UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

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

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PUBLIC SESSION AGENDA
Wednesday, October 1, 2014
3:30 to 6:15 pm
Place: 55 Bond St, DTB 524

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

AGENDA

No.	Topic	Lead	Allocated Time	Suggested End
1	**Call to Order**	**Chair**	1	
2	**Agenda (M)**	**Chair**	2	
3	**Conflict of Interest Declaration**	**Chair**	2	
4	**Chair's Remarks**	**Chair**	5	
5	**Approval of Minutes of the Meeting of June 18, 2014* (M)**	**Chair**	5	3:45
6	**Introduction of new board members**	**Chair**	10	3:55
7	**President's Report**	**President**	15	4:10
7.1	**Enrollment (U)**			
8	**Co-Populous Report**	**G. Cubitt**	10	4:20
	Committee Reports (public items)			
9	**Audit & Finance Committee**	**A. Imrie**		
9.1	First Quarterly Report*		30	4:50
9.2	Budget* (U) (P)			
10	**Investment Committee**	**M. Goacher**		
10.1	Second Quarter Investment Review		10	5:00
11	**Governance, Nominations and Human Resources Committee**	**M. Newell**	20	5:20
11.1	Chancellor Replacement Process (P)			
11.2	Election Procedures* (P) (M)			
11.3	Election (U) (P)			
11.4	Board Practices Assessment (P)			
11.5	Committee Appointments (M)			
12	**Advancement Committee**	**J. McKinley**		
12.1	First Quarterly Report		10	5:30
13	**Strategy & Planning Committee**	**B. Schmidt**	30	6:00
13.1	Campus Master Plan (U)			
13.2	Strategic Mandate Agreement*(U)			
13.3	Board of Governor Retreat Planning*(P)			
13.4	Sustainability Policy* (M)			
14	**For Information:**		5	6:05
	Academic Council Synopses - February, April, May, June 2014*			
	2014 Conference of Ontario University Board Members November 7-8, 2014 - Park Hyatt Toronto*			
15	Other Business	**Chair**	5	6:10
16	**Termination of Meeting**	**Chair**	5	6:15
	P - Presentation			
	M - Motion			
	U - Update			
	D - Discussion			
	* Documents attached			

Cheryl Foy, Secretary

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

BOARD OF GOVERNORS' 86th REGULAR MEETING (PUBLIC SESSION) & ANNUAL GENERAL MEETING

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PUBLIC SESSION MINUTES
Wednesday, June 18, 2014
10:45 am to 1:30 PM
Place: DTB 524 (55 Bond Street)

GOVERNORS IN ATTENDANCE:
Glenna Raymond, *Chair*
Adele Imrie, *Vice Chair*
Ann Stapleford-McGuire, *Vice Chair*
Rupinder Brar
Gary Cubitt
Andrew Elrick
Miles Goacher
Robert Marshall
John McKinley
Tim McTiernan, *President and Vice Chancellor*
Michael Newell
Lokendra Ramotar
Bonnie Schmidt
Larry Seeley
Andrea Slane
Pierre Tremblay
Heather White

Via Teleconference:
Don Duval

REGRETS:
Perrin Beatty, *Chancellor*
Michael Angemeer
Don Hathaway
Jay Lefton
Yousif Yakub

BOARD SECRETARY:
Cheryl Foy, University Secretary and General Counsel

STAFF IN ATTENDANCE:
Craig Elliott, Chief Financial Officer
Andrea Kelly, Assistant to the Secretary
Murray Lapp, Vice President, Human Resources and Services

Susan McGovern, Vice President, External Relations
Michael Owen, Vice President, Research Innovation & International
Cathy Pitcher, Assistant to the President
Stephanie Rogoza, Legal Counsel
Deborah Saucier, Vice President Academic and Provost

GUESTS:
Tyler Turecki, Student

1   Call to Order

The Chair called the meeting to order at 11:17 a.m.

2   Agenda

On motion duly made by A. Stapleford-McGuire and seconded by A. Elrick, the Agenda was approved as presented.

3   Conflict of Interest Declaration

The Chair, A. Imrie, J. McKinley and G. Cubitt declared a conflict with respect to Item 5.2. There were no other conflicts declared.

4   Chairs Remarks Chair

The Chair congratulated recent graduates, the President, the Provost and the entire UOIT team on a very successful Convocation. She thanked the Governors who had attended Convocation and encouraged all Governors to attend future Convocation sessions.

She reflected on the recent Board retreat noting that the topics of infrastructure and fundraising are both of the utmost relevance to UOIT's future. She thanked teams led by C. Foy and S. McGovern for their assistance in the coordination and planning of the retreat. She advised that dates for the 2014-15 retreat are included in the material for today's Public Session.

She noted that during the Public Session the Board will have the opportunity to review Committee work plans for the upcoming year and to receive annual reports of the work done in the 2013-14 year. She expressed gratitude to the Chairs and the management staff supporting those committees for their hard work.

She discussed a recent meeting between the Chairs and Vice Chairs of the UOIT and DC Boards. She noted that the joint meeting represented a great opportunity to foster the relationship between the two institutions.

She reflected on a recent forum on the issue of dementia put on by the Ontario Centres of Excellence noting that the President presented the final address. She remarked that his presentation was noted by many participants as the highlight of the day.

She discussed her recent tour of the Windfield Farms land. She noted that while touring the property, she was struck by the fact that the opportunity for UOIT expansion is tremendous in the years to come.

5   Approval of Minutes of the Meeting of April 24, 2014

Upon motion duly made by G. Cubitt and seconded by H. White, the Minutes were approved as presented.

6   Introduction of Non-Academic Staff Member

The Chair was pleased to introduce Theeben Jegatheesan as the new non-academic staff Governor to the Board.

7   President's Report

The President delivered his report. He noted that May and June are an intense period in the annual cycle of the university with the annual tenure and promotion process, capstone projects for upper year students, Convocation, and research and grant writing activities all in full swing. He remarked that the tenure review process is extremely rigorous and represents a tense time for many faculty members. He noted that Convocation is a welcome opportunity for celebration during this period.

He advised that UOIT has produced its first President's report entitled "The Next DECADE", a copy of which was provided to the Governors in advance of the Meeting. He remarked that 2013-14 was a good year for UOIT although it continues to face challenges in providing sufficient resources and support for students and research due to financial and space restrictions. He noted that the institution will have the opportunity to engage with the Provincial Government on capital expansion in the coming months as part of the recently rolled out Major Capacity Expansion program. He confirmed that the process is expected to be very competitive, but he expressed optimism that by working with DC and Trent, UOIT will be in a position to highlight its proposal as a significant contribution to the future of Durham Region.

He advised the Board that one of UOIT's researchers, Carolyn McGregor, recently received the Order of Australia. He congratulated Dr. McGregor on this achievement and remarked that this represents just one of many notable accomplishments by UOIT faculty in the past year.

L. Seeley commented that the President's report is a fantastic document. The Chair echoed this remark and thanked the President and S. McGovern and her team for all of the hard work they have put into this.

8   Co-Populous Report

G. Cubitt advised that a number of DC students recently participated in the Skills Canada Competitions. He was pleased to advise that DC students won gold (culinary), silver (welding) and bronze (IT) medals. He advised that there were no issues or concerns arising from DC's annual audit. He noted that the DC Board has established a Campus Master Plan Committee, chaired by P. Tremblay. He expects that this committee will assist DC and UOIT in their efforts to work collaboratively on the CMP process going forward. He advised that DC has been focusing on a significant renovation to the Simcoe Building that will see the current building replaced with a four-story facility in three stages. He advised that the intent is to permit the use of the old Simcoe building during phase one of building the new space.

9   Alumni Association Report

The Chair advised that the Chair of the Alumni Association was not available today due to work commitments and she invited S. McGovern to present the Alumni Association update in his place. S. McGovern advised that M. Fawcett sends his regrets to the Board. She noted that the Council continues to work on its governance structure with the assistance of the University. She advised that Council faced challenges with respect to recruiting new members to stand for election in the 2014-15 year, but anticipates having a successful election process during UOIT's Homecoming (Friday, September 26 and Saturday, September 27). She advised that the Alumni Association looks forward to continuing to strengthen its relationship with UOIT and the Board in the upcoming year.

Committee Reports

10   Audit & Finance Committee

10.1   2013-2014 Audited Financial Statements

A. Imrie referred the Board to the draft audited financial statements contained in their packages. She advised that these statements were reviewed in detail by the A&F Committee at its most recent meeting and is pleased to recommend the statements for approval by the Board today.

She provided an overview of the statements and related documentation noting that UOIT's auditors, KPMG, have provided a clean audit opinion. She thanked C. Elliott and his team for their hard work this year and noted that the auditors were very complementary of the finance team.

She advised that UOIT finished the year in a favourable position and has seen its financial results improve year over year for the past three years. She noted that UOIT is in strong cash position with $29 million in cash (compared with $21 million last year). She advised that UOIT recognized a surplus of $11 million in the past year due to increased student enrolment and careful management of expenses. She advised that, although this surplus seems large, it is not entirely a cash surplus. She noted that UOIT is required to build working capital to ensure long-term sustainability and to provide funds for capital projects to improve the student and faculty experience. She advised that senior management has made a recommendation to internally restrict $5 million of the $11 million surplus. She remarked that $1 million of this amount will be added to the working capital reserve which will bring UOIT ahead of schedule with respect to its obligations to the Ministry.

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

That pursuant to the request of the Audit Committee of the Board, and further to the Audit Committee's review and approval of the 2013-14 audited financial statements, the Board of Governors approve the 2013-14 audited financial statements generally and specifically approve the internal restricted fund designation described on page 1 of the audited financial statements and noted under Note 15 on page 17 of those statements.

10.2   Internally Restricted Funds

This topic was addressed in 10.1.

10.3   Risk Management Policy & Governance Framework

A. Imrie invited C. Foy to discuss and present the Risk Management Policy and Governance Framework. C. Foy referred the Board to the redline version of the Policy included in their materials. She advised that this redline reflects comments from the Audit & Finance Committee. C. Foy discussed the proposed revisions and responded to questions from the Board. She advised that there is a separate Whistleblower Policy that will be reviewed next year.

Upon motion duly made by A. Imrie and seconded by J. McKinley, the Board approved the following motion:

That pursuant to the recommendation of the Audit Committee of the Board, the Board of Governors approve the Risk Management Policy & Governance Framework as presented.

10.4   Audit & Finance Committee Annual Report

A. Imrie delivered a presentation entitled "Audit and Finance Committee Annual Report". She was pleased to advise the Board that the A&F Committee continues to move towards a more strategic focus. She discussed the Committee's accomplishments during the 2013-14 year. She discussed items that remain in progress at the end of the recent year including the development of a resource allocation model, risk management (hiring of a full-time Risk Manager is expected to take place in the early fall) and compliance (contract template development and implementation), ongoing improvements to ACE governance, and various policy development and review activities. She noted key areas of focus going forward include the review of the project management processes for large capital projects, the development of an annual compliance reporting process, further discussion regarding the internal audit function, and the establishment of procedures for the legal review of contracts, among other things.

11   Investment Committee

11.1   Quarterly Report

M. Goacher presented the Investment Committee's Quarterly Report noting that since August 2010, the institution has achieved a return rate of approximately 9%. He noted that the Committee has been reviewing alternate investment strategies and has been engaged in regular professional development and educational opportunities. He advised that the Committee will engage in an investment manager review process in September.

11.2   Investment Committee Annual Report

M. Goacher delivered a presentation entitled "Investment Committee Annual Report". He noted that in the 2013-14 year the Committee recommended a number of modifications to the portfolio which have since been implemented. He discussed the recent approval and recommendation of core principles for a cash management policy focusing on fixed term investments and the management of fluctuating cash balances. He noted that the Committee intends to continue to focus on the cash management policy in

the upcoming year with a focus on expendable funds. He also noted that the Committee plans to undertake further discussion and review of investment principles based on the institution's core values.

12 Governance, Nominations and Human Resources Committee

12.1 Update on External Recruitment

A. Stapleford-McGuire invited C. Foy to provide an update on the external recruitment process for new Governors. C. Foy delivered a presentation entitled "Board Appointments". She advised that the GNHR Committee has established an interview committee and initial interviews have been scheduled with a number of candidates. She advised that recommendations will come to the Board through the GNHR Committee in the fall.

12.2 Renewal of Governors' Terms

C. Foy advised that G. Cubitt, A. Imrie, J. McKinley and G. Raymond are each up for term renewals. She noted that each of these individuals previously affirmed their interest in renewing their appointments to the GNHR Committee. She requested that the Board formally approve the reappointment of the four Governors listed above at the recommendation of the GNHR Committee.

Upon motion duly made by A. Stapleford-McGuire and seconded by E. Elrick, the Board approved the following motion:

That on the recommendation of the Governance, Nominations and Human Resources Committee of the Board, the terms of the following Governors be renewed: Glenna Raymond (3 years), Adele Imrie (3 years), John McKinley (3 years) and Garry Cubitt (1 year).

12.3 Board Schedule

The Chair referred to the 2014-15 Board Schedule included in the meeting materials. She advised that the GNHR Committee provided parameters for the development of the schedule and noted that the general approach was to cluster meetings to try to simplify travel and scheduling for the Governors.

12.4 Amendment to the Recruitment, Appointment & Leadership Policy

C. Foy delivered a presentation entitled "Board of Governors Recruitment, Appointment and Leadership Policy – Amendment to Student Governor eligibility requirements". She advised that the proposed policy updates are a result of discussions at the May 2014 GNHR Committee meeting. She noted that a gap was identified in the current policy related to the eligibility of Student Governors for nomination and continuation in the role. She advised that the purpose of the proposed amendments it to broaden the definition of "good standing" to encompass both academic and non-academic standing at the University. She discussed the specific changes proposed by the GNHR Committee and requested that the Board approve the amendments.

Upon motion duly made by A. Stapleford-McGuire and seconded by the President, the following motion was approved by the Board:

That pursuant to the recommendation of the Governance, Nominations and Human Resources Committee of the Board, the Board of Governors approve the amendment of the Recruitment, Appointment & Leadership Policy as presented.

12.5   Annual Pension Report

M. Lapp noted that Osler & Harcourt LLP was engaged last year to look at UOIT's pension plan governance and to develop a series of pension governance checklists to ensure that UOIT met all of its legal obligations in this area in each year. M. Lapp provided an overview of the 10 checklists currently in use and described the oversight function of the Board in relation to the pension plan. He advised that during an April 29, 2014 meeting the Senior Administration Sub-Committee undertook a score card approach in respect of the checklists to identify areas requiring additional focus. He noted that copies of the completed checklists were included in the meeting materials and he was pleased to report that there were no "red" (outstanding) items identified as part of the score card process.

He advised that the pension plan follows a calendar year which provides some challenges for reporting to the Board at the June AGM. He proposed that the reporting timeline be altered to be more in sync with the plan year such that, going forward, the report will be delivered at the first Board meeting of the calendar year.

12.6   GNHR Annual Report

A. Stapleford McGuire delivered a presentation entitled "Governance, Nomination and Human Resources Committee – Annual Report". She discussed the Committee's accomplishments relating to Board composition and succession (including the approval of a policy on the recruitment, appointment and leadership of Governors and the ongoing cultivation of a positive relationship between the Board and the Alumni Association), professional development and education (providing guidance to management in the planning of two orientation sessions and two retreats) and human resources (including the establishment of compliance program for pension governance). She noted that the Committee will continue to review the skills and competency needs of the Board in respect of ongoing recruitment activities and expects to have continued discussion regarding the proposed changes to UOIT By-Law Section 8. She also noted that the development of a Policy Framework remains a key item of focus for the Committee. She advised that in the upcoming year the Committee hopes, among other things, to expand Governor recruitment strategies and develop strategies to improve engagement.

13   Advancement Committee

13.1   Advancement Office Dashboard

J. McKinley referred to the Advancement Office Dashboard included in the meeting materials. He advised that for the 2013-14 year, UOIT's Advancement Group made fifty-six asks for major gifts totalling $2.8 million. Of these, he noted that twenty-three gifts closed, nine were declined, and twenty-four remained outstanding (with a verbal commitment from six donors). He advised that the Advancement Group achieved its productivity target with respect to new gifts and new pledges and achieved 98% of its cash target. He further advised that in the 2013-2014 year one hundred and ninety-three donors made gifts to UOIT and twenty-nine donors made gifts greater than $10,000 (the names of these donors will be added to UOIT's donor wall as of June 19, 2014).

13.2   Advancement Committee Annual Report

J. McKinley delivered a presentation entitled "Advancement Committee – Annual Report". He provided an overview of the Committee's 2013-14 accomplishments. He noted that the newly developed Firefly Program has really been resonating with donors. He presented the "cultivation in a box" package that was developed by the Advancement Group. The Chair remarked that the package was an excellent showcase of the benefits UOIT provides both to its students and its community.

14   Strategy & Planning Committee

14.1   Strategy & Planning Committee Annual Report

B. Schmidt delivered a presentation entitled "Strategy and Planning Committee – Annual Report". She described the accomplishments of the Committee during the 2013-14 year with a focus on the role the Committee played in supporting UOIT in the completion of its Strategic Mandate Agreement and its ongoing work with respect to the development of a Campus Master Plan. She noted that the Committee engaged in rich and deep discussions on a variety of key topics including the implementation of UOIT's Strategic Plan and strategic partnerships.

15   Consent Agenda

Upon motion duly made by P. Tremblay and seconded by L. Ramotar, the Consent Agenda was approved, as presented.

16   Presentations

16.1   Strategic Plan- Performance Indicators

The Chair advised that, as part of its work plan, the Strategy & Planning Committee oversaw the development of performance indicators and metrics intended to assist the institution in measuring its performance against the Strategic Plan. She invited the Provost to discuss the initiative.

