

PUBLIC SESSION AGENDA

Wednesday, March 9, 2016

3:15 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: 1028954#

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 November 26, 2015* (M)	Chair	5	3:30 p.m.
6		President's Report	President	5	3:35 p.m.
7		Academic Council Report*	President /Chair of Academic Council	5	3:40 p.m.
8		Co-Opulous Report	D. Allingham	5	3:45 p.m.
		COMMITTEE REPORTS (public items)			
9		Audit & Finance Committee	A. Imrie	45	4:30 p.m.
	9.1	Third Quarter Report* (U)	A. Imrie		
	9.2	Budget (P)(U)	A.Imrie/ C. Elliott		
	9.3	New Building Project (P)(U)	M. Lapp		
	9.4	Laptop Procurement* (M)	P. Bignell		
	9.5	Tuition & Ancillary Fees 2016-2017* (M)	B. MacIsaac		
	9.6	Endowment Policy* (M)	C. Elliott		
10		Investment Committee	M. Goacher	5	4:35 p.m.
	10.1	Third Quarter Investment Review (U)	M. Goacher		

11		Governance, Nominations and Human Resources Committee	K. Brearley	5	4:40 p.m.
	11.1	Defined Contribution Pension Plan Restatement* (M)	M. Lapp	5	4:45 p.m.
	11.2	Academic Council – Policy on Continuing Education Programs* (M)	T. McTiernan	5	4:50 p.m.
	11.3	Compliance Policies Update (P)(U)	C. Foy	15	5:05 p.m.
12		Strategy & Planning Committee	J. McKinley	5	5:10 p.m.
	12.1	Endowment Disbursement Report* (P)(M)	C. Elliott	5	5:15 p.m.
	12.2	Response to Broader Public Sector Business Documents Directive (P)(U)	D. Saucier	10	5:25 p.m.
13		Consent Agenda (M):	Chair	5	5:30 p.m.
	13.1	Approval of Amendments to Audit and Finance Committee Terms of Reference*			
	13.2	Approval of Amendments to Investment Committee Terms of Reference*			
	13.3	Approval of Amendments to Governance, Nominations and Human Resources Committee Terms of Reference*			
	13.4	Approval of Strategy and Planning Committee Terms of Reference*			
14		Other Business	Chair		
15		Termination of Meeting (M)	Chair		
		P - Presentation			
		M - Motion			
		U - Update			
		D - Discussion			
		* Documents attached			

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' 93rd REGULAR MEETING
(PUBLIC SESSION)**

PUBLIC SESSION MINUTES
Thursday, November 26, 2015
3:15 p.m. – 5:30 p.m.
Place: 55 Bond St., DTB 524

GOVERNORS IN ATTENDANCE:

Glenna Raymond, *Chair*
Adele Imrie, *Vice-Chair*
John McKinley, *Vice-Chair*
Nigel Allen
Doug Allingham
Abdullah Al Zahrani
Karyn Brearley
Miles Goacher
Jonathan Hackett
Tim McTiernan, *President and Vice-Chancellor*
Mary Steele
Shirley Van Nuland

VIA TELECONFERENCE:

Jeremy Bradbury
Don Duval

REGRETS:

Perrin Beatty, *Chancellor*
Andrew Elrick
Jay Lefton
Bonnie Schmidt
John Speers
Valarie Wafer

BOARD SECRETARY:

Becky Dinwoodie, *Assistant University Secretary*

UOIT STAFF:

Craig Elliott, *Chief Financial Officer*
Cheryl Foy, *University Secretary and General Counsel*
Andrea Kelly, *Assistant to the University Secretary and General Counsel*

Murray Lapp, *Vice-President, Human Resources and Services*
Brad MacIsaac, *Assistant Vice-President, Analysis & Planning, Registrar*
Susan McGovern, *Vice-President, External Relations & Advancement*
Michael Owen, *Vice-President, Research, Innovation & International*
Cathy Pitcher, *Assistant to the President*
Deborah Saucier, *Provost and Vice-President, Academic*

GUESTS:

Jesse Cullen, *Student Association*
Mike Eklund, *Faculty*
Ali Naqvi, *Student Association*
Olivia Petrie, *Assistant Vice-President, Student Life*
Reina Rexhmataj, *Student*
Mohammad Soleman, *Alumni Association*
S. Syed

1. Call to Order

The Chair called the meeting to order at 3:35 p.m.

2. Agenda

Upon a motion duly made by S. Van Nuland and seconded by D. Duval, the Agenda was approved as presented.

3. Conflict of Interest Declaration

None.

4. Chair's Remarks

The Chair began by thanking the Board members for completing the Board assessment prior to the meeting. She noted the important governance aspect of completing an assessment, particularly the discussions that will come out of the results.

She thanked those members of the Board who attended the CCOU Conference earlier in the month. It was time well spent on professional development. The conference sessions highlighted the significant issues faced by universities, provided opportunities to learn how Boards at other universities are handling issues, and enhanced governance knowledge and practices. In future, there will be time on the agenda to have a roundtable discussion on issues raised at the conference.

Many members who attended the conference commented on the session relating to student mental health issues. They were struck by the significant stressors on students and found the presentation enlightening. The Chair commented that student life issues will continue to be considered during Board discussions.

The Chair has also received comments from several Board members that they would like additional opportunities for strategic discussions. She encouraged the Governors to engage and actively participate in Board meetings. She underscored the importance of having discussions at a strategic level and noted the opportunity for the Board to have a strategic discussion following the presentation on alternate revenue sources.

She welcomed the guests attending the meeting and asked them to introduce themselves. She then went around the table and asked the Governors to introduce themselves, including those attending by conference call.

5. Approval of Minutes of the Meeting of October 21, 2015

Upon a motion duly made by K. Brearley and seconded by A. Imrie, the minutes were approved as presented.

6. President's Report

The President congratulated Bonnie Schmidt on her Community Service Award from Life Sciences Ontario.

He reported on his attendance at the Federation of Humanities and Social Sciences annual conference. He discussed the depth of experience of his fellow panelists. Brenda Small from Confederation College presented on the changes taking place at the college and how they are making it a welcoming place for Indigenous students.

He also spoke of the powerful stories shared by some of the attendees and the importance of continuing on the journey towards reconciliation. He emphasized that engaging in the reconciliation process with Indigenous students will benefit the community as a whole.

The President also discussed his attendance at the Global Irish Economic Forum. He shared the story of meeting a thoroughbred horse farmer on the first day of the Forum and the fast connection that was formed over Windfields Farm and Northern Dancer.

He advised that Ireland is chasing international students – it is a highly competitive market. Research funding appears to be drifting towards applied research rather than foundational research. He commented that this highlights the need for a university of our size to explore partnerships to engage in competitions. He noted that innovation at the Forum was seen almost entirely in terms of digital applications. His visit confirmed that institutions are experiencing common issues across the globe.

7. Academic Council Report

T. McTiernan delivered the Academic Council Report. He informed the Board of the addition of an entrepreneurship major and minor in the Faculty of Business and Information Technology, as well as the addition of several pathways.

8. Co-Populous Report

D. Allingham delivered the Co-Populous Report. He advised that the last meeting of the Board of Governors of Durham College (DC) took place on October 14, at which they discussed the Board work plan and priorities for the year. There was much discussion about the annual report on accessibility and how the college is meeting those requirements. They also discussed initial enrolment reports and the challenges facing DC. As of October, enrolment was up by 1% but revenue declined due to fewer international students.

The DC Board also had discussions regarding how to assist students. They regularly discuss student mental health and wellness issues. They have seen a significant increase in the amount of attention devoted to this issue.

The DC Board also regularly discusses the importance of the relationship between DC and UOIT. They will work together to deal with space and other issues.

The Chair informed the Board that she, A. Imrie and J. McKinley will be meeting with their DC counterparts to foster that relationship.

COMMITTEE REPORTS

9. Audit & Finance Committee

9.1 Second Quarterly Report

A. Imrie discussed the second quarterly report. The University is down 277 FTEs, which results in a \$3.5M negative variance. This will partly be offset by operations savings and contingency funds. She spoke about the importance of the 5 year forecast model in dealing with decreasing enrolment issues. Examining the budget 5 years out allows the University to prepare and deal with the financial health of the institution. It will be up to budget holders to determine how to allocate the planned 2.5% budget cuts. She also noted that it is important to keep funds aside to deal with space limitations and budget shortfalls. The budget is slowly increasing allocation to the academic side of the university.

9.2 Budget

C. Elliott was invited to deliver the budget presentation. He advised that no budget cuts are necessary for the current year. He reviewed various enrolment projections with the Board. He went through the 5 year forecast based on making no adjustments. He also went over the key points from the 5 year forecast and the significant budget assumptions, including having a new building by 2019/2020.

He informed the Board that a 2.5% budget cut will be required in each of the next 2 years and that good discussions have taken place with budget holders. By implementing those cuts, the university will have a balanced budget after 5 years. The assumptions keep part-time labour flat over the next 5 years. It also includes the strategic target of allocating an additional percentage of the budget to the academic side of the institution. C. Elliott answered questions

from Board members regarding the budget. The Chair remarked that she is pleased to hear about the level of consultation that has taken place. C. Elliott will return to the Board on budget in February and deliver the final budget for approval in April.

9.3 Risk Management and Compliance

This item was deferred until the next Board meeting. The Chair asked the Board to review the material in preparation for the next meeting.

10. Investment Committee

10.1 Second Quarter Investment Review

M. Goacher delivered the second quarter investment review. The portfolio is at \$18.8M, which is down 3% over the 3 month period. The performance matches the benchmark and the yearly return is over benchmark. Global equities and US markets are marginally positive, which has helped us out. Oil is expected to stay in the \$60-65 range until 2018. An increase in the Bank of Canada rates is not expected until the end of next year. He also reported on the discussion regarding the strategic targets set out in the SIP & Asset Class Management Procedures. The Committee decided to keep the strategic targets as they help evaluate investment performance. He also updated the Board on the Committee's educational session on frontier versus emerging markets.

10.2 RBC Dominion Securities Inc. Account Opening Resolution

C. Elliott explained under the Signing Authority Policy the Board is required to approve by resolution all banking and financial agreements. The resolution is to approve the opening of an account dealing with the investment of operating funds that are not being used. M. Goacher clarified that although he works for RBC Dominion Securities, another advisor deals with the account.

Upon a motion duly made by M. Goacher and seconded by J. McKinley, the Board of Governors approved the RBC Dominion Securities Inc. account opening resolution as presented.

11. Governance, Nominations and Human Resources Committee (GNHR)

K. Brearley provided the Board with an update on GNHR's work. She was pleased to report that three new Governors have been appointed during the non-public session. The announcement will be made at a later date when the Secretariat has had an opportunity to inform the successful candidates of their appointments.

11.1 Board Meeting Policy and Procedures

C. Foy reviewed GNHR's recommendations. She also identified the concerns that have been raised by the community regarding the provisions of the Meeting Policy and Procedures. GNHR discussed those concerns and arrived at the recommendations presented.

She explained the reason behind the 10 day notice requirement to address or present during a public meeting. She used the opportunity to encourage members of the community to use the existing mechanisms of communication: write to the Board, work with faculty/staff/student governors, etc. She advised that there may be ad hoc methods of communication for special topics. She also discussed the proposed change in structure of Committee meetings and Committee membership. She explained the process that will be followed if internal members are permitted to sit on additional Committees.

Upon a motion duly made by K. Brearley and seconded by M. Goacher, pursuant to the recommendations of the Governance, Nominations and Human Resources Committee and Strategy and Planning Committee of the Board, the Board of Governors approved the recommendations as presented and directed amendment of the Board Meeting Procedures in accordance with the attached recommendations with an effective date of January 1, 2016.

The Chair thanked K. Brearley and GNHR for their consideration of the policy and their work on the matter.

11.2 Pension Plan Matters

M. Lapp reviewed the proposed pension Statement of Investment Policies and Procedures (SIP&P) with the Board. He advised that the deadline to file the SIP&P is March 1, 2016. He confirmed there is no need to file the appendices included in the package.

Upon a motion duly made by K. Brearley and seconded by T. McTiernan, pursuant to the recommendation of the Governance, Nominations and Human Resources Committee, the Board of Governors approved the UOIT Registered Pension Plan Statement of Investment Policies and Procedures.

12. Strategy & Planning Committee

J. McKinley discussed the context of the Alternate Sources of Revenue presentation and provided the Board with some considerations to keep in mind during the presentation.

12.1 Alternate Sources of Revenue

B. MacIsaac delivered the Alternate Sources of Revenue presentation. He emphasized the importance of maintaining UOIT's mission under pressure. He reviewed the four main alternatives:

1. Advancement/Campaign
2. Continuing Education
3. Conversion of Campus Tennis Centre
4. Conferences Services

The focus is on what we do well and what we can do better. Increasing student retention by 1% a year would result in large increases in revenue. It is also important to focus on the cost of initiating alternate sources of revenue. All of these options require start-up money.

Accordingly, it would require strategic decisions to move money from current services towards the start-up costs. The indirect costs of the plans must also be considered.

J. McKinley added that it is also important to consider the risks associated with the alternate sources. He advised that the Strategy & Planning Committee has asked SLT to examine a few additional items and come back with findings.

The Chair invited the Board to share their thoughts on the overall direction. There was discussion regarding the timeframe of initiating some of the alternate sources. The Board was advised that the initial start-up cost for continuing education would be recovered after approximately 2 years.

J. Bradbury mentioned a brainstorming session with faculty regarding alternate sources of revenue and that faculty generally did not seem supportive of having more advertising/sponsorship on campus. He noted that UOIT must ensure alternate sources are supported by the community. The Chair added that if the connection between the sponsorship/advertising and the University's mission is unclear, it will likely be more difficult to accept. She invited the student Governors to also provide their feedback.

M. Goacher commented that improving student retention seems like it should be a priority and money might be better spent on initiatives to keep students.

The Chair remarked that the Board would benefit from hearing on measures addressing student retention. She also noted that retention is a strategic and financial issue. The topic will come back to the Board for further discussion.

(S. Van Nuland left the meeting at 5:11 p.m.)

12.2 Advancement

S. McGovern provided the Board with an update on Advancement planning. She advised that the focus is on corporations and individuals. She also provided a philanthropic overview. Donors are encouraged by the fact that 85% of UOIT's students get experiential learning. She also provided an update on campaign planning. Work must be done to increase awareness of the UOIT brand and a campaign will help accomplish that.

D. Allingham asked whether we have considered having a joint campaign with DC. S. McGovern advised that it will form part of a layered campaign. She also stated that the campaign will also have to go beyond Durham Region. The Advancement Team will be discussing a layered campaign with DC and encouraging donors to contribute to pathways.

S. McGovern emphasized that the Board will be expected to actively participate in a campaign.

13. Alumni Association

M. Soleman delivered an Alumni Association presentation to the Board. He discussed the Association's strategic priorities, including the importance of mentoring students. He reviewed the work done on developing the Alumni Association's brand.

The Chair expressed the Board's appreciation for the work done by the UOIT Alumni Association. D. Allingham asked that the Board members be invited to Alumni Association events.

14. For Information:

14.1 UOIT Ridgebacks Hockey Game & Campus Holiday Food Drive – December 4 at 7:30 p.m.

G. Raymond reminded the Board of this event.

15. Other Business

None.

16. Termination of Meeting

Upon a motion duly made by A. Imrie and seconded by T. McTiernan, the public session of the meeting was terminated at 5:30 p.m.

DRAFT



ACADEMIC COUNCIL

REPORT TO BOARD OF GOVERNORS AT ITS MEETING OF MARCH 9, 2016

Academic Council approved the following:

Faculty of Science

a) Bachelor of Science in Physical Science – Program Name Change

The Faculty of Science proposed modifications to the B.Sc. (Honours) Physical Science program, most notably an expansion to the breadth of core requirements, and a program name change. With the proposed changes, it will be able to serve as a degree that will 1) be amenable to the creation of pathways, 2) increase retention, in particular, for students who are unsuccessful in certain higher-level core courses in their discipline specific program, and 3) be a viable option for students who do not want to specialize in a particular discipline.

b) Bachelor of Science in Science – Addition of a Simple Pathway with Durham College

The Faculty of Science proposed a new pathway from the three year Pharmaceutical and Food Science Technology diploma program to the UOIT Bachelor of Science in Science – Complementary Studies program (pending approval). Students entering this pathway will receive 60 credits hours in transfer credits for their previous academic work, and will be able to complete the pathway in four terms of study. This pathway is based on the Durham College three-year Pharmaceutical and Food Science Technology diploma program, but other colleges with similar programs may also be eligible.

c) Bachelor of Science in Computing Science – Program Name Change

The Faculty of Science made the proposal to change the name of the “Computing Science” program to “Computer Science.” This change applies to both specializations within the current Computing Science degree program. The current program name is somewhat non-traditional and very few universities in Canada offer a “Computing Science” program. The proposed name, “Computer Science,” is more recognizable and better positions our program in respect to other similar programs, both within in Canada and North America. The proposed name change will help better market the undergraduate program. Prospective students understand and recognize the nomenclature of Computer Science more readily. Similarly, UOIT currently offers graduate degree (M.Sc. and Ph.D) in Computer Science. The proposed name change will thereby help to better align the undergraduate program with the existing Computer Science graduate program. In terms of recruitment and marketing, this makes for a better story and a more focused message to potential students.

