UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

BOARD OF GOVERNORS' 102nd REGULAR MEETING (PUBLIC SESSION)

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PUBLIC SESSION AGENDA
Wednesday, May 3, 2017
3:15 p.m. to 5:30 p.m.

Place: 55 Bond St., DTB 524

Dial-in Phone Number: 1-877-385-4099 (toll free in Canada & U.S.)
Participant Access Code: 1028954#

AGENDA

No.		Topic	Lead	Allocated Time	Suggested End Time
1		**Call to Order**	Chair	1	
2		**Agenda (M)**	Chair	1	
3		**Conflict of Interest Declaration**	Chair	3	
4		**Approval of Minutes of the Meeting of March 1, 2017* (M)**	Chair	5	
5		**Community Reports/Presentations (if required)**	UOIT Community Members	5	3:30 p.m.
6		**Chair's Remarks**	Chair	5	3:35 p.m.
7		**President's Report**	T. McTiernan	5	3:40 p.m.
	7.1	Confirmation of Tenure & Promotions			
8		**Academic Council Report***	T. McTiernan	10	
	8.1	Renaming Office of Graduate Studies to School of Graduate and Postdoctoral Studies* (M)			3:50 p.m.
9		**Co-Populous Report**	D. Allingham	5	3:55 p.m.
		Committee Reports			
10		**Audit & Finance Committee**	M. Goacher	5	4:00 p.m.
		Finance			
	10.1	University Risk Management* (U)	C. Foy	5	4:05 p.m.
	10.2	2017-2018 Budget* (P)(M)	C. Elliott/ R. Bailey	30	4:35 p.m.
	10.3	2017-2019 Tuition & Ancillary Fees* (M)	B. MacIsaac	10	4:45 p.m.
	10.4	SIRC Building Construction Project* (U)(P)	L. Brual	5	4:50 p.m.
11		**Governance Nominations & Human Resources Committee**	K. Brearley	5	4:55 p.m.

No.		Topic	Lead	Allocated Time	Suggested End Time
12		**Strategy & Planning Committee**	V. Wafer	5	5:00 p.m.
	12.1	Strategic Mandate Agreement* (M)	R. Bailey	15	5:15 p.m.
13		**Consent Agenda: (M)**	Chair	5	5:20 p.m.
	13.1	Workplace Violence Policy & Procedures*			
	13.2	Endowment Disbursement*			
	13.3	Approval of Minutes of the Audit & Finance Committee Meeting of February 15, 2017*			
	13.4	Approval of Minutes of the Governance, Nominations & Human Resource Committee Meeting of January 25, 2017*			
	13.5	Approval of Minutes of the Strategy & Planning Committee Meeting of January 18, 2017*			
14		**For Information:**		5	5:25 p.m.
	14.1	Academic Council - Program Review Final Assessment Reports and Follow-Up*			
	14.2	Convocation Dates: June 8 & 9, 2017			
15		**Other Business**		3	
16		**Termination of Public Session (M)**	Chair	2	5:30 p.m.
		P - Presentation			
		M - Motion			
		U - Update			
		D - Discussion			
		* Documents attached			

Becky Dinwoodie, Secretary

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

BOARD OF GOVERNORS' 101st REGULAR MEETING (PUBLIC SESSION)

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Wednesday, March 1, 2017
3:45 p.m. – 6:00 p.m.
Place: 55 Bond St., DTB 524

GOVERNORS IN ATTENDANCE:
Adele Imrie, Board Chair
Miles Goacher, Vice-Chair and Chair of Audit & Finance Committee
John McKinley, Vice-Chair
Nigel Allen, Chair of Investment Committee
Karyn Brearley, Chair of Governance, Nominations & Human Resources Committee
Doug Allingham
Jeremy Bradbury
Andrew Elrick
Tim McTiernan, President (*ex-officio*)
Ololade Sanusi
Bonnie Schmidt
Mary Simpson
Mary Steele
Tyler Turecki
Shirley Van Nuland
Valarie Wafer, Chair of Strategy & Planning Committee

VIA TELECONFERENCE:
Jay Lefton
Mike Snow

REGRETS:
Dan Borowec
Don Duval
Glenna Raymond
John Speers
Noreen Taylor, Chancellor (*ex-officio*)

BOARD SECRETARY:
Becky Dinwoodie, *Assistant University Secretary*

UOIT STAFF:

Paul Bignell, *Executive Director, Information Technology*
Craig Elliott, *Chief Financial Officer*
Cheryl Foy, *University Secretary and General Counsel*
Andrea Kelly, *Assistant to the Secretary*
Brad MacIsaac, *Assistant Vice-President, Planning and Analysis, and Registrar*
Cathy Pitcher, *Assistant to the President*
Deborah Saucier, *Provost and Vice-President, Academic*
Douglas Holdway, *Interim Vice-President, Research, Innovation and International*
Susan McGovern, *Vice-President, External Relations and Advancement*

1. **Call to Order**

The Chair called the meeting to order at 3:55 p.m.

2. **Agenda**

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

3. **Conflict of Interest Declaration**

There was none.

4. **Approval of Minutes of the Meeting of December 7, 2016**

Upon a motion duly made by T. Turecki and seconded by J. Bradbury, the Minutes were approved, as presented.

5. **Community Reports/Presentations (if required)**

The Board did not receive any requests from the community to address the Board.

6. **Chair's Remarks**

The Chair noted that the Committee to Recommend a President conducted community consultations throughout the month of February. The listening sessions were well attended and the online survey will remain available for completion for the duration of the search. The Chair confirmed that all of the Governors participated in the consultation process and she thanked them for their engagement.

The Chair advised that the tuition and ancillary fees for the following year usually come forward at the March Board meeting. These items will be deferred until the next Board meeting as the Ministry only recently released the tuition framework and compliance requirements. The delay will not negatively affect operations. Due to the new OSAP model, the Board will be also be considering the 2018-19 fees in May.

7. President's Report

The President noted UOIT's improved national and international rankings for its Faculty of Engineering.   He also congratulated D. Saucier on her recent appointment as President of MacEwan University in Edmonton. He provided a brief description of MacEwan.