The Provost referred the Board to the document entitled "Performance Indicators" that was included in the Meeting materials. The Provost discussed the various indicators referred to in the paper and demonstrated a new UOIT Dashboard spreadsheet developed to assist in tracking certain metrics.
She noted that although it is relatively straightforward for UOIT to look at its own performance over time on the same questions, it is very challenging for us to compare against another institution to which we are comparable and it is similarly difficult to use our indicators to compare against the system as a whole.

17   For Information

17.1   Report of the Board Chair - Summary of Activities

The Chair delivered a report entitled "Board of Governors – Annual Report". She noted that many of the Board's mandate driven priorities were addressed at the Committee level. She discussed accomplishments in the areas of Strategic Plan execution, risk management and compliance, governance and the Board recruitment process, modifications to the investment portfolio and parameters, and the

management of stakeholder relationships. She advised that in the upcoming year the Board intends to, among other things, continue its focus on Board composition and succession including the refinement of processes related to appointment and election of Governors, further enhance professional development, education and engagement opportunities for Governors, continue the development of the overall framework for the development, approval and quality assurance of University policies and related documents and provide oversight of continuous improvement plans related to internal audit, cash management and budget process implementation.

17.2 Campus Library Annual Report 2012 - 2013

The Chair directed the Board to the Campus Library Annual Report included in their meeting materials. She commended P. Drayson and her team for their hard work in putting this report together.

17.3 Report on Donor Philanthropy

The Chair directed the Board to the report on Donor Philanthropy included in their meeting materials. She thanked S. McGovern and her team for their hard work in putting this report together.

18 Termination of the Meeting

Upon motion duly made by A. Stapleford McGuire and seconded by J. McKinley, the Chair adjourned the meeting at 1:17 p.m.

BDO

Biography

Nigel Allen, CPA, CA , BA
Partner

Expertise Summary

Nigel has over 21 years of public accounting experience primarily in audit, accounting, taxation, general management advice and business planning.

His industry specialties include health care professionals and organizations, manufacturing, retail business, legal, industrial, real estate and not-for-profit organizations.

Professional Designations & Education

- Chartered Professional Accountant (2013)
- Chartered Accountant, Ontario (1992)
- Bachelor Arts – C.A Studies (Honours), University of Waterloo (1992)

Professional Affiliations

- Member, Canadian Institute of Chartered Accountants
- Member, Institute of Chartered Accountants of Ontario

Community Involvement

- Audit Committee Member of the Durham District School Board
- Chair of the Investment Committee of the Durham Community Foundation
- Director of St. Martin's Centre
- Manager with the Oshawa Kicks Soccer Club
- Past Director, Treasurer, President and Chair of the Ajax Pickering Board of Trade
- Past Chair of the Ajax Pickering Board of Trade Audit and Finance Committee
- Past Director of the Durham Community Foundation
- Past Director of the Whitby Station Gallery
- Past Coach with the Ajax Soccer Club

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AECOM

Douglas I. Allingham
Executive Vice President - Canada East

Education

BASc. Civil Engineering, University of Waterloo, 1978

Licenses/Registrations

Professional Engineer, Alberta
Professional Engineer, Ontario

Years of Experience

With AECOM: 25
With Other Firms: 10

Professional Associations

Institute of Transportation Engineers
International Committee
Institute of Transportation Engineers
International Planners Council
Institute of Transportation Engineers
International Policy Committee
Transportation Association of Canada,
Infrastructure Council
Ontario Smart Growth Task Force

Other Organizations
Abilities Centre Whitby – Foundation
Board: 2013 – Present
Lakeridge Health Board of Trustees:
2004 – 2013, Chair 2008 – 2012
Whitby Chamber of Commerce Board:
2003 – 2005
Institute of Transportation Engineers
International Board of Directors: 1999 –
2001

Training and Certifications

Traffic Signal Workshop - Northwestern
University

Mr. Allingham is the region executive for AECOM's Canada East region. He has 35 years of experience specializing in the fields of transportation, transit planning, traffic engineering, environmental assessment, transportation master planning, travel demand forecasting and transportation economics. He is the executive vice president of AECOM, Canada Central Region, and is functionally responsible for all corporate activities within this region. His experience includes transportation planning, transit, transit operations, transitways, rail systems and terminal facilities design, strategic planning/needs assessment studies, urban development studies and parking studies.

Project Experience

Transportation Planning

Ministry of Transportation, DTY Area Sustainable Transportation Study, Ontario. Project manager.

Region of Waterloo, Transportation Master Plan, Waterloo, Ontario. Co-project manager.

Region of Durham, Transportation Master Plan, Region of Durham, Ontario. Project manager.

Niagara Falls Transportation Master Plan Update, Niagara Falls, Ontario. Project manager.

City of Niagara Falls, Transportation Master Plan, Niagara Falls/Niagara Region, Ontario. Project manager.

Town of Whitby, Transportation Official Plan, Whitby, Ontario. Project manager.

City of London, Transportation Master Plan, London, Ontario. Project engineer.
City of Oshawa, Northwood Industrial Park Transportation Study, Oshawa, Ontario. Project manager.

Greater Toronto Airport Authority, Pickering Lands, Transportation and Utility Advice, Toronto, Ontario. Project manager.

County of Lennox and Addington Transportation Master Plan, County of Lennox and Addington, Ontario. Project manager.

City of Vaughan, OPA 400 Transportation Study, Vaughan, Ontario. Project manager.

Region of Niagara, Niagara Escarpment Crossing Study, Ontario. Project manager.

Regional Municipality of Halton, Regional Road 5/Regional Road 25 Corridor Strategy Study, Ontario. Peer reviewer.

Ministry of Transportation, Highway 400 and Highway 404 Traffic Forecasts, Ontario. Peer reviewer.

Niagara Region and Ministry of Transportation, Niagara Falls People Mover Feasibility Study, Niagara Falls, Ontario. Project manager.

Town of Ajax, Highway 2 Transportation Study, Ajax, Ontario. Project manager.

City of Mississauga, Urban Development Study Staging Review, Mississauga, Ontario. Project manager.

City of Nepean, Neighbourhood Traffic Management Study, Nepean, Ontario. Project manager.

Town of Richmond Hill, Bayview Local Area Traffic Study, Richmond Hill, Ontario. Project manager.

Town of Pickering, Trails and Bikeway Master Plan, Pickering, Ontario. Project manager.

Municipality of Metropolitan Toronto, Road Pricing Review, Phase 1, Toronto, Ontario. Project manager.

Town of Cobourg and Ministry of Transportation, Transportation Master Plan, Cobourg, Ontario. Project manager.

Region of Durham, Seaton Impact Study, Durham, Ontario. Project manager.

City of Calgary, Transportation Improvement Priority Study Update (TIPS), Calgary, Alberta. Project manager.

City of Calgary, Transportation Bylaw, Calgary, Alberta. Project manager.

City of Calgary, Urban Development Long Term Growth Management Strategy, Calgary, Alberta. Project manager.

City of Calgary, Short Term Urban Development Growth Management Strategy, Calgary, Alberta. Project engineer and transportation analyst.

First Urban Transportation Project, Mexico. Transportation and traffic analyst.

Transit, Transit Operations, Transitways, Rail Systems and Terminal Facilities Design

Region of Durham, Amalgamation of Lower Tier Transit Services, Durham, Ontario. Project manager.

City of Ottawa, Rapid Transit Expansion Plan, Ottawa, Ontario. Peer review.

City of Niagara Falls, People Mover Ridership and Revenue Study, Peer Review, Niagara Falls, Ontario. Project manager.

Ministry of Transportation, Protection for Transit on 400 Series Highways Study, Ontario. Peer reviewer.

Region of Durham, Transit Improvement Plan (DTIP), Durham, Ontario. Project manager.

Town of Whitby, Transit Operations Study, Whitby, Ontario. Project manager.

Townships of Scugog, Brock and Uxbridge, Transit Feasibility Study, Tri-Council (Scugog, Brock and Uxbridge), Ontario. Project manager.

Durham College, Transit Service Development and Operations, Durham, Ontario. Project manager.

Ministry of Transportation of Ontario, Niagara Falls People Mover Feasibility Study, Niagara Falls and Region of Niagara, Ontario. Project manager.

City of Calgary, 7 Avenue S. Transit Corridor Operations Study, Calgary, Alberta. Project manager.

AECOM

Doug Allingham

City of Niagara Falls, Region of Niagara, and Ministry of Transportation, People Mover Environmental Assessment (Individual EA), Niagara Falls, Ontario. Project manager.

Toronto Transit Commission, Sheppard Subway Property Protection Study for Sheppard Avenue Bus Transfer, Toronto, Ontario. Project manager.

City of Calgary, Banff Trail/Motel Village LRT Alignment Evaluation Study, Calgary, Alberta. Project manager.

City of Calgary, Northeast Light Rail Transit Benefit-Cost Analysis Review, Calgary, Alberta. Project manager.

City of Lethbridge, Transit Mall and Underground Parking Feasibility Study, Lethbridge, Ontario. Project engineer.

City of Calgary, Transit Facility Design Reviews, Calgary, Alberta. Project manager for design review of intermodal stations involving transit, park-and-ride, pedestrians, bus storage including Stampede Park Station (Olympic Saddledome), University of Calgary station and Banff Trail station (McMahon Stadium) .

City of Calgary, LRT Stations Traffic Impact Studies, Calgary, Alberta. Project manager.

Strategic Planning / Needs Assessment Studies

Ministry of Transportation, Niagara Peninsula Transportation Needs Assessment Study, Ontario. Project manager.

Ministry of Transportation, Central Ontario Transportation Perspective, Ontario. Co-project manager.

Canadian Highways International Corporation, Highway 408 Privatization Proposal, Demand Forecasting.

Ontario Ministry of Transportation, Highway 407 East Strategic Overview Study, Ontario. Project manager.

Urban Development Studies

Park Place, Barrie Traffic Impact Study, Peer Review, North America. Project manager.

Province of Ontario Task Force on Smart Growth, Ontario. Member of the task force.

Ontario Casino Corporation, Casino Niagara Traffic and Parking Impact Study, Ontario. Project manager.

Pittsburgh Township (County of Frontenac) Secondary Plan Review. Project manager.

City of Vaughan, Block 10 and Block 11 and Vellore Village Centre Transportation Reviews, Vaughan, Ontario. Project manager.

City of Calgary, Banff Trail/Motel Area Redevelopment Plan (LRT), Calgary, Alberta. Project manager.

City of Calgary, Parkhill/Stanley Park Area Redevelopment Plan, Calgary, Alberta. Project manager.

City of Calgary, South LRT Land Use Study, Calgary, Alberta. Project engineer.
Parking Studies

City of Niagara Falls, Downtown Parking Study, Niagara Falls, Ontario. Project manager.

3 of 4

Algonquin College, Traffic and Parking Study, Algonquin College, Nepean, Ontario. Traffic analyst.

City of Calgary, Foothills Medical Centre, Traffic and Parking Study, Calgary, Alberta. Traffic analyst.

City of Calgary, Mount Royal College Parking Study, Calgary, Alberta. Traffic analyst.

City of Calgary Downtown Parking and Employment Study, Calgary, Alberta. Project manager.

Douglas I. Allingham, P.Eng. is the Executive Vice President of AECOM, Canada East Region and is functionally responsible for all corporate activities within this region. Mr. Allingham has more than 35 years of extensive expertise in the fields of transportation, highway and transit planning, travel demand forecasting, traffic engineering, environmental assessment, area master planning, facility planning and transportation economics. Mr. Allingham was formerly the President and CEO of TSH, a multidisciplinary engineering and planning firm based in Whitby, Ontario.

Mr. Allingham has served on a number of boards and organizations relating directly to his professional work. He was a member of the Central Ontario Smart Growth Taskforce, a former President and Director of the Canadian Section of the Institute of Transportation Engineers (ITE), a Director of the International Institute of Transportation Engineers (ITE). Doug is co-author of the Canadian Capacity guide for Signalized intersections, a tool used by traffic engineering professionals across North America.

Mr. Allingham has also been extensively involved in community work. Most recently, Mr. Allingham was appointed to the Abilities Centre Foundation Board in Whitby. From 2004 to 2013, Mr. Allingham served as a Trustee on the Lakeridge Health Board of Trustees. He served as Chair of the Board from 2008 to 2012. Mr. Allingham also served as a Director on the Town of Whitby Chamber of Commerce from 2003 to 2006.

In 2012, Mr. Allingham was awarded the Queen Elizabeth II Diamond Jubilee medal for service to the community.

Doug Allingham, P.Eng.
Executive Vice President, Canada East
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Karyn Brearley

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Brief Profile

Experienced in strategic and operational planning, performance based accountability with demonstrated success in financial and project management. Expertise in negotiations and consensus building; Adept at setting goals, identifying trends and establishing activities. Strong communication skills; Experienced at cultivating and managing multi-faceted partnerships in order to achieve results. Well versed in workforce and community development strategies, education and training needs identification, facilitation and project planning. Extensive public speaking, media and public relations experience; creative and innovative in a solutions oriented environment; Executive management and board of directors experience; Resourceful; Professional, motivated, politically astute and highly diplomatic.

Accomplishments

Yves Landry Foundation,
Executive Director, CEO
Toronto Ontario
2008-present

- Provide leadership to the Board on issues; including providing counsel;
- Develop and administer strategic plan;
- Act as the official YLF spokesperson and chief representative on matters concerning YLF with government, media, industry and all stakeholders;
- Act as the chief executive officer of the organization, act in accordance with the financial policies of YLF as well as fulfilling all obligations of the Corporations Act, and all other regulations under which YLF is governed;
- Develop, with the Board, the mission, vision, values and objectives of the organization;
- Develop, manage, facilitate and implement the strategic, operational planning processes & capital investment plans including having the appropriate resources in place to support;
- Develop new revenue streams that support the strategic plans of YLF;
- Prepare and implement a strategic human resources plan which includes staff training, development and rejuvenation plan;
- Prepare and implement a director communication plan;
- Monitor performance and prepare performance reports for the Board on the achievement of the mission, vision, values, objectives, and budgets;
- Maintain YLF's corporate and financial records and reports; responsible for corporate seal;

- Keep current all corporate forms and all by-laws of YLF & applicable laws and regulations; and ensure that published reports properly reflect the operating results and financial condition of YLF;
- Regularly assess stakeholder needs;
- Collect marketing and development intelligence directly and indirectly from industry and general sources;
- Oversee the evaluation of quality for YLF's products, services and programs;
- Act as the primary spokesperson for YLF to media, government agencies, funding agencies, stakeholders and/or the general public on all matters, be the "face" of YLF;
- Lead and administer all Human Resources activities, in regards to recruitment, retention, succession planning, and settle all disagreements amongst all staff;
- Prepare and recommend to the Board criteria against which the performance of members will be evaluated annually for compensation adjustments;
- Establish YLF staff goals annually and assess annually their performance in accordance with those goals;
- Provide and perform all duties to the Board to ensure good corporate citizenry, ensuring all laws, regulations and filings are completed; and
- Provide expert advice on Roberts Rules of Order to support all board and committee administration.

Canadore College
Executive Director of Enterprise and Partnership
North Bay Ontario (with responsibilities in West Nipissing, Almaguin Highlands, Temiskaming, Mattawa and Parry Sound)
2004-2008

- Provide executive level leadership and program planning for Continuing Education, Contract Training and Skills Development (labour force development) and adult upgrading programming including distance education, (e-learning, internet, correspondence, apprenticeship and remote community delivery via Contact North)
- Foster and implement new Skills Development initiatives and programs, having completed community/industry/stakeholder consultations, needs analysis, funding identification, proposal writing and partnership development including sourcing and securing 'in kind' contribution,
- Write proposals and secure financial support for special projects (public sector)
- Identify and secure donations from industry (private sector) to support areas like new programming, apprenticeship, customized contract training
- Expand and enhance partnerships with industry, community economic development offices, federal and provincial economic development agencies (FedNor, Industry Canada, NOHFC/MNDMF, Ministry of Family and Social Services - SODP program; Ministry of Agriculture – RED program), community stakeholders, Chambers of Commerce, non-profit agencies, union groups)
- Provide strong leadership, planning and management in a consultative and collegial fashion while operating in a diverse environment

- Develop strategic plan; annual operational plan and manage implementation including evaluation and adjustment
- Cultivate, develop and implement education and training programming in areas such as skilled trades, transportation, culinary, apprenticeship, pre-apprenticeship, culinary, information technology, nursing, etc
- Negotiate and design contract training/industry skills training including First Nations community develop initiatives for workforce improvement in carpentry and pre-carpentry
- Experienced in staff supervision, employee development, recruitment and performance management, skilled at team building, succession planning, negotiation and coaching
- Work closely with faculty, support staff, part time teachers and service providers to broker opportunities within the college, college to industry, college to college, apprenticeship and with not-for-profit agencies, and school boards
- Secure, management and evaluate multi-million dollar program projects
- Responsible for day to day operations of a multi-million dollar department
- Extensive participation on a variety of provincial, local committees and national sectoral councils to provide input on policy to government; advocacy
- Act as an officer to the Board of Governors

Education and Training

Athabasca University
BA Human Resources & Labour Relations – current

GEAC
Project Management, variety of computer applications, Human Resources Management, Effective Communication, Diversity in the Workplace, Dealing with Difficult People, Time Management

Carleton University
BA English Literature/Canadian Law – 1988 incomplete

Volunteer Community Experience

SkillsCanada Ontario – KeyNote and Motivational speaker – 2011, 2012, 2013, 2014 – Women in the Trades, Non-Traditional Careers, Kitchener Ontario

Canadore College Board of Governors, North Bay Ontario
Governor and Vice-Chair – 1999-2004

- Participate in discussion and provide direction regarding focus and strategy towards the functions of the college operations. Including designing and developing the vision, strategic direction and operational plans
- Participate on the selection and hiring committee to secure the President
- Assist in the developing performance measure for the President; audit and evaluation
- Offer input towards discussion and planning in regards to economic trends
- Monitor and offer input on expenditures and budget management
- Participate in MTCU level discussion and workshops regarding education and training environment at a provincial and national level (ACCC/Colleges Ontario)
- Ambassador for the college; Advocacy

Local Training & Adjustment Board, North Bay, Muskoka, Parry Sound District #20
Business Co-chair – 1996-1999

- Lead board development, provide direction to the corporation, manage 18 board members (equal representation from business/labour/ethnic), management employees of the board, coordinate the work of the board and its committees
- Chair all meetings with Labour Co-chair
- Provide direction to the Executive Director
- Liaise and provide formal communication between board and Service Canada (formerly HRSDC) and the Ministry of Training Colleges and Universities, municipalities and diversity stakeholders
- Administer and ensure all other day to day responsibilities were consistent with mandate
- Extensive networking and promotion of board activities
- Communicate through presentations, surveys and business engagements to identify and document business input on community training needs and skill shortages, business retention and expansion issues and how it impacts the local economy
- Ensure contractual requirements were met in accordance with by-laws
- Revise and revisit by-laws annually to ensure accuracy and compliance

Recognition

2003   Nominated for Northern Ontario Business News, "Influential Women in Northern Ontario Award"

VALARIE WAFER

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PERSONAL HISTORY

Membership and offices held in business and professional organizations:

- Canadian Federation of Independent Business (CFIB)-member since 1995

- Ontario Lieutenant Governor, – Accessibility Team

- Ontario Lieutenant Governor – Sir John Golding Rehabilitation Centre, Kingston Jamaica – Advisory Team

Membership and offices held in social and civic organizations:

2005 – Present   Rotary International – District 7070 (Toronto to Belleville, Ontario)

- Rotary International District Governor July 1, 2013- June 30, 2014

- Rotary Assistant District Governor July 1, 2009 – June 30, 2012

- Rotary Club of Whitby member

- District Trainer – 3 year term to begin July 1, 2014

  Rotary District Committees:

  o Strategic planning

  o Club visioning and long range planning

  o Policy and procedure

  o Chair Executive Council

  o Rotary at Work committee chair

  o Membership

  o Rotary Foundation

  o Finance

  o Committees in Rotary's six areas of focus; promoting peace, fighting disease, providing clean water, saving mothers and children, supporting education and growing local economies.

