UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

BOARD OF GOVERNORS' 96th REGULAR MEETING

PUBLIC SESSION AGENDA
Wednesday, April 20, 2016
2:45 p.m. to 5:00 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 March 9, 2016* (M)**	**Chair**	**5**	**3:00 p.m.**
6		**President's Report**	**President**	**5**	**3:05 p.m.**
7		**Co-Populous Report**	**D. Allingham**	**5**	**3:10 p.m.**
		COMMITTEE REPORTS (public items)			
8		**Audit & Finance Committee**	**A. Imrie**		
	8.1	2016-2017 Budget Approval* (P)(M)	C. Elliott	30	3:40 p.m.
	8.2	Safe Disclosure Policy* (P)(M)	C. Foy	15	3:55 p.m.
	8.3	Contract Management Framework (P)(M): (a) Contract Management Policy*	C. Foy	15	4:10 p.m.
	8.4	University Risk Management Report* (P)(U)	C. Foy	15	4:25 p.m.
	8.5	2016-2017 Ancillary Fees Addendum* (M)	B. MacIsaac	10	4:35 p.m.
9		**Alumni Association** (P)	**C. Andrews**	**10**	**4:45 p.m.**
10		**Other Business**	**Chair**		
11		**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_ <u>_approved by means of one omnibus motion._</u>

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

BOARD OF GOVERNORS' 95th REGULAR MEETING (PUBLIC SESSION)

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PUBLIC SESSION MINUTES
Wednesday, March 9, 2016
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
Jeremy Bradbury
Karyn Brearley
Andrew Elrick
Miles Goacher
Jay Lefton
Tim McTiernan, *President and Vice-Chancellor*
Bonnie Schmidt
Mary Simpson
John Speers
Mary Steele
Laurie Swami
Shirley Van Nuland
Valarie Wafer

VIA TELECONFERENCE:
Don Duval

REGRETS:
Perrin Beatty, *Chancellor*
Dan Borowec
Jonathan Hackett

BOARD SECRETARY:
Becky Dinwoodie, *Assistant University Secretary*

UOIT STAFF:
Paul Bignell, *Executive Director, Information Technology*
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:
Olivia Petrie
Mike Eklund
Gary Genosko

1. **Call to Order**

The Chair called the meeting to order at 4:22 p.m.

2. **Agenda**

Upon a motion duly made by K. Brearley and seconded by J. McKinley, the Agenda was approved as presented.

3. **Conflict of Interest Declaration**

M. Simpson declared a conflict of interest with respect to agenda item 9.5 relating to ancillary fees.

4. **Chair's Remarks**

The Chair welcomed everyone to the first Board meeting of 2016. She remarked that the work of the Board's Committees is well underway. She welcomed the newest governors, L. Swami and M. Simpson, to their first full Board meeting, and also D. Borowec who was unable to join us due to a scheduling conflict.

She welcomed the guests attending the meeting and asked them to introduce themselves.

5. **Approval of Minutes of the Meeting of November 26, 2015**

It was noted that N. Allen was not in attendance during the public session*.*

Upon a motion duly made by J. Bradbury and seconded by M. Steele, the Minutes were approved as amended.

6.   President's Report

The President discussed two upcoming events that connect UOIT with the broader community and other institutions:

1. The Role of Universities in Reconciliation on March 17 - an event organized by the Faculty of Social Science & Humanities - speaks in a timely way to the importance of paying attention to the Truth & Reconciliation Report. He commended his colleagues in the University for their involvement in the initiative.

2. In early November, UOIT will be co-hosting the second Higher Education in Transformation Symposium. The conference will also be hosted by Durham College, Trent and three Irish institutions. He hopes to have a good turnout of faculty from all participating institutions. The relationships formed are starting to result in an exchange of students between here and Ireland.

B. Schmidt offered her congratulations to management on receiving the Healthy Workplace Award. M. Steele was acknowledged for her involvement in the work done to achieve the award.

7.   Academic Council Report

The President delivered the Academic Council Report. He reviewed the program changes approved by Academic Council. He noted that Academic Council provided their recommendation to the Board to approve the Continuing Education Program Policy, which revamps the policies related to non-degree programs and certificates. He also highlighted the new process implemented for the selection of the Council of Ontario Universities Academic Colleague.

8.   Co-Populous Report

The Chair invited D. Allingham to deliver his Co-Populous Report. He reported that the most recent meeting of the Durham College (DC) Board of Governors was held on February 10th. The Governors received an extensive presentation on the DC Crew Program. The presentation was enlightening and the Board was impressed with the students in attendance. He advised that a number of students were working in partnership with MLSE on a project for developing ticket selling strategies for the Toronto Marlies.

DC was also recently named one of the top GTA employers.

DC President, Don Lovisa, coordinated a pre-retreat activity for governors, which was to engage with members of the community to find out what they think Durham will look like in 50 years. D. Allingham reported that he had completed 2 of 3 interviews and it has been an educational process.

The DC Board also discussed the 2016-17 tuition and ancillary fees. There was a tremendous amount of discussion regarding the Durham Transit UPASS, which will be ending next year and

will likely result in a student vote. The DC Board is concerned that this issue could affect recruitment to the College and University.

G. Raymond thanked him for his report.

COMMITTEE REPORTS

9. Audit & Finance Committee

9.1 Third Quarter Report

A. Imrie reviewed the third quarter financial statements with the Board. She commented that the balance sheet continues to get stronger. She advised that $18M of A/R was subsequently collected from students. Revenues are down by approximately $4M due to a decrease in budgeted enrolment. She also discussed the savings in salary expenses.

The Committee is projecting a planned strategic reserve for the year of approximately $1.5-2M. She invited questions from the Board.

9.2 Budget

A. Imrie invited C. Elliott to deliver the Budget Presentation. C. Elliott reviewed the significant budget assumptions. There is an anticipated budget cut of approximately 2.5% required in each of the next few years to balance the budget. For 2016-17, there is currently a $2.5M shortfall that must be made up. The proposed short term solution to balance the 2016-17 budget includes reducing the working capital reserve since the University has already hit the target for the reserve.

He highlighted the issue of the decline in the Canadian dollar and its impact on the University's expenses.

He also walked through the budget process and identified where they are in the process.

The Chair added that she understands it will be a challenging environment for the next couple of years.

In response to a member's question, D. Saucier confirmed that the members of the Budget Working Group are herself, B. MacIsaac, P. Onsiong and C. Elliott. The members of the Senior Academic Team provide advice to the Budget Working Group based on the University's strategic initiatives. The Group also receives feedback through consultations. The Group's decisions are also impacted by the budget forecasts that departments are asked to complete.

9.3 New Building Project

The Chair invited M. Lapp to speak about the new building project. Due to time constraints, M. Lapp did not deliver his presentation and provided a verbal update. He advised that the Board has approved proceeding with the design phase of a new general academic building.

G. Raymond commented that she looks forward to receiving more information about the building and the related options. She Invited questions about the project.

9.4   Laptop Procurement

P. Bignell spoke to the Board about the laptop expenditure request and reviewed the Board Report outlining the recommendations.

Upon a motion duly made by A. Imrie and seconded by J. McKinley, pursuant to the recommendation of the Audit and Finance Committee of the Board, the Board of Governors approved the expenditure of approximately $4.9 million for the purpose of procuring the laptop, tablet and desktop equipment required to support the UOIT technology enriched learning program and internal needs for the 2016-17 academic year.

9.5   Tuition & Ancillary Fees 2016-2017

B. MacIsaac delivered a presentation on the fee context. He discussed how the University has been moving towards reducing ancillary fees. He advised that the difference between UOIT's ancillary fees and those of other institutions is accounted for by capital projects approved by the student associations.

He advised that in order to determine the tuition for each student, each situation must be examined individually. He went through an example of a student's assessed resources. He also clarified that students have been getting "free tuition" through a combination of grants, tax credits and loan remission. The government has now bundled these and will be providing them up front.

He informed the Board that the Government is also lowering the amount expected for parental contribution. Further, the funding will apply to students generally and not those just coming out of high school. He invited questions from the Board.

B. MacIsaac explained that if tuition was not increased, it would result in a budget shortfall of approximately $2.5M. He also went through the consultation process, including with the Student Association and they preferred not implementing an increase.

Upon a motion duly made by A. Imrie and seconded by M. Goacher, pursuant to the recommendation of the Audit and Finance Committee of the Board, and further to the Audit and Finance Committee's review and approval of the 2016-17 tuition fees, the Board of Governors approved the 2016-17 tuition fees, as presented.

B. MacIsaac also discussed the proposed ancillary fee increases. The Chair reminded the Board that J. Hackett spoke about the proposed ancillary fees during the non-public session.

Upon a motion duly made by A. Imrie and seconded by D. Allingham, pursuant to the recommendation of the Audit and Finance Committee of the Board, and further to the Audit and Finance Committee's review and approval of the 2016-17 ancillary fees, the Board of Governors approved the 2016-17 ancillary fees, as presented.

M. Simpson abstained.

9.6   Endowment Policy

C. Elliott reviewed the amendments to the Endowment Policy and explained the separation between the Policy and the Procedures. A. Imrie invited questions from the Board.

Upon a motion duly made by A. Imrie and seconded by J. McKinley, pursuant to the recommendations of the Investment and Audit & Finance Committees of the Board, the Board of Governors approved the Endowment Management Policy, as presented.

10. Investment Committee

10.1   Third Quarter Investment Review

M. Goacher provided the Board with an investment update. He advised that the University's portfolio has seen an overall 8.1% return versus a 7.3% return for the general market. He discussed the valuation of the Canadian dollar and how it is below where it should be. He explained how during the past year, the currency has actually helped us. He also reviewed the allocation of the portfolio.

He advised that we are just under $600,000 in income distributions from the portfolio. He also provided an update on the policy for socially responsible investing. He confirmed that PH&N applies ESG principles in the management of funds.

11. Governance, Nominations and Human Resources Committee

K. Brearley provided an update on the work of the GNHR Committee. She advised that there has been another appointment of a new Board member during the non-public session and it will be made public once the successful candidate has been notified.

11.1   Defined Contribution Pension Plan Restatement

M. Lapp was invited to discuss the Defined Contribution Pension Plan Restatement. He explained that the restatement is a compilation of all of the amendments to the pension plan to date. He clarified that the plan has not changed, it simply includes all of the amendments in one document. J. McKinley asked about the timing of the restatement. M. Lapp advised that the restatement was completed now as the pension plan and related amendments were becoming unwieldy.

Upon a motion duly made by K. Brearley and seconded by A. Imrie, pursuant to the recommendation of the Governance, Nominations and Human Resources Committee of the

Board, the Board of Governors approved the Restated Defined Contribution Pension Plan, as presented <mark>*(see form of resolution for filing attached).*</mark>

11.2   Academic Council – Policy on Continuing Education Programs

The President spoke about the Policy and explained why it is coming forward to the Board for approval. He also explained the nature of the amendments to the Policy.

