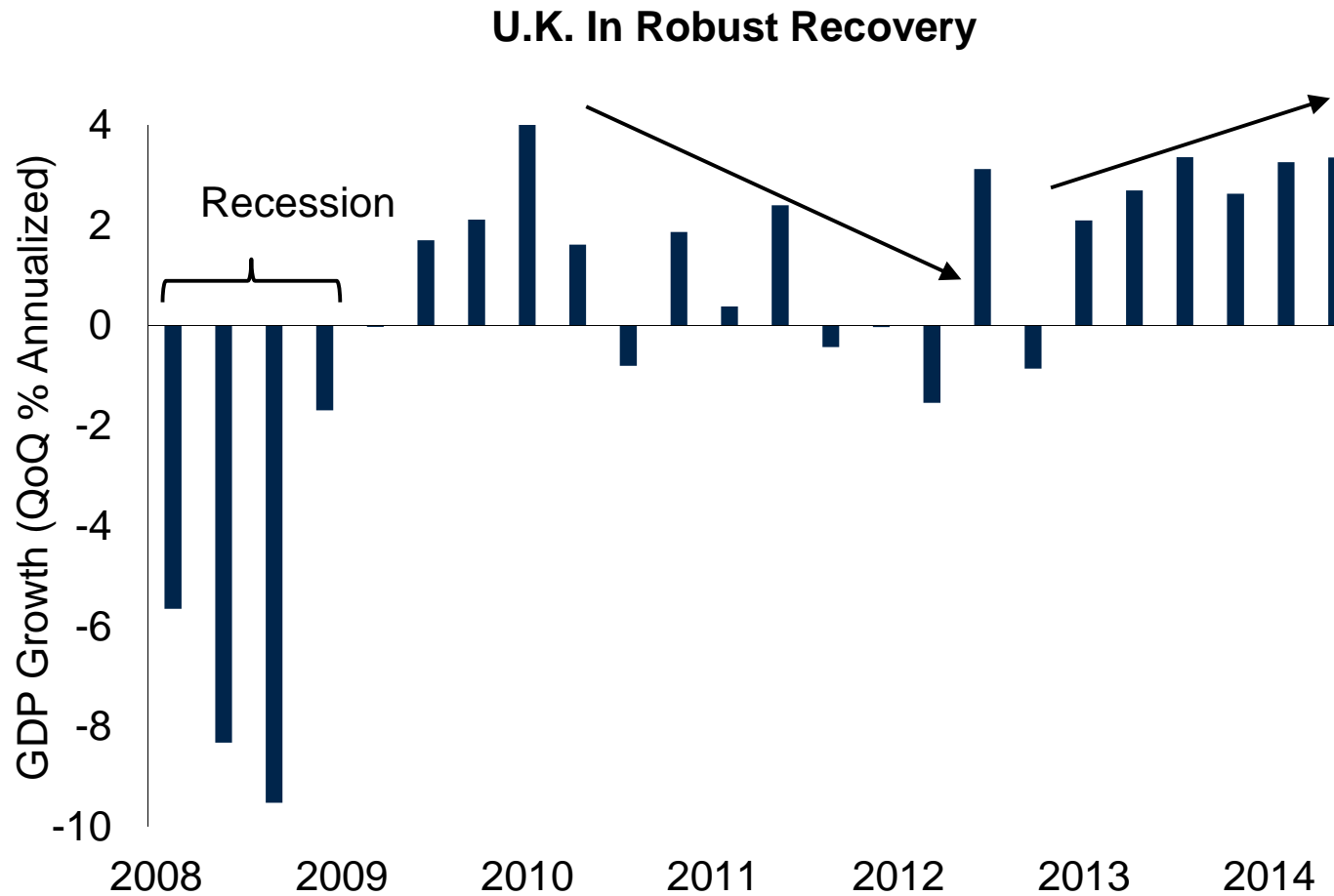
Yield Slices	10 Year Dividend Growth	Expected Dividend Growth
0.0% - 1.0%	16.0%	8.5%
1.0% - 2.0%	13.4%	9.0%
2.0% - 2.5%	13.2%	8.4%
2.5% - 3.0%	10.7%	6.7%
3.0% - 4.0%	9.1%	6.1%
> 4.0%	3.7%	3.2%



Source: FactSet

- Generally, the higher the yield the lesser the dividend growth opportunity
- Dividend growth expectations are muted going forward

U.K. Economy Moving Briskly

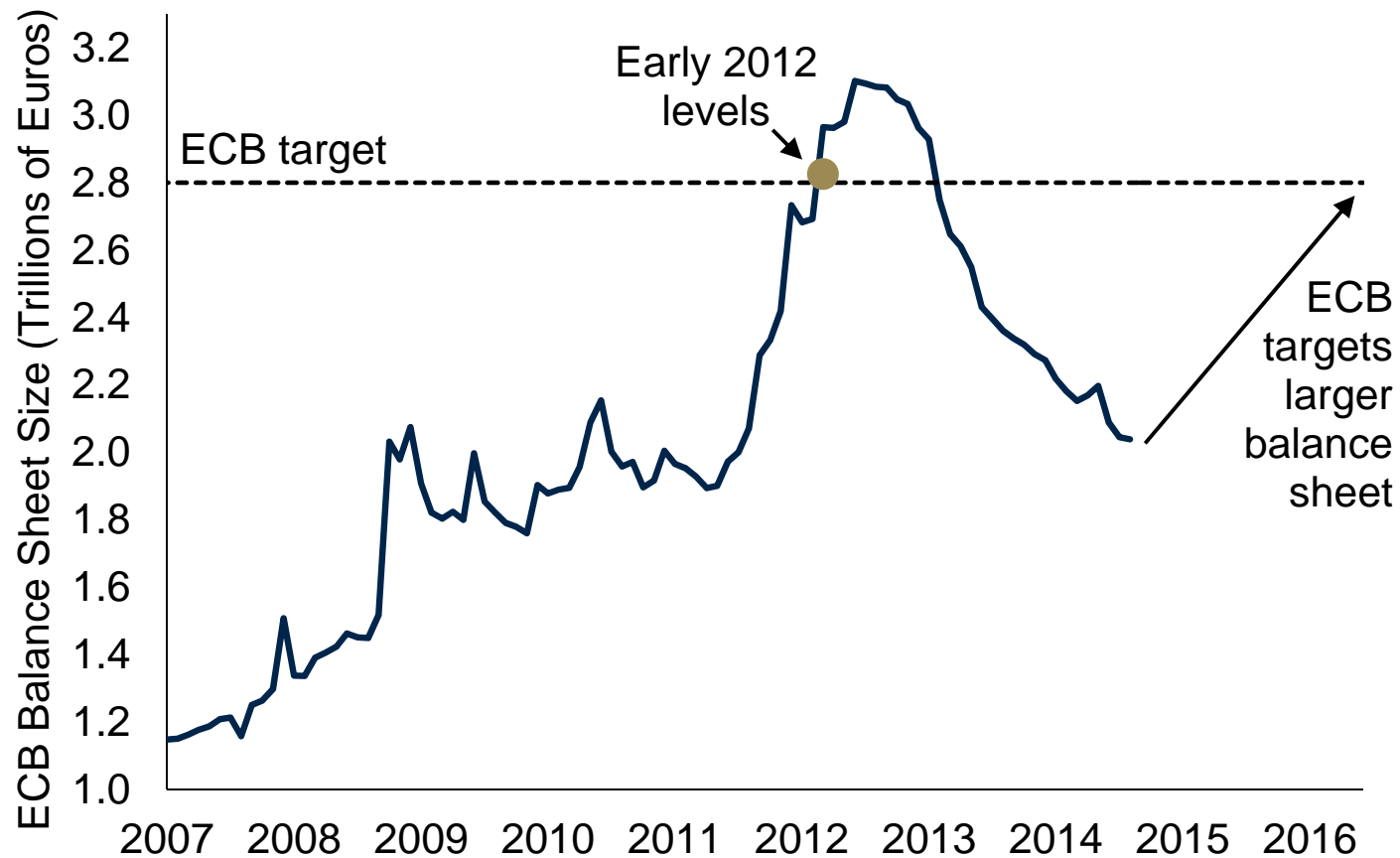


Source: ONS, Haver Analytics, RBC GAM

ECB Stimulus

Plan is to Ease Credit and Fight Inflation

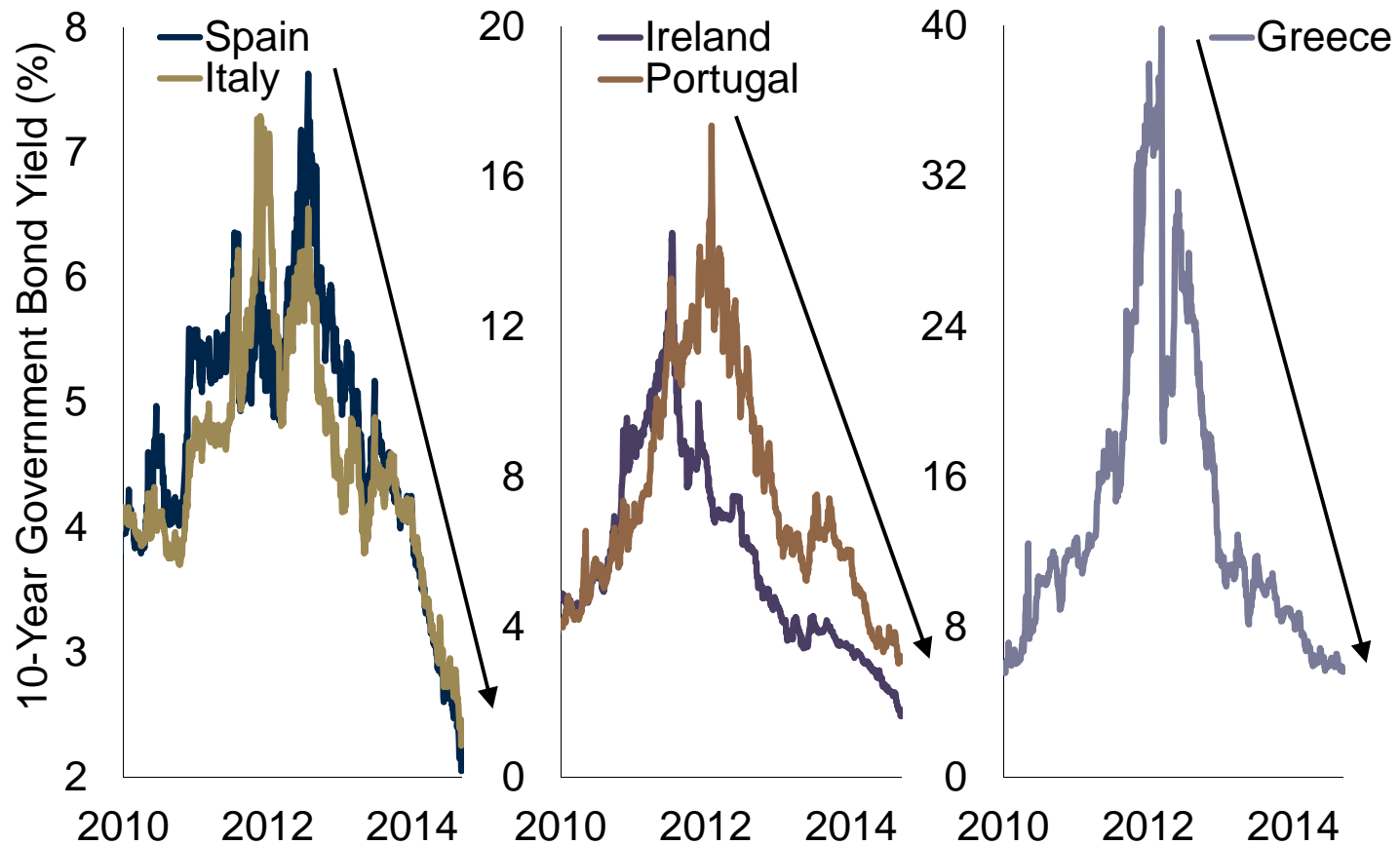
ECB Expands Balance Sheet



Source: ECB, Haver Analytics, RBC GAM

European Bond Yields Better Than Ever

Yields in Peripheral Europe at Multi-Year Low

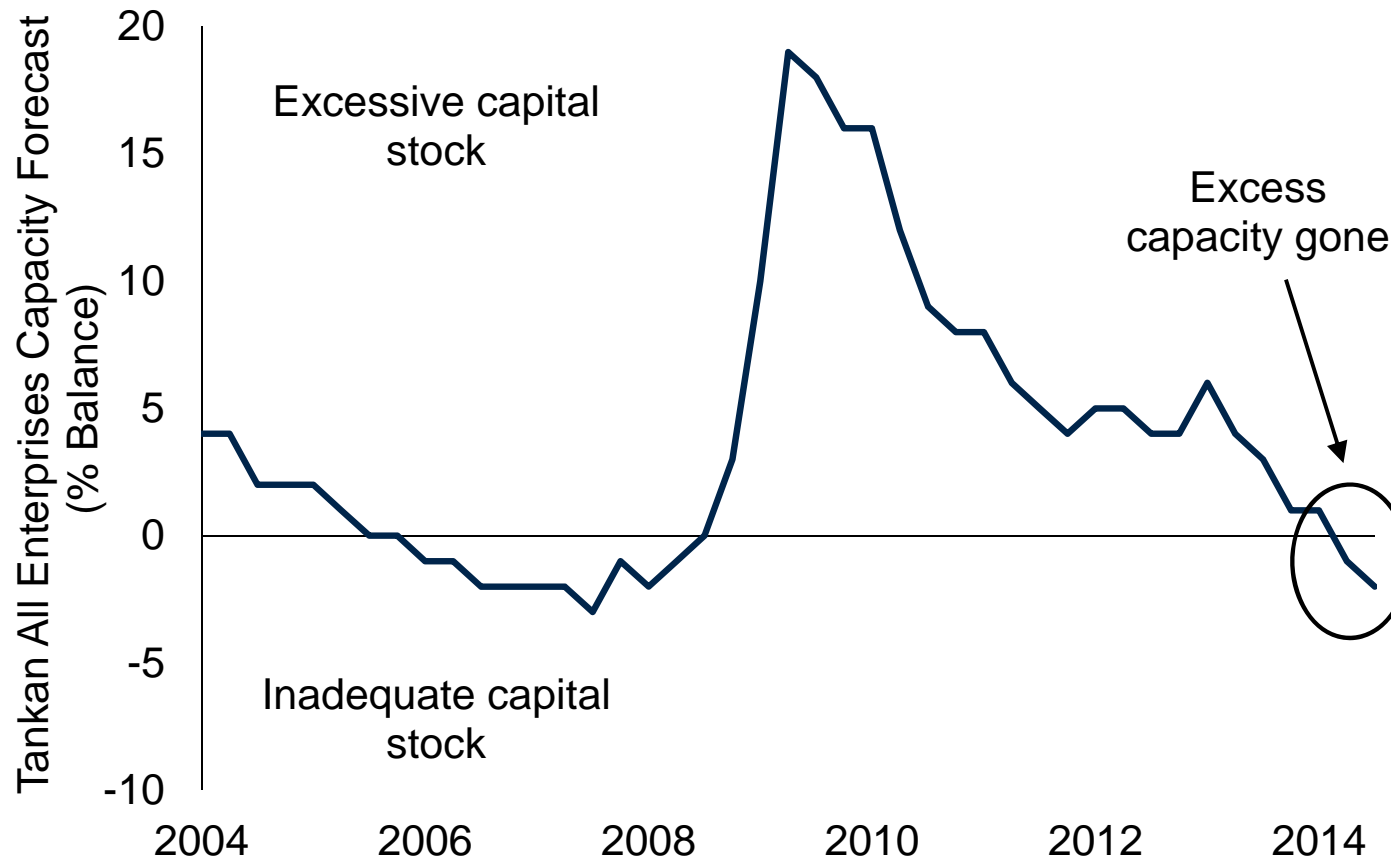


Source: Financial Times, Reuters, Haver Analytics, RBC GAM

Japan

Bumps Into Capacity Constraints

Japanese Firms Need More Capital Equipment

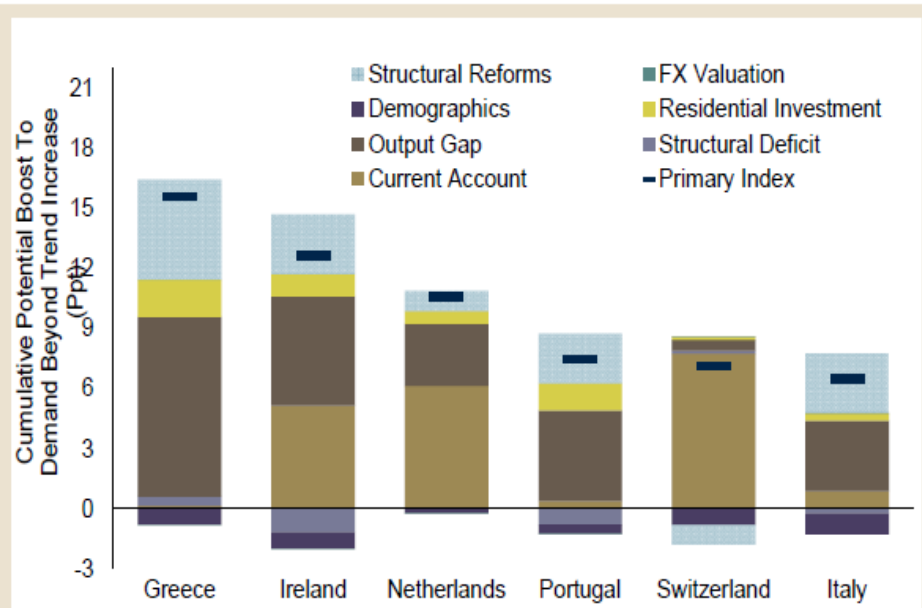


Source: BoJ, Haver Analytics, RBC GAM

Prospects for Economic Normalization

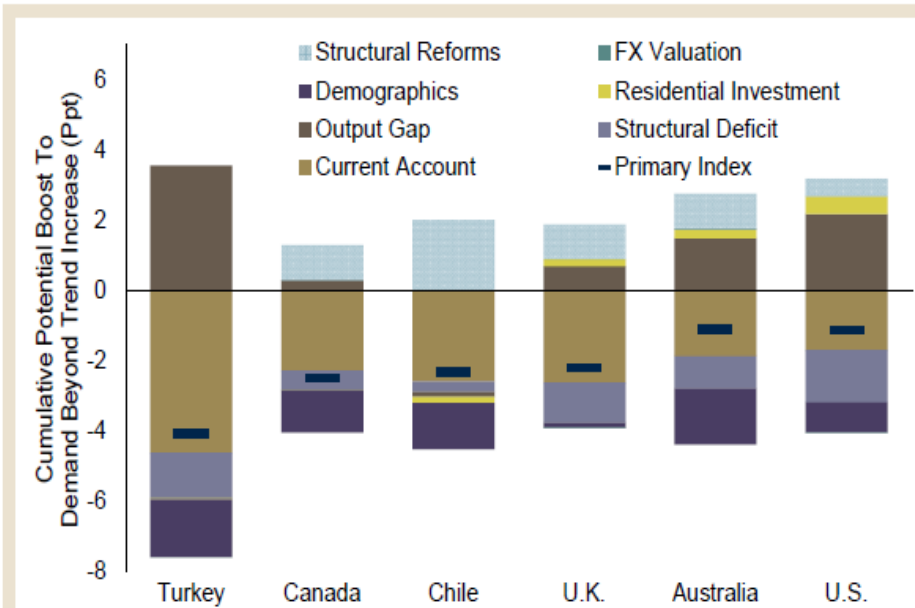
Mixed

Exhibit 12: Countries with most economic upside



Note: These measures estimate the potential cumulative boost to demand over the next five years, beyond the normal trend growth rate for each country. The boost is assumed to come as current account imbalances, fiscal deficits, output gaps and residential investment gaps close, factoring in the effects of demographics, currency movements and structural reforms on capacity. The Expanded Index includes an additional variable that acknowledges the burden of servicing public debt. Source: Haver Analytics, RBC GAM

Exhibit 13: Countries with most economic downside



Note: These measures estimate the potential cumulative boost to demand over the next five years, beyond the normal trend growth rate for each country. The boost is assumed to come as current account imbalances, fiscal deficits, output gaps and residential investment gaps close, factoring in the effects of demographics, currency movements and structural reforms on capacity. The Expanded Index includes an additional variable that acknowledges the burden of servicing public debt. Source: Haver Analytics, RBC GAM