- International Service

  - o Ndalani, Kenya – 2007.   Mully Children's Family Orphanage and home for at risk women. Gained understanding of the effects of HIV/AIDS in rural Africa and established a micro-finance project for women.

  - o Sydney, Australia – 2010. Youth suicide and depression. Led a multi-disciplinary team of mental health professionals for a five week period.

  - o Delhi, India – 2012. Member of Polio National Immunization day team. Toured blood banks, rehabilitative hospital for Polio, brace and prosthetic lab and many Rotary projects.

  - o Kilema, Tanzania – 2014. Audit of Rotary Foundation grant projects spanning 8 years.

1995 – Present   Tim Horton Children's Foundation – Ambassador / Builder

2009- 2011   Lakeridge Health Whitby Foundation

2002-2005   Whitby Wolves Girls Hockey – Assistant Coach and Trainer

2003-2004   All Saint's Catholic High School- Whitby - Parents Council

1997-1999   Girl Guides -Pickering, Ontario

BUSINESS AND PROFESSIONAL CAREER

1995-Present   Tim Hortons Franchisee, Toronto, Ontario

- Currently own and operate 7 locations in Scarborough.

- Megleen Inc, employs over 250 people

- Inclusive employer -In 19 years we have hired over 100 people with disabilities

1990 -1995   TDL Group, Oakville, Ontario

- 1990 - Tim Horton Children's Foundation (Non-Profit) Accountant

- 1992-1995 Manager of Accounting and Administration

1988-1990   McMillan Bathurst Inc., Rexdale, Ontario

1986-1988   Design Dynamics Ltd., Oakville, Ontario

1985-1986   Donn Canada , Oakville, Ontario

RECOGNITION AWARDS

- Canadian Manufacturer and Exporters – Canadian Innovator of the year award 2010

- Community Living Ontario – Community Catalyst Award 2009

- JOIN (Job Opportunity Information Network) – Medium Sized Employer of the Year 2009 and 2010

- Community Living Toronto – Employer of the Year 2008

- Toronto Sun People's Choice Awards 2005, 2006

- Canadian Down Syndrome Employer of the Year 2012

- Queen Elizabeth II – Diamond Jubilee Medal 2012

- Excellence Canada Gold Accessibility Award 2011

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

	Jun 30, 2014	Mar 31, 2014		Jun 30, 2013
ASSETS				
CURRENT				
Cash	$ 9,840,569	$29,002,551	N1.	$ 6,884,016
Grant receivable	10,591,032	6,577,708	N2.	8,642,650
Other accounts receivable	7,674,665	7,467,593	N3.	8,143,896
Bookstore Inventories	444,347	316,134		385,353
Prepaid expenses and deposits	1,496,811	1,430,358		991,276
	30,047,424	44,794,344		25,047,191
INVESTMENTS	36,854,278	38,681,084	N4.	38,147,069
CAPITAL ASSETS	422,680,011	428,030,446	N5.	432,438,919
TOTAL ASSETS	$ 489,581,713	$ 511,505,875		$ 495,633,179
LIABILITIES				
CURRENT AND LONG-TERM LIABILITIES				
Accounts payable and accrued liabilities	16,794,362	28,838,422	N6.	16,010,627
Deferred revenue	18,640,723	20,823,200	N7.	18,397,206
	35,435,086	49,661,622		34,407,833
OTHER LONG TERM DEBT	19,605,119	21,878,031	N8.	25,444,390
LONG TERM OBLIGATIONS UNDER CAPITAL LEASE	39,013,953	38,981,457		38,890,191
LONG TERM DEBENTURE DEBT	187,701,974	189,921,519	N9.	192,072,751
DEFERRED CAPITAL CONTRIBUTIONS	175,846,805	178,068,679	N10.	184,092,831
	457,602,936	478,511,308		474,907,996
Net Assets / (deficit)				
NET ASSETS excluding current year surplus	17,911,686	6,642,515		6,317,517
ENDOWMENTS	15,247,023	15,082,881		15,011,923
CURRENT YEAR SURPLUS	(1,179,931)	11,269,171		(604,257)
	31,978,778	32,994,567		20,725,183
TOTAL LIABILITIES AND NET ASSETS	489,581,713	511,505,875		495,633,179

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

Consolidated Statement of Financial Position: Variance Explanations - YTD Jun 2014 v/s YTD Mar 2014

N1. Cash decreased due to funding of day-to-day operations coupled with lower tuition revenues associated with the spring/summer semester.

N2. Grant receivable balance of $10.6m includes $6.6m Collaborative Nursing (CN) grant funded by the Ministry on a slip-year basis (PY bal $5.3m will be received in CY, and CY $1.3m received in next FY), $2.7m of MTCU UG and GR expansion grants and $1.3m of external research grants, all of which are current. Increase of $4.0m is due to CY CN grant receivable of $1.3m, and UG and GR expansion grants receivable of $2.7m, of which $2.0m have been received at the end of August.

N3. Other accounts receivable includes student and trade receivables. Balance of $7.7m includes $3.8m of student A/R (of which $1.1m relates to spring 2014 and $1.6m relates to the early registration of special needs students for the upcoming fall 2014 and winter 2015 semesters), $1.5m of trade receivables, $1.2m of bookstore credit notes, $0.7m research receivable and other balances, none exceeding $0.5m.

N4. Investment balance is comprised of $18.4m from MoF held in trust at BNY, and $18.4m endowed funds held in trust at PH&N. The decrease of $1.8m includes a net decrease of $2.2m in investment used to repay the MoF loan in April 2014 (**see N8. below**), offset by a net increase of $0.4m in endowed funds.

N5. Capital assets decreased $5.4m and include net new additions of -$0.3m (additions of $1.1m, net of student laptop disposals of $1.4m), offset by Q1 amortisation expense of $5.1m.

N6. AP and accrued liabilities decreased $12.0m and includes $6.9m of invoices processed at YE and paid in April 2014 (Durham Transit for U-PASS, Student Association, Academica Consulting), $3.2m decrease in debenture interest payable (repayment dates are Apri 15 and Oct 15, therefore YE balance includes 168 days of interest payable v/s 91 days for current quarter), $1.7m decrease due to Durham College as the Y/E balance included $1.0m overhead costs paid in April 2014 and other variances none of which exceeds $0.5m.

N7. Deferred Revenue decreased $2.2m as the YE balance includes 1/4 of winter and all of spring/summer 2014 term tuition deferral, and current balance includes 1/2 of spring/summer 2014 tuition deferral and fall 2014 tuition deferral relating to early registration of some students.

N8. Other long term debt decrease pertains to the repayment of the MoF loan in April 2014 (**see N4. above**). Balance of $19.6m includes $17.7m MoF loan.

N9. Decrease in long term debenture debt of $2.2m relates to the principal repayment and resulting draw-down of the debt in April 2014. This debt will be fully paid in October 2034.

N10. Decrease in deferred capital contributions relates to the amortization into revenues of all capital grants received since inception of the University (total grants received since inception = $223.6m) - see "Amortization of deferred capital contributions" on the Consolidated Statement of Operations.

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY
Consolidated Statement of Operations
For the 3 months ended June 30, 2014

		Jun 30, 2014		Jun 30, 2013	
REVENUES					
Grants - operating & research	$	**15,326,446**	$	14,696,686	
Grants - debenture		**6,750,000**		6,750,000	
Donations - operating & research		**218,851**		145,517	
Student tuition fees		**10,091,828**		9,227,166	**N1.**
Student ancillary fees		**1,346,129**		1,268,921	
Revenue from ancillary operations		**316,632**		400,333	
Other income		**1,947,599**		2,312,790	
Amortization of deferred capital contributions		**2,221,874**		2,110,890	
Interest revenue		**90,364**		69,936	
Unrealized gains / (losses) on investments		**526,280**		(141,582)	**N2.**
		38,836,003		36,840,657	
EXPENSES					
Salaries and benefits		**20,936,380**		19,433,185	**N3.**
Supplies and expenses		**6,054,061**		5,062,786	**N4.**
Purchased Services		**2,512,155**		2,837,827	
Professional fees		**64,338**		87,994	
Interest expense		**3,973,393**		4,094,357	
Amortization of capital assets		**6,475,606**		5,928,765	**N5.**
		40,015,934		37,444,914	
Excess of expenses over revenues	$	**(1,179,931)**	$	(604,257)	

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY
Consolidated Statement of Operations
For the 3 months ended June 30, 2014

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

N1. Student tuition fees increase of $0.9m is attributable to year-over-year enrollment growth and increase in average tuition fees related to the winter term.

N2. Unrealized gains / (losses) on investments relate to the market-to-market adjustment of our endowed portfolio funds. The YOY increase in unrealised gains of $0.7m is as a result of (i) in the prior quarter, our portfolio included 35% canadian equities and 34% universal bonds, both of which suffered losses in June 2013 and (ii) the resulting change in our portfolio mix with a decrease in universal bonds, and increase in better-yield mortgage pension trust and core plus bonds.

N3. Salaries and benefits increased $1.5m and includes $0.7m for merit increases, promotions and annualization of salaries, $0.5m for net new hires and replacement full-time hires (15 faculty and 11 support staff), and remaining $0.3m increase relating to part-time hires.

N4. Supplies and Expenses increase of $1.0m includes increase in repairs and maintenance as the PY included $0.3m insurance recovery for Windfield Farms, $0.2m increase in research expenses (with offsetting related grant revenues), and other variances, none of which exceed $0.2m.

N5. Amortization for Capital Assets increased $0.5m and is directly attributable to the increased capital asset base last year.

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY
Consolidated Statement of Cash Flows
For the 3 months ended June 30, 2014

	Jun 30, 2014
NET INFLOW (OUTFLOW) OF CASH RELATED	
TO THE FOLLOWING ACTIVITIES	
OPERATING	
Excess of expenses over revenues	**(1,179,931)**
Items not affecting cash:	
Amortization of capital assets	**6,475,606**
Amortization of deferred capital contributions	**(2,221,874)**
Unrealized Gain on investments	**(526,280)**
	2,547,521
Working Capital	
Grant and other accounts receivable	**(4,220,396)**
Prepaid expenses and deposits	**(66,453)**
Inventories	**(128,213)**
Accounts payable and accrued liabilities	**(12,044,060)**
Deferred revenue	**(2,182,477)**
	(16,094,078)
INVESTING	
Purchase of capital assets	**(1,125,171)**
Investments	**2,353,086**
Endowment contributions	**164,142**
	1,392,057
FINANCING	
Other assets	**-**
Repayment of long term debt	**(4,492,458)**
Repayment of obligations under capital leases	**32,496**
	(4,459,962)
NET CASH (OUTFLOW) / INFLOW	**(19,161,982)**
CASH BALANCE, BEGINNING OF YEAR	**29,002,551**
CASH BALANCE, END OF PERIOD	$ **9,840,569**

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

Category	Description	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	FY 15 Cumulative Total	FY15 BUDGET	Variance
		Actual	Actual	Actual	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Forecast	Total Forecast	Total Budget	
CASH INFLOWS:	**Revenues**															
Grant Revenue	Basic Operating Grant	3,376,326.20	3,147,290.38	3,224,667.94	4,651,536.18	6,282,332.24	6,003,241.25	6,015,961.78	5,983,643.40	6,156,196.31	6,554,110.65	5,605,343.70	6,382,965.97	63,383,616.00	63,383,616.00	
Revenues	Student Tuition Fees	4,238,690.58	3,202,338.13	2,633,129.16	4,289,217.61	19,733,955.23	23,429,582.49	3,836,919.01	3,181,135.32	7,679,718.39	7,878,879.76	2,995,023.34	2,679,270.98	85,777,860.00	85,777,860.00	
Other Revenues	Other Revenues	309,735.73	929,798.36	302,264.77	1,163,700.03	1,034,492.61	1,286,245.39	1,229,708.64	1,243,173.11	1,231,467.78	1,292,871.19	1,404,767.69	1,055,425.70	12,483,651.00	12,483,651.00	
Other Revenues	Debenture - MTCU	6,750,000.00					6,750,000.00							13,500,000.00	13,500,000.00	
Other Revenues	ACE	479,204.71	230,794.46	209,051.56	116,871.04	301,821.77	365,028.75	487,922.95	362,846.85	309,533.81	354,601.72	339,114.35	319,515.03	3,876,307.00	3,876,307.00	
Other Revenues	Regent Theatre	41,335.40	81,247.58	47,282.05	7,509.37	3,944.19	6,873.62	4,497.74	5,156.58	5,774.55	4,736.41	5,049.33	5,193.18	218,600.00	218,600.00	
Other Revenues	Childcare Campus Center	65,756.80	41,842.72	61,182.55	57,685.03	55,389.61	50,743.82	77,509.91	104,611.95	58,074.98	50,498.84	111,454.07	54,624.73	789,375.00	789,375.00	
	Total revenues	15,261,049.42	7,633,311.63	6,477,578.03	10,286,519.26	27,411,935.64	37,891,715.32	11,652,520.03	10,880,567.21	15,440,765.82	16,135,698.57	10,460,752.49	10,496,995.59	180,029,409.00	180,029,409.00	
CASH OUTFLOWS:	**Expenditures**															
Labour	Payroll	(6,462,727.42)	(7,202,160.19)	(6,068,788.45)	(7,007,148.00)	(6,863,819.73)	(7,072,137.32)	(7,460,918.91)	(6,865,448.71)	(6,986,101.09)	(7,805,083.59)	(8,010,827.36)	(7,985,993.22)	(85,791,154.00)	(85,791,154.00)	
Operating Expenses:	Capital expenditures	(44,250.00)	(202,741.00)	(3,902,196.00)	(368,267.72)	(618,525.25)	(729,281.83)	(538,725.95)	(679,094.78)	(688,252.92)	(603,174.56)	(761,483.36)	(824,962.64)	(9,960,956.00)	(9,960,956.00)	
Operating Expenses:	Durham College - SLA payments		(4,568,253.62)	(1,010,527.16)	(2,452,115.44)	(863,292.54)	(2,155,715.36)	(1,142,920.91)	(863,292.54)	(1,754,831.35)	(706,486.23)	(684,500.92)	(697,592.92)	(16,899,529.00)	(16,899,529.00)	
Operating Expenses:	Commercial /Administrative expenses -OPEX	(6,817,424.66)	(3,764,053.49)	(4,187,898.86)	(3,340,468.67)	(3,274,452.62)	(9,922,879.24)	(2,052,083.47)	(2,438,032.12)	(5,025,395.24)	(2,691,854.24)	(1,991,804.44)	(5,370,416.97)	(50,876,764.00)	(50,876,764.00)	
Operating Expenses:	Debenture	(8,250,503.00)						(8,250,503.00)						(16,501,006.00)	(16,501,006.00)	
	Total Operating Expense	(21,574,905.08)	(15,737,208.30)	(15,169,410.47)	(13,167,999.83)	(11,620,090.14)	(19,880,013.76)	(19,445,152.23)	(10,845,868.15)	(14,454,580.60)	(11,806,598.62)	(11,448,616.08)	(14,878,965.75)	(180,029,409.00)	(180,029,409.00)	
	BMO consolidated balance - opening balance	26,364,827.54	20,050,971.88	11,947,075.21	3,255,242.77	373,762.20	16,165,607.70	34,177,309.26	26,384,677.06	26,419,376.12	27,405,561.34	31,734,661.30	30,746,797.70			
	Add: Total Inflows	15,261,049.42	7,633,311.63	6,477,578.03	10,286,519.26	27,411,935.64	37,891,715.32	11,652,520.03	10,880,567.21	15,440,765.82	16,135,698.57	10,460,752.49	10,496,995.59			
	Less: Total Outflows	(21,574,905.08)	(15,737,208.30)	(15,169,410.47)	(13,167,999.83)	(11,620,090.14)	(19,880,013.76)	(19,445,152.23)	(10,845,868.15)	(14,454,580.60)	(11,806,598.62)	(11,448,616.08)	(14,878,965.75)			
	Ending consolidated Cash Balance	20,050,971.88	11,947,075.21	3,255,242.77	373,762.20	16,165,607.70	34,177,309.26	26,384,677.06	26,419,376.12	27,405,561.34	31,734,661.30	30,746,797.70	26,364,827.54			