8. Academic Council Report

The President delivered the Academic Council report. He noted that Academic Council had an interesting discussion regarding student success efforts. He highlighted several of the major program modifications approved by Academic Council at their January meeting, including the new specialization in the Internet of Things in the Software Engineering Program and the new minor program in Astronomy. He also listed the 2016 Teaching Award Winners.

9. Co-Populous Report

D. Allingham delivered the Co-Populous Report. He advised that the DC Board Retreat was dedicated to finalizing the strategic plan. The DC Board also discussed mental health issues of students on campus. He reported on the Joint DC/UOIT Executive Committee meeting, which was a success. He advised that the institutions are already working on 30 joint initiatives. He also provided an update on the Centre for Innovation.

The DC Board approved several new programs of instruction and received an extensive report from Program Advisory Committee. DC saw a moderate increase in domestic enrolment and large increase in international students. He highlighted that there is a direct reference to UOIT in DC's strategic plan, with the goal being to strengthen industry and community partnerships.

D. Allingham confirmed that the 50th anniversary celebration for colleges kicked off in January. The Chair referenced a recent insert in the Globe & Mail that included an advertisement for DC, which referenced two transfer programs to UOIT.

Committee Reports

10. Audit & Finance Committee

Finance

10.1   Third Quarter Report

M. Goacher delivered the Committee's report, advising that the University is running a slightly higher surplus for the year due to a slight increase in FTEs. However, the University will be running a deficit in years 6-10. M. Goacher also advised that the endowment disbursement report came to the Committee for consideration and the Committee recommended it for approval.

10.2   Laptop Procurement

The Chair invited P. Bignell to present the report on laptop procurement. P. Bignell requested the Board's approval of the expenditure of $2.1M for personal computer hardware for 2017-2018 (approximately 1600 computers). Last year the request was for $4.9M. P. Bignell provided an update on the transition from the TELE program to BYOD program. He confirmed that, for the most part, the required software must be run on a Windows device. The University will continue to provide a small number of general use workstations. He confirmed that the support model for TAs will not change. Further, UOIT will provide rental devices at a rate that encourages students to use their own devices or repair their devices. The Library workstations will be replaced with updated devices. P. Bignell answered questions from the Board members.

Upon a motion duly made by M. Goacher and seconded by K. Brearley, pursuant to the recommendation of the Audit and Finance Committee of the Board, the Board of Governors approved the expenditure of approximately $2.1M for procurement, via an open competition or via the OECM vendor of record, of laptop, tablet and desktop equipment required to support the UOIT Technology Enriched Learning Program and internal needs for the 2017-18 academic year.

10.3   SIRC Building Construction Project

Due to a scheduling conflict, C. Elliott delivered the SIRC Building Construction Project update on behalf of L. Brual. C. Elliott advised that the second floor of SIRC is 50% complete. The project is on schedule and on budget. He discussed the two site safety incidents that took place. C. Elliott confirmed that no change orders have been made since the last update. C. Elliott responded to questions from the Board.

10.4   Budget

C. Elliott delivered the budget update. He reviewed the significant budget assumptions and identified the key components of the budget reduction plan. The cost base must be reduced by $2.5M in 2017-2018. C. Elliott reviewed the updated 10-year forecast, as well as the current status of the budget. At this point, the budget is balanced. He confirmed that there were $12M in "asks" and explained that all "asks" were not true "asks" (example of contingency fees). He reviewed the budget consultation schedule. M. Goacher congratulated C. Elliott and his team for their work on the budget process. C. Elliott answered questions from Board members.

10.5   DBRS UOIT Credit Rating Report

C. Elliott updated the Board with respect to UOIT's credit ratings. The University requires annual credit reviews to provide information and security for current and potential debt holders. Further, the covenants in the debenture require credit ratings from two agencies. We use Dominion Bond Rating Service (DBRS) and Moody's Investor Service. C. Elliott explained the DRBS and Moody's rating scales and reviewed the history of UOIT's credit rating. The University's DBRS

credit rating has been upgraded to A. The Moody's rating has been a bit more varying and increased in 2012.

C. Elliott discussed the credit rating review process. The reviews are conducted every November and reviewers speak with several members of the senior leadership team. He compared UOIT's ratings to those of other Ontario universities.   M. Goacher congratulated the entire senior leadership team on the rating increase, the result of much work.

Compliance

10.6   Privacy

The Chair invited C. Foy to deliver a privacy update to the Board. C. Foy reminded the Board of the role of the Audit and Finance Committee in compliance oversight, which includes privacy. There has been a general upward trend in access requests and breaches. C. Foy discussed the general procedure of responding to access requests, which can be time intensive. She referred to the recent request for a full day of footage from all cameras in the library as an example. The estimated fees for responding to that request could range from $30,000 – $90,000. She advised that most access requests are submitted by students. Due to limited resources, there have been fewer privacy and access training sessions.

With respect to the increase in breach reporting, she believes this is more of a reflection of increased awareness due to training as opposed to an increase in the actual number of breaches. She confirmed that none of the breaches have been very serious. There is strict protocol with respect to managing a breach. C. Foy responded to the Board's questions.

11.   Investment Committee

11.1   Third Quarter Investment Review

N. Allen delivered the Investment Committee's report. The investment portfolio balance as of December was approximately $23.1M. The portfolio's return was 0.5% behind the benchmark for the quarter at the end of December. N. Allen reported on PH&N's educational session on the impact of protectionism in the U.S. PH&N anticipates that in the short term, the policies will likely have a positive impact in the U.S. However, the long-term effects will likely be negative. N. Allen answered questions from Board members.

(S. Van Nuland left at 4:45 p.m.)

12.   Governance Nominations & Human Resources Committee

K. Brearley provided an update on the recruitment of new governors. She confirmed that the Board appointed two new governors during the non-public session and their names will be announced once the newest governors have been notified.

13. **Strategy & Planning Committee**

V. Wafer updated the Board on the work of the Strategy and Planning Committee. She thanked J. McKinley for chairing the Committee meeting in January in her absence. At the meeting, there was extensive discussion regarding Board retreat topics. Given the changes in the University and the sector, the retreat is timely.