Central Banks Will Have To Tighten Gingerly

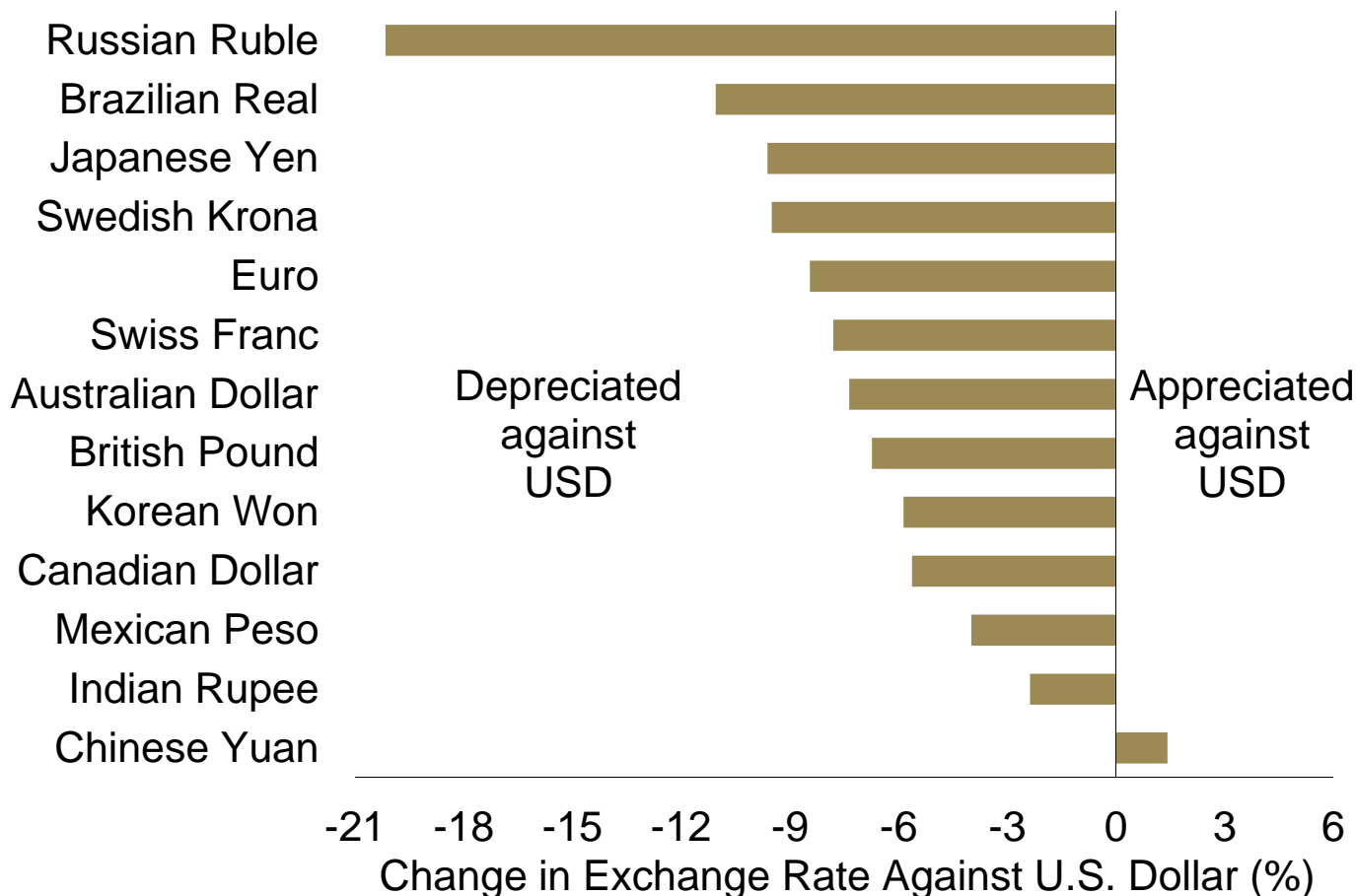
Reasons For Greater Rate Sensitivity

- Economies accustomed to low rates
- Large debt magnifies rising rates
- Key economic supports are highly rate sensitive (housing, fixed investment)
- Rising from 1% to 2% is a bigger deal than from 5% to 6%
- Stricter bank regulations may lead to higher net interest margins
- 2013 taper tantrum had an outsized economic effect

The Fall of the Loonie

The True Trend Is Not a Falling CAD... But a Rising USD

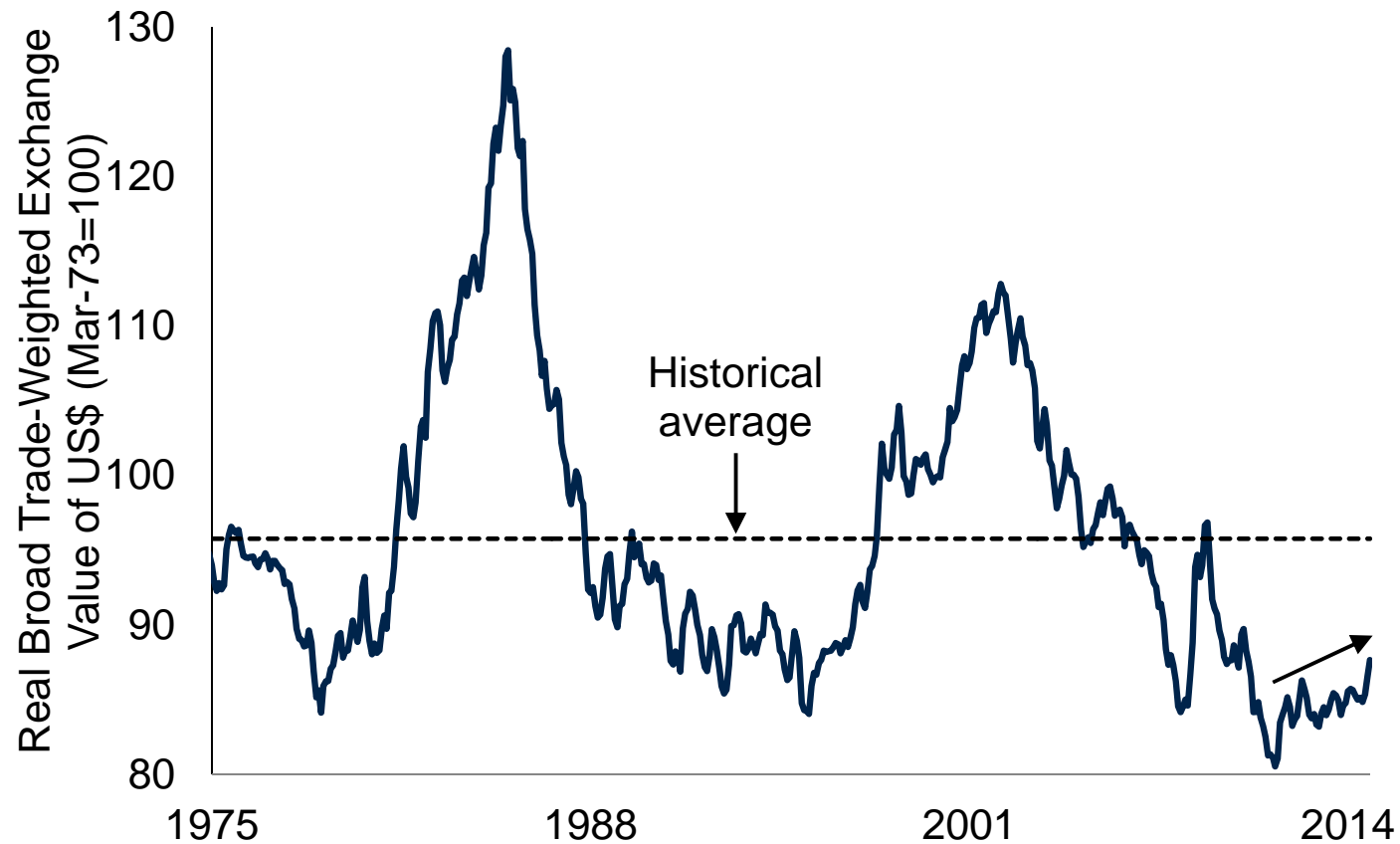
U.S. Dollar Strengthened Against Most Currencies



Note: As at 10/31/2014. % change since July 1, 2014. Source: WSJ, Haver Analytics, RBC GAM

U.S. Dollar Can Continue Rising ... and Remains Cheap

U.S. Dollar to Continue to Rise



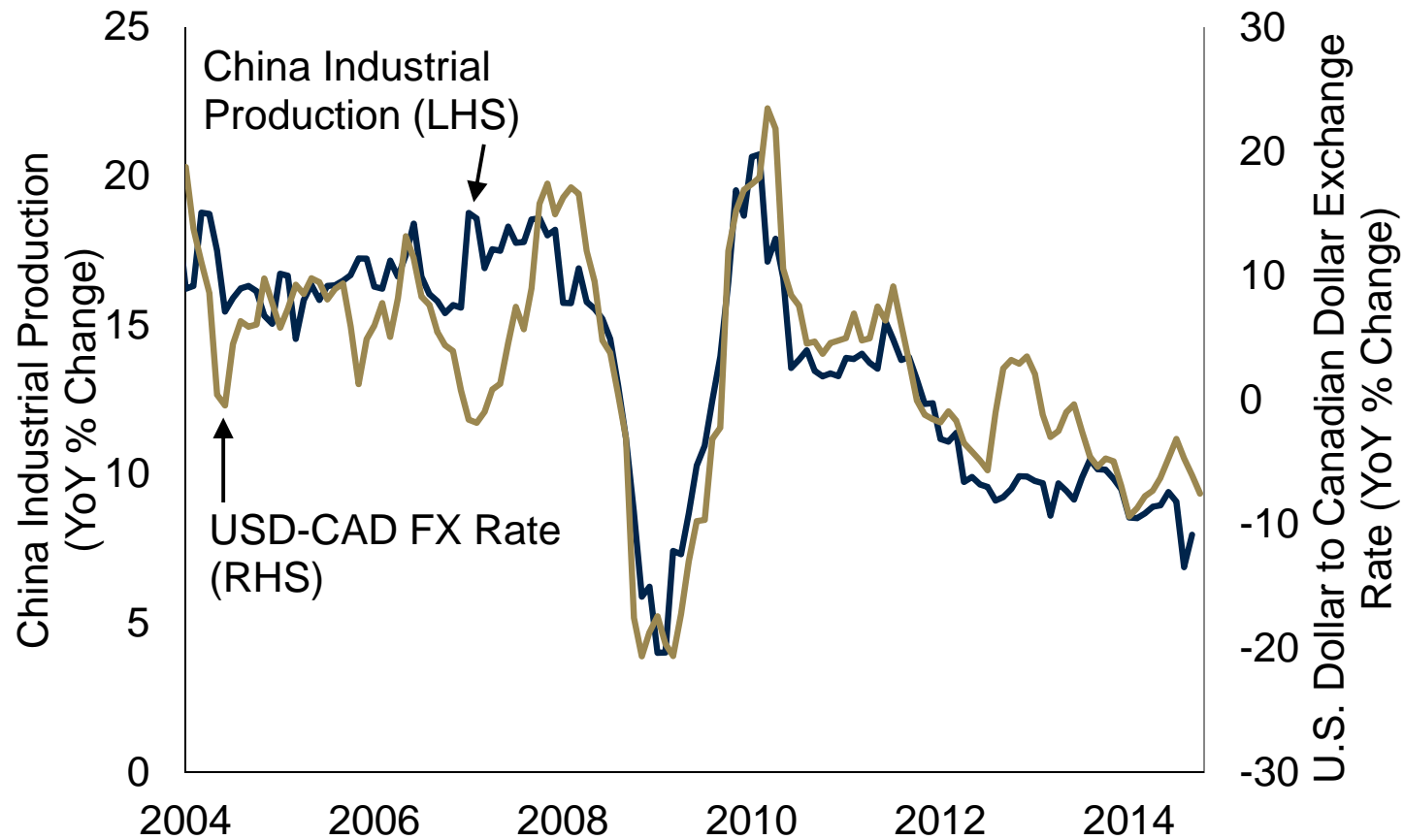
Note: Historical average since 1973.

Source: Federal Reserve Board, Haver Analytics, RBC GAM

Slowing Chinese Economy

Lower Commodity Prices = Lower CAD

China IP Moving In Tandem With CAD



Source: Bank of Canada, CNBS, Haver Analytics, RBC GAM

Weaker CAD Boosts Canadian Growth But Offset By Oil Drag

	GDP Impact (ppt)			
	Lower oil	Stronger US\$	Lower yields	Overall GDP
U.S.	0.2	-0.4	0.1	-0.1
U.K.	0.2	0.2	0.1	0.5
Eurozone	0.2	0.2	0.2	0.6
Japan	0.2	0.3	0.1	0.6
Canada	-0.5	0.4	0.1	0.0

	CPI Impact (ppt)			
	Lower oil	Stronger US\$	Lower yields	Overall CPI
U.S.	-0.3	-0.4	0.1	-0.6
U.K.	-0.2	0.5	0.1	0.4
Eurozone	-0.3	0.2	0.1	0.0
Japan	-0.2	0.2	0.1	0.1
Canada	-0.3	0.6	0.1	0.5

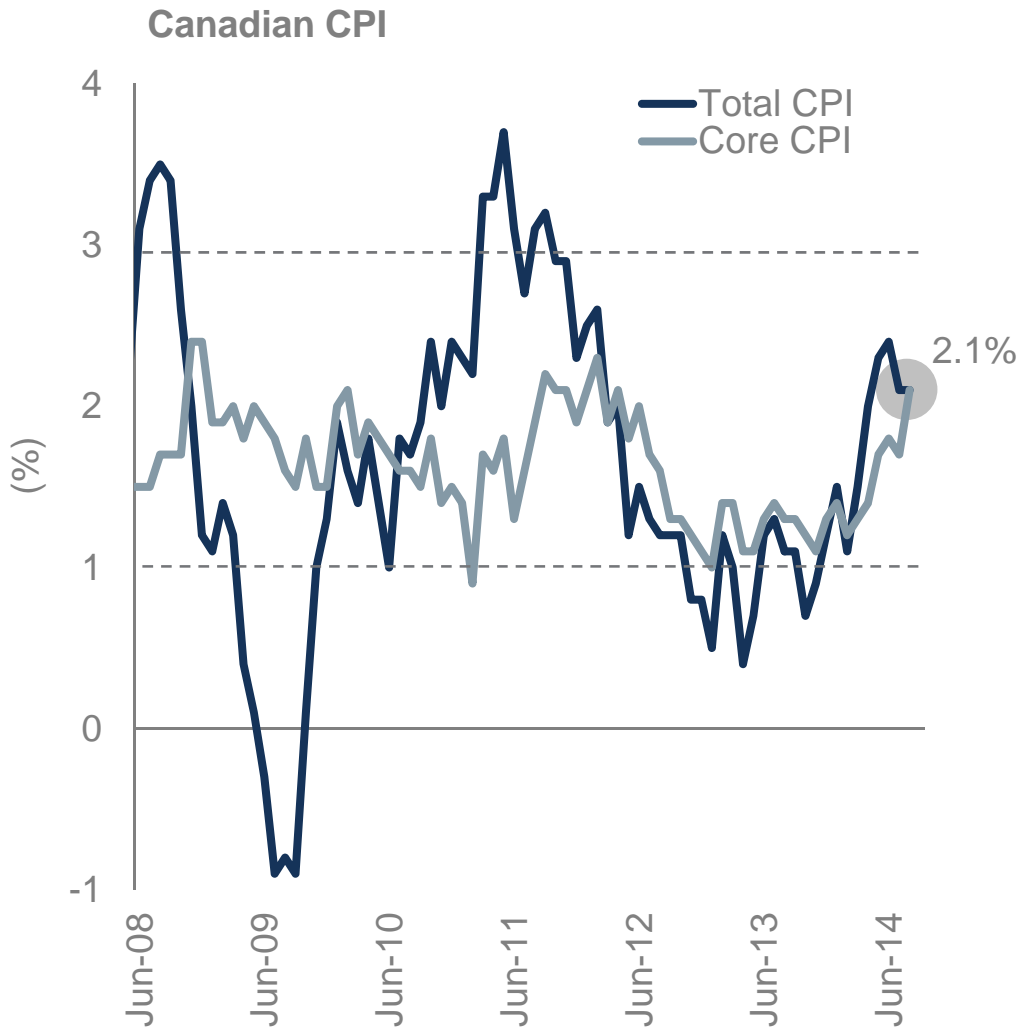
Note: Financial market effect on GDP and CPI over past several months.

Source: OECD, RBC GAM

Performance Review

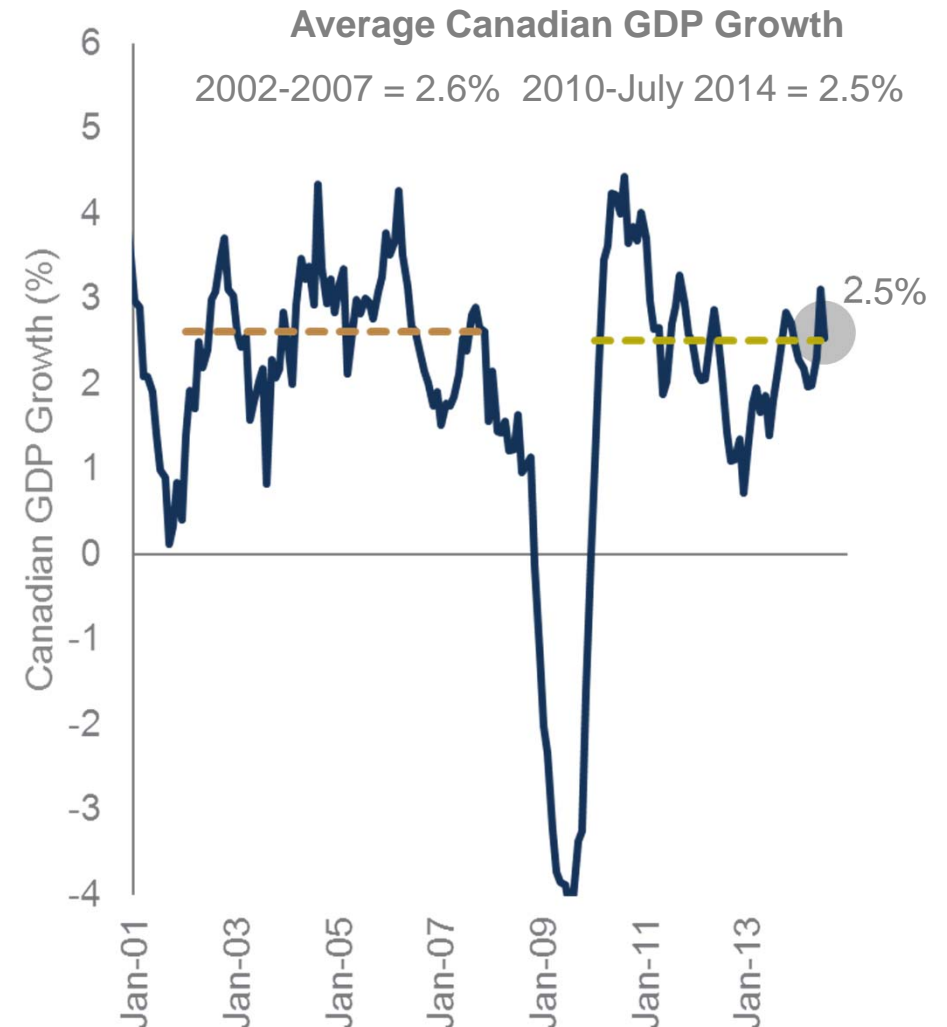
Canadian Inflation and GDP Growth Will Influence Bond Yields