Balance as per bank statement — 3,255,242.77
Less: outstanding cheques issued /adjs — 1,153,227.00
Add: Research restricted funds /advancement — 7,066,772.46
Accrued revenues (OSAP/EDI) — 269,666.63
Add: CTC and CIC — 392,113.73
less: IBM Credit Facility — 10,000.00
Total
Cash balance as per financial statement — 9,840,568.59

University of Ontario Institute of Technology
Management Reporting - 2014-15 Operating Summary (in '000 s)
For the Quarter ending June 30, 2014

	Budget	Forecast	Actuals	Fav. (Unfav.) Variance to Budget $ / %		Fav. (Unfav.) Variance to Forecast $ / %	
				April 1, 2014 - June 30, 2014			
Revenue							
Grants	20,309	20,309	19,995	(314)	-2%	(314)	-2%
Donations	-	-	84	84	0%	84	0%
Tuitions	9,801	9,801	10,091	290	3%	290	3%
Student Ancillary	1,342	1,342	1,661	319	24%	319	24%
Other	2,007	2,007	2,172	165	8%	165	8%
Total Revenue	$ 33,459	$ 33,459	$ 34,003	$ 544	2%	544	2%
Expenditures							
Academic/ACRU	13,939	13,939	13,649	290	2%	290	2%
Academic Support	6,094	6,094	5,522	572	9%	572	9%
Administrative	6,018	6,018	5,389	629	10%	629	10%
Total UOIT Pure	$ 26,051	$ 26,051	$ 24,560	$ 1,491	6%	$ 1,491	6%
Purchased Services	2,381	2,381	2,511	(130)	-5%	(130)	-5%
Total Ancillary/Commercial	1,456	1,456	1,550	(94)	-6%	(94)	-6%
Total Other Expenses	2,972	2,972	2,953	19	1%	19	1%
Total Operating Expenses	$ 32,860	$ 32,860	$ 31,574	$ 1,286	4%	$ 1,286	4%
Net Contribution from Operations	$ 599	$ 599	$ 2,429	$ 1,830	306%	$ 1,830	75%

Note Disclosure:							
Capital Expenses funded from Operations	1,659	1,659	998	661	40%	661	40%
Capital (PS)	60	60	61	(1)	-2%	(1)	-2%
Principal Repayments	2,187	2,187	2,187	-	0%	-	0%
Unrealized (gains) / losses	-	-	(526)	526	0%	526	0%
Vacation Accrual	-	-	113	(113)	0%	(113)	0%

Reconciliation to FS in audited format:		$
Net contribution from Operation less unrealized gains / losses	$	2,429
add back: Revenues not budgeted for:		
Externallty funded revenues (research, donations)	$	2,335
Amortization of deferred capital contributions	$	2,222
Unrealized Gains on Investments	$	526
less: expense not budgeted for:		
Externallty funded expenses (research, donations) less Capital	$	(2,103)
Vacation Accrual	$	(113)
14-15 Capital contibutions - cash		
Amortization of capital assets (including CIC & CTC)	$	(6,476)
Per Financial Statements	$	(1,180)

University of Ontario Institute of Technology
Management Reporting - 2014-15 Operating Revenues (in '000 s)
For the Quarter ending June 30, 2014

	Budget	Forecast	Actuals	Fav. (Unfav.) Variance to Budget $ / %		Fav. (Unfav.) Variance to Forecast $ / %		
Revenue								
Grants								
Basic Operating Grant	11,740	11,740	11,403	(337)	-3%	(337)	-3%	
CN Grant	1,049	1,049	1,181	132	13%	132	13%	**N1**
Debenture Grant	6,750	6,750	6,750	-	0%	-	0%	
Other Grants	770	770	661	(109)	-14%	(109)	-14%	**N2**
Total Grants	$ 20,309	$ 20,309	$ 19,995	$ (314)	**-2%**	(314)	**-2%**	
Donations	-	-	84	$ 84	0%	84	0%	
Total Donations	$ -	$ -	$ 84	$ 84	**0%**	84	**0%**	
Student Tuition Fees								
Tuition	9,360	9,360	9,610	250	3%	250	3%	
CN Tuition	441	441	481	40	9%	40	9%	
Total Student Tuition Fees	$ 9,801	$ 9,801	$ 10,091	$ 290	**3%**	290	**3%**	
Student Ancillary								
Student Ancillary - UOIT	648	648	667	$ 19	3%	19	3%	
Student Ancillary - UOIT TELE	448	448	729	$ 281	63%	281	63%	**N3**
Student Ancillary - Purchased Services	246	246	265	$ 19	8%	19	8%	
Total Student Ancillary	$ 1,342	$ 1,342	$ 1,661	$ 319	**24%**	319	**24%**	
Other General Revenue								
Other Revenue - UOIT	607	607	744	137	23%	137	23%	**N4**
Other Revenue - Purchased Services	133	133	144	11	8%	11	8%	
Commercial Revenue								
Campus Ice Centre/Campus Tennis Centre	277	277	294	17	6%	17	6%	
Daycare	162	162	135	(27)	-17%	(27)	-17%	**N5**
ACE Commercial	778	778	783	5	1%	5	1%	
Regent	50	50	72	22	44%	22	44%	**N6**
Total Other General Revenue	$ 2,007	$ 2,007	$ 2,172	$ 165	**8%**	$ 165	**8%**	
Total Operating Revenue	$ 33,459	$ 33,459	$ 34,003	$ 544	**2%**	544	**2%**	

University of Ontario Institute of Technology

Management Reporting - 2014-15 Operating Revenues (in '000 s)
For the Quarter ending June 30, 2014

Variance Explanations - YTD Actuals to YTD Budget

N1 CN Grant includes the MTCU grant received for the UOIT/DC nursing program and the Georgian College and UOIT/DC nursing program.   CN Grant is favourable due to the incorrect calendarisation of the Georgian grant budget. This will be adjusted in the Q2 forecast.

N2 Other Grants are below budget by $109k.   This variance includes $63k relating to the timing of receipt of the Federal Indirect Cost grant and $46k of unspent grants that have been deferred and will be distributed to graduate students in Q2 **(see offsetting expenses in Expense explanation N1.)**

N3 The Q1 budget for Student Ancillary - UOIT TELE did not include the PY amounts reserved and deferred at year-end to be spent in the current year.   TELE is favourable as it includes $281k of PY deferred revenues that have now been recognised in the current quarter to cover Q1 expenses.

N4 Other Revenue - UOIT is favourable $137k due to unbudgeted revenues, including application fees, mobile late payment fees, transcripts, and additional Bank of Montreal discounts related to the use of corporate credit cards.

N5 Daycare revenue is unfavourable $27k due to the timing of receipt of grant revenue from Durham Region. This was received in July 2014.

N6 Regent revenue is favourable $22k and includes $15k of PY revenues that were not accrued at year-end, and remaining $7k due to timing of receipt.

University of Ontario Institute of Technology
Management Reporting - 2014-15 Operating Expenses (in '000 s)
For the Quarter ending June 30, 2014

	Budget	Forecast	Actuals	Fav. (Unfav.) Variance to Budget $ / %		Fav. (Unfav.) Variance to Forecast $ / %		
April 1, 2014 - June 30, 2014								
Faculty of ESNS	959	959	940	19	2%	19	2%	
Faculty of Business and IT	2,250	2,250	2,344	(94)	-4%	(94)	-4%	
Fac. of Social Science & Humanities	1,910	1,910	1,800	110	6%	110	6%	
Faculty of Education	1,168	1,168	1,131	37	3%	37	3%	
Faculty of Health Sciences	2,279	2,279	2,133	146	6%	146	6%	
Faculty of EAS	2,149	2,149	2,135	14	1%	14	1%	
Faculty of Science	2,125	2,125	2,220	(95)	-4%	(95)	-4%	
Graduate Studies	775	775	636	139	18%	139	18%	N1
Internally Funded Research	324	324	310	14	4%	14	4%	
Total Academic/ACRU	**$ 13,939**	**$ 13,939**	**$ 13,649**	**$ 290**	**2%**	**$ 290**	**2%**	
Office of the Provost	663	663	365	298	45%	298	45%	N2
Research, Innovation & International	593	593	499	94	16%	94	16%	N3
Teaching & Learning	451	451	323	128	28%	128	28%	N4
Registrar	1,188	1,188	1,081	107	9%	107	9%	N5
Tuition Set Aside	388	388	637	(249)	-64%	(249)	-64%	N6
Student Life	1,152	1,152	926	226	20%	226	20%	N7
Library	820	820	864	(44)	-5%	(44)	-5%	
IT - TELE	839	839	827	12	1%	12	1%	
Total Academic Support	**$ 6,094**	**$ 6,094**	**$ 5,522**	**$ 572**	**9%**	**$ 572**	**9%**	
University Secretary and General Counsel	241	241	168	73	30%	73	30%	N8
President	317	317	215	102	32%	102	32%	N9
Finance	821	821	741	80	10%	80	10%	N10
Central Operation	28	28	54	(26)	-93%	(26)	-93%	
OCIS/Leased Space	2,484	2,484	2,301	183	7%	183	7%	
IT (excluding TELE)	580	580	507	73	13%	73	13%	N11
External Relations	296	296	263	33	11%	33	11%	N12
Communication & Marketing	379	379	351	28	7%	28	7%	
Advancement	387	387	337	50	13%	50	13%	N13
Human Resources	406	406	411	(5)	-1%	(5)	-1%	
ACE - Academic	79	79	41	38	48%	38	48%	N14
Total Administrative	**$ 6,018**	**$ 6,018**	**$ 5,389**	**$ 629**	**10%**	**$ 629**	**10%**	
Student Services	211	211	221	(10)	-5%	(10)	-5%	
IT	1,101	1,101	1,152	(51)	-5%	(51)	-5%	
Facilities	1,069	1,069	1,138	(69)	-6%	(69)	-6%	
Total Purchased Services	**$ 2,381**	**$ 2,381**	**$ 2,511**	**$ (130)**	**-5%**	**$ (130)**	**-5%**	
UOIT Ancillary - Parking, Bookstore	-	-	-	-	0%	-	0%	
Campus Ice /Campus Tennis Centre	352	352	374	(22)	-6%	(22)	-6%	
Daycare	152	152	159	(7)	-5%	(7)	-5%	
ACE Commercial	872	872	938	(66)	-8%	(66)	-8%	
Regent	80	80	79	1	1%	1	1%	
Total Ancillary / Commercial Expenses	**$ 1,456**	**$ 1,456**	**$ 1,550**	**$ (94)**	**-6%**	**$ (94)**	**-6%**	
Debenture	2,972	2,972	2,953	19	1%	19	1%	
Total Other Expenses	**$ 2,972**	**$ 2,972**	**$ 2,953**	**$ 19**	**1%**	**$ 19**	**1%**	
Total Operating Expenses	**$ 32,860**	**$ 32,860**	**$ 31,574**	**$ 1,286**	**4%**	**$ 1,286**	**4%**	

Note Disclosure:

	Budget	Forecast	Actuals					
Capital Expenses funded from Operations	1,659	1,659	998	661	40%	661	40%	N15
Capital (PS)	60	60	61	(1)	-2%	(1)	-2%	
Principal Repayments	2,187	2,187	2,187	-	0%	-	0%	
Unrealized (gains) / losses	-	-	(526)	526	0%	526	0%	
Vacation Accrual	-	-	113	(113)	0%	(113)	0%	

University of Ontario Institute of Technology

Management Reporting - 2014-15 Operating Expenses (in '000 s)
## For the Quarter ending June 30, 2014

Variance Explanations - YTD Actuals to YTD Budget

N1 Graduate Studies is favourable $139k due to lower than anticipated entrance scholarships in Q1. These in-program scholarships will be offered to students in Q2/Q3 of which $46k has offsetting revenues. **(See Revenue Explanation N1.)**

N2

The Office of the Provost is favourable $298k due to saving under strategic initiatives. This was earmarked as University Priority Fund (UPF) initiatives which were budgeted to be spent in Q1, but distributed to the units in Q2.

N3 The Office of Research, Innovation & International is favourable $94k attributed to $111k in labour savings due to 4 open position, 2 currently filled with limited term contracts offset by $17k of unanticipated expenses for memberships and international travel that were budgeted in Q2.

N4 Teaching and Learning Centre is favourable $127k, $92k due to outstanding budget transfers related to internally funded research and on-line courses for the faculties which will occur in Q2, and $36k in labour savings due to 1 open position and 1 delayed start.

N5 Registrar is favourable $107k due to $60k in delayed hiring for part-time and limited term employees, and $47k due to timing of promotion expenses that will by incurred in Q2 and Q3.

N6 Tuition set aside is unfavourable $249k due to identified need to increase student assistance related to lower spending in the prior year.

N7 Student Life is favourable $226k of which $134k is due to delays in hiring 4 new positions and 2 replacements and $92k is due to timing of various OPEX to materialize in Q2 .

N8 University Secretary and General Counsel is favourable $73k due to $43k in delayed spending of legal fees, $15K due to delay in hiring 1 new position and $15k due to timing of various OPEX spending.

N9 The President's Office is favourable $72k due to the delayed start of 2 major projects.

N10 Finance is favourable $80k due to $40k for insurance rebates as a result of favourable claims history, and the remainder due to timing of various OPEX spending.

N11 IT is favourable $73k due to a delay in hiring 2 vacant positions (expected to be hired in Q2 / Q3) and underspend on general operating expenses.

N12 External Relations is $33k favourable due to a delay in spending promotional expenses which will materialize in Q2/Q3.

N13 Advancement is favourable $50k due to a $30k delay in spending of contract services to Q2 and $20k due to rescheduling of promotional expenses to Q3.

N14 ACE Academic is favourable due to the delay of a new hire.

N15 Capital spending is under budget $661k due to the delays in progress of various projects, including the renovation of the U5 portable, UA labs, and 2nd floor 61 Charles.

Review of New Budget Model
Audit and Finance
Sept 17, 2014

UNIVERSITY OF ONTARIO
INSTITUTE OF TECHNOLOGY
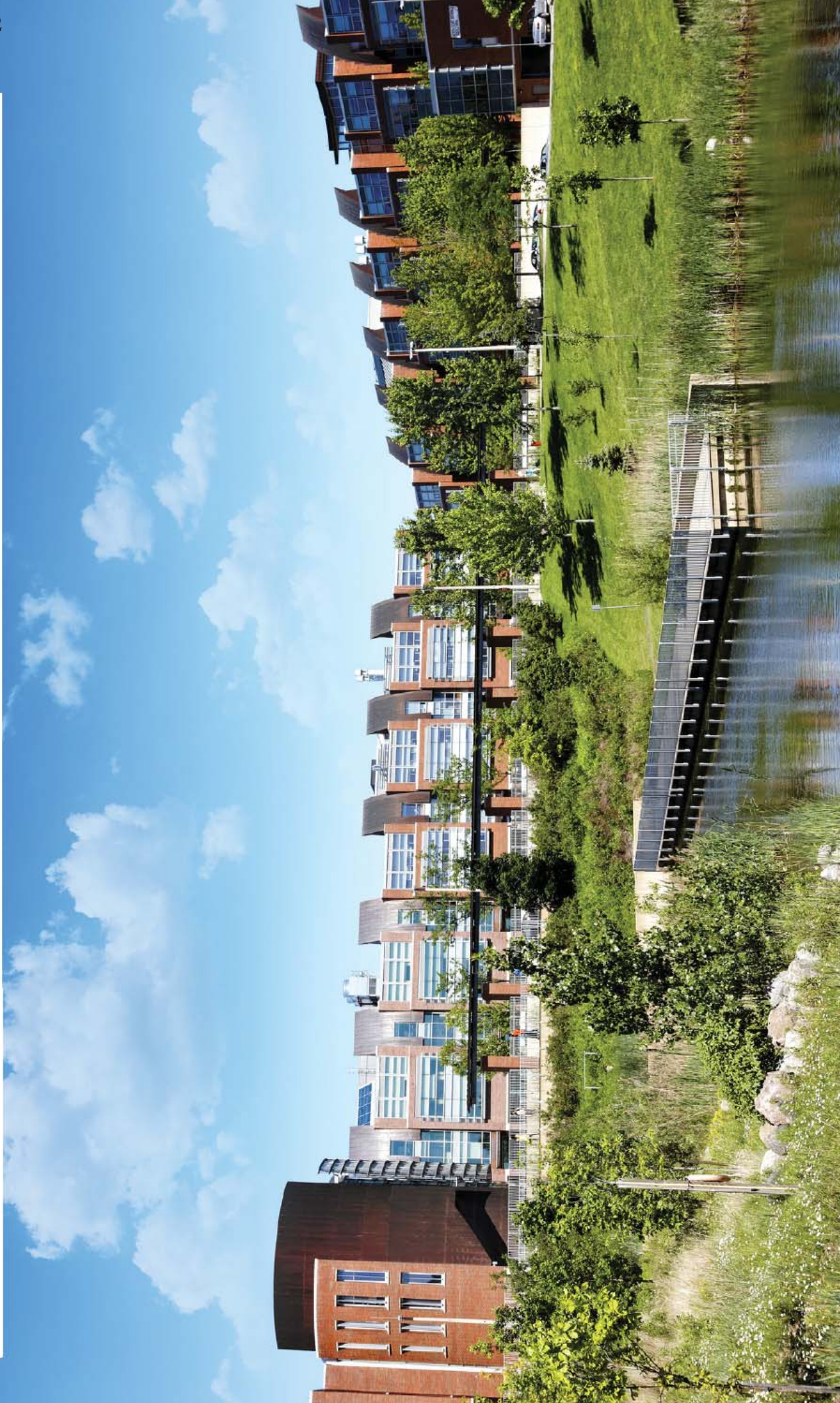
Agenda

1. History
2. Responsibility Centre Management (RCM) Model
3. Resource Allocation Model (RAM)
4. Financial Planning & Resource Allocation
5. Preliminary Results
6. Next Steps

History

UOIT
CHALLENGE INNOVATE CONNECT

Project Started in 2012

- The project to create a new budget model was launched in June, 2012 with the creation of the Budget Steering Committee

- Goals of the committee were to create a budget process that would:
  - Align university resources, goals, and priorities
  - Be transparent
  - Provide a platform for strategic planning
  - Create incentives for performance, and accountability for resource management

- Milestones and deliverables for the committee are outlined on the following slide.