13.1 **Strategic Mandate Agreement (SMA)**

The Chair invited D. Saucier to speak to the Board regarding the SMA. D. Saucier confirmed that we have not yet received the final version of the SMA template. She presented the draft template to the Board and reviewed the highlights of the SMA's main pillars:

Student Experience

D. Saucier discussed the metrics and targets to be used for this section. One of the challenges is defining "experiential learning" in a way that is meaningful and captures broad experience. Another challenge is that many students do not recognize their experiential learning experiences as such. D. Saucier confirmed that we will have three years to develop the metrics. The Ministry is also requesting reports on experiential learning for each corridor of undergraduate, graduate and PhD students.

They are also interested in the student perspective of their experiences (NSSE scores). There was a discussion about the challenges inherent in student evaluations of their professors, including gender and ethnic biases.

D. Saucier discussed the impact of stable enrolments across the GTA over the next 3-5 years on access and equity. She referenced the correlation between family income and the likelihood of an individual attending post-secondary education. UOIT is a disproportionately young university; therefore, it presents a challenge as it has fewer full professors and younger faculty.

Innovation, Economic Development & Community Engagement

D. Saucier noted the change of property values in downtown Oshawa since UOIT established its downtown Faculties.

(A. Elrick left the meeting at 5:25 p.m.)

Enrolment & Program Direction

There was a discussion regarding enrolment corridors. D. Saucier advised that the University will also have to report on its strategic areas of program strength. Any areas to be developed during the SMA period will have to be tied to program strength. The reporting will include financial aspects and sustainability issues.

Institutional Collaborations & Partnerships

UOIT is differentiated as it has many collaborations with colleges and other institutions.

D. Saucier answered questions from members of the Board. She advised that they continue to consider and develop metrics that accurately reflect the university. The expressed purpose of SMAs is to ensure sustainability for Ontario institutions.

14. Consent Agenda:

Upon a motion duly made by V. Wafer and seconded by M. Steele, the Board approved the following items on the Consent Agenda:

14.1   Approval of Minutes of the Audit & Finance Committee Meeting of November 16, 2016
14.2   Approval of Minutes of the Governance, Nominations & Human Resource Committee Meeting of November 23, 2016
14.3   Approval of Minutes of the Investment Committee Meeting of November 16, 2016
14.4   Approval of Minutes of the Strategy & Planning Committee Meeting of November 9, 2016

15. For Information:

15.1   Annual Pension Plan Report

16.   Other Business

There was none.

17.   Termination of Public Session

Upon a motion duly made by M. Goacher and seconded by K. Brearley, the meeting terminated at 5:38 p.m.

Becky Dinwoodie, Secretary

ACADEMIC COUNCIL

REPORT TO BOARD OF GOVERNORS AT ITS MEETING
OF MAY 3, 2017

2017 HONORARY DEGREE RECIPIENTS

The President announced the 2017 honorary degree recipients: Mr. Sarabjit Marwah, Ms. Shirlee Sharky, Ms. Jeanette Southwood and Ms. Shirley Williams. He reminded Council of the Convocation dates and encouraged everyone to attend to help celebrate the achievements of our students and honorary degree recipients.

STRATEGIC MANDATE AGREEMENT

A draft of the next Strategic Mandate Agreement (SMA) was distributed to Academic Council and discussed at the April meeting. There was an engaged discussion of the University's plan for growth and the types of programs that would be coming forward for consideration. Council also reviewed the proposed metrics set out in the SMA.

CURRICULUM AND PROGRAM REVIEW COMMITTEE (CPRC)

Academic Council approved the following items that were recommended by the CPRC:

1. **Office of the Registrar - Course Description Format Change - Adoption of an institution-wide course description format that lists the credit hour and contact hours only, effective for the 2017-2018 Undergraduate Academic Calendar.**

Rationale:
In an effort to ensure consistency and accuracy of the Undergraduate Academic Calendar, the Office of the Registrar proposed an institution-wide format for course descriptions. A course's instructional method can vary from section to section and from term to term. This causes inconsistencies and inaccuracies in the Academic Calendar. Students, staff, and faculty will continue to have the opportunity to view the instructional method by logging into MyCampus or using the UOIT Class Schedule Search prior to registration. Instructional method is recorded in Banner based on the course and semester it was delivered, and can thus be tracked. This form of tracking began in 2013-14. A Data Request can be sent to the Office of Institutional Research and Analysis (OIRA) for historical instructional method information.

2. Office of the Associate Provost - Cyclical Program Review Final Assessment Summary Reports

Rationale:
In accordance with UOIT's Quality Assurance Framework, the Committee reviewed the reports and recommendations for the following programs that underwent a cyclical review to ensure that they meet provincial quality assurance requirements and to support their ongoing rigour and coherence:
- Bachelor of Arts in Criminology and Justice
- Bachelor of Arts in Legal Studies
- Bachelor of Health Sciences in Medical Laboratory Science

Each review involved an examination, by both program faculty and staff and external reviewers, of the program's goals and requirements, its curriculum content, structure, modes of delivery, and assessment of student learning, and its use of available resources to support the program. Their work generated a valuable set of documents that reflect a great deal of care and attention to the ongoing development and refinement of programs that best meet the needs of students and best represents the current state of each particular field of study. The Committee commended all Faculty and staff who contributed to these program reviews for their important input into the process. Also approved were the 18-month follow-up reports for the following program reviews:
- Bachelor of Health Sciences
- Bachelor of Information Technology
- Bachelor of Science in Computing Science (review completed prior to name change)
- Bachelor of Science in Physics

GRADUATE STUDIES COMMITTEE (GSC)

Academic Council approved the following items that were recommended by the GSC:

1. Program Reviews – Final Assessment Reports

Rationale:
In accordance with UOIT's Quality Assurance Framework, the Committee reviewed the reports and recommendations for the following two programs that underwent a cyclical review to ensure that they meet provincial quality assurance requirements and to support their ongoing rigour and coherence:

- Master of Arts in Criminology
- Master of Science and Doctor of Philosophy in Modelling and Computational Science

Also included was the 18-month follow-up report on the program review for the Master   of Science and Doctor of Philosophy in Computer Science.