Office of the Registrar**a) New Academic Standing Category – Program Dismissal**

The creation of “Program Dismissal” as an academic standing category permits the university to remove a student from a program without removing them from the university. For example, if a student is found professionally unsuitable or unable to pass clinical/practicum placements, the only academic standing category available now would be “Suspended”. Having “Program Dismissal” as an academic standing category will enable such students to apply for transfer to another program where the clinical courses are not required. Similarly, if a student does not pass a course required for a program in the maximum number of attempts, they will have an opportunity of applying to another program where the course is not required.

b) Academic Standing Clarification - Dismissal**c) Revision to the Program Change process and corresponding Calculation of Cumulative Grade Point Average**

In the Retention Report (2014), the committee recommended a review of a number of policies and procedures which they felt were acting as barriers to student success. Using all course attempts in the calculation of a cumulative grade point average (CGPA) negatively affects a student who is transferring from a program where they may have a number of poor grades. We have students who continue to get above 2.0 in semester GPAs who are not able to achieve a 2.0 CGPA because first year failures are still part of the calculation. By treating these program changes similar to transfers from other institutions, such that only those courses that are at least a “C” grade are included, we will be more equitable and solve the issue noted above. As per current practice, all attempts will remain on the official transcript.

Graduate Studies Committee (GSC) and Curriculum and Program Review Committee (CPRC)**a) Program Review – Final Assessment Report 2013-2014**

Each year programs that are either at the Response to External Reviewer Report or 18-Month Follow-Up stage of the program review process are required to submit a summary report. The Final Assessment Report is a compilation of all the programs that have created action plans based on recommendations, as well programs that are providing a progress report on those action plans. In 2013-14, there were four programs that created action plans based on recommendations (Bachelor of Information Technology, Bachelor of Science in Physics, Bachelor of Health Sciences, and Master of Science/Doctor of Philosophy in Computer Science), and three programs that provided a progress report (Bachelor of Allied Health Sciences, Bachelor of Engineering/Bachelor of Engineering and Management in Electrical Engineering, Bachelor of Engineering/Bachelor of Engineering and Management in Software Engineering). Quality Council requires that each institution submit a Program Review – Final Assessment Report and make it available on its website. The full report is available at <https://shared.uoit.ca/shared/department/opp/Governance/Academic-Council/20160119/8-3a-final-assessment-report-on-2013-2014-program-reviews.pdf>.

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

a) Continuing Education Program Policy (formerly known as the Non-Degree Programs, Diplomas and Certificates Policy)

The CPRC and GSC recommended the removal of diploma programs from the policy as they are considered degree level programs. The policy will apply to all continuing education programs which include certificates, short courses, workshops, and other non-degree non-credit programs. Undergraduate and Graduate diplomas are currently governed by the Quality Assurance Handbook and will continue to follow the outlined processes and procedures.

Council of Ontario Universities (COU) Academic Colleague & Alternate Appointment Process

The COU is made up of two representatives from each member and associate member institution: the executive head (president or principal) and an academic colleague appointed by each institution's senior academic governing body ("COU AC"). At the Academic Council meeting on June 16, 2015, Academic Council considered the reappointment of Mark Green as the COU AC for an additional term. The Council discussed the past practice of selecting the COU AC and there was general consensus that the process should be formalized. There was also discussion regarding the value of having an alternate COU AC. The Council reappointed Mark Green as COU AC for an additional term ending June 30, 2016, with the intention of selecting a replacement according to a formal process during 2015-16 so that the new COU AC could be mentored by Mark Green during the remainder of his term to ensure a smooth transition.

A set of recommendations for the COU AC nomination and election process were discussed by Academic Council in January 2016. The Council supported the recommendations and a new COU AC and Alternate will be selected in accordance with the proposed process during the upcoming Academic Council elections.

Governance Priorities

C. Foy delivered a presentation on the Safe Disclosure Policy. Council members provided their feedback and recommended the Safe Disclosure Policy for approval by the Board of Governors.

Academic Council was also consulted on the Contract Management Framework and Policy and Legal Review of Contracts Procedures, which will be returning to Council next month to obtain their recommendation.

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY
Consolidated Statement of Financial Position
As at December 31, 2015

	<u>Dec 31, 2015</u>	<u>Mar 31, 2015</u>	<u>Variance Dec 2015</u> <u>v/s Mar 2015</u>	<u>Dec 31, 2014</u>	<u>YOY Variance</u>
ASSETS					
CURRENT					
Cash and cash equivalents	\$ 25,622,854	\$ 23,683,442	\$ 1,939,411 N1.	\$ 14,983,924	\$ 10,638,930
Short-Term Investments	10,000,000	10,000,000	- N1.	10,000,000	-
Grant receivable	7,847,516	6,209,269	1,638,247 N2.	8,992,171	(1,144,655)
Other accounts receivable	26,820,016	7,562,296	19,257,720 N3.	28,374,288	(1,554,272)
Bookstore Inventories	1,122,603	290,484	832,119 N4.	1,340,254	(217,652)
Prepaid expenses and deposits	2,253,465	1,590,363	663,101 N5.	1,105,015	1,148,450
	<u>73,666,453</u>	<u>49,335,854</u>	<u>24,330,599</u>	<u>64,795,652</u>	<u>8,870,801</u>
					-
INVESTMENTS	32,486,469	36,434,687	(3,948,218) N6.	35,124,811	(2,638,342)
					-
CAPITAL ASSETS	401,696,397	414,786,489	(13,090,091) N7.	418,328,006	(16,631,609)
					-
TOTAL ASSETS	\$ 507,849,319	\$ 500,557,030	\$ 7,292,289	\$ 518,248,470	\$ (10,399,150)
LIABILITIES					
CURRENT AND LONG-TERM LIABILITIES					
Accounts payable and accrued liabilities	20,728,233	25,263,118	(4,534,885) N8.	18,955,524	1,772,709
Deferred revenue	47,674,242	20,777,419	26,896,823 N9.	46,293,726	1,380,515
	<u>68,402,474</u>	<u>46,040,537</u>	<u>22,361,937</u>	<u>65,249,250</u>	<u>3,153,224</u>
					-
OTHER LONG TERM DEBT	11,928,350	17,021,678	(5,093,328) N10.	17,081,049	(5,152,699)
LONG TERM OBLIGATIONS UNDER CAPITAL LEASE	39,109,387	39,118,072	(8,684)	39,082,229	27,158
LONG TERM DEBENTURE DEBT	180,611,425	185,411,947	(4,800,522) N11.	185,411,947	(4,800,522)
DEFERRED CAPITAL CONTRIBUTIONS	164,033,976	170,092,845	(6,058,869) N12.	172,045,903	(8,011,927)
	<u>464,085,612</u>	<u>457,685,079</u>	<u>6,400,534</u>	<u>478,870,378</u>	<u>(14,784,766)</u>
Net Assets					
NET ASSETS, excluding current year surplus	25,820,610	17,911,688	7,908,921	17,911,686	7,908,924
ENDOWMENTS	18,282,536	16,226,506	2,056,030	16,502,866	1,779,670
CURRENT YEAR (DEFICIT) / SURPLUS	(339,438)	8,733,757	(9,073,195)	4,963,540	(5,302,978)
	<u>43,763,707</u>	<u>42,871,951</u>	<u>891,756</u>	<u>39,378,092</u>	<u>4,385,616</u>
					-
					-
TOTAL LIABILITIES AND NET ASSETS	\$ 507,849,319	\$ 500,557,030	\$ 7,292,289	\$ 518,248,470	\$ (10,399,150)

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY
Consolidated Statement of Financial Position
As at December 31, 2015

Consolidated Statement of Financial Position - Variance Explanations

- N1.** Cash and short term investments increased \$10.6m over last year due to unspent funds at the end of last fiscal year of \$7.8m, coupled with a decrease in capital additions of \$4.0m in the current year and other immaterial variances.
- N2.** Grant receivable balance of \$7.8m includes \$6.2m Collaborative Nursing (CN) grant funded by the Ministry on a slip-year basis (PY bal \$2.2m will be received in CY, and CY \$4.0m received in next FY), and \$1.6m of external research grants, all of which are current. Decrease of \$1.1m over last year includes \$1.5m due to the timely receipt of operating UG grants from the Ministry in the current year, offset by \$0.4m increase in research grants.
- N3.** Other accounts receivable includes student and trade receivables. Balance of \$26.8m includes \$23.3m of student A/R (of which \$1.0m relates to spring 2015 and prior, \$0.5m relates to fall 2015 and \$21.8m to winter 2016 semester with payment due date of Jan 16, 2015), and other receivable balances, none exceeding \$0.5m. The increase of \$19.3m since YE includes \$21.0m increase in student A/R resulting from the start of the new academic year, and other immaterial variances.
- N4.** Bookstore inventories increased \$0.8m to reflect book purchases relating to the new academic year.
- N5.** Prepaid expenses increased \$0.7m since Y/E and \$1.0m over last year due to the impact of the depreciating CAD \$ vis-à-vis the US \$ for US sourced goods and services (such as annual IT software licenses and library subscriptions), coupled with the earlier timing of payment for these goods and services in the CY vs the PY.
- N6.** Investment balance of \$32.5m is comprised of \$20.9m endowed funds held at PH&N and \$11.6m from MoF held in trust at BNY. The decrease of \$3.9m since YE includes a net decrease of \$4.9m in investment used to repay the MoF loan in April 2015 (see N9, below), offset by an increase of \$1.0m in endowed funds (\$1.0m additional deposit from current bank a/c, \$0.6m capital gains, \$0.5m in investment income offset by \$1.2m in unrealised loss attributable to the deterioration in market conditions).
- N7.** Capital assets decreased \$13.1m since Y/E and include net new additions of \$5.3m (\$2.7m laptops net of disposals, \$1.1m of building renovations and F&F, \$0.9m major equipment mostly funded by external research grants, \$0.6m computer equipment), offset by YTD amortisation expense of \$18.4m.
- N8.** AP and accrued liabilities decreased \$4.5m since YE and includes \$4.3m of invoices processed at YE and paid since, \$3.1m decrease in interest payable on our debenture debt (Y/E balance included 168d of accrued interest v/s 77d at Q3), \$1.0m decrease due to Durham College as the Y/E balance included \$1.0m overhead costs paid in April 2015, offset by increase of \$3.1m of ancillary fees billed to students for the new academic year and payable to third parties (e.g. Student Association, Durham Region Transit for U-PASS and ACL for student health and dental plans) and other immaterial variances.
- N9.** 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. Deferred Revenue increase of \$26.9m includes \$23.4m tuition fees representing the deferral of winter term tuition fees not yet earned, with remaining increase relating to the deferral of unspent research revenues and ancillary fees to be spent over the remaining fiscal year. Balance of \$47.7m includes \$30.8m of deferred tuition fees, \$7.4m of deferred ancillary and \$5.9m of deferred research revenues.
- N10.** Other long term debt balance of \$11.9m includes \$10.6m of MoF loan. The decrease of \$5.1m since Y/E includes \$4.9m of the MoF loan repayment in the current year (see N5, above)
- N11.** Decrease in long term debenture debt of \$4.9m relates to the principal repayment and resulting draw-down of the debt in the current year. This debt will be fully paid in October 2034.
- N12.** Decrease in deferred capital contributions includes new capital grant of \$0.5m received in the CY, offset by amortization to date of \$6.5m on all capital grants received since inception of the University (total grants received since inception = \$225.0m) - see "Amortization of deferred capital contributions" on the Consolidated Statement of Operations.

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY
Consolidated Statement of Operations
For the 9 months ended December 31, 2015

	<u>Dec 31, 2015</u>	<u>Dec 31, 2014</u>	<u>YOY Variance</u>
REVENUE			
Grants - operating & research	\$ 50,647,101	\$ 50,718,056	\$ (70,955)
Grant - debenture	13,500,000	13,500,000	-
Donations - operating & research	709,769	1,190,211	(480,441) N1.
Student tuition fees	48,492,605	46,326,022	2,166,584 N2.
Student ancillary fees	10,910,915	12,926,405	(2,015,490) N3.
Revenue from purchased services	2,496,733	2,869,768	(373,036)
Other income	6,282,239	5,972,662	309,576
Amortization of deferred capital contributions	6,545,602	6,625,054	(79,452)
Interest revenue	109,570	169,181	(59,611)
Gain on disposal of assets	418,657	437,936	(19,280)
	140,113,191	140,735,295	(622,105)
EXPENSES			
Salaries and benefits	70,355,091	66,499,815	3,855,276 N4.
Supplies and expenses	26,266,842	26,286,246	(19,405)
Purchased Services	10,726,054	10,325,691	400,362
Professional fees	791,225	525,415	265,811
Interest expense	11,536,378	11,909,477	(373,099)
Amortization of capital assets	19,585,287	20,179,577	(594,290)
Unrealized loss/(gain) on investments	1,191,753	45,535	1,146,218 N5.
	140,452,629	135,771,755	4,680,874
Excess of expenses over revenues	\$ (339,438)	\$ 4,963,540	\$ (5,302,978)

Consolidated Statement of Operations - YOY Variance Explanations

- N1.** Donation revenue decrease of \$0.5m includes \$0.3m decrease in YOY spending of donated funds (and revenue therefore deferred to the following FY) and a \$0.2m decrease relating to the annual Lenovo gift-in-kind donation that will not be received in the CY due to the switch to Dell for laptop
- N2.** Student tuition increase of \$2.2m is due to YOY average 3% increase in tuition fees.
- N3.** Student ancillary fees decrease of \$2.0m is due a reduction in TELE (Technology-enriched Learning Environment) fees to reflect a lower unit laptop cos as a result of changes in program requirements and change in vendor from Lenovo to Dell
- N4.** Salaries and benefits increase of \$3.9m includes \$3.6m increase in full-time continuing labour (\$1.7m salary increases effective July 1, \$1.0m net new hires - 3 faculty and 11 non-faculty, \$0.9m for promotions, increase in stipends and conversions from limited term to full-time continuing contracts, and \$0.3m increase in definite term contracts with support units hiring contract employees to temporarily fill open positions
- N5.** Unrealized loss of \$1.2m is due to the decline in overall global market conditions with continued weakness in the Canadian and the global emerging market equities portfolio.