Budget Steering Committee Plan

#	Milestone	Target Completion Date	Comments
Phase I Model Research and Concept Development			
1.	Investigate budget models used in other universities as well as the process undertaken in their budget design and implementation	August 2012	Completed by the working group and summary prepared
2.	Develop a detailed process for the consultation, creation and implementation of the new budget model with objectives and timelines	Sept 2012	Invite in L Goldstein to present on process and main points of discussion
3.	Report to BAAC, AC Exec and SLT a summary of findings and process strategy	Oct 2012	
Phase II Model Development			
4.	Outline expense allocation options and recommendations (cost bins and cost drivers - ancillaries, space, capital, etc)	Nov 2012	
5.	Outline revenue allocation options and recommendations (tuition, grants, research).	Feb 2013	
6.	Report to BAAC, AC Exec and SLT a summary of decisions to date	Feb 2013	
7.	Continued discussion on expense and revenue with a focus on central funds (ie strategic envelope, transition, slip years, contingency)	April 2013	
8.	Framework is designed in excel and compared to actual 2013-14 budget	May 2013	Review and revise as required
9.	Report to BAAC, AC Exec and SLT the draft structure of the new allocation model	May 2013	
Phase III Implementation and refinement			
10.	Outline a governance structure, approval framework, communication plan and training schedule.	Summer 2013	
11.	Refine critical design features based on comparative analysis and long term plan	Summer 2013	Further steps will be outlined at this time

Budget Steering Committee Members

Membership:

Richard Marceau	Provost (chair)
Craig Elliot	Chief Financial Officer
Brad MacIsaac	Assistant Provost Planning and Analysis (PM)
Pamela Ritchie	Dean rep
Bob Goldman	Budget Planning Officer rep
Jeremy Bradbury	Academic Council Executive rep
Connie Thurber	Faculty rep
Nick Scarfo	Faculty rep
Brain Cutler	Faculty rep
Remon Pop-Iliev	Faculty rep
Donna Robbins	Student Experience rep
Lindsay Coolidge	External Relations rep
Paul Bignal	AP Academic and IT rep
Pamela Onsiong	Director, Planning and Reporting
Alison Baulk	Senior Financial Analyst
Dana Reeson	Institutional Research Analyst
Carolyn Yeo	Academic Operations Officer

Responsibility Centre Management Model

UOIT
CHALLENGE INNOVATE CONNECT

Responsibility Centre Management (RCM) Budget Model

- The budget committee was able to collaborate with a number of universities involved in similar budget transitions including University of Toronto, University of Saskatchewan, York University, and Queens

- Budget models that utilized RCM concepts became the focus of the committee, given their alignment with the stated goals for our new budget process

- The work of other institutions using RCM methodologies helped inform the committee on issues such as activity-based costing (ABC), allocation of indirect costs, and the identification of costs drivers

Budget Committee Recommendations

March 2013

Characteristics of the New Resource Allocation Model	
What are the overarching characteristics of the New Resource Allocation Model?	<u>Clarity</u> – The process of allocation of revenues and expenses should be apparent to all budget holders and the greater university community. <u>Stability</u> – Areas should be protected from large and sudden decreases in revenue as a result of changes in funding and planning mechanisms. <u>Adaptability</u> – The model should provide for sufficient resources at the "centre" and at the "budgetary unit level" to respond to adverse circumstances, to allow the institution to take advantage of new opportunities, to support "common good" priorities, and enhance a culture of innovation. <u>Integration</u>- Development and evolution of the model needs to be respectful of the institutional culture, recognizing the autonomy of unit leaders and the importance of supporting collaboration.
Restricted and Unrestricted Funds	
How will we treat Restricted and Unrestricted Funds?	A hybrid approach which includes both restricted and known unrestricted. Forecasts will be made with appropriate measures being taken into consideration with respect to risk and contingencies.
Occupancy Costs	
How will we handle the costs of the downtown leases and the debenture?	The costs associated with the downtown leases and the debenture is shared equally by all the faculties.
How will we handle the division of the north and downtown campuses for the consideration of costs?	They are treated as two different campuses and the costs associated are divided where it makes sense to do so.

Budget Committee Recommendations

March 2013

How will we handle the costs associated with the different types of space?	**General Space** - Allocation of all occupancy costs associated with general shared space using the faculty percentage of FTE's as a driver. **Student Space** - A faculty's proportion of utilized student scheduled space factoring in size and function of space with consideration for appropriate efficient utilization of space. **Dedicated Space** - Allocation of all occupancy costs associated with dedicated space used by the faculties/units at the general level (proportion of) with consideration of the function of the space, using a weighted formula (1.15 for lab space versus 0.85 for office space) for the different types of dedicated space.
How will UOIT handle Support Unit Space?	UOIT will not do inter-support unit transfers, however faculties will be able to see the space that support unit's hold and support units will be able to save funds for other uses by reducing their space.
Cost Drivers - What will be the corresponding cost driver/drivers for the support units?	
Academic Success Centre	UG and GR FTE
Alumni	FTE
Communications and Marketing	Split between student FTE and staff
Finance	CFO & Financial Reporting – General bin Business Operations – split: Payroll – staff headcount, AR – student FTE, AP – 50% headcount, 50% general revenue Research – % open accounts
Revenue Bin	Revenue
Graduate Studies	GR FTE
Human Resources	Continuing faculty and staff
Information Technology	Faculty and Staff –faculty and staff Data Centre – student FTE Applications Admin - student FTE Applications LMS – student FTE Media – student FTE Service Desk – student FTE Telecom – faculty and staff AVP Office – general

Budget Committee Recommendations

March 2013

Library	80% would be student FTE, and 20% to faculty and Staff.
OCIS	The recommendation is to use NASMs as the driver and to include the costs of the OCIS office into the occupancy bin.
Registrar's Office	student FTE
Teaching and Learning	faculty and staff
Tech Transfer	faculty
Research overheads	Will remain as current policy with 30% to the faculty rather than keeping it central and for the Federal Indirect Cost Grant to maintain its current framework.
Will contingency funds be held at the unit level, centrally or held with both depending on the purpose of the funds?	To ensure financial wellbeing, UOIT will establish contingency funds (approximately 2-3% of the operating budget) to mitigate risks associated with changes in funding models. However, there is a secondary question surrounding the amount of funds to be held centrally for university wide initiatives. This is not referring to the unplanned contingency items nor the strategic pot but rather institution-wide procedural implications. These may include: sick leaves, maternity/parental leaves, professional development, matching funds, health and safety (ADOA) funds, dependent tuition, computer purchases, etc. For the purpose of this meeting we will refer to these as "common" funds. a) Sick Leave – Centralized – Support Units/Decentralized - Faculties b) Maternity Leaves – Centralized – Support Units/Decentralized - Faculties c) Professional Development Funds - Decentralized d) Startup Funds - Decentralized e) Matching Funds - Decentralized f) Health and Safety (ADOA) –Centralized g) Dependent Tuition Assistance - Centralized h) Mobile - Decentralized i) Repair and Maintenance - Decentralized Recommendation - In order to maximize distribution the faculties who are receiving the revenues will decide within their own budget how to handle the replacement funding provided they follow the procedures laid out by the university. Support units will have a defined pot set aside to support 50% of expenses.
Should tuition and grant funds be treated the same or split and treated differently?	Tuition and Grant will be combined and treated the same.

RCM Budget Model

- By June 2013 an RCM budget was created using the recommendations from the committee. In this initial version, only two faculties were profitable - Business, and Social Science

- The analysis of the outcomes from RCM raised concerns about applying only traditional activity-based costing(ABC) tools in budget process:

  – Could lead to discourse between faculties competing over our limited resources

  – Funding model that does not properly weight the cost differential of programs, negatively impacting the appropriate allocation of resources

  – ABC works best in larger institutions where Deans have control over their levels of enrolment and tuition. UOIT is relatively small, with centralized polices reflecting our corresponding smaller resources

  – In times of surplus and growth, model does not show strategic places to address efficiencies

  – Need to consider our long term plans and research objectives, so that student demand is not the only factor in driving our strategic direction

- In addition, there were some topics that required further analysis and decisions including inter-disciplinary transfers, space costs, contingency, and equalization

Resource Allocation Model

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

UOIT
CHALLENGE INNOVATE CONNECT

Resource Allocation Budget Model

- In the summer of 2013, we developed an implementation strategy for the new budget module

- The process would start with improvements to our existing budget process. For the 2014-15 budget we would implement "zero-based" budgeting, and refine our quarterly forecasting techniques. This would lay the groundwork for our new budget process through the establishment of appropriate base budgets

- Also, we began work on the FAST budget module. This tool would automate the budget process, facilitate consolidation, allow users to enter and view budget data, and enable user friendly reports and analysis.

- At the same time, a forecast module was being developed that would work in conjunction with the budget module. Once implemented, this software would automate the forecast process and allow user access to information for improved tracking, analysis, and decision making.

- The new resource allocation budget model would be launched for the 2015-16 budget, and the above improvements would be incorporated as part of the new budget process

Resource Allocation Budget Model

- As part of our new budget process, we wanted to extend our planning horizon beyond the current year

- The annual budget process would now include a five year planning template, driven by enrolment and revenue forecasts

- The 5 year budget will assist with strategic planning for resources, improve academic and administrative hiring process, reduce risk, and facilitate modelling of financial sustainability

Financial Planning and Resource Allocation

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

UOIT
CHALLENGE INNOVATE CONNECT

Financial Planning And Resource Allocation

- In December 2013 the Provosts Advisory Committee on Integrated Planning (PACIP) was created to integrate all the various planning efforts underway at UOIT, identify gaps in our planning processes, and align our resources to best support our strategic direction

- Four sub-committees were created:
  - Strategic Enrolment Management
  - Financial Planning and Resource Allocation
  - Facilities Planning and Space
  - Task Force on Enhanced Assessment

Financial Planning And Resource Allocation

- The Financial Planning and Resource Allocation Committee has responsibility to review, recommend, and provide advice on the appropriate budget model for UOIT

- The committee built on the methodologies already established by the Budget Committee to attribute revenues and allocate direct and indirect costs to the Faculties, and incorporated policies around:

  - Revenue sharing of volume and/or price changes

  - Mandated or "hard to avoid" costs that must be covered from faculty revenue growth, before any additional spending can occur. Examples of these costs would include inflation, utilities, taxes, insurance, lease cost, and debenture expense

  - Use of central funds, created from grant revenue, to cover the cost of non-academic units and strategic initiatives

  - Carry forward of surplus or deficits

Financial Planning And Resource Allocation

Key Aspects of the new budget model – Domestic Undergraduate Enrolment

- Applies only to incremental revenue. Existing budget base from 2014-15 is the starting point

- 85% of Net tuition only allocated to faculties

- 10% of Net tuition allocated to Central fund to cover tuition set aside (TSA) requirements from MTCU

- 5% of Net tuition allocated to Central fund for an Academic Quality Fund (AQF)

- Net tuition calculated by removing the cost allocated to faculties for hard to avoid costs, and strategic initiatives (UPF fund)

- 100% of operating grant flow to a central fund, to cover non-academic unit costs

- Non-faculty specific grants flow to Central fund

- All faculties are responsible for funding compensation increases in their units.

- Teaching faculties will be allocated $372/FTE, calculated as 75% of average tuition less TSA and AQF. 25% remains in home faculty

- Non-academic units follow zero based budgeting, with cap on asks based on the amounts allocated from grant revenue and faculties

- Criteria to be established for allocation of strategic funds from central

Financial Planning And Resource Allocation

Key Aspects of the new budget model – International Undergraduate and Graduate Enrolment

✔ Net tuition growth less average central expense allocated to faculties. Ensures international and graduate student tuition are contributing to central costs in similar fashion as domestic.

Preliminary Results

ENROLMENT PROJECTIONS

Total Institutional FTEs	Period of Review			Period of Constraint			Period of Growth		
	11/12	12/13	13/14	14/15	15/16	16/17	17/18	18/19	19/20
Undergraduate Total	7227	7777	8141	8747	8988	9509	9866	10247	10653
Graduate Total	338	387	441	462	474	509	529	565	577
TOTAL Institutional FTE	7565	8164	8582	9209	9462	10018	10395	10812	11230
Total Growth				606	241	521	357	381	406
% Growth				7.3%	2.7%	5.9%	3.8%	4.0%	4.0%
				Primarily flow through				Primarily new intake	

TOTAL REVENUE GROWTH

Overall	2015-16	2016-17	2017-18
Amount to Central	$ 2,279,121	$ 3,978,421	$ 2,410,115
Amount to Faculties	$ 4,487,735	$ 5,610,376	$ 4,544,938
Total Growth	$ 6,766,855	$ 9,588,798	$ 6,955,053
% to Faculties	66%	59%	65%

Current UOIT spending is split approximately 50/50 between academic and non-academic units. The system average is closer to 57% to academic, and 43% non-academic. For UOIT our unique initial funding debenture and the interest expense of this financial arrangement skews this comparison

The model allocates more growth funds to academic units, consistently in 60-65% range

REVENUE GROWTH BY FACULTY

Growth to Faculties	2015-2016		2016-2017		2017-2018	
Business and Information Technology	$	1,003,449	$	1,127,499	$	821,175
Education	$	(631,421)	$	659,172	$	141,941
Energy Systems and Nuclear Science	$	257,288	$	179,598	$	126,013
Engineering and Applied Science	$	1,657,711	$	1,295,479	$	1,308,093
Health Sciences	$	1,163,903	$	943,590	$	873,260
Science	$	841,005	$	668,387	$	432,489
Social Science and Humanities	$	222,602	$	775,127	$	880,189
Undeclared	$	17,347	$	1,648	$	3,761
Total	$	4,487,735	$	5,610,376	$	4,544,938

NET FACULTY SUMMARY

Faculty Revenue	2015-16		2016-17		2017-18	
Business and Information Technology	$	615,014	$	493,839	$	232,789
Education	$	(873,817)	$	512,984	$	4,526
Energy Systems and Nuclear Science	$	2,573	$	127,115	$	12,601
Engineering and Applied Science	$	806,065	$	375,689	$	81,229
Health Sciences	$	102,427	$	215,553	$	105,325
Science	$	494,768	$	444,350	$	336,895
Social Science and Humanities	$	1,114	$	644,484	$	579,841
Total	$	1,148,144	$	2,814,014	$	1,353,206

Revenue remaining in the Faculty's after 5% increase in labour costs, estimated new hires and service teaching transfers.

NET CENTRAL FUND SUMMARY

	2015-2016	2016-2017	2017-2018
Labour Growth	$ 1,570,016	$ 1,648,517	$ 1,730,943
New Hires	$ 975,000	$ 650,000	$ 520,000
Capital Commitments	$ 263,690	$ 449,914	$ (161,187)
Expenditure Growth	$ 2,808,707	$ 2,748,431	$ 2,089,755
Revenue Growth	$ 2,279,121	$ 3,978,421	$ 2,410,115
Amount Remaining	**$ (529,586)**	**$ 1,229,991**	**$ 320,360**

Revenue remaining in Central after 5% increase in labour costs, estimated new hires and other contractual commitments.