Academic Council Governance – 2017-2018 Elections

The Academic Council election process took place in February and March. The election process was conducted fairly and in accordance with the Academic Council Procedures for the Election of Teaching, Non-Academic Staff and Student Representatives.

Academic Council approved the appointment of the following individuals who were properly elected/acclaimed to the UOIT Academic Council for the term of July 1, 2017 to June 30, 2020:

- **Faculty of Science**   -   **Jean-Paul Desaulniers**
- **Faculty of Social Science & Humanities**   -   **Thomas McMorrow**
- **Faculty At-Large**   -   **Kimberly Nugent**
- **Faculty At-Large**   -   **Terry Wu**
- **Non-Academic Staff Member**   -   **Jessica Clarke**

Academic Council approved the appointment of the following students who were the sole nominees for their positions and were properly acclaimed to Academic Council and its Standing Committees for the term of September 1, 2017 to August 31, 2019:

- **Academic Council, Undergraduate Student**   -   **Sai Tejus Tuppal**
- **Academic Council, Graduate Student**   -   **Peter Asiedu-Boateng**
- **Admissions & Scholarship Committee**   -   **Happy Inibhunu**
- **Graduate Studies Committee, Full-time Graduate** -   **Ololade Sanusi**

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

BOARD REPORT

Action Required:

Public: **X**   **Discussion** ☐

Non-Public: ☐   **Decision**   **X**

TO: **Board of Governors**

DATE: **May 3, 2017**

FROM: **Tim McTiernan, President and Vice-Chancellor**

SUBJECT: **Change of Name to School of Graduate and Postdoctoral Studies**

A. Purpose

To recommend on behalf of Academic Council that UOIT's Office of Graduate Studies be renamed School of Graduate and Postdoctoral Studies, effective 1 July 2017.

B. Background/Context

UOIT established the Office of Graduate Studies and launched its first graduate programs in 2006. Since that time, the number of programs has grown to 43 and its shared responsibilities have expanded to include program design and growth, quality standards, recruitment and enrolment management, scholarship support, graduate student professional skills development, international/research partnerships and postdoctoral studies. These are both academic and administrative roles, which are not properly reflected in this unit's current title of "Office". An Ontario-wide benchmarking exercise (summarized in Appendix 2) reveals that all Graduate Studies units perform similar roles within their institutions, yet are typically called "Faculty" or "School". Given UOIT's established Faculty structure it is felt that the "School" designation is most appropriate, conveying its academic and administrative nature while being differentiated from the other academic units.

With the increasing importance of graduate education to society's advancement, the current focusing of the University's strategic priorities, and the recent addition of postdoctoral fellows to Graduate Studies' administrative portfolio, the proposed change of name – from Office of Graduate Studies (OGS) to School of Graduate and Postdoctoral Studies (SGPS) – is both timely and necessary to accurately reflect its complete function, while providing several other benefits.

C. Discussion/Options and Rationale

The roles and responsibilities of the Office/School are summarized in Appendix 1. "School" conveys a primary academic/intellectual/scholarly mission whereas "Office" presents more of an administrative primary role. Such a name change would be advantageous, both internally and externally to UOIT.

Anticipated internal advantages

As a School, Graduate Studies would be better positioned to create a community of scholars and professionals, and set a standard of excellence across all disciplines. Specifically, this would facilitate:

- ensuring quality control for all aspects of graduate education;
- bringing an institution-wide perspective to all graduate programs;
- developing new programs for interdisciplinary research and education;
- finding ways for the graduate/postdoctoral enterprise to enhance undergraduate education;
- supporting the intertwined nature of research and graduate/postdoctoral education.

In addition, the name change would validate a number of situations already in effect:

- Most graduate programs have been externally appraised and found to be of good quality
- Graduate Faculty and Associate Graduate Faculty membership is an academic status
- UOIT's website places Graduate Studies under the "Academic" tab.

Anticipated external advantages

A School designation would bring UOIT in line with the vast majority of other universities (Ontario names summarized in Appendix 2), raising the profile of Graduate Studies and making it more recognizable by prospective students and partners alike.

In addition, this would facilitate:

- establishing research/entrepreneurial partnerships;
- developing alumni relations;
- fundraising from individuals, companies and foundations;
- liaising with provincial, national governments.

D. Recommendation

In accordance with s. 9(1)(f) of the UOIT Act, the Board of Governors has the power to "establish faculties, schools, institutes and departments and to establish chairs and councils in any faculty, school, institute or department of the university" in consultation with Academic Council (s. 10(5) of the UOIT Act).

Academic Council recommends the approval of the following motion:

Pursuant to the recommendation of Academic Council, that the Board of Governors hereby approves that UOIT's Office of Graduate Studies be renamed School of Graduate and Postdoctoral Studies, effective 1 July 2017.

Appendix 1 – Roles and responsibilities of OGS/SGPS

Overview of Key Functions

Programs

➢ Nurture and enrich graduate programming jointly with home Faculties
➢ Support program development, modifications, reviews and ensure adherence to all QA processes
➢ Strategic Enrolment Management

Graduate Student Finance

➢ First line of contact for graduate students and liaise between units on their behalf
➢ Ensure graduate funding policy and process are followed, including: GRA, TA/RA assignments, accounts receivable, payroll deductions, refunds
➢ Administer internal and external scholarship competitions
➢ Disburse scholarship funds to graduate students

Recruitment/ Communication

➢ Graduate Studies Viewbook, promotional materials,
➢ Determine recruitment priorities and strategies within existing budget parameters
➢ Communication of graduate studies, programs and key information to various audiences and venues

Research & International

➢ Advise on strategic areas, policies, procedures; Cotutelles
➢ Scholarship funds to institutionally driven research projects

Enrolment Services/ Registration

➢ First line of contact for applicants to a graduate program
➢ Accept and assess applications, generate offers
➢ Ensure final decision on all applications
➢ Communicate processes and regulations related to enrolling in courses to new and returning students
➢ Register fees (flat fee programs)
➢ Add/drop courses for graduate students, as well as undergraduate students in graduate courses
➢ Advise students/process requests: change of program; supervisor; time-status; residency; leave of absence; program withdrawals, etc.
➢ Manage grade appeals, academic standing, dismissals
➢ Coordinate and monitor thesis defense and program completion requirements