Upon a motion duly made by T. McTiernan and seconded by M. Steele, 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 approved the Policy on Continuing Education Programs, as presented.

11.3   Compliance Policies Update

Due to time constraints, C. Foy did not deliver her presentation and provided a verbal update. She discussed the suite of policies that will be coming forward to several of the Committees. Many of the policies coming forward are a response to the changes to the Ombudsman Act. All of them will be underlying the Administrative Fairness Policy. She reviewed the new policies that will be coming forward, as well as the policies that will be amended in order to comply with the new legislation.

G. Raymond encouraged Board members to read through the entire presentation to provide context for the policies coming forward.

(D. Duval left the meeting at 5:31 p.m.)

12. Strategy & Planning Committee

J. McKinley thanked the Committee members for their due diligence and questions on the new building proposal.

12.1   Endowment Disbursement Report

C. Elliott reviewed the proposed disbursement from the endowment funds with the Board.

Upon a motion duly made by J. McKinley and seconded by A. Imrie, pursuant to the recommendations of the Strategy and Planning, Investment and Audit & Finance Committees of the Board, the Board of Governors approved the disbursement of $450,000 from endowment funds, to be distributed as student awards for the 2016-17 academic year.

12.2   Response to Broader Public Sector Business Documents Directive

D. Saucier delivered a presentation on UOIT's response to the BPS Business Documents Directive. She advised that the good news is that the University was already complying with a high percentage of the tasks included in the directive. One of the requirements they are currently working on is having all of the information available on one webpage. Further, the Strategic Mandate Agreement alone is not sufficient and more detailed operational plans are required. The Strategic Plan is at the centre of the activities and each activity has metrics.

The Chair invited questions and thanked D. Saucier for providing the Board with an update and doing the work necessary to make the University compliant.

13. Consent Agenda:

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**

Upon a motion duly made by S. Van Nuland and seconded by N. Allen, the Board of Governors approved all 4 items on the Consent Agenda.

14. Other Business

None.

15. Termination of Meeting

Upon a motion duly made by J. McKinley and seconded by A. Elrick, the public session of the meeting was terminated at 5:40 p.m.

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

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

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

AND WHEREAS pursuant to the Amendment of the Plan, the University has effected many amendments to the Plan since it was established;

AND WHEREAS the Plan has become cumbersome to use due to the numerous amendments;

AND WHEREAS the University desires to integrate the Plan and all of the corresponding amendments into one restated document for ease of use;

AND WHEREAS the Governance, Nominations and Human Resources Committee has reviewed and recommended the restated Plan text;

NOW THEREFORE BE IT RESOLVED THAT, effective March 9, 2016:

1. 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.

2. The Chief Financial Officer of the University is authorized to sign and file all related documents with the applicable federal and provincial regulatory authorities, including the making of any further Plan amendments as may be necessary or required to obtain and maintain such federal and provincial registrations.

DATED the _____ day of April, 2016.

University of Ontario Institute of Technology

_____
Authorized Signature

_____
Name and Title

2016-17 Budget Presentation
Board of Governors
April 20, 2016

Agenda

❶ Budget Framework

- ►Process
- ►Accounting Policies and Principles

❷ Financial Overview

- ►Key Budget Assumptions
- ►UOIT Operational Metrics
- ►Resource Allocation Model (RAM) Impact
- ►Budget Summary
- ►Operating Revenues

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Agenda

❷ Financial Overview (Cont.)

►Operating Expenses

►Capital

►Restricted Funds

❸ Budget Summaries By Area

►Expense Components By Group

Agenda

④ Strategic Planning
- ► UOIT Strategic Priorities
- ► Update on Strategic Initiatives Completed in 2015/16
- ► Strategic Planning Initiatives For 2016/17
- ► Performance Targets
- ► Budgeted Strategic Planning Initiatives
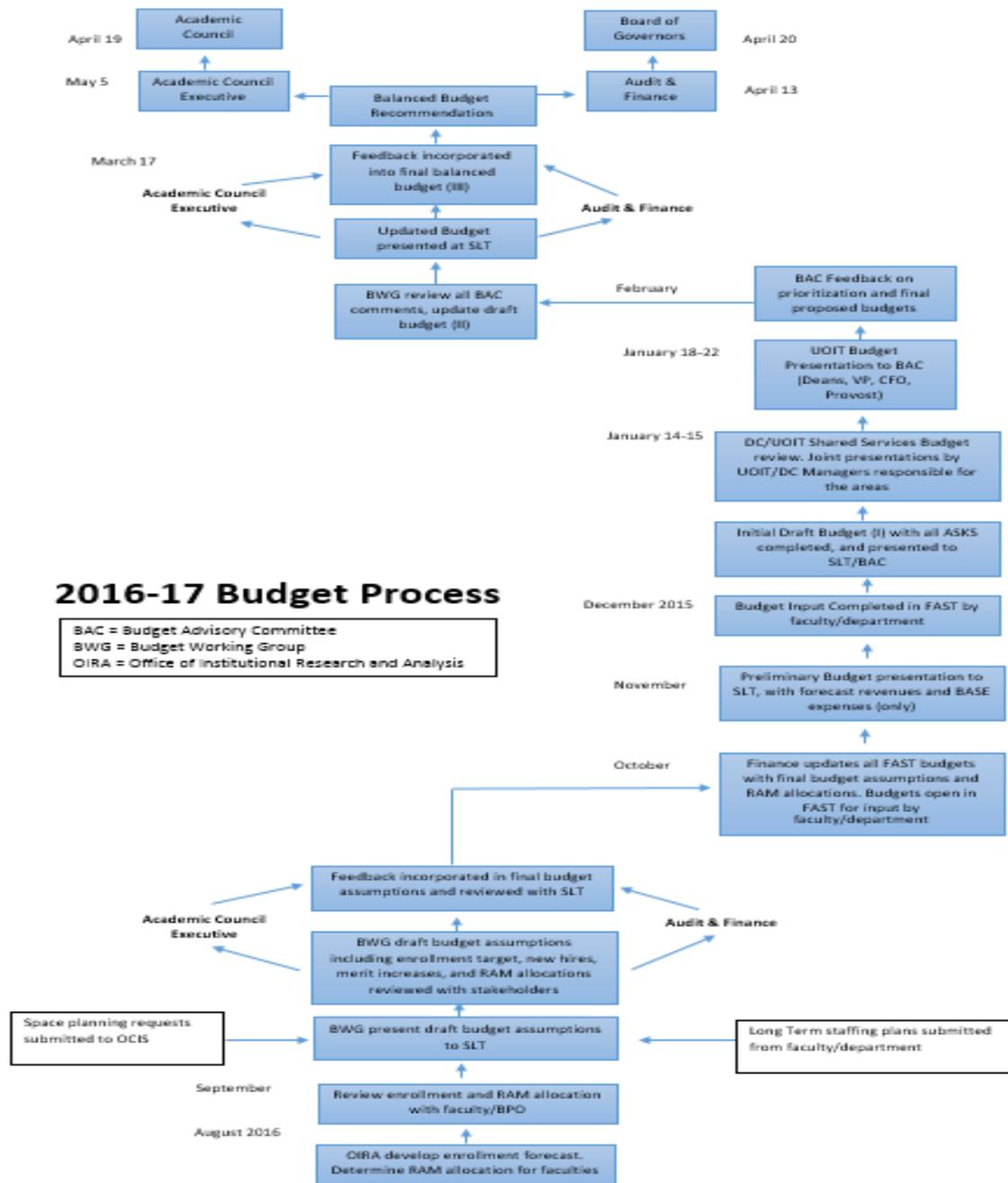- ► Strategic Planning and UOIT Financial Cycle

⑤ Conclusion
- ► Next Steps
- ► Questions and Discussion

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Budget Framework

►Process

►Accounting Policies and Principles

2016-17 Budget Process

BAC = Budget Advisory Committee
BWG = Budget Working Group
OIRA = Office of Institutional Research and Analysis

April 19 — Academic Council

Board of Governors — April 20

May 5 — Academic Council Executive

Balanced Budget Recommendation

Audit & Finance — April 13

March 17 — Academic Council Executive

Feedback incorporated into final balanced budget (III)

Audit & Finance

Updated Budget presented at SLT

BWG review all BAC comments, update draft budget (II)

February — BAC Feedback on prioritization and final proposed budgets

January 18–22 — UOIT Budget Presentation to BAC (Deans, VP, CFO, Provost)

January 14–15 — DC/UOIT Shared Services Budget review. Joint presentations by UOIT/DC Managers responsible for the areas

Initial Draft Budget (I) with all ASKS completed, and presented to SLT/BAC

December 2015 — Budget Input Completed in FAST by faculty/department

November — Preliminary Budget presentation to SLT, with forecast revenues and BASE expenses (only)

October — Finance updates all FAST budgets with final budget assumptions and RAM allocations. Budgets open in FAST for input by faculty/department

Feedback incorporated in final budget assumptions and reviewed with SLT

Academic Council Executive

Audit & Finance

BWG draft budget assumptions including enrollment target, new hires, merit increases, and RAM allocations reviewed with stakeholders

Space planning requests submitted to OCIS

BWG present draft budget assumptions to SLT

Long Term staffing plans submitted from faculty/department

September — Review enrollment and RAM allocation with faculty/BPO

August 2016 — OIRA develop enrollment forecast. Determine RAM allocation for faculties

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6

Accounting Policies and Principles

Methodology

- UOIT operating budgets are prepared on a "modified-cash" basis. All budgets are in the total UOIT operating statements, including TELE, ACE, Regent Theatre, Childcare, and Campus Ice/Campus Fieldhouse Centre.

- The audited Statement of Operations prepared by KPMG is a consolidated financial summary developed on an accrual basis.

- The difference between cash vs. accrual methodology can create a significant variance between management reporting and financial reporting. Non- cash transactions such as depreciation, or accrued research revenues and expenses impact financial reporting, but are excluded from management reports.

- Finance have created quarterly financial statements, prepared on an accrual basis, to reconcile these two methods. A UOIT balance sheet, income statement, and change in financial position are presented each quarter, along with a reconciliation to the management operating statements.

