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**PUBLIC SESSION AGENDA**
**Wednesday, October 21, 2015**
**3:10 p.m. to 5:30 p.m.**
**Place: 55 Bond St., DTB 524**
**Dial-in Phone Number: 1-877-385-4099 (toll free in Canada & U.S.)**
**Participant Access Code: 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 June 25, 2015* (M)	Chair	5	3:25 p.m.
6		Introduction of New Board Members	Chair	5	3:30 p.m.
7		President's Report	President	5	3:35 p.m.
8		Academic Council Report*	President	5	3:40 p.m.
9		Co-Populous Report	D. Allingham	5	3:45 p.m.
10		Start-Up Update* (P)(U)	D. Saucier	5	3:50 p.m.
11		Community Reports/Presentations			
	11.1	Student Association: - Board Meeting Policy & Procedures* (P) - Aramark Food Services	J. Cullen/ S. Syed	5	3:55 p.m.
	11.2	Faculty Association: - Board Meeting Policy & Procedures* (P)	G. Genosko	5	4:00 p.m.
		COMMITTEE REPORTS (public items)			
12		Audit & Finance Committee	A. Imrie		
	12.1	First Quarterly Report* (U)	A. Imrie	20	4:20 p.m.
	12.2	Non-Audit Services Policy* (M)	A. Imrie	10	4:30 p.m.

<b>13</b>		<b>Investment Committee</b>	<b>M. Goacher</b>		
	<b>13.1</b>	<b>Second Quarter Investment Review (U)</b>	<b>M. Goacher</b>	<b>10</b>	<b>4:40 p.m.</b>
	<b>13.2</b>	<b>RBC PH&amp;NIC Account Opening Resolution* (M)</b>	<b>C. Elliott</b>	<b>5</b>	<b>4:45 p.m.</b>
<b>14</b>		<b>Governance, Nominations and Human Resources Committee</b>	<b>K. Brearley</b>		
	<b>14.1</b>	<b>Board By-Law Review Project (U)</b>	<b>C. Foy</b>	<b>5</b>	<b>4:50 p.m.</b>
	<b>14.2</b>	<b>Board Election Results* (U)</b>	<b>B. Dinwoodie</b>	<b>5</b>	<b>4:55 p.m.</b>
<b>15</b>		<b>Strategy &amp; Planning Committee</b>	<b>J. McKinley</b>		
	<b>15.1</b>	<b>International Strategy (P)(U)</b>	<b>M. Owen</b>	<b>5</b>	<b>5:00 p.m.</b>
<b>16</b>		<b>Alumni Association Update</b>	<b>K. Gambier</b>	<b>5</b>	<b>5:05 p.m.</b>
<b>17</b>		<b>For Information:</b>		<b>5</b>	<b>5:10 p.m.</b>
	<b>17.1</b>	<b>Amended Board Schedule*</b>			
	<b>17.2</b>	<b>2015 Conference of Ontario University Board Members - November 6-7, 2015 - DoubleTree Hilton Toronto*</b>			
<b>18</b>		<b>Other Business</b>	<b>Chair</b>		
<b>19</b>		<b>Termination of Meeting</b>	<b>Chair</b>		
		<b>P - Presentation</b>			
		<b>M - Motion</b>			
		<b>U - Update</b>			
		<b>D - Discussion</b>			
		<b>* Documents attached</b>			

Becky Dinwoodie, Secretary

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



## BOARD OF GOVERNORS' 91<sup>st</sup> REGULAR MEETING (PUBLIC SESSION)

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**PUBLIC SESSION MINUTES**  
**Thursday, June 25, 2015**  
**10:15 am – 1:30 pm**  
**Place: 55 Bond St., DTB 524**

**GOVERNORS IN ATTENDANCE:**

Glenna Raymond, *Chair*  
Adele Imrie, *Vice-Chair*  
John McKinley, *Vice-Chair*  
Nigel Allen  
Doug Allingham  
Rupinder Brar  
Karyn Brearley  
Garry Cubitt  
Andrew Elrick  
Theeben Jegatheesan  
Jay Lefton  
Robert Marshall  
Michael Newell  
Tim McTiernan, *President and Vice-Chancellor*  
Bonnie Schmidt  
John Speers  
Pierre Tremblay  
Tyler Turecki  
Valarie Wafer  
Heather White

**VIA TELECONFERENCE:**

Don Duval  
Andrea Slane

**REGRETS:**

Perrin Beatty, *Chancellor*  
Amir Ghandehariun  
Miles Goacher  
Donald Hathaway

**BOARD SECRETARY:**

Cheryl Foy, *University Secretary and General Counsel*

**UOIT STAFF:**

Becky Dinwoodie, *Assistant University Secretary*

Craig Elliott, *Chief Financial Officer*

Nadia Jagar, *Policy Analyst and Compliance Officer*

Andrea Kelly, *Assistant to the Secretary*

Murray Lapp, *Vice-President, Human Resources and Services*

Brad MacIsaac, *Assistant Vice-President, Planning and Analysis and Registrar*

Susan McGovern, *Vice-President, External Relations and Communications*

Niall O'Halloran, *Contracts and Records Management Project Co-ordinator*

Michael Owen, *Vice-President, Research, Innovation & International* (might only be attending non-public session)

Cathy Pitcher, *Assistant to the President*

Deborah Saucier, *Provost and Vice-President, Academic*

Karen Young, *Manager, Space and Equipment, Office of Campus Infrastructure and Sustainability*

Elaine Wannamaker, *Director, Risk Management*

**GUESTS:**

Jeremy Bradbury, *newly elected Faculty Governor*

Jesse Cullen, *Student Association*

Dan Gazarek, *Alumni Association*

Gary Genosko, *Faculty Association*

Mike Guerard, *Student*

Denise Martins, *Faculty Association*

Reina Rexhmatoj, *Student*

Mary Steele, *newly elected Non-Academic Staff Governor*

Kaitlyn Teller, *Student*

Christine McLaughlin, *Faculty Association*

Mike Eklund, *Faculty*

Karen Young, *Campus Master Plan Coordinator*

Andrea Bourrie, *MMM Group*

**1. Call to Order**

The Chair called the meeting to order at 10:41 a.m.

**2. Agenda**

The Chair noted that although Item 9.1 was shown as requiring a motion, it did not require a motion.

*Upon motion brought by V. Wafer and seconded by N. Allen, the Agenda was approved as amended.*

**3. Conflict of Interest Declaration**

The Chair declared a conflict of interest with respect to Item 11.2 as the Board is considering her reappointment as Chair. M. Newell requested that the individuals being considered under Item 11.2 abstain at the time of the vote rather than declaring a conflict of interest. There were no objections to his suggestion. There were no other conflicts stated.

#### **4. Chair's Remarks**

The Chair recognized and expressed her appreciation for all of the activities surrounding convocation this month and offered her congratulations to the graduates and the students and faculty who organized the events. She hoped the governors who attended were able to enjoy the occasion as it is an important reminder of why the Board is here. She congratulated the President and the entire team of faculty and staff involved in the events.

The Chair then reflected on having had the opportunity to celebrate community support from donors at the recent event held at Windfields Farms. She commented that it was a lovely celebration of our partnerships. It brought many new people to the campus and offered opportunities for meeting potential new donors. She thanked the team for hosting a successful event and all the donors who attended.

The Chair closed by welcoming the guests and staff attending the meeting and thanked them for taking the time to be there.

#### **5. Introduction of New Board Members**

The Chair was pleased to welcome Jeremy Bradbury and Mary Steele to the meeting, who were attending as the newly elected governors for next year. She introduced them to the Board and provided a brief overview of their backgrounds. She remarked that faculty and staff representatives provide the Board with helpful input and perspectives that are important to Board discussions.

The Chair also introduced B. Dinwoodie to the Board as she was attending her first Board meeting as the new Assistant University Secretary. The Chair commented that although B. Dinwoodie attended the most recent Committee meetings, some of the Board members may not have had the opportunity to meet her yet and encouraged the members to take the opportunity to speak to her at the break.

#### **6. Approval of Minutes of the Meeting of April 29, 2015**

C. Foy suggested deleting the last line of the second paragraph of Section 8.3.2 as it does not accurately capture what was discussed at the meeting.

*Upon motion brought by P. Tremblay and seconded by R. Brar, the Minutes were approved as amended.*

#### **7. President's Report**

The Chair invited the President to deliver his report. The President welcomed all guests attending the meeting. He also congratulated all faculty, students, staff and Board members who participated in convocation. He commented that it was a wonderful opportunity to bring together the broader community of family, friends and supporters, including the new honorary doctorates. It served as recognition that the university plays a strong role in the economic and social development of the region and province.

He was particularly pleased to report the decision of the Board to grant tenure and promote the following faculty members:

- Andrew Hogue, Faculty of Business and Information Technology
- Fletcher Lu, Faculty of Business and Information Technology
- Allyson Eamer, Faculty of Education

- Atef Mohany, Faculty of Engineering and Applied Science
- Jing Ren, Faculty of Engineering and Applied Science
- Liliana Trevani, Faculty of Science
- Aziz Douai, Faculty of Social Science and Humanities
- Shanti Fernando, Faculty of Social Science and Humanities

The Board also promoted to the rank of full professor the following faculty members:

- Phillip Shon, Faculty of Social Science and Humanities
- Hossam Gaber, Faculty of Energy Systems and Nuclear Science

The President commented that the role of these faculty members and their colleagues is teaching, research and outreach. He added it is noteworthy that the university has been active in the International Economic Forum of the Americas, including being involved in organizing the Toronto Global Forum, which examines economic, social and energy issues across the Americas. Both UOIT faculty and students will be participating in this year's forum.

He also discussed attending the recent Windfields Farms event, which brought together alumni, faculty, staff, and university supporters.

Lastly, the President reported on working with Universities Canada on developing a set of principles with respect to Indigenous education, which will form part of a collective effort of universities across Canada to advance access and support of Indigenous students in higher education.

## **8. Co-Populous Report**

P. Tremblay reported that the last quarter had been extremely busy at the college, and the DC Board had been engaged in most of the matters. There were several DC Board subcommittee, executive, and main Board meetings held in May and June. He advised that infrastructure (capital proposals and alternatives) and facility planning work continues, as well as school program development leading to new programs in continuing education, social media, and customs and logistics.

He also reported that the DC Board and its Executive have been focusing on succession for key senior leadership positions at the college and the retention of talent within the confines of public sector constraints. While the college system tends to explore talent across the system, the DC Board wanted to ensure there is sufficient attention paid to internal candidate identification and development.

P. Tremblay advised that in terms of effectiveness, the DC Board has reviewed its annual survey results and, while the results were very positive, committed to establishing a subcommittee of members to explore ways of further enhancing the effectiveness of the Board in carrying out its mission. Areas of focus for dialogue include: enhanced orientation of new members, ease of access to material to promote engagement at meetings, enhancing the diversity of the board; and, increased granularity of board goal setting. The subcommittee will be formed over the summer and present to the DC Board in the fall of 2015.

He reported that the spring 2015 graduation ceremonies for Durham College were held over 2 ½ days on June 8, 9, and 10 at GM Centre in Oshawa. Over 3000 graduates received diplomas and certificates from 8 different schools and the Centre for Food. Several of the highlights included:

- Recognition of 3 graduates of distinction - Bob Wheller and Matt Warburton, both 1983 graphic design graduates who collaborated on the current version of the Durham College shield logo, and OPG's Vanessa Hughes, a 1990 graduate of the human resources program. A short video was presented at the convocation ceremony, which was very inspirational for the graduates.
- Graduation addresses by: Diana Lovell Kirk, a well-known local philanthropist; Amanda De Souza, a recent graduate returning to teach at the college; and Mike Arsenault, an up and coming TV personality who is also a graduate of Durham College.
- Recognition for long service and retirement for 2 members of the executive team (Darren Carron and Judy Robinson)

He also informed the Board that the DC Board retreat was held on April 18<sup>th</sup> and 19<sup>th</sup> at Kingsbridge Centre. The focus of the retreat was on the evolving nature of education and featured Ken Steele, who provided a wide perspective on policy, strategy, and political influences in the post-secondary education field. His presentation was well received by the DC Board based on members' feedback.

The Chair thanked P. Tremblay and congratulated him on his appointment as Chair of the DC Board. She said the Board will now look to D. Allingham to carry on the co-populous reports. M. Newell also thanked P. Tremblay for his efforts on both boards, as well as for his support and guidance.

## **Committee Reports**

### **9. Audit & Finance Committee**

The Chair invited A. Imrie to speak to the Audit and Finance Committee matters.

#### **9.1 Fourth Quarter Report**

As there was an overlap of material, A. Imrie focused her discussion on the 2014-15 audited financial statements.