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY
Consolidated Statement of Cash Flows
For the 9 months ended December 31, 2015

	<u>Dec 31, 2015</u>	<u>Dec 31, 2014</u>
NET INFLOW (OUTFLOW) OF CASH RELATED TO THE FOLLOWING ACTIVITIES		
OPERATING		
Excess of expenses over revenues	(339,438)	4,963,540
Items not affecting cash:		
Amortization of capital assets	19,585,287	20,179,577
Amortization of deferred capital contributions	(6,545,602)	(6,625,054)
Gain on disposal of assets	(418,657)	(437,936)
Unrealized loss on investments	1,191,753	45,535
	<u>13,473,342</u>	<u>18,125,661</u>
Working Capital		
Grant and other accounts receivable	(20,895,967)	(23,321,158)
Prepaid expenses and deposits	(663,101)	325,343
Inventories	(832,119)	(1,024,120)
Accounts payable and accrued liabilities	(4,534,885)	(9,882,895)
Deferred revenue	26,896,823	25,470,526
	<u>13,444,093</u>	<u>9,693,357</u>
INVESTING		
Purchase of capital assets	(6,076,540)	(10,039,202)
Investments	2,756,464	3,510,737
Endowment contributions	1,231,197	1,419,985
	<u>(2,088,879)</u>	<u>(5,108,480)</u>
FINANCING		
Repayment of long term debt	(9,893,850)	(9,306,555)
Repayment of obligations under capital leases	(8,684)	100,772
Deferred capital contributions	486,734	602,278
	<u>(9,415,801)</u>	<u>(8,603,504)</u>
NET CASH INFLOW/(OUTFLOW)	1,939,412	(4,018,627)
CASH BALANCE, BEGINNING OF YEAR	23,683,442	19,002,551
CASH BALANCE, END OF PERIOD	\$ 25,622,854	\$ 14,983,924

University of Ontario Institute of Technology
Management Reporting - 2015-16 Operating Forecast Summary (in '000 s)
For the Year ending March 31, 2016

April 1, 2015 - March 31, 2016					
Annual Budget, excluding Carryforward	Carryforward	Total Annual Budget	Y/E Forecast	Fav. (Unfav.) Variance of Forecast to Budget \$ / %	
Revenue					
Grants		76,872	76,300	(572)	-1%
Donations		1,276	1,146	(130)	-10%
Tuition		73,096	70,974	(2,122)	-3%
Student Ancillary		15,674	13,574	(2,100)	-13%
Other - UOIT		10,114	11,723	1,609	
Other - Purchased Services		4,231	3,546	(685)	-16%
Total Revenue	\$ 181,263	\$ 181,263	\$ 177,263	\$ (4,000)	-2%
Expenditures					
Academic/ACRU	752	65,730	61,645	4,085	6%
Academic Support	-	34,783	33,807	976	3%
Administrative	-	32,068	27,322	4,746	15%
Total UOIT Pure	\$ 752	\$ 132,581	\$ 122,774	\$ 9,807	7%
Purchased Services	-	13,913	14,020	(107)	-1%
Total Ancillary/Commercial	-	9,375	8,996	379	4%
Total Other Expenses	-	11,560	11,560	-	0%
Total Operating Expenses	\$ 752	\$ 167,429	\$ 157,350	\$ 10,079	6%
Net Contribution from Operations	\$ (752)	\$ 13,834	\$ 19,913	\$ 6,079	44%

Note Disclosure:**Cash transactions**

Capital Expenses funded from Operations	8,418	-	8,418	7,389	1,029	12%
Capital - Purchased Services	1,028	-	1,028	1,623	(595)	-58%
Principal Repayments - debenture/leases	4,940	-	4,940	4,940	-	0%
Realized gains on sale of laptops	(552)	-	(552)	(321)	(231)	42%

Net Cash Inflow/(Outflow)

\$ 752	\$ (752)	\$ (0)	\$ 6,282	\$ (6,282)	0%
---------------	-----------------	---------------	-----------------	-------------------	-----------

Reconciliation to forecast GAAP FS:

Forecast net contribution from Operations	\$ 19,913
Revenues not budgeted:	
Externally funded revenues (research, donations)	\$ 8,958
Expenses not budgeted:	
Externally funded expenses (research, donations)	\$ (8,418)
Non-cash transactions:	
Amortization of capital assets	\$ (26,178)
Amortization of deferred capital contributions	\$ 8,685
Unrealized loss on investments	\$ (1,500)
Excess revenues over expenses - as per GAAP Financial Statements	\$ 1,459

University of Ontario Institute of Technology
Management Reporting - 2015-16 Operating Forecast Revenues (in '000 s)
For the Year ending March 31, 2016

April 1, 2015 - March 31, 2016				
	Total Annual Budget	Y/E Forecast	Fav. (Unfav.) Variance of Forecast to Budget \$ / %	
Revenue				
Grants				
Basic Operating Grant	50,343	49,071	(1,272)	-3% N1
CN Grant	4,752	4,728	(24)	-1%
Debenture Grant	13,500	13,500	-	0%
Other Grants	8,277	9,001	724	9% N2
Total Grants	\$ 76,872	\$ 76,300	\$ (572)	-1%
Donations	1,276	1,146	(130)	-10%
Total Donations	\$ 1,276	\$ 1,146	\$ (130)	-10%
Student Tuition Fees				
Tuition	69,648	67,440	(2,208)	-3% N3
CN Tuition	3,448	3,534	86	2%
Total Student Tuition Fees	\$ 73,096	\$ 70,974	\$ (2,122)	-3%
Student Ancillary				
Student Ancillary - UOIT	7,445	7,202	(243)	-3%
Student Ancillary - UOIT TELE	8,229	6,372	(1,857)	-23% N4
Total Student Ancillary	\$ 15,674	\$ 13,574	\$ (2,100)	-13%
Other General Revenue				
Other Revenue - UOIT	3,837	5,229	1,392	36% N5
Other Revenue - Purchased Services	4,231	3,546	(685)	-16% N6
Commercial Revenue				
Daycare	711	710	(1)	0%
ACE Commercial	3,828	3,948	120	3%
Regent	226	295	69	31%
Campus Ice Centre/Campus Tennis Centre	1,512	1,541	29	2%
Total Other General Revenue	\$ 14,345	\$ 15,269	\$ 924	6%
Total Operating Revenue	\$ 181,263	\$ 177,263	\$ (4,000)	-2%

Operating Revenues: Variance Explanations - Y/E Forecast to Annual Budget

- N1. Basic Operating Grant is unfavourable \$1.3m as the enrolment forecast is lower than budget by 232 FTE.
- N2. Other grants are favourable \$0.7m and relates primarily to the teachers' transitional education grant that was not included in the original budget.
- N3. Tuition, excluding CN, is unfavourable \$2.3m as the enrolment forecast is lower than budget by 232FTE (actual tuition decrease is \$2.8 m offset by \$0.5m net increase representing the recognition of deferred tuition for FY2016 v/s FY2015).
- N4. Student Ancillary -UOIT TELE is unfavourable \$1.8m due to lower than projected student headcount coupled with a decrease in TELE compulsory charges of \$70 per student (as a result of lower unit cost of laptops) after the budget was approved. Additionally, less revenue is being recognized as capital purchases are significantly less than expected due to the decrease in
- N5. Other Revenue - UOIT is favourable \$0.9m and includes \$0.3m in TELE additional revenue from sale of laptops, and other additional revenues (all of which have offsetting expenses) such as AOOM, ONCAT, Hydro One funds.
- N6. Other Revenue - Purchased Services is unfavourable \$0.6m due to lower bookstore revenues \$0.5m as a result of more students buying books on-line (see Expenses N11), and decrease \$0.1m in parking revenues for downtown Oshawa as passes sold were lower than anticipated.

April 1, 2015 - March 31, 2016						
Annual Budget, excluding Carryforward	Carryforward	Total Annual Budget	Y/E Forecast	Fav. (Unfav.) Variance of Forecast to Budget \$ / %		
Faculty of ESNS		3,881	3,886	(5)	0%	
Faculty of Business and IT		11,056	10,139	917	8%	N1
Fac. of Social Science & Humanities	148	8,931	8,732	199	2%	
Faculty of Education		4,511	4,305	206	5%	
Faculty of Health Sciences	31	10,800	10,280	520	5%	N2
Faculty of EAS	573	11,133	9,756	1,377	12%	N3
Faculty of Science		10,662	10,494	168	2%	
Graduate Studies		2,890	2,389	501	17%	N4
Trent		821	620	201	24%	N5
Internally Funded Research		1,045	1,044	1	0%	
Total Academic/ACRU	\$ 64,978	\$ 752	\$ 65,730	\$ 61,645	\$ 4,085	6%
Office of the Provost		3,451	2,180	1,271	37%	N6
Research, Innovation & International		2,425	2,380	45	2%	
Office of the Associate Provost		1,938	1,803	135	7%	
Registrar		7,193	7,484	(291)	-4%	
Tuition Set Aside		5,514	5,650	(136)	-2%	
Student Life		6,076	5,992	84	1%	
Library		4,457	4,457	-	0%	
IT - TELE		3,729	3,861	(132)	-4%	
Total Academic Support	\$ 34,783	\$ -	\$ 34,783	\$ 33,807	\$ 976	3%
University Secretariat and General Counsel		1,179	1,582	(403)	-34%	N7
President		1,018	1,022	(4)	0%	
Finance		3,554	3,421	133	4%	
Central Operations		5,199	443	4,756	91%	N8
OCIS/Leased Space		10,309	10,012	297	3%	N9
IT (excluding TELE)		2,837	2,844	(7)	0%	
External Relations		1,287	1,309	(22)	-2%	
Communication & Marketing		1,935	1,932	3	0%	
Advancement		1,801	1,888	(87)	-5%	
Human Resources		2,490	2,418	72	3%	
ACE - Academic		459	451	8	2%	
Total Administrative	\$ 32,068	\$ -	\$ 32,068	\$ 27,322	\$ 4,746	15%
Student Services		892	931	(39)	-4%	
IT		6,032	5,714	318	5%	
Facilities		6,989	7,375	(386)	-6%	
Total Purchased Services	\$ 13,913	\$ -	\$ 13,913	\$ 14,020	\$ (107)	-1%
UOIT Ancillary - Parking, Bookstore		3,157	2,685	472	15%	N11
Campus Ice /Campus Tennis Centre		1,593	1,588	5	0%	
Daycare		710	684	26	4%	
ACE Commercial		3,610	3,676	(66)	-2%	
Regent		305	363	(58)	-19%	
Total Ancillary / Commercial Expenses	\$ 9,375	\$ -	\$ 9,375	\$ 8,996	\$ 379	4%
Debenture		11,560	11,560	-	0%	
Total Other Expenses	\$ 11,560	\$ -	\$ 11,560	\$ -	\$ -	0%
Total Operating Expenses	\$ 166,677	\$ 752	\$ 167,429	\$ 157,350	\$ 10,079	6%

Note Disclosure:

Cash transactions

Capital Expenses funded from Operations	8,418	-	8,418	7,389	1,029	12%	N12
Capital - Purchased Services	1,028	-	1,028	1,623	(595)	-58%	N13
Principal Repayments - debenture/leases	4,940	-	4,940	4,940	-	0%	
Realized gains on sale of laptops	(552)	-	(552)	(321)	(231)	42%	
Non - Cash transactions							
Unrealized loss on investments	-	-	-	1,500	(1,500)	0%	

University of Ontario Institute of Technology
Management Reporting - 2015-16 Operating Forecast Expenses (in '000 s)
For the Year ending March 31, 2016

Variance Explanations - Y/E Forecast to Annual Budget

- N1 Faculty of Business and IT is favourable \$0.9m due to \$0.7m labour savings from 7 open positions (tenure and teaching) and 1 additional tenure leave offset by a small increase in the definite-term replacement contracts, and \$200k OPEX savings including lower than expected faculty start-up costs and the delay in the outfitting of the CISCO lab to the next fiscal year.
- N2 Faculty of Health Sciences is favourable \$520k and includes \$441k salary savings of which \$264k relates to the delay in the hiring of FT positions and \$177k in PT sessional savings as a result of reduced class sections, \$48k of OPEX savings and 31k opening planned carryforward to be spent in the next fiscal year.
- N3 Faculty of Engineering and Applied Science is favorable \$1.4m and includes \$573k of 2015-16 budgeted carryforward to be spent in the next fiscal year, \$323k salary savings for 3 open positions (tenure and teaching), \$311k opex savings for delayed projects, and \$170k in labour cost recoveries from research contracts.
- N4 The office of Graduate Studies is favourable \$501k due to a \$402k decrease in student awards attributable to lower than expected qualified recipients and \$99k labour savings attributed to the delayed hiring for vacant positions. These positions were filled in Q2.
- N5 Trent budget relates to the net payment to Trent University for UOIT students taking Trent courses. Trent is favourable \$201k as the forecast for UOIT students taking Trent courses is 50 FTE lower than budget.
- N6 The Office of the Provost is favourable \$1.3m due to the release of \$1.0m in the University Priorities Funds (UPF) to cover the shortfall in revenues resulting from the decline in enrolment, \$191k in contract services and the remaining variance due to labour savings from a FT position that is not required as the work has now been allocated to existing staff.
- N7 University Secretariat and General Counsel is unfavorable \$403k due to unanticipated legal costs associated with labour relations arbitrations.
- N8 Central Operations is favourable \$4.6m due to the release of \$4.5m in central reserves, of which \$1.0m will be used to cover the shortfall in enrolment revenues, and the remaining variance taken into income at YE to fund \$1.0 working capital reserves and \$2.5m building reserves.
- N9 OCIS/Leased Space forecast is favourable \$297k and this amount has now been spent on capital projects (see N12 below).
- N10 Purchased Services is favourable \$107k and includes \$571k of Banner revitalisation consulting fees now correctly classified as capital (see N13 below), offset by increase \$362k in utilities as the shared services budget from Durham College was understated, and other immaterial variances.
- N11 Parking and Bookstore is favourable \$472k and includes \$397k decrease in bookstore expenses associated with reduced student demand (see Revenue N6), and \$75k decrease in parking expenses due to projected savings from winter maintenance activities.
- N12 Capital Expenses funded from Operations is favourable \$1.0m and includes \$1.6m savings in TELE laptops attributable to lower unit costs (new vendor Dell) and reduced laptop purchases as a result of decrease in faculty participation, offset by an increase in capital requirements (renovations at Windfield Farms, Daycare and general accessibility improvements) which have been funded by OCIS OPEX savings (see N9 above).
- N13 Capital Expenses - Purchased Services is unfavourable \$595k as the \$571k in consulting fees relating to the Banner revitalisation project are now correctly disclosed under capital (see N10 above) in addition to the purchase of campus safety equipment that was deemed obsolete.



Budget Update Board of Governors

Presented By Craig Elliott, CFO and Deborah Saucier, Provost
March 9, 2016



Agenda

- 1. Recap Budget Assumptions**
- 2. Current Status**
- 3. Impact on 2017-18 Budget**
- 4. Next Steps**
- 5. Questions/Comments**

Recap of 2016-17 Assumptions



Significant Budget Assumptions

- Enrolment levels as forecasted, Grant funding at current level
- Tuition increase of 3% maintained each year
- Compensation increases and other fixed cost estimates as forecast
- New building occupied in 2019/20 funded by Fed gov't and UOIT
- Any academic hires funded out of the faculty, and maintain current student/faculty ratios. No new non-academic hires for 2016-17.
- Contingency included in the budget:
 - \$2.5M for new building/capital renewal
 - \$1.0M for MTCU working capital reserve
 - \$1.0M general contingency for operations (reduced from \$2M last year)
 - \$2.0M UPF for strategic initiatives (allocated ~\$800K in OTO for 2016/17 already)
- ***Require a 2.5% budget reduction in each of 2016/17 and 2017/18***

UOIT 5 Year Forecast - 2.5% Proposed Budget Reduction

Revenues	16/17 Fcst	17/18 Fcst	18/19 Fcst	19/20 Fcst	20/21 Fcst
Basic Operating Grant	50,988,961	51,226,598	51,009,530	52,468,684	54,266,725
CN Grant	4,450,498	4,449,242	4,520,045	4,587,102	4,671,306
Debenture Grant	13,500,000	13,500,000	13,500,000	13,500,000	13,500,000
Other Grants	7,279,958	7,279,958	7,279,958	7,279,958	7,279,958
Donations	1,305,000	1,305,000	1,305,000	1,305,000	1,305,000
Tuition	76,001,061	78,449,541	81,088,150	86,105,827	91,678,145
Ancillary Fees	15,462,366	9,759,510	9,752,698	9,944,697	10,189,807
Other Revenue	10,090,719	10,090,719	10,090,719	10,090,719	10,090,719
DC	4,231,100	4,231,100	4,231,100	4,231,100	4,231,100
Total Revenues	183,309,663	180,291,667	182,777,199	189,513,086	197,212,759
Increase %	1.8%	-1.6%	1.4%	3.7%	4.1%
Expenses	16/17 Fcst	17/18 Fcst	18/19 Fcst	19/20 Fcst	20/21 Fcst
FT Labour	65,828,278	67,063,606	68,329,817	69,627,683	70,957,996
PT Labour	13,194,611	13,194,611	13,194,611	13,194,611	13,194,611
Benefits	13,365,746	13,594,282	13,828,531	14,068,636	14,314,744
OPEX (Other than listed below)	52,687,039	53,740,780	54,815,596	56,161,907	57,285,146
Contracts (Consulting & Other)	3,751,773	3,751,773	3,751,773	3,751,773	3,751,773
Utilities	1,936,429	1,975,158	2,014,661	2,304,954	2,351,053
Leases	2,052,650	2,093,703	2,135,577	2,178,289	2,221,855
RAM Unallocated	2,899,596	4,510,512	6,005,919	9,932,251	14,404,989
CarryForwards					
Contingency Reserve	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000
OPEX DC	15,728,418	15,728,418	15,728,418	15,728,418	15,728,418
Total Expenses	175,944,541	180,152,843	184,304,902	191,448,523	198,710,584
Increase %	1.7%	2.4%	2.3%	3.9%	3.8%
Capital	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
Capital Tele	5,545,036	584,515	584,515	584,515	584,515
Capital DC	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Total Expenditures	185,689,577	184,937,358	189,089,417	196,233,038	203,495,099
Increase %	3.0%	-0.4%	2.2%	3.8%	3.7%
Revenues less Expenses	(2,379,914)	(4,645,691)	(6,312,218)	(6,719,952)	(6,282,341)
Proposed 2.5% Cut	(3,333,619)	(5,751,624)	(5,751,624)	(5,751,624)	(5,751,624)
Revenues less Expenses After Cuts	953,706	1,105,933	(560,594)	(968,328)	(530,716)
Average over 5 years					0