No Longer at Concerning Levels



Source: Bank of Canada

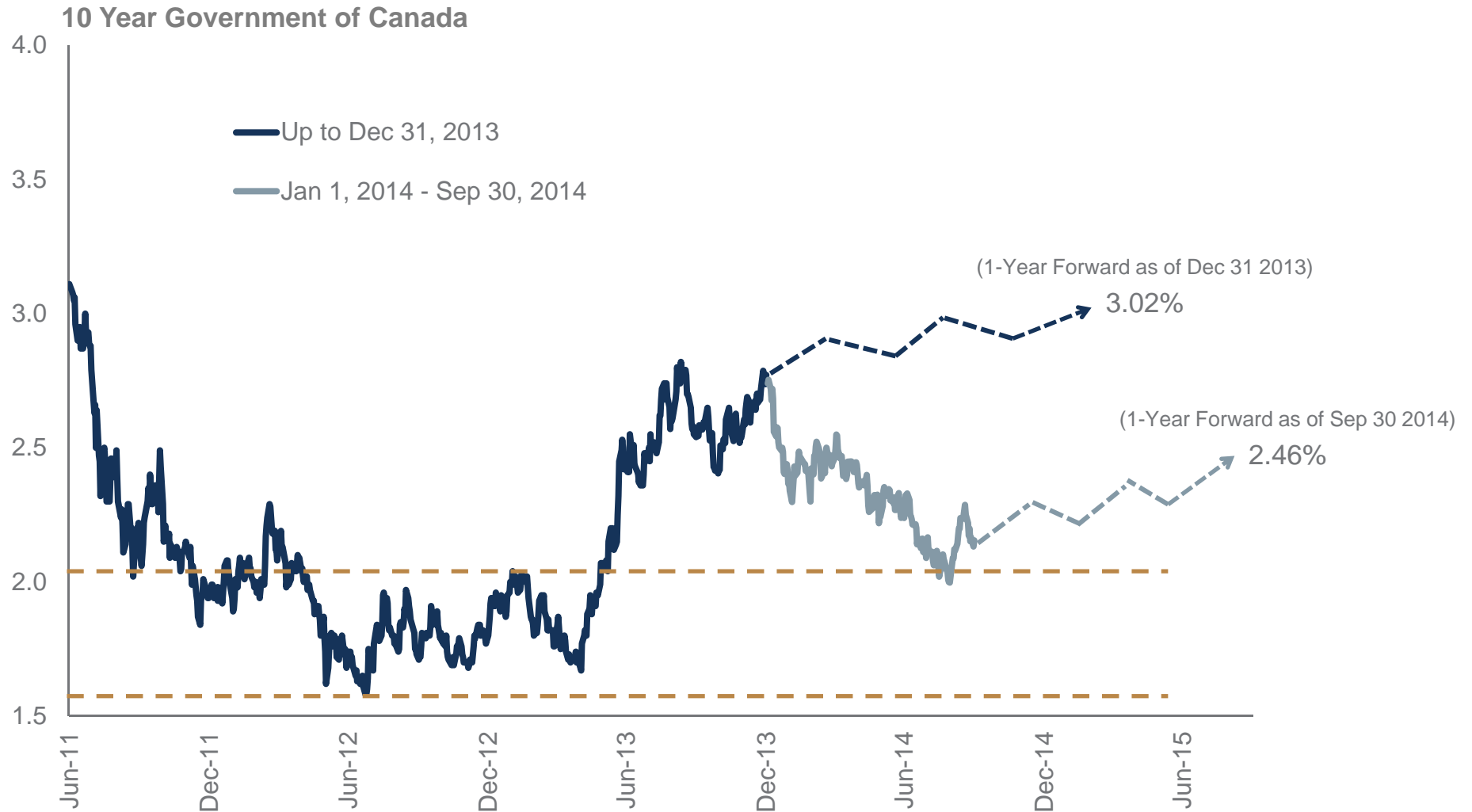
Source: rrb...lpi vs core infl 8/31/14



Source: Statistics Canada



We Expect Higher Bond Yields But Path to Higher Yields Will Remain Volatile



Source: FTSE TMX Global Debt Capital Markets Inc., BondLab

Source: yc...lca 10 yr yields 10/15/14



Active Management of Sector Allocation

Relative Value in Provincial and Corporate Bonds



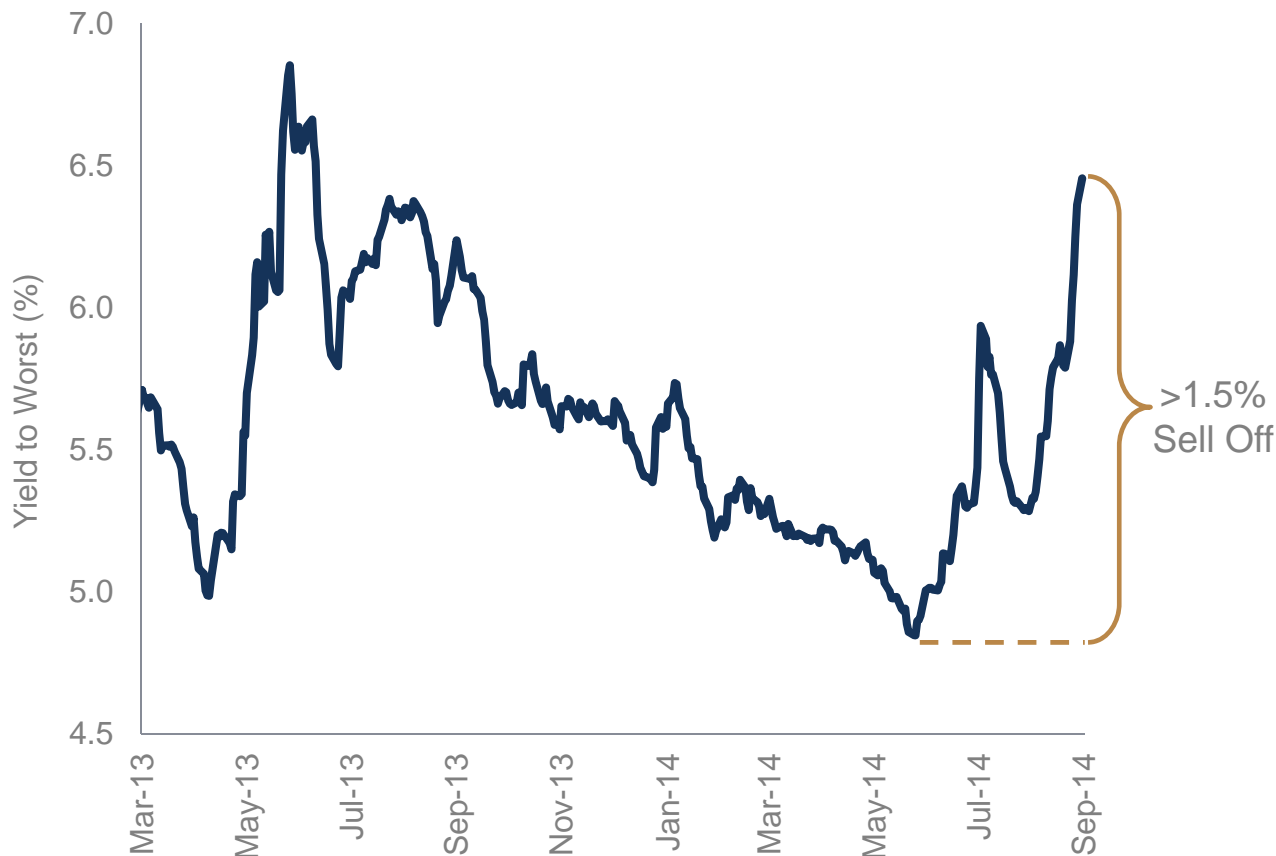
Source: FTSE TMX Global Debt Capital Markets Inc., BondLab

Source: credit\provincial vs corp 9/30/14



Sharp Correction in High Yield Cautiously Opportunistic

BoA/Merrill Lynch US High Yield Index



Sell-off factors:

- Anxiety over end of QE
- Future policy rate hikes
- Supply/demand imbalance

Absent from reasons:

- Corporate fundamentals

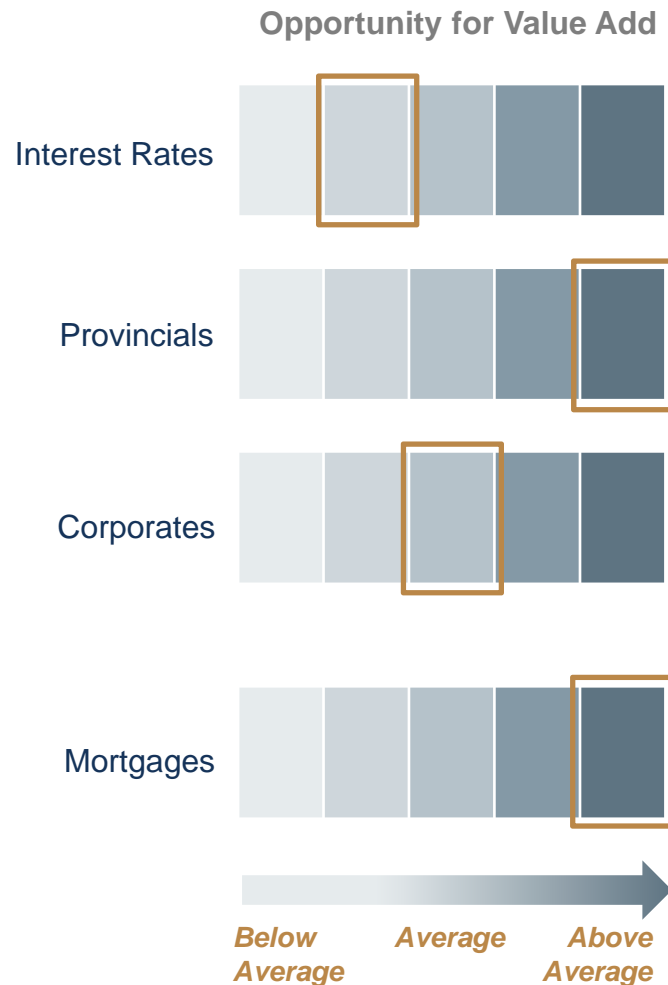
Source: Bloomberg, BoA/Merrill Lynch

Source: anna/excel files/H0A0 yield to worst ... 9/30/14



Fixed Income Positioning

Attractiveness of Opportunities



- Modest short duration in anticipation of rising rates
 - Tactical in response to short term fluctuations

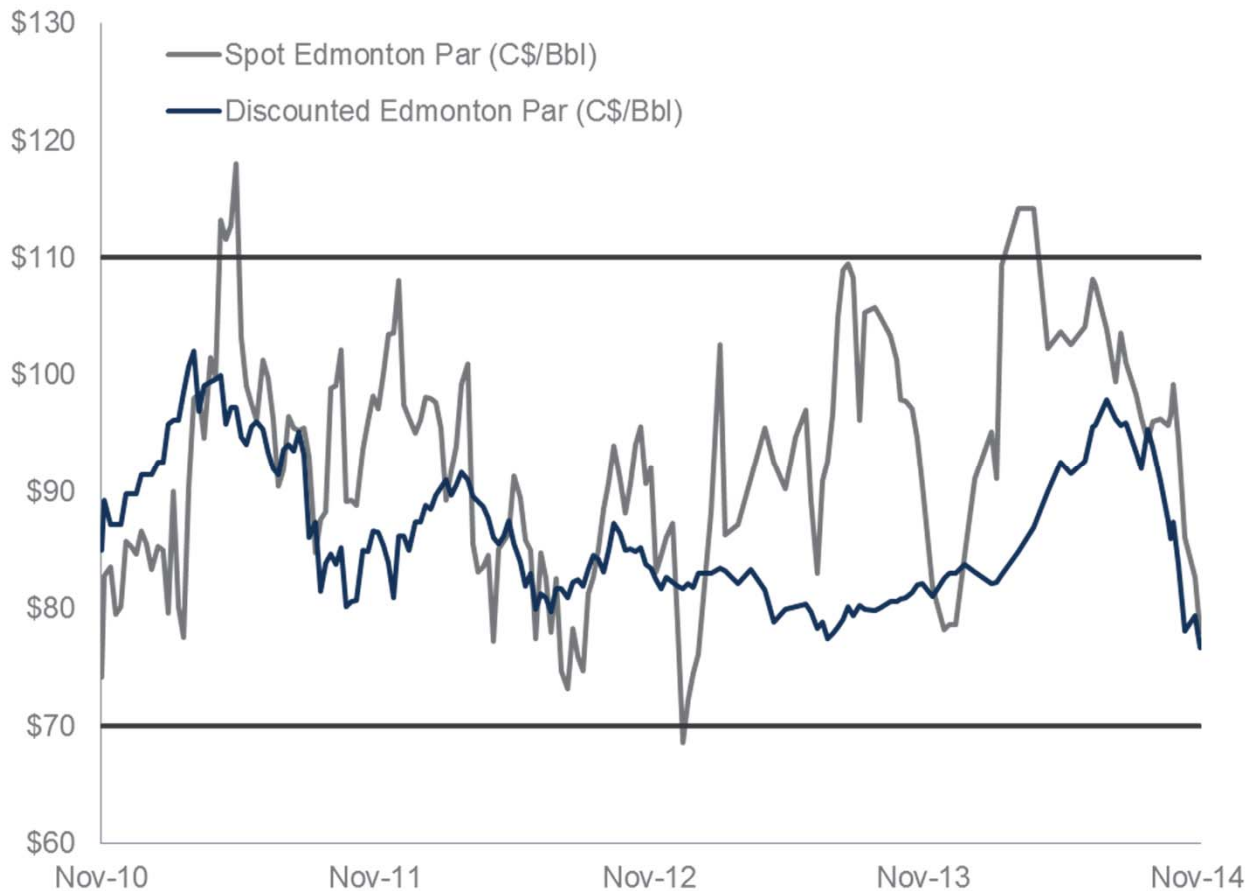
- Prefer provincials over corporates
 - Provincial spreads near historical highs

- Attractive illiquidity premium in mortgages

Canadian Equity – Energy Sector

Energy Stocks Hit hard in Recent Market Correction

November 1, 2010 through November 4, 2014



- Our focus in the energy sector is on security selection.
- Forecasting commodity prices is difficult. Instead we work backwards to understand what commodity prices are being discounted by stocks
- The discounted price has dropped sharply to period lows

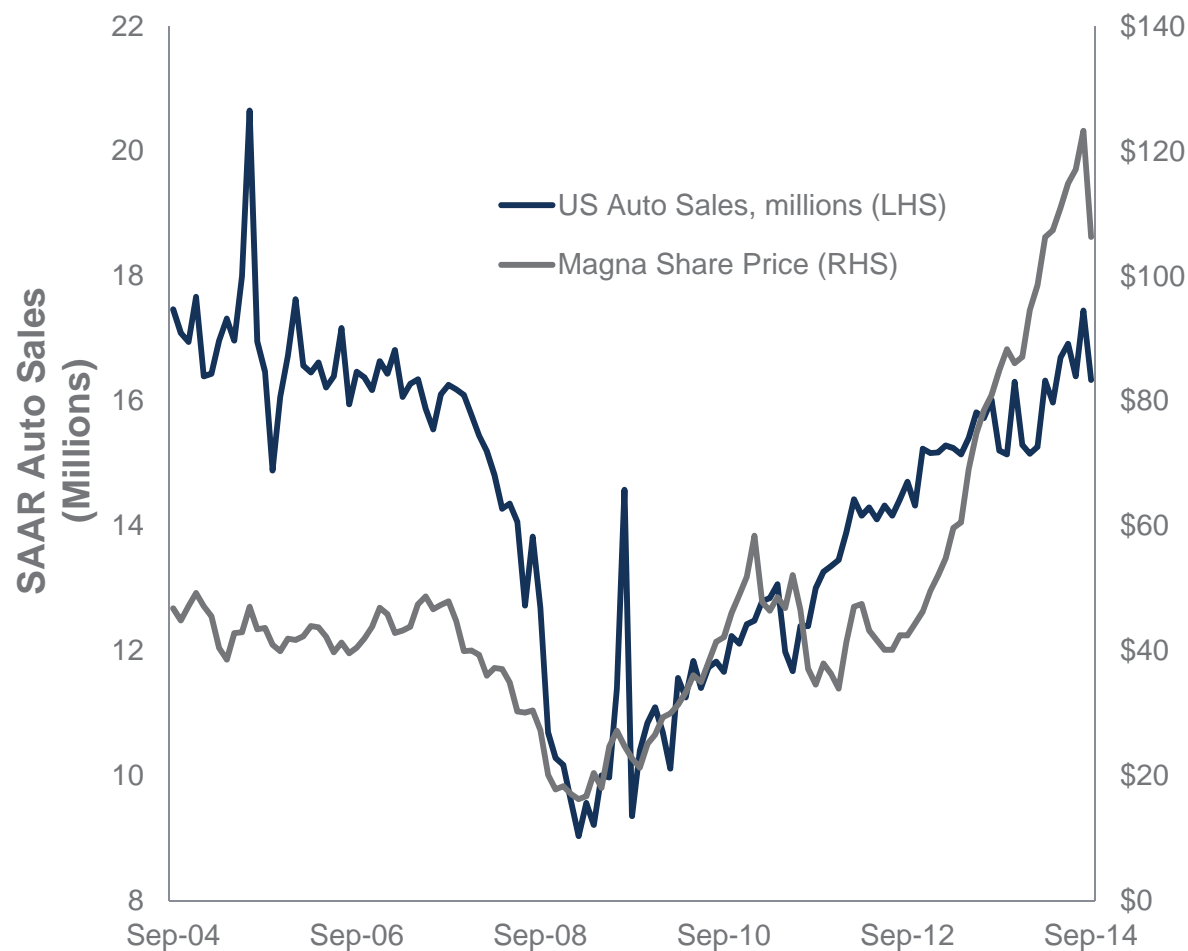
Source: Bloomberg



Cyclical Playbooks

A Key Element of our Investment Process

Seasonally Adjusted US Vehicle Sales
2004 - 2014

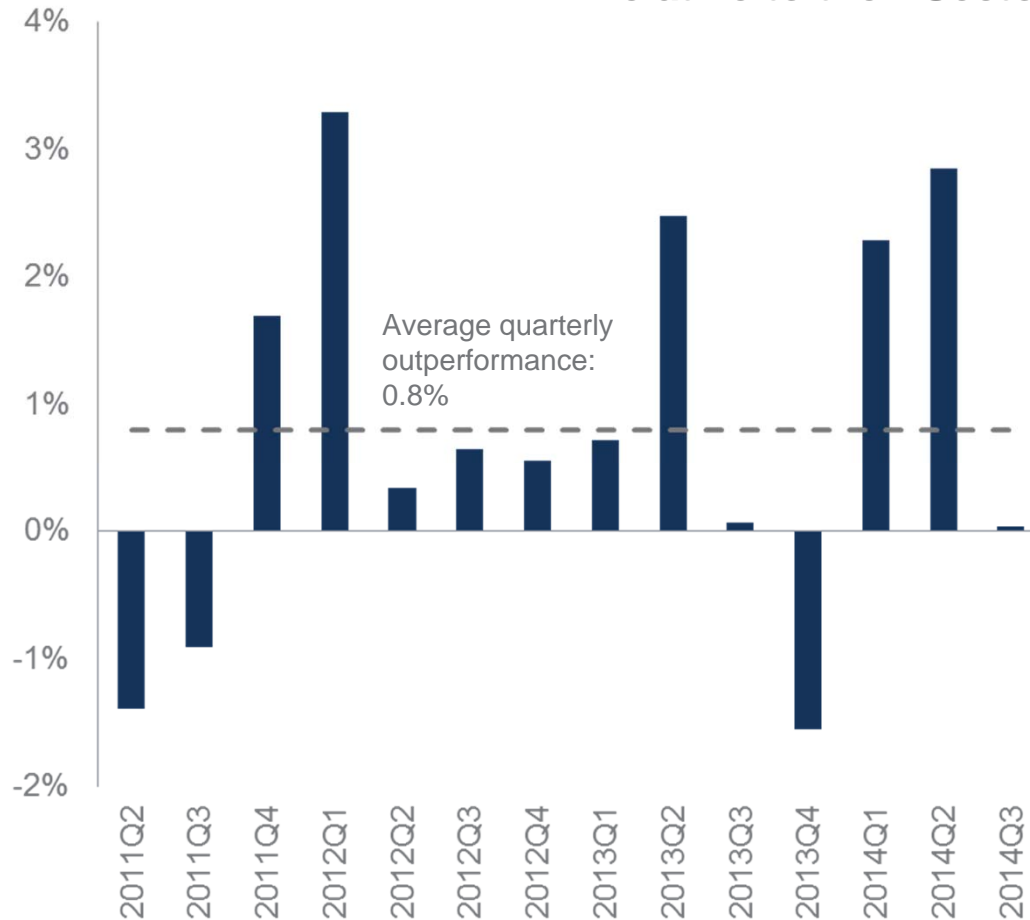


- Our Playbooks are a roadmap for how to add value in a sector over the course of a cycle
- U.S. auto sales have swung rapidly from depressed to elevated levels
- Magna has been a significant driver of performance for your portfolio for the past 3 years
- We have reduced the position and are now slightly underweight auto parts

PH&N Canadian Equity Fund - Gold & Precious Metals

Consistent Value-Add

Performance of Gold & Precious Metals Holdings
Relative to their Sector Benchmark



- Our gold and precious metals holdings have outperformed their sector benchmark by 2.9% annualized since February 2011