#### **9.2 2014-15 Audited Financial Statements**

A. Imrie reviewed the 2014-15 audited financial statements. She was pleased to report that the auditors provided a clean audit opinion on the statements. The university ended the year in a strong financial position. She commended senior management on their fiscal responsibility, which is ensuring UOIT continues to improve year after year. The university's cash position is very healthy at just over \$23M and approximately \$33M in cash and short term investments. Further, the university's debt position is improving. The university started with significant debt due to its annual debenture payments and when in a surplus cash position, UOIT examined if there were debts that could be repaid without significant penalty. Accordingly, the IBM loan was repaid.

There was an excess revenue of \$8.7M, due to increased tuition, grants and savings. There was an increase in expenses of over \$8M in salaries and benefits as a result of 26 new hires. This is part of the university's efforts to improve the student/faculty ratio. She explained that although there is a surplus, the university needs to have funds available for strategic initiatives and plans. Accordingly, the Audit & Finance (A & F) Committee recommended further restricting \$6M in funds. The internally restricted reserves are currently at \$29M. She was pleased to inform the Board that UOIT met the government's requirements to increase its capital reserve

earlier than required.

A. Imrie further advised that the auditors presented their Audit Findings Report and no deficiencies or misstatements were found. There were also no changes to the audit approach from their original plan. She expressed her appreciation for the effort C. Elliott and his team have made to improve the finance area of the university. She also commended the President for setting the tone at the top and acknowledged that the improvement in financial controls requires the support of management. She remarked that every year, UOIT continues to make incredible strides and improvements and thanked the President for encouraging these improvements. She also advised that no concerns were raised by the auditor during their *in camera* session and complimented C. Elliott and P. Onsiog for their work.

*Upon motion duly brought by A. Imrie and seconded by B. Marshall, the Board approved the following motion:*

*That pursuant to the recommendation of the Audit and Finance Committee of the Board, the Board of Governors hereby approves the consolidated audited financial statements of UOIT for the year ending March 31, 2015, as presented.*

### **9.3 Internally Restricted Funds**

*Upon motion duly brought by A. Imrie and seconded by D. Allingham, the Board approved the following motion:*

*That pursuant to the recommendation of the Audit and Finance Committee of the Board, the Board of Governors hereby approves the movement of \$6M to the University's restricted funds (allocated as follows: \$1M "working capital reserve", \$0.6M to "operating reserve" and \$4.4M "capital fund").*

A. Imrie then addressed a few questions. She explained that the university is not expected to use money from contingency funds. She also advised that the A & F Committee will be working towards improving the forecasting process. She also mentioned that there are differences between the audited financials and the internally prepared reports due to the GAAP accounting method.

She advised that Dell was successful in the laptop procurement competition, which will result in a \$200 decrease in laptop fees for students.

The Chair recognized the work done by the A & F Committee and commented on the Committee's thoroughness in reviewing the issues before it – it is a very engaged and busy Committee. She then invited C. Foy to address the next 3 agenda items.

### **9.4 Risk Management Project Plan**

C. Foy presented a Risk Management Update to the Board, highlighting the accomplishments of 2014-15 and the goals and activities scheduled for 2015-16. She acknowledged all of the work of E. Wannamaker, Director of Risk Management. There were no questions or comments from the Board.

C. Foy noted that risk management has a relationship to compliance as one of the areas of concern is meeting the university's compliance obligations.

### **9.5 Compliance Annual Report**

C. Foy explained that the university is marrying its compliance assessment into the risk management program. Training is already occurring in various areas, particularly privacy training. She highlighted the accomplishments in contract compliance, primarily in four areas: templates, database of contracts, contract management framework policy and contracts education. She advised the Board that she worked with M. Owen's team in developing contracts that work well for them. She also thanked N. Jagar for all of her efforts in developing the



Policy Framework. She ended the presentation by reviewing the compliance objectives for 2015-16.

P. Tremblay inquired about “self-assessment” to ensure both the policy is stable and the activities of the university are stable. He commented that the education side is particularly powerful. C. Foy advised that the university is not there yet, but will get there in the next few years. The Chair commented that these efforts speak to the evolving maturity of our policies and processes. She then thanked N. Jagar and E. Wannamaker for their work on these matters.

## **9.6 Records Management Policy**

C. Foy delivered a presentation on the Records Management Policy. She advised that it is the first policy that went through the Policy Framework. Great feedback was received from Academic Council and the Curriculum and Program Review Committee, which helped make the policy a much better document. She provided an overview of the consultation process. Durham College was also consulted, since there is an overlap with how records are kept. She gave a summary of the Records Management Policy and, in particular, the research records exemption. She confirmed that the Retention Schedule will be the “meat” of the policy. She thanked N. O’Halloran for his work on the project.

B. Marshall asked that given IT is shared with the college, is this policy consistent with what the college is doing? C. Foy confirmed that the college completed their records management policy last year and have also completed their retention schedule. She also confirmed that the Policy sets the groundwork for a document imaging policy. J. Lefton commented that the biggest problem to administer will be section 11 and determining when a record should be destroyed. C. Foy explained that the Records Retention Schedule will be the guide as to when to destroy a document. She also advised that some of the work yet to be done will be assigning records a “home”, as well as a person responsible for them. When N. O’Halloran speaks to each unit, he will find out what their operational needs are with respect to the types of records used. The discussions with each unit will be very important. The President commented that there are long standing practices with respect to the retention, destruction, and archiving of records and the Retention Schedule will build on those practices.

*Upon motion duly brought by A. Imrie and seconded by P. Tremblay, the Board approved the following motion:*

*Whereas UOIT is preparing a Records Management Policy (“Policy”) within the context of a Records Management Project (“Project”);*

*Whereas the Policy is considered a compliance policy under the Policy Framework;*

*Whereas due to the broad scope of the Policy and its administrative implications, the following bodies have been consulted: Research Board, Provost’s Advisory Committee on Integrated Planning, Curriculum and Program Review Committee, Graduate Studies Committee, and Policy Advisory Committee;*

*Whereas the Curriculum and Program Review Committee, Graduate Studies Committee and Academic Council have all provided their support for approval of the Records Management Policy;*

*Whereas the Audit and Finance Committee has provided its support for approval of the Records Management Policy;*

*Now therefore the Board of Governors approves the Records Management Policy.*

The Chair noted that Board Reports addressing the next 2 agenda items were circulated to the Board of Governors for review and consideration prior to the Meeting. She advised that the approval of the agreements will be made in public session; however, due to commercially sensitive information contained in the Reports, they could not be made public.

## 9.7 ARAMARK Food Services Agreement

M. Lapp addressed this item. He explained that the current ARAMARK contract expires at the end of the month and that there was a prior commitment by Durham College to renew the contract for an additional 5 years. In light of this, he advised that UOIT explored other options available and determined ARAMARK was the best option. The university examined the cost of food for students at other universities and found the cost is favourable at UOIT. Further, the contractual provisions between UOIT and ARAMARK are also favorable as compared to other universities. M. Lapp informed that Board that they are still negotiating several terms with ARAMARK, including providing for student feedback. He confirmed that the total value of the contract makes it subject to Board approval.

*Upon motion duly brought by A. Imrie and seconded by M. Newell, the Board approved the following motion:*

*That pursuant to the recommendation of the Audit and Finance Committee of the Board, the Board of Governors hereby approves the negotiation and authorizes the completion of the renewal of an agreement, for a period of up to five years, with ARAMARK to provide food services to the UOIT community on the terms presented and discussed.*

## 9.8 Paragon Security Contract

M. Lapp advised that the security agreement was subject to a RFP and Paragon Protection Limited was the successful bidder. One of the factors considered in the decision was that Paragon's commission rate was lower than other providers, reflecting their intent to increase employee wages in order to address turnover issues experienced with the previous provider. Paragon's process for health and safety training was also impressive. P. Tremblay remarked that the Durham College Board of Governors reviewed the proposal and was satisfied with Paragon's plan to handle the transition. Accordingly, the Audit and Finance Committee concluded that Paragon should be awarded the contract and is recommending its approval to the Board.

*Upon motion duly brought by A. Imrie and seconded by T. Turecki, the Board approved the following motion:*

*That pursuant to the recommendation of the Audit and Finance Committee of the Board, the Board of Governors hereby approves the negotiation and authorizes the completion of an agreement, for a period of up to five years, with Paragon Protection Limited to provide security services to the UOIT community on the terms presented and discussed.*

## 9.9 Audit & Finance Committee Annual Report

A. Imrie presented the Committee's annual report. She reiterated that it is a busy Committee and that much of their work is recurring and strictly scheduled. The members have come to spend more and more time on strategic matters, including risk management and compliance. They have also been considering the internal audit function, as well as working with the TELE program and deciding how to deal with student requests to bring their own devices. The Committee will also be focusing on the 5 year model forecasting. As they complete their work on these initiatives, the Committee will bring them forward to the Board for approval.

## 10. Investment Committee

### 10.1 Quarterly Report (first quarter ending March 31, 2015)

As M. Goacher was unable to attend the public session, he asked C. Elliott to speak to the Investment Committee's items. C. Elliott reported that 5.2% was earned on the portfolio for the quarter, which beat the benchmark. The university continues to earn good returns on its investments. The Committee modified the asset mix by investing 2% of cash into securities. The Committee is also looking to invest more into global equities. At the last Committee meeting, PH & N, the investment manager, presented on environmental, social, and

governance factors and how these factors are analyzed and used in the strategies PH & N recommends to the university. After completing a performance evaluation, the Committee decided to continue using PH & N as UOIT's investment manager.

## **10.2 Investment Committee Annual Report**

C. Elliott presented the Investment Committee's annual report. He was pleased to advise that the university's investment portfolio reached \$20M in May. The Committee also introduced investment education sessions this year and he reviewed several of the education topics. He also reported on implementing the Expendable Funds Policy. He confirmed that the Committee received great feedback on PH & N's performance and that PH & N will continue to be the university's investment manager.

The Chair congratulated the Investment Committee on their work and on the good returns obtained on the university's investment portfolio.

## **11. Governance, Nominations and Human Resources Committee**

### **11.1 Integration of Strategy and Planning and Advancement Committees**

The Chair invited M. Newell to speak to the Governance, Nominations and Human Resource ("GNHR") Committee's agenda items. He thanked the Committee for all of their work during the year, as well as for the collegiality of the Committee.

He commented that having chairs sit on multiple committees provides them with an opportunity to recognize any overlap and/or duplication of efforts. Considering the amount of work and time people commit to sit on multiple committees, having a single conversation is more effective. M. Newell reviewed the Board Report recommending the integration of the Strategy and Planning and Advancement Committees, including the following factors in favour of integration:

- the duplication of discussions and efforts that are occurring in these Committees may result in Board members becoming mired in details instead of playing a more strategic oversight role;
- merging the Committees represents an opportunity to refocus advancement discussions on strategic items, to increase the merged committee's focus on environmental scanning and the competitive landscape, and will contribute to keeping Board members engaged and using their abilities more effectively;
- as the Advancement Committee's campaign planning progresses, it is anticipated that the preparation and execution of the campaign strategy will be transitioned to a campaign cabinet and there will be fewer items to discuss at the Committee meetings; and
- from a timing perspective, Strategy & Planning has recently overseen the completion of the CMP process.

M. Newell confirmed that the Board has power under the *UOIT Act* to form Committees as needed. B. Marshall, as a member of both the Committees being discussed, remarked that the Board seems to be focusing on short term planning, such as buildings, and if the merger takes place, it will provide an opportunity for the Board to think about issues at a higher level and to think outside of the box. For example, discussing a new type of education will help drive the discussions about how to fund it. Combining the Strategy and Planning and Advancement Committees will allow them to look at the same things from different perspectives.

The Board must shift from working on creating a university to growing a university and can be inspired by the students' entrepreneurship.

B. Schmidt expressed her complete support for the decision to integrate the Committees. She commented that

for the last 18 months, the Strategy and Planning Committee has focused on the strategy aspect. Now, looking at 5 to 15 years later on, they end meetings by asking: "How do we fund this?" It is appropriate to merge so the Board has a complete picture.

J. McKinley concurred saying that the challenge faced by the Advancement Committee was what they were going to give to donors as a case for needing their donations. They now have the Campus Master Plan. However, must take a different approach now because of a possible decrease in government funding. Accordingly, it is important to ensure strategy is consistent with funding. He stated that the integration would be a positive move, helping to ensure everyone shows up meet quorum. He emphasized the importance of Board members to be there to participate in in-depth discussions.

*Upon motion duly brought by B. Schmidt and seconded by A. Slane, the Board approved the following motion:*

*That pursuant to the recommendation of the Governance, Nominations and Human Resources Committee of the Board, the Board of Governors hereby approves the integration of the Advancement Committee and the Strategy and Planning Committee commencing in the 2015-16 year.*

## **11.2 Board Leadership, Renewal of Governors' Terms, Committee Leadership and Assignments, and LGIC Appointments**

The Chair noted that subsequent to sending out the agenda and material, D. Hathaway sent his regrets and notified the Board that he would not be seeking reappointment. Accordingly, the Board of Governors will have five (5) vacancies for which they will be recruiting over the summer. She then invited M. Newell to speak to the matter.