Financial Principles

1. Provide career-oriented programs that focus on innovation in a cost effective and efficient manner.

2. Align the allocation of resources with strategic priorities, providing transparency and accountability.

3. Ensure long-term financial sustainability.

4. Combine long term planning, budgeting, and forecasting into a comprehensive integrated process.

5. Manage capital assets to maximize their useful life.

6. Maintain reserves at appropriate levels.

7. Demonstrate prudent investment management.

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Financial Overview

▶ Key Budget Assumptions

▶ UOIT Operational Metrics

▶ Resource Allocation Model Impact

▶ Budget Summary

▶ Operating Revenues

▶ Operating Expenses

▶ Capital

▶ Restricted Funds

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Key Budget Assumptions

1. **Enrolment**
   - Domestic UG intake decrease (6.0%) or -155 FTE, mainly due to decrease in Social Science and Humanities with increased competition from other Universities. Flow thru up 163 FTE. Overall up 7 FTE at 7,876.
   - International UG intake decrease (3%) or -3 FTE. Flow thru also down -79 FTE. Overall down -82 FTE at 431.
   - Grad Domestic FTE up 10% or 36 FTE totaling 388.
   - Grad International down 15% or -24 FTE totaling 137.
   - Total FTE down (0.7%) -63 FTE
   - Retention levels increased 0.7%, now at 80.3%

2. **Government Grants**
   - Normal BIUs. Efficiency target reduction ended in 2015-16
   - $1.4M teaching transition grants ended 15/16

3. **Tuition set at new 2016/17 rates**
   - Overall average increase of 3%, or an additional $2.3M

4. **Salary/wage estimates are based on current and planned contracts, as well as the non-union compensation plan.**
   - Fringe benefit rates for full time employees is unchanged at 18.5%
   - Benefit rates for part time employees is unchanged at 9.0%

5. **Standard COU space measurement averages 7.5 NASM/FTE for Ontario universities.**
   - 2015-16 average for UOIT was 4.6 NASM/FTE
   - 2016-17 average will remain flat at 4.6 NASM/FTE

6. **Student/Faculty ratio overall will stay flat at 31:1 if all positions are filled. The tenure and tenure track ratio is also flat at 41:1**

7. **Operating budget includes a contingency of $3.9M. Building reserve of $2M, deferred maintenance of $0.5M, and $1.4M of general contingency reserves.**

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Budget Metrics

Indicator	Metric	16/17 Budget/Target	15/16 Fcst	14/15 Actual	Comment - 2016/17 Target vs 2015/16 Fcst
↑	Enrolment	8,832	8,662	8,722	
↑	UG Domestic	7,876	7,715	7,819	Domestic UG inflow was down -12 FTE, this was offset by flow thru of +173 FTE
↓	UG International	431	437	450	International UG inflow was up 6 FTE, flow thru was down 12 FTE
↑	Grad Domestic	388	362	320	Grad domestic FTE is up 26 FTE
↓	Grad International	137	148	133	Grad international enrolment is down 11 FTE
↑	Basic Operating Grant	$55,237,858	$53,585,853	$54,846,000	Domestic UG inflow was down offset by higher flow thru FTE UG Mix favourable. Grad FTE increase. This is offset up the loss of the teaching transition grants discontined for Education.
↑	Student/Faculty Ratio	31:1	33:1	33:1	Improvement as positions are filled
↑	Tuition Rate Increase	3.0%	2.9%	2.9%	
↑	NASM/FTE	4.6	4.6	4.6	Space remains consistent, student FTE's are increasing
↑	Retention Rate	80.3%	79.8%	77.2%	Returning Students from 14/15
↑	Positions Filled	100.0%	94.2%	93.3%	Goal is to fill all open positions
↑	Advancement Fundraising	$ 2,625,636	$ 1,760,345	$ 1,915,642	

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

11

Resource Allocation Model

2015/16 budget process:

In 2015/16, we implemented a new Resource Allocation model whereby for domestic undergraduate enrolment:

- 85% of Net tuition was allocated to faculties
- 10% of Net tuition was allocated to Central fund to cover tuition set aside (TSA) requirements from MTCU
- 5% of Net tuition was allocated to Central fund for an Academic Quality Fund (AQF)
- 100% of operating grant and non-faculty specific grants flow to a central fund, to cover non-academic unit costs

Current budget environment:

- Ontario traditional aged students are declining over the next 5 years
- In turn, this has resulted in increased competition from within the system
- And hence lower enrolment targets for UOIT for 2016 – 17.

Resource Allocation Model (cont)

Current budget environment:

With the change in budget environment and the anticipated shortfall in enrolment, the Financial Planning and Resource Allocation (FPRA) Committee recommended that the budget resource allocation model for 2016/17 be modified. Therefore,

- Net incremental revenue was allocated to faculties to maintain quality of teaching and research. Net incremental revenue was calculated as total incremental revenue of $2.2M, less:

    - 2.5% base cuts applied to all faculties and support units (total cuts = $2.6m)
    - support units allocated their share of salary increases (no new hires approved)
    - Share allocated to those areas that have costs that are subject to mandatory increases – such as utilities, contractual increases (e.g. security costs) and lease costs

Resource Allocation To Faculties

Faculty Revenue	2016-17 $ ($'000)	2016-17 %
Business and Information Technology	$547.7	24.5%
Education	$221.4	9.9%
Energy Systems and Nuclear Science	($356.0)	(13.7%)
Engineering and Applied Science	$597.2	26.7%
Health Sciences	$580.8	25.9%
Science	$382.9	17.1%
Social Science and Humanities	$265.9	11.9%
Total	**$2,239.9**	**100.0%**

Budget Percentage Allocation

% of Total Budget
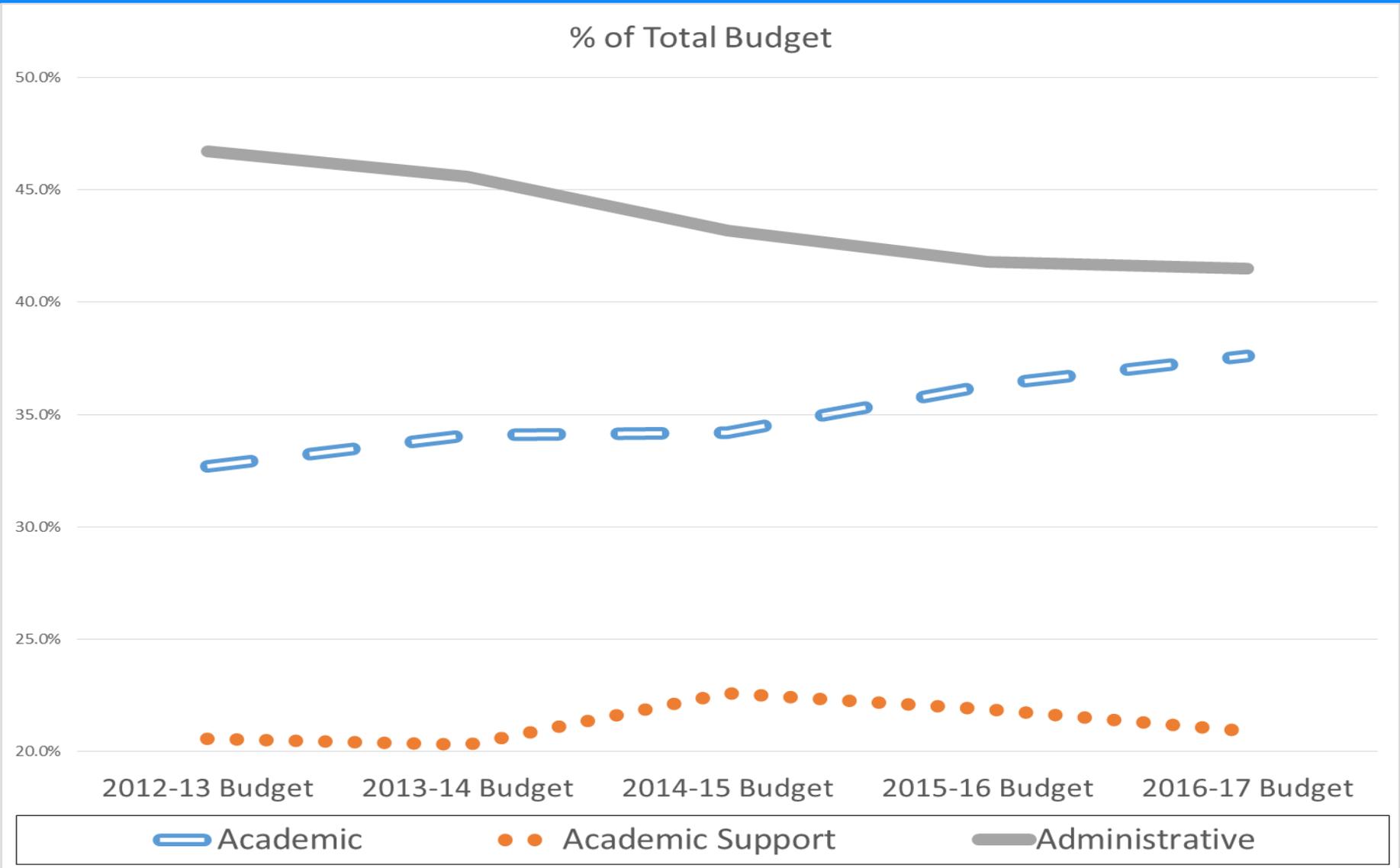
2016- 17 Proposed Draft Budget

|	2016-17 Draft Operating Budget	Purchased Services	Debenture	TELE	ACE	Regent Theater	Campus ChildCare	Campus Fieldhouse and Arena	Total 2016 - 17 Draft Budget
REVENUES									
Operating Grants	$ 55,237,857		$ 13,500,000						$ 68,737,857
Other Grants	$ 7,559,311						$ 101,517		$ 7,660,828
Student Tuition Fees	$ 74,265,919								$ 74,265,919
Student Ancillary Fees	$ 5,229,893	$ 2,190,824		$ 6,604,003					$ 14,024,720
Revenues from Ancillary Operations	$ 225,000	$ 3,546,976							$ 3,771,976
Donations	$ 608,100			$ -					$ 608,100
Other Revenues	$ 2,967,535		$ -	$ 222,675	$ 4,775,041	$ 290,000	$ 751,270	$ 1,415,337	$ 10,421,858
Total Operating Revenues	$ 146,093,615	$ 5,737,800	$ 13,500,000	$ 6,826,678	$ 4,775,041	$ 290,000	$ 852,787	$ 1,415,337	$ 179,491,257
EXPENDITURES									
FT Labour	$ (74,179,363)	$ (6,597,626)		$ (1,232,706)	$ (1,532,063)	$ (89,721)	$ (337,658)	$ (600,298)	$ (84,569,435)
PT Labour	$ (14,926,805)	$ (331,528)		$ (385,287)	$ (125,974)	$ (138,975)	$ (287,947)	$ -	$ (16,196,515)
Operating Expenses	$ (41,330,984)	$ (8,281,892)	$ (16,501,007)	$ (1,463,974)	$ (3,107,902)	$ (137,380)	$ (222,397)	$ (923,528)	$ (71,969,064)
Capital Expenses	$ (2,965,775)	$ (1,092,186)		$ (3,744,711)	$ -	$ -	$ -	$ (18,614)	$ (7,821,286)
Carry Forwards (See note on slide 50)	$ 1,065,043	$ -		$ -	$ -	$ -	$ -	$ -	$ 1,065,043
Total Expenditures	$ (132,337,884)	$ (16,303,232)	$ (16,501,007)	$ (6,826,678)	$ (4,765,938)	$ (366,076)	$ (848,001)	$ (1,542,440)	$ (179,491,257)
Budget Surplus/(Deficit)	$ 13,755,731	$ (10,565,432)	$ (3,001,007)	$ (0)	$ 9,103	$ (76,076)	$ 4,786	$ (127,103)	$ 0