Canadian Equity Outlook

Expectations Appear Reasonable and Valuations Attractive

S&P/TSX Composite Index Price-to-Forward Earnings Ratio



Source: TD Securities



RBC Global Asset Management

Expanding our Investment Capabilities

- In January, RBC GAM (UK) added a 10 person global equity team in London
 - Led by Habib Subjally, the team joined from First State Investments (UK) Limited, where they previously managed US\$2.5 billion of Global/International equity strategies over 8 years
 - RBC GAM (UK) London office now has 39 investment professionals managing European, Emerging Market, EAFE and Global equities as well as Emerging Market and Global bonds
- The Global equity team manages:
 - PH&N Overseas Equity Pension Trust
 - PH&N Overseas Equity Fund
 - PH&N Global Equity Fund
 - PH&N Community Values Global Equity Fund
 - RBC Global Equity Focus Fund

PH&N Overseas Equity Fund

Portfolio Characteristics

Characteristics	Current Portfolio (RBC UK)	Previous Portfolio (Sky)	MSCI EAFE Index
# Stocks	41	81	900
EPS Growth (Fwd)	16.8%	4.7%	11.0%
ROE (Fwd)	16.0%	17.6%	16.7%
P/E (Fwd)	15.6x	12.1x	14.5x
Price / Cash Flow	9.7x	6.8x	9.9x
Price / Book	2.0x	1.3x	1.6x
Dividend Yield	2.1%	3.5%	3.1%
Beta	0.99x	0.93x	1.00x
Tracking Error	3.1%	3.2%	n/a

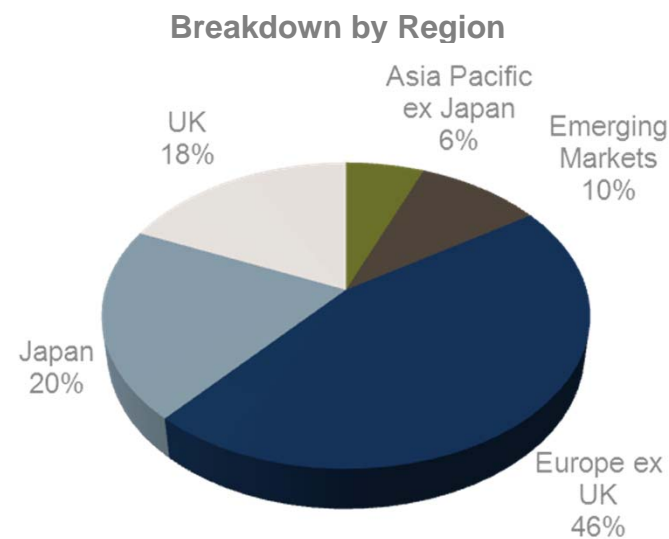
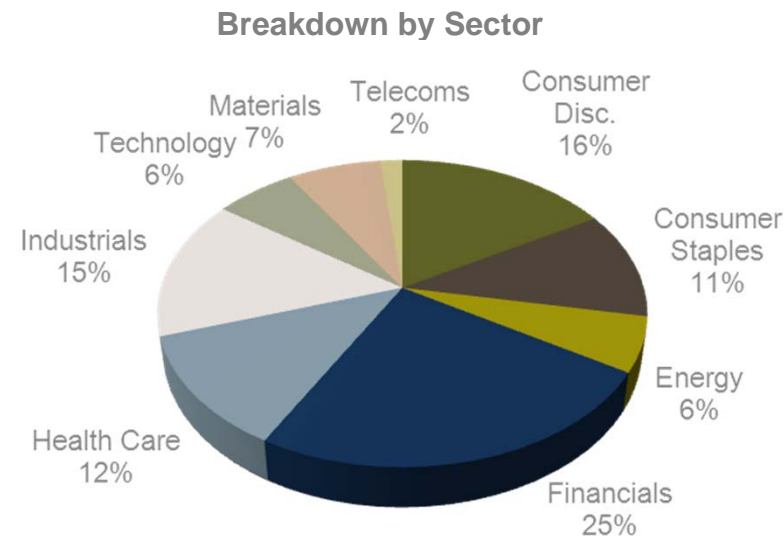
Source: RBC eLAB, Current portfolio and MSCI EAFE Index as of September 30, 2014
Previous portfolio as of July 31, 2014



PH&N Overseas Equity Fund

Portfolio Characteristics – September 30, 2014

Top 10 Holdings	Portfolio (%)	Country	Sector
Roche Holding AG	4.4%	Switzerland	Health Care
Anheuser-Busch Inbev	4.3%	Belgium	Consumer Staples
Toyota Motor Corp	4.0%	Japan	Consumer Disc
AIA Group Ltd	4.0%	Hong Kong	Financials
BNP Paribas	3.7%	France	Financials
ASML Holding	3.6%	Netherlands	Info Tech
Deutsche Post AG	3.6%	Germany	Industrials
Safran SA	3.4%	France	Industrials
Lloyds Banking Group	3.2%	UK	Financials
SMC Corp	3.1%	Japan	Industrials



	# of Securities	Yield	Beta
PH&N OEF	41	2.1%	1.00x
MSCI EAFE Index	901	3.1%	1.00x

Source: RBC GAM

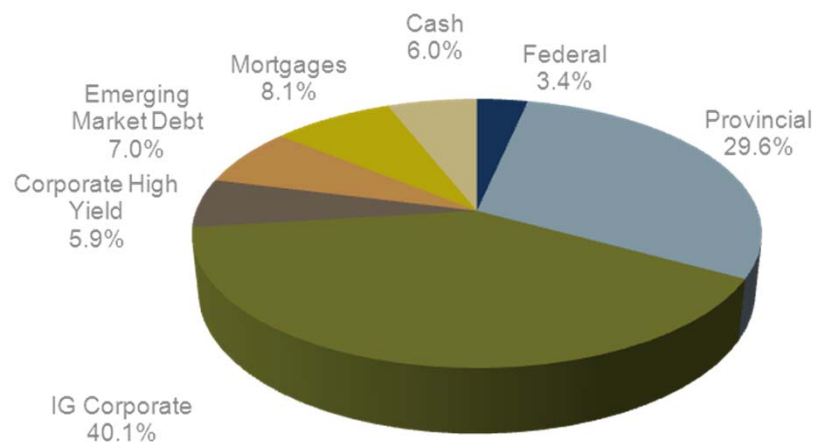


Appendix

PH&N Core Plus Bond Fund

Portfolio Structure – September 30, 2014

Sector Distribution



Portfolio Modified Duration*:	7.08 yrs
Benchmark ¹ Modified Duration:	<u>7.08 yrs</u>
Relative Duration:	0.00 yrs
Portfolio Yield to Maturity**:	3.32%
Benchmark ¹ Yield to Maturity:	<u>2.44%</u>
Incremental Yield:	+0.88%

- Structured to outperform in neutral or positive economic growth

- Overweight credit

High Quality Portfolio

Cash & Short Term	6.0%
AAA	7.0%
AA	36.1%
A	17.1%
BBB	17.5%
BB & below	8.2%
Mortgages	8.1%

- Federal allocation low in favour of credit strategies:

- Provincials biased to long Ontarios
- 3.7% in “Conservative” NA High Yield
- 3.1% in Global High Yield
- 9.0% in PH&N Mortgage Pension Trust
- 8.4% in PH&N BlueBay Emerging Market Debt Fund

* Duration includes the duration of foreign instruments, which are less correlated with Canadian interest rates. ** Yield is reported on a gross-of-fee basis; Series O

¹ Benchmark represents FTSE TMX Canada Universe Bond Index; Source: FTSE TMX Global Debt Capital Markets Inc., BondLab

North American High Yield stands for RBC High Yield Bond Fund. Global High Yield stands for BlueBay Canadian Institutional Global High Yield Bond Fund.

PH&N Mortgage Pension Trust

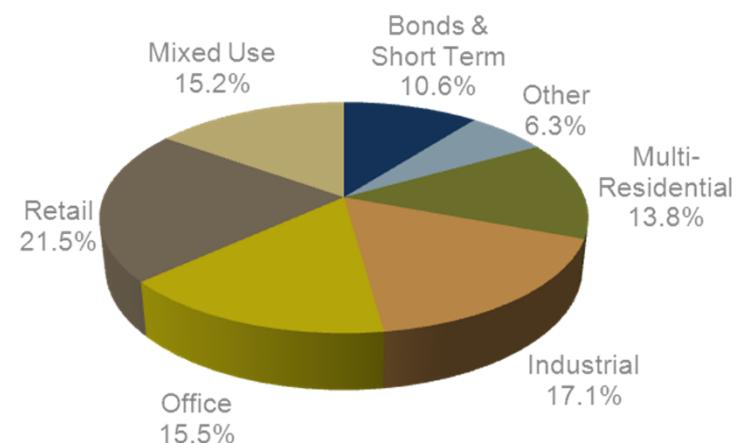
As of September 30, 2014

First mortgages only on income producing properties in Canada

Portfolio Statistics

Market Value:	\$2,354.0 million
No. of Mortgages:	602
Weighted Avg Spread ¹ :	189 basis points (net)
Modified Duration:	3.09 years
Current Yield:	3.24%
Weighted Amortization:	19.5 years*
Coverage Ratios:	Loan/Value = 56% Cash Flow Coverage = 1.9x

Property Type



¹ Over equivalent term Canada issues

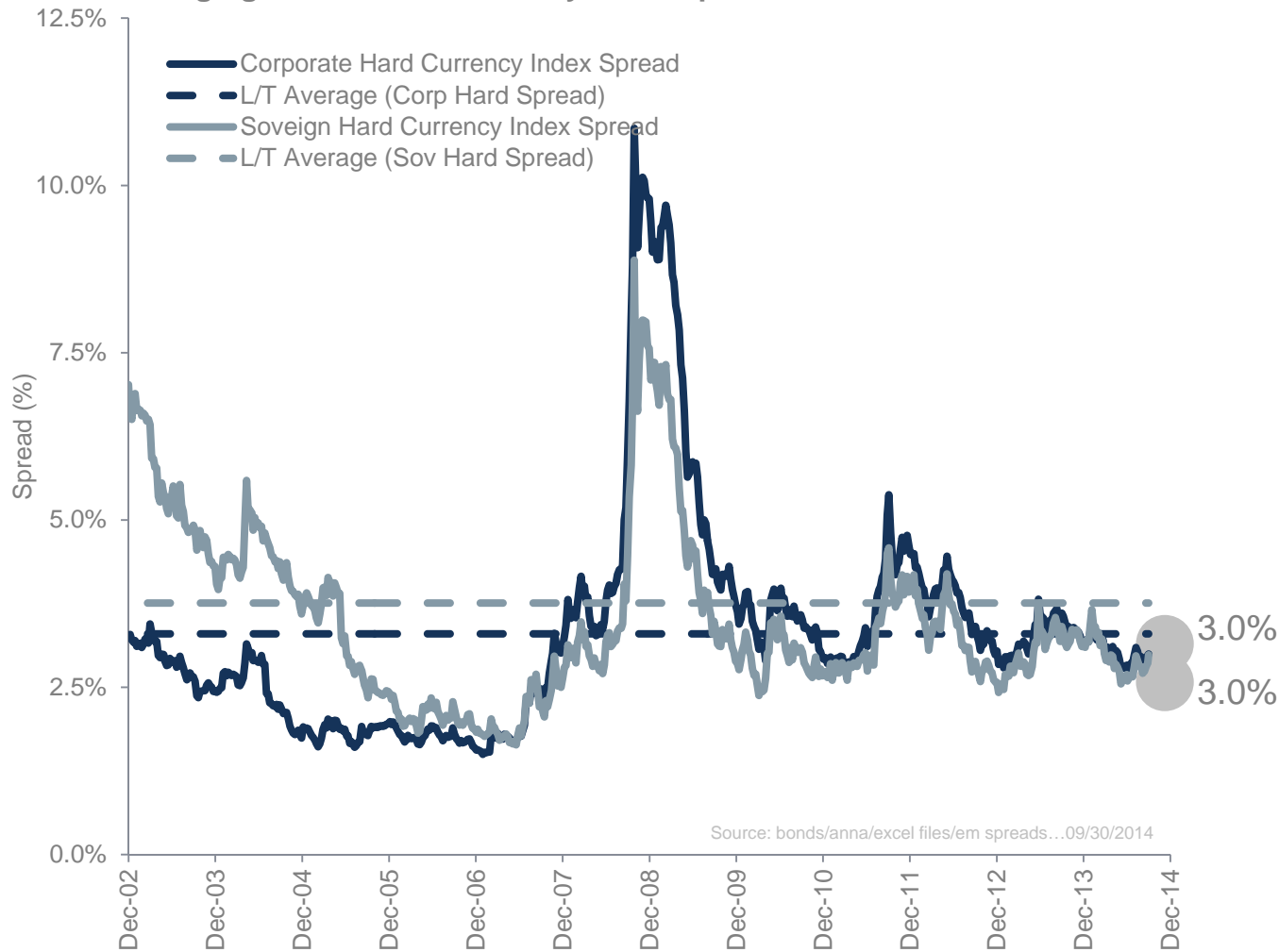
Yield is reported on a gross-of-fee basis, Series O, standard performance available in the appendix

* Excludes interest only mortgages which represent 9.0% of the total mortgages

Emerging Market Debt

Constructive Outlook in Medium Term

Emerging Market Hard Currency Index Spreads



- Low U.S Treasury volatility and reach for yield supportive for EMD
- Single country events key in determining EM sovereigns performance
- Defensively positioned

Source: bonds/anna/excel files/em spreads...09/30/2014

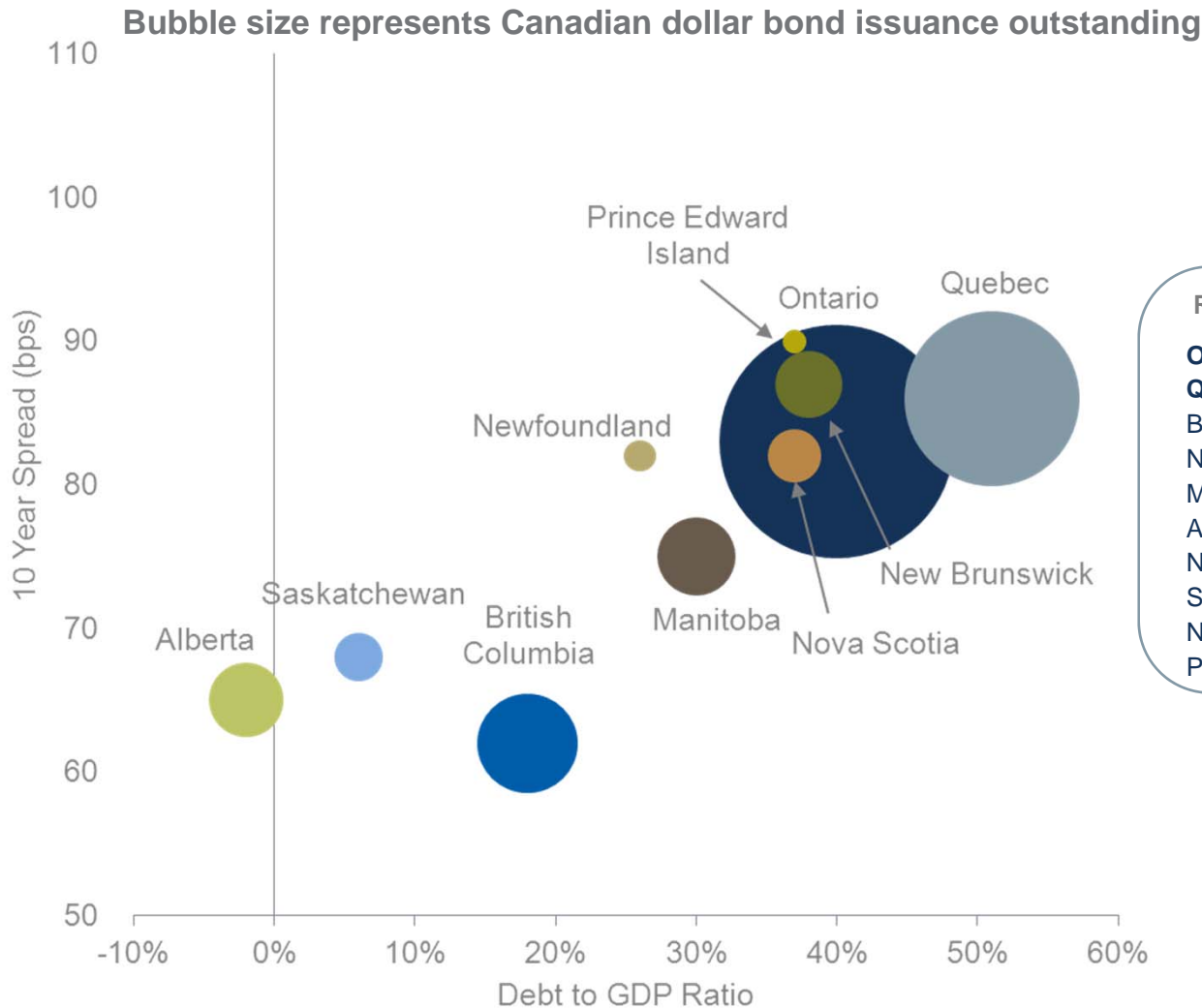
Source: JP Morgan

JP Morgan Emerging Markets Bond Index Global Diversified (EMBI, hard currency sovereign), JP Morgan Corporate Emerging Markets Bond Index Diversified (CEMBI, hard currency corporate)



Provincial Credit Profile and Liquidity

Provinces with Higher Debt to GDP Ratios Pay Higher Spreads



Ratings as of Sept 30 '14	DBRS	Moody's	S&P
Ontario	AAL	Aa2	AA-
Quebec	AH	Aa2	A+
British Columbia	AAH	Aaa	AAA
New Brunswick	AH	Aa2	A+
Manitoba	AH	Aa1	AA
Alberta	AAA	Aaa	AAA
Nova Scotia	AH	Aa2	A+
Saskatchewan	AA	Aaa	AAA
Newfoundland & Labrador	A	Aa2	A+
Prince Edward Island	AL	Aa2	A

Negative Outlook

*Net debt-to-GDP ratio FY2014/15
 Source: CIBC Macro Strategy, Government, Bloomberg

Event Risk in Corporate Bonds is Real -- Redux

Tim Hortons 4.2% 2017 Corporate Bond



- August 2013, Tim Hortons approves balance sheet recapitalization
- “Equity-friendly” plan includes share repurchases
- August 2014, Burger King announced agreement to acquire Tim Hortons

Source: PC Bond

Source: anna\excel files...\event risk 9/30/14



Performance Attribution

Credit Key Driver of Outperformance

PH&N Core Plus Bond Fund* as of September 30, 2014

Value added relative to the FTSE TMX Canada Universe Bond Index

	Three Months %	One Year
Interest Rate Anticipation	0.01	-0.01
Credit and Liquidity		
Provincial & Government Agency	0.07	0.03
Investment Grade Corporates	0.05	0.42
High Yield Corporates	-0.06	0.36
Mortgages	0.06	0.20
Emerging Market Debt	-0.06	0.32
Other	<u>0.01</u>	<u>0.10</u>
Total	+0.08	+1.42

* Series O, relative performance is reported on a gross-of-fees basis
 The data above represents an estimate of the contribution to relative performance attributed to the various strategies. Please note, however, that individual strategies are not managed in isolation