Current Status of 2016-17 Budget



University of Ontario Institute of Technology - 2016/17 Draft Operating Budget

	FY17 Draft Operating Budget	Purchased Services	Debenture	TELE	ACE	Regent Theater	Campus ChildCare	Tennis Center and Arena	Total FY17 Draft Budget
REVENUES									
Operating Grants	\$ 56,044,568		\$ 13,500,000						\$ 69,544,568
Other Grants	\$ 7,559,311						\$ 101,517		\$ 7,660,828
Student Tuition Fees	\$ 74,092,886								\$ 74,092,886
Student Ancillary Fees	\$ 5,250,941	\$ 2,055,827		\$ 6,886,745					\$ 14,193,514
Revenues from Ancillary Operations	\$ 225,000	\$ 3,546,976							\$ 3,771,976
Donations	\$ 608,100			\$ -					\$ 608,100
Other Revenues	\$ 3,004,947		\$ -	\$ 904,005	\$ 4,775,041	\$ 290,000	\$ 751,270	\$ 1,415,337	\$ 11,140,600
Total Operating Revenues	\$ 146,785,753	\$ 5,602,803	\$ 13,500,000	\$ 7,790,750	\$ 4,775,041	\$ 290,000	\$ 852,787	\$ 1,415,337	\$ 181,012,472
EXPENDITURES									
Base Expenditures									
FT Labour	\$ (73,434,813)	\$ (6,662,739)		\$ (1,211,360)	\$ (1,532,063)	\$ (89,721)	\$ (337,658)	\$ (600,298)	\$ (83,868,652)
PT Labour	\$ (14,254,764)	\$ (331,528)		\$ (294,011)	\$ (125,974)	\$ (138,975)	\$ (287,947)	\$ -	\$ (15,433,199)
Operating Expenses	\$ (37,494,528)	\$ (8,370,957)	\$ (16,501,007)	\$ (1,836,747)	\$ (3,107,902)	\$ (137,380)	\$ (222,397)	\$ (923,528)	\$ (68,594,446)
Capital Expenses	\$ (631,244)	\$ -		\$ (4,448,632)	\$ -	\$ -	\$ -	\$ -	\$ (5,079,876)
Carry Forwards	\$ (126,901)	\$ -		\$ -	\$ -	\$ -	\$ -	\$ -	\$ (126,901)
Approved Base Expenditures	\$ (125,942,251)	\$ (15,365,224)	\$ (16,501,007)	\$ (7,790,750)	\$ (4,765,938)	\$ (366,076)	\$ (848,001)	\$ (1,523,826)	\$ (173,103,074)
Budget Surplus/(Deficit) before Asks	\$ 20,843,503	\$ (9,762,421)	\$ (3,001,007)	\$ (0)	\$ 9,103	\$ (76,076)	\$ 4,786	\$ (108,489)	\$ 7,909,398
OTHER ASKS									
Base Asks	\$ (1,098,450)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (1,098,450)
OTO Asks Reserves	(4,593,110)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		\$ (4,593,110)
OTO Asks Other	\$ (3,115,811)	\$ (1,559,898)				\$ -		\$ (71,428)	\$ (4,747,137)
Total Budget Surplus/(Deficit)	\$ 12,036,132	\$ (11,322,319)	\$ (3,001,007)	\$ (0)	\$ 9,103	\$ (76,076)	\$ 4,786	\$ (179,917)	\$ (2,529,299)

18-Jan		19-Jan		20-Jan		21-Jan		22-Jan	
8:00 AM		8:00 AM		8:00 AM	SUMMIT ON	8:00 AM		8:00 AM	
8:15 AM		8:15 AM		8:15 AM	TALENT AND SKILLS	8:15 AM		8:15 AM	
8:30 AM	PRE-MEETING DISCUSSION	8:30 AM		8:30 AM	IN THE NEW ECONOMY	8:30 AM		8:30 AM	
8:45 AM		8:45 AM		8:45 AM	(at UOIT)	8:45 AM		8:45 AM	
9:00 AM	Greg Crawford & L'naya	9:00 AM	Lori Livingston & Sylvie	9:00 AM		9:00 AM	Murray Lapp, Joanne	9:00 AM	Sue McGovern, John
9:15 AM	Russell - SCIENCE	9:15 AM	Brosseau - HEALTH SCIENCES	9:15 AM		9:15 AM	Evans, Ken Bright, Kevin	9:15 AM	MacMillan, Debbie
9:30 AM		9:30 AM		9:30 AM		9:30 AM	Arbour - HR, OCIS,	9:30 AM	McGarry, Joanne Nickle -
9:45 AM	Nawal Ammar & Aaron	9:45 AM	Olivia Petrie & Bonnye	9:45 AM		9:45 AM	REGENT, DAYCARE	9:45 AM	C&M/ADVANCEMENT/
10:00 AM	Mitchell - FSSH	10:00 AM	Fusco - STUDENT LIFE	10:00 AM		10:00 AM		10:00 AM	EXTERNAL RELATIONS
10:15 AM		10:15 AM		10:15 AM		10:15 AM		10:15 AM	
10:30 AM	Langis Roy & Andra	10:30 AM	BREAK	10:30 AM		10:30 AM		10:30 AM	
10:45 AM	Drinkwalter - GRAD STUDIES	10:45 AM		10:45 AM		10:45 AM		10:45 AM	
11:00 AM		11:00 AM	Bob Bailey & Bob Goldman -	11:00 AM		11:00 AM	BREAK	11:00 AM	Craig Elliott & Pamela
11:15 AM	LUNCH	11:15 AM	FESNS	11:15 AM		11:15 AM		11:15 AM	Onsiang - FINANCE
11:30 AM		11:30 AM		11:30 AM		11:30 AM	Michael Owen & Lori	11:30 AM	LUNCH
11:45 AM		11:45 AM	LUNCH	11:45 AM		11:45 AM	May - EDUCATION	11:45 AM	
12:00 PM	Pam Ritchie & Belinda	12:00 PM		12:00 PM		12:00 PM		12:00 PM	Brad MacIsaac, Joe Stokes,
12:15 PM	Bambrick - FBIT	12:15 PM	Bob Bailey & Paul Bignel,	12:15 PM		12:15 PM	Deb Saucier & Tara	12:15 PM	Carrie LeBlanc, Dana
12:30 PM		12:30 PM	Leanne Sheehan, Jaymie	12:30 PM		12:30 PM	Ashley - PROVOST'S OFFICE	12:30 PM	Reeson - REGISTRAR,
12:45 PM	Tarlochan Sidhu & Christine	12:45 PM	Koroluk, Lana Pickering -	12:45 PM		12:45 PM	LUNCH	12:45 PM	OIRA
1:00 PM	Burnell - FEAS	1:00 PM	IT, TEACHING & LEARNING,	1:00 PM		1:00 PM		1:00 PM	
1:15 PM		1:15 PM	ASSOCIATE PROVOST	1:15 PM		1:15 PM	Michael Owen, Jennifer	1:15 PM	
1:30 PM		1:30 PM		1:30 PM		1:30 PM	Freeman, Scott Clerk -	1:30 PM	BREAK
1:45 PM		1:45 PM		1:45 PM		1:45 PM	RESEARCH AND	1:45 PM	
2:00 PM	SLT	2:00 PM	TRAVEL DTWN	2:00 PM		2:00 PM	INTERNATIONAL	2:00 PM	Cheryl Foy & Andrea
2:15 PM		2:15 PM		2:15 PM		2:15 PM	John Komar & Stephanie	2:15 PM	Kelly - SECRETARIAT &
2:30 PM		2:30 PM	Academic Council	2:30 PM		2:30 PM	Walter - ACE	2:30 PM	BOARD OF GOVERNORS
2:45 PM		2:45 PM	55 Bond Street	2:45 PM		2:45 PM	BREAK	2:45 PM	
3:00 PM		3:00 PM		3:00 PM		3:00 PM		3:00 PM	DEBRIEF MEETING
3:15 PM		3:15 PM		3:15 PM		3:15 PM	Tim McTiernan & Cathy	3:15 PM	
3:30 PM		3:30 PM		3:30 PM		3:30 PM	Pitchen - PRESIDENT'S OF	3:30 PM	
3:45 PM		3:45 PM		3:45 PM		3:45 PM	Pam Drayson - LIBRARY	3:45 PM	
4:00 PM		4:00 PM		4:00 PM		4:00 PM		4:00 PM	
4:15 PM		4:15 PM		4:15 PM		4:15 PM		4:15 PM	
4:30 PM		4:30 PM		4:30 PM		4:30 PM		4:30 PM	

Budget Recommendations

Following the budget presentations, the Budget Working Group(BWG) consolidated all current information, and reviewed all ASKS in an effort to develop recommendations for a balanced budget. In making budget recommendations the BWG relied on:

The 2012-2016 Strategic Plan overarching priorities:

- 1. Prepare our graduates for the evolving 21st century workplace**
- 2. Build strength and capacity through research, innovation and partnerships**
- 3. Be distinguished as a healthy 21st century workplace**

Four main internal principles:

- The budget must support the strategic goals planned to advance the mission of the University**
- Our annual operating budget must be balanced**
- The annual operating budget forms part of the five year Forecast**
- Maintain Academic resource allocations in support of our Mission**

Budget Recommendations

- Our five year forecast for 2016/17 which becomes the base for next years budget contained \$7.8M for the following OTO asks:
 - \$4.5M Strategic/Contingency Reserve which included \$2.5M building reserve, \$1.0M working capital(WC) reserve, and \$1.0M budget contingency
 - \$1.8M Capital for OCIS for UOIT and DC
 - \$1.5M Capital for IT for UOIT and DC
- Our actual enrolment numbers for fall 2015/16 were lower than forecast and this has lead to a reduction in revenue of \$2M
- In total, we had \$10.4M of asks for this years budget - of which \$9.8M were already committed to the above items.
- In order to include some of the new strategic initiatives for 2016/17 we reduced our capital spending, and our reserves. ***This is a short term solution and the BWG has proposed that we begin to set operational priorities for 2017/18 immediately, with the understanding that we need a more substantive review of how our base operational budgets lineup with the identified priorities.***

Budget Recommendations

Description	Ask	Approved	Denied	Explanation
Base Asks	\$1,098	\$925	\$173	\$460K mandatory lease increases, ACE chargeback Budget guideline - no new non-academic hires
OTO Asks - Reserve	\$4,593	\$3,593	\$1,000	Building reserve \$2.5M, budget contingency \$1.1M WC reserve at \$6M satisfies our commitment to MTCU
OTO Ask - Other				
(a) Capital	\$4,032	\$3,173	\$859	OCIS = \$1,685, IT = \$1,345 approved OCIS reduce \$527, IT reduce \$200. Departments to define which projects to delay/cancel
(b) Other	\$715	\$218	\$497	Misc small requests across multiple budgets Alternatives developed to reduce/eliminate the ask
Total OTO - Other	\$4,747	\$3,391	\$1,356	
Grand Total	\$10,438	\$7,909	\$2,529	Achieve balanced budget with \$2,529 reduction

Impact On 2017-18 Budget



Updated Information

Revenue – we are awaiting Day10 winter enrolment data. However, preliminary estimates have revenue down a further \$500K which would carry over to the out years of our five year forecast

US\$ Expense – the recent devaluation in the CDN\$ has increased US\$ expenses and created an additional pressure of approximately \$500K

Long Term Stability – we have utilized capital and reserve reductions to balance the budget for 2016/17. When temporary measure is reversed, we will need to find roughly \$800K of reductions to our base budgets in order to balance. Establishing priorities, and aligning our operations with these priorities will be an important exercise to be addressed in the near future

Next Steps



UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY BUDGET	
FY 16 / 17 Budget	
Aug - Sep 2015	Finance reviews with DC Finance and UOIT/DC stakeholders on the setting of the SLA costing model - fixed v/s variable costing
6-Aug-2015	OIRA 1st draft allocation model: determines additional revenues for faculties, and remaining amounts available for distribution
12-Aug-2015	BWG Finalize Starting Operating Budget including funds available for asks with service units, IT, facilities,OPEX, Capital, Purchased Services fixed and variable costs
13-Aug-2015	Provost send RAM allocation templates to faculties and requests LT staffing plan , and space template
14-Sep-2015	High level presentation of budget assumptions to budget holders
17-Sep-2015	Finance to finalise budget guidelines (including final RAM impact) and budget working group to review and approve
6-Oct-2015	Budget working group presents enrollment and new faculty hire assumptions to AC Exec
9-Nov-2015	Budget working group presents to SLT: proposed enrolment targets, new hires, salary increases for faculty and non-faculty and space requirements
18-Dec-2015	2016 / 17 budget completed in FAST Budget
7-Jan-2016	BWG reviews 1st Draft Budget
11-Jan-2016	BWG presents summary of asks to SLT
Jan 18 - 22	Budget holders make presentations to Deans / VP's
4-Feb-2016	DC confirm final Shared Service operating costs, and capital requirements
8-Feb-2016	Budget working group presents high-level revenues and base expenditures SLT / makes budget recommendations
17-Feb-2016	Finance presents high-level revenues and base expenditures to A&F
1-Mar-2016	Budget working group presents high-level revenues and base expenditures to AC Exec
7-Mar-2016	Final budget approved by SLT
Mar 8 - Mar 25	Finance prepares budget presentation files for A&F/Board
13-Apr-2016	Presentation of proposed budget to A&F
20-Apr-2016	Presentation of proposed budget to Board for approval
17-May-2016	Presentation of Board approved budget to Academic Council

Question or Comments



BOARD REPORT

Action Required:

Public:
 Non-Public:

Discussion
 Decision

TO: UOIT Board of Governors

DATE: March 9, 2016

FROM: Paul Bignell, Executive Director – IT Services

SUBJECT: Procurement of laptop/tablet computers for the 2016-17 academic year

A. Purpose

The purpose of this report is to seek Board approval to purchase, via a competitive bid process, the laptop and tablet computers required by the University's Technology Enriched Learning Environment (TELE) program for the 2016-17 academic year, as well as the laptop, tablet and desktop computers required for faculty, staff and teaching lab equipment refresh for fiscal year 2017.

B. Background/Context

Until 2015, all laptops and tablet computers provided to undergraduate students, faculty (full and part-time) and administrative staff had been manufactured by Lenovo. For fiscal year 2016, UOIT held an open competition amongst technology manufacturers and resellers. Dell was awarded the contract.

For fiscal year 2017, an open competition across all PC equipment manufacturers is planned, and approximately 4400 computers will be acquired to accommodate refresh and any student, faculty or staff growth.

The TELE program delivers curriculum-specific software and a suite of support services to undergraduate students, and in turn provides valuable market oriented skills which differentiates our students in the marketplace. A TELE Transformation project has been launched with the goal of enhancing this learning environment while eliminating the need for a university-provided laptop. As part of this program, undergraduate students in the Faculty of Social Science and Humanities will supply their own devices effective Fall 2016, which will reduce PC purchase requirements by approximately 800 units relative to

2015-16 levels. As a result of this change, Faculty of Social Science and Humanities undergraduate students will see their TELE-related fees fall from \$698 to \$230 per year.

It is anticipated that additional Faculties will embrace Bring Your Own Device (BYOD) in 2017-18, resulting in a further reduction to the University's annual personal computer purchase requirements.

C. Discussion/Options and Rationale

Authorization is sought for spending of \$4.9M, which is \$1.1M lower than last years' authorization, due to three factors:

- Exclusion of Faculty of Social Science and Humanities from the hardware portion of the TELE laptop program for undergraduate students;
- Reduced requirement for laptops for faculty by extending the refresh cycle from 3 to 4 years and tightening controls on non-standard hardware requests;
- Expectation of an average 6% unit price increase for PC hardware, due to exchange rate deterioration and product lifecycle timing in the PC industry.

The requested approval consists of \$4.5M for hardware to support undergraduate students, funded via ancillary fees, and \$0.4M to support faculty, staff and lab refresh. Both amounts are fully funded within the FY17 budget.

The key risk is increased unit price of PC equipment, driven by two factors – weakness in the Canadian dollar and timing relative to industry product lifecycles. The requested authorization reflects allowance for 6% unit price increase relative to last year's purchases; should the open tender yield a more unfavourable result, the difference will be addressed through our budget contingency.

D. Recommendations

Management recommends that the Board approve the expenditure of approximately \$4.9M for the purpose an open competition across all PC manufacturers for the procurement of laptop, tablet and desktop equipment required to support the UOIT Technology Enriched Learning Program and internal needs for the 2016-17 academic year.