M. Newell started by saying the Board is in the happy position of looking forward and determining who will lead the Board. He then reviewed the relevant Board Report in detail and requested that those individuals named in a motion to please abstain from voting.

With respect to reappointing G. Raymond as Chair, and A. Imrie and J. McKinley as Vice-Chairs, M. Newell noted that this would provide the Board with excellent continuity. He also reminded the Board that he had circulated the full proposal to the Board and did not receive any comments back on it. There were no questions from the Board.

1. *Upon motion duly brought by G. Cubitt and seconded by J. Speers, the Board approved the following motion:*

*That pursuant to the recommendation of the Governance, Nominations and Human Resources Committee of the Board, the Board hereby approves the reappointment of Glenna Raymond as Chair of the Board and Adele Imrie and John McKinley as Vice-Chairs of the Board.*

*G. Raymond, A. Imrie and J. McKinley abstained.*

2. *Upon motion duly brought by P. Tremblay and seconded by H. White, the Board approved the following motion:*

*That pursuant to the recommendation of the Governance, Nominations and Human Resources Committee of the Board, the Board hereby approves the renewal of the following Governors for an additional term of three (3) years ending August 31, 2018: Don Duval, Andrew Elrick, Miles Goacher, Jay Lefton and Bonnie Schmidt.*

*D. Duval, A. Elrick, J. Lefton and B. Schmidt abstained.*

3. Upon motion duly brought by P. Tremblay and seconded by T. Turecki, the Board approved the following motion:

*That pursuant to the recommendation of the Governance, Nominations and Human Resources Committee of the Board, the Board hereby approves the appointment of the following Board members to the position of Chair of the specified Committee:*

Karyn Brearley	Governance, Nominations & Human Resources Committee
Miles Goacher	Investment Committee
Adele Imrie	Audit & Finance Committee
John McKinley	Advancement and Strategic Planning Committee

*K. Brearley, A. Imrie, and J. McKinley abstained.*

4. Upon motion duly brought by P. Tremblay and seconded by T. Jegatheesan, the Board approved the following motion:

*That pursuant to the recommendation of the Governance, Nominations and Human Resources Committee of the Board, the Board hereby approves the proposed 2015-16 Committee Assignments, as attached.*

5. Upon motion duly brought by J. Speers and seconded by T. McTiernan, the Board approved the following motion:

*That pursuant to the recommendation of the Governance, Nominations and Human Resources Committee of the Board, the Board hereby approves the selection of Bonnie Schmidt and Miles Goacher to be put forward to fill the two (2) vacant LGIC appointee positions.*

*B. Schmidt abstained.*

### **11.3 Board Attendance Policy**

M. Newell reviewed the Attendance Policy for the Board. He highlighted a few aspects of the policy, including that it is the Chair of GNHR who has the responsibility of addressing people who are having attendance issues. Further, if a member is having difficulty meeting his/her Board commitments, he/she should speak to the Chair of GNHR and be proactive about it. Having this policy in place will also be helpful in the recruitment process as it lets people know what they are getting into and the Board's expectations. There were no questions from the Board.

*Upon motion duly brought by B. Marshall and seconded by J. Elrick, the Board approved the following motion:*

*That pursuant to the recommendation of the Governance, Nominations and Human Resources Committee of the Board, the Board hereby approves the Board Attendance Policy, as presented.*

### **11.4 Board of Governors Meeting Policy & Procedures**

M. Newell introduced the policy and procedures for Board meetings. He advised the Board that there had never been a formalized policy available to define how the Board meets or works. The Board was seeking to formalize

its policies and procedures and, particularly, how meetings are conducted. The policy speaks to each Board member's duty and obligation to the university as the Board and its Committees often deal with matters that could lead to litigation, as well as personal information. He commented that the Board must also balance transparency to the public.

He went over the definitions and noted that it provides clarity of language, particularly distinguishing between *in camera* and non-public meetings. "Confidential" is defined in an expansive way as it is impossible to anticipate what sort of items will come before the Board. Under the By-Law, the definition of what is considered "confidential" is not exhaustive. Further, the Meeting Policy and Procedures were written and presented in accordance with the policy framework.

There was a concern expressed as to whether the Meeting Policy and Procedures are consistent with the UOIT Act and By-Law, particularly that Committee meetings are non-public. M. Newell affirmed the Board's commitment to transparency, but noted that the Board must balance its obligations to be transparent and accountable with its fiduciary obligations to act in the best interest of the university and not put it at risk by discussing inappropriate or sensitive matters in public. Committee members cannot always predict what issues will arise during a meeting or discussion. Although Committee discussions are not public, any decisions they make will be made public at Board meetings and discussed by the Board, in accordance with their duties.

Another member raised the issue of the notice period required for the public to attend meetings. M. Newell explained that the notice requirement is for logistics and preparation, including ensuring the meeting room has sufficient space and chairs to accommodate those planning to attend. Further, the Meeting Policy has a review provision built in and there will also be a By-Law review conducted in the upcoming year.

A. Slane brought up a concern from the Faculty Association regarding the perceived inconsistency between the UOIT Act and the Meeting Policy and Procedures, particularly that the Standing Committee meetings are non-public. M. Newell responded that there is discretion afforded to the Board by the By-Law to determine what is confidential. He explained that Article 6.4 of the By-Law provides that regular meetings of the Board are open to public, but that is subject to Article 6.5. Article 6.5 provides that, "Where a matter determined by the persons referred to in section 6.2, by the Board, or by the Executive Committee on behalf of the Board, to be confidential is to be considered (including, without limitation, legal and contractual matters), the part of the meeting concerning such confidential matter shall be held 'in-camera'." He clarified that "without limitation" means that the definition of "confidential" in Article 6.5 is not an exclusive one but an expansive definition. Further, the decision to deem items "confidential" lies with the Board. The Board determined that working committees that bring work to the Board should operate in non-public meetings. Balance is then achieved by all Committee decisions being brought forward for discussion and decision by the Board at public meetings. Having the meeting policy formalized is an effort to be more transparent, not less. M. Newell commented that the Board has exhibited a commitment and interest in ensuring transparency in their work.

There was a general discussion involving the distinction between "*in camera*" and "non-public" meetings. C. Foy explained the distinction between the two types of meetings and advised that the best governance practice is to hold *in camera* meetings without the management team present in order to consider Board issues.

The Chair reiterated that the Board is committed to the principle of transparency but needs to be clear about their objectives and needs to balance the principles.

R. Brar commented that the 5 working days' notice of attending a meeting required under section 6.1 seems unreasonable. K. Brearley added that she has sat on the boards of other educational institutions and this type of policy is standard in academic environments for meetings, including the notice provision. T. McTiernan remarked that the same elements are contained in the University of Toronto's governance policy. There was also discussion regarding the requirement of 10 working days' notice to speak to an item when material is not usually available 10 days in advance. It was explained that requiring this amount of prior notice allows for the proposed matter to be added to the Board's meeting agenda and to prepare the relevant material for the meeting.

The general conclusion was that people are satisfied that the Board needs to hold different types of meetings when dealing with different matters, despite the differing opinion on the use of language to describe the types of meetings.

P. Tremblay commented that he supports the intent of what is being proposed, it will be beneficial to have a policy in place, and that instructions should be given to GNHR to discuss possible amendments to the policy and procedures next year.

*Upon motion duly brought by P. Tremblay and seconded by A. Elrick, the Board approved the following motion:*

*That pursuant to the recommendation of the Governance, Nominations and Human Resources Committee of the Board, the Board hereby approves the Board of Governors Meeting Policy & Procedures, as presented.*

*R. Brar opposed the motion.*

The Chair remarked that it is healthy to have a Board dialogue about items before it for approval and that the Meeting Policy and Procedures will be added to GNHR's work plan for next year.

### **11.5 Board of Governors Election Procedures**

M. Newell reviewed the Board Report introducing the Election Procedures, including the concerns that were addressed in the revisions to the procedures regarding campaigning. C. Foy confirmed that these procedures were made available to the candidates during the elections held earlier this year.

*Upon motion duly brought by T. Turecki and seconded by J. McKinley, the Board approved the following motion:*

*That pursuant to the recommendation of the Governance, Nominations and Human Resources Committee of the Board, the Board hereby approves the Board of Governors Election Procedures, as presented.*

### **11.6 Governance, Nominations and Human Resources Committee Annual Report**

M. Newell thanked the Committee for all of their work, particularly C. Foy and M. Lapp. He acknowledged in particular the Student Association Policies and Amendments and noted that the Policy Framework will provide great structural support to the university going forward. He reminded the Board that recruitment will be continuing over the summer. He also thanked K. Brearley for agreeing to Chair the Committee going forward.

## **12. Advancement Committee**

As the meeting was running behind schedule and in order to accommodate a guest presenter, the Chair deferred this item until later in the meeting and invited the Strategy and Planning Committee to speak to their agenda items.

### **12.1 Advancement Office Dashboard**

The Chair deferred this item until the next meeting.

### **12.2 Advancement Committee Annual Report**

The Chair deferred this item until the next meeting.

## **13. Strategy & Planning Committee**

*A. Slane left the meeting.*

### 13.1 Campus Master Plan & Land Use Protocol

The Chair introduced M. Lapp to speak to the Campus Master Plan ("CMP"). M. Lapp spoke about the consultation process and noted that the CMP has been at the Board at least 6 times over the last few years. He thanked A. Bourrie for all of her work on the CMP.

He described the CMP as a plan to be used for campus development when the university has an opportunity to build. He confirmed that the Committee is requesting approval of the CMP itself and not approval to build anything yet. M. Lapp then introduced A. Bourrie of MMM Group.

A. Bourrie delivered a presentation highlighting the CMP. The project began in August 2013 and provided for many opportunities for input from the Board. The plan ensures the campus is walkable while maintaining access to other transportation. She reviewed the 7 character areas and discussed each. The key element is the landmark buildings located at significant intersections. The plan provides a focal point for north Oshawa and the Durham Region; a lot of thought was given to landscaping, landmarks, etc...

She also discussed the reality that many people need to drive to the campus; therefore, the plan has to accommodate access and parking, yet still provide opportunity for pedestrians. They also worked on including an implementation plan and phasing strategy in the CMP. The Phase 1 priority is buildings. The parking plan is a projection of what will be required as the university grows and will need to be reassessed as time goes on.

A. Bourrie remarked that the CMP provides a great opportunity for the future of the university, as well as providing a great foundation for moving forward. It is a master plan and not a request for approval of individual buildings. It is a framework and should be revisited on a regular basis.

R. Brar asked why the plan provides for several smaller parking lots instead of fewer big lots. A. Bourrie replied that fewer big lots do not give students and faculty proximity to the buildings and small lots result in less disruption to the existing structures. She advised that there will be temporary lots timed to the phasing of developments. Further, multiple smaller lots will not take up valuable land with parking and leaves the valuable land to be used for academic purposes.

M. Lapp then presented on the Land Use Protocol. He outlined the lands owned by UOIT and Durham College. He showed how the lands are divided into 10 precincts. There will be no change in ownership but rather mutual use of lands owned by each institution.

He explained that if UOIT builds on land first, UOIT would be responsible for the infrastructure costs of building in that area. Once Durham College builds later on the same land, the college would reimburse UOIT for its share of the infrastructure costs. They looked at the usable gross floor area and usable land. The overall objective of allocations north of Conlin was to obtain a 50/50 split of development, resulting in a 40% allocation for each institution and a 20% allocation to shared space. He also provided an overview of the implementation of the CMP.

The Chair acknowledged the tremendous amount of work that has gone into the CMP and commented that the document is a guide to our future. B. Schmidt applauded M. Lapp and his team for this accomplishment. She noted that to achieve it with 2 institutions working on the same plan is remarkable. She also gave credit to the senior leadership team and to the President. She thanked the Committee for thinking of additional steps, as many questions arose about the future. B. Schmidt remarked that she joined the Board just as the plan was being conceptualized and is thrilled to see its development.

It was discussed that the Land Use Protocol does put systems and processes in place for both institutions to arrive at decisions. There was also discussion surrounding the protocol and the future relationship between the presidents of the institutions. The Chair commented that there will continue to be joint events and functions



with the college to maintain and strengthen the positive working relationship. P. Tremblay also remarked that the college formed a subcommittee to consider the CMP and it was acknowledged in their discussions that the plan could not have been arrived at without the collaboration of UOIT.