Student Engagement

➢ Orientation for new graduate students
➢ Enhance existing Graduate Professional Skills programming
➢ 3MT competition
➢ Grad student meetups, ambassadors, and other programming

Postdoctoral Services

➢ Oversee processes, funding competitions
➢ Enhance community for postdoctoral fellows

Appendix 2 – Names of Graduate Studies units at other Ontario universities

Ontario University Summary of Unit name for Graduate Studies

University	Unit name
Brock University	Faculty of Graduate Studies
Carleton University	Faculty of Graduate & Postdoctoral Affairs
University of Guelph	Office of Graduate Studies and Postdoctoral Studies
Lakehead University	Faculty of Graduate Studies
Laurentian University	School of Graduate Studies
McMaster University	School of Graduate Studies
University of Ottawa	Faculty of Graduate and Postdoctoral Studies
Queen's University	School of Graduate Studies
Ryerson Universtiy	Yeates School of Graduate Studies
University of Toronto	School of Graduate Studies
Trent University	School of Graduate Studies
University of Waterloo	Graduate Studies Office
Western University	School of Graduate and Postdoctoral Studies
Wilfrid Laurier University	Faculty of Graduate Studies and Postdoctoral Studies
University of Windsor	Faculty of Graduate Studies and Office of Quality Assurance

* As noted in the survey: OCGS Organization of Graduate Studies in Ontario 2015

BOARD REPORT

		Action Required:	
Public:	⊠	**Discussion**	⊠
Non-Public:	☐	**Decision**	☐

TO: **Board of Governors**

DATE: **April 26, 2017**

FROM: **Cheryl Foy, University Secretary and General Counsel**

SUBJECT: **University Risk Management Update and Discussion**

A.   Purpose

The purpose of this Report is twofold:

1) **Risk and Other Planning Processes:** To provide the Board with an overview of the risk management process and its relationship to other planning processes, in particular, the Budget process, and;

2) **Update on 2016-17 Risk Objectives:** To provide an update on the status of University Risk Management and to report on the activities and progress against risk management goals and objectives as outlined in the University Risk Management Report, June 29, 2016.

B.   Background/Context

The first University Risk Management Report was presented and accepted by the Board of Governors on June 29, 2016. In developing this Report, there was broad consultation with faculty and department leaders to identify risks, and a long list of risks developed. At the Board Retreat to discuss the updated strategic plan, the data gathered through this risk assessment process was presented to the Board to provide context regarding the community's risk concerns. In the current year, the focus is on finalizing the registers, clarifying risk ownership, developing tools (website, WISC), metrics and looking forward to risk management maintenance.

C.   Discussion and Rationale

Part 1: Risk and Other Planning Processes:

University Risk Management involves changing culture and behavior such that the consideration of risk is expressly part of decision-making at every level in the organization. This is a long-term process. A key aspect of implementing this change is creating links between the risk management planning process and other planning processes in the University. The UOIT Board began this process last year with its discussion on the risk environment as part of its strategic planning discussions.

Within UOIT, we are implementing links between our planning processes in the following activities:

1. The risks identified within the current Budget are risks identified both in the 2016-17 risk information gathering stage and in budget presentations.
2. The identification of the Budget Working Group as a risk owner and the anticipated requirement that faculty and department leaders annually present risks as part of their budget presentations to inform the Budget Working Group's assessment of budget priorities and risks;
3. The identification of the Space Working Group as a risk owner and the anticipated requirement that faculty and department leaders will annually identify the risks associated with space constraints to inform the Space Working Group's assessment of space allocation priorities;
4. The identification of Academic Council as a risk owner in respect of academic quality will encourage Academic Council to expressly consider risks associated with academic quality as the Council reviews and considers programs and courses.

This is promising progress toward the integration of risk management into UOIT's planning processes.

Part 2: Update on 2016-17 Objectives:

In the current year, we have focused on addressing the Report's 2016-17 Goals and Objectives:

- Finalization of the Risk Registers to support a Final UOIT Risk Register for Board approval in June, 2017
- Revamping the Risk Management website
- Facilitating training sessions on incorporating risk assessment into project and goal planning
- Supporting the Senior Leadership Team and the Board to finalize a list of strategic risks
- Facilitating preparation of the 2016-17 Annual Risk Report to the Board and Audit and Finance

Summary: Three of the five objectives are on track for completion by June 2017.   The other two are underway but given the way the project has proceeded it makes sense to carry these objectives into 2017-2018.

Specific Comments on Objectives:

1. **Finalization of the Risk Registers:**

   a. **Risks:** The focus this year has been on synthesizing and organizing the long list of risks identified through the broad community consultations held last year. The result will be a shorter list of risks and clear accountability for risk owners.

   b. **Finalizing Risk Owners:** In the course of the risk consultations, the UOIT community identified local and institutional risks. As we have worked through identifying risk owners for the institutional risks, the President requested that we consider which risks should be assigned to institutional bodies and committees such as Academic Council, Health and Safety Committee, Budget Working Group, and Space Working Group. By assigning risks to institutional committees, UOIT has begun the process of integrating risk into university planning.

2. **Risk Website:** We have created a new website for risk. This website is set to go live before May 5, 2017 and will contain information and resources for the UOIT community on risk and risk management.

3. **Facilitating training sessions:** We are developing materials in order to train risk owners. We have not scheduled these sessions as it makes sense to do this after risk registers are finalized. **Recommendation: Continue into 2018**

4. **SLT/Board finalizing strategic risks:** While the Board has had strategy discussions, it has not found time this year to discuss with SLT the draft list of strategic risks identified in the University Risk Management Report, June, 2016. We propose making this a priority for discussion in the next Board year. This is timely given the recent approval of the updated strategic plan. **Recommendation: Continue into 2018.**

5. **Annual Board Risk Report:** This report will be completed and delivered to the Audit & Finance Committee and the Board in June, 2017.