Snapshot – Budget Revenue Summary

The overall UOIT budget has decreased $1.8M or 1.0%
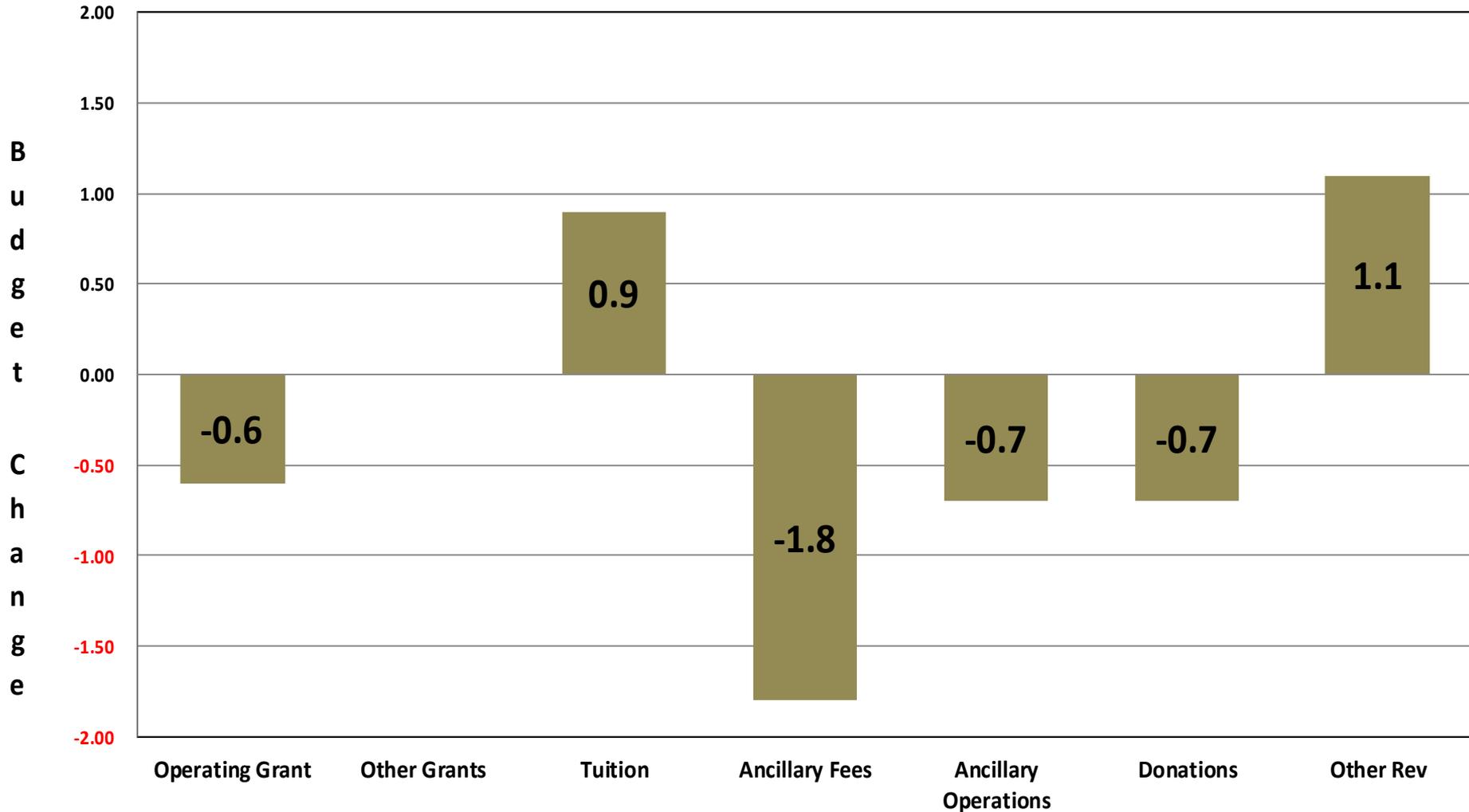
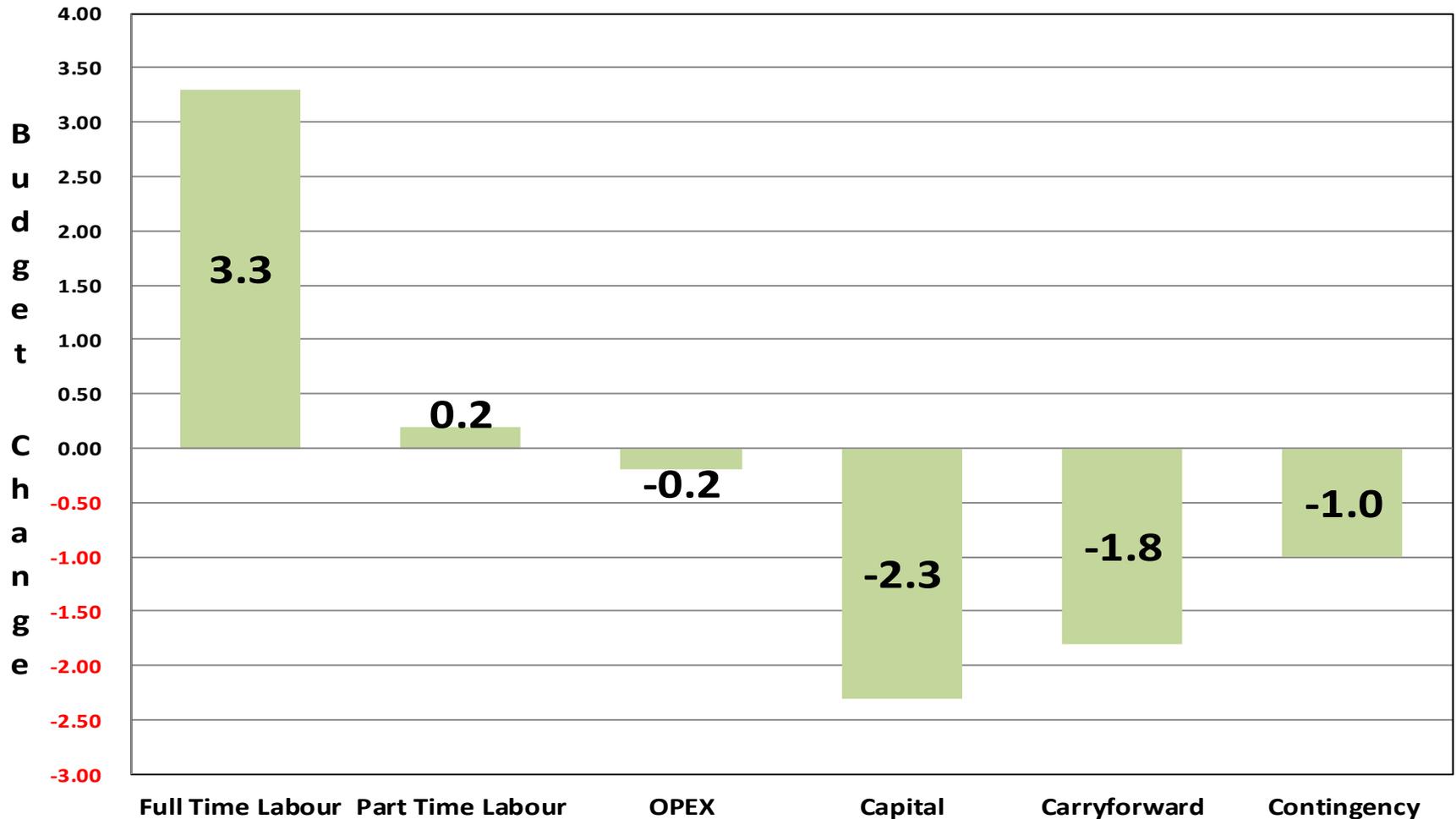# Revenue Components

Revenue Components as a % of Total Revenue
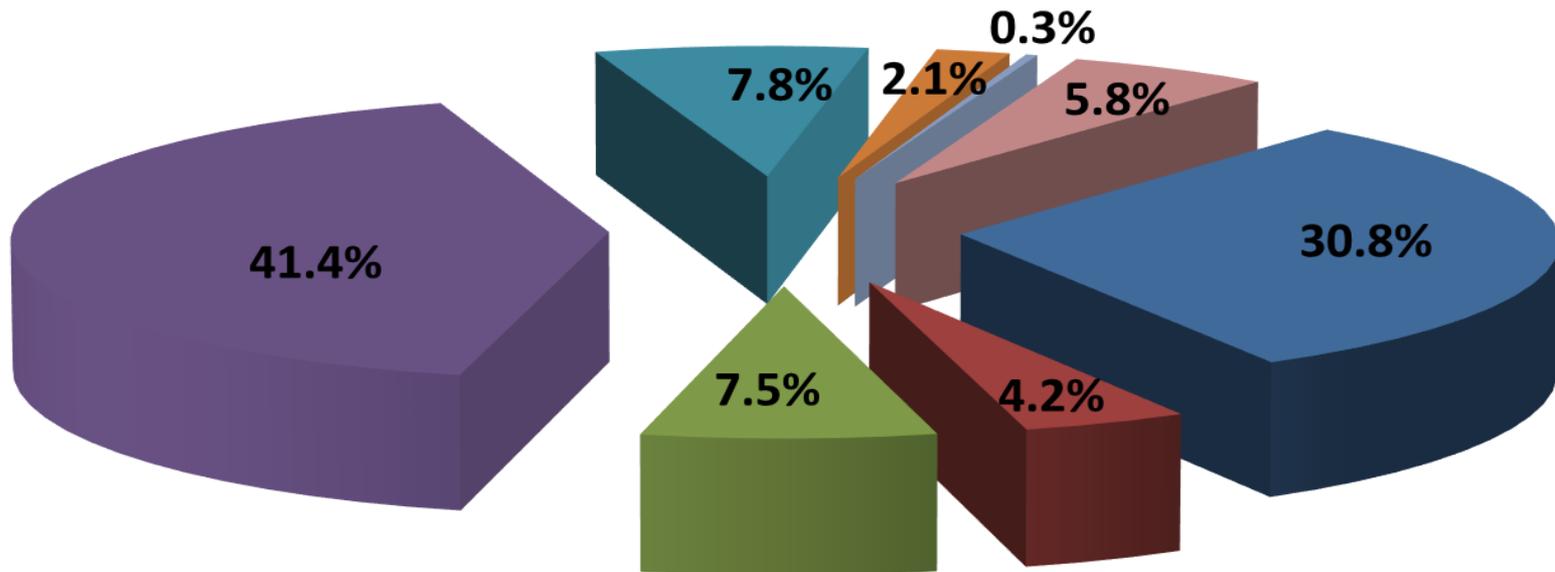
- Operating Grant
- Other Grant
- Debenture
- Tuition
- Student Ancillary
- Ancillary Operations
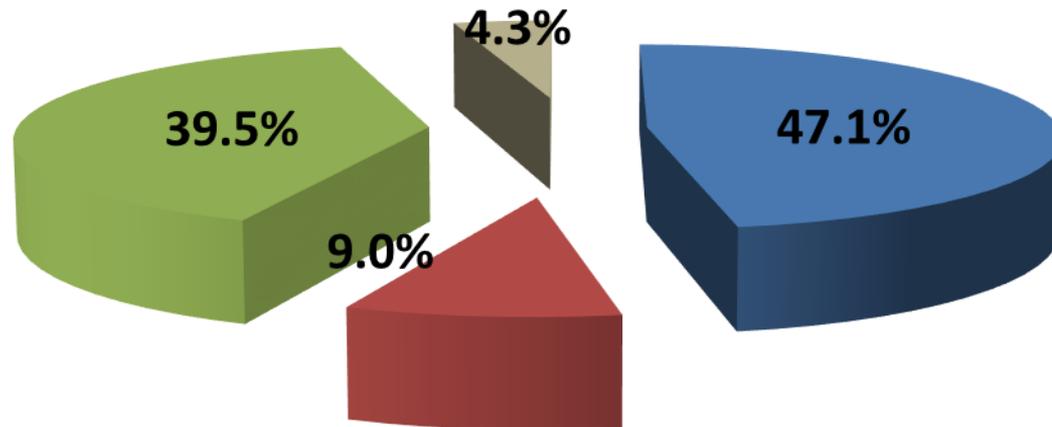- Donations
- Other Revenue