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

*That pursuant to the recommendation of the Strategy and Planning Committee of the Board, the Board of Governors hereby approves the Campus Master Plan and Land Use Protocol, as presented.*

The Chair offered her congratulations to the A. Bourrie, the consultants, M. Lapp and his team, and the Strategy and Planning Committee for their work and accomplishment.

*D. Duval left the meeting.*

### **13.2 Strategy & Planning Committee Annual Report (P)**

The Chair deferred the remaining Committee annual reports until the Board's first meeting of 2015-16.

### **14. Consent Agenda (M)**

*Upon motion duly brought by M. Newell and seconded by D. Allingham, the Board approved the Consent Agenda as presented.*

The Chair noted that B. Dinwoodie is being appointed as Board Secretary to provide governance support for both the Board and Academic Council. Having a governance officer serving both bodies will continue to improve the flow of communication between the 2 bodies and result in a complementary enhancement of the governance process.

### **15. For Information:**

The Chair invited Board members to pick up the handouts for the below items, if they had not done so already.

- 15.1 Report of the Board Chair - Summary of Activities**
- 15.2 Annual Pension Governance Compliance Certificate**
- 15.3 DC-UOIT Academic Pathways Report**
- 15.4 Pathways Diploma-to-Degree (Handout)**
- 15.5 Strategic Research Plan 2013-2018 (Handout)**
- 15.6 Teaching and Learning Centre 2014 Annual Report (Handout)**
- 15.7 Report on Donor Philanthropy (Handout)**
- 15.8 November 6-7, 2015: CCOU Conference of Ontario University Board Members (HOLD THE DATE)**

The Chair remarked that the CCOU Conference of Ontario University Board Members is an excellent conference and encouraged the Board members to try to attend it.

### **16. Other Business**

There was none.

**17. Termination of Meeting**

*Upon a motion duly made by J. McKinley and seconded by T. Turecki, the meeting was adjourned at 2:04 p.m.*

DRAFT



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## ACADEMIC COUNCIL

### REPORT TO BOARD OF GOVERNORS AT ITS MEETING OF OCTOBER 21, 2015

#### **Academic Council Elections 2015-2016**

Academic Council held elections in March and August to fill the vacant positions for 2015-2016. Each election was held in accordance with the Academic Council Procedures for the Election of Teaching, Non-Academic Staff and Student Representatives instituted last year by Council. No complaints were received regarding the conduct of the elections.

Academic Council has approved the appointment of the following faculty representatives to serve on Academic Council for 3 year terms ending in 2018:

*Maurice DiGiuseppe, Faculty of Education*  
*Hossam Gaber, Faculty of Energy Systems and Nuclear Science*  
*Mark Green, Faculty of Science*  
*Sharon Lauricella, Faculty of Social Science and Humanities*  
*Qusay Mahmoud, Faculty of Engineering and Applied Science*  
*Hannah Scott, At-Large Faculty Representative*

Academic Council has approved the appointment of the following student representatives to serve on Academic Council and its standing committees for 2 year terms ending in 2017:

**Academic Council Undergraduate Student Representative -**  
Taylor Collins, Faculty of Social Science and Humanities

**Academic Appeals Committee -**  
Emma Blackwood, Faculty of Science

**Admissions and Scholarship Committee -**  
Callum Campbell, Faculty of Science

## **COU Academic Colleague**

Given the impending expiration of Mark Green's term as COU Academic Colleague ("Colleague") on June 30, 2015, Academic Council considered the Academic Council Executive Committee's recommendation to reappoint him as the Colleague for an additional 3 year term ending in 2018. The Committee also recommended that a formal policy and procedures be developed over the next several months setting out the nomination and election process for selecting the Colleague and an alternate Colleague, which would assist with succession planning. Once the process for selecting the Academic Colleague and an alternate is finalized, the Executive Committee recommended proceeding with the selection of an alternate.

There was a general consensus among Council members that the selection process should be formalized. After a robust discussion about the Council's past practices and succession strategy, Council resolved to renew M. Green's term as COU Academic Colleague for 1 year with the intention of grooming an alternate Colleague during that year to succeed him.

## **Governance Priorities**

The Council's governance priorities for 2015-16 are:

1. Amendments to Academic Appeals Committee processes to improve operational efficiency, educational tools, and procedural fairness;
2. By-Law Review Project; and
3. Policies/Procedures:
  - Academic Council Committee Appointments
  - COU Colleague and Alternate Colleague Appointment

## **Records Management Policy**

Upon receiving recommendations from the Graduate Studies Committee and Curriculum and Program Review Committee to support of the Records Management Policy ("RMP"), Academic Council provided its support for approval of the RMP by the Board. Dr. Glenn Harvel, a member of both the Curriculum and Program Review and Graduate Studies Committees, contributed greatly to the development and wording of the RMP.

## **Curriculum and Program Review Committee**

Given the success of other pathway programs with Durham College, the Faculty of Business and Information Technology proposed a new Bachelor of Information Technology pathway by embedding the IT Bridge into the Durham College 2-year Computer Systems Diploma (CSTU), which was approved by Academic Council.

## **Academic Council Orientation**

Incorporating the feedback received regarding last year's orientation session, this year's Academic Council Orientation took place following Academic Council's first meeting of the year. The goals of the session were for the Council members to better understand:

1. key university governance principles and external legislation;
2. UOIT's governance structure (Act and By-Law); and
3. Academic Council's processes.

There were 11 attendees and the feedback was generally positive. The session was followed by a reception with several members of the Board of Governors. It provided a great opportunity for the members of the Board and Council to interact in a less formal setting.



## **UG & GR Registration Data - Day Ten**

**Fall 2015**

**New and Overall Student Enrolment - Day Ten****UG**

Faculty	New Reg 2014	New Reg 2015	% Change
Business & Information Tech	551	537	-2.5%
Education	283	156	-44.9%
Energy Systems & Nuclear Sci	72	66	-8.3%
Engineering & Applied Science	539	493	-8.5%
Health Sciences	530	553	4.3%
Science	348	324	-6.9%
Social Science and Humanities	472	418	-11.4%
Undeclared	22	12	-45.5%
<b>Overall - Total</b>	<b>2,817</b>	<b>2,559</b>	<b>-9.2%</b>

Overall 2014	Overall 2015	% Change
1,932	1,887	-2.3%
312	212	-32.1%
424	393	-7.3%
1,755	1,884	7.4%
1,826	1,909	4.5%
1,162	1,125	-3.2%
1,953	1,800	-7.8%
77	63	-18.2%
<b>9,441</b>	<b>9,273</b>	<b>-1.8%</b>

**GR**

Faculty	New Reg 2014	New Reg 2015	% Change
Business & Information Tech	27	24	-11.1%
Education	123	162	31.7%
Energy Systems & Nuclear Sci	62	71	14.5%
Engineering & Applied Science	86	63	-26.7%
Health Sciences	33	32	-3.0%
Science	37	49	32.4%
Social Science and Humanities	9	20	122.2%
Undeclared		1	
<b>Overall - Total</b>	<b>377</b>	<b>422</b>	<b>11.9%</b>

Overall 2014	Overall 2015	% Change
27	24	-11.1%
123	162	31.7%
103	114	10.7%
206	205	-0.5%
69	74	7.2%
118	119	0.8%
26	33	26.9%
	1	
<b>672</b>	<b>732</b>	<b>8.9%</b>

**Gender - Day Ten**

<b>UG</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Business & Information Tech	1,423	464	<b>1,887</b>
Education	60	152	<b>212</b>
Energy Systems & Nuclear Sci	330	63	<b>393</b>
Engineering & Applied Science	1,741	143	<b>1,884</b>
Health Sciences	484	1,425	<b>1,909</b>
Science	588	537	<b>1,125</b>
Social Science and Humanities	782	1,018	<b>1,800</b>
Undeclared	34	29	<b>63</b>
<b>Total</b>	<b>5,442</b>	<b>3,831</b>	<b>9,273</b>

<b>GR</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
Business & Information Tech	21	3	<b>24</b>
Education	61	101	<b>162</b>
Energy Systems & Nuclear Sci	96	18	<b>114</b>
Engineering & Applied Science	164	41	<b>205</b>
Health Sciences	26	48	<b>74</b>
Science	83	36	<b>119</b>
Social Science and Humanities	8	25	<b>33</b>
Undeclared	1		<b>1</b>
<b>Total</b>	<b>460</b>	<b>272</b>	<b>732</b>



**Residency - Day Ten**

<b>UG</b>	<b>Domestic</b>	<b>International</b>	<b>Total</b>
Business & Information Tech	1,799	88	<b>1,887</b>
Education	212		<b>212</b>
Energy Systems & Nuclear Sci	369	24	<b>393</b>
Engineering & Applied Science	1,598	286	<b>1,884</b>
Health Sciences	1,867	42	<b>1,909</b>
Science	1,075	50	<b>1,125</b>
Social Science and Humanities	1,777	23	<b>1,800</b>
Undeclared	56	7	<b>63</b>
<b>Total</b>	<b>8,753</b>	<b>520</b>	<b>9,273</b>

<b>GR</b>	<b>Domestic</b>	<b>International</b>	<b>Total</b>
Business & Information Tech	18	6	<b>24</b>
Education	162		<b>162</b>
Energy Systems & Nuclear Sci	109	5	<b>114</b>
Engineering & Applied Science	95	110	<b>205</b>
Health Sciences	71	3	<b>74</b>
Science	94	25	<b>119</b>
Social Science and Humanities	31	2	<b>33</b>
Undeclared		1	<b>1</b>
<b>Total</b>	<b>580</b>	<b>152</b>	<b>732</b>

**Registered Students by Original Ontario Region**

**UG**

GTA	48%
Durham	39%
Northumberland	2%
Other Ontario	11%

**GR**

GTA	45%
Durham	41%
Northumberland	1%
Other Ontario	13%



**THE STUDENT  
ASSOCIATION**  
AT DURHAM COLLEGE & UOIT

TO: Karyn Brearly, Chair of UOIT Governance, Nomination and Human Resources Committee

CC: Glenna Raymond, Board Chair  
Tim McTiernan, President  
Cheryl Foy, Secretary of the Board  
Olivia Petrie, Assistant Vice-President, Student Affairs  
Gary Genosko, President of the Faculty Association

FROM: Jesse Cullen, President of the Student Association at Durham College and UOIT

DATE: September 22, 2015

RE: Board of Governors Meeting Policy and Procedures

Ms. Brearly,

I am writing you to request that the concerns of the Student Association at Durham College and UOIT (SA) regarding the decision of the Board to restrict access to meetings of the Board of Governors and permanent committees of the Board be considered during the review of the policy changes at the Governance, Nomination and Human Resources Committee on September 23, 2015.

The Board of Governors makes decisions that affect students, faculty, and the community. The governing body of any public institution has a fundamental responsibility to remain accountable to its stakeholders and the SA condemns and opposes, in the strongest possible terms, any changes that restrict or add barriers to public access to the business of the Board and its permanent committees. The SA believes that the Board should be accountable to all students by allowing for reasonable consultation and discussion from the community the Board's decisions affect.

Moreover, we believe the new restrictions are a violation of the UOIT Act, which states that "meetings of the board and meetings of its permanent committees shall be open to the public." Further, the Memorandum of Understanding (the Agreement) between the SA and UOIT states that the Agreement "shall be constructed and enforced in accordance with the laws of the Province of Ontario and the federal laws of Canada applicable therein." The SA believes that any violation of the UOIT Act puts UOIT into conflict with the Agreement.

The SA is calling on the Governance, Nomination, and Human Resources Committee to recommend a full repeal of the policy under review. The SA also calls on the committee to develop a new policy that allows greater access to meetings of the Board and its permanent committees to encourage increased participation of faculty, staff, students, and the broader community. The SA recommends that, in the development of a new policy, the Board engages in a broad and thorough consultation process with students and its stakeholders.

Regards,

A handwritten signature in black ink, appearing to be 'Jesse Cullen', written over a large, loopy circular flourish.

JESSE CULLEN  
President, Student Association at Durham College and UOIT

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UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY  
**FACULTY ASSOCIATION**

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To: Karyn Brearley, Chair, Governance, Nomination and Human Resources Committee

CC: Governance, Nomination and Human Resources Committee

Glenna Raymond, Board Chair

Tim McTiernan, President

Cheryl Foy, Secretary of the Board

Jesse Cullen, President of the Student Association

**Re: Board of Governors Meeting Policy & Procedures**

Dear Ms. Brearley,

It is the Faculty Association's understanding that the recently approved policy on Board meetings is to be reviewed at the first meeting of the GNHR Committee meeting on September 23<sup>rd</sup>, 2015. We hope that this committee will consider our letter in its deliberations on the matter and consider this our request to make an oral presentation to the committee on this date.

The Faculty Association is committed to helping UOIT move to a transparent, open model of collegial governance and it is very concerned that the current policy does not support this by its restrictions on attendance at both Board meetings and meetings of its committees.