Next Steps

UOIT
CHALLENGE INNOVATE CONNECT
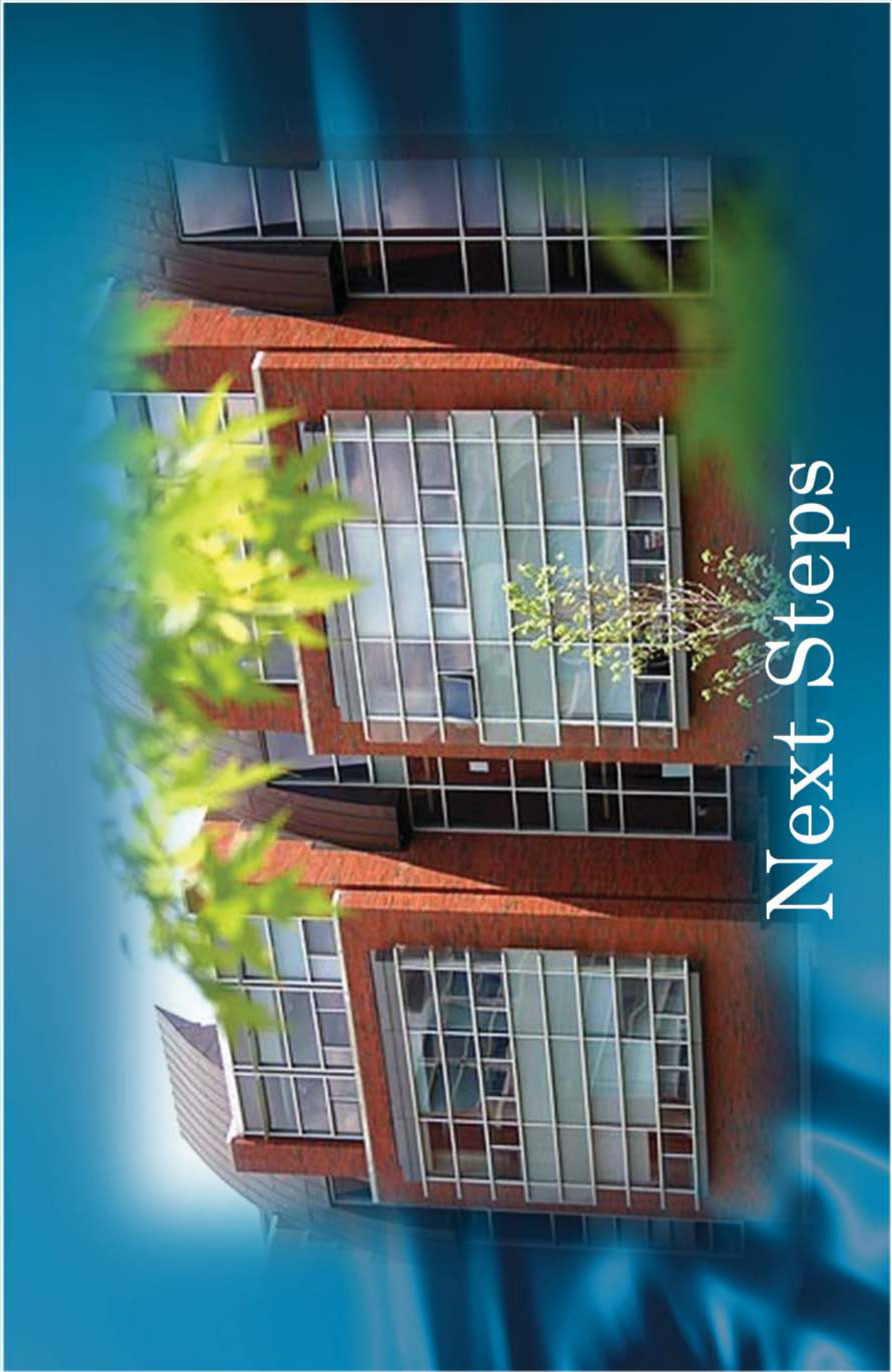
Next Steps

1. Continue to refine the "Base" or starting point

2. Establish Carry Forward policies

3. Develop criteria for evaluating academic and non-academic "asks" from Central funds

4. Review our "one time" grants, and allocate between Central or specific budget

5. Review feedback from three year staffing requests submitted in August by all budget units. Finalize and input into model

6. Utilize Day 10 enrolment numbers to update model

7. Continue discussion on model outcomes with stakeholders

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

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

PURPOSE

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

DEFINITIONS

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

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

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

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

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

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

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

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

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

PROCEDURES

3. General

    3.1. In accordance with the Board of Governors Recruitment, Appointment and Leadership Policy, the Governance, Nomination and Human Resources Committee (GNHR), or its successor Committee, will have overall responsibility and authority for elections to the Board of Governors.

    3.2. The Chief Electoral Officer (CEO) shall have the following responsibilities in the conduct of the Board of Governors elections:

	a)	Recommending the timelines for Board elections to GNHR;
	b)	Updating of the Board of Governors elections website;
	c)	Dissemination of information about the elections to relevant constituency groups;
	d)	Providing nomination forms and instructions on the conduct of the Board elections;
	e)	Convening an information session for all candidates after the Nomination Period has concluded and prior to the start of the Campaign Period.
	f)	Verifying the eligibility of all nominees for the Board elections;
	g)	Investigating and reporting to GNHR any irregularities and infractions of campaigning or voting procedures and the recommendation of sanctions;
	h)	Verifying the results of online voting and reporting election results to GNHR and the Board of Governors for confirmation.
	i)	Making recommendations to GNHR on the updating and revision of Board election policy and procedures.

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

4. Nomination

4.1. Individuals who wish to stand for election must fill out the required nomination forms and provide all other relevant information requested by the CEO. Nomination materials must be submitted according to the specified process and deadlines. Incomplete nomination materials or nomination materials submitted after the deadline will not be accepted.

4.2. Candidate eligibility is determined in accordance with the Board of Governors Recruitment, Appointment and Leadership Policy, as amended.

4.3. Nominations require a minimum of five (5) signatures from nominators who are deemed eligible from within the relevant constituency group of the nominee. Nominees are not eligible to sign their own nomination forms.

4.4. The CEO is responsible for determining that all criteria for eligibility for both nominees and nominators has been met.

4.5. Nominees will receive notification of their eligibility status by the CEO. Only nominees who have received confirmation of eligibility will be allowed to stand for election and campaign.

4.6. Nominees for Student Governor are required to attend a candidates' information session at a time and place to be determined by the CEO.

4.7. When the Nomination Period has closed, if the number of candidates nominated is equal or less than the Board positions available in a particular constituency, the candidates shall be acclaimed.

4.8. A nominee may withdraw their nomination by submitting a signed statement to the CEO any time before the close of nominations and at any time thereafter up to two business days following the close of nominations.

5. **Campaigning**

5.1. Campaigning may only occur during the Campaign Period.

5.2. All candidates shall conduct themselves and their activities in a manner which is considered reasonable, respectful, ethical, and fair.

5.3. Candidates are responsible for ensuring that all aspects of their campaign are in compliance with UOIT policies and all applicable municipal, provincial and federal laws.

5.4. No candidate may campaign or allow campaigning on their behalf that is in violation of the election procedures. Candidates who are aware of unauthorized campaigning on their behalf must report the issue to the CEO.

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

5.6. Candidates are required to check their UOIT email at least once every 24 hours during the Campaign Period for information from the CEO relating to the election.

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

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

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

5.10. All expenses incurred during the course of the election campaign are the responsibility of the candidate.

5.11. All campaign information must include:

a) Name of the candidate;

b) Position for which the candidate is campaigning;

c) The address of the official Board of Governors election website;

d) An accurate English translation of any information in other languages;

e) A reminder to vote during the Voting Period.

5.12. Campaign information may not include the UOIT logo.

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

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

5.15. Campaigning is restricted to on-campus and is prohibited in the following areas:

   a) All University administrative, academic and service offices;

   b) All instructional areas including classrooms, lecture theatres, seminar rooms, labs, meeting rooms and board rooms;

   c) Libraries, prayer rooms, designated study areas, the Health Centre, the Flex Centre and change-rooms, cafeterias and food service outlets;

   d) Student residences;

5.16. Campaigning at University events is strictly prohibited.

5.17. Candidates are allowed the use of posters and handbills for campaign purposes. Laminated materials, stickers, banners, and other physical displays are prohibited.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

6. Voting

6.1. Voting for Board of Governors elections will be conducted online.

6.2. The Voting Period will be forty-eight (48) hours in duration.

6.3. No minimum voter turnout is required to validate an election. Eligible voters are entitled to vote once for each position within their respective constituency.

6.4. The CEO and administrative staff of the University Secretariat are ineligible to vote.

6.5. In order to respect the integrity of the election process voters are entitled to cast their ballots in secret. Candidates or those acting on behalf of a candidate are prohibited from:

a) Establishing polling stations;

b) Providing a personal computer or any other personal electronic device for the purpose of voting;

c) Assisting voters in casting of their vote;

d) Observing voters as they vote;

e) Interfering with the voting process;

f) Casting a ballot other than one's own;

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

7. Election Results

7.1. Depending on the number of vacancies in each constituency group, the candidate(s) with the highest number of votes in the election will be deemed the successful candidate(s).

7.2. In the event of a tie the CEO shall determine the successful candidate by means of conducting a coin toss in the presence of the candidates in question, under the observation of two impartial witnesses.

7.3. In the event that a successful candidate is disqualified as a result of misconduct in the election process the candidate with the next highest number of votes will be deemed the successful candidate.

7.4. Election results will not be communicated until any investigations of allegations of election misconduct have been concluded.

8. **Violations of the Election Procedures**

8.1. Allegations of violation of the election procedures must be submitted to the CEO in writing and signed. Complaints submitted anonymously will not be investigated.

8.2. Allegations of violations of the election procedures must be made within one (1) business day of the alleged infraction. Complaints may be made up to one (1) business day following the end of the Voting Period.

8.3. Alleged violations of election procedures will be investigated by the CEO:

a) The CEO shall inform the respective candidate of the allegations in writing, along with details of the violation that has been alleged to have occurred. The identity of complainants will be kept confidential.

b) Candidates will be given one (1) business day to comment upon the allegations being made.

9. **Penalties**

9.1. Where a violation of the elections procedures is deemed to have occurred, the CEO will implement penalties on a case by case basis, depending on the severity of the infraction.

9.2. If a candidate is found to have committed a violation of the election procedures, one or more of the following penalties may be imposed:

a) Election Conduct Warning.

b) Public correction and/or apology for false statements in campaign information.

c) Penalties under the Student Conduct Policy.

d) Disqualification of the candidate from the Board elections.

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

a) Failure to maintain the requirements for eligibility as outlined in the Board of Governors Recruitment, Appointment and Leadership Policy.

b) Violation of any procedure related to the online voting process.

c) Violation of an Election Conduct Warning from the CEO.

d) Any subsequent violation under these procedures whether or not an Election Conduct Warning has been issued in respect of such subsequent violation.

e) Failure to report to the CEO a violation of the election procedures by individuals acting on their behalf where the candidate ought reasonably to have known the conduct occurred.

f)   Any misrepresentation or misinformation communicated regarding an opposing candidate.

g)   Any other violation found by the CEO to be a serious violation of these procedures.

10. Appeals

10.1.   Appeals related to the decision of the CEO may be made in writing to the Chair of GNHR.

10.2.   Appeals must be made within one (1) business day of the receipt of the CEO decision and must contain:

     a)   The specific decision being appealed;

     b)   Written documentation of the reason(s) for the appeal;

     c)   A summary of the evidence in support of grounds for appeal.

10.3.   If an appeal is submitted while the election is still underway, GNHR will render a decision on the appeal within 24 hours.

10.4.   If a candidate is appealing disqualification from the election, the candidate will be allowed to continue their campaign until the outcome of the appeal is determined.

10.5.   Decisions of GNHR are binding.

11. Election Recall

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

12. RELEVANT LEGISLATION

12.1.   [University of Ontario Institute of Technology Act, 2002, SO 2002, c 8, Sch O](#)

12.2.   [By-Law Number 1 of the University of Ontario Institute of Technology](#)

13. RELATED POLICIES, PROCEDURES & DOCUMENTS

13.1.   Board of Governors Recruitment, Appointment and Leadership Policy

Strategic Mandate Agreement

(2014-17)

Between:

The Ministry of Training, Colleges and Universities

&

The University of Ontario Institute of Technology

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

Ontario

ONTARIO'S VISION FOR POSTSECONDARY EDUCATION

Ontario's colleges and universities will drive creativity, innovation, knowledge, and community engagement through teaching and research. They will put students first by providing the best possible learning experience for all qualified learners in an affordable and financially sustainable way, ensuring high quality and globally competitive outcomes for students and Ontario's creative economy.

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY'S VISION/MANDATE

Vision

With its foundation in technology, the sciences and professional practice, the University of Ontario Institute of Technology (UOIT) advances the discovery and application of knowledge that accelerates economic growth, regional development and social innovation, and inspires graduates who will continue to make an impact on the world, as it is and as it will be.

Mission

- Provide superior undergraduate and graduate programs that are technology-enriched and responsive to the needs of students and the evolving workplace
- Conduct research that creates knowledge, solves problems, results in economic and social innovation, and engages students
- Facilitate life-long learning that is flexible, inclusive and emphasizes college university transfers
- Develop academic and research collaborations with industry and community that stimulate and enhance the region and university at home and abroad
- Cultivate a dynamic learning environment for students by promoting social engagement, fostering critical thinking, and integrating experiences inside and outside the classroom

PREAMBLE

This Strategic Mandate Agreement between the Ministry of Training, Colleges and Universities (the Ministry) and the University of Ontario Institute of Technology (the University) outlines the role the University currently performs in the postsecondary education system and how it will build on its current strengths to achieve its vision and help drive system-wide objectives articulated by the Ministry's Differentiation Policy Framework.

The Strategic Mandate Agreement (SMA):

- Identifies the University's existing institutional strengths;
- Supports the current vision, mission, and mandate of the University within the context of the University's governing legislation and outlines how the University's priorities align with Ontario's vision and Differentiation Policy Framework; and
- Informs Ministry decision making through greater alignment of Ministry policies and processes to further support and guide the University's areas of strength.

The term of the SMA is from April 1, 2014, to March 31, 2017. The SMA proposal submitted by the University to the Ministry has been used to inform the SMA and is appended to the agreement.

The Ministry acknowledges the University's autonomy with respect to its academic and internal resource allocation decisions, and the University acknowledges the role of the Ministry as the Province's steward of Ontario's postsecondary education system.

The agreement may be amended in the event of substantive policy or program changes that would significantly affect commitments made in the SMA. Any such amendment would be mutually agreed to, dated, and signed by both signatories.

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY'S KEY AREAS OF DIFFERENTIATION

The University of Ontario Institute of Technology is a driver of economic and community development in the Durham region and offers undergraduate and graduate career-oriented programs through technology-intensive delivery to students. UOIT focuses its attention on creating opportunities for college graduates to complete baccalaureate and graduate university degrees, collaborating significantly with Durham College to support student mobility. UOIT's faculty and students partner with industry, business, and governmental and community organizations to engage in problem-focused research activities that contribute to the advancement of society by driving better understanding of social processes, scientific discoveries, and technical innovation.

ALIGNMENT WITH THE DIFFERENTIATION POLICY FRAMEWORK

The following outlines areas of strength agreed upon by the University and the Ministry, and the alignment of these areas of strength with the Ministry's Differentiation Policy Framework.

1. JOBS, INNOVATION, AND ECONOMIC DEVELOPMENT

This component highlights institutions' collaborative work with employers, community partners, and regions, or at a global level, to establish their role in fostering social and economic development, and serving the needs of the economy and labour market.

1.1   Areas of Institutional Strength

Through career-oriented and technology-intensive education and collaborations with community and industry partners, UOIT is a key driver of economic development in the Durham region. This is illustrated by the following:

- Durham region has named UOIT as one of the region's key drivers of growth, highlighting such stimuli as its research and knowledge transfer productivity.
- Between 2010 and 2015, estimates place the overall regional economic activity generated by UOIT to be valued at more than $1.1 billion dollars.

UOIT's initiatives in this area include:

Community and Industry Partnerships

- UOIT's collaborations with the Spark Centre, with the Northumberland Manufacturers Association, and with IDEAHub (an incubator in Port Hope, Ontario) facilitate entrepreneurship support services for students, new company formation, and knowledge application.
- Led by IBM, UOIT participates in a consortium that is developing a high-performance computing infrastructure to better manage and analyse massive data sets.
- UOIT students and faculty partner with more than 50 different healthcare professions and numerous school boards, governmental agencies, NGOs, clinics, and community agencies to provide opportunities for students to apply their knowledge in real-world settings.
- Faculty, staff, and students engage in projects that address societal and scientific challenges. Partners include General Motors, IBM, Lakeridge Health, CAMECO, Ontario Power Generation (OPG) (in its tripartite partnership with Durham College), University Network of Excellence in Nuclear Engineering (UNENE), and the Southern Ontario Water Consortium.
- UOIT maintains partnerships in the Faculty of Health Sciences with practicum students and research tutors from organizations such as Lakeridge Health, Ontario Shores, Durham Region Health Department, Durham Region Social Services, and other institutions (e.g., Canadian Memorial Chiropractic College).
- UOIT provides non-degree programs through an Advanced Operations Overview Management (AOOM) course for managers at OPG, graduate diplomas for personnel in the nuclear community, and programs in safety, licensing and regulatory affairs, health physics, and radiological applications.
- The Management Development Centre (MDC) provides opportunities for individuals to develop their skills while employed.

Career-Oriented Education

- In 2012-13, UOIT's graduate employment rate, two years after graduation, was 95% with 90% employed in a job related to their field of study. This is attributed to UOIT's responsiveness to the diverse needs of employers.

- Innovation and entrepreneurship, and the integration of hands-on research are built into UOIT degree programs.
- In the last two years, UOIT's graduates have created more than 10 new companies and have located these companies in Durham and Northumberland.

1.2   Additional Comments

Institutional Strategies

- UOIT is partnering with Ryerson University and Simon Fraser University in a new entrepreneurial venture, ZI2, a digital-media and green-technology incubator that will translate university-created knowledge bases into businesses and social ventures.
- UOIT will enhance the entrepreneurial skills of students with the development of a student incubator, with an initial enrolment of seven student start-up companies.
- UOIT will build its strengths by developing the Ontario Innovations Park that integrates and builds on two of UOIT's most sophisticated research and development centres: the Clean Energy Research Laboratory (CERL) and the Automotive Centre of Excellence (ACE).
- UOIT will increase by 30% the number of college graduates who are admitted to a UOIT undergraduate or graduate degree program.

1.3   Metrics

Institutional Metrics	System-Wide Metrics[1]
	- Graduate employment rates - Number of graduates employed full-time in a related job

2.   TEACHING AND LEARNING

This component will capture institutional strength in program delivery methods that expand learning options for students, and improve the learning experience and career preparedness. This may include, but is not limited to, experiential learning, online learning, entrepreneurial learning, work integrated learning, and international exchange opportunities.

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[1] Additional system-wide metrics focused on applied research, commercialization, entrepreneurial activity, and community impact will be developed in consultation with the sector.

2.1 Areas of Institutional Strength

UOIT supports teaching and learning for students by focusing on faculty teaching strategies and flexible program-delivery models. Initiatives and outcomes in this area include:

Teaching Strategies

- The Teaching and Learning Centre (TLC) provides faculty with teaching supports, via an orientation prior to the start of classes, mentorship opportunities, and the activities of TLC staff.
- Mentoring relationships are established between faculty and graduate and undergraduate students in research, innovation, and problem-focused experiential learning.

Experiential Learning

- Over 1,000 undergraduate students participate each year in life-learning experiential opportunities such as co-op placements, practicums, internships, and capstone programs. UOIT delivers these learning opportunities through its partnerships with over 220 governmental, industry, and community organizations.
- UOIT provides over 400 work placements each year to students through its cooperative education and internship programs.
- Students also participate in Ontario Global Edge Program, an international competitive internship program.