Other 2016-2017 Activities:

The Director of Risk is working on tools to support risk owners as well as an annual reporting process to ensure that after the UOIT risk register is finalized, there will be ongoing momentum. The Risk Management Committee is working on the development of metrics so that we can annually report to A&F and the Board on the progress we make in incorporating risk awareness, assessment and mitigation into decision-making and planning processes.

D. **Board Request:**

We look to the Board to confirm the direction proposed, and to provide comments and/or instructions regarding the plans and activities outlined in this report. There will be time allocated at the Board meeting to respond to questions and to collect comments from the Board on this report.

2017-18 Budget Presentation
Board of Governors
May 3, 2017

Agenda

❶ Budget Framework

►Process

►Accounting Policies and Principles

►Major Issues

►Challenges

►Opportunities

❷ Strategic Planning & Budgeting

►UOIT Planning Process

►Strategic Plan 2017-2022

►2017-18 Initiatives

►Making Hard Choices

►Strategic Planning & UOIT Budget Cycle

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

Agenda

❸ Financial Overview

- ►Key Budget Assumptions
- ►UOIT Operational Metrics
- ►Risks
- ►Opportunities
- ►Budget Summary
- ►Operating Revenues
- ►Operating Expenses
- ►Restricted Funds

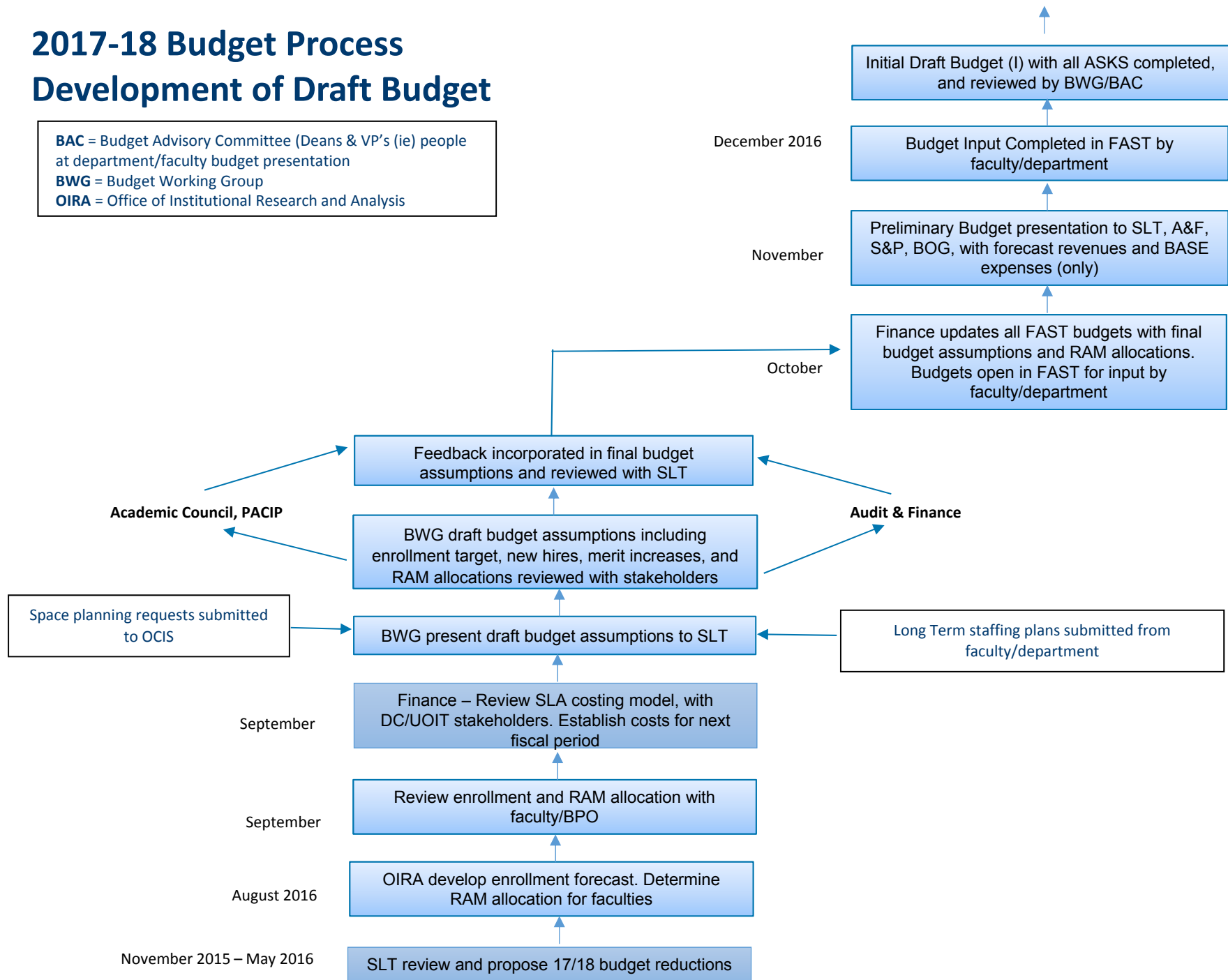**❹ Conclusion**

- ►Next Steps
- ►Questions and Discussion

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Budget Framework

►2017-2018 Budget Process

►Accounting Policies and Principles

►Major Issues

►Challenges

►Opportunities

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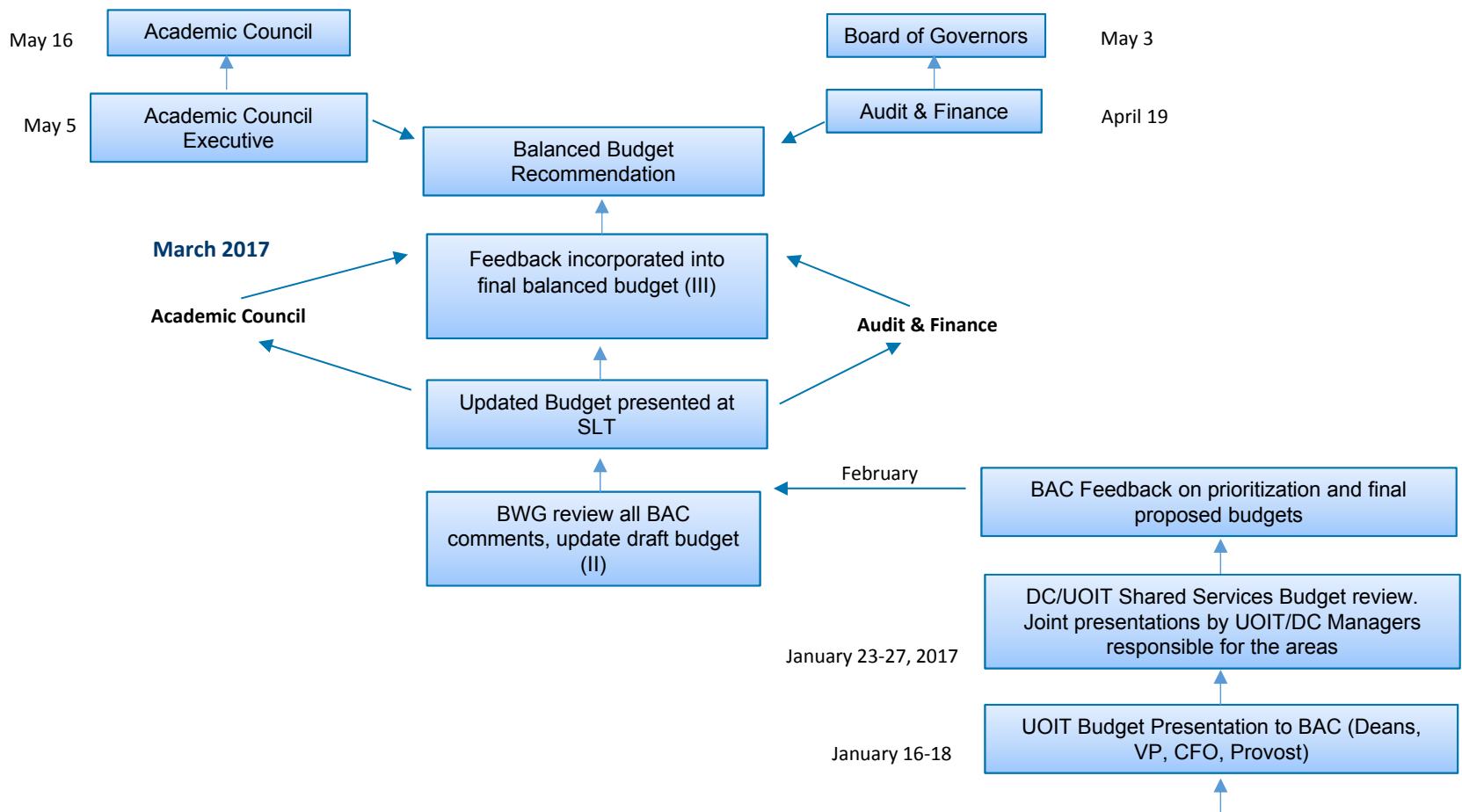# 2017-18 Budget Process
Development of Draft Budget

BAC = Budget Advisory Committee (Deans & VP's (ie) people at department/faculty budget presentation
BWG = Budget Working Group
OIRA = Office of Institutional Research and Analysis

Initial Draft Budget (I) with all ASKS completed, and reviewed by BWG/BAC

December 2016

Budget Input Completed in FAST by faculty/department

November

Preliminary Budget presentation to SLT, A&F, S&P, BOG, with forecast revenues and BASE expenses (only)

October

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

Feedback incorporated in final budget assumptions and reviewed with SLT

Academic Council, PACIP

Audit & Finance

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

Space planning requests submitted to OCIS

BWG present draft budget assumptions to SLT

Long Term staffing plans submitted from faculty/department

September

Finance – Review SLA costing model, with DC/UOIT stakeholders. Establish costs for next fiscal period