BOARD REPORT

Public:
In-Committee:

Action Required:

Discussion
Decision

TO: Board of Governors
FROM: Brad MacIsaac, AVP Planning and Analysis, and Registrar
DATE: March 9, 2016

SUBJECT: Updated 2016 – 2017 Ancillary Fees

A. Motion

The compulsory ancillary fees for 2016-2017 be approved as a maximum with potential reallocations with in the categories.

B. Background

Provincial policy requires that a negotiated Compulsory Ancillary Fees protocol exists between the board of governors of each university and their student association. Under the terms of the current UOIT protocol, signed in 2010, the Board of Governors is required to approve the ancillary fees in the spring of each year. As per the protocol UOIT may increase all ancillary fees by the inflationary rate (Bank of Canada, Consumer Price Index average of 12 months); however, upon a comprehensive review of our current services we have decided to limit this increase to one UOIT fee (Campus Access & Safety which includes general student space overhead and campus safety services which has seen increasing utilities costs and additional weekend openings) and those functions that are correlated to Durham College so we can ensure our students are paying the same fee for the same services. This is the fourth year that UOIT has not applied CPI to its support services.

Summary	15-16	CPI Increase 2.1%	16-17
Student Life	\$ 251.55	\$ -	\$ 251.55
Health and Wellness	\$ 60.63	\$ -	\$ 60.63
Campus Health Centre	\$ 34.40	\$ 0.72	\$ 35.12
Athletics Complex membership	\$ 34.67	\$ 0.73	\$ 35.39
Varsity	\$ 119.14	\$ -	\$ 119.14
Intramurals			\$ 10.00
Infrastructure & Service Enhancements	\$ 168.46	\$ -	\$ 168.46
Campus Access and Safety	\$ 136.60	\$ 2.87	\$ 135.47
Athletic Center fee	\$ 165.03	\$ 3.47	\$ 168.50
WUSC	\$ 2.70	\$ -	\$ 2.70
Technology-enriched Learning fee	\$ 828.00	\$ -	\$ 828.00
Student Association	\$ 102.31	\$ -	\$ 102.31
Student Centre	\$ 58.51	\$ -	\$ 58.51
Radio station (RIOT)	\$ 10.77	\$ -	\$ 10.77
Total	\$ 1,972.76	\$ 7.79	\$ 1,980.55

Notes:

- 1) The intramurals fee is just an internal reallocation as the Student Association fee used to collect \$6 for this activity; but, with the move to athletics taking over responsibility the SA has approved a decrease of \$6. The remaining \$4 is offset by a decrease in Campus Access and Safety.
- 2) TELE fee – although UOIT currently has three differentiated rates. With the move to “bring your own device” we will also be separating the software cost from the total TELE fee so students can claim the software expense on OSAP. The maximum fees will be:

Gaming/ Forensics	FEAS/ FESNS	FBIT/ FSCI/ FHS	FSSH	FEDU
\$923	\$805	\$698	\$230	\$109

- 3) UPASS levy – as per the three year agreement the rate will go up from \$103 per term to \$120 per term for fall 2016 and winter 2017. A new fee for summer 2017 is under review.
- 4) Student Levies – in the past there has been inconsistent treatment between Durham College and UOIT. The SA agreed that moving forward the levies the university collects on their behalf (Student Association, Student Center, RIOT, WUSC) will be applied only to full-time students paid half in fall and winter.

For information: in addition to the compulsory ancillary fees noted above the following miscellaneous fees (or program based fees) were approved by the committee:

Faculty of Health Science BScN program “nursing mask-fitting fee”	<p>Details: Decrease in fee from \$15 to \$10.</p> <p>Fee must remain compulsory. As part of practicum, student must be able to provide proof that they have been assessed for a mask-fit.</p>
Faculty of Health Science BScN program NURS 4701U ‘Misc. program fee”	<p>Details: Remove \$50 misc. program fee.</p> <p>Fee was to support the provision of single source exam preparation materials for the National Council Licensure Examination. Other resources have become available and the students can choose what best suits their study needs.</p>



BOARD REPORT

Public:
 In-Committee:

Action Required:
 Discussion
 Decision

To: UOIT Board of Governors
DATE: March 9, 2016
FROM: Brad MacIsaac, AVP Planning & Analysis, and Registrar
SUBJECT: 2016 – 2017 Tuition Fees

A. Purpose

To gain approval for 2016 - 2017 tuition fee increase.

B. Background

The tuition fee framework, implemented by the provincial government in April of 2013, regulates all publically funded programs and allows for tuition fee differentiation based on program and program year, and guides our 2016 – 17 tuition fee increases.

The framework is based on the principle that tuition fees may increase within specified limits over the current tuition fee while ensuring the overall tuition increase does not exceed 3.0%, excluding changes in enrolment.

Program Category 1

Undergraduate Arts and Science and Other programs:
 Up to 3.0 per cent increase each year

Program Category 2

Undergraduate Professional and Graduate programs:
 Year 1 – up to 5 per cent
 Upper Years – up to 4 per cent increase



Maximum Allowable Fee Increase		
Program Type	Program Year	
Arts & Science and Other Programs	First Year	Continuing Years
	3.0%	3.0%
Professional and Graduate Programs	5.0%	4.0% for students enrolled in 2012-2013 5.0% for students who start in or after 2013-2014
Institutional Average Tuition Increase Cap	3.0%	

Note: If necessary, institutions are expected to round down tuition fee changes to ensure that they do not exceed the above maximum increases.

Tuition Fee Policy Application

The tuition policy does not apply to programs or for student categories that are ineligible for MTCU operating grant funding (e.g., full cost recovery/self-funded programs, fees for international students.)

C. Discussion/Options

After a comparative review of fees charged by competing programs offered by universities in Ontario, we recommend increases as permitted by the framework in all programs as outlined in the accompanying table.

D. Financial/Human Resource Implications

The increases proposed in this document have been made after careful analysis of the provincial and national competitors. To decrease these amounts would translate into a decrease in the forecasted revenues used in the budget planning exercise. To increase the amounts could result in the loss of enrolments.

E. Implications for Durham College (if applicable)

N/A

F. Recommendation(s)

Approval of the 2016-17 tuition fees as presented.



**UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY
TUITION FEES**

Undergraduate Domestic

	2015-2016	2016-2017	% change 15/16 to 16/17
BA, BAsC, BEd, BHSc, BSc, BSc & Mgmt, BScN			
First Year	\$6,203.34	\$6,389.44	3.0%
Second Year	\$6,197.30	\$6,389.44	3.0%
Third Year	\$6,161.20	\$6,383.20	3.0%
Fourth Year	\$6,143.24	\$6,346.02	3.0%
Fifth Year	\$6,113.86	\$6,327.52	3.0%
BCom			
First Year	\$8,031.02	\$8,151.48	1.5%
Second Year	\$7,954.54	\$8,143.44	1.4%
Third Year	\$7,878.78	\$8,065.90	1.4%
Fourth Year	\$7,826.00	\$7,989.08	1.4%
BIT			
First Year	\$9,183.18	\$9,458.66	3.0%
Second Year	\$9,070.64	\$9,435.70	2.75%
Third Year	\$9,048.16	\$9,320.08	2.75%
Fourth Year	\$8,958.60	\$9,296.98	2.75%
BEng, BEng & Mgmt			
First Year	\$9,012.92	\$9,463.56	5.0%
Second Year	\$8,892.74	\$9,373.42	4.0%
Third Year	\$8,808.06	\$9,248.44	4.0%
Fourth Year	\$8,724.16	\$9,160.38	4.0%
Fifth Year	\$8,401.04	\$9,073.12	4.0%

Undergraduate International

	2015-2016	2016-2017	% change 15/16 to 16/17
BA, BAsC, BEd, BHSc, BSc, BSc & Mgt, BScN			
First Year	\$18,608.42	\$19,166.66	3.0%
Second Year	\$18,590.30	\$19,166.66	3.0%
Third Year	\$18,482.02	\$19,148.00	3.0%
Fourth Year	\$17,641.92	\$19,036.48	3.0%
Fifth Year	\$17,557.52	\$18,171.16	3.0%
BCom			
First Year	\$19,765.78	\$20,062.26	1.5%
Second Year	\$19,577.54	\$20,042.50	1.4%
Third Year	\$19,391.08	\$19,851.62	1.4%
Fourth Year	\$18,509.66	\$19,662.54	1.4%
BIT			
First Year	\$21,131.76	\$21,765.70	3.0%
Second Year	\$20,872.80	\$21,712.88	2.75%
Third Year	\$20,821.12	\$21,446.80	2.75%
Fourth Year	\$20,057.06	\$21,393.70	2.75%
BEng, BEng & Mgmt			
First Year	\$22,466.22	\$23,589.52	5.0%
Second Year	\$22,166.66	\$23,364.86	4.0%
Third Year	\$21,955.54	\$23,053.32	4.0%
Fourth Year	\$20,957.54	\$22,833.76	4.0%
Fifth Year	\$20,181.34	\$21,795.84	4.0%

Graduate Domestic

	2015-2016	2016-2017	% change 15/16 to 16/17
MA (Crim), MHSc, MSc, PhD (Arts and Sciences)			
First Year	\$8,255.54	\$8,255.54	0%
Upper Year	\$8,214.68	\$8,255.54	0%
MEng, MAsC, PhD (Engineering)			
First Year	\$8,754.08	\$9,191.78	5.0%
Upper Year	\$8,711.58	\$9,104.24	4.0%
Graduate Diploma			
Diploma in Nuclear Technology	\$5,836.06	\$6,127.86	5.0%
Diploma in Nuclear Design Engineering	\$5,836.06	\$6,127.86	5.0%
Diploma in Engineering Management	\$5,836.06	\$6,127.86	5.0%

Graduate International

	2015-2016	2016-2017	% change 15/16 to 16/17
MA (Crim), MHSc, MSc, PhD (Arts and Sciences)			
First Year	\$17,706.46	\$17,706.46	0.0%
Upper Year	\$17,448.60	\$17,706.46	0.0%
MEng, MAsC, PhD (Engineering)			
First Year	\$19,304.86	\$20,270.10	5.0%
Upper Year	\$19,026.42	\$20,077.04	4.0%
Graduate Diploma			
Diploma in Nuclear Technology	\$12,869.90	\$13,513.38	5.0%
Diploma in Nuclear Design Engineering	\$12,869.90	\$13,513.38	5.0%
Diploma in Engineering Management	\$12,869.90	\$13,513.38	5.0%

**Credit Based- Domestic**

	2015-2016	2016-2017	% change 15/16 to 16/17
MBA			
Per 3-credit Course	\$1,907.74	\$1,945.89	2.0%
Per Credit	\$635.91	\$648.63	
MEd			
Per 3-credit Course	\$1,650.60	\$1,683.61	2.0%
Per Credit	\$550.20	\$561.20	
MA in Education			
Per 3-credit Course	\$1,650.60	\$1,683.61	2.0%
Per Credit	\$550.20	\$561.20	
Diploma in Ed & Digital Technology			
Per 3-credit Course	\$1,650.60	\$1,683.61	2.0%
Per Credit	\$550.20	\$561.20	
Diploma in Accounting*			
Per 3-credit Course	\$1,750.00	\$1,750.00	0.0%
Per Credit	\$583.33	\$583.33	
MITS			
Per 3-credit Course First Year	\$1,242.50	\$1,304.62	5.0%
Per Credit First Year	\$414.17	\$434.87	
Per 3-credit Course Upper Year	\$1,230.66	\$1,304.62	5.0%
Per Credit Upper Year	\$410.22	\$434.87	

* Available to domestic students only.

Credit Based - International

	2015-2016	2016-2017	% change 15/16 to 16/17
MBA			
Per 3-credit Course	\$3,262.59	\$3,327.84	2.0%
Per Credit	\$1,087.53	\$1,109.28	
MEd			
Per 3-credit Course	\$2,034.46	\$1,833.61	-9.9%
Per Credit	\$678.15	\$611.20	
MA in Education			
Per 3-credit Course	\$2,034.46	\$1,833.61	-9.9%
Per Credit	\$678.15	\$611.20	
Diploma in Ed & Digital Technology			
Per 3-credit Course	\$2,034.46	\$1,833.61	-9.9%
Per Credit	\$678.15	\$611.20	
MITS			
Per 3-credit Course First Year	\$2,575.56	\$2,704.33	5.0%
Per Credit First Year	\$858.52	\$901.44	
Per 3-credit Course Upper Year	\$2,551.03	\$2,704.33	5.0%
Per Credit Upper Year	\$850.34	\$901.44	

In graduate programs where tuition is collected on a per credit basis students will be charged a fee for their continuing work on a project or thesis for each term extension beyond the normal degree components.

BOARD REPORT

Non-Public:
Public:

Action Required:

Discussion
Decision

DATE: March 9, 2016

TO: Board of Governors

FROM: Adele Imrie, Chair of Audit & Finance Committee

SUBJECT: Endowment Management Policy

A. Purpose

To obtain the Board of Governors' approval of the amended Endowment Policy.

B. Background/Context

Attached is the amended Endowment Policy, which was previously approved by the Board of Governors in June 2013.

A review of the Policy was undertaken primarily to update the responsibility and reporting requirements set out therein after the integration of the Advancement and Strategy and Planning Committees to form the new Strategy and Planning Committee in 2015.

Further to this review, the proposed changes are intended to:

- i) Update the assigned responsibilities in the Policy to reflect changes to the Board of Governors' committee structure;
- ii) Align the Policy with key related policy instruments (e.g. Gift Acceptance Policy, June 2014); and
- iii) Separate the existing Policy into separate Policy and Procedures documents, to reflect the new templates under the UOIT Policy Framework.

The Endowment Management Procedures, as a separate policy instrument, were recommended for approval by the Investment Committee and approved by the Audit and Finance Committee on February 17, 2016.

C. Recommendation

The Audit and Finance Committee recommends that the Board of Governors approves the following motion:

That pursuant to the recommendations of the Investment and Audit & Finance Committees of the Board, the Board of Governors hereby approves the Endowment Management Policy, as presented.



Item	10.9
Framework Category	Legal, Compliance and Governance
Approving Authority	Board of Governors
Policy Owner	Chief Financial Officer
Approval Date	DRAFT
Review Date	
Supersedes	Endowment Policy, June 2013

ENDOWMENT MANAGEMENT POLICY

PURPOSE

1. UOIT receives Endowment funding from Donors for a variety of purposes including student awards, scholarships, bursaries, and program enrichment. The University is charged with investing Endowment funds in order to maximize the benefit to both current and future beneficiaries. The purpose of this Policy is to outline the objectives and principles by which the University's trust and Endowment funds are established, administered and disbursed.

DEFINITIONS

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

"Donor" means a person, foundation, or corporation that makes a Gift that is eligible for a donation receipt.

"Endowed Fund" means a principal sum, set aside permanently and invested by the University with only the income (all or a portion thereof) used to support specific programs or projects, often based on Donor direction.

"Endowment" means the total value of the University's Endowed Funds. The Endowment is made up of individual Endowment Principal Accounts each representing the original value of the donation and additions made for inflation and other capitalized amounts.

"Endowed Fund Agreement" means a document describing the name, purpose, funding and administration of an Endowed Fund, normally signed by the Donor and the University.

"Stabilization Fund" means the fund established to smooth the year over year to smooth the year over year fluctuations in earnings, as well as provide a reserve to be used when the Endowment fund does not earn sufficient income to cover the approved spending amounts.

SCOPE AND AUTHORITY

3. This Policy applies to all University Endowed Funds and related Endowment Fund agreements, unless specifically exempted by the Audit & Finance Committee of the Board of Governors.
4. The Chief Financial Officer, or successor thereof, is the Policy Owner and is responsible for overseeing the implementation, administration and interpretation of this Policy.

POLICY

The objective of the Endowment Management Policy is to allow annual spending requirements to be met while preserving as much of the purchasing power of the original Endowment funds as possible.

5. General

- 5.1.** Endowment funds are established when a Donor(s) makes a contribution of \$25,000 or more. Under exceptional circumstances this limit may be waived by the Chief Financial Officer (CFO) and Vice President, External Relations. In accordance with the Gift Acceptance Policy, a written agreement with the Donor(s) stipulates the purpose and terms of the gift(s).
- 5.2.** Funds are invested as a single pool in order to optimize net return and the diversification of risk. However, for Donor reporting purposes, each Endowment Fund is accounted for individually.
- 5.3.** Endowment assets are managed by the University's external investment managers in accordance with the Statement of Investment Policies and Asset Class Management Procedures.

6. Preservation of Capital

- 6.1.** In order to avoid a reduction over time in spending in real terms, due to the effects of inflation, a portion of the total net investment return will be added to the Endowment.
- 6.2.** An Endowment investment objective will be to earn, over time, a rate of return at least equal to the total of the annual rate of increase of the Statistics Canada Consumer Price Index (CPI) for Ontario as at the preceding December 31st, plus spending and the costs of investing and administering the funds. Coupled with this investment objective is a spending or disbursement policy that limits disbursements to an estimated long-term real rate of investment return (total investment return less inflation).