Technology-Enabled Learning

- In 2012, there were approximately 1,100 courses offered at UOIT with more than 10% in hybrid format and 8% offered entirely online. This resulted in almost 5,000 online registrations.
- UOIT offers online degrees, including the Bachelor of Arts in Adult Education, the Bachelor of Allied Health Science (both of which are designed for college graduates), and the Master of Education.
- UOIT offers 100% web-enriched courses and programs.
- The implementation of a university-wide program emphasizing technology-enriched learning provides students with access to over 260 different "industry standard" software programs.

2.2 Additional Comments

Institutional Strategies

- UOIT is proactively extending outcomes-based learning strategies throughout its programs. The greater emphasis on problem-, case-, project-, and team-based learning strategies will provide flexible opportunities for self-learning and better outcomes for students.

- UOIT commits to developing an innovative program for students who would otherwise be required to withdraw from the university. UOIT seeks to improve year-one to year-two retention by 3% in the next three years.
- Early intervention strategies to identify academically at-risk students will provide early assistance to those students who are in jeopardy of failing to meet academic standing. At present these efforts have been focused on courses that have high failure rates.

2.3   Metrics

Institutional Metrics	System-Wide Metrics
	• Student Satisfaction Survey results • Graduation rates • Retention rates • Number of students enrolled in a co-op program at institution • Number of online course registrants, programs, and courses at institution

3.   STUDENT POPULATION

This component recognizes the unique institutional missions that improve access, retention, and success for underrepresented groups (Aboriginal, first generation, students with disabilities) and francophones. This component also highlights other important student groups that institutions serve that link to their institutional strength. This may include, but is not limited to, international students, mature students, or indirect entrants.

3.1 Areas of Institutional Strength

A large proportion of UOIT students originate from the Greater Toronto Area (GTA) and Durham/ Northumberland, and UOIT focuses on the following student groups:

- First generation postsecondary students
- Immigrant groups
- Indigenous communities
- Students on OSAP

Initiatives and outcomes of UOIT's focus include:

- In 2012-13, system-wide metrics reflect the large proportion of full-time first generation postsecondary students (46.3%) and the proportion of students receiving OSAP (70.0%) enrolled at the University (as a percentage of the total student population). Services are provided to specific student populations to address their unique transitional needs, including, for first-generation students, UOIT's Peer Tutor program that offers students the opportunity to work one-on-one with a trained peer tutor. These sessions allow students to receive help based on their individual needs at the appropriate pace and level of instruction. This also enhances engagement by helping students meet and share experiences with colleagues with similar backgrounds. This program is also offered for mature and college-to-university transfer students.
- Indigenous students are offered special programs as well, such as access to an Indigenous Resource Centre staffed by First Nation, Métis, and Inuit (FNMI) counsellors who have developed culturally relevant services to link academic and cultural teachings.
- UOIT has a strong commitment to funding work-study programs where eligible students can obtain up to 14 hours a week of employment at the University.
- Upper-year and graduate students engage in the design and delivery of a wide range of co-curricular programs and services tailored to the needs and interests of UOIT's diverse student population.

3.2 Additional Comments

Institutional Strategies

- UOIT will provide opportunities for people who are in mid-career and desire up-skilling and/or reskilling. UOIT is committed to working with community and industrial partners to support the needs of these mature learners.

3.3   Metrics

Institutional Metrics	System-Wide Metrics
	• Number and proportion of Aboriginal, first generation, students with disabilities, and francophone students at an institution • Number and proportion of international students enrolled in Ontario (as reported in annual institutional enrolment reporting) • Proportion of an institution's enrolment that receives OSAP

4.   RESEARCH AND GRADUATE EDUCATION

This component identifies the breadth and depth of institutional research activity (both basic and applied), and will identify institutional research strengths from niche to comprehensive research intensity.

4.1   Areas of Institutional Strength

UOIT has particular research strength in the Science, Technology, Engineering, and Mathematics (STEM) areas with a focus on Advanced Manufacturing, Informatics, Sustainable Energy, and Social Justice. This is demonstrated through the following:

- Research centres, including the Clean Energy Research Laboratory (CERL) and the Automotive Centre of Excellence (ACE), support economic development in Ontario.
- Informatics and entrepreneurship are incorporated directly into many research areas, as researchers in all faculties work with information and communication technologies (ICT) and engage industries (from student start-ups to CISCO and IBM) to build tools, services, and products. For example, UOIT research won an Information Technology Association of Canada (ITAC) Ingenious award in 2013 for a first-of-its-kind, stream-computing platform that was developed to capture and analyse real-time data from medical monitors, alerting hospital staff to potential health problems before patients manifest clinical signs of infection or other issues.
- UOIT works with government services and not-for-profit organizations to address and resolve persistent economic, social, and health challenges arising from homelessness, an aging population, and, especially, the need for elder care. For example, UOIT has a research program to develop and test interventions aimed at reducing disability related to musculoskeletal pain in Canadians. These conditions are responsible for nearly half of all disabilities experienced in Canada, and the

related health-care costs continue to skyrocket. The number of Canadians reporting a disability between 2001 and 2006 grew by 750,000 people.
- UOIT has a focus on developing smart communities that are socially inclusive, innovative, digitally enabled, and economically and culturally robust. For example, UOIT hired in 2013 a Canada Research Chair CRC (Tier 2) in Linguistic Information Visualization who will help his research team address issues surrounding society's growing challenge with "information overload".

4.2   Additional Comments

System-wide metrics reflect UOIT's focused activity in this area.

4.3   Metrics

Institutional Metrics	System-Wide Metrics
	Research Capacity • Total sponsored research • Number of research chairs • Number of graduate degrees awarded • Number of graduate awards/scholarships
	Research Focus • Graduate degrees awarded to undergraduate degrees awarded • Graduate to undergraduate ratio • PhD degrees awarded to undergraduate degrees awarded
	Research Impact • Normalized Tri-Council funding (total and per full-time faculty) • Number of publications (total and per full-time faculty) • Number of citations (total and per full-time faculty) • Citation impact (normalized average citation per paper)
	International Competitiveness • Ratio of international to domestic graduates (used by Times Higher Education Rankings) • Aggregate of international global rankings

5. PROGRAM OFFERINGS

This component articulates the breadth of programming, enrolment, and credentials offered, along with program areas of institutional strength/specialization, including any vocationally oriented mandates. This component also recognizes institutions that provide bilingual and/or French-language programming for students.

5.1 Areas of Institutional Strength

Current program areas of strength include:

1. Engineering
2. Informatics
3. Health Sciences
4. Social Justice
5. Commerce
6. Sustainable Energy
7. Professional Arts (i.e., Digital Communication and Educational Studies)
8. Forensic Science and Psychology
9. Life Sciences
10. Nuclear Engineering

Proposed program areas for growth include:

1. Advanced Manufacturing and Energy
2. Informatics
3. Social and International Justice
4. Health Sciences
5. Natural Sciences

5.2 Additional Comments

- The Ministry notes that a large number of new engineering degree programs are proposed province-wide, which will have an impact on the Ministry's review of new engineering program proposals.
- The Ministry has concerns about proposals for the expansion of education-related programs at the undergraduate and graduate level as we consider that there is sufficient capacity in the Ontario system at this time.

5.3   Metrics

Institutional Metrics	System-Wide Metrics
	- Institution-specific and provincial Key Performance Indicators, including employment rate after two years, percentage of students completing the degree, and OSAP default rates for each area of strength - Program enrolment

6.   INSTITUTIONAL COLLABORATION TO SUPPORT STUDENT MOBILITY

This component profiles partnerships between institutions that ensure students have access to a continuum of learning opportunities in a coordinated system. This may include, but is not limited to, credit transfer pathways and collaborative or joint programs between or within sectors.

6.1   Areas of Institutional Strength

In partnership with other postsecondary education institutions in Ontario, UOIT provides a postsecondary campus environment that is supportive of continuous learning, student mobility, and access. Examples include:

Durham College

- UOIT engages in academic partnerships such as a Nursing program that received a 7-year accreditation report (highest possible) in 2014.
- UOIT built business courses into the Durham College curriculum such that students could complete a focus in accounting in 8 terms instead of 9.
- UOIT also engages in capital collaborations with Durham College to create efficiencies.

Trent University

- UOIT partners with Trent University to offer joint graduate and undergraduate degrees such as Master's and PhD programs in Materials Science.
- Trent students can directly enter the third year of UOIT's Kinesiology program following completion of two years of study at Trent.

Other Ontario Postsecondary Education Institutions

- UOIT's business program accepts applications from every 2-year Ontario college diploma. This program enables students to complete a degree in two years after a bridge term.
- All Ontario College of Applied Arts and Technology (CAAT) programs are eligible to enter UOIT programs as the University works to sign more formal agreements with colleges.
- Two online degrees (Bachelor of Allied Health Sciences and Bachelor of Arts in Adult Education) are open only to degree-completion students.

6.2 Additional Comments

Institutional Strategies

- UOIT and Durham College are engaging in joint Campus Master Planning, with the goal of creating shared physical spaces that are dynamically allocable and economical. UOIT will investigate how this shared-service model and space planning apply to collaborations (e.g., with Trent) with the goal of promoting innovation in teaching, research, and administration.
- As part of the Trent-UOIT Co-operation Agreement and the Memorandum of Understanding, UOIT will expand this collaboration through the funded Productivity and Innovation Fund project, Synergy, to examine inter-institutional efficiencies. The Synergy project will establish a new jointly funded position with a mandate to explore opportunities for further academic partnership, enhance existing programs, and examine ways to reduce overheads and enhance and/or share administrative practices.

6.3 Metrics

Institutional Metrics	System-Wide Metrics
	- Number of college and university pathways and/or articulation agreements (college-college, college-university, university-college) - Number of transfer applicants and registrants - Number of college graduates enrolled in university programs

ASPIRATIONS

The Ministry recognizes the importance of supporting institutions to evolve and acknowledges the strategic aspirations of its postsecondary education institutions; the SMA is not intended to capture all decisions and issues in the postsecondary education system, as many will be addressed through the Ministry's policies and standard processes. The Ministry will not be approving any requests for capital funding or new program approvals, for example, through the SMA process.

ENROLMENT GROWTH

The strategic enrolment and planning exercise is in the context of a public commitment in the 2011 Budget to increase postsecondary education enrolment by an additional 60,000 students over 2010-11 levels. This government has demonstrated a longstanding commitment to ensuring access to postsecondary education for all qualified students.

Baseline Projected Eligible Full-Time Headcounts

	2014-15	2015-16	2016-17
Undergraduate	8,490	8,890	9,285

The planned enrolment forecast, as expressed in this baseline eligible enrolment scenario, is considered reasonable and in line with Ministry expectations, based on the current and projected demographic and fiscal environments.

GRADUATE ALLOCATION

The Province committed to allocate an additional 6,000 graduate spaces in the 2011 Budget. The allocation of the balance of the 6,000 graduate spaces is informed by institutional graduate plans, metrics identified in the differentiation framework, and government priorities. Based on these considerations, the allocation for the University of Ontario Institute of Technology is provided below.

	2014-15	2015-16	2016-17
Master's	182.38	198.90	205.84
PhD	73.52	80.77	83.50
Total	255.90	279.67	289.34

Note: For a detailed breakdown of graduate space allocations, see Appendix.

FINANCIAL SUSTAINABILITY

The Ministry and the University recognize that financial sustainability and accountability are critical to achieving institutional mandates and realizing Ontario's vision for the postsecondary education system. To this end, it is agreed that:

- It is the responsibility of the governing board and Senior Administrators of the University to identify, track, and address financial pressures and sustainability issues. At the same time, the Ministry has a financial stewardship role. The Ministry and the University agree to work collaboratively to achieve the common goal of financial sustainability and to ensure that Ontarians have access to a full range of affordable, high-quality postsecondary education options, now and in the future; and
- The University remains accountable to the Ministry with respect to effective and efficient use of provincial government resources and student resources covered by policy directives of the Ministry, or decisions impacting upon these, to maximize the value and impact of investments made in the postsecondary education system.

The Ministry commits to engage with the sector in spring 2014 to finalize the financial sustainability metrics to be tracked through the course of the SMAs, building on metrics already identified during discussions that took place in the fall of 2013.

MINISTRY/GOVERNMENT COMMITMENTS

Over time, the Ministry commits to aligning many of its policy, process, and funding levers with the Differentiation Policy Framework and SMAs in order to support the strengths of institutions and implement differentiation. To this end, the Ministry will:

- Engage with both the college and university sectors around potential changes to the funding formula, beginning with the university sector in 2014-15;
- Update the college and university program funding approval process to improve transparency and align with institutional strengths as outlined in the SMAs;
- Streamline reporting requirements across Ministry business lines with the goals of (1) creating greater consistency of reporting requirements across separate initiatives, (2) increasing automation of reporting processes, and (3) reducing the amount of data required from institutions without compromising accountability. In the interim, the Multi-Year Accountability Report Backs will be adjusted and used as the annual reporting mechanism for metrics set out in the SMAs;
- Consult on the definition, development, and utilization of metrics;
- Undertake a review of Ontario's credential options; and
- Continue the work of the Nursing Tripartite Committee.

The Ministry and the University are committed to continuing to work together to:

- Support student access, quality, and success;
- Drive creativity, innovation, knowledge, and community engagement through teaching and research;
- Increase the competitiveness of Ontario's postsecondary education system;
- Focus the strengths of Ontario's institutions; and
- Maintain a financially sustainable postsecondary education system.

SIGNED for and on behalf of the Ministry of Training, Colleges and Universities by:

ORIGINAL SIGNED BY
Deborah Newman
Deputy Minister

April 16, 2014
Date

SIGNED for and on behalf of the University of Ontario Institute of Technology by:

ORIGINAL SIGNED BY
Dr. Tim McTiernan
Executive Head

April 29, 2014
Date

APPENDIX

University of Ontario Institute of Technology - Summary of Graduate Space Allocations to 2016-17, FTEs

	Master's	PhD	Total
2013-14 Graduate Space Target	149.66	37.65	187.31
Adjustments to Graduate Targets (pre 2015-16)	22.72	35.87	58.59
Graduate Allocation Envelopes			
General Allocation Envelope	23.46	9.98	33.44
Priorities Envelope	10.00	-	10.00
Graduate Spaces Allocated to 2016-17, over 2013-14	**56.18**	**45.85**	**102.03**
2016-17 Graduate Space Target	*205.84*	*83.50*	*289.34*

Notes:

1. Adjustments to Graduate Targets (pre 2015-16) include: (i) 2013-14 approved fungibility requests; (ii) 2014-15 final Master's allocations; (iii) resets of graduate targets, if any; and (iv) other Ministry commitments, including further conversions.
2. General Allocation Envelope includes all metrics-based space allocations for 2015-16 and 2016-17.
3. Priorities Envelope includes: (i) Ministry and institutional priorities; and (ii) approved spaces for identified niche programs.
   a. Note: The 10 Master's spaces allocated as part of the Priorities Envelope are provided to UOIT in 2014-15 to support UOIT's growth in the niche area of Advanced Manufacturing.

Why Higher Education Needs Scenarios
Daniel Rasmus
Ref: http://www.universitybusiness.com/article/why-higher-education-needs-scenarios

From sources of funding to student engagement models, from the use of mobile technology to social media, multiple disruptive forces create surprises for administrators, frustrations for academics and bewilderment for students. Uncertainty threatens to incapacitate institutions as they choose for change to be thrust upon them, or attempt to avoid or ignore the strategic importance of the changes taking place around them. Institutions of higher education tend to plan in a very linear way, driven by accreditation processes better prepared to test an organization's historical ability to deliver value, than their future ability to compete and remain relevant. Organizations wanting to remain relevant need not only to encourage strategic thinking that positions them in a competitive framework, but they also need to apply scenario planning to grapple with the multiple uncertainties that often force them to adapt rapidly to the changing world around them.

What Are Scenarios?

Scenario planning augments strategic planning by creating multiple stories about the future that allow organizations to more fully explore uncertainty, discover emergent opportunities and recognize threats more effectively. The technique, originally devised to help military planners explore uncertainty associated with Cold War actors, now helps planners in industry and government agencies consider their futures in a more robust way. Because scenarios compel people to confront uncertainty in a very visceral way, it helps them not only to plan more strategically, but also to act more strategically.

Scenario stories start with the most important and critical uncertainties facing an organization or industry, eventually converging on a matrix or set of story lines that use different values for those uncertainties driving the plots. Funding, for instance, in some futures, may be significantly worse than it is today, with near disconnection of public schools from public funding. In other futures, funding may come from other sources, as large companies or not-for-profits step in to shore up a lagging public-sector education system they rely on for a well-trained workforce. Just those two extremes suggest implications, large and small, for public institutions, The grey areas in between, even more possibilities.

Only plausible futures need apply. Scenarios have no room for magic or miracles. Scenarios extrapolate the future using narrative logic, stretching the narrative through the interplay of the uncertainties. This may generate plausible actions, concepts, or inventions that don't yet exist, but these remain grounded in physics, economics and other systems that create the world's operational rules. These rules, however, only go so far, any time an existing system can be construed as wholly manmade, it can be reengineered within the scenario narrative.

Scenarios develop ultimately as myths about the future that give people permission to shrug off the assumptions imposed on them by society, agencies or associations, or by themselves, so that they are free to imagine what could be, both good and bad, in futures operating under different social, technological, economic, environment, and political landscapes.

Education at the Crossroads: Existential Threats and Uncertainty

Scenarios start with uncertainty. Education is facing a wide range of uncertainties; far too many to explore here. The following list provides an overview of some of the most critical and uncertain forces at play in education.