September

Review enrollment and RAM allocation with faculty/BPO

August 2016

OIRA develop enrollment forecast. Determine RAM allocation for faculties

November 2015 – May 2016

SLT review and propose 17/18 budget reductions

5

2017-18 Budget Process
Review and Final Budget Presentation

BAC = Budget Advisory Committee (Deans & VP's (ie) people
at department/faculty budget presentation
BWG = Budget Working Group
OIRA = Office of Institutional Research and Analysis

May 16 — Academic Council

May 5 — Academic Council Executive

May 3 — Board of Governors

April 19 — Audit & Finance

Balanced Budget Recommendation

March 2017

Academic Council

Feedback incorporated into final balanced budget (III)

Audit & Finance

Updated Budget presented at SLT

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

February — BAC Feedback on prioritization and final proposed budgets

January 23-27, 2017 — DC/UOIT Shared Services Budget review. Joint presentations by UOIT/DC Managers responsible for the areas

January 16-18 — UOIT Budget Presentation to BAC (Deans, VP, CFO, Provost)

Accounting Policies and Principles

Methodology

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

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

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

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

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Major Issues

1. **Demographic and impact of increased competition on enrolment.**

2. **Space challenges – classrooms, and labs.**

3. **Funding Formula and Net Tuition implications.**

4. **Balancing resource constraints in the key areas of academic quality, student experience, and service excellence.**

5. **Recruitment, development, and retention of UOIT faculty and staff.**

6. **Fiscal position – debt to revenue.**

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Challenges

1. **Near term academic and financial sustainability plans that support re-envisioning of programs within established enrolment corridors, and enhance the student experience.**

2. **Heightened levels of competition between universities for a smaller pool of incoming students. Expand International student recruitment, and increased local efforts.**

3. **Manage the completion of SIRC, and the associated backfill moves required over the next two years.**

4. **Define, develop, and present the Business Case for a fundraising campaign that supports our strategic plans.**

5. **Continue discussions with all levels of government regarding funding for the Moving Ground Plane, and CARIE building.**

6. **Complete TELE transformation with implementations in Faculty of Science, Faculty of Health Science, and Faculty of Business and IT.**