PH&N Canadian Equity Fund

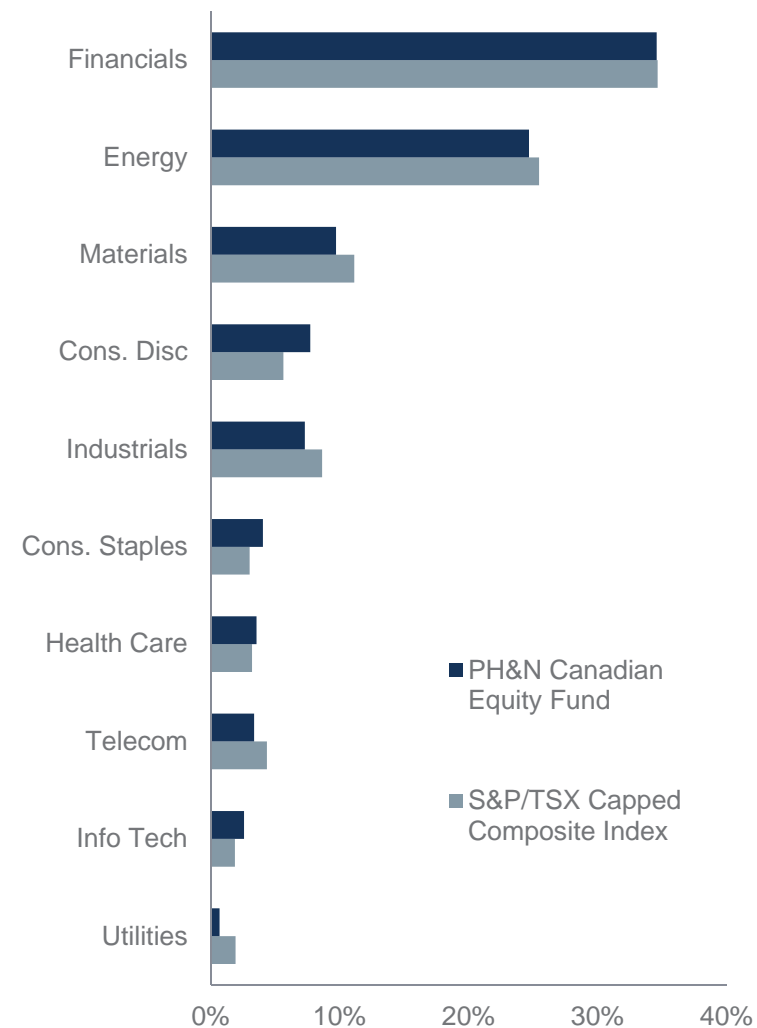
Portfolio Characteristics at September 30, 2014

TOP 10 ACTIVE HOLDINGS

Name	Sector	Active Weight (%)
Toronto Dominion Bank	Financials	1.8%
Arc Resources	Energy	1.5%
Manulife Financial	Financials	1.4%
Canadian Natural Resource	Energy	1.3%
Prairiesky Royalty	Energy	1.2%
Royal Bank of Canada	Financials	1.2%
Alimentation Couche-Tard	Cons. Staples	1.0%
Cenovus Energy	Energy	1.0%
Bank of Nova Scotia	Financials	0.9%
Crescent Point Energy	Energy	0.9%

	# of Securities	Dividend Yield	Forward P/E
PH&N Canadian Equity Fund	104	2.55	15.7x
S&P/TSX Capped Composite Index	251	2.83	15.6x

PH&N Canadian Equity Fund vs. S&P/TSX Capped Composite Index Sector Weights



Source: e-lab



Canadian Equity – Current Positioning

Biggest Relative Weights as at September 30, 2014

Company	CEPT Weight	Rel. to S&P/TSX	Investment Rationale
TOP 5 OVERWEIGHTS			Why?
1. Toronto-Dominion Bank	7.3%	1.8%	Superior long-term growth opp. in U.S. banking
2. Arc Resources	2.0%	1.5%	Strong management team, excellent inventory
3. Manulife Financial	3.5%	1.4%	Best growth prospects in class
4. Canadian Natural Resources	3.8%	1.3%	Good ROC due to high quality assets
5. PrairieSky Royalty	1.2%	1.2%	Very attractive economics
TOP 5 UNDERWEIGHTS			Why?
1. BCE	0.0%	-2.2%	Better growth and value in Rogers & Telus
2. Canadian Pacific Railway	0.0%	-2.0%	Optimistic expectations priced in
3. Bank of Montreal	1.8%	-1.1%	Better opportunity in other banks
4. Sunlife Financial	0.3%	-1.0%	Structurally lower growth, high valuation
5. Pembina Pipeline	0.0%	-0.8%	Lower internal growth than competitors

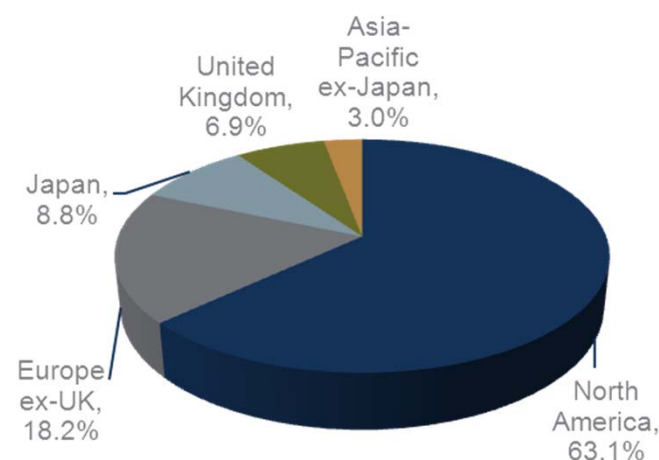
RBC QUBE Global Equity Strategy

Portfolio Characteristics at September 30, 2014

TOP 10 HOLDINGS

NAME	COUNTRY	iGICS	Active Weight (%)
Lockheed Martin	United States	Capital Goods	2.6%
ConocoPhillips	United States	Oil and Gas Producers	2.5%
Archer-Daniels-Midland	United States	Food Beverage & Tobacco	2.2%
LyondellBasell Industries	United States	Chemicals	2.2%
McGraw Hill Financial	United States	Diversified Financials	2.1%
Nippon Telegraph & Telephone	Japan	Communications	2.0%
WellPoint Inc.	United States	Health Care Equip & Services	2.0%
Computer Sciences	United States	Software & Services	1.8%
Microsoft Corp.	United States	Software & Services	1.8%
Kroger Co.	United States	Food & Staples Retailing	1.7%
Top Ten Active Weights			20.8%

Geographic Distribution



	# of Securities	Yield	Beta
RBC QUBE Global Equity Fund	200	2.7%	1.0x
MSCI World Index	1615	2.4%	1.0x

Source: RBC GAM



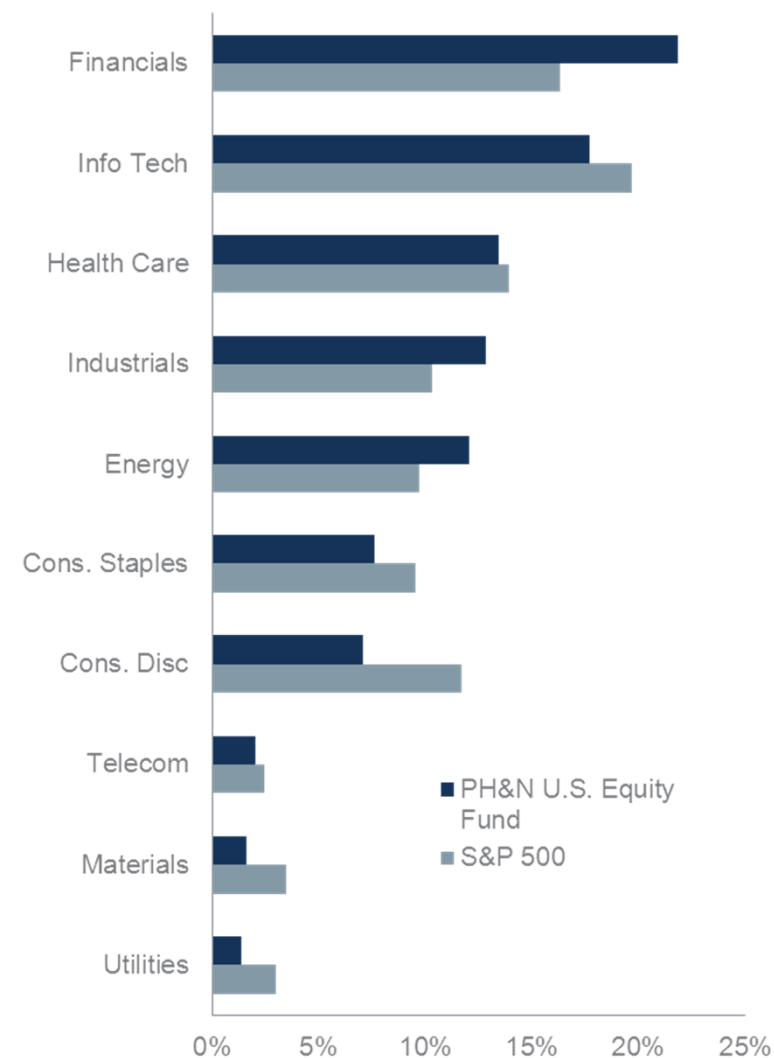
PH&N U.S. Equity Fund

Portfolio Characteristics at September 30, 2014

TOP 10 HOLDINGS

Name	Sector	Weight (%)
Johnson & Johnson	Health Care	4.1%
Apple	Information Technology	4.1%
Wells Fargo	Financials	3.9%
Apache	Energy	3.4%
Chevron	Energy	3.3%
United Technologies	Industrials	3.3%
Google	Information Technology	3.2%
JPMorgan Chase	Financials	3.1%
Oracle Corp	Information Technology	3.0%
Bank of America	Financials	<u>2.9%</u>
Total		34.3%

PH&N U.S. Equity Fund vs. S&P 500 Index Sector Weights



	# of Securities	Dividend Yield	Forward P/E
PH&N U.S. Equity Fund	54	2.1	14.0x
S&P 500 Index	500	2.0	16.4x

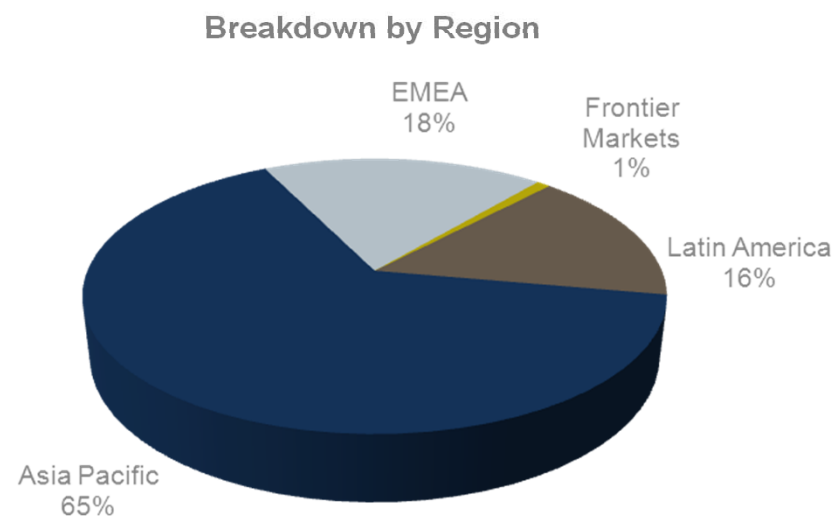
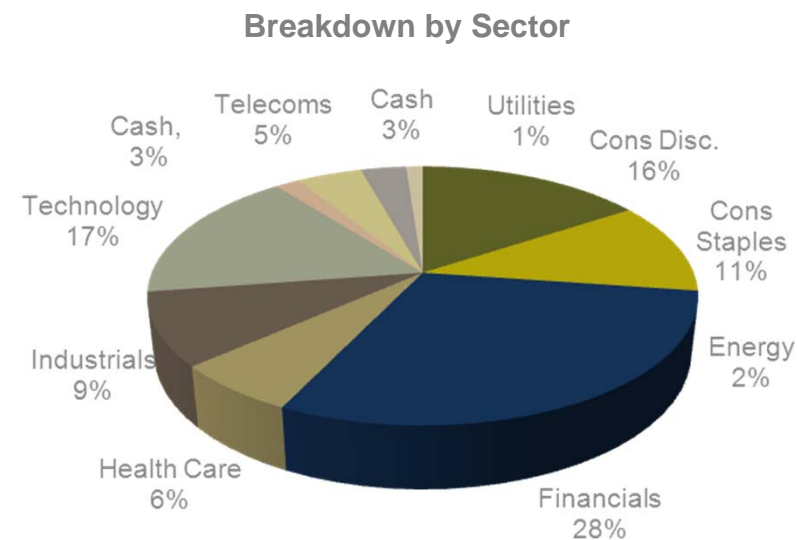
Source: e-lab, C\$



RBC Emerging Markets Equity

Portfolio Characteristics as of September 30, 2014

Top 10 Holdings	Port. Weight (%)	Country	Sector
Housing Development Fin.	4.4%	India	Financials
Taiwan Semicon. Man.	3.8%	Taiwan	Info Tech
Samsung Electronic	3.4%	South Korea	Info Tech
Naspers	2.9%	South Africa	Consumer Disc.
Lenovo Group Ltd.	2.5%	China	Info Tech
China Mobile Ltd	2.5%	China	Telecom
Lupin	2.4%	India	Health Care
HCL Technologies	2.4%	India	Info Tech
CreditCorp Ltd.	2.3%	Peru	Financials
SABMiller Plc	2.3%	UK	Consumer Staples



	# of Securities	Yield	Beta
RBC Emerging Markets Equity Fund	63	2.1%	0.85x
MSCI EM Index	834	2.7%	1.00x

Frontier Markets including holding in Nigeria.

PH&N Core Plus Bond Fund

Performance as at September 30, 2014

	Three Months (%)	One Year (%)	Since Inception* (%)
PH&N Core Plus Bond Fund	1.14	7.76	6.26
FTSE TMX Canada Universe Bond Index	<u>1.06</u>	<u>6.34</u>	<u>5.13</u>
Difference	+0.08	+1.42	+1.13

* Fund Inception date: June 30, 2013

Series O returns. Total returns are gross-of-fee and reported in Canadian dollars

PH&N Mortgage Pension Trust

Performance as at September 30, 2014

	Three Months (%)	One Year (%)	Three Years (%)	Four Years (%)	Five Years (%)	Ten Years (%)
PH&N Mortgage Pension Trust*	0.95	5.31	3.61	4.15	5.39	5.36
FTSE TMX Canada Short Term Overall Bond Index	<u>0.37</u>	<u>2.90</u>	<u>2.13</u>	<u>2.56</u>	<u>2.90</u>	<u>3.94</u>
Difference	+0.58	+2.41	+1.48	+1.59	+2.49	+1.42

* Series O returns. Total returns are gross-of-fee and reported in Canadian dollars

PH&N Canadian Equity Fund

Performance as at September 30, 2014

Annualized Returns* As at September 30, 2014	Three Months %	Year-to- Date %	One Year %	Two Years %	Three Years %	Four Years %	Five Years %	Ten Years %
PH&N Canadian Equity Fund	0.13	13.21	23.15	18.51	16.24	10.05	9.62	8.29
S&P/TSX Composite Index	<u>-0.59</u>	<u>12.20</u>	<u>20.38</u>	<u>13.56</u>	<u>12.07</u>	<u>7.94</u>	<u>8.67</u>	<u>8.50</u>
<i>Difference</i>	<i>+0.72</i>	<i>+1.01</i>	<i>+2.77</i>	<i>+4.95</i>	<i>+4.17</i>	<i>+2.11</i>	<i>+0.95</i>	<i>-0.21</i>

* Series O returns. Total returns are gross-of-fee and reported in Canadian dollars
 Performance is presented on an annualized basis for periods longer than 1-year
 Numbers may not add up due to rounding
 Source: RBCGAM



RBC QUBE Global Equity Strategy – C\$

Performance as at September 30, 2014

Annualized Returns* As at September 30, 2014	Three Months %	Year-to- Date %	One Year %	Since Inception** %
RBC QUBE Global Equity Strategy - C\$	5.12	13.86	27.96	27.05
MSCI World (Net) Index C\$	<u>2.65</u>	<u>9.27</u>	<u>21.98</u>	<u>22.27</u>
<i>Difference</i>	+2.47	+4.59	+5.98	+4.78

* Series O returns. Total returns are gross-of-fee and reported in Canadian dollars

** Inception date : June, 2013

Performance is presented on an annualized basis for periods longer than 1-year

Numbers may not add up due to rounding

Source: RBCGAM



RBC Emerging Markets Equity Fund

Performance Summary to September 30, 2014

	Quarter to-Date %	Year to-Date %	One Year %	Three Year %	Since Inception*
RBC Emerging Markets Equity Fund - C\$	3.51	12.28	17.87	13.84	7.04
MSCI Emerging Markets Index - C\$	1.25	7.73	13.40	9.72	4.26
<i>Difference</i>	2.26	4.55	4.47	4.12	2.78

Source: Gamsource, Series O total returns gross of fees. Annualized periods for longer than one year.

*Inception date December 23, 2009.



PH&N Currency-Hedged U.S. Equity Fund – C\$

Performance as at September 30, 2014

Annualized Returns* As at September 30, 2014	Three Months %	Year-to- Date %	One Year %	Two Years %	Three Years %	Four Years %	Five Years %	Ten Years %
PH&N CH U.S. Equity Fund - C\$	-0.33	7.52	18.75	20.04	22.50	15.51	13.59	-
S&P 500 (CAD Hedged)	<u>1.27</u>	<u>8.66</u>	<u>20.49</u>	<u>20.23</u>	<u>23.39</u>	<u>17.35</u>	<u>15.55</u>	-
<i>Difference</i>	-1.60	-1.14	-1.74	-0.19	-0.89	-1.84	-1.96	-

* Series O returns. Total returns are gross-of-fee and reported in Canadian dollars
 Performance is presented on an annualized basis for periods longer than 1-year
 Numbers may not add up due to rounding
 Source: RBCGAM



PH&N Currency-Hedged Overseas Equity Fund – C\$

Performance as at September 30, 2014

	Quarter to-Date %	Year to-Date %	One Year %	Two Year %	Four Year %	Since Inception %
PH&N CH Overseas Equity Fund C\$	0.56	3.63	11.66	14.50	6.01	2.49
MSCI EAFE 100% Hedged to CAD Net Index	<u>1.10</u>	<u>4.46</u>	<u>11.32</u>	<u>19.66</u>	<u>9.83</u>	<u>2.38</u>
<i>Difference</i>	<i>-0.54</i>	<i>-0.83</i>	<i>0.34</i>	<i>-5.16</i>	<i>-3.82</i>	<i>0.11</i>

Inception Date: June 2006

* Series O returns. Total returns are gross-of-fee and reported in Canadian dollars

Performance is presented on an annualized basis for periods longer than 1-year

Numbers may not add up due to rounding

Source: RBCGAM



PH&N Canadian Money Market Fund

Performance as at September 30, 2014

	Three Months (%)	One Year (%)	Three Years (%)	Four Years (%)	Five Years (%)	Ten Years (%)
PH&N Canadian Money Market Fund*	0.30	1.20	1.19	1.18	1.06	2.20
FTSE TMX Canada 30 Day T-Bill Index	<u>0.23</u>	<u>0.91</u>	<u>0.91</u>	<u>0.92</u>	<u>0.78</u>	<u>1.81</u>
Difference	+0.07	+0.29	+0.28	+0.26	+0.28	+0.39

* Series O returns. Total returns are gross-of-fee and reported in Canadian dollars

The PH&N Canadian Money Market Fund (Series O) current yield, 1.20%, is an annualized yield based on the seven day period ended on September 30, 2014, and does not represent an actual one year return



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Item	3.1.X
Parent Policy	Board of Governors Recruitment, Appointment and Leadership Policy
Approving Authority	Board of Governors
Policy Owner	University Secretary
Approval Date	Approval Pending
Review Date	
Supersedes	

BOARD OF GOVERNORS PROCEDURES FOR THE ELECTION OF FACULTY, NON-ACADEMIC STAFF AND STUDENT GOVERNORS

PURPOSE

1. The purpose of these procedures is to outline the general rules and guidelines that will govern the conduct of elections for Elected Governor positions on the UOIT Board of Governors.

DEFINITIONS

2. For the purposes of these procedures the following definitions apply:

“Campaigning” means any attempt to influence voters or solicit votes with respect to any candidate during the election process.

“Campaign Period” means the designated timeframe during which candidates may campaign.

“Chief Electoral Officer (CEO)” means the University Secretary or designate who is responsible for the conduct of the elections within the established policies and procedures, as amended.

“Elected Governors” means the members of the Board who are elected from within their relevant constituencies within the University. This includes Faculty, Non-Academic Staff and Student Governors.

“Election Conduct Warning” means a notice in writing made to a candidate of a violation of election procedures.

“Nomination Period” means the designated timeframe during which candidates may submit nomination materials to be considered as a candidate in the election.

“Student Governor” means a member of the Board who is elected by and from within the student population of the University.

“Voting Period” means the designated timeframe during which online voting will occur.