7. Spending

- 7.1.** A spending level will be authorized by a resolution of the Board of Governors in accordance with the Endowment Management Procedures.

8. Stabilization Fund

- 8.1.** The Stabilization Fund will collect earned income, consisting of interest and dividends, from the Endowment on an ongoing basis and will be managed using the authorized short-term instruments outlined in the Statement of Investment Policy and Asset Class Management Procedures.
- 8.2.** The Stabilization Fund will not exceed 5% of the inflation adjusted cost of the Endowment and any excess earnings will be returned to the principle Endowment account.
- 8.3.** Whenever funds in the Stabilization Fund are insufficient to support committed spending there will be, after approval by the Board of Governors:
 - a)** A delay in spending;

- b) Execution of unrealized gains; or
- c) Expense(s) paid from operating funds.

9. Reporting

- 9.1. An annual Endowment Report will be presented to the Strategy and Planning Committee, and the Investment Committee. This report will highlight additions, earnings, disbursements, and the net position of both the Endowment Fund and the Stabilization Fund.

MONITORING AND REVIEW

- 10. This policy will be reviewed as necessary and at least every three years. The Chief Financial Officer, or successor thereof, is responsible to monitor and review this Policy.

RELEVANT LEGISLATION

- 11. Income Tax Act, RSC, 1985, c. 1 (5th supp.)

RELATED POLICIES, PROCEDURES & DOCUMENTS

- 12. Endowment Management Procedures
- Statement of Investment Policy
- Asset Class Management Procedures
- Naming of Physical University Assets Policy
- Gift Acceptance Policy
- Gift Acceptance Procedures
- Signing Authority Policy
- Signing Authority Registry and Approval Procedures
- Planned Giving Program Guidelines



BOARD REPORT

Non-Public:
 Public:

Action Required:
 Discussion
 Decision

DATE: March 9, 2016
TO: UOIT Board of Governors
FROM: Karyn Brearley, Chair of Governance, Nominations and Human Resources Committee
SUBJECT: Restated Defined Contribution Pension Plan

A. Purpose

To obtain the Board of Governors’ approval of the Restated Defined Contribution Pension Plan (DCPP).

B. Background/Context

Over the years, there have been many amendments made to the DCPP. As a result, it has become unwieldy and difficult to read. All of the amendments have been integrated and compiled into the restated DCPP (Restated Plan). The Restated Plan is attached for reference. The Restated Plan will be filed along with a copy of the Board of Governors resolution approving the Restated Plan.

C. Recommendation

The Governance, Nominations and Human Resources Committee recommends that the Board of Governors approves the following motion:

That pursuant to the recommendation of the Governance, Nominations and Human Resources Committee, the Board of Governors approves the Restated Defined Contribution Pension Plan, as presented.

**University of Ontario
Institute of Technology
Pension Plan**

Effective January 1, 2003

(Restated January 1, 2016)



CERTIFIED to be a true copy
of the plan text as of January 1,
2016.

**University of Ontario Institute of
Technology**



Contents

Section 1—History and Purpose	1
1.01 History	1
1.02 Purpose of the Plan	1
1.03 Registration of the Plan	1
1.04 Current Document	1
Section 2—Definitions	2
2.01 Beneficiary	2
2.02 Board of Governors	2
2.03 Continuous Service	2
2.04 Custodian	2
2.05 Custodian Agreement	2
2.06 Disabled or Disability	3
2.07 Earnings	3
2.08 Employee	3
2.09 Full-time Employee	3
2.10 Income Tax Act	3
2.11 Investment Earnings	4
2.12 Member	4
2.13 Part-time Employee	4
2.14 Pension Account	4
2.15 Pension Benefits Act	4
2.16 Pension Fund	4
2.17 Plan	4
2.18 Plan Year	4
2.19 Spouse	5
2.20 Statutory Leave	5
2.21 University	5
2.22 Year's Basic Exemption	5
2.23 Year's Maximum Pensionable Earnings	5
Section 3—Participation	6
3.01 Full-time Employees	6
3.02 Part-time Employees	6
3.03 Continued Participation	6

Section 4—Contributions to Members’ Pension Accounts	7
4.01 Member Contributions	7
4.02 Exemption from Member Contributions	7
4.03 University Contributions	7
4.04 Election of Supplemental Contributions	8
4.05 Vesting	8
4.06 Maximum Contributions	8
4.07 Refund of Contributions	8
4.08 Withdrawals From Pension Account	8
4.09 Transfer From Another Registered Retirement Vehicle	9
4.10 Contributions During Leaves of Absence	9
4.11 Contributions During Total Disability	10
Section 5—Investment of Member’s Pension Account	11
5.01 Investment of Pension Account	11
5.02 Default if No Direction	11
Section 6—Payment of Benefits	12
6.01 Benefits on Retirement and Termination	12
6.02 Benefits on Death	13
6.03 Payment of Pension	14
6.04 Application for Benefits	15
6.05 Incapacity to Receive Benefit Payments	15
Section 7—Administration of the Plan	16
7.01 Administration of Plan	16
7.02 Rules for Administration	16
7.03 Appointment of Service Providers	16
7.04 Payment of Administration Costs	16
7.05 University Records	16
Section 8—General Provisions	17
8.01 No Enlargement of Contractual Rights	17
8.02 Limitation of Liability	17
8.03 No Execution or Seizure	17
8.04 Marriage Breakdown	17
8.05 Governing Laws	18
8.06 Currency	18
8.07 Tax Withholdings	18
8.08 Severance	18
8.09 Shortened Life Expectancy	18
Section 9—Amendment and Termination	19
9.01 Amendment of the Plan	19
9.02 Termination of the Plan	19

Section 1—History and Purpose

1.01 History

The University of Ontario Institute of Technology was established on June 27, 2002 pursuant to the *University of Ontario Institute of Technology Act, 2002* (Ontario). The University of Ontario Institute of Technology Pension Plan was established effective January 1, 2003 as a contributory defined contribution pension plan for eligible Employees of the University.

1.02 Purpose of the Plan

The purpose of the Plan is to provide a vehicle for the tax-effective retirement savings for eligible Employees of the University through a combination of University and Member contributions.

1.03 Registration of the Plan

The Plan has been registered as a pension plan with the Canada Revenue Agency and the Financial Services Commission of Ontario effective January 1, 2003.

1.04 Current Document

The current version of the Plan is a revision and restatement as at January 1, 2016. It consolidates all amendments made to the Plan to January 1, 2016 and includes the following:

- (a) changes to reflect recent changes in the Pension Benefits Act; and
- (b) changes of a housekeeping nature.

Section 2—Definitions

The following capitalized words and phrases shall have the following meanings in this Plan unless the context clearly indicates otherwise:

2.01 Beneficiary

“Beneficiary” means the beneficiary designated by the Member in accordance with the provisions of paragraph (e) of Section 6.02 (Designation of Beneficiary).

2.02 Board of Governors

“Board of Governors” means the board of governors of the University of Ontario Institute of Technology appointed in accordance with the *University of Ontario Institute of Technology Act, 2002* (Ontario).

2.03 Continuous Service

“Continuous Service” means a period of uninterrupted employment with the University as determined by the University’s records and is not interrupted by reason of:

- (a) public holidays or periods of regular vacation;
- (b) a period during which the Member is Disabled;
- (c) a leave of absence approved by the University with or without pay, subject to the Income Tax Act and the Pension Benefits Act;
- (d) notice periods under the *Employment Standards Act, 2000* (Ontario) in respect of a Member’s termination of employment; or
- (e) a leave of absence with or without pay during which a Member qualifies under, and takes in accordance with, the *Employment Standards Act, 2000* (Ontario).

2.04 Custodian

“Custodian” means the trust company or insurance company, or any successor trust company or insurance company, appointed by the University to have custody of the Pension Fund pursuant to the provisions of the Custodian Agreement.

2.05 Custodian Agreement

“Custodian Agreement” means the agreement between the University and the Custodian governing the custody, investment and administration of the Pension Fund.

2.06 Disabled or Disability

“Disabled” or “Disability” means, in respect of a Member, a physical or mental impairment that is classified as either a “Short Term Disability” or “Total Disability” where:

- (a) “Short Term Disability” means a Disability that prevents the Member from performing his or her regular employment duties with the University for which the Member is in receipt of disability benefits under the University’s short term disability plan and is still an employee of the University. The University shall determine if there is sufficient evidence to show that the Member suffers from a Short Term Disability. This evidence shall include written certification of the Member’s Disability from a medical doctor, qualified and licensed to practice under the laws of a province of Canada;
- (b) “Total Disability” means a Disability that prevents the Member from performing his or her regular employment duties with the University, such that (1) the Member is entitled to benefits under the University’s long term disability plan, (2) is still an employee of the University and (3) is totally disabled as defined under the University’s long term disability plan. The University shall require the Member to provide a written confirmation from the University’s long term disability provider to confirm that the Member is in receipt of total disability benefits.

2.07 Earnings

“Earnings” means the base salary, stipends, and any variable pay paid to a Member by the University. However, Earnings do not include any vacation pay paid as a lump sum upon termination of employment or severance pay payable under either statute or common law, but includes statutory pay in lieu of notice.

2.08 Employee

“Employee” means an individual employed by the University on a permanent basis who works in one of the following categories:

- (a) academic: employed by the University in teaching or in the conduct of research; and
- (b) non- academic: employed by the University in either a managerial/professional or in an administrative/technical position in the administration of the University.

2.09 Full-time Employee

“Full-time Employee” means an Employee who is employed on a full-time basis as defined by the University.

2.10 Income Tax Act

“Income Tax Act” means the *Income Tax Act* (Canada), as amended, the regulations thereunder and the Information Circulars, Interpretation Bulletins and published administrative policies of the Canada Revenue Agency.

2.11 Investment Earnings

“Investment Earnings” means, in respect of a Member’s Pension Account, all dividends, interest and other investment gains and losses accrued to the Pension Account which are allocated, on a reasonable basis, to the Member’s Pension Account at least annually.

2.12 Member

“Member” means an Employee who has fulfilled the eligibility requirements pursuant to Section 3 (Participation) and Former Employees who continue to have rights or contingent rights to benefits from the Plan.

2.13 Part-time Employee

“Part-time Employee” is an Employee who works on a less than full-time basis as defined by the University.

2.14 Pension Account

“Pension Account” means the account established on behalf of a Member that is comprised of:

- (a) the Member’s accumulated contributions made pursuant to Section 4.01 (Member Contributions);
- (b) the University’s accumulated contributions in respect of the Member made pursuant to Section 4.03 (University Contributions);
- (c) accumulated Investment Earnings, if any; and
- (d) funds transferred by the Member pursuant to Section 4.09 (Transfer from another Registered Retirement Vehicle).

2.15 Pension Benefits Act

“Pension Benefits Act” means the *Pension Benefits Act* (Ontario), as amended, and its regulations.

2.16 Pension Fund

“Pension Fund” means the assets held, administered and invested by the Custodian pursuant to the provisions of the Custodian Agreement and from which the pension benefits of the Plan are paid.

2.17 Plan

“Plan” means the University of Ontario Institute of Technology Pension Plan as set out in this plan text and as amended from time to time.

2.18 Plan Year

“Plan Year” means the twelve-month period beginning on July 1 and ending on June 30; however, the initial Plan Year shall be the six-month period beginning on January 1, 2003 and ending on June 30, 2003.

2.19 Spouse

“Spouse” means a person of the same or opposite sex to the Member from whom the Member is not living separate and apart and to whom the Member is:

- (a) legally married; or
- (b) not legally married but with whom the Member has been living in a conjugal relationship,
 - (i) continuously for a period of not less than three years; or
 - (ii) in a relationship of some permanence and who, with the Member, is the natural or adoptive parent of a child, as defined in the *Family Law Act* (Ontario).

2.20 Statutory Leave

“Statutory Leave” means a period when a Member is absent, without pay, from employment with the University where the *Employment Standards Act, 2000* (Ontario) requires both that the Member be permitted to continue to contribute to the Plan pursuant to Section 4.01 (Member Contributions), and that the University shall continue to contribute to the Plan in respect of the Member pursuant to Section 4.03 (University Contributions) unless the Member has notified the University, in writing, that the Member has elected not to contribute to the Plan pursuant to Section 4.01 (Member Contributions) in respect of the period, subject to any conditions or limits imposed by law. Statutory Leave specifically does not include a period of absence, without pay, from employment with the University with respect to which the Member makes contributions to the Plan and/or the University makes contributions to the Plan in respect of the Member pursuant to paragraph (b), (c), (d) or (e) of Section 4.10 (Contributions During Leaves of Absence).

2.21 University

“University” means the University of Ontario Institute of Technology except that any reference in the Plan to the University taking any action, giving any consent, approval or opinion or making any decision shall refer to the University of Ontario Institute of Technology acting through the Board of Governors for the purposes of the Plan.

2.22 Year’s Basic Exemption

“Year’s Basic Exemption” has the same meaning as defined under the *Canada Pension Plan* (Canada).

2.23 Year’s Maximum Pensionable Earnings

“Year’s Maximum Pensionable Earnings” has the same meaning as defined under the *Canada Pension Plan* (Canada).

The singular shall include the plural and vice versa, as the context shall require.

Section 3—Participation

3.01 Full-time Employees

Each Full-time Employee shall be required to join the Plan, as a condition of employment, immediately upon the date he or she was hired by the University.

3.02 Part-time Employees

Each Part-time Employee shall be allowed to join the Plan after twenty-four (24) months of continuous employment if, in each of the two calendar years immediately prior to joining the Plan, he or she had either:

- (a) Earnings of not less than 35% of the Year's Maximum Pensionable Earnings; or
- (b) at least 700 hours of employment with the University.

3.03 Continued Participation

(a) General

Each Member, as described in Section 3.01 or Section 3.02 above, shall continue to participate in the Plan until the date of the Member's termination of employment, retirement, death or cessation of employment as an Employee. A Member shall not be entitled to opt out of participation in the Plan prior to the occurrence of one of the above events.

(b) Part-time Employees

Each Member, who is a Part-time Employee, shall not cease to be a Member if, in a particular calendar year, he or she has not met the minimum standards set out in Section 3.02 above.

Section 4—Contributions to Members' Pension Accounts

4.01 Member Contributions

(a) **Required Contributions**

A Member shall contribute 3% of his or her Earnings to the Plan.

(b) **Additional Voluntary Contributions**

A Member may contribute to the Plan additional voluntary contributions up to an additional 3% of his or her Earnings in increments of 1%.

Member contributions shall be made through payroll deduction and shall be deposited to the Member's Pension Account within thirty (30) days following the month in which they are deducted. Member contributions are subject to the limitation set out in Section 4.06.

4.02 Exemption from Member Contributions

Notwithstanding Section 4.01 and 3.01 above, the University may, at its discretion, exempt from making contributions to the Plan an Employee who:

- (a) is receiving a pension from another registered pension plan;
- (b) continues to actively participate in another registered pension; or
- (c) is in other circumstances similar to paragraphs (a) and (b) above.

In order to receive an exemption, the Employee must apply for it in a manner determined by the University.

For the purposes of this Section 4.02, "registered pension plan" includes a pension plan in a foreign jurisdiction if it is qualified to be a pension plan under that jurisdiction's tax laws.

4.03 University Contributions

(a) **Basic Contributions**

The University shall contribute an amount equal to 6% of each Member's Earnings.

(b) **Supplemental Contributions**

The University shall contribute an additional amount up to 2% of a Member's Earnings, in increments of 1/2%, in accordance with the Member's election under Section 4.04 below.

The University's contributions shall be deposited to each Member's Pension Account within thirty (30) days following the month for which the contributions are due to be made. University contributions are subject to the limitation set out in Section 4.06 below.

4.04 Election of Supplemental Contributions

The Member shall elect, in a manner determined by the University, the amount of supplemental contributions that the University will contribute under paragraph (b) of Section 4.03 above.

4.05 Vesting

A Member shall be vested immediately in both the Member and University contributions made pursuant to this Section 4.

4.06 Maximum Contributions

(a) Total Contributions

The total, in a calendar year, of the Member's contributions made pursuant to Section 4.01 plus the University's contributions made pursuant to Section 4.03 shall not exceed the maximum allowed under the Income Tax Act for the calendar year, such maximum being the lesser of:

- (i) the money purchase limit for the calendar year; and
- (ii) 18% of the Member's compensation for the calendar year.

(b) University Contributions

If the maximum contribution limit, set out in paragraph (a) above, is or will be reached in the calendar year, the University's contributions, in respect of a Member, shall equal:

- (i) the maximum allowed under the Income Tax Act as determined under paragraph (a) above, less
- (ii) the Member's contributions made in accordance with Section 4.01 above.