The UOIT Act specifically calls for openness in these meetings and states that

*"meetings of the board and meetings of its permanent committees shall be open to the public and prior notice of such meetings shall be given to the members and to the public in the manner provided in the by-laws of the university"* [UOIT Act 13.1 (1)]

The UOIT Bylaws do not appear to place any restriction on the public's right to attend these meetings.

And further recognizing that the Board has moved to establish a Bylaw Review Committee, the Faculty Association urges your committee to recommend immediately the amendment of the referenced policy to the Board to comply with the UOIT Act.

The Bylaws do provide direction regarding "in-camera" sessions for Board meetings, and the Faculty Association suggests that you consider these guidelines for the committee meetings as well.

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UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY  
**FACULTY ASSOCIATION**

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It has been suggested that the University of Toronto may be a good model to follow in this regard. To this the Faculty Association will draw your attention to the following statement in the University of Toronto Governing Council's Procedures for Non-Members to Address Governing Council, its Boards and Committees (June 27, 2013)<sup>1</sup>:

**A. With respect to specific items on Agendas**

*Most Items placed on the agenda for the consideration of Governing Council have been debated in open sessions of boards and committees reporting to Governing Council. Non-members who wish to offer their views on such business items are directed in the first instance to the meetings of the relevant boards and committees.*

And further:

*Requests from non-members to address Governing Council or one of its boards or committees on a specific agenda item may be granted [...]. Requests from representative campus groups (e.g. UTFA, UTSA, APUS, GSU, SAC, UTMSU, SCSU) to address Governing Council or a board or committee normally will be granted by the appropriate chair.*

And finally:

**B. With Respect to Items not on Agendas**

*1. Up to fifteen minutes at each meeting of the full Governing Council may be devoted to statements by individuals and groups who wish to communicate matters to Governing Council.*

There are, of course, reasonable restrictions on these rights of the public, however, these principles are quite clear.

As a final point, the Faculty Association would ask the committee with regard to its nominations duties to reconsider the fact that there are no non-Board members on any of the Board's committees. Article 9.3. of the UOIT Bylaws clearly allows for non-Board members to participate in Board committees provided that "The majority of the members of all committees must be members of the Board, subject to section 10.2 below."

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<sup>1</sup> Available online:

<http://www.governingcouncil.utoronto.ca/Assets/Governing+Council+Digital+Assets/Policies/PDF/nonmem.pdf>,  
with a complete listing of policies available here (this is listed under "G"):  
<http://www.governingcouncil.utoronto.ca/policies.htm>

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UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY  
**FACULTY ASSOCIATION**

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As such, the Faculty Association encourages the Board to consider a more inclusive committee membership and recommends that faculty members and other members of the university community be able to participate in these committees and that they become open to the public and the university community in particular.

I look forward to your response regarding addressing your committee on Wednesday.

Respectfully yours,

A handwritten signature in black ink, appearing to read "Gary Genosko", with a long horizontal flourish extending to the right.

Gary Genosko  
President

**UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY**  
**Consolidated Statement of Financial Position**  
**As at June 30, 2015**

	<u>June 30, 2015</u>	<u>March 31, 2015</u>	<u>Variance June 2015 v/s March 2015</u>	<u>June 30, 2014</u>
<b>ASSETS</b>				
<b>CURRENT</b>				
Cash and cash equivalents	\$ 8,920,821	\$ 23,683,442	\$ (14,762,622) N1.	\$ 9,840,569
Short-Term Investments	10,000,000	10,000,000	- N1.	-
Grant receivable	7,131,271	6,209,269	922,001 N2.	10,591,032
Other accounts receivable	14,798,849	7,562,296	7,236,552 N3.	7,674,665
Bookstore Inventories	383,770	290,484	93,286	444,437
Prepaid expenses and deposits	2,164,570	1,590,363	574,206	1,496,811
	<b>43,399,280</b>	<b>49,335,854</b>	<b>(5,936,574)</b>	<b>30,047,424</b>
<b>INVESTMENTS</b>	<b>33,908,530</b>	<b>36,434,687</b>	<b>(2,526,157) N4.</b>	<b>36,854,278</b>
<b>CAPITAL ASSETS</b>	<b>409,304,427</b>	<b>414,786,489</b>	<b>(5,482,062) N5.</b>	<b>422,680,011</b>
<b>TOTAL ASSETS</b>	<b>\$ 486,612,237</b>	<b>\$ 500,557,030</b>	<b>\$ (13,944,793)</b>	<b>\$ 489,581,713</b>
<b>LIABILITIES</b>				
<b>CURRENT AND LONG-TERM LIABILITIES</b>				
Accounts payable and accrued liabilities	14,796,608	25,263,118	(10,466,510) N6.	16,794,362
Deferred revenue	26,498,630	20,777,419	5,721,211 N7.	18,640,723
	<b>41,295,238</b>	<b>46,040,537</b>	<b>(4,745,299)</b>	<b>35,435,086</b>
<b>OTHER LONG TERM DEBT</b>	<b>14,602,300</b>	<b>17,021,678</b>	<b>(2,419,378) N8.</b>	<b>19,602,119</b>
<b>LONG TERM OBLIGATIONS UNDER CAPITAL LEASE</b>	<b>39,132,515</b>	<b>39,118,072</b>	<b>14,444</b>	<b>39,013,953</b>
<b>LONG TERM DEBENTURE DEBT</b>	<b>183,049,200</b>	<b>185,411,947</b>	<b>(2,362,747) N9.</b>	<b>187,701,974</b>
<b>DEFERRED CAPITAL CONTRIBUTIONS</b>	<b>167,897,123</b>	<b>170,092,845</b>	<b>(2,195,722) N10.</b>	<b>175,846,805</b>
	<b>445,976,378</b>	<b>457,685,079</b>	<b>(11,708,700)</b>	<b>457,602,936</b>
<b>Net Assets</b>				
NET ASSETS excluding endowments and CY surplus	26,645,443	17,911,688	8,733,757	17,911,686
ENDOWMENTS	16,292,473	16,226,506	65,967	15,247,023
CURRENT YEAR (DEFICIT) / SURPLUS	(2,302,057)	8,733,757	(11,035,814)	(1,179,931)
	<b>40,635,859</b>	<b>42,871,951</b>	<b>(2,236,093)</b>	<b>31,978,778</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$ 486,612,237</b>	<b>\$ 500,557,030</b>	<b>\$ (13,944,793)</b>	<b>\$ 489,581,713</b>

**UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY**  
**Consolidated Statement of Financial Position**  
**As at June 30, 2015**

**Consolidated Statement of Financial Position - Variance Explanations**

- N1.** Cash decrease since YE is primarily due to the funding of normal day-to-day operations coupled with lower tuition revenues associated with the spring/summer semester.
- N2.** Grant receivable balance of \$7.1m includes \$5.8m Collaborative Nursing (CN) grant funded by the Ministry on a slip-year basis (PY bal \$4.5m will be received in CY, and CY \$1.3m received in next FY), and \$1.3m of external research grants, all of which are current. Decrease of \$3.5m over the prior year is due to the timely receipt of UG and GR expansion grants from the Ministry in the current year.
- N3.** Other accounts receivable includes student and trade receivables. Increase of \$7.2m since YE includes \$8.9m increase in student A/R due to the early start of registration in the CY (CY: June 28th vs PY: July 2), offset by decreases none of which exceeds \$0.5m. Balance of \$14.8m includes \$11.2m of student A/R (of which \$8.5m relates to the future fall and winter 2015 semester and remaining \$2.7m relating to spring 2015 and prior), \$1.6m of trade receivables, \$0.8m of bookstore credit notes, \$0.8m ACE receivable, \$0.5m research receivable and other balances, none exceeding \$0.5m.
- N4.** Investment balance is comprised of \$19.8m endowed funds held at PH&N and \$14.1m from MoF held in trust at BNY. The decrease of \$2.5m since YE includes a net decrease of \$2.4m in investment used to repay the MoF loan in April 2015 (**see N8. below**), and a net decrease of \$0.1m attributable to an unrealised loss in the endowed funds.
- N5.** Capital assets decreased \$5.5m and include new additions in Q1 of \$0.8m (of which \$0.2m is funded by external research grants), offset by Q1 amortisation expense of \$6.3m.
- N6.** The decrease of \$10.5m in AP and accrued liabilities since YE includes \$4.4m of invoices processed at YE and paid in April 2015 (Durham Transit for U-PASS, Student Association), \$3.2m decrease in debenture interest payable (repayment dates are April 15 and Oct 15, therefore YE balance includes 168 days of interest payable v/s 91 days for current quarter), \$2.0m decrease due to Durham College as the Y/E balance included \$1.0m overhead costs paid in April 2015 and other variances none of which exceeds \$0.5m.
- N7.** Deferred Revenue relate to revenues deferred to the following periods as these have not yet been earned at the end of the quarter, or will be recognised as revenue in the period in which related expenses are incurred. Balance includes \$10.3m of deferred tuition fees of which \$8.5m relates to the upcoming 2015 fall semester, \$6.1m of externally funded research revenues, \$5.1m of deferred ancillary fees, \$2.5m of expendable donations and \$2.5m of other miscellaneous deferred revenues.
- N8.** Other long term debt balance includes \$13.0m of MoF loan which is fully repayable in Oct 2017. The decrease of \$2.6m over the prior year includes \$2.4m of the MoF loan repayment in April 2015 (**see N4. above**).
- N9.** Decrease in long term debenture debt of \$2.4m relates to the principal repayment and resulting draw-down of the debt in April 2015. This debt will be fully paid in October 2034.
- N10.** Decrease in deferred capital contributions relates to the amortization into revenues of all capital grants received since inception of the University (total grants received since inception = \$224.5m) - see "Amortization of deferred capital contributions" on the Consolidated Statement of Operations.



**UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY**  
**Consolidated Statement of Operations**  
**For the 3 months ended June 30, 2015**

	<u>June 30, 2015</u>	<u>June 30, 2014</u>	<u>YOY Variance</u>
<b>REVENUE</b>			
Grants - operating & research	\$ 16,180,768	\$ 15,326,446	\$ 854,322 <b>N1.</b>
Grant - debenture	6,750,000	6,750,000	-
Donations - operating & research	355,303	218,851	136,453
Student tuition fees	10,906,952	10,091,828	815,123 <b>N2.</b>
Student ancillary fees	1,430,208	1,346,129	84,079
Revenue from ancillary operations	400,889	316,632	84,257
Other income	2,079,726	1,947,599	132,127
Amortization of deferred capital contributions	2,195,722	2,221,874	(26,152)
Interest revenue	41,170	90,364	(49,194)
Gain on disposal of assets	743	-	743
Unrealized (loss) / gain on investments	(189,991)	526,280	(716,271) <b>N3.</b>
	<b>40,151,490</b>	<b>38,836,003</b>	<b>1,315,486</b>
<b>EXPENSES</b>			
Salaries and benefits	23,141,590	20,936,380	2,205,210 <b>N4.</b>
Supplies and expenses	6,417,274	6,054,061	363,213
Purchased Services	2,418,175	2,512,155	(93,979)
Professional fees	356,906	64,338	292,568 <b>N5.</b>
Interest expense	3,823,589	3,973,393	(149,805)
Amortization of capital assets	6,296,012	6,475,606	(179,594)
	<b>42,453,546</b>	<b>40,015,934</b>	<b>2,437,612</b>
<b>Excess of expenses over revenues</b>	<b>\$ (2,302,057)</b>	<b>\$ (1,179,931)</b>	<b>\$ (1,122,126)</b>

- N1.** Operating & research grants increase of \$0.8m includes \$1.2 increase in operating grants attributable to YOY enrollment growth offset by \$0.4m decrease in research grants.
- N2.** Tuition fees increase of \$0.8m is attributable to YOY enrollment growth and increase in average tuition fees relating to the summer term.
- N3.** Unrealised (losses) / gains on investments decreased \$0.7m due to the downturn in the economy in Q1 and the resulting impact on the investment market.
- N4.** Salaries and benefits increase of \$2.2m includes \$1.4m increase in full-time continuing labour (\$0.8m salary increases effective July 1, 2014, \$0.6m net new hires - 6 faculty and 20 support staff) and \$0.8m increase in definite term contracts (\$0.4m increase due to faculty and admin units hiring contracts to back fill open FT positions, \$0.2m increase in faculty sessionals and teaching assistants due to student volume and increase in sessional rates, and \$0.2M increase in research student placements).
- N5.** Professional Fees increase includes \$0.2m of increased costs associated with labour relations issues.

**UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY**  
**Consolidated Statement of Cash Flows**  
**For the 3 months ended June 30, 2015**

	<u>June 30, 2015</u>	<u>June 30, 2014</u>
<b>NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES</b>		
<b>OPERATING</b>		
Excess of expenses over revenues	\$ (2,302,057)	\$ (1,179,931)
Items not affecting cash:		
Amortization of capital assets	6,296,012	6,475,606
Amortization of deferred capital contributions	(2,195,722)	(2,221,874)
Gain on disposal of assets	(743)	-
Unrealized Gain on investments	189,991	(526,280)
	<b>1,987,481</b>	<b>2,547,521</b>
Working Capital		
Grant and other accounts receivable	(8,158,554)	(4,220,396)
Prepaid expenses and deposits	(574,206)	(66,453)
Inventories	(93,286)	(128,213)
Accounts payable and accrued liabilities	(10,466,510)	(12,044,060)
Deferred revenue	5,721,211	(2,182,477)
	<b>(11,583,864)</b>	<b>(16,094,078)</b>
<b>INVESTING</b>		
Purchase of capital assets	(813,208)	(1,125,171)
Investments	2,336,165	2,353,086
Endowment contributions	65,967	164,142
	<b>1,588,924</b>	<b>1,392,057</b>
<b>FINANCING</b>		
Repayment of long term debt	(4,782,124)	(4,492,458)
Repayment of obligations under capital leases	14,444	32,496
	<b>(4,767,681)</b>	<b>(4,459,962)</b>
<b>NET CASH (OUTFLOW) / INFLOW</b>	<b>(14,762,621)</b>	<b>(19,161,982)</b>
<b>CASH BALANCE, BEGINNING OF YEAR</b>	<b>23,683,442</b>	<b>29,002,551</b>
<b>CASH BALANCE, END OF PERIOD</b>	<b>\$ 8,920,821</b>	<b>\$ 9,840,569</b>



# 2015 - 16 Revenue Update Audit and Finance Committee September 23, 2015



# 2015 – 16 Revised Revenue Assumptions

## Original Budget

- Domestic intake decrease 3.9% (~104 FTE), mainly due to change in BEd program
- International intake decrease 0.2% (~11 FTE)
- Retention increase 2.3% from baseline 77.2%
- UG FTE increase 1.4% (~113 FTE) due to flow through
- GR FTE increase 13.2% (~60 FTE) mainly due to international increase in 2014-15
- Total FTE increase 173 to 8,895

## Current Forecast (v/s Original Budget)

- Domestic intake **decreased** 6.2% overall (~98 FTEs)
- International intake **decreased** 4.0% (~3 FTEs)
- Retention is in line with original budget
- UG FTE **decreased** 1.6% (~133 FTE) due to decrease in intake and students taking less courses
- GR FTE will be updated with Day 10 numbers on Sep 23
- Total FTE **decreased** 133 FTE to net 8,762 FTE

## 2015 - 16 Forecast vs Original Budget

	Original Budget	Current Forecast	Variance
<b>Undergraduate - Headcount</b>			
Domestic Intake	2,575	2,415	(160)
International Intake	100	96	(4)
Domestic Total	8,763	8,603	(160)
International Total	561	557	(4)
<b>Graduate - Headcount</b>			
Domestic Total	538	538	0
International Total	161	161	0
<b>Total - Headcount</b>	<b>10,023</b>	<b>9,859</b>	<b>(164)</b>
<b>Undergraduate - FTEs</b>			
Domestic Total	7,869	7,763	(106)
International Total	513	486	(27)
<b>Graduate - FTEs</b>			
Domestic Total	352	352	0
International Total	161	161	0
<b>Total - FTEs</b>	<b>8,895</b>	<b>8,762</b>	<b>(133)</b>

## 2015 – 16 Revised Revenue Forecast

Revenue Source	Original Budget	Current Forecast	Variance
Base Operating Grant	\$55,816,187	\$55,145,132	(\$671,055)
Tuition	\$73,396,070	\$72,215,551	(\$1,180,519)
Total Grant and Tuition	\$129,212,257	\$127,360,683	(\$1,851,574)

## Impact on Q2 Forecast

- Despite revenue being down \$1.8m, the Budget Working Group is not asking for forecasted cuts in the current year. Instead, the shortfall will be covered with:
  - funds from the general contingency and
  - undistributed university priority funds (UPF)

## 2015 – 16 Revenue Forecast

- Questions ?



**University of Ontario Institute of Technology**  
**Management Reporting - 2015-16 Operating Summary (in '000 s)**  
**For the Quarter ending June 30, 2015**

April 1, 2015 - June 30, 2015				
	Budget	Actuals	Fav. (Unfav.) Variance to Budget \$ / %	
<b>Revenue</b>				
Grants	20,425	21,037	612	3%
Donations	83	181	98	118%
Tuitions	9,778	10,906	1,128	12%
Student Ancillary	1,318	1,502	184	14%
Other	3,808	2,716	(1,092)	-29%
<b>Total Revenue</b>	<b>\$ 35,412</b>	<b>\$ 36,342</b>	<b>\$ 930</b>	<b>3%</b>
<b>Expenditures</b>				
Academic/ACRU	20,273	14,769	5,504	27%
Academic Support	7,862	6,283	1,579	20%
Administrative	7,786	6,247	1,539	20%
<b>Total UOIT</b>	<b>\$ 35,921</b>	<b>\$ 27,299</b>	<b>\$ 8,622</b>	<b>24%</b>
<b>Purchased Services</b>	<b>3,260</b>	<b>2,820</b>	<b>440</b>	<b>13%</b>
<b>Total Ancillary/Commercial</b>	<b>2,378</b>	<b>1,070</b>	<b>1,308</b>	<b>55%</b>
<b>Total Other Expenses</b>	<b>2,899</b>	<b>2,880</b>	<b>19</b>	<b>1%</b>
<b>Total Operating Expenses</b>	<b>\$ 44,458</b>	<b>\$ 34,069</b>	<b>\$ 10,389</b>	<b>23%</b>
<b>Net Contribution from Operations</b>	<b>\$ (9,046)</b>	<b>\$ 2,273</b>	<b>\$ 11,319</b>	<b>-125%</b>

N1.

**Note Disclosure:**

Capital Expenses funded from Operations	979	553	426	44%
Capital (Purchased Services)	256	36	220	86%
Principal Repayment on leases	2,362	2,362	-	0%
Unrealized loss on investments	-	189	(189)	0%
<b>Net Cash Inflow/(Outflow)</b>	<b>(12,643)</b>	<b>(678)</b>	<b>(11,965)</b>	<b>95%</b>

**Reconciliation of MR actual to GAAP F/S for the quarter ending June 30, 2015:**

	\$
<b>Net contribution from Operations</b>	<b>\$ 2,273</b>
<b>Revenues not budgeted:</b>	
Externally funded revenues (research, donations)	\$ 1,929
<b>Expenses not budgeted:</b>	
Externally funded expenses (research, donations)	\$ (2,022)
Prior Year utilization of internally restricted research	\$ (581)
<b>Non-cash transactions:</b>	
Amortization of capital assets	\$ (6,287)
Amortization of deferred capital contributions	\$ 2,196
Unrealized loss on investments	\$ 190
<b>Deficit - per GAAP Financial Statements</b>	<b>\$ (2,302)</b>

**N1.** The favourable variance at the end of Q1 is due to incorrect calendarisation. This does not reflect the anticipated Y/E results.

**University of Ontario Institute of Technology**  
**Management Reporting - 2015-16 Operating Revenues (in '000 s)**  
**For the Quarter ending June 30, 2015**

April 1, 2015 - June 30, 2015				
	Budget	Actuals	Fav. (Unfav.) Variance to Budget \$ / %	
<b>Revenue</b>				
<b>Grants</b>				
Basic Operating Grant	11,218	12,231	1,013	9%
CN Grant	1,344	1,235	(109)	-8%
Debenture Grant	6,750	6,750	-	0%
Other Grants	1,113	821	(292)	-26%
<b>Total Grants</b>	<b>\$ 20,425</b>	<b>\$ 21,037</b>	<b>\$ 612</b>	<b>3%</b>
Donations	83	181	\$ 98	118%
<b>Total Donations</b>	<b>\$ 83</b>	<b>\$ 181</b>	<b>\$ 98</b>	<b>118%</b>
<b>Student Tuition Fees</b>				
Tuition	10,085	10,381	296	3%
CN Tuition	(307)	525	832	-271%
<b>Total Student Tuition Fees</b>	<b>\$ 9,778</b>	<b>\$ 10,906</b>	<b>\$ 1,128</b>	<b>12%</b>
<b>Student Ancillary</b>				
Student Ancillary - UOIT	671	634	\$ (37)	-6%
Student Ancillary - UOIT TELE	647	868	\$ 221	34%
<b>Total Student Ancillary</b>	<b>\$ 1,318</b>	<b>\$ 1,502</b>	<b>\$ 184</b>	<b>14%</b>
<b>Other General Revenue</b>				
Other Revenue - UOIT	1,272	719	(553)	-43%
Other Revenue - Purchased Services	1,057	439	(618)	-58%
<b>Commercial Revenue</b>				
Campus Ice Centre/Campus Tennis Centre	292	302	10	3%
Daycare	169	187	18	11%
ACE Commercial	962	1,002	40	4%
Regent	56	67	11	20%
<b>Total Other General Revenue</b>	<b>\$ 3,808</b>	<b>\$ 2,716</b>	<b>\$ (1,092)</b>	<b>-29%</b>
<b>Total Operating Revenue</b>	<b>\$ 35,412</b>	<b>\$ 36,342</b>	<b>\$ 930</b>	<b>3%</b>

N1

N2

N3

N4

N5

N6

## University of Ontario Institute of Technology

### Management Reporting - 2015-16 Operating Revenues (in '000 s) For the Quarter ending June 30, 2015

#### Variance Explanations - Actual to Budget

- N1** Other Grants is unfavourable \$292k as the budget included student award grants that will not be received and recognised until Q2 and Q3.
- N2** Donation revenue is favourable \$98k due to an unbudgeted donation for ACE in the current year.
- N3** CN Tuition is unfavourable \$832k as the allocation of revenues due to Durham College under the nursing agreement was all included in Q1. This error will be corrected in the Q2 forecast exercise.
- N4** Student Ancillary - UOIT TELE fees are favourable \$221k due to the recognition of revenue deferred from FY15 to offset Q1 higher operating costs.
- N5** Other Revenue - UOIT is unfavourable \$553k as the Q1 budget included student ancillary fees that will be recognised in the next 3 quarters to cover equipment lease costs.
- N6** Other Revenue - Purchased Services are unfavourable \$618k as the Q1 budget did not account for the cyclical fluctuations in the bookstore revenues.

**University of Ontario Institute of Technology**  
**Management Reporting - 2015-16 Operating Expenses (in '000 s)**  
**For the Quarter ending June 30, 2015**

April 1, 2015 - June 30, 2015				
	Budget	Actuals	Fav. (Unfav.) Variance to Budget \$ / %	
Faculty of ESNS	1,412	990	422	30% N1*
Faculty of Business and IT	2,589	2,483	106	4%
Fac. of Social Science & Humanities	2,329	2,125	204	9%
Faculty of Education	1,269	1,292	(23)	-2%
Faculty of Health Sciences	2,427	2,324	103	4%
Faculty of EAS	4,553	2,372	2,181	48% N1*
Faculty of Science	4,260	2,475	1,785	42% N1*
Graduate Studies	1,295	563	732	57% N2
Internally Funded Research	139	145	(6)	-4%
<b>Total Academic/ACRU</b>	<b>\$ 20,273</b>	<b>\$ 14,769</b>	<b>\$ 5,504</b>	<b>27%</b>
Office of the Provost	221	445	(224)	-101% N3
Research, Innovation & International	686	657	29	4%
Office of the Associate Provost	513	348	165	32% N4
Registrar	1,716	1,212	504	29% N1*
Tuition Set Aside	919	562	357	39% N1*
Student Life	1,474	1,194	280	19% N1*
Library	1,417	1,062	355	25% N1*
IT - TELE	916	803	113	12% N5
<b>Total Academic Support</b>	<b>\$ 7,862</b>	<b>\$ 6,283</b>	<b>\$ 1,579</b>	<b>20%</b>
University Secretariat and General Counsel	312	414	(102)	-33% N6
President	399	203	196	49% N1*
Finance	1,548	804	744	48% N1*
Central Operation	(99)	173	(272)	275% N1*
OCIS/Leased Space	2,473	2,245	228	9%
IT (excluding TELE)	800	607	193	24% N7
External Relations	284	317	(33)	-12%
Communication & Marketing	377	359	18	5%
Advancement	443	499	(56)	-13%
Human Resources	1,141	521	620	54% N1*
ACE - Academic	108	105	3	3%
<b>Total Administrative</b>	<b>\$ 7,786</b>	<b>\$ 6,247</b>	<b>\$ 1,539</b>	<b>20%</b>
Student Services	222	190	32	14%
IT	1,413	1,323	90	6%
Facilities	1,625	1,307	318	20%
<b>Total Purchased Services</b>	<b>\$ 3,260</b>	<b>\$ 2,820</b>	<b>\$ 440</b>	<b>13% N1*</b>
UOIT Ancillary - Parking, Bookstore	789	(402)	1,191	151% N1*
Campus Ice /Campus Tennis Centre	374	401	(27)	-7%
Daycare	169	163	6	4%
ACE Commercial	885	828	57	6%
Regent	161	80	81	50%
<b>Total Ancillary / Commercial Expenses</b>	<b>\$ 2,378</b>	<b>\$ 1,070</b>	<b>\$ 1,308</b>	<b>55%</b>
Debenture	2,899	2,880	19	1%
<b>Total Other Expenses</b>	<b>\$ 2,899</b>	<b>\$ 2,880</b>	<b>\$ 19</b>	<b>1%</b>
<b>Total Operating Expenses</b>	<b>\$ 44,458</b>	<b>\$ 34,069</b>	<b>\$ 10,389</b>	<b>23%</b>