PROCEDURES

3. General

- 3.1. In accordance with the Board of Governors Recruitment, Appointment and Leadership Policy, the Governance, Nomination and Human Resources Committee (GNHR), or its successor Committee, will have overall responsibility and authority for elections to the Board of Governors.
- 3.2. The Chief Electoral Officer (CEO) shall have the following responsibilities in the conduct of the Board of Governors elections:

- a) Recommending the timelines for Board elections to GNHR;
- b) Updating of the Board of Governors elections website;
- c) Disseminating information about the elections to relevant constituency groups;
- d) Providing nomination forms and instructions on the conduct of the Board elections;
- e) Convening a mandatory information session for all candidates prior to the start of the Campaign Period.
- f) Verifying the eligibility of all nominees for the Board elections;
- g) Establishing campaign expense guidelines as required.
- h) Providing interpretation of the election procedures.
- i) Investigating and reporting to GNHR any irregularities and infractions of campaigning or voting procedures and the recommendation of sanctions;
- j) Verifying the results of online voting and reporting election results to GNHR and the Board of Governors for confirmation.
- k) Making recommendations to GNHR on the updating and revision of Board election policy and procedures.

3.3. Email communication regarding Board of Governors elections will be to official UOIT addresses only (@uoit.ca or @uoit.net).

4. Nomination

- 4.1.** Individuals who wish to stand for election must fill out the required nomination forms and provide all other relevant information requested by the CEO. Nomination materials must be submitted according to the specified process and deadlines. Incomplete nomination materials or nomination materials submitted after the deadline will not be accepted.
- 4.2.** Candidate eligibility is determined in accordance with the Board of Governors Recruitment, Appointment and Leadership Policy, as amended.
- 4.3.** Nominations require a minimum of five (5) signatures from nominators who are deemed eligible from within the relevant constituency group of the nominee. Nominees are not eligible to sign their own nomination forms.
- 4.4.** The CEO is responsible for determining that all criteria for eligibility for both nominees and nominators has been met.
- 4.5.** Nominees will receive notification of their eligibility status by the CEO. Only nominees who have received confirmation of eligibility will be allowed to stand for election and campaign.
- 4.6.** Nominees for Student Governor are required to attend a candidates' information session at a time and place to be determined by the CEO.

- 4.7. When the Nomination Period has closed, if the number of candidates nominated is equal or less than the Board positions available in a particular constituency, the candidates shall be acclaimed.
- 4.8. A nominee may withdraw their nomination by submitting a signed statement to the CEO any time before the close of nominations and at any time thereafter up to two business days following the close of nominations.

5. Campaigning

- 5.1. Campaigning may only occur during the Campaign Period.
- 5.2. All candidates shall conduct themselves and their activities in a manner which is considered reasonable, respectful, ethical, and fair.
- 5.3. Candidates are responsible for ensuring that all aspects of their campaign are in compliance with UOIT policies and all applicable municipal, provincial and federal laws.
- 5.4. No candidate may campaign or allow campaigning on their behalf that is in violation of the election procedures.
 - a) Candidates are personally responsible and accountable for those individuals acting on their behalf.
 - b) Candidates who are aware of unauthorized campaigning on their behalf must report the issue to the CEO.

~~5.5. Candidates may not be endorsed by any campus group, organization, Faculty or Department.~~

~~5.6.~~5.5. No candidate is allowed to interfere or condone interference with another candidate's campaign including but not limited to, communication of any misinformation about another candidate, misuse of social media, and/or the destruction, defacing, moving or removal of physical campaign materials.

~~5.7.~~5.6. Candidates are required to check their UOIT email at least once every 24 hours during the Campaign Period for information from the CEO relating to the election. Candidates will be deemed to be notified and responsible for all information 24 hours after it was sent.

~~5.8.~~5.7. Candidate names and personal statements will be posted to the Board of Governors election website at the beginning of the Campaign Period.

~~5.9. Campaign information cannot contain reference to particular interests or any type of campaign issue or "platform".~~

~~5.10.~~5.8. Candidates are not entitled to use in their campaign any service or resource that is accessible by virtue of their employment at the University and/or position within a campus group or organization. This includes but is not limited to office supplies, equipment, technology, support staff, and distribution lists.

~~5.11.~~5.9. All expenses incurred during the course of the election campaign are the responsibility of the candidate.

~~5.12.~~5.10. All campaign information must include:

- a) Name of the candidate;
- b) Position for which the candidate is campaigning;
- c) The address of the official Board of Governors election website;
- d) An accurate English translation of any information in other languages;
- e) A reminder to vote during the Voting Period.

~~5.13~~~~5.11~~. Campaign information may not include the UOIT logo.

~~5.14~~~~5.12~~. Candidates must represent themselves accurately in all campaign information about their accomplishments, certifications, academic credentials, positions held and any other statements intended to influence voters.

~~5.15~~~~5.13~~. Campaigning may not interfere in any way with the normal orderly function of the University. Campaigning is not allowed during classes even with the permission of the course instructor.

~~5.16~~~~5.14~~. Campaigning may only be done on-campus and in an open, public space (e.g. hallways, atriums) and is prohibited in the following areas:

- a) All University administrative, academic and service offices;
- b) All instructional areas including classrooms, lecture theatres, seminar rooms, labs, meeting rooms and board rooms;
- c) Libraries, prayer rooms, designated study areas, the Health Centre, the Flex Centre and change-rooms, bathrooms, cafeterias and food service outlets;
- d) Student residences;
- e) Other locations as determined by the CEO.

~~5.17~~~~5.15~~. Campaigning at University events is strictly prohibited.

~~5.18~~~~5.16~~. Candidates are allowed the use of paper posters and handbills for campaign purposes. No other physical campaign materials are permitted.

~~5.18.1~~~~5.16.1~~. Posters may be no larger than eleven inches by seventeen inches (11"x17") and handbills may be no larger than eight and a half inches by eleven inches (8.5" x 11"). Campaign materials do not need to be approved by the CEO in advance of distribution.

~~5.18.2~~~~5.16.2~~. Candidates are limited to a maximum of twenty-five (25) posters on each of the North or Downtown locations. There is no limit to the number of handbills that may be distributed.

~~5.18.3~~~~5.16.3~~. Posting of any kind on any glass surface, on bulletin boards that are designated for specific departments/purposes, in stairwells, in the bathrooms or outside of buildings is prohibited.

~~5.18.4~~~~5.16.4~~. Posters can only be affixed to surfaces by using wall putty such as fun tack or sticky tack. Tape of any kind is prohibited.

~~5.18.5~~~~5.16.5~~. All campaign materials must be removed and disposed of within 48 hours following the close of the Voting Period.

~~5.19.5.17.~~ Candidates are allowed use of any freely accessed internet site or social media platform for campaigning purposes.

~~5.19.1.5.17.1.~~ Candidates who use social media to campaign for elections must create a new account for the elections such that all candidates will start the campaign with zero followers. Only one new account on each chosen platform may be created by each candidate.

~~5.19.2.5.17.2.~~ Candidate's personal social media accounts may not be used for election purposes.

~~5.19.3.5.17.3.~~ Candidates are not allowed to utilize any official UOIT social media accounts.

~~5.19.4.5.17.4.~~ Communication using social media or posted online must comply with the campaign information requirements outlined in these procedures.

~~5.19.5.5.17.5.~~ All online content and social media use must be public. Candidates must share any social media account/group names, addresses or handles, and links to websites or internet pages with the CEO within 24 hours of being created. All candidates choosing to use social media must provide access (i.e. add, invite, friend, be followed by) to the administrative account provided by the CEO.

~~5.19.6.5.17.6.~~ Where applicable to the platform all social media communication must include the hashtag provided by the CEO.

~~5.19.7.5.17.7.~~ Candidates may not publish, broadcast, tweet, retweet, post, pin, "tag" or communicate any information related to opposing candidates.

~~5.19.8.5.17.8.~~ All online posting and social media activity must cease at the beginning of the Voting Period and all online accounts must be deactivated within twenty-four (24) hours after the close of the Voting Period.

6. Voting

- 6.1. Voting for Board of Governors elections will be conducted online.
- 6.2. The Voting Period will be forty-eight (48) hours in duration.
- 6.3. No minimum voter turnout is required to validate an election. Eligible voters are entitled to vote once for each position within their respective constituency.
- 6.4. The CEO and administrative staff of the University Secretariat are ineligible to vote.
- 6.5. In order to respect the integrity of the election process voters are entitled to cast their ballots in secret. Candidates or those acting on behalf of a candidate are prohibited from:
 - a) Establishing polling stations;
 - b) Providing a personal computer or any other personal electronic device for the purpose of voting;
 - c) Assisting voters in casting of their vote;

- d) Observing voters as they vote;
- e) Interfering with the voting process;
- f) Casting a ballot other than one's own;
- g) Conducting exit polls.

6.6. Notification of the Voting Period and voting process will be communicated by email to relevant constituencies and posted to the Board of Governors elections website.

7. Election Results

- 7.1. Depending on the number of vacancies in each constituency group, the candidate(s) with the highest number of votes in the election will be deemed the successful candidate(s).
- 7.2. In the event of a tie the CEO shall determine the successful candidate by means of conducting a coin toss in the presence of the candidates in question, under the observation of two impartial witnesses.
- 7.3. In the event that a successful candidate is disqualified as a result of misconduct in the election process the candidate with the next highest number of votes will be deemed the successful candidate.
- 7.4. Election results will certified and communicated by the CEO. Election results may be withheld at the discretion of the CEO pending the outcome of any investigations into allegations of election misconduct.

8. Violations of the Election Procedures

- 8.1. Allegations of violation of the election procedures must be submitted to the CEO in writing and signed. Complaints submitted anonymously will not be investigated.
- 8.2. Allegations of violations of the election procedures must be made within one (1) business day of the alleged infraction. Complaints may be made up to one (1) business day following the end of the Voting Period.
- 8.3. Alleged violations of election procedures will be investigated by the CEO:
 - a) The CEO shall inform the respective candidate of the allegations in writing, along with details of the violation that has been alleged to have occurred. The identity of complainants will be kept confidential.
 - b) Candidates will be given one (1) business day to comment upon the allegations being made.

9. Penalties

- 9.1. Where a violation of the elections procedures is deemed to have occurred, the CEO will implement penalties on a case by case basis, depending on the severity of the infraction.
- 9.2. If a candidate is found to have committed a violation of the election procedures, one or more of the following penalties may be imposed:
 - a) Election Conduct Warning;
 - b) Public correction and/or apology for false statements in campaign information;

- c) Penalties under the Student Conduct Policy;
- d) Disqualification of the candidate from the Board elections;
- e) Such other penalties as the CEO may consider to be reasonable and appropriate to the circumstances.

9.3. The following conduct will result in immediate disqualification of a candidate from the elections:

- a) Failure to maintain the requirements for eligibility as outlined in the Board of Governors Recruitment, Appointment and Leadership Policy.
- b) Violation of any procedure related to the online voting process.
- c) Violation of an Election Conduct Warning from the CEO.
- d) Any subsequent violation under these procedures whether or not an Election Conduct Warning has been issued in respect of such subsequent violation.
- e) Failure to report to the CEO a violation of the election procedures by individuals acting on their behalf where the candidate ought reasonably to have known the conduct occurred.
- f) Failure to cooperate with the CEO in the investigation of an allegation of election misconduct.
- g) Any misrepresentation or misinformation communicated regarding an opposing candidate.
- h) Any other violation found by the CEO to be a serious violation of these procedures or electoral guidelines.

10. Appeals

- 10.1.** Appeals related to the decision of the CEO may be made in writing to the Chair of GNHR.
- 10.2.** Appeals must be made within one (1) business day of the receipt of the CEO decision and must contain:
 - a) The specific decision being appealed;
 - b) Written documentation of the reason(s) for the appeal;
 - c) A summary of the evidence in support of grounds for appeal.
- 10.3.** If an appeal is submitted while the election is still underway, GNHR will render a decision on the appeal within 24 hours, or as soon as practicable.
- 10.4.** If a candidate is appealing disqualification from the election, the candidate will be allowed to continue their campaign until the outcome of the appeal is determined.
- 10.5.** Decisions of GNHR are binding.

11. Election Recall

- 11.1.** Where the CEO has determined that significant irregularities or violations of election procedures have occurred, a recommendation may be made to GNHR for the election results to be overturned and a new election held.

12. RELEVANT LEGISLATION

- 12.1. [University of Ontario Institute of Technology Act, 2002, SO 2002, c 8, Sch O](#)
- 12.2. [By-Law Number 1 of the University of Ontario Institute of Technology](#)

13. RELATED POLICIES, PROCEDURES & DOCUMENTS

- 13.1. Board of Governors Recruitment, Appointment and Leadership Policy

Item	X.XX
Approval Authority	Board of Governors
Policy Owner	University Secretary
Approval Date	
Effective Date	
Review Date	
Supersedes	

UOIT POLICY FRAMEWORK

PURPOSE

1. This framework is intended to provide for effective and consistent practice in the development and administration of University policy instruments.

DEFINITIONS

2. For the purposes of this policy the following definitions apply:

“Approval Authority” means a body or position that has authority to approve, amend, review or revoke a Policy Instrument.

“Deliberative Body” means a University body or committee responsible for discussion and consideration and that provides recommendations for Policy Instruments prior to submission for approval.

“Directive” means a set of mandatory instructions that specify actions to be taken to support the implementation of and compliance with a policy or procedure.

“Guideline” means a set of optional directions that provide guidance, advice or explanation to support the implementation of a policy or procedure.

“Policy” means a statement of principle intended to govern the operation of the University and which aligns with the legislative, regulatory and organizational requirements of the University.

“Policy Advisory Committee (PAC)” means a sub-committee of the Provost’s Advisory Committee on Integrated Planning (PACIP) that serves as the Deliberative Body for all Administrative Policy Instruments.

“Policy Instrument” means the different tools and documents that are utilized to provide direction in the governance and administration of the University. Policy instruments may have application within a single organizational unit (Local) or across more than one organizational unit (University).

“Policy Library” means a central repository for the coordination and communication of University Policy Instruments.

“Policy Owner” means the position responsible for overseeing the implementation, administration and interpretation of a Policy Instrument.

“Policy Lead” means the individual(s) responsible for drafting, reviewing, or amending a Policy Instrument.

“Procedure” means a process, information or step –by-step instructions to implement a policy.

“Senior Leadership Team (SLT)” means the President and other members of senior management selected to be on SLT by the President.

SCOPE AND AUTHORITY

3. This policy applies to all University Policy Instruments.
4. The University Secretary is delegated overall responsibility for the administration of the UOIT Policy Framework.
5. The UOIT Policy Library is the official repository for all University Policies and Procedures and is overseen and maintained by the University Secretary.

POLICY

The University is committed to developing and maintaining Policy Instruments that contribute to the achievement of its goals and priorities and that provide transparency, clarity and consistency in decision making related to the University’s academic, administrative, legal, compliance and governance requirements.

6. Policy Instruments

6.1. There are four main types of Policy Instruments:

- Policies
- Procedures
- Directives
- Guidelines

7. Categories

7.1. There are five categories of Policy Instruments:

- **Board** Policy Instruments that relate to the governance and administration of the Board of Governors.
- **Legal, Compliance and Governance** Policy Instruments that relate to: broader institutional planning and governance issues, management of institutional risk, accountability and legislative requirements, and academic governance matters outside those authorities explicitly delegated by the Board to Academic Council.
- **Administrative** Policy Instruments that relate to the ongoing management and operations of the University and that have application across more than one organizational unit.
- **Academic** Policy Instruments that relate to academic governance and administration within the delegated authority to Academic Council from the Board.
- **Local ~~Administrative or Local Academic~~** Policy Instruments that relate to the ongoing management, work, and operation of the single organizational unit for which they were developed. Local policy instruments may be Academic or Administrative in nature.

8. Application

- 8.1.** There are two levels of application of Policy Instruments:
- **University** Policy Instruments that have application across more than one organizational unit.
 - **Local** Policy Instruments that have application to only the organizational unit for which they were developed.

9. Hierarchy

- 9.1.** Policy Instruments at the University will follow a hierarchy. The hierarchy of Policy Instruments is detailed in Appendix A to this Policy.
- 9.2.** Where two Policy Instruments in the hierarchy conflict, the Policy Instrument higher in the hierarchy takes precedence.
- a)** Local Policy Instruments may not contradict University Policy Instruments. University Policy Instruments take precedence where there is a conflict between a University and Local Policy Instrument.
- b)** Where there is a conflict between a Policy Instrument and an existing collective agreement between the University and one of its bargaining units, the collective agreement will prevail. Collective agreements may not contradict University Policy Instruments. An existing collective agreement will take precedence for the remainder of the term of the existing agreement where there is a conflict with a University Policy Instrument.

10. Development, Approval and Review

- 10.1.** Policy Instruments will be developed, amended, approved and reviewed in accordance with the Procedures for the Development, Approval and Review of Policy Instruments.
- 10.2.** Policy Instruments will be formatted and presented in a unified and consistent manner.

11. Approval and Administration

- 11.1.** All Policy Instruments will have a designated Approval Authority. Approval Authorities are detailed in Appendix B to this Policy.
- 11.2.** Appendices to Policy Instruments form part of the document and are subject to the same approval, amendment, and review processes.
- 11.3.** The Approval Authority for a Policy that is not clearly within a single policy category will be determined collaboratively between the President and the Chair of the Board of Governors, in consultation with the University Secretary as needed.
- 11.4.** Policy Instruments will be submitted to a designated Deliberative Body prior to submission to the Approval Authority. Some categories of Policy Instruments may have more than one Deliberative Body in order to ensure the desired level of consultation and review prior to approval.
- 11.5.** All Policy Instruments will have a designated Policy Owner responsible for the administration of the instrument.

12. Consultation

- 12.1.** Consultation throughout the policy development and review cycle is crucial to the effective administration of Policy Instruments and to improve respect for and compliance with the instruments. Consultation on Policy Instruments will:
- Consider relevant stakeholders;
 - Provide a comprehensive mechanism to gather and consider feedback and options;
 - Demonstrate that stakeholders' views are being considered;
- 12.2.** The University Secretariat will develop and maintain mechanisms to update the University community regarding Policy Instruments under development or review and provide a means for gathering feedback.

13. Classification and Publication

- 13.1.** Policy Instruments will be organized and maintained according to a classification scheme that is a reflection of the content and application of the instrument.
- 13.2.** Policies and Procedures will be maintained in an official University Policy Library that is updated on an ongoing basis.

14. Review

- 14.1.** All Policies will undergo a substantive review every three years.

15. Reporting

- 15.1.** The University Secretary will report annually to the Board of Governors and Academic Council on Policies approved and reviewed during the year.

MONITORING AND REVIEW

- 16.** The Policy Framework will be reviewed every three years. The Policy Advisory Committee is responsible for reviewing and evaluating this Framework and its associated Procedures.

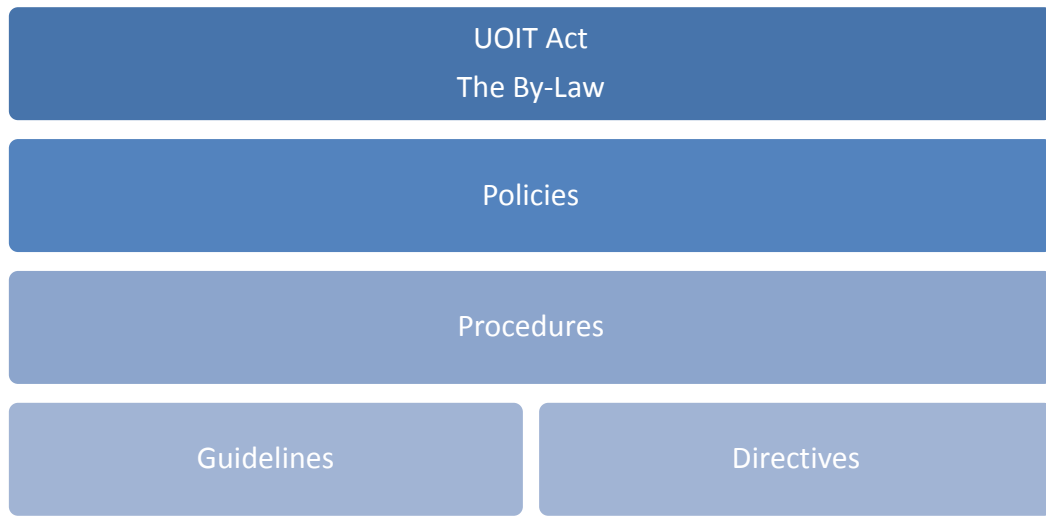
RELEVANT LEGISLATION

- 17.** [University of Ontario Institute of Technology Act, 2002, SO 2002, c 8, Sch O](#)
[By-Law Number 1 of the University of Ontario Institute of Technology](#)

RELATED POLICIES, PROCEDURES & DOCUMENTS

- 18.** Procedures for the Development, Approval and Review of Policy Instruments
- Policy Instrument Checklist and Submission Form
 - Policy Instrument Drafting Guidelines (To be developed)
 - Policy Instrument Templates (To be developed)
 - Policy Development and Review Cycle
 - Policy Instrument Review and Evaluation Guidelines (To be developed)

APPENDIX A - HIERARCHY OF UNIVERSITY POLICY INSTRUMENTS



APPENDIX B - APPROVAL AUTHORITIES

Policy Instrument Category	Category Description	Policy Instrument Type	Deliberative Body		Approval Authority
Board	Policy Instruments that relate to the governance and administration of the Board of Governors.	Policy	Board Committees		Board of Governors
		Procedures	Board Committees		Board Committees
		Guidelines & Directives	Board Committees		Board Committees
Legal, Compliance and Governance	Policy Instruments that relate to: <ul style="list-style-type: none"> • Broader institutional planning and governance issues; • Management of institutional risk, accountability and legislative requirements; • Academic governance matters outside those authorities explicitly delegated by the Board to Academic Council. 	Policy	Senior Leadership Team	Board Committees	Board of Governors
		Procedures	As determined by the Senior Leadership Team.		Senior Leadership Team and/or Board Committees
		Guidelines & Directives	As determined by the Senior Leadership Team.		Senior Leadership Team
Administrative	Policy Instruments that relate to the ongoing management and operations of the University and that have application across more than one organizational unit.	Policy	Provost’s Advisory Committee on Integrated Planning		Senior Leadership Team
		Procedures	Policy Advisory Committee		Vice-President
		Guidelines & Directives	As determined by Vice-President.		Assistant Vice-President, Associate Provost, Dean, Director
Academic	Policy Instruments that relate to academic governance and administration within the	Policy	As determined by Academic Council		Academic Council
		Procedures	As determined by		As determined by

	delegated authorities of Academic Council from the Board.		Academic Council	Academic Council
Local Administrative	Policy Instruments that: <ul style="list-style-type: none"> • <u>Are either Administrative or Academic in nature; and</u> • <u>Relate</u> to the ongoing management, <u>work</u> and operation of the single organizational unit for which they were developed. 	Guidelines & Directives	As determined by Academic Council	As determined by Academic Council
		Policy	As determined by the organizational unit.	Assistant Vice-President, Associate Provost, Dean, Director
		Procedures	As determined by the organizational unit.	Assistant Vice-President, Associate Provost, Dean, Director
		Guidelines & Directives	As determined by the organizational unit.	Designated managerial authority within the organizational unit.