Snapshot – Budget Expense Summary

The overall UOIT budget has decreased $1.8M or 1.0%

Expense Components

Expense Components as a % of Total Expense

- 47.1% — Full Time Labour
- 39.5% — Operating Expense & Carryforward
- 9.0% — Part Time Labour
- 4.3% — Capital

Capital Projects ($'000)

	2016-17	2015-16	Inc./(Dec.)
CAPEX	$7.8	$10.1	($2.3)
Consists of:			
• Laptops	$3.7	$5.5	($1.8)
• IT Services	$0.5	$0.7	($0.2)
• Space Reconfigurations	$1.4	$1.6	($0.2)
• Purchased Services	$1.1	$1.6	($0.5)
• Lab Equipment	$0.9	$0.4	$0.5
• Other	$0.2	$0.3	($0.1)

UOIT Restricted Funds

Why include restricted funds in budget planning?

1. Provide stability from uncontrollable factors such as fluctuations in funding levels, or unforeseen economic factors

2. Provide financing for one-time requirements without impacting current year's operations

3. Allocate funds in support of RAM Allocations for "Carry Forward" amounts in Academic units

4. Ensure adequate cash flows, and provide flexibility to manage debt levels to protect UOIT's financial position

5. Provide for future liabilities

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2016-17 Estimated Internally Restricted Fund Schedule

| Internally Restricted Assets ($'000)	2016-17 Draft Budget End Balance ($'000)	2015-16 Forecast End Balance ($'000)	2015-16 Budget End Balance ($'000)	2014-15 Actual End Balance ($'000)
Research Related	$4,500	$4,700	$4,729	$4,960
Capital Related	$22,600	$20,100	$18,576	$17,601
Student Awards	$200	$500	$1,980	$822
Working Capital	$6,000	$6,000	$6,000	$5,000
Budget Carry Forward	$710	$1,700	$0	$0
Other	$900	$900	$960	$1,430
Total Restricted	**$34,910**	**$33,900**	**$32,245**	**$29,813**
Change in Restricted	**$1,010**	**$1,655**	**$2,432**	

Budget Summaries By Area

►Expense Components By Group

Expense Components By Group

2016-17 Budget

- Academic Faculty: 37.6%
- Academic Support: 20.9%
- Administration: 25.6%
- Purchased Services: 9.1%
- Business Operations: 4.2%
- Central Operations: 2.6%

2015-16 Budget

- Academic Faculty: 36.3%
- Academic Support: 21.9%
- Administration: 25.2%
- Purchased Services: 9.5%
- Business Operations: 3.8%
- Central Operations: 3.4%

Legend:
- Academic Faculty
- Academic Support
- Administration
- Purchased Services
- Business Operations
- Central Operations

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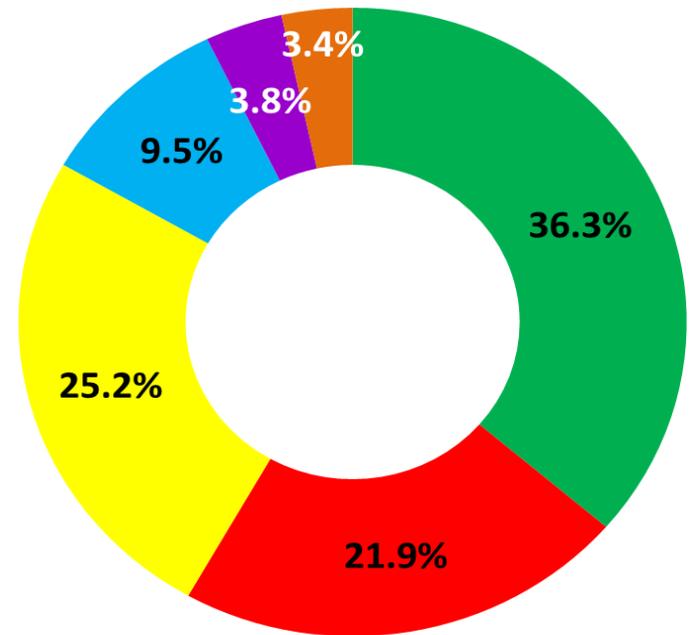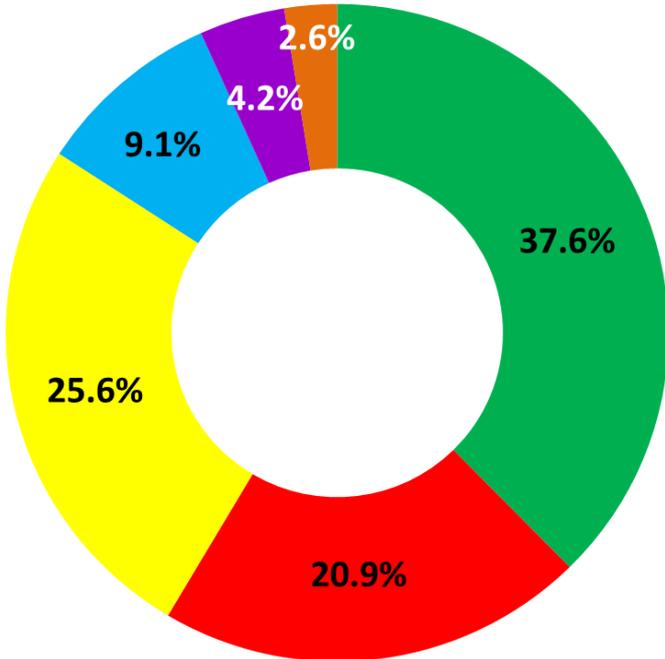
Strategic Planning And Budgeting

►UOIT Strategic Priorities

►Update on Strategic Initiatives Completed in 2015/16

►Strategic Planning Initiatives For 2016/17

►Performance Targets

►Budgeted Strategic Planning Initiatives

►Strategic Planning and UOIT Financial Cycle

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UOIT Strategic Priorities

The 2012-2016 Strategic Plan is guided by three overarching priorities, which are to:

• Prepare our graduates for the evolving 21st-century workplace;

• Build strength and capacity through research, innovation and partnerships; and

• Be distinguished as a healthy 21st-century workplace.
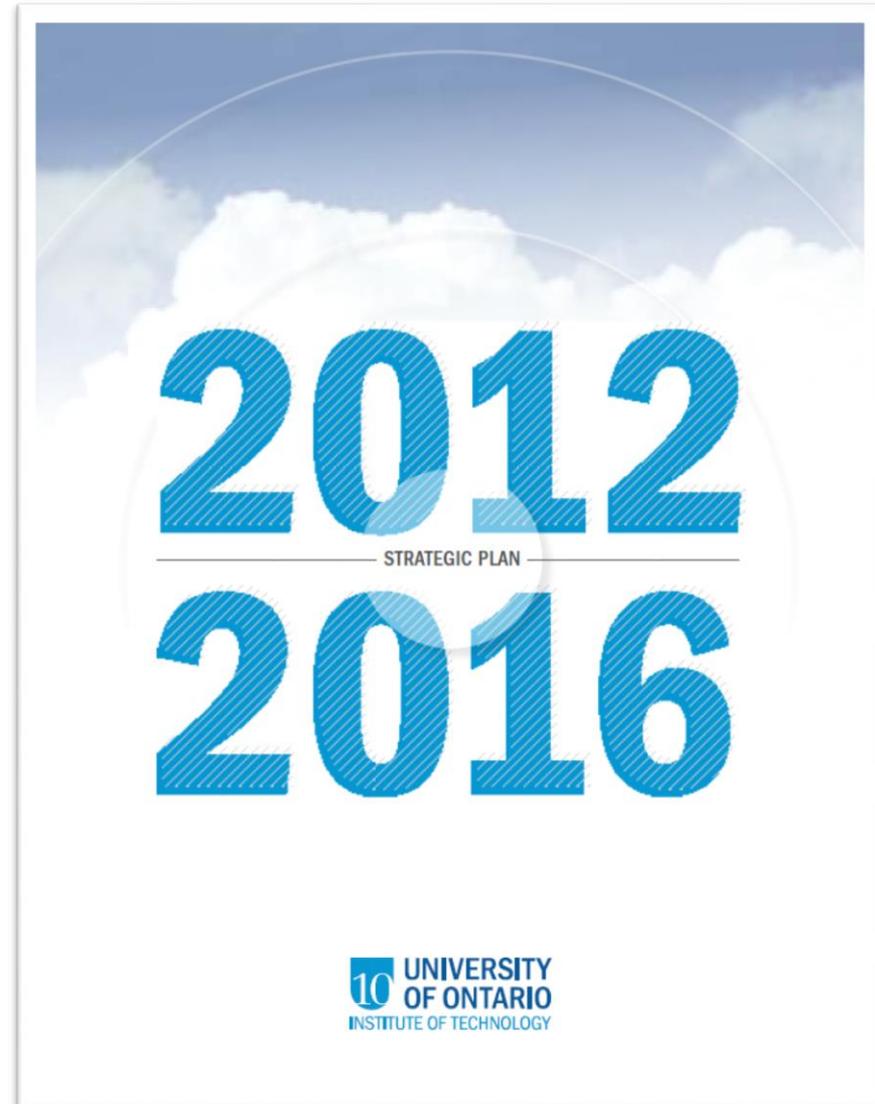
2015-16 Update