**Note Disclosure:**

Capital Expenses funded from Operations	979	553	426	44% N8
Capital (Purchased Services)	256	36	220	86% N1*
Principal Repayment on leases	2,362	2,362	-	0%
Unrealized loss on investments	-	189	(189)	0%

# University of Ontario Institute of Technology

## Management Reporting - 2015-16 Operating Expenses (in '000 s) For the Quarter ending June 30, 2015

### Variance Explanations - Actual to Budget

- N1 \*** The favourable variance of actual to budget is mostly due to the incorrect calendarisation of expenses whereby a high % of the annual expenses were budgeted to be spent in Q1 and this did not materialise. This will be corrected in the Q2 forecast exercise.
- N2** The Office of Graduate Studies is favourable \$732k as 63% of the student financial assistance and awards of \$901k was budgeted to be disbursed in Q1 (but only \$278k disbursed). The remaining variance is due to the delay in hiring for 2 full time open positions (hired in Q2) and graduate part-time research placements.
- N3** The Office of the Provost budget includes \$1.3m of University Priority Funds (UPF). Provost is unfavourable due to the allocation of UPF funds in Q1 whereas all of the UPF funds were budgeted to be allocated in Q4.
- N4** Office of Associate Provost is favourable \$165k and includes \$105k in salary savings as a result of the delay in hiring the new Associate Provost (hired July 1st) and the delay in hiring part-time sessionals, \$60k in opex savings of contract services related to delayed projects.
- N5** IT - TELE is favourable \$113k and includes \$85k for overestimated license fees and cost savings due to the delay of the transformation initiative and \$28k for part-time position vacancies.
- N6** University Secretariat and General Counsel is unfavorable \$150k due to unanticipated legal costs associated with labour relations arbitrations.
- N7** IT (excluding TELE) is favourable \$193k due to timing of \$121k in license fees, \$42k in opex savings and \$30k in salary savings due to timing of hiring.
- N8** Capital spending is favourable \$426k and includes \$257k due to the delay of various projects managed under the Office of Campus Infrastructure and Sustainability (including renovations in the ACE lobby, UA building and 61 Charles), and \$169k budgeted to be spent by faculties in Q1 currently on hold due to anticipated lower enrolment.



# BOARD REPORT

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**Action Required:**

**Public:**   
**Non-Public:**

**Discussion:**   
**Decision**

**DATE:** October 21, 2015  
**FROM:** Adele Imrie, Chair of Audit and Finance Committee  
**SUBJECT:** Policy on the Use of the External Auditor for Non-Audit Services

**A. Purpose**

To recommend the Board’s approval of the Use of the External Auditor for Non-Audit Services Policy (“Policy”).

**B. Background/Context**

The Policy has been developed as a result of previous discussions at Audit and Finance Committee meetings regarding the need for a policy to address the parameters of how and when the external auditor may be engaged to perform non-audit services. The Policy was developed following the presentation and discussion that took place at the Audit and Finance Committee meeting in February 2015 regarding the key aspects that should be incorporated into a policy addressing non-audit services.

The dual purpose of the Policy is to outline the principles and parameters under which an external auditor can be engaged for non-audit services and to ensure the objectivity and independence of the external auditor is maintained while providing non-audit services.

After further discussion at their meeting in June, the Committee recommended a few additional revisions to the Policy. The draft Policy, highlighting the amendments, is attached for reference.

**C. Recommendation**

Further to the Committee meeting discussions of February 25 and June 12, 2015, the Audit and Finance Committee hereby recommends the approval of the Use of the External Auditor for Non-Audit Services Policy by the Board of Governors.

Item	X.XX
Framework Category	Legal, Compliance and Governance
Approving Authority	Board of Governors
Policy Owner	Chief Financial Officer
Approval Date	
Review Date	
Supersedes	

## USE OF THE EXTERNAL AUDITOR FOR NON-AUDIT SERVICES POLICY

### PURPOSE

1. The purpose of this policy is to outline the principles and parameters under which the external auditor can be engaged for non-audit services, in particular establishing responsibility for ensuring that the objectivity and independence of the external auditor is maintained while providing non-audit services.

### DEFINITIONS

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

**“Non-Audit Services”** means services for which an external audit opinion is not issued and for which an additional fee is charged by the audit firm.

**“Pre-Approved Services”** means a list of Non-Audit Services that the University’s external auditor can provide without further approval from the Audit Committee.

### SCOPE AND AUTHORITY

3. This policy applies to all situations where the external auditor is retained to perform Non-Audit Services.
4. The Chief Financial Officer, or successor thereof, is the Policy Owner and is responsible for overseeing the administration and interpretation of this Policy.

### POLICY

#### 5. General

- 5.1. The University will not engage its external auditor to carry out any prohibited services as determined by the Chartered Professional Accountants of Canada.
- 5.2. The external auditor is required to comply with auditor independence rules as set out in the Rules of Professional Conduct of the Chartered Professional Accountants of Ontario, as amended from time to time.
- 5.3. The external auditor may refuse any engagement for Non-Audit Services deemed to be an infringement on its independence without negative consequence.

- 5.4. The Audit and Finance Committee is responsible for reviewing the independence and scope of services for the external auditor.
- 6. Approval of Non-Audit Services**
- 6.1. The Audit and Finance Committee has the authority to approve the engagement of the external auditor for Non-Audit Services.
  - 6.2. The Audit and Finance Committee may delegate authority to the Chief Financial Officer to engage the external auditor for Pre-Approved Services up to ~~the lesser value of:~~  
  
    ~~\$10,000;~~  
  
    Fifteen percent (15%) of the annual contract value for the external auditor.
  - 6.3. The aggregate value of Non-Audit Services performed by the external auditor may not represent more than fifteen percent (15%) of the total contract value for the external auditor.
- 7. Reporting**
- 7.1. The Chief Financial Officer is responsible for providing an annual report to the Audit and Finance Committee detailing the payments made to the external auditor for Non-Audit Services.
  - 7.2. The Audit and Finance Committee of the Board of Governors is responsible for reporting to the Board, on an annual basis, all Non-Audit Services that are provided by the external auditor.
- 8. Pre-Approved Services**
- 8.1. The Audit and Finance Committee will approve and maintain a list of Pre-Approved Services that may be completed by the external auditor. The list of Pre-Approved Services will be included as an Appendix to this policy.
  - 8.2. The Audit and Finance Committee will review and update the list of Pre-Approved Services on an annual basis.

**MONITORING AND REVIEW**

9. This policy will be reviewed as necessary and at least every three years. The Audit and Finance Committee, or successor thereof, is responsible to monitor and review this Policy.

**RELEVANT LEGISLATION**

10. Chartered Accountants Act, 2010, S.O. 2010, Chapter 6, Schedule C

**RELATED POLICIES, PROCEDURES & DOCUMENTS**

11. Rules of Professional Conduct – Chartered Professional Accountants of Ontario  
Audit and Finance Committee Terms of Reference  
UOIT Signing Authority Policy



UOIT Signing Authority and Approval Procedure  
UOIT Procurement Policy  
UOIT Procurement Procedures

**APPENDIX A – PRE-APPROVED NON-AUDIT SERVICES**

Type of Service	Description
<b>Audit Services</b>	
Financial statement audit	<p><del>1.—Recurring audit of consolidated financial statements including subsidiary company statutory audits and tax provision services and accounting consultations required to perform an audit in accordance with Generally Accepted Auditing Standards.</del></p> <p><del>2.—Review of tax provisions reported in the consolidated and other financial statements as part of the audit of the financial statements.</del></p> <p><del>Management review of complex accounting and disclosure issues with the Auditors in order to reach an audit judgement.</del></p>
Regulatory filings	<p><del>3.—Audit or review of statutory and regulatory filings</del></p> <p><del>4.—Audits required by governments in connection to funds they have provided to the University</del></p> <p><del>Audits required by governments in connection to student enrolment, facilities, or research</del></p>
<b>Non-Audit Services</b> <del>Audited-Related Services</del>	
Internal control attestation services	<p><del>5.1.</del> Advice on public company practices, documentation and attestation services relating to the report on internal controls over financial reporting</p> <p>Audit of specific control procedures or the general control environment of an organization</p>
Employee benefit plan audits	<p><del>6.2.</del> Audit of pension and other employee benefit plans, payroll deductions, and funds for investments with such plans</p>
Donations	<p><del>7.3.</del> Advice relating to the tax issues for donations except for donations involving substantial corporate, business, or real estate assets</p>
Other attest services	<p><del>8.4.</del> Attest services that are not required by statute or regulation (e.g., real estate cost certificates; payout calculations for benefit plans)</p>
Application and general control reviews	<p><del>9.5.</del> Documentation and attestation of IT and general controls related to specific applications, including overall general computer controls.</p>
Consultation regarding GAAP	<p><del>10.6.</del> Discussions, analysis, review and testing of impact of new pronouncements, acquisition accounting, and other GAAP topics</p>

	Assistance in understanding new accounting and disclosure requirements and the gaps vs current practices
<b>Tax Services</b>	
Tax Compliance	<del>11-7.</del> <a href="#">11-7.</a> Compilation and review of income, capital, sales, use, property, excise, local, commodity (e.g. VAT, HST, etc.) tax returns, filings, and forms. Consultation regarding handling of items for tax returns, required disclosures, elections, and filing positions available
Tax consulting	<del>12-8.</del> <a href="#">12-8.</a> Assistance with tax audits, examinations or requests for information <del>13-9.</del> <a href="#">13-9.</a> General tax advice including advice on technical interpretations, applicable laws and regulations, and tax consulting <del>14-10.</del> <a href="#">14-10.</a> Initial tax structuring of new investments <del>15-11.</del> <a href="#">15-11.</a> Assistance with tax appeals that are not in front of a tax court or its equivalent
Customs and duties	<del>16-12.</del> <a href="#">16-12.</a> Compliance reviews and advice on compliance in the areas of tariffs and classification, origin, pricing, and documentation. Assistance with customs audits or requests for information
<b>Other Services</b>	
Benchmarking	<del>17-13.</del> <a href="#">17-13.</a> Benchmarking, surveys and other advice related to best practices with respect to financial reporting practices and other business processes
Information services	<del>18-14.</del> <a href="#">18-14.</a> Provision of accounting, tax and reporting literature and access to online data bases



RBC Wealth Management  
PH&N Investment Counsel

RBC Phillips, Hager & North Investment Counsel Inc.

# CLIENT ACCOUNT FORM

for Non-Individuals

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY  
ACCOUNT NAME

4631330216  
4631330417  
ACCOUNT NUMBER

IRG  
IC CODE

## Resolution

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY  
(NAME OF CORPORATION)

(the "Corporation")

COUNTRY OF INCORPORATION/ORGANIZATION: CANADA

WHEREAS the Corporation wishes to open and operate a discretionary investment management account or accounts (collectively, the "Account") with RBC Phillips, Hager & North Investment Counsel Inc. ("RBC PH&NIC") and is required to agree to the terms and conditions set out in the Investment Management Account Opening Agreement and execute and deliver to RBC PH&NIC the account opening forms in connection therewith:

RESOLVED that:

- (1) the Corporation open the above-noted Account with RBC PH&NIC and agree to the terms and conditions set out in the Investment Management Account Opening Agreement and execute and deliver to RBC PH&NIC the account opening forms;
- (2) the Authorized Signatories, specified in the below Certificate of Incumbency, are hereby authorized for and on behalf of the Corporation to execute and deliver the account opening forms to RBC PH&NIC with such alterations, additions, amendments and deletions as may be approved by the persons executing the same, whose signatures shall be conclusive evidence of such approval and of the fact that the account opening forms so executed are the account opening forms authorized by this resolution;
- (3) the Authorized Signatories designated in paragraph 2, as they may be revised in any further Certificate of Incumbency executed and delivered to RBC PH&NIC from time to time, are hereby authorized and directed for and in the name of the Corporation to execute and deliver (under the corporate seal or otherwise) all such other documents and do all such other acts as may be necessary or desirable to give effect to this resolution and/or as may reasonably be required by RBC PH&NIC from time to time in connection with the opening and continued operation or closing of the above-noted Account; and
- (4) RBC PH&NIC be furnished with a copy of this Resolution certified by the Secretary of the Corporation.