Item	
Parent Policy	UOIT Policy Framework
Approval Authority	Board of Governors
Policy Owner	University Secretary
Approval Date	
Review Date	
Supersedes	

PROCEDURES FOR THE DEVELOPMENT, APPROVAL AND REVIEW OF POLICY INSTRUMENTS

PURPOSE

1. These procedures are intended to ensure clarity and consistency in the administration of policy instruments across the University.

DEFINITIONS

2. For the purposes of these procedures the following definitions apply:

“Approval Authority” means a body or position that has authority to approve, amend, review and revoke a Policy Instrument.

“Deliberative Body” means a University body or committee responsible for discussion and consideration and provides recommendations for Policy Instruments prior to submission for approval.

“Minor Amendment” means an amendment that is essentially editorial in nature or does not change the purpose, scope or substantive content of the Policy Instrument.

“Major Amendment” means an amendment that substantially change the purpose, scope or content of the Policy Instrument.

“Policy Advisory Committee (PAC)” means a sub-committee of the Provost’s Advisory Committee on Integrated Planning (PACIP) that serves as the Deliberative Body for all Administrative Policy Instruments.

“Policy Category” means one of the defining categories of Policy Instruments as set out in the UOIT Policy Framework, as amended.

“Policy Framework” means the UOIT Policy Framework, as amended, which is the enacting Policy for these procedures.

“Policy Instrument” means the different tools and documents that are utilized to provide direction in the governance and administration of the University. Policy instruments may have application within a single organizational unit (Local) or across more than one organizational unit (University).

“Policy Lead” means the individual(s) responsible for drafting, reviewing, or amending a Policy Instrument and for facilitating consultation throughout the development and approval process.

“Policy Owner” means the position responsible for overseeing the implementation, administration and interpretation of a Policy Instrument.

“Policy Sponsor” means the Vice-President or delegate who oversees the organizational unit proposing a new Policy Instrument.

SCOPE AND AUTHORITY

3. These procedures apply to the development, approval and review of all University Policy Instruments.
4. The University Secretary is responsible for strategic oversight and overall administration of the UOIT Policy Framework and its associated Procedures and for ensuring the Framework meets University compliance obligations and is aligned with the strategic goals of the University.
5. The University Secretary will assign a delegate who is responsible for supporting the administration of the UOIT Policy Framework and its associated Procedures. This position is responsible for:
 - Coordinating the development, approval, amendment, publication and review of policies and procedures in accordance with the UOIT Policy Framework and these Procedures;
 - Providing advice on amendments to existing Policies and Procedures to the Policy Owners for incorporation in subsequent updates;
 - Providing advice and guidance to policy developers and other staff across the University on policy development, consultation, communication, implementation and review processes;
 - Developing resources that support policy development, evaluation and review;
 - Ensuring that final drafts of new or amended Policies and Procedures are compliant with the UOIT Policy Framework;
 - Publishing and maintaining approved Policies and Procedures in the Policy Library;
 - Managing and coordinating a policy review schedule.
 - Preparing an annual report on the development, amendment, revocation and review of University Policy Instruments.
6. The Policy Owner is responsible for overseeing the administration of Policy Instruments under his/her jurisdiction in accordance with the Policy Framework and these Procedures. For any given Policy Instrument, the Policy Owner may assign a Policy Lead to carry out the following responsibilities :
 - Developing, preparing amendments to and consulting on Policy Instruments;
 - Facilitating and evaluating the communication and implementation of Policy Instruments;
 - Monitoring adoption and compliance with Policy Instruments that have been implemented;
 - Conducting a review of existing Policy Instruments according to established procedures.

PROCEDURES

7. Identifying Policy Needs

- 7.1. A policy need will arise from identifying:

- Gaps where no Policy Instrument currently exists and where development of an instrument is the appropriate mechanism for addressing the issue;
 - Amendments that are required to existing Policy Instruments for compliance or administrative reasons.
 - Where an existing Policy Instrument should be revoked.
- 7.2.** The development of new Policy Instruments requires the approval of a Policy Sponsor.
- 7.3.** The amendment or proposed revocation of an existing Policy Instrument requires the approval of the Policy Owner.
- 7.4.** The Policy Sponsor or Policy Owner will consult with the University Secretary delegate prior to beginning the development, amendment or revocation of a Policy Instrument.
- 7.5.** The University Secretary delegate will advise on the need for a Policy Instrument, the appropriate type of instrument, as well as provide guidance on the processes under the Policy Framework.
- 7.6.** The Policy Sponsor or Policy Owner will assign an individual who will act as the Policy Lead.

8. Preliminary Stakeholder Consultation

- 8.1.** The Policy Lead will identify key policy stakeholders paying particular attention to faculty, staff and students, and will conduct preliminary consultations with those key policy stakeholders. When applicable, the Policy Lead will give particular consideration to the policies of any and all strategic institutional partners with whom the University shares academic or administrative operations that may overlap or otherwise affect the proposed policy (e.g. Durham College).
- 8.2.** Preliminary consultation should include the gathering of feedback on:
- Content of the Policy Instrument;
 - Operational practicality;
 - Potential impact and resources required for implementation and compliance;
 - Planning and requirements for successful communication and implementation.
- 8.3.** Information on preliminary consultations will be provided when instruments are submitted for deliberation and approval.

9. Drafting

- 9.1.** The Policy Lead is responsible for the drafting of all Policy Instruments.
- 9.2.** All Policy Instruments will be accompanied by a completed Policy Instrument Checklist and Submission Form.
- 9.3.** Policy Instruments will be prepared using the official University templates.
- 9.4.** Sections of the templates may not be added or removed. Where a section is not required, the wording “This section intentionally left blank” will be used.

- 9.5. The Policy Lead will ensure Policy Instruments are coherent and are consistent with existing legislation, Policies and Procedures.
- 9.6. Where a Policy is being drafted or amended, any Procedures, Directives, Guidelines or other associated documents (e.g. templates, schedules) will also be drafted or amended at the same time in order to ensure consistency and compliance with the Policy.

10. Consultation on Drafts

- 10.1. The Policy Lead will facilitate broader consultation on draft Policy Instruments with key policy stakeholders.
- 10.2. Consultation will be done in all cases except where amendments to an existing Policy Instrument are essentially editorial in nature.
- 10.3. The Policy Lead will incorporate feedback, as appropriate, and advise the policy stakeholders of action taken related to the feedback provided.
- 10.4. When Policy Instruments are submitted for deliberation and approval they will specify:
 - The key stakeholders who were consulted with;
 - The mechanism used to gather feedback and opinions;
 - A description of how stakeholders' views were incorporated into the draft of the instrument;
 - If consultation was not done an explanation of why it was not necessary.

11. Deliberation

- 11.1. In order to ensure compliance with the Policy Framework, the Policy Lead will submit copies of all draft documents to the University Secretary delegate before submission to any Deliberative Body or Approval Authority.
- 11.2. Drafts and amendments of Policy Instruments will be submitted to a respective Deliberative Body for review prior to being submitted to the Approval Authority.
- 11.3. The Deliberative Body is based on the Policy Category of the Policy Instrument, as set out in Appendix B of the UOIT Policy Framework.

12. Approval

- 12.1. Once feedback and recommendations on draft Policy Instruments are provided by the Deliberative Body, the instruments will be forwarded to the appropriate Approval Authority.
- 12.2. Approval Authorities are set out in Appendix B of the UOIT Policy Framework.
- 12.3. Appendices to Policy Instruments form part of the instrument and are subject to the same approval, amendment, consultation and review processes as the instrument they are a part of.

13. Approved Policy Instruments

- 13.1.** When approved, Policy Instruments will receive a final review by the University Secretariat prior to communication and implementation.
- 13.2.** Within two weeks of the approval of a Policy Instrument by the Approval Authority the University Secretary delegate will:
 - Notify the Policy Sponsor and Policy Owner of when the approved Policy Instrument is ready for publication;
 - Provide a final draft of the Policy Instrument to the Policy Sponsor and Policy Owner including classification number, approval date and mandatory review date;
 - Publish copies of the Policy Instrument to the Policy Library.
 - Report on approved Policy Instruments to other Deliberative Bodies and Approval Authorities.

14. Implementation

- 14.1.** Once notified by the University Secretary delegate that a Policy Instrument is ready for publication, the Policy Owner is responsible for ensuring information is communicated to policy stakeholders according to the communication and implementation plan.
- 14.2.** The Policy Owner will evaluate the implementation of the Policy Instrument and report on the implementation to the Approval Authority within one year of implementation.

15. Review

- 15.1.** Policy Instruments will be reviewed at least once every three years. Such reviews will include a review of the Policy text as well as an assessment of compliance with the practices governed by the text.
- 15.2.** Where a Policy has specific legislative requirements for reporting it will be reviewed against the stated compliance needs.
- 15.3.** Where a Policy has Procedures, Guidelines and Directives associated with it, they will be reviewed at the same time as the parent Policy.
- 15.4.** The University Secretariat will provide tools and templates to facilitate documentation for Policy Instrument review.
- 15.5.** Amendments to Policy Instruments may be done at any time prior to the stated review date.
 - 15.5.1.** Where a Policy Instrument is amended prior to the stated review date, the review will still take place according to the original stated date.
 - 15.5.2.** Informal reviews of existing Policy Instruments may be done at any time but will not replace a formal scheduled review.
 - 15.5.3.** Where significant concerns related to the content, consistency or compliance with a Policy Instrument exist, a formal review may be undertaken prior to the stated date.

15.5.4. Where it is determined that a Local Policy Instrument conflicts with a University Policy Instrument, the Local Policy Instrument will be reviewed and amended to align with University Policy.

15.6. Reviews of Policy Instruments will take into consideration:

- The extent to which Policy objectives are being achieved;
- An assessment of the adoption and use of the Policy Instrument;
- Whether the Policy Instrument complies and remains consistent with University strategic goals as well as existing legislation, Policies and Procedures;
- Any deleterious impacts resulting from the Policy; and
- Whether updates to format or classification are required.

15.7. Review of Policy Instruments will result in recommendations for one or more of the following outcomes:

- No amendment;
- Minor amendment;
- Major Amendment;
- Revocation;
- Development of new or additional supporting Policy Instruments;
- Additional communication and education of policy stakeholders.

15.8. Upon completion of the review the review outcomes will be reported to the designated Approval Authority.

15.9. Further development or amendment of Policy Instruments as a result of review outcomes will be done in accordance with the Policy Framework and these Procedures.

MONITORING AND REVIEW

16. These Procedures will be reviewed every three years. The Policy Advisory Committee is responsible for reviewing and evaluating these Procedures.

RELEVANT LEGISLATION

17. [University of Ontario Institute of Technology Act, 2002, SO 2002, c 8, Sch O](#)
[By-Law Number 1 of the University of Ontario Institute of Technology](#)

RELATED POLICIES, PROCEDURES & DOCUMENTS

18. UOIT Policy Framework
Policy Instrument Checklist and Submission Form
Policy Instrument Drafting Guidelines (To be developed)
Policy Instrument Templates (To be developed)

Policy Development and Review Cycle

Policy Instrument Review and Evaluation Guidelines (To be developed)

1. Purpose

The Policy Advisory Committee (PAC) is a subcommittee of the Provost's Advisory Committee on Integrated Planning (PACIP). The PAC provides recommendations to both PACIP, Policy Sponsors and Policy Owners who have brought forward Policies for approval.

2. Terms of Reference

The Committee shall review all policies under development, amendment or review that are related to the ongoing management and administration of University operation and services, in order to:

a. Administrative Policies

The PAC has an advisory role in the development, amendment and review of Administrative Policy, but not a decision-making role. It is expected that broader consultation on the development and drafting of policies has occurred prior to a policy reaching the PAC. The purpose of the committee is not to act in place of appropriate consultative processes in the development of policies.

The PAC will have the following responsibilities related to Administrative Policies:

- i. Review and consider all Administrative Policy submissions prior to submission to PACIP.
- ii. Make recommendations on whether a new policy is needed or whether the purpose can be achieved by modifying or clarifying existing policies and procedures.
- iii. Ensure that policies are aligned as far as possible with operational practicalities and that potential operational gaps are identified.
- iv. Assess the policy for consistency or conflict with legislation, the Policy Framework and Procedures, as well as other existing policies and procedures, regulations and collective agreements. When applicable, the Committee will give particular consideration to the policies of any and all strategic institutional partners with whom the University shares academic or administrative operations that may overlap or otherwise affect the proposed policy (e.g. Durham College).
- v. Determine coherence and consistency with the established policy format.
- vi. Review the process and extent of consultation and advise the Policy Sponsor or Policy Owner on areas where additional consultation may be needed.
- vii. Provide advice and guidance to the Policy Sponsor or Policy Owner on issues related to implementation and communication.
- viii. Provide feedback to PACIP regarding the implications of proposed policies, including impact on students, faculty and staff, as well as potential risks, costs and operational requirements, and make recommendations to PACIP regarding possible areas for consideration or change.

b. Legal, Compliance and Governance Policies

The PAC has a role in the communication of Legal, Compliance and Governance Policies.

The PAC will have the following responsibilities related to Legal, Compliance and Governance Policies:

- i. Receive for information the Policies approved by the Board of Governors.
- ii. Serve in an advisory capacity where requested by the Deliberative Bodies for these Policies.
- iii. Provide feedback to the Deliberative Bodies, as required, regarding the implications of proposed policies, including potential risks, costs and operational requirements and make recommendations regarding possible areas for consideration or change.

3. Responsibilities

- a. The PAC will be responsible to undertake periodic review of the UOIT Policy Framework and its associated Procedures and for making recommendations to improve the effectiveness and implementation of the Framework.
- b. Representatives to the PAC will be responsible for disseminating information and updates regarding Administrative and Legal, Compliance and Governance Policies to their respective areas.

4. Membership

- University Secretary, or delegate (Chair)
- Policy Analyst and Compliance Officer (Secretary to the Committee)

One representative from each of the following areas:

- Provost
- Academic Affairs
- External Relations
- Research and International
- Finance
- Human Resources
- Office of Campus Infrastructure and Sustainability (OCIS)
- Student Life
- Graduate Studies
- Faculty Planning and Budget Officers Group
- Teaching Staff (selected by the Provost after consultation with PACIP)
- Registrar
- IT Services

Representatives are appointed by the Vice-President or delegate for each organizational area. Representatives are expected to be a person within each area who has either direct knowledge or responsibility for the administration and application of policy for their respective unit (i.e. a senior administrative staff member).

ADVANCEMENT OFFICE DASHBOARD

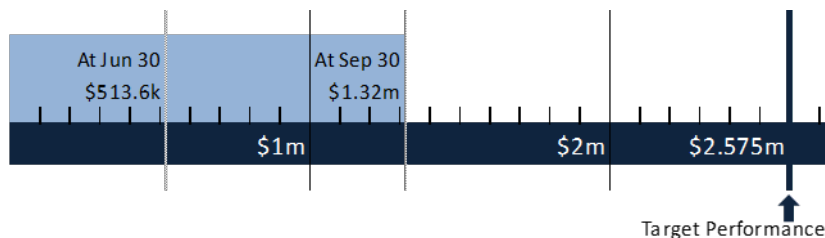
2014-2015 – 2Q RESULTS

- Major Gift Program: two asks made totalling \$115k; four gifts closed, none declined, six remain outstanding.
- From July 1st to September 30th 107 donors made a new cash or pledged gift to UOIT, of which 78 were first-time donors. Of these, 70 first-time donors contributed to UOIT through their participation in the Italian Cultural Centre of Durham event held in the summer.
- Development team made 32 visits to donors and prospects.

ACTIVITY

RESULTS (CUMULATIVE)

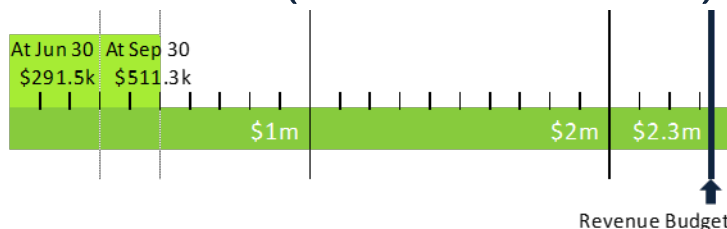
PRODUCTIVITY (NEW GIFTS AND NEW PLEDGES):



Annual Fund program delivered two major gifts during 2Q, contributing \$181k to the Productivity Results for the period. This, combined with early closure of the Lenovo commitments pushed the 2Q YTD results well past target of \$887.5k.

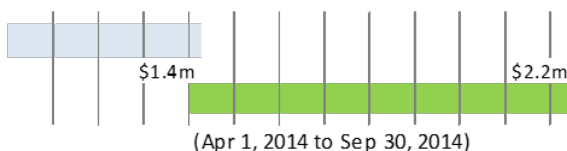
CASH RECEIVED (CASH AND PLEDGE PAYMENTS):

Cash received is running about 20% higher than scheduled revenue of \$430k.

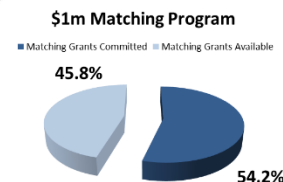


STUDENT SUCCESS FUND (NEW GIFTS AND NEW PLEDGES):

Beginning Balance (April 1, 2014)
In-Year New Gifts and New Pledges

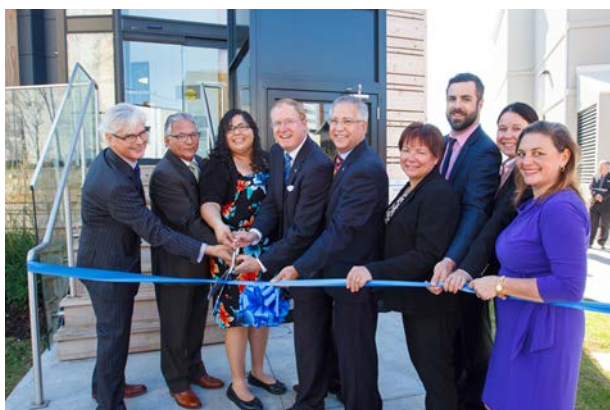


Raised \$396k during 2Q for total of \$835k YTD.



IMPACT

OFFICIAL OPENING OF UOIT-BAAGWATING INDIGENOUS STUDENT CENTRE



In celebration of the generosity of the Baagwating Community Association, Community Infrastructure Improvement Fund (FedDev Ontario) and Kent and Douglas Farndale, UOIT was pleased to publicly unveil the UOIT-Baagwating Indigenous Student Centre on September 26, 2014.