Prepare our graduates for the evolving 21st-century workplace:
- Complete an institutional communication and service strategy to ensure delivery on the UOIT brand promise through enrolment life cycle.
- RFI for Early Warning System and Research Math Diagnostic testing
- Invest $5M over 3 years to move to TELE 2.0
- Increase access through short programs (i.e. GDip UNENE & Accounting)

Build strength and capacity through research, innovation and partnerships:
- Established a travel award for students to attend conferences
- Increase Graduate Scholarships to 79 from 62
- Enhance sponsored research, and commercialization

Be distinguished as a healthy 21st-century workplace:
- Strengthen administrative partnerships across the university to facilitate a seamless service experience
  - *created PACIP, now working with secretariat on policy framework*
- Implement new operating model with mix of income sources
  - *Auxiliary(Regent, CTC, CCC), Advancement, Con Ed, ESL, Conference Services*
- Support students, faculty, staff in the effective use of technology systems and processes;
  - *MEP, Workflow, BDMS, Payroll, Expense Forms….*

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Highlights for 2016-17

Prepare our graduates for the evolving 21st-century workplace:
- Offer programs in Mechatronics
- Complete proposal for Informatics & PhD Criminology
- Focus on filling academic positions
- Continue research on Math Diagnostic testing and placements
- Increase student engagement: convert to Campus Fieldhouse
- Continue invest $5M over 3 years to move to TELE 2.0

Build strength and capacity through research, innovation and partnerships:
- Enhance sponsored research/ partnerships through increased funding for researchers
- Increase focus on experiential education
- Support application for Canada First Research Excellence Fund
- Complete fundraising plan

Be distinguished as a healthy 21st-century workplace:
- Refresh the 2012-2016 Strategic Plan
- Increase alternate sources of revenue: start-up new UOIT ESL program
- Make services simple (Kaizen) – start with move to single front line registration service
- Finalize procedures for records management and layout implementation

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UOIT Core Performance Targets

Prepare our graduates for the evolving 21st-century workplace	2012 Level	Current Level	Short Term Objective	Proposed FY17	Long Term
Student Enrolment (FTEs)	8,164	8,649	👍	8,832	↔
Andragogy (Hybrid and online offerings)	6.6%	20%	👍	21%	📈
Retention Rate (CSRDE yr 1 - 2)	77.2%	80.3%	👍	80.3%	📈
Student Faculty ratio actual (approved)	31:1	33:1 (31:1)	👍🟡	31:1	↔
Graduate Employment Rates (2 years)	95.3%	94.8%	👍	94%	↔
Build strength and capacity through research, innovation and partnerships	**2012 Level**	**Current Level**	**Short Term Objective**	**Proposed FY17**	**Long Term**
Total Sponsored Research	$12.3M	$10.0M	👎	$10.0M	📈
% Graduate of student body	4.7%	5.9%	🟡	6%	↔
% UG students graduating with Experiential Learning	N/A	62%	👍	65%	📈
NSSE Educational Experience (positive = good/v. good)	78%	73%	🟡	80%	↔
Be distinguished as a healthy 21st-century workplace	**2012 Level**	**Current Level**	**Short Term Objective**	**Proposed FY17**	**Long Term**
Applications, UG (GR)	11,507 (1,300)	11,010 (1,492)	🟡	10,800 (1,500)	📈
Net income/Loss Ratio	1.80%	0.6%	👎	2.30%	↔
NASM/ FTE (COU cat 1-5, 10)	4.74	4.15	👎	4.08	📈
Employee Permanance	94.6%	95.9%	👍	95%	↔

Legend: 👍 meeting objective; 🟡 on track with objective; 👎 not meeting objective; 📈 improvement; ↔ maintain.

Strategic Initiatives – Budget ($'000)

	2016-17
Total strategic planning $ in current budget	**$5.6M**

Consists of:

Infrastructure Upgrades	$1.2M
IT Capital Upgrades	$1.1M
Building Reserve	$2.0M
Pathways	$0.3M
UPF:	
Alternate Rev. Sources	$0.6M
R Marceau Chair	$0.2M
Partnerships Fund	$0.2M

Strategic Planning & UOIT Financial Cycle

Strategic Plan

Vision, Mission, Values
Strategic Directions
Council

Strategic Direction

Long Term Financial Plan

2018 – 2022
Update 2017 Actual
Update 2018 Budget
Input new 5yr Forecast
Q1

Update Long Term Plan

2018 – 2022
5yr forecast updated
Q4

Integrated Financial Planning Cycle

Forecast 2017

Actuals
Q2 – Q4

Quarterly updates

Budget 2018

Q3 – Q4

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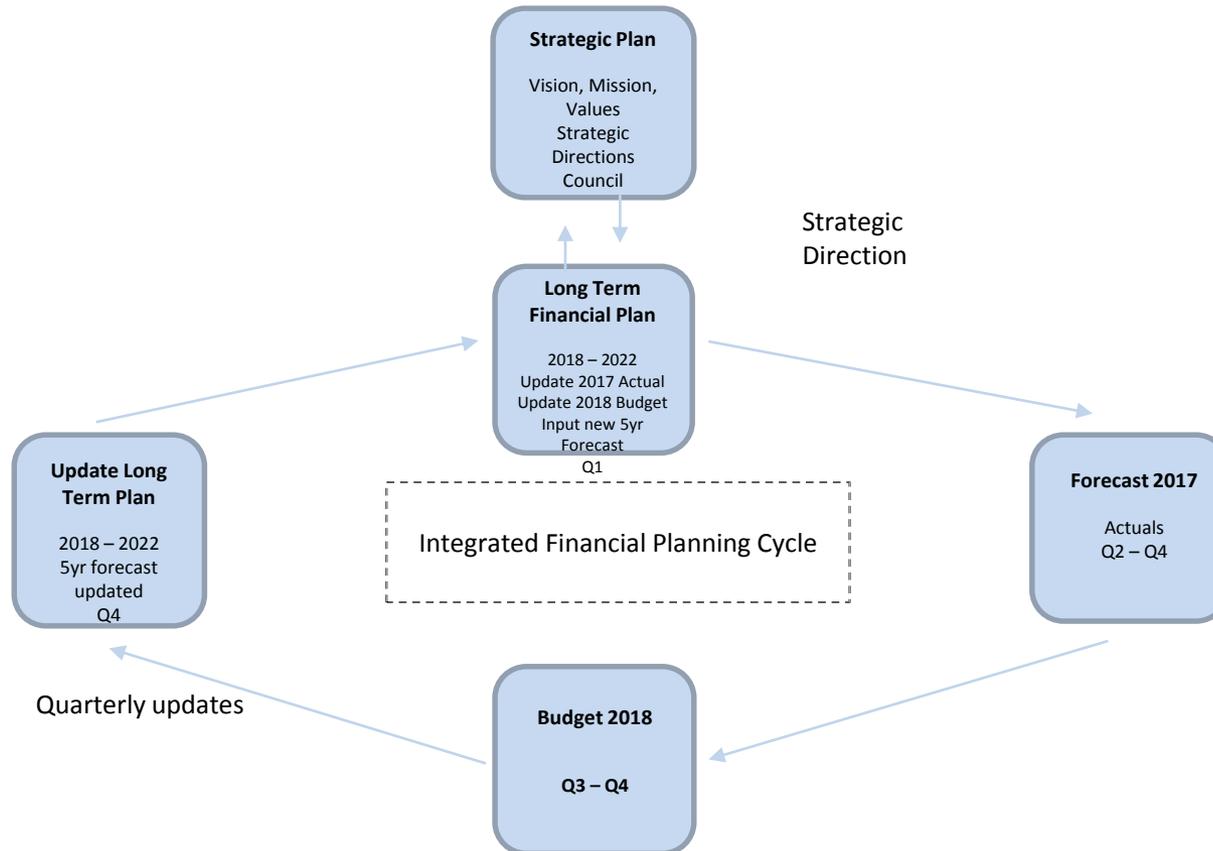
Conclusion

► Next Steps

► Questions and Discussion

Next Steps

- ➢ Draft budget presentation to Audit & Finance Committee April 13, 2016

- ➢ Budget recommendations to the Board of Governors April 20, 2016

- ➢ Budget presentation to Academic Council Executive May 3, 2016

- ➢ Budget presented to Academic Council May 17, 2016

Questions/Discussion

- Are there any questions or comments?

Moving to Safe Disclosure

Policy Approval Path

Presented to: Board of Governors

By: Cheryl Foy

Date: April 20, 2016

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Agenda

- Request of Board
- Recap of Consultation Path
- Policy Framework
- Review of Key Policy Elements

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Request

- That pursuant to the recommendations of the Governance, Nominations & Human Resources Committee and Audit & Finance Committee, the Board of Governors approves the Safe Disclosure Policy as presented

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Recap of the Path

- A&F   Initial discussion re: Direction   June 1, 2015
- Cheryl/Craig/Murray   Initial Discussion   November 2, 2015
- SLT   Policy Overview and key principles   November 9, 2015
- GNHR   Policy Overview and key principles   November 11, 2015
- A&F   Policy Overview and key principles   November 16, 2015
- PAC   Policy Overview and key principles   November 19, 2015
- PAC   Preliminary Drafts   January 14, 2016
- Cheryl/Craig/Murray   Preliminary Drafts   January 27, 2016
- A&F   Draft Policy and procedures   February 17, 2016
- AC   Draft Policy and procedures*   February 23, 2016
- GNHR   Draft Policy and procedures**   February 24, 2016
- A&F   Draft Policy and procedures***   April 6, 2016

*Academic Council passed a motion recommending the approval of the Policy by the Board.

**GNHR passed a motion to recommend the approval of the Policy and Procedures by the Board.

***A&F passed a motion to recommend the approval of the Policy by the Board and to approve the Procedures (subject to the Board's approval of the Policy).

Policy Framework

- Legal, Compliance and Governance Policy
- Policy needs recommendation for board approval from A&F and GNHR
- Procedures need recommendation from GNHR to A&F for approval
- Policy Owner: University Secretary

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Review of Key Policy Elements

- Expands the scope of the whistleblower policy to become a general safe disclosure policy

- Becomes part of a dispute resolution framework at UOIT (supplements and does not replace existing paths and mechanisms)

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Purpose of Expanding the Scope

Expanding the scope of the existing Whistleblower Policy provides an opportunity to:

•Reinforce the University's commitment to ethics, integrity and compliance in all of its activities, not just financial;

•Respond to concerns about non-compliance and actively seek solutions that will help avoid potential litigation;

•Form part of the university's dispute resolution framework. Resolve disputes before an external body is involved;

– Human rights disputes

– Responds to expansion of Provincial Ombudsman's jurisdiction over Universities (coming into force January 1, 2016)

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Key Policy Statements

- Disclosures in Good Faith;

- Confidentiality (but not anonymity);

- Commitment to procedural fairness;

- Protection from Reprisal;

- Consequences for false disclosure;

- Annual report of Improper Activities to appropriate Board Committee.