For the purpose of this Section, the definitions "money purchase limit" and "compensation" shall be as set out in the Income Tax Act.

4.07 Refund of Contributions

Member and University contributions shall be refundable if it is necessary to avoid revocation of the Plan's registration under the Income Tax Act, upon the direction of the University to the Custodian and subject to the Pension Benefits Act and the Income Tax Act.

4.08 Withdrawals from Pension Account

A Member is not permitted to make withdrawals from his or her Pension Account while employed by the University.

4.09 Transfer from another Registered Retirement Vehicle

A Member may, with the approval of the University, transfer funds into his or her Pension Account from another registered pension plan, a deferred profit sharing plan, a registered retirement savings plan, or a locked-in retirement account, subject to the Income Tax Act and the Pension Benefits Act.

4.10 Contributions during Leaves of Absence

(a) Leave of Absence With Pay

Member and University contributions shall continue while a Member is on a paid leave of absence.

(b) Pregnancy or Parental Leave

While a Member is on a pregnancy or parental leave as set out in the *Employment Standards Act, 2000* (Ontario), University contributions under paragraph (a) of Section 4.03 shall continue. University contributions under paragraph (b) of Section 4.03 shall only continue if the Member continues to abide by his or her election under Section 4.04. A Member may continue making contributions under Section 4.01, but is not required to do so.

(c) Contributions During Disability Other Than Total Disability

If a Member is in receipt of Short Term Disability benefits or receiving disability benefits under the *Workplace Safety and Insurance Act, 1997* (Ontario), the University shall continue to make contributions under Section 4.03 for the first year that the Member receives disability benefits under the University's short term disability plan or under the *Workplace Safety and Insurance Act, 1997* (Ontario), provided that the Member continues to make his or her contributions under Section 4.01. Such contributions shall be made on the basis of the Member's base salary before the Member became Disabled.

Where the disability benefits described above continue to be paid to the Member in excess of the one-year period or cease after the one-year period but the Member does not qualify for Total Disability, the Member may make the election set out in paragraph (e) below and have it apply to him or her so long as he or she continues to be disabled and an employee of the University, even if he or she receives no actual Earnings, except that the Member, and not the University, shall make the University's contributions under (e)(ii).

(d) Leave of Absence Without Pay

Subject to paragraphs (a),(b), (c), (e) and (f) of this Section 4.10, Member and University contributions shall not continue while a Member is on an unpaid leave of absence.

(e) Leaves with Reduced Pay

While a Member is on a research leave or other leave approved for this purpose by the University during which the Member receives reduced Earnings, then if the Member so elects:

- (i) the Member's Earnings shall be the greater of his or her actual Earnings or the Earnings that he or she would have received if the leave had not occurred;
- (ii) the University's contributions required under Section 4.03 shall continue based on the Earnings set out in (i) above; and
- (iii) the Member contributions under Section 4.01 shall continue based on the Earnings set out in (i) above.

If the Member does not so elect, then the University's and Member's contributions shall be based on the actual Earnings received by the Member during such leave.

(f) Statutory Leave

While a Member is on a Statutory Leave, the Member shall continue to make contributions to the Plan pursuant to Section 4.01 and the University shall continue to contribute to the Plan in respect of the Member pursuant to Section 4.03 based on the Member's base salary immediately prior to the Statutory Leave, unless the Member advises the University, in writing, that the Member has elected not to contribute to the Plan pursuant to Section 4.01 in respect of the period.

Notwithstanding anything to the contrary, with the exception of a period during which a Member is disabled as defined under the Income Tax Act, in no event shall Member or University contributions continue in respect of a period of reduced Earnings or a period of temporary absence, where Earnings have been deemed hereunder for such periods, in the aggregate in excess of 5 years of equivalent full-time employment plus an additional 3 years of equivalent full-time employment in respect of periods of parenting, as set out in the Income Tax Act.

4.11 Contributions during Total Disability

For a Member who suffers a Total Disability, the University shall make the required Member contributions as set out in paragraph (a) of Section 4.01 and the University contributions as set out in paragraph (a) of Section 4.03, based on the Member's base salary before the Member became Disabled, provided that, and notwithstanding the provisions of Section 3.03(a) (Continued Participation – General), no contributions shall be made in respect of such Total Disability after the earlier of the date the Member is no longer an employee of the University or the date the Member reaches the end of the maximum payment period for disability benefits under the University's long term disability plan.

Section 5—Investment of Member’s Pension Account

5.01 Investment of Pension Account

Each Member shall have the responsibility of selecting how the balance in his or her Pension Account shall be invested, in accordance with investment options made available by the University from time to time. As such, the Member shall bear all responsibility for the performance of the investment of his or her Pension Account. All investment options under the Plan shall comply with the Pension Benefits Act and the Income Tax Act.

5.02 Default if No Direction

If the Member fails to direct the investment of his or her Pension Account on enrolment after June 23, 2008, the University shall invest the Member’s Pension Account in an applicable target date fund, on the basis of such Member’s assumed retirement on his or her 65th birthday, or in such other fund as the University may designate from time to time for this purpose.

Section 6—Payment of Benefits

6.01 Benefits on Retirement and Termination

Each Member who retires or terminates from the Plan, other than because of death, shall be entitled to transfer the balance in the Member's Pension Account out of the Plan, as of the date of retirement or termination.

The Member shall transfer the amount in his or her Pension Account, other than any portion that is attributable to additional voluntary contributions, in one of the following manners:

- (a) as a single premium purchase of a life annuity from a licensed insurance company and in a form acceptable under the Income Tax Act and the Pension Benefits Act; or
- (b) as a lump-sum transfer to a locked-in registered retirement savings vehicle pursuant to the Income Tax Act and the Pension Benefits Act.

If the Member has made additional voluntary contributions to the Plan pursuant to paragraph (b) of Section 4.01 (Member Contributions), the Member shall elect that the amount in the Member's Pension Account which is attributable to the Member's additional voluntary contributions be:

- (i) transferred to a non-locked-in registered retirement savings vehicle pursuant to the Income Tax Act; or
- (ii) paid to the Member as a single lump-sum payment, less applicable withholdings, if any.

Alternatively, if the Member has made additional voluntary contributions to the Plan and a life annuity is being purchased for the Member pursuant to paragraph (a) above, the Member may elect that the full balance in the Member's Pension Account, including the portion attributable to the Member's additional voluntary contributions, be used to purchase the life annuity.

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

- (a) the annual pension payable on the Member's Normal Retirement Date that can be provided by the portion of the Member's Pension Account balance that is not attributable to the Member's additional voluntary contributions to the Plan, if any, is

not more than 4% of the Year's Maximum Pensionable Earnings in the year that the Member ceases to be employed by the University; or

- (b) the balance in the portion of the Member's Pension Account that is not attributable to the Member's additional voluntary contributions to the Plan, if any, is less than 20% of the Year's Maximum Pensionable Earnings in the year that the Member ceases to be employed by the University;

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

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

6.02 Benefits on Death

(a) Member With a Spouse

If a Member, with a Spouse, dies before receiving a benefit under Section 6.01 above, the balance in the Member's Pension Account shall be paid to the Member's Spouse. The Spouse shall elect to receive the balance in the Member's Pension Account as either:

- (i) a single lump-sum payment; or
- (ii) a single lump-sum transfer to a registered retirement savings vehicle.

If the Spouse fails to make an election within ninety (90) days following the receipt of a statement from the University regarding the Spouse's benefit, then the University shall pay the Spouse the balance in the Member's Pension Account as a single lump-sum payment.

Member Without a Spouse

If a Member, without a Spouse, dies before receiving a benefit under Section 6.01 above, the balance in the Member's Pension Account shall be paid as a single lump-sum payment to the Member's Beneficiary or, if there is no Beneficiary, to the Member's estate.

- (b) **Waiver**
Notwithstanding paragraph (a) above, if a Member has a Spouse and the Spouse waives, in the prescribed form under the Pension Benefits Act, his or her benefit, then the balance in the Member's Pension Account shall be paid out in accordance with paragraph (b) above.
- (c) **Payment**
The benefits in paragraphs (a) and (b) shall be paid as soon as is practicable after the University has been notified of the Member's death.
- (e) **Designation of Beneficiary**
A Member may designate a Beneficiary or Beneficiaries to receive the death benefit under this Section 6.02 by delivering a completed beneficiary designation to the University in a manner prescribed by the University. A Member may revoke or amend a beneficiary designation by delivering another completed beneficiary designation. However, the designation must be received before the Member's death. No such revocation or amendment shall require the written consent of any Beneficiary, subject to the provisions of any law governing the designation of beneficiaries, from time to time in force, which may apply.

Notwithstanding Section 6.01 and Section 6.02 above, in no event shall the transfer of the balance in the Member's Pension Account occur later than the last day of the calendar year in which the Member attains seventy-one (71) years of age, or such other date as prescribed by the Income Tax Act.

6.03 Payment of Pension

Payment of Pension

- (a) **Member**
Notwithstanding Section 6.01 above, in no event shall the transfer of the balance in the Member's Pension Account occur later than the last day of the calendar year in which the Member attains seventy-one (71) years of age, or such other date as prescribed by the Income Tax Act.
- (b) **Surviving Spouse**
Where, following a Member's death, the balance in the Member's Pension Account is payable to the Member's Spouse pursuant to Section 6.02, the payment or transfer of the balance in the Member's Pension Account, as applicable, must occur no later than the later of:
 - (i) the end of the calendar year in which the Spouse attains age 71; or
 - (ii) one year after the Member's death if the Spouse attained age 71 or more in the calendar year in which the Member's death occurred.

6.04 Application for Benefits

Before the University shall transfer the balance in the Member's Pension Account, the Member shall make an application in the manner prescribed by the University.

The application must be filed with the University at least thirty (30) days before the date that the transfer shall occur.

6.05 Incapacity to Receive Benefit Payments

If the University determines that a person entitled to receive a benefit under the Plan is either a minor or incapable of managing his or her own affairs, the University shall only pay out the benefit to that person's properly appointed guardian, committee or other legal representative.

Any such payment shall be deemed to be a payment to the person entitled to the pension or other benefit, and shall constitute a full and complete discharge of the payment of the pension or other benefit under the Plan. If such person dies before receiving a payment to which he or she is entitled under the Plan, the payment will be made to the personal representative for such person's estate.

Section 7—Administration of the Plan

7.01 Administration of Plan

The University shall administer the Plan and the Pension Fund and shall conclusively decide all matters relating to the operation, interpretation, and application of the Plan and the Pension Fund. The University may delegate such of its powers and duties to a committee, to the Custodian or to one or more service providers.

7.02 Rules for Administration

The University may enact rules and regulations relating to the administration of the Plan and the Pension Fund to carry out the terms of the Plan. The University may amend such rules and regulations from time to time. Such rules and regulations shall not conflict with any provisions of the Plan.

7.03 Appointment of Service Providers

The University may employ or appoint actuaries, administrators, auditors, custodians, investment counsel, legal counsel and such other service providers as may be required from time to time in the administration of the Plan and the Pension Fund. The fees for such services shall be paid by the University.

The University shall be entitled to reasonably rely upon all advice, opinions, figures and reports furnished by service providers or their employees. The University, its officers and employees, shall not be accountable for any act or failure to act, on the part of any such service provider.

7.04 Payment of Administration Costs

The University shall pay all normal and reasonable fees, taxes, and expenses related to the general administration of the Pension Fund and the Plan but not including investment, record-keeping and other transaction fees relating to the investment and administration of the Member's Pension Account.

7.05 University Records

Whenever the records of the University are used for the purposes of this Plan, such records shall be conclusive of the facts with which they are concerned and the University shall be entitled to rely on the accuracy of those records unless sufficient contrary evidence is furnished to the University.

Section 8—General Provisions

8.01 No Enlargement of Contractual Rights

Nothing in the Plan shall be construed to give a Member, or any person claiming through a Member, any right, title or interest in any assets, profits, earnings or accretions to the Pension Fund except as specifically provided in this Plan. The establishment and implementation of the Plan does not constitute an enlargement of any rights that a Member may have apart from the Plan. Participation in the Plan does not confer the right of a Member to require the University to continue to employ the Member. The termination of the Plan, in whole or in part, the consolidation of the Plan or Pension Fund with another registered pension plan or fund, the termination of the Member's employment, or the change in the Member's employment status shall only confer specific rights to the Member as the Plan provides, subject to the Income Tax Act and the Pension Benefits Act.

8.02 Limitation of Liability

The University shall have no liability to make any payments to the Pension Fund except as expressly provided in the Plan.

8.03 No Execution or Seizure

No Member's right under the Plan can be assigned, charged, anticipated, given as security or surrendered except that,

- (a) assignment does not include:
 - (i) a decree, order or judgment of a competent tribunal or a written agreement with respect to division of property provided in settlement to a Spouse or former Spouse upon the breakdown of the marriage or conjugal relationship; and
 - (ii) distribution by the legal representative of a deceased Member's estate
- (b) surrender does not include refunding contributions to avoid the Plan's revocation under the Income Tax Act.

8.04 Marriage Breakdown

The University may pay the Member's pension benefits to the Member's Spouse or former Spouse if the University receives a certified court order, a certified domestic contract or a certified family arbitration award setting out such a division. However, no such division shall be contrary to the Pension Benefits Act or any other applicable legislation.

8.05 Governing Laws

The Plan shall be governed and construed in accordance with the applicable laws of the Province of Ontario and the applicable laws of Canada.

8.06 Currency

Pension benefits payable pursuant to the Plan shall be paid in Canadian currency.

8.07 Tax Withholdings

All pension benefits payable under this Plan are subject to tax withholdings as required by the Income Tax Act.

8.08 Severance

If any Plan provision is held to be invalid or unenforceable by a competent tribunal, the invalid or unenforceable provision shall not affect any other Plan provision and the Plan shall be construed and enforced as if such provision had not been included.

8.09 Shortened Life Expectancy

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

Section 9—Amendment and Termination

9.01 Amendment of the Plan

The University may amend the provisions of this Plan from time to time. No such amendment, however, shall have the effect of diminishing the balance in a Member's Pension Account at the time such amendment comes into effect.

9.02 Termination of the Plan

While the University intends to continue the Plan indefinitely, it reserves the right to terminate the Plan in whole or in part.

In the event of the termination of the Plan, the University shall not be obliged to make any further contributions to the Plan after the date of such termination, except as may be specifically required by the Pension Benefits Act or other applicable legislation. Members' Pension Accounts shall be transferred out of the Plan in the manner described in Section 6.01 (Benefits on Retirement and Termination).



COMMITTEE REPORT

Non-Public:
 Public:

Action Required:
 Discussion
 Decision

DATE: March 9, 2016
TO: Board of Governors
FROM: Tim McTiernan, President and Vice-Chancellor
SUBJECT: Policy on Continuing Education Programs

A. Purpose

To obtain the Board of Governors' approval of the Policy on Continuing Education Programs.

B. Background/Context

In reviewing the attached Policy on Continuing Education Programs, it was determined that it falls into the Legal, Compliance and Governance category in the UOIT Policy Framework and must be approved by the Board of Governors.

The Policy falls into this category for the following reasons:

1. It establishes and sets out terms of reference for the Continuing Education Committee, a committee of Academic Council. The appointment of a committee of Academic Council requires approval of the Board in accordance with s. 8.10(b) of the By-Law.
2. It also delegates authority for the approval of programs to a committee of Academic Council, which requires Board approval.

The attached Policy on Continuing Education Programs was formerly the Non-Degree Programs, Diplomas and Certificates Policy. It was amended to remove diploma programs from the policy as they are considered degree level programs. The policy will apply to all continuing education programs, which include certificates, short courses, workshops, and other non-degree non-credit programs. Undergraduate and Graduate

diplomas are governed by the Quality Assurance Handbook and will continue to follow the outlined processes and procedures.

The Policy has been recommended for approval by the Curriculum & Program Review and Graduate Studies Committees of Academic Council, Academic Council and the Governance, Nominations and Human Resources Committee of the Board.

C. Recommendation

The Governance, Nominations and Human Resources Committee recommends that the Board of Governors approves the following motion:

That pursuant to the recommendations of the Curriculum & Program Review and Graduate Studies Committees of Academic Council, Academic Council and the Governance, Nominations and Human Resources Committee of the Board, the Board of Governors hereby approves the Policy on Continuing Education Programs, as presented.