Guests in attendance also learned of Enbridge Pipelines Inc.'s commitment to support Indigenous student scholarships at UOIT.



BOARD REPORT

Public: **In-Committee:**

Action Required:
Discussion
Decision

DATE: November 28, 2014
FROM: Tim McTiernan, President
SUBJECT: UOIT Program Reviews 2013-14

A. Purpose

Please find attached for information the final assessment report for the reviews conducted in 2013-14 on the following programs:

- Bachelor of Engineering in Automotive Engineering
- Bachelor of Science in Computing Science

B. Background

Under the Quality Assurance Framework, all UOIT programs are subject to review every eight years to ensure that they meet provincial quality assurance requirements and to support their ongoing rigour and coherence.

Each review involves a detailed examination by faculty, staff and external reviewers of the program’s goals and requirements, its curriculum content, structure, modes of delivery, assessment of student learning, and the use of available resources to support the program. Their work has generated a valuable set of documents that reflect a great deal of care and attention to the ongoing development and refinement of programs that best meet the needs of students and best represents the current state of each particular field of study.

The attached report provides an overview of the recommendations resulting from the program reviews, identifies the particular strengths of the programs as well as opportunities for improvement and enhancements, and outlines the agreed-upon implementation plan.

The detailed reports and recommendations were reviewed by the undergraduate curriculum committee in October and the summary report was reviewed by Academic Council at its November meeting.

C. Discussion/Options

For information only.

D. Financial/Human Resource Implications

Any significant curricular change arising from the recommendations will require the development of a business plan consistent with existing practices and procedures.

E. Risk Implications

There are none.

F. Recommendation

It is therefore recommended:

That the Board of Governors receive for information the final assessment report on the program reviews conducted in 2013-14 on the Bachelor of Engineering in Automotive Engineering and Bachelor of Science in Computing Science.



FINAL ASSESSMENT REPORT ON THE 2012-2013 PROGRAM REVIEW

Under UOIT's Quality Assurance Framework, all degree programs are subject to a comprehensive review every eight years to ensure that they continue to meet provincial quality assurance requirements and to support their ongoing rigour and coherence. Program reviews involve several stages, including:

1. A comprehensive and analytical self-study brief developed by members of the program under review
2. A site visit by academic experts who are external to and arm's length from the program who prepare a report and recommendations on ways that it may be improved based on a review of the program's self-study and supporting material, and a two day site visit involving discussions with faculty, staff and students and a tour of the facilities
3. Development of a plan for improvement by the program and proposed timelines for implementation.

On the completion of the program, the self-study brief together with the reviewers' report and the assessment team's response are reviewed by the appropriate standing committee of Academic Council, and are subsequently reported to Academic Council, the Board of Governors and the Quality Council.

In 2012-13, program reviews were conducted for the following degree programs:

- Bachelor of Engineering in Automotive Engineering
- Bachelor of Science in Computing Science

This is the first program review for these programs and the internal assessment teams are to be commended for undertaking this assignment in addition to an already challenging workload and within very tight deadlines. The following pages provide a summary of the outcomes and action plans resulting from the reviews, identifying the strengths of the programs as well as the opportunities for program improvement and enhancement. A report from each program outlining the progress that has been made implementing the recommendations will also be put forward in eighteen months' time.

I. BACHELOR OF ENGINEERING IN AUTOMOTIVE ENGINEERING

Dean: Dr. Tarlochan Sidhu

External Reviewer: Dr. Chun-Yi Su, Concordia University

Internal Reviewer: Dr. Francois Desjardin, UOIT

Site Visit: May 8-9, 2013

The two external reviewers, following the receipt of the self- study document prepared by the Faculty visited the campus on May 8-9, 2013. The two reviewers were chosen for their knowledge in the subject area as well as their curriculum expertise. During the visit the two reviewers met with Senior Administration, faculty, staff, and students, the chief and associate librarian and academic advisors. They also had an extensive tour of the labs and facilities offered to students and faculty on the campus.

The reviewers felt the program had a strong mechanical engineering foundation and included important aspects of manufacturing and electrical engineering. The program is unique in Canada, with access to one of North America's major auto manufacturers. In the last accreditation visit, the Automotive Engineering program was granted a six year accreditation by the Canadian Engineering Accreditation Board (CEAB). They further noted that the faculty of the program is strong, with many active researchers.

The external reviewers commented that the program closely adhered to UOIT's mission statement and that the programs learning outcomes are "written in a clear manner that is consistent with current educational taxonomies." They were encouraged to see the program's learning demonstrate competencies at every level from simple memorizations to high level analysis, evaluations and problem solving. The reviewers suggested revisions to one learning outcome on life-long learning to allow for clear indicators of student attainment. The Faculty is working on a five step action plan to more effectively assess all program outcomes including life-long learning.

Admission requirements are appropriate to the program and the reviewers were supportive of the work currently being done on a bridging program to reach Ontario college students. They believe adding such students would greatly benefit the program and raise the bar for high school students.

Overall, the reviewers felt that the Automotive Engineering curriculum very adequately provided undergraduates with opportunities to develop "all the necessary knowledge and skills required for engineering in the automotive sector." The reviewers were impressed to find the program is being offered with the most advanced technological resources available, particularly in terms of the industry standard software and workshops (such as the Integrated Manufacturing Centre) and opportunities for students to work as research assistants and learn from active researchers in the field. They encouraged further opportunities for students to access the labs and workshops in the Automotive Center for Excellence (ACE), "a world class collaborative effort" involving the institution, the community and industry. The Faculty is working to secure increased student involvement with ACE.

The reviewers did touch on one aspect of the curriculum that the Faculty may wish to examine and evaluate in the future. They felt there was too strong an emphasis on design courses and the program would benefit from the exploration of more hands on, technology based modes of delivery. To this end,

the Faculty is in the process of creating a program advisory board. This will enable faculty members to directly link course topics with a direct application in an industrial framework.

The reviewers were pleased to discover that the library services available to students were quite extensive both in the physical facilities as well as online offerings and as such remain quite current and responsive to the needs of both faculty and students. They recommend that student awareness of this resource could be raised and faculty are currently introducing measures to accomplish this goal.

A timeline of proposed actions to address the suggestions in the external reviewers report is included below.

Table 1: Timeline for addressing the recommendations of the external reviewers

Deadline	Proposed Action
April 2014	<p>Awareness Session on 5-step action plan in Automotive Engineering Program (Step 1, 2) The Department Chair will coordinate with the stream leaders to organize an awareness session for faculty members in Automotive Engineering program.</p>
May 2014	<p>Program Advisory Board A program advisory program, with industry representation, will be formed and in place and the first meeting would have been held.</p> <p>Data on Student Learning Collected and Analyzed (Step 3, 4) Course instructors in Automotive Engineering complete their course dossiers with results of assessment of 12 graduate attributes included.</p>
July 2014	<p>Bridging Program Consultation Gather feedback from the faculty and staff members regarding the bridging program.</p> <p>Regular two-year course curriculum review cycle (Step 5) A two-year regular course curriculum review cycle is proposed to be conducted per alternative (randomly selected) streams. The curriculum committee will carry out a comprehensive review of the AE program curriculum based on the data collected in the past two years. If curriculum delivery deficiency is found with a course, an emergency course curriculum review cycle will be processed, otherwise only minor or no changes will be made</p>
September 2014	<p>Awareness Session about online resources for new students. Technical Session about online resources for capstone students.</p>
June 2015	<p>Formal three-year program curriculum review cycle The formal reviews serve to evaluate the success of the implemented curricular changes within the last three years of the offering of the program and thereby provide formative feedback to the department. The idea is to align courses and make the necessary changes in order to have an improved curriculum starting Fall 2015 just in time for the next CEAB accreditation visit.</p>
July 2015	<p>Bridging Program Formal introduction of Bridging program</p>

August 2015	Implementation Strategies Once the results of the comprehensive review of the AE program curriculum have been approved at the Faculty Council and CPRC & Academic Council, an implementation strategy will be presented just in time for the new AE curriculum to be offered in Fall 2015.
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I. BACHELOR OF SCIENCE IN COMPUTING SCIENCE

Dean: Dr. Greg Crawford

External Reviewers: Dr. Ken Barker, University of Calgary

Dr. Wayne Enright, University of Toronto

Site Visit: November 21-22, 2013

The two external reviewers, following the receipt of the self-study document prepared by the Faculty visited the campus on Nov 21-22, 2013. The two reviewers were chosen for their knowledge in the subject area as well as their administrative expertise. During the visit the two reviewers met with Senior Administration, faculty, staff, and students, the chief and associate librarian and academic advisors. They also had an extensive tour of the labs and facilities offered to students and faculty on the campus.

The reviewers felt the program closely adhered to the Universities' primary mandate to "provide pragmatic degrees aimed at preparing students to meet the immediate needs of employers primarily in the region around the University." In keeping with this mandate, they noted that program faculty are very active researchers and extend their interests to the students by choosing topics for projects and undergraduate theses relevant to the Durham Region. They further noted the impressive undergraduate thesis topics being undertaken by the computing science students.

The reviewers also commented on the current Faculty of Science curriculum and admission requirements. They noted that the admission requirements are aligned with the current program requirements. With regards to the curriculum, they noted both the challenge and opportunity that a common first year in all Science courses at UOIT provides. They felt this was empowering in that all students will have a substantial amount of science across several disciplines, which will provide for both multi-disciplinary opportunities and a solid breadth. However, they believe that, by having to limit the provision of computer science courses to one half-year course in first year, it was a true challenge to engage and retain computer science oriented students who may come to university with varied degrees of experience in computer science. To address these concerns, faculty members are in the process of putting together a curriculum change proposal which differentiates the Computing Science students to provide them a more balanced selection of courses. Discussions on this topic are expected to take place at the Faculty Council meetings in the fall of 2014.

Another concern of the reviewers centred on the number of sessional instructors teaching Computing Science courses. To address this, the Computing Science program has recently hired an additional core research faculty member which has reduced the need for sessional teaching from 6 courses in 2013-2014 to 3 courses in 2014-2015. Further, a potential opportunity to hire an additional core research faculty member, with a specialization in Parallel Computing, is planned to help meet some of the expected additional teaching needs associated with the above mentioned curricular changes as well as to address an identified area for potential growth (Informatics) that aligns well with the UOIT Strategic Research Plan and the 2014 Strategic Mandate Agreement. In response to a recommendation made around elective course offerings in the program, the Faculty will examine incorporating Engineering and Business courses as Computing Science electives.

The reviewers remarked on the relatively small class size (target enrolments of 60-70 students in each year) as a strength of the program. Noting that, it allowed all faculty to be involved in first and second year teaching and for the building of strong and meaningful student-faculty relationships. They felt it

created a student cohort that is comfortable interacting with faculty members and who are encouraged to seek advice and guidance in planning their programs. They did feel that students would benefit from more co-op and Undergraduate Student Research Awards (USRA) opportunities. To address the reviewers’ recommendations, the Computing Science faculty plan to implement a mentor program. First year students will be assigned a mentor who is a core faculty member. The goal will be to not only enhance teacher-student relationships, but through the use of such planned interactions as CS social events, open office hours and one-to-one meetings, faculty will continually disseminate information and encourage students to participate in various career development programs, particularly co-op and USRA. The faculty members plan to enrich the in-class experience with discussions of co-op and research opportunities.

Among support staff concerns, the reviewers noted that the academic advisors are burdened with administrative tasks. They believe some of these tasks, such as scheduling, can be moved to other administrative support staff so they could spend more time with students. There is a campus-wide initiative currently underway to assess the effectiveness of the advising model in all of the Faculties. In the short-term, the addition of a new faculty member and the newly proposed mentoring program should help to alleviate some of the pressure on academic advisors. The university-wide assessment will help the computing science program understand what changes will be made across the institution and what changes might be made in the Faculty of Science specifically.

The reviewers toured the Library facilities and were pleased to find them both quite extensive and current in regards to the computing science offerings. They commented on the wide range of both book and on-line resources and stated this was a strong resource for students in the program, particularly for such a young university. They were also impressed by the small, bookable “breakout” rooms. The reviewers’ recommended that it would be beneficial to see such rooms located closer to the area where the computing science program is delivered, as they are essential to sound computing science pedagogy. To this end, while space is an institution wide challenge the Faculty plans to work with the CISP (Campus Infrastructure and Space Planning) Committee to explore potential solutions to the need for “breakout” spaces within close proximity to the computing science classrooms.

A timeline of proposed actions to address the suggestions in the external reviewers report is included below.

Action Plan

Table 1 presents a time-line of the actions we plan to take to address the recommendations from the external report.

Table 1: Timeline for addressing the recommendations of the external reviewers

Proposed Action	Timeline	Person/Area Responsible
Course change for first year CS curriculum	Fall 2015	Program director, relevant CS faculty members and Science Curriculum Committee

New course development for CS, software engineering and gaming students	Fall 2015	CS faculty members
Incorporate Engineering and FBIT courses as CS electives	Fall 2015	Program director
Space issue and break-out space for students	Fall 2014	Program director, dean and CISP committee
Visiting local high schools	Winter 2015	CS faculty members
Faculty mentorship program	Fall 2014	CS faculty members
Study the feasibility of raising the admission standard.	Winter 2015	Program director



ACADEMIC COUNCIL

Synopsis

At its meeting held on September 16, 2014, Academic Council:

- Approved nominations of faculty and staff members to Academic Council
- Approved the Academic Council election procedures
- Approved three faculty as members of the 2014-15 Chancellor Search Committee

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 October 21, 2014, Academic Council:

- Approved the conferral of degrees for the summer term 2014
- Approved the conferral of degrees for the fall term 2014
- Approved the conferral of degrees for June 2015 Convocation
- Approved the Faculty Council membership lists for 2014-15
- Approved nominations of student representatives to Academic Council and Academic Council standing committees

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



CUBA annual conference

Our 2014 conference was a resounding success. Save the dates for our 2015 conference in Montreal: April 30 - May 2.

(http://CUBA/media/Cuba/Conference2014/Website-program_8.pdf)

COUNCIL OF
ONTARIO UNIVERSITIES

CONSEIL DES
UNIVERSITÉS DE L'ONTARIO

2014 Conference of Ontario University Board Members

November 7-8, 2014

**Queen's Park Ballroom
Park Hyatt Toronto, 4 Avenue Road, Toronto**

Program

Friday, November 7

1:00 - 1:30 pm Registration

1:30 - 1:40 pm Welcome

Dave Lazzarato, Chair, Council of Chairs of Ontario Universities (CCOU); Chair, Board of Governors, McMaster University

1:40 - 2:10 pm Opening remarks

The Hon. Reza Moridi, Minister of Training, Colleges and Universities; Minister of Research and Innovation

2:10 - 3:20 pm Panel discussion

Major issues and forces affecting Ontario universities

With their diverse backgrounds and perspectives, panelists will address many of the issues and forces affecting Ontario universities, such as changing technology trends, student demands and expectations, the expansion of universities in Asia, and the provincial economic climate. The panel will examine the implications of these issues and forces on Ontario universities in the years ahead, setting the stage for the following panel on the sustainability of the current financial model for universities.

Moderator: Dave Lazzarato, Chair, CCOU; Chair, Board of Governors, McMaster University

Panelists:

- Sheldon Levy, President and Vice-Chancellor, Ryerson University
- Sioban Nelson, Vice-Provost, Academic Programs, University of Toronto
- Andrew Newman, Partner, Audit, KPMG
- Bonnie Patterson, President and CEO, Council of Ontario Universities

3:20 - 3:50 pm

Break

3:50 - 5:00 pm

Panel discussion

Sustainability of the current financial model for universities

Today, most universities face significant financial sustainability challenges with tuition revenues capped, research/grant monies increasingly difficult to attract, and philanthropic education dollars migrating to health. Expenditures – largely driven by compensation – exceed the rate of inflation in many cases. The problem is compounded with multiple global disruptors challenging the historic university model. This panel will address the financial sustainability of today's model, what it could look like in 15 years and how our universities' financial/economic/business models will need to evolve.

Moderator: Barb Palk, Chair, Board of Trustees, Queen's University

Panelists:

- Roger Couldrey, Vice-President (Administration), McMaster University
- Allan Shapira, Senior Partner, Aon Hewitt
- Richard Simm, Managing Director, Capital Markets Advisory Services, Ernst & Young
- Allison Williams, President, Alma Mater Society, Queen's University

5:00 - 8:30 pm

Reception and Dinner

Keynote address: The future role of universities in society

The Hon. Lloyd Axworthy, P.C., O.C., O.M., former President & Vice-Chancellor, University of Winnipeg

Dr. Axworthy will address the future of the university in society and as city builder, including its role as an agent of change in ensuring the inclusion and advancement of marginalized populations, such as aboriginal youth, low income students, and first generation students. He will reflect on the important relationship between the Board and the university administration and his own experience in government as it relates to the future for publicly supported universities in Canada.

Saturday, November 8

7:30 - 9:00 am

Breakfast

8:00 - 9:00 am

Keynote address: Challenges and Opportunities in the Ontario University System

Harvey Weingarten, President and CEO, Higher Education Quality Council of Ontario

What are the challenges and opportunities facing the Ontario university system as demands for accountability increase, financial pressures mount, resources decrease and reputation matters even more? How does a policy of differentiation and Strategic Mandate Agreements influence this dynamic? How will this influence future funding formulas? What are the strategies Boards and senior university administrators can take to meet these challenges and seize the available opportunities?

9:00 - 10:20 am

Panel discussion

Student Health and Safety

This topic is now central to most risk management discussions at the university board table. In the US, laws such as Title IX (1972) and the Clery Act make institutions clearly accountable, inclusive of sexual misconduct. Will such legislation arrive in Canada? What policies and procedures do boards need to address the issues and protect students, faculty, staff and boards?

This panel will discuss the increasing pressures on our students today. Panelists will look at preventative measures to help guide institutions to ensure this risk is managed, the Board's liability is understood and the institution's reputation is protected.

Moderator: Barb Palk, Chair, Board of Trustees, Queen's University

Panelists:

- Suzanne Blanchard, Associate Vice-President (Students and Enrolment) and University Registrar, Carleton University
- Catherine L. Peters, Partner, Hicks Morley
- Mike Young, Rector, Queen's University

10:20 - 10:30 am

Break

10:30 am - 12:00 pm Concurrent sessions

Concurrent session 1: Attracting and retaining great board members

Queen's Park Central

Panelists will discuss their experiences with attracting and retaining board members who are engaged and enthusiastic contributors. The importance of board diversity also will be addressed.

Moderator: Dick Freeborough, Chair, Board of Governors, University of Guelph

Panelists:

- Wendy Cukier, Vice-President, Research and Innovation, Ryerson University
- Harriet Lewis, former University Secretary and Legal Counsel, York University
- Heather Ring, Partner, Caldwell Partners
- Sharon Rudy, Partner, Spencer Stuart

Concurrent session 2: The importance of a university brand

Queen's Park South

Panelists will share their experiences with branding/re-branding at their universities, and address whether universities are spending enough time understanding and managing their brands, and the impact of brands on student decisions.

Moderator: Phyllis Yaffe, former Chair, Board of Governors, Ryerson University

Panelists:

- Helen Connell, Associate Vice-President, Communications and Public Affairs, Western University
- John MacMillan, Director, Marketing and Communications, UOIT
- Ian Madell, Managing Partner, LEVEL5 Strategy Group

10:30 am - 12:00 pm **Concurrent session 3: Trends in University/Industry Research Partnerships**

Hazelton Room

At one time university-industry research partnerships referred only to sponsored research projects. Corporations are increasingly requesting multi-dimensional relationships with campuses that incorporate research, technology transfer, industry liaison, entrepreneurship, and workforce development programs. Further, both federal and provincial government programs support industry-academic collaborations leading to newly established Canadian companies, new products and services on the market, and highly qualified personnel.

This panel will discuss evolving trends in industry-academic partnership. The perspectives and approaches of industry, academia, service providers and government will be considered in looking at ways to build successful and prosperous industry-academic engagement.

Moderator: Erin Skimson, Director, Catalyst Centre, University of Guelph

Panelists:

- Bob Campagnolo, Senior Strategic Consultant, SAP
- Steve Forrest, Professor, Materials Science & Engineering, University of Michigan
- Paul Paolatto, Executive Director, Western University Research Parks
- Ilse Treurnicht, Chief Executive Officer, MaRS Discovery District

12:00 - 12:10 pm

Break

12:10 - 12:30 pm

Closing plenary

Fireside chat on concurrent sessions, and closing remarks

12:30 pm

Lunch

Lunch will be available at the north end of the ballroom, including a boxed lunch for those who have to leave immediately after the conclusion of the conference