Funding. For private institutions, funding is a matter of allocation. For public institutions, however, education has seemingly become the balancing account for state and local budgets. Funding models and sources of revenue remain highly uncertain for public institutions. For-profit institutions also face uncertainty about their funding models as the U.S. Congress seeks to hold them more accountable.

The Student Loan Bubble offers possibilities that mimic the housing crisis. As the U.S. government sought to shore up a deteriorating economy, it bolstered loans to students and parents, with little more scrutiny than sub-prime lenders. No one knows how far this bubble will extend, or how a future collection of elected officials will deal with the potential for increased defaults and social security garnishments. Perhaps the economy will recover with a new wave of innovation and the student loan bubble will slowly wheeze to collapse rather than burst.

Trust issues arise from two different directions. The first is the trust of educational institutions clouded by the scandals of for-profit institution recruiting practices, with unaccredited institutions publishing degrees and student safety issues. The loss of trust in educational institutions also comes from the inability of many institutions to offer a compelling return-on-investment—to justify rising costs and few, lower paying job opportunities for the average student. Some speculate that another trust vector comes from loans made to unqualified students who force cash-strapped colleges and universities to make choices between quality and cash.

Pedagogy. How we teach has come under fire. From the preciousness of "sage of the stage" to co-created teaching experiences, how best to engage students in meaningful learning experiences continues to be uncertain. This uncertainty is exacerbated by the inconsistent and uneven application of new learning about learning.

Source of content and curriculum. Western Governors University, a successful not-for-profit online university, buys all of its curriculum, or accumulates it from the open source community. Teachers do not write books for their classes and they do not develop curriculum. They deliver curriculum. How pervasive this approach becomes is uncertain. Flipped classrooms encourage the continued development of free and open content that students can study. The adoption of open sourced content creates a common repository from which to build educational experiences. That algebra can be standardized is of little dispute. If educational institutions can converge on a set of algebra assets that can be "mashed-up" for student consumption remains to be seen.

These are just five of the dozens of uncertainties that will affect global educational instructions in the future, regardless of their business model. Scenarios use these uncertainties as input for the stories they tell.

Why Scenarios Help

Scenarios help organizations navigate the future by putting a name on uncertainty. It cannot be stated too emphatically that people easily ignore what can't be known, or apply a biased value and pretend they know what the future will bring. Scenario planning forces organizations to confront what they can't know, put a name on it, and then think about the implications for their institution.

One of the most difficult and disabling issues in public higher education at the moment is the inability for public institutions to imagine a future of increased funding and operational surpluses. That means that plans, and imaginations, are curtailed by a mental model focused on cost reductions, revenue enhancements, personnel layoffs, operational efficiencies and program eliminations. Scenario planning can help provide the freedom to imagine a more positive future, unleash creative forces and explore alternative entry points for activating new ideas. Scenario planning may lead to radical rethinking of state or national governance and funding, as well as changes to the regulatory environment, but unless colleges and universities actively engage in co-creating their futures, they remain at mercy of the forces that buffet them. Scenarios identify those forces, and offer options. If a public institution, for instance, sees the need for more degrees of freedom within its regulatory environment, advocating for that position becomes part of its strategic action.

If an organization cannot recognize what it doesn't know, it can't explore potential values for uncertainty, nor can it navigate the boundaries of the uncertainty. More specifically, scenarios help organizations:

Create a consensus reality. If you don't put a name on uncertainty, people will have their own lists that cast doubt and foster misunderstanding. By making uncertainty explicit, organizations can make better decisions because they share a well-documented, and common view of the world and the forces at play in it.

Discover emergent ideas. As the uncertainties play off against each other, new ideas will emerge, and new perspectives will help existing ideas become richer and more resilient. Anticipating the future. Scenarios facilitate the development of implications that, combined with monitoring, provide a framework for rapidly identifying and mitigating risk, or leveraging new opportunities more competitively.

Avoid surprises. Scenarios offer a kind of mental practice for the future. If you only have one future and don't understand the uncertainties that underlie it, any deviation from your forecast becomes a surprise. Using scenarios, the range of stories makes change appear mundane. Rather than experiencing the shock of change and the rapid investment in hours and dollars to react to it, scenarios let organizations calmly revisit actions already teed-up if such a future unfolds. You won't be completely covered, but you will be much more rational and responsive than those who only thought about, and planned for, one future.

Accreditation, Strategy and Vision

Accrediting commissions are not, by design, strategic. They have a very clear goal of assessing an institution's capability to deliver a quality education, and to receive government-sponsored financial aid. Accreditation standards fragments and obfuscates traditional strategic planning processes. Mission statements lead most standards or criterion, but items like competitive assessment of the environment, or assessment of the mission statement, do not exist. Accreditation accumulates a body of comparative evidence over time for certain areas, for instance, ensuring that all institutions have a library, but they have no qualification for what a good strategic planning process looks like, or how effectively strategic thinking and innovation are incorporated into the governance, decision making, and funding model of the institution.

There is a myth that strategy and vision should start with a bright direction forward, a North Star, and a set of steps to get to that future. Strategy should be examined at each major junction, and reflected in every minor task. Rarely are strategies integrated into near-term operational thinking, and even more rarely are they reviewed and consulted when deliberating on a major decision. If an investment cannot be seen as a way to further the strategic goals of the institution, then its merits should be questioned. If the query returns an affirmative, yet still falls outside of the strategic plan, then the strategic plan should be updated. Strategic plans should pin dates to strategies, but not be dated themselves, as they should be constantly evolving to reflect the current thinking of the organization, not sitting on a shelf until the next two-day offsite completely replaces them.

Scenarios become a major part of that strategic thinking framework. When a major decision needs to be made, not only should the strategy be consulted, but the scenarios should be invoked as a way to test the idea against potential future changes. By conducting this "wind tunneling" exercise, organizations can better explore how a current decision might play out in the future under different social, economic, environmental, political, and technical circumstances. That exercise may also help make the idea better. As it is tested against the different futures, new ways of seeing the problem will emerge, as will new approaches to solutions.

Scenarios also help organizations couch their visions in more realistic tones. Rather than setting a single stake in the ground, scenarios let organizations actively see the bubble of uncertainty that surrounds their vision. As the future unfolds, internal decisions and external factors eliminate certainty in one area, while unleashing new uncertainties. Elements of the vision, therefore, may be drawn out or brought in. Vision is not a fixed thing against a fixed point in time, but a dynamic reflection of what the organization wants to be in the future, reflected in the very real path of moving into the future. And like the strategy, the vision should be more detailed than a single phrase or idea—it should consist of a set of elements, each of which holds its own aspiration date. Those dates can be easily modified to reflect the organization's current perspective on that particular element, in light of its current priorities.

Accreditation should not drive strategy, but rather be a reflection of strategy. All organizations undergoing accreditation review should think about strategy first, as they own strategy, and their strategic decisions shape the institution that falls under the scrutiny of accrediting bodies. Accreditation at one level becomes a packaging exercise for the outcomes of strategic governance. Scenarios provide a proof-point for the robustness of the strategic governance practice.

Preparing to Encounter the Future

The academic side of colleges and universities often ignore the competitive nature of education, something their athletic departments understand at a fundamental level. Even for open enrollment public institutions, students have a choice and the schools an obligation. The choice creates competition. Colleges and universities that offer well-articulated, differentiated value propositions will be better able to recruit students and attract additional funding. Colleges and universities also have the obligation to educate students for the world they will emerge into, and if those schools do not offer programs that provide contemporary skills and perspectives, then they will be graduating students ill-equipped to integrate into the workforce.

Scenario planning can help organizations develop a more critical view of themselves and the environment they operate in, and provide a basis for innovation and adaptation. Accreditation asks organizations to prove that they deliver quality programs within the confines of their mission statements. Scenario planning and the ability to integrate strategic thinking into operational and academic planning will help ensure that the mission and its requisite strategies offer good guidance, and support good governance, as the future unfolds.

Item	6.15
Approving Authority	Board of Governors
Policy Owner	Vice President, Human Resources and Services
Approval Date	October 1, 2014
Review Date	
Supersedes	

SUSTAINABILITY POLICY

PURPOSE

1. As an institution of higher learning, UOIT values the opportunity to play a vital role in supporting principles of sustainability. UOIT seeks to be both a model and catalyst of change by demonstrating stewardship of the natural and built environment in a manner that is socially, environmentally and economically responsible.

   This policy reaffirms UOIT's commitment to the sector-wide pledge, *Ontario Universities: Committed to a Greener World* and reinforces our responsibility to the environment and the well-being of the province. Additionally, this policy will set forth the goals we strive to meet in order to reach the highest possible standards of sustainability on our campus and in our day-to-day activities related to academics, student and staff engagement, operations, facilities, planning, administration, and community outreach. Furthermore, we aim to leverage the synergies from our partnership with Durham College as they will be instrumental in the development of broad-reaching and successful sustainability initiatives, throughout our shared campus environment and beyond.

   In particular this policy will:

   - Foster a culture of sustainability throughout our campus and broader community by playing a positive and proactive role in sustainability leadership; and
   - Ensure that our commitment to sustainability is reflected in our organizational behaviours and policies through the application of effective, long-lasting solutions which integrate the ecological, social and economic facets of sustainability.

DEFINITIONS

2. This section intentionally left blank.

SCOPE AND AUTHORITY

3. This policy applies to all members of the University including faculty, staff, and students, as well as contractors and service providers and to all areas of the University that support teaching, learning, research and services.

POLICY

The University is committed to supporting and implementing the following sustainability goals:

4. **Environment**

4.1. Develop programs and policies that minimize resource and material demands of University activities.

4.2. Adopt effective waste management strategies that reduce the volume of waste generated and sent to landfill.

4.3. Identify opportunities to reduce water consumption, implement water conservation measures where possible and establish programs that promote the efficient use of water and identify opportunities to reduce energy consumption, implement energy conservation measures where possible and establish programs that promote the efficient use of energy among faculty, staff and students.

4.4. Ensure that University procurement policies and procedures incorporate an assessment of environmental impact of purchases throughout their life-cycle and encourage the use of producers and suppliers who follow environmentally responsible practices.

4.5. Establish systems to monitor and measure our environmental performance.

5. **Infrastructure**

5.1. Promote a healthy and productive environment by providing students, faculty and staff with safe, functional, and sustainable facilities.

5.2. Integrate sustainable features into new and existing building design and application.

5.3. Build and renovate facilities in accordance with energy efficiency and sustainability principles.

5.4. Use ecological landscaping methods and preserve green space.

6. **Culture and Education**

6.1. Share knowledge and engage with students, staff, faculty, and community members to promote eco-literacy and ensure effective participation of the University community in green living practices.

6.2. Develop a team program in order to build a network of sustainability-focused individuals across the University.

6.3. Identify and pursue opportunities to incorporate the principles of ~~Embed~~ sustainability and environmental literacy into course curriculum.

6.4. Ensure representation and active participation by the University on relevant steering committees and associations in order to promote awareness of sustainability issues and determine how they can be addressed.

6.5. Further partnerships with the local community and government organizations to progress environmental objectives.

6.6. Communicate with the outside community about the University's environmental performance and activities.

7. **Policy Administration**

In addition to the specific areas of focus the University will:

7.1. Prepare and regularly update a sustainability plan with specific goals and objectives.

7.2. Develop new projects and monitor existing projects that contribute to sustainable development.

7.3. Consider activities carried out by or on behalf of the University in light of their life cycle, including their economic, environmental and social footprints.

7.4. Establish sustainability indicators to enable accountability, to communicate specific goals and to monitor and report on progress.

7.5. Report annually on progress to the University community.

8. RELEVANT LEGISLATION

8.1. This section intentionally left blank.

9. RELATED POLICIES, PROCEDURES & DOCUMENTS

9.1. [Ontario Universities: Committed to a Greener World (Council of Ontario Universities, 2009)](#)

ACADEMIC COUNCIL

Synopsis

At its meeting held on February 25, 2014, Academic Council:

- Discussed and approved the Academic Council meeting schedule

- Approved nominations of faculty members and a student representative to Academic Council Executive Committee

- Approved the new minor in Community Development and Policy Studies

- Received for information the Final Assessment Report on the 2012-13 Undergraduate Program Reviews

- Received for information the indirect costs of research policy from the Research Board

- Approved the revised terms of reference for the Research Board

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

ACADEMIC COUNCIL

Synopsis

At its meeting held on April 15, 2014, Academic Council:

- Approved the nominations of faculty members to Academic Council Executive Committee

- Approved the dissolution of the Centre for Evaluation and Survey Research (CESR) as a university centre

- Approved the major program modifications to the BEd Program at UOIT to create a four-semester program

- Approved the move from a 64 to 60 day term commencing in the 2015-16 academic year

- Ratified the electronic approval of conferral of degrees for fall 2013

- Approved the conferral of degrees for June 2014 Convocation

- Approved three motions related to Academic Council elections

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

ACADEMIC COUNCIL

Synopsis

At its meeting held on May 20, 2014, Academic Council:

- Corrected a clerical error related to the Bachelor of Engineering in Energy Systems Engineering Program

- Noted the recipients of the 2014 Entrance Scholarships

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

ACADEMIC COUNCIL

Synopsis

At its meeting held on June 17, 2014, Academic Council:

- Approved the name change from the Bachelor of Arts in Adult Education and Digital Technology to Bachelor of Arts in Educational Studies and Digital Technology and the creation of two specializations (Adult Education and Digital Technology and Early Childhood Studies)

- Approved the Academic Governance of Professionally Accredited Programs at UOIT

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

COUNCIL OF
ONTARIO UNIVERSITIES

CONSEIL DES
UNIVERSITÉS DE L'ONTARIO

Registration Notice

2014 Conference of Ontario University Board Members

November 7-8, 2014

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

The Council of Chairs of Ontario Universities presents the 2014 Conference of Ontario University Board Members on November 7 and 8, 2014 at the Park Hyatt Toronto Hotel.

About: This conference will feature a number of interesting topics covering a wide range of current governance and strategic issues. The event will have excellent speakers and resources, as outlined in the preliminary program, attached. You also will have the opportunity to mingle and network with other board members and other invitees.

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

Coordinated by: The conference is organized by the Council of Chairs of Ontario Universities (CCOU), an affiliate of the Council of Ontario Universities (COU). CCOU members are the chairs, vice-chairs and immediate past-chairs of the 20 provincially assisted universities in Ontario, and the Royal Military College (RMC). A Steering Committee consisting of CCOU members, board secretaries, and COU staff has developed the program.

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

Registration: To register, please visit http://fluidsurveys.com/surveys/cou/2014-conference-of-on-university-board-members-1/ and fill in the required information. The deadline for registration is **October 24, 2014**.

Accommodation: A block of rooms has been reserved at the Park Hyatt Toronto Hotel for the evenings of Thursday, November 6 and Friday, November 7. Park Double and Park King rooms are available for the rate of $189 plus taxes and fees. The Park Hyatt has kindly offered conference attendees the same rate for the evenings of November 3 to November 11.

Here is the information required to book a room.

Online: Visit the link below and fill in the required information.
https://resweb.passkey.com/go/2014OUConference

Phone: Call **1-888-421-1442** (in North America) or **1-402-592-6464** (outside North America) and quote Council of Ontario Universities or the code "G-ONTU."

Please reserve your room by October 6 to ensure a room in the block.

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

2014 Conference of Ontario University Board Members

November 7-8, 2014

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

Preliminary Program

Friday, November 7

1:00 - 1:30 pm	**Registration**
1:30 - 1:40 pm	**Welcome**
	Dave Lazzarato, Chair, Council of Chairs of Ontario Universities; Chair, Board of Governors, McMaster University
1:40 - 2:00 pm	**Opening address by government representative**
	Ontario government representative TBD
2:00 - 3:15 pm	**Panel discussion**

Major issues and forces affecting Ontario universities

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

Moderator: Dave Lazzarato, Chair, Council of Chairs of Ontario Universities; Chair of the Board of Governors, McMaster University

Confirmed panelists:
- Sheldon Levy, President, Ryerson University
- Sioban Nelson, Vice-Provost, Academic Programs, University of Toronto
- Andrew Newman, Partner, Audit, KPMG

3:15 - 3:45 pm	**Break**

| 3:45 - 5:00 pm | **Panel discussion** |
| | **Sustainability of the current financial model for universities** |

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

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

Confirmed panelists:
- Roger Couldrey, Vice-President (Administration), McMaster University
- Allan Shapira, Senior Partner, Aon Hewitt
- Richard Simm, Managing Director, Ernst and Young
- Allison Williams, President, Alma Mater Society, Queen's University

| 5:00 - 8:30 pm | **Reception and Dinner** |
| | **Keynote address: The future role of universities in society** |

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

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

Saturday, November 8

7:30 - 9:00 am

Breakfast

Keynote address: Challenges and Opportunities in the Ontario University System

Harvey Weingarten, President, Higher Education Quality Council of Ontario

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

9:00 - 10:30 am

Panel discussion

Student Health and Safety

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

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

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

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

10:30 am - 12:00 pm   **Concurrent sessions**

Concurrent session 1: Attracting and retaining great board members

With its focus on a topic that concerns all governing boards, this session will allow attendees to hear from the experiences of panelists with attracting and retaining board members who are engaged and enthusiastic contributors. The importance of board diversity also will be addressed.

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

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

Concurrent session 2: The importance of a university brand

Panelists will share their experiences with branding/re-branding at their universities and address whether universities are spending enough time understanding and managing their brands. The implications of a university brand on student decisions to attend a particular university will be discussed.

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

Confirmed panelists:
- Helen Connell, Associate Vice-President, Communications & Public Relations, Western University
- John MacMillan, Director, Communications and Marketing, UOIT

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

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

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

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

Confirmed panelists:
- Bob Campagnolo, Senior Strategic Consultant, SAP
- Steve Forrest, Professor, Materials Science & Engineering, University of Michigan
- Paul Paolatto, Executive Director, Western University Research Parks
- Ilse Treurnicht, President and CEO, MaRS

12:30 - 1:00 pm   **Wrap-up**

1:00 pm   **Lunch**

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