7. **Manage increasing levels of oversight, and compliance.**

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Opportunities

1. **Introduce new programs in Bachelor of Technology, and BA Liberal Studies**

2. **Operationalize our strategic plan by focusing on tactical objectives for 2017-18 which include focus on International student recruitment, and student success program**

3. **Enhance partnerships with the community and other PSE institutions at the regional, national, and international level. Examples include Social Science and Humanities work with the City of Oshawa on a teaching city/living lab initiative, and Faculty of Business and IT work on an online embedded bridge with two new partners**

4. **Collaborations with Durham College in both academic and support services areas.**

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Strategic Planning & Budgeting

►UOIT Planning Process

►Strategic Plan 2017-2022

►2017-18 Initiatives

►Making Hard Choices

►Strategic Planning & UOIT Financial Cycle

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Strategic Planning & Budgeting: UOIT Planning Process

Vision/ Mission
President
2012-2032

Strategic Priorities
2012-2022

Strategic Goals

Academic Goals
Deans

Administrative Goals
Unit Managers
3 year

Faculty-Level Actions
Chairs and Faculty

Unit-Level Actions
Administrative Staff
annual

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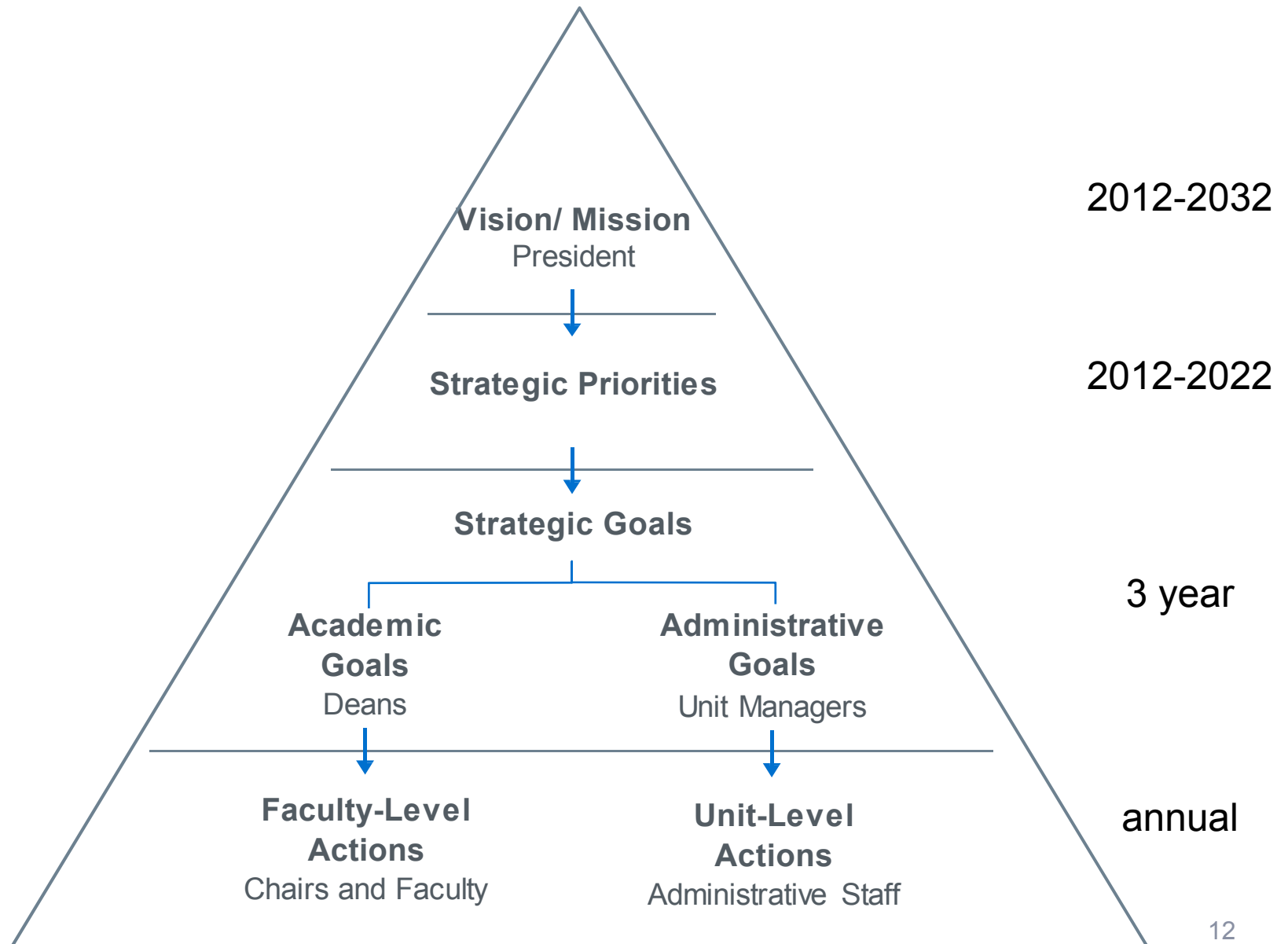
Strategic Planning & Budgeting: Strategic Plan 2017-2022

CHALLENGE: We will produce and inspire future leaders who have real-world skillsets

- Offer a greater variety of **lifelong learning** through career-focused professional development options
- Amplify **research reputation** through entrepreneurial scholarship
- Provide developmental opportunities that help every individual stand out

INNOVATE: We will create new approaches, partnerships, and solutions to improve society

- Double the number of courses that mix technology and face-to-face education to make **learner-centered environments**
- Challenge the status quo through our novel disciplinary and interdisciplinary approaches to knowledge creation and increase our **research activity and impact**
- Simplify and refine our **university processes**

CONNECT: We will build lasting relationships to make UOIT a remarkable place for work and study

- Offer practical **hands-on learning** experiences, like co-ops, internships, research practicums, international exchanges, and entrepreneurial opportunities to *every student*.
- Build **research partnerships** that fortify our university's key strengths
- Unite our community by increasing opportunities to meet, make friends, and form **better relationships**

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Strategic Planning & Budgeting: 2017-2018 Initiatives 1/2

Base Expenses $3.4M

- **New faculty hires** (maintain Student:Faculty) $1