Item	8.8
Framework Category	Legal, Compliance and Governance
Approving Authority	Board of Governors
Policy Owner	Associate Provost
Approval Date	DRAFT
Review Date	
Supersedes	Non-Degree Programs, Diplomas and Certificates, March 2010

POLICY ON CONTINUING EDUCATION PROGRAMS

PURPOSE

1. The University encourages the development of new learning opportunities to address the wide range of academic and professional needs within our community. This Policy applies to all continuing education programs offered or hosted at the University and serves to provide a framework to facilitate their development and implementation, as well as insure their alignment with UOIT's strategy and brand.

DEFINITIONS

2. For the purposes of this policy the following definitions apply:
 - “**Continuing Education Program**” means a program focused on professional development and life-long learning, comprised of non-degree, non-credit courses, and offered or hosted by an Academic Unit.
 - “**Academic Unit**” means a department or unit whose operation is preponderantly teaching and whose nature reflects the existence of a demonstrably coherent field of knowledge.
 - “**Certificate Program**” means a stand-alone program of study consisting of a prescribed set of non-degree, non-credit courses.

SCOPE AND AUTHORITY

3. This policy applies to all continuing education programs offered or hosted by Academic Units.
4. The Associate Provost, or successor thereof, is the Policy Owner and is responsible for overseeing the implementation, administration and interpretation of this Policy.
5. A Continuing Education Committee is established under this Policy. The Terms of Reference for the Continuing Education Committee are set out in Appendix A to this Policy.

POLICY

6. **Framework for Continuing Education Programs**
 - 6.1. There are two categories of continuing education programs at the University:

- a) Certificate Programs; and
- b) Short courses, workshops and other continuing education programs, comprised of non-degree and non-credit offerings focused on professional development.

6.2. All new continuing education programs must be developed in accordance with the Continuing Education Program Procedures (to be developed).

7. Certificate Programs

- 7.1. Admission to a Certificate Program and progression requirements will be determined by the Academic Unit.
- 7.2. Upon completion of a Certificate Program, participants will receive a UOIT Certificate.
- 7.3. All Certificate Programs must be approved by the Continuing Education Committee and reported for information to Academic Council annually.
- 7.4. All Certificate Programs will be subject to periodic review as determined by the Continuing Education Committee.

8. Short Courses, Workshops, and Other Continuing Education Programs

- 8.1. Admission to a short course, workshop or other continuing education program will be determined by the Academic Unit.
- 8.2. Upon completion of a short course, workshop or other continuing education program, participants will receive a letter of completion from the Academic Unit.
- 8.3. All short courses and workshops must be approved by the Continuing Education Committee and reported for information to Academic Council annually.
- 8.4. All short courses, workshops and other continuing education programs will be subject to periodic review as determined by the Continuing Education Committee.

MONITORING AND REVIEW

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

RELEVANT LEGISLATION

10. University of Ontario Institute of Technology Act, 2002, S.O. 2002, c. 8, Sch. 0

RELATED POLICIES, PROCEDURES & DOCUMENTS

11. Continuing Education Program Procedures (to be developed)

APPENDIX A**CONTINUING EDUCATION COMMITTEE****1. Terms of Reference**

The Continuing Education Committee is responsible for approving, assessing and monitoring all continuing education programs offered or hosted by the university. In reviewing and approving new continuing education programs, the Committee takes responsibility for ensuring the academic quality of the proposal and the adequacy of the plan for resources to support it. The Committee will be responsible for reporting all new continuing education programs for information to Academic Council.

2. Membership

The membership of the Committee will be comprised of:

- Associate Provost (Chair)
- Dean of Graduate Studies, or delegate
- Dean of each Faculty, or delegate
- Registrar's Office representative
- Quality Assurance Office representative (non-voting)

Disbursement Committee

2016-17 Disbursement Recommendation

Investment Summary

Net Endowed Earnings YTD March 31, 2015	\$2,924,050
Interest/Dividends Earned Apr-Jan, 2016	\$1,037,886
Estimated Net Earnings Feb-Mar, 2016	<u>\$ 24,122</u>
Total Est Net Earnings at March 31, 2016	\$3,986,058
Less: 2015-16 Disbursements	(\$ 420,000)
Capital Preservation YTD	<u>(\$1,931,474)</u>
Total Net Earnings Available For Disbursement	\$1,634,584

Gift Agreement Requirements

Endowed Awards can be specific dollar amounts, or could be expressed as a minimum and maximum amount. At our current investment level, we need to disburse between 3-4% of the principal value to cover our gift requirements.

For the current year, our disbursement requirements are \$443,960. The Disbursement Committee is recommending we distribute 4% of the principal value, or a total disbursement amount of \$450,000 for the year 2016-17.

Recommendation

We recommend that the amount of \$450,000 be approved for disbursement from Endowment Funds, and distributed as student award for the 2016-17 year.

Questions/Comments



BOARD REPORT

Non-Public:
 Public:

Action Required:
 Discussion
 Decision

DATE: March 9, 2016
TO: UOIT Board of Governors
FROM: Becky Dinwoodie, Assistant University Secretary
SUBJECT: Committee Terms of Reference

A. Purpose

To obtain the Board of Governors' approval of the Committees' amended Terms of Reference.

B. Background/Context

The attached Terms of Reference reflect the amendments to the Board of Governors Meeting Procedures, which require Board Committees to hold a public and non-public session on each of its meeting dates.

The proposed changes also reflect the recommendations from the Executive Committee from their meeting of January 26, 2016 regarding Committee membership. In order to provide the Board with greater flexibility in determining Committee size and composition relative to each Committee's need, efficiency, and governor preferences, and for consistency across the Committees, the proposed membership requirements for each Committee have been changed to include:

- Between three (3) and seven (7) external governors

The Executive Committee's recommendation to include elected governors in the membership of the Audit and Finance and Investment Committees is also reflected in the amended Terms of Reference.

Changes for Consistency across Committees

The Governance, Nominations and Human Resources Committee recommended making the following changes to each Committee's Terms of Reference to provide further consistency:

- a) adding a statement confirming that the Board Chair, Vice Chair(s) and President are invited to attend each Committee meeting as voting members; and
- b) including an identical quorum provision for each Committee.

We have also made some formatting changes in order to provide consistency across the Committees' Terms of Reference, including updating the university's logo.

C. Recommendations

The Audit & Finance Committee, Governance, Nominations & Human Resources Committee, Investment Committee and Strategy & Planning Committee of the Board recommend that the Board of Governors approves the following motion:

That pursuant to the recommendations of the Audit & Finance Committee, Governance, Nominations & Human Resources Committee, Investment Committee and Strategy & Planning Committee of the Board, the Board of Governors hereby approves the attached Terms of Reference, as presented.



BOARD OF GOVERNORS Audit and Finance Committee

1. TERMS OF REFERENCE

The Audit and Finance Committee is a standing committee of the UOIT Board of Governors and is responsible for overseeing the financial affairs of the university with respect to all auditing, financial reporting and internal systems and control functions, budget approvals, risk management, and other internal and external audit functions and activities at the university. The Committee will report and make recommendations to the Board of Governors regarding these and other related matters.

The Committee shall also consider such other matters that are delegated to the Committee by the UOIT Board of Governors, including special examinations as may be required from time to time, and if appropriate retain special counsel or experts to assist.

Specifically, the Audit and Finance Committee shall have the following responsibilities:

a. Finance

- i) Ensuring fiscal responsibility with respect to the financial resources of the university, including:
 - 1) Reviewing and recommending approval of the annual operating budgets, capital budgets, tuition fees and ancillary fees;
 - 2) Reviewing on a quarterly basis financial statements and financial performance against budget;
 - 3) Reviewing policies on financial administration and recommending their approval by the Board;
 - 4) Reviewing and monitoring all long-term debt and providing recommendations as appropriate; and
 - 5) Providing financial oversight for major capital projects, auxiliary operations, and structures.

b. Audit and Financial Reporting

- i) Ensuring that appropriate financial controls, reporting processes and accountabilities are in place at the university, including:
 - 1) Appointing the external auditor, and approving the fee for such service;

- 2) Reviewing the external auditor's letter of engagement, independence, and the scope of services;
 - 3) Reviewing the external auditor's comprehensive audit plan, scope of the examination, and the nature and level of support to be provided by the internal audit function;
 - 4) Meeting with the external auditor, independent from management, to review audit results and when planning the upcoming audit year;
 - 5) Assessing the performance of the external audit function; and
 - 6) Providing an avenue of communication between the external auditor, management and the Board of Governors.
- ii) Reviewing and recommending to the Board approval of the university's annual audited financial statements, as well as reviewing significant findings or recommendations submitted by the external auditor.
 - iii) Overseeing the provision of internal and external audit functions at the university, including annual reviews, area specific evaluations, functional assessments and process appraisals
- c. Risk Management**
- i) Reviewing and approving the risk management process at the university that ensures that appropriate processes are in place to determine management's risk parameters and risk appetite.
 - ii) Monitoring and ensuring that appropriate processes are in place to identify, report and control areas of significant risk to the university and ensuring that appropriate mitigative actions are taken or planned in areas where material risk is identified.
 - iii) Receiving regular reports from management on areas of significant risk to the university, including but not limited to legal claims, development (fundraising activities), environmental issues, health, safety and other regulatory matters.

2. MEETINGS

The Committee shall meet at least four (4) times per year. In accordance with the UOIT Act and the Board of Governors Meeting Policy and Procedures, the Committee shall conduct three types of Meetings as part of its regular administration: Public, Non-Public and *In Camera* (when required).

3. MEMBERSHIP

The Committee shall be composed of:

- Between three (3) and seven (7) external governors
- Up to three (3) elected governors

- Chief Financial Officer (non-voting)

The Board Chair and Vice Chair(s) and the President are invited to attend as voting members.

At least one member of the committee shall have an accounting designation or related financial experience.

All members of the committee shall be financially literate and have the ability to read and understand the university's financial statements, or must be able to become financially literate within a reasonable period of time after his/her appointment to the Committee. In this regard, the Chief Financial Officer or other financial expert will ensure that each new member receives appropriate training in reading and understanding the financial statements.

4. QUORUM

Quorum requires that half of the Committee members entitled to vote be present.



BOARD OF GOVERNORS

Investment Committee of the Audit and Finance Committee

1. TERMS OF REFERENCE

The Investment Committee is a sub-committee of the Audit and Finance Committee and is responsible for overseeing the management of the University's investments (Funds) as outlined below and in accordance with the Statement of Investment Policies and Procedures ("SIPP"). The University's investments include all funds invested by the University other than funds that may be invested from time to time in the university's pension plan(s).

The Committee shall also consider such other matters delegated to the Committee by the UOIT Board of Governors under the auspices of the Audit and Finance Committee.

The Investment Committee shall have the following responsibilities:

- i) Maintaining an understanding of applicable legal and regulatory requirements and constraints;
- ii) Reviewing on an annual basis the university's Statement of Investment Policies and Procedures (SIPP) and making appropriate recommendations to the Audit and Finance Committee;
- iii) Providing semi-annual reports to the Audit and Finance Committee, and through that Committee to the Board of Governors, on the performance of the Funds and any other aspects of the Funds that the Investment Committee deems appropriate or as requested by the Board;
- iv) Formulating recommendations to the Audit and Finance Committee regarding the selection, engagement and dismissal of the Investment Manager ("the Manager"), the Custodian, the Consultant, and any other agents or advisors that may be necessary to prudently manage the Funds;
- v) Overseeing the Fund and the activities of the Manager, including the Manager's compliance with their mandate and the investment performance of assets;
- vi) Ensuring that the Manager is apprised of any new amendments to their mandate; and
- vii) Informing the Manager of any significant cash flows.

2. MEETINGS

The Committee shall meet at least four (4) times per year. In accordance with the UOIT Act and the Board of Governors Meeting Policy and Procedures, the Committee shall conduct three types of Meetings as part of its regular administration: Public, Non-Public and *In Camera* (when required).

3. MEMBERSHIP

Committee members shall be appointed by the Board of Governors in consultation with the Audit and Finance Committee and comprised of:

- Between three (3) and seven (7) external governors, including:
 - one governor who is also a member of the Audit and Finance Committee; and
 - one governor who is also a member of the Strategy and Planning Committee
- Up to three (3) elected governors
- Vice-President, Finance (non-voting)
- Vice-President, External Relations (non-voting)

Consideration shall be given to governors who possess the requisite financial and investment expertise to provide knowledgeable oversight of the investment portfolio.

The Board Chair and Vice Chair(s) and the President are invited to attend as voting members.

The Chair will be selected from among the voting members of the Investment Committee.

4. QUORUM

Quorum requires that half of the Committee members entitled to vote be present.

BOARD OF GOVERNORS
Governance, Nominations and
Human Resources Committee

1. TERMS OF REFERENCE

The Governance, Nominations and Human Resources Committee is a standing committee of the UOIT Board of Governors and is responsible for providing advice to the Board on its governance structure and processes, the nomination and election of new members and board performance, and matters concerning the university's human resources policies, strategies and plans.

The Governance, Nominations and Human Resources Committee is empowered with decision-making authority on behalf of the Board of Governors with respect to the setting of human resources policies, compensation plans and collective bargaining mandates.

The Committee shall also consider such other matters that are delegated to the Committee by the UOIT Board of Governors.

Specifically, the Governance, Nominations and Human Resources Committee shall have the following responsibilities:

4. Governance

- Advising the Board on matters pertaining to the organization of the Board of Governors and its committees and the Board's relationship with other bodies at the university as established in the UOIT Act and By-Laws
- Periodically reviewing the UOIT By-Laws and other policies of the Board and its committees, and relevant university policies, making recommendations to the relevant governing body or administrative department for development and revision when appropriate

5. Nominations

- Overseeing the process of recruiting, selecting and electing new governors and recommending their appointment to the Board, in accordance with the UOIT Act and By-laws. In doing so, the Committee shall strive to achieve a balance of skills, expertise and knowledge among its membership, while reflecting the demographic and cultural diversity of the communities served by the university
- Overseeing the development of programs for the orientation and ongoing education of governors on university operations, matters affecting the post-secondary education sector, and good governance practices
- Developing, implementing and monitoring procedures for assessing the effectiveness of the Board and its committees
- Overseeing the nomination and election of a Chair and Vice-Chair from among the external governors of the Board

- Assessing the leadership needs of the Board, and in consultation with committee chairs, recommend chair and individual member assignments for each of the standing committees
- 6. Human Resources**
- Establishing collective bargaining mandates for the university's representatives engaged in negotiation of collective agreements with certified bargaining agents representing persons employed at the university
 - Establishing human resources policies that govern terms and conditions of employment of university staff and faculty
 - Establishing changes to the compensation of university staff and faculty not represented by a bargaining agent.

2. MEETINGS

The Committee shall meet at least four (4) times per year. In accordance with the UOIT Act and the Board of Governors Meeting Policy and Procedures, the Committee shall conduct three types of Meetings as part of its regular administration: Public, Non-Public and *In Camera* (when required).

3. MEMBERSHIP

The Committee shall be composed of:

- Between three (3) and seven (7) external governors
- Vice-President, Human Resources and Services (non-voting)

The Board Chair and Vice Chair(s) and the President are invited to attend as voting members.

4. QUORUM

Quorum requires that half of the Committee members entitled to vote be present.



BOARD OF GOVERNORS STRATEGY AND PLANNING COMMITTEE

1. Terms of Reference

The Strategy and Planning Committee is a standing committee of the UOIT Board of Governors and is responsible for overseeing the strategic planning for all aspects of the university and assessment of the implementation of the university's plans in the context of the university's vision, mission and values.

The Committee shall engage in broad strategic planning by reviewing, at least once every 2 years, and making recommendations to the Board on the following:

- i) the university's strategic plan;
- ii) the plans supporting the implementation of the strategic plan, including those plans that reinforce the core mission of the university including, but not limited to plans in the area of:
 - (1) strategic differentiation and positioning;
 - (2) government and institutional relations;
 - (3) advancement;
 - (4) infrastructure, and;
 - (5) strategic plan performance metrics.
- iii) strategic foresight, risk, and scenario planning;
- iv) annual Board of Governors retreat planning; and
- v) other areas as the Board may assign to the Committee.

Governance, governance plans and human resources plans are within the purview of the Governance, Nominations and Human Resources Committee.

2. Meetings

The Committee shall meet at least four (4) times per year. In accordance with the UOIT Act and the Board of Governors Meeting Policy and Procedures, the Committee shall conduct three types of Meetings as part of its regular administration: Public, Non-Public and *In Camera* (when required).

3. Membership

The Committee shall be composed of:

- Between three (3) and seven (7) external governors
- Up to three (3) elected governors

The Board Chair and Vice Chair(s) and the President are invited to attend as voting members.

The Chair shall be selected from among the external governors.

4. Quorum

Quorum requires that half of the Committee members entitled to vote be present.

5. Internal UOIT Invitees

As the Committee is responsible for the strategic oversight of all business units of the university, every member of the Senior Leadership Team is requested to attend and participate in the Committee meetings.