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Policy Statement: Review & Investigation

Where there is no established University procedures for reporting and investigating the wrongdoing/improper activity in question then responsibility for reviewing and investigating allegations will be as follows:

Financial Disclosures

- CFO; or
- Chair, Audit & Finance Committee where the improper activity may involve the CFO.

Non-Financial Disclosures

- General Counsel (GC); or
- Chair, Governance, Nomination & Human Resources Committee where the improper activity may involve the GC.

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Request

- That pursuant to the recommendations of the Governance, Nominations & Human Resources Committee and Audit & Finance Committee, the Board of Governors approves the Safe Disclosure Policy as presented

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Classification	
Framework Category	Legal, Compliance and Governance
Approving Authority	Board of Governors
Policy Owner	University Secretary
Approval Date	DRAFT
Review Date	
Supersedes	Whistleblower Policy, December 2008

SAFE DISCLOSURE POLICY

PURPOSE

1. The University is committed to ethics, integrity and compliance in all of its activities. The purpose of this Policy is to set out the principles for Good Faith disclosure of Improper Activity and to describe the University's response to concerns from such disclosures. The Policy reflects the University's commitment to accountability and ethical conduct, and supports the ability of University Members to disclose concerns in good faith, without fear of Reprisal. This Policy is intended to address only disclosures that cannot be addressed under other policies or procedures that govern the subject matter of the disclosure.

DEFINITIONS

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

"Delegated Decision-Maker" means the:

- Chief Financial Officer (CFO) for Improper Activity that is finance-related, or the Chair of the Audit and Finance Committee where the disclosure may implicate the CFO; or

- General Counsel (GC) for Improper Activity that is non-financial, or the Chair of the Governance, Nominations and Human Resources Committee (GNHR) where the disclosure may implicate the GC.

"Good Faith Disclosure" means a written report made by a University Member under this Policy concerning any actual or perceived Improper Activity where the report is:

- Made to a Disclosure Recipient;
- Based on a reasonable belief or information that the Improper Activity has occurred, or could potentially occur; and
- Not malicious, frivolous, vexatious and/or knowingly false.

"Improper Activity" means an act of misconduct that a University Member knew or should reasonably have known to be wrong or inappropriate. Improper Activity includes, but is not limited to:

- Significant financial misconduct or mismanagement;
- Theft, fraud, and/or misappropriation of University assets;
- Significant contravention of University policies and procedures;
- Violation of the University's legal or regulatory obligations;
- Forgery, falsification, and/or inappropriate alteration or destruction of University records (paper and electronic);

- Making a disclosure that is not in Good Faith;
- The act of concealing or attempting to conceal Improper Activity, and/or knowingly directing or assisting in the commission or concealment of Improper Activity, will also be considered a form of Improper Activity under this Policy.

"Innocent Violation" means an Improper Activity that is inadvertent or where the University Member could not reasonably be expected to have known the Improper Activity was wrong or inappropriate.

"Reprisal" means taking action or threatening to take action against a University Member for making a Good Faith Disclosure.

"University Member" means any individual who is:

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

"University Recipient" means the:

- Appropriate Supervisor or Manager;

- Chief Financial Officer (CFO) for Improper Activity that is finance-related, or the Chair of the Audit and Finance Committee where the disclosure may implicate the CFO; or

- General Counsel (GC) for Improper Activity that is non-financial, or the Chair of the Governance, Nominations and Human Resources Committee (GNHR) where the disclosure may implicate the GC.

SCOPE AND AUTHORITY

3.   This Policy applies to all University Members.

4.   The University Secretary, or successor thereof, is the Policy Owner and is responsible for overseeing the implementation, administration and interpretation of this Policy.

POLICY

Any University Member having information or reasonable grounds to believe Improper Activity has occurred, is occurring or may occur, is encouraged to make a Good Faith Disclosure to individuals in authority at the University.

5.   **Reporting Improper Activity**

5.1.   Concerns or allegations of Improper Activity will normally be reported and addressed in accordance with the existing University policies or procedures that govern the activity in question. The University Recipient for such concerns or

allegations will normally be the next appropriate supervisor or manager, or as specified in the relevant procedures.

5.2. A Good Faith Disclosure will be addressed under this Policy and the associated Procedures where:

a) The Improper Activity may involve the next appropriate supervisor or manager; or

b) There are no other established University procedures governing the activity;

5.3. A Good Faith Disclosure under this Policy will be made to the appropriate University Recipient.

6. Responding to Disclosures

6.1. The University will take appropriate steps to properly review and/or investigate and address all Good Faith Disclosures in accordance with this Policy and Procedures, the Administrative Fairness Policy, and other applicable University policies and procedures, as amended.

7. Confidentiality

7.1. The University will use all reasonable efforts to keep the details of a Good Faith Disclosure confidential, and will protect the identity of the individual making the Good Faith Disclosure to the fullest extent possible under legislation, regulation, and University policy.

8. Violations

8.1. A University Member who is found to be culpable of Improper Activity following an investigation may be subject to disciplinary action, up to and including termination, as appropriate.

8.2. A University Member who is found to have committed an Innocent Violation will not be subject to discipline. Steps may be taken by the University to manage the University Member and/or situation in order to prevent the misconduct from occurring in the future.

9. No Reprisal

9.1. No University Member who makes a Good Faith Disclosure will be subjected to Reprisal, either directly or indirectly. The University will investigate and take all appropriate action to address allegations of Reprisal.

10. Consequences for Disclosures Not in Good Faith

10.1. Any University Member who makes a report of Improper Activity that is determined to be malicious, frivolous, vexatious, and/or knowingly false will be subject to disciplinary action, up to and including termination, as appropriate.

11. Reporting

11.1. The CFO will report annually to the Audit & Finance Committee of the Board. The General Counsel will report annually to the GNHR Committee of the Board. The reports will include a summary of the number, nature and disposition of all

disclosures made under this Policy, as well as recommendations to address and mitigate future Improper Activity. The Board Committees will report to the Board as they deem appropriate.

MONITORING AND REVIEW

12. This Policy will be reviewed as necessary and at least every three years. The University Secretary, or successor thereof, is responsible to monitor and review this Policy.

RELEVANT LEGISLATION

13. University of Ontario Institute of Technology Act, 2002, S.O. 2002, Chapter 8, Schedule O

By-Law Number 1 of the University of Ontario Institute of Technology, as amended.

Freedom of Information and Protection of Privacy Act, R.S.O. 1990, Chapter F. 31

RELATED POLICIES, PROCEDURES & DOCUMENTS

14. Safe Disclosure Procedures

Administrative Fairness Policy

Investigation Procedures

Contract Management Framework

Policy instruments to guide the management of University contracts

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Presented to: Board of Governors

By: Cheryl Foy

Date: April 20, 2016

Agenda

- Request to Board

- Review of work and consultation to date

- Overview of purpose and key policy and procedure elements

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Request

- That pursuant to the recommendation of the Audit & Finance Committee, the Board of Governors approves the Contract Management Policy as presented

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Work to Date

- Initial consultation and discussion on Legal Review of Contracts:
  - SLT (February 2015)
  - A&F (February 2015)
  - PACIP (March 2015)
  - Office of Research Services (March 2015)
- Based on feedback received, the scope was expanded to encompass a larger Contract Management Framework that would include Legal Review of Contracts as one policy piece.
- Consultation on initial drafts:
  - Policy Advisory Committee (November 2015)
  - Research Board (December 2015)
  - PACIP (December 2015)
  - Policy Advisory Committee (January 2016, February 2016)
  - Academic Council (February 2016, March 2016)
    - Academic Council approved a motion to recommend both the Policy and Procedures to the Board for Approval in the March 2016 meeting.
  - A&F (November 2015, April 2016)
    - On April 6, A&F approved a motion to recommend the Policy to the Board for approval and to approve the Procedures (subject to the Board's approval of the Policy)

Big Picture: How it fits together

Contract Management Framework

Contract Management Policy

| Signing Authority Policy | Procurement Policy | Legal Review of Contracts Procedures |

| Signing Authority and Approval Procedure | Procurement Procedures (including RFPs) | Tools & Resources: Contracts Database and Templates |

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New   Existing

Existing Policies and Procedures will need to be reviewed for alignment with the Framework and new policies.

Purpose of the Policy and Procedures

- Ensure that the University members understand the importance of contract management (diligence, negotiation/discussion, signing, implementation and monitoring)

- Ensure responsibility for contract management tasks is clear

- Clarity as to when legal review is required vs. optional

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Key Policy/Procedures Elements

- Policy: Defines roles and responsibilities: Contract Authority and Contract Implementer

- Procedures: Guidelines as to when Legal Review will be sought vs. when it's optional

- Legal review results in an opinion regarding risk.

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Request

- That pursuant to the recommendation of the Audit & Finance Committee, the Board of Governors approves the Contract Management Policy as presented

UNIVERSITY OF ONTARIO
INSTITUTE OF TECHNOLOGY

Classification	
Framework Category	Legal, Compliance and Governance
Approving Authority	Board of Governors
Policy Owner	General Counsel
Approval Date	DRAFT
Review Date	
Supersedes	N/A

CONTRACT MANAGEMENT POLICY

PURPOSE

1. This Policy supports Contract Management at UOIT and will guide the development and implementation of Contracts.

DEFINITIONS

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

"Contract" means any document, or other evidence, of an intention to establish a binding legal relationship between the University and one or more third parties.

"Contract Authority" ("CA") means the individual(s) with direct or delegated authority to approve a Contract in accordance with the UOIT Signing Authority and Approval Procedure.

"Contract Implementer" ("CI") means the individual or department that initiates a Contract, receives a good, service, or other benefit, pursuant to the Contract, and/or is responsible for meeting obligations under the Contract. A Contract may have multiple CIs.

"Contract Life Cycle" is the period of time commencing upon initiation of a Contract and ending the day after all University obligations have been fulfilled or expired.

"**Contract Management**" describes the set of activities required to properly manage contractual commitments to and from third parties and includes the management of pre-Contract diligence, negotiation, and implementation activities.

"Legal Review" means a review of a draft Contract by the University General Counsel or delegate to ensure that:

- The Contract Implementer is made aware of the risks and obligations associated with a Contract prior to signing;
- The terms of the Contract will not subject the University to an unacceptable level of liability or risk; and
- The Contract does not contain unacceptable legal commitments.

 "Sponsor" means the provider of funds for research activities, including both external and internal sources.

SCOPE AND AUTHORITY

3. This Policy applies to all Contracts.

4.   The General Counsel, or successor thereof, is the Policy Owner and is responsible for overseeing the implementation, administration and interpretation of this Policy.