## Certificate

I, the undersigned Secretary of the Corporation hereby certify that:

- (a) the foregoing Resolution was duly passed by the directors of the Corporation and is still in full force and effect;
- (b) there are no provisions in the Memorandum of Association, Articles of Incorporation or other governing documents of the Corporation or in any of its by-laws or resolutions or in any unanimous shareholder's agreement that restrict or limit the powers of the Corporation, or the powers of the directors on behalf of the Corporation to delegate the powers referred to in the foregoing Resolution to one or more directors, officers or other persons.

DATED at \_\_\_\_\_ this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_  
(City/Town) (Month) (Secretary)

## Certificate of Incumbency

With reference to our application for a discretionary investment management account with RBC Phillips, Hager & North Investment Counsel Inc. ("RBC PH&NIC"), we hereby give notice that the following are the Authorized Signatories for the Account.

Any of the following list, OR  Any \_\_\_\_\_ of the following list, signing together, OR  Other \_\_\_\_\_ (specify number, if more than one must sign) (describe)

CRAG ELLIOTT	CFO	X	
NAME OF AUTHORIZED INDIVIDUAL	TITLE	X	SIGNATURE
TIM McTIERMAN	PRESIDENT	X	
NAME OF AUTHORIZED INDIVIDUAL	TITLE	X	SIGNATURE
CAROL FOY	University Secretary	X	
NAME OF AUTHORIZED INDIVIDUAL	TITLE	X	SIGNATURE
NAME OF AUTHORIZED INDIVIDUAL	TITLE	X	SIGNATURE
NAME OF AUTHORIZED INDIVIDUAL	TITLE	X	SIGNATURE

This certificate replaces any previously given to RBC PH&NIC respecting this Account.

RBC Phillips, Hager & North Investment Counsel Inc.  
Client Account Form – for Non-Individuals

**Beneficial Ownership/Structure**

We confirm that all information provided to establish the Corporation's ownership, control and structure is true, complete and accurate.

Attached is a list of beneficial owners of the Corporation (this can be a list including % ownership or a copy of the shareholder's register or a detailed ownership chart).

OR

Listed below are the beneficial owners of the Corporation including %ownership.

First name, Last name of Individual or Full Legal Name of Non-Individual* that is Beneficial Owner	%Ownership
N/A	

Where a non-individual is a beneficial owner, the underlying individual beneficial owners must also be provided.  
Additional personal information will be collected and ID verification completed separately for >25% individual beneficial owners (AML/Securities Regulatory requirements).  
RBC PH&NIC reserves the right to require additional information to verify ID.

DATED at \_\_\_\_\_ in the Province/State of \_\_\_\_\_, this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.

(City/Town) (Province/State) (Month)

(Print or type full name of Corporation) **X** (Signature of Secretary or Other Authorized Officer) (Print or type full name of signatory) (Apply Corporate Seal)

October 13, 2015

Board of Governors  
University of Ontario Institute of Technology

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

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

My review of the election for the graduate student representative on the Board of Governors takes into account the conduct of the election process, as well as any complaints received regarding conduct of candidates during the elections. During this election process, there were no complaints received regarding the conduct of the elections.

It is my opinion that the election process was conducted fairly and in accordance with the *Board of Governors Procedures for the Election of Faculty, Non-Academic Staff and Student Governors*.

Based on the election results, I hereby certify to the Board of Governors that the following graduate student was eligible to run as a candidate, was the sole nominee for this position, and was properly acclaimed to the UOIT Board of Governors for the term of October 1, 2015 to August 31, 2016:

- Graduate Student Governor - Abdullah Al Zahrani, Faculty of Engineering

Becky Dinwoodie  
Chief Electoral Officer  
Assistant University Secretary

**BOARD OF GOVERNORS  
MEETING SCHEDULE 2015 - 2016**

Agenda Item 17.1

COMMITTEE	DATE	TIME	ROOM
Audit & Finance Committee	September 23, 2015	12:30 pm - 2:30 pm	DTA 303
Audit & Finance Committee	November 16, 2015	12:30 pm - 2:30 pm	ERC 3023
Audit & Finance Committee	February 17, 2016	12:30 pm - 2:30 pm	ERC 3023
Audit & Finance Committee	April 13, 2016	12:30 pm - 2:30 pm	ERC 3023
Audit & Finance Committee	June 20, 2016	1:00 pm - 5:00 pm	ERC 3023
Board of Governors Retreat	October 22, 2015	TBA	TBA
Board of Governors Retreat	April 21, 2016	TBA	TBA
Board of Governors	October 21, 2015	12:00 pm - 5:30 pm	DTB 524
Board of Governors	November 26, 2015	12:00 pm - 5:30 pm	DTB 524
Board of Governors	March 9, 2016	12:00 pm - 5:30 pm	DTB 524
Board of Governors	April 20, 2016	12:00 pm - 5:30 pm	DTB 524
Board of Governors - AGM	June 29, 2016	9:00 am - 5:30 pm	DTB 524
Executive Committee	September 2, 2015	2:00 pm - 4:00 pm	DTA 303
Executive Committee	September 16, 2015	10:00 am - 12:00 pm	CANCELLED
Executive Committee	November 11, 2015	10:00 am - 12:00 pm	ERC 3023
Executive Committee	February 24, 2016	10:00 am - 12:00 pm	ERC 3023
Executive Committee	June 1, 2016	10:00 am - 12:00 pm	ERC 3023
Executive Committee	August 10, 2016	10:00 am - 12:00 pm	ERC 3023
Governance, Nominations & Human Resources Committee	September 16, 2015	12:30 pm - 2:30 pm	DTA 303
Governance, Nominations & Human Resources Committee	November 11, 2015	12:30 pm - 2:30 pm	ERC 3023
Governance, Nominations & Human Resources Committee	February 24, 2016	12:30 pm - 2:30 pm	ERC 3023
Governance, Nominations & Human Resources Committee	May 11, 2016	12:30 pm - 2:30 pm	ERC 3023
Governance, Nominations & Human Resources Committee	June 1, 2016	12:30 pm - 2:30 pm	ERC 3023
Investment Committee	November 16, 2015	10:00 am - 12:00 pm	ERC 3023
Investment Committee	February 17, 2016	10:00 am - 12:00 pm	ERC 3023
Investment Committee	May 11, 2016	10:00 am - 12:00 pm	ERC 3023
Investment Committee	August 10, 2016	12:30 pm - 2:30 pm	ERC 3023
Strategy & Planning Committee	September 9, 2015	11:30 am - 2:30 pm	DTA 303
Strategy & Planning Committee	November 4, 2015	11:30 am - 2:30 pm	ERC 3023
Strategy & Planning Committee	February 10, 2016	11:30 am - 2:30 pm	ERC 3023
Strategy & Planning Committee	May 4, 2016	11:30 am - 2:30 pm	ERC 3023
Strategy & Planning Committee	June 8, 2016	11:30 am - 2:30 pm	ERC 3023
<b>OTHER MEETING DATES</b>			
Academic Council Orientation	September 15, 2016	6:30 pm - 7:30 pm	DTB 524
AGB Conference	April 17 - 19, 2016		Washington DC
CCOU Conference	November 6 - 7, 2015		Toronto
Convocation	June 9 & 10, 2016		General Motors Centre

COUNCIL OF  
ONTARIO UNIVERSITIES

CONSEIL DES  
UNIVERSITÉS DE L'ONTARIO

## 2015 Conference of Ontario University Board Members

November 6-7, 2015

Mandarin Ballroom, DoubleTree by Hilton Hotel Downtown Toronto  
108 Chestnut Street

### Registration Notice

The Council of Chairs of Ontario Universities (CCOU) presents the 2015 Conference of Ontario University Board Members on November 6 and 7 in downtown Toronto.

**About:** This conference will cover a number of interesting topics related to current university governance and sector-wide trends. The event will have excellent speakers and resources, including senior leaders in the university sector and others with expertise on the issues and forces that impact universities. You also will have the opportunity to mingle and network with other board members and other invitees.

**Who is invited:** The conference is intended for all Board members of the governing bodies (Board of Governors, Board of Trustees, or Governing Council) of Ontario universities. Also invited are all university/board secretaries, board chairs, vice-chairs, immediate past-chairs, and university presidents.

**Coordinated by:** The conference is organized by the Council of Chairs of Ontario Universities (CCOU), an affiliate of the Council of Ontario Universities (COU). CCOU members are the chairs, vice-chairs, and immediate past-chairs of the 20 provincially assisted universities in Ontario, and the Royal Military College (RMC). A Steering Committee consisting of the CCOU members and university/board secretaries listed below will shape the program, with support from COU staff.

Dave Lazzarato, Past Chair of the Board of Governors, McMaster University; CCOU Chair

Marianne Berube, Chair of the Board of Governors, Nipissing University; CCOU Vice-Chair

Barb Palk, Chair of the Board of Trustees, Queen's University

John Suk, Chair of the Board of Trustees, Brock University

Maureen Armstrong, University Secretary and General Counsel, York University

Genevieve Gauthier, Associate University Secretary, University of Guelph

Renée Wintermute, University Secretary, University of Windsor

**Cost:** The event is offered at no charge to all confirmed registrants. Attendees are responsible for their own accommodation and travel expenses, through their university.

**Registration:** To register, please visit <http://fluidsurveys.com/s/2015conf-of-ontario-univ-board-members/> and fill in the required information. The deadline for registration is **Wednesday, October 21, 2015.**



**Accommodation:** A block of rooms has been reserved at the DoubleTree by Hilton Hotel Downtown Toronto for the evenings of Thursday, November 5 and Friday, November 6. King Bed Rooms are available at a rate of \$155/night, plus taxes. The DoubleTree has kindly offered conference attendees the same rate for the nights of November 2 to November 10.

Here is the information required to book a room.

**Online:** Visit the link below and fill in the required information. <http://tinyurl.com/Council-of-ON-Universities>

**Phone:** Call 416-599-0555 or 1-800-668-6600 and reference group code **UCO**.

**Please reserve by October 19 to ensure a room in the block.**

**For more information:** Please contact Barb Hauser ([bhauser@cou.on.ca](mailto:bhauser@cou.on.ca)) or Kathryn White ([kwhite@cou.on.ca](mailto:kwhite@cou.on.ca)).

## **2015 Conference of Ontario University Board Members**

**November 6-7, 2015**

**Mandarin Ballroom, DoubleTree by Hilton Hotel Downtown Toronto  
108 Chestnut Street**

### **Preliminary Program**

**Friday, November 6**

- |                        |   |
|------------------------|---|
| <b>1:00 to 1:30 pm</b> | <b>Registration</b>   |
| <b>1:30 to 1:40 pm</b> | <b>Welcome</b><br>Dave Lazzarato, Past Chair, McMaster; CCOU Chair  |
| <b>1:40 to 2:10 pm</b> | <b>Opening remarks</b><br><b>Hon. Deb Matthews</b><br>Deputy Premier, President of the Treasury Board, and<br>Minister Responsible for the Poverty Reduction Strategy |
| <b>2:10 to 3:25 pm</b> | <b>Panel discussion: SMAs to date and expected evolution<br/>over the next 10 years</b>   |
| <b>3:25 to 3:45 pm</b> | <b>Break</b>  |
| <b>3:45 to 5:00 pm</b> | <b>Panel discussion: Student health</b>   |
| <b>5:00 to 6:15 pm</b> | <b>Reception</b>  |
| <b>6:15 to 8:30 pm</b> | <b>Dinner</b><br><b>Keynote address</b><br><b>Alex Usher</b><br>President, Higher Education Strategy Associates   |

**Saturday, November 7**

**8:00 to 8:30 am Breakfast**

**8:30 to 9:30 am Keynote address: Good Governance and Board Leadership:  
Fostering and Sustaining Trust**

**Sheila Brown**

President, HartsHill Educational Consulting Ltd.; President  
Emerita, Mount Saint Vincent University

**9:30 to 9:45 am Break**

**9:45 to 10:45 am Concurrent sessions**

- 1. Pension reform update**
- 2. Technology and the student experience**
- 3. The board's role in enterprise risk management**

**10:45 to 11:00 am Break**

**11:00 am to 12:15 pm Panel discussion: Effective Board-President Relations:  
Hallmarks of Good Governance**

**12:15 to 12:30 pm Wrap-up**

**12:30 to 1:00 pm Lunch**

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