POLICY

5.   General

    5.1.   Contracts will be developed and managed in accordance with applicable University policies and procedures.

    5.2.   Contracts will be in writing and signed by the Contract Authority or permitted delegate.

    5.3.   Each Contract will have at least one designated Contract Implementer assigned by the Contract Authority.

        a)   A Contract Implementer may manage a contract above his/her Contract Authority limit, however the Contract Implementer cannot approve expenditure on items above his/her financial authority.

        b)   Where a Contract Implementer is not assigned, the Contract Authority becomes the Contract Implementer for the purposes of this Policy.

6.   Responsibilities and Accountabilities

    6.1.   The Contract Authority has overall responsibility for Contract Management within his/her organizational area. Specifically the Contract Authority is responsible for:

        a)   Establishing the goals, objectives and/or requirements giving rise to a potential Contract;

        b)   Verifying that entering into a Contract is the best path to the fulfilment of the goals, objectives or requirements identified;

        c)   Assigning a Contract Implementer and providing direction to the Contract Implementer throughout the Contract Life Cycle;

        d)   Assessing the potential risk associated with the Contract in order to:

- Identify risks that will need to be mitigated in the Contract or otherwise; and

- Determine whether the potential benefits and/or liabilities are reasonable given the purpose of the Contract.

        e)   Identifying and completing any diligence required;

        f)   Negotiating the terms and conditions of the Contract to ensure it is favourable to the University and meets the identified objectives;

        g)   Determining if the Contract Implementer is able to meet the obligations within the terms of the Contract and that the other party(ies) is/are reasonably likely to meet their obligations;

h) Using the Legal Review of Contracts Procedures, identifying whether a Legal Review is required and ensuring that it has been obtained prior to the Contract being approved;

i) Ensuring the Contract complies with University policies and procedures, relevant legislation and applicable Sponsor terms and conditions; and

j) Managing the execution and administration of the Contract to ensure all obligations under the Contract are effectively met.

k) Ensuring that other affected parties at the University are aware of the Contract and the impact it will have upon their work.

7. Contract Approval

7.1. The Contract Authority will approve the content of all Contracts prior to execution of the Contract on behalf of the University.

MONITORING AND REVIEW

8. This Policy will be reviewed as necessary and at least every three years. The Policy Analyst and Compliance Officer, or successor thereof, is responsible to monitor and review this Policy.

RELEVANT LEGISLATION

9. This section intentionally left blank.

RELATED POLICIES, PROCEDURES & DOCUMENTS

10. Contract Management Framework

Contract Authority Policy

Contract Authority and Approval Procedure

Legal Review of Contracts Policy (under development)

Policy on the Internal Use of Research Funds

Procurement Policy

Procurement Procedures

Expenses Policy and Procedures

BOARD REPORT

Action Required:

Public:	☒	**Discussion**	☒
Non-Public:	☐	**Decision**	☐

TO: Board of Governors

DATE: April 20, 2016

FROM: Cheryl Foy, University Secretary & General Counsel

SUBJECT: University Risk Management Update

A. Purpose

To provide the Board of Governors with an update on the status of the University Risk Management Report.

To obtain Board's comments and direction regarding concerns with the process and their evaluation of the risk implementation plan over the next year.

B. Background/Context

The Board of Governors approved the Risk Management Policy and the draft Terms of Reference for the Risk Management Committee in June 2014. The Risk Management Committee kicked off in April 2015 and finalized the Committee's Terms of Reference.

The Risk Management Committee developed the Risk Management Work Plan for the implementation of the corporate wide University Risk Management (URM) Framework. This Plan is largely proceeding as planned.

The Audit & Finance Committee received a report regarding the status of the implementation of the Risk Management Framework as at April 2016 as well as plans for 2016-17 and beyond. The Audit & Finance Committee provided comments and direction and were supportive of the continued progress and direction for the risk framework.

C. Discussion

The Risk Management Committee is seeking comments from the Board of Governors' respecting the current status, the process and the risk implementation plan over the next year.

BOARD REPORT

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		Action Required:	
Public:	⊠	**Discussion**	☐
In-Committee:	☐	**Decision**	⊠

TO: **Board of Governors**
FROM: **Brad MacIsaac, AVP Planning and Analysis, and Registrar**
DATE: **April 20, 2016**

SUBJECT: 2016 – 2017 Ancillary Fees - Addendum

A. Purpose
To gain approval for an increase to the Faculty of Education ancillary fee related to the movement into the technology enriched learning environment program.

B. Background

In March the ancillary fees committee recommended and the Board of Governors approved changes to the 2016-17 ancillary fees.   Upon reviewing the Faculty of Social Science & Humanities move to "bring your own device" the Faculty of Education explored the potential advantages with their students. The following is a summary of the discussion:

- The Faculty of Education dropped out of the TELE program for 2015-16, opting instead to provide some software directly to their students. They have found this alternative unwieldy due to support challenges and cost to the Faculty.
- The Faculty of Education held a survey of its students where 2/3rds voted to embrace the TELE BYOD offering, whereby students are expected to supply their own personal computer but will be provided a range of curriculum-specific software and associated support services.
- The TELE BYOD fee for Faculty of Education will be $177 plus the $109 support charges previously approved. While TELE fees normally cover one academic year due to the unique structure of the BEd program, this will be a one-time fee for the duration of the 16-month program.
- The TELE program provides students with access to the software only during their course of study with one notable exception: Students will receive a perpetual license to Camtasia, a courseware authoring tool. If the student were to purchase Camtasia themselves it would cost $179.

Therefore if approved the new structure will be:

Gaming/ Forensics	FEAS/ FESNS	FBIT/ FSCI/ FHS	FSSH	FEDU
$923	$805	$698	$230	$286

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UOIT Alumni Association

Presentation to Board of Governors

UNIVERSITY OF ONTARIO
INSTITUTE OF TECHNOLOGY

April 2016

UOIT Alumni Association

Our Vision

Connect. Engage. Succeed. Celebrate.

Our Mission

Inspire UOIT's global alumni community to feel connected and supported through programs and services designed to promote the spirit of lifelong success and alma mater pride.

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

Alumni Association Council

- 10 elected alumni volunteers
- Two-year mandate
- Three committees
  - Governance
  - Engagement
  - Finance

Strategic Priorities

1. Develop a culture of leadership and networking to mentor students and alumni.
2. Create a strong, active and vibrant community (alumni and student engagement).
3. Increase alumni presence and engagement.
4. Develop a distinctive identity and brand.
5. Operate in a self-sustaining model.
6. Identify dedicated space on campus (and online).

4

UNIVERSITY OF ONTARIO
INSTITUTE OF TECHNOLOGY

Snapshot of Spring 2016

Develop a culture of leadership and networking to mentor students and alumni

Progress	Coming Soon
Developing the Student-Alumni Mentorship Program (StAMP) to enhance participation and impact.	A StAMP program intake system that is integrated with the full suite of UOIT-based mentorship programs. An enhanced and seamless experience for all UOIT mentees and mentors.
Launching UOIT Alumni Corporate Speaker Series: Showcasing the 'best of UOIT' to employers and corporate partners, delivered in the corporate workplace.	Enhance the opportunity for alumni to participate in program as corporate "champions" and guest speakers.
Continued and strengthened relationship with the Career Centre.	New and strengthened partnership opportunities including alumni-centric Riot Radio spots.
New Alumni Networks.	New network developed in partnership with the Athletics department for Varsity Alumni.

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UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

Create a strong, active and vibrant community (alumni and student engagement)

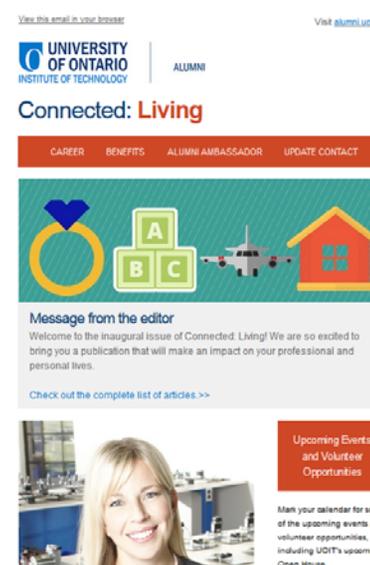| Progress	Coming Soon
New alumni volunteer and engagement opportunities (iBegin, Get Involved Fair, UOIT Open House, Ontario Universities' Fair (OUF), Orientation, Graduating Class Challenge (GCC) Networking event).	Working with UOIT Alumni Office to identify and execute on the most effective ways for alumni to contribute to the success of incoming and returning UOIT students and their families.
Homecoming 2015 update.	Plans underway for Global Alumni Day 2016 as the renewal of Homecoming. The Annual General Meeting to be planned as part of the new event.
Planning underway for enhanced UOIT alumni survey for 2016.	Gathering alumni survey topics and qualified questions from across UOIT's departments, improved survey methodology, deployment and the analysis of results.
Alumni Association Receptions.	Working to reach out to graduating students to invite them to upcoming spring receptions.

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

Increase alumni presence and engagement

Progress	Coming Soon
Alumni Association Receptions in Oshawa and Toronto.	Additional networking opportunities to be planned in conjunction with current community events to provide even more free opportunities for Alumni to connect.
Annual General Meeting/Alumni Awards.	Recipients of the Alumni Awards will be announced and awards presented at the Annual General Meeting to increase alumni attendance and interest.
Convocation Ceremonies and Receptions.	Increase Alumni Association Council member engagement with new alumni before and after Convocation ceremonies.

UNIVERSITY OF ONTARIO
INSTITUTE OF TECHNOLOGY

Develop a distinctive identity and brand

Progress	Coming Soon
Branded "Connected" E-Bulletins with Faculty Content.	Enhanced and valuable content providing a career advantage and personal advantage for UOIT alumni.
Branded "Connected: Living" – Career and Lifestyle Bulletins.	Enhancing the alumni experience and pride in UOIT.

Operate in a self-sustaining model

Progress	Coming Soon
Revenue from Homecoming Sponsorship.	Other revenue sources being sought.
Revenue from Affinity Partnership.	Expecting increased revenue from the new Johnson Inc. Health and Dental benefits launched Fall 2015.
Alumni Merchandise.	Expecting increased revenue from merchandise sales from Convocation and other events. Added new merchandise item for event and online sales.
Sponsorship for Alumni Networking Events.	Looking for community or corporate partners to support some or all of the operating costs for the future Alumni Networking Events.

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

Identify dedicated space on campus (and online)

Progress	Coming Soon
Reframed and enhanced UOIT alumni portal and website.	Enhanced look and feel.
Alumni E-Bulletins and other content consolidated on an easy-to-navigate landing page.	Additional content and programming information supporting alumni in their careers and in their lives.
Potential Alumni Hall	Begin discussions regarding future space on campus and/or fundraising for Alumni Hall. Introduce topic in May issue of "connected" magazine. Survey Alumni to gage interest in their financial support for Alumni Hall.

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Thank You!

Questions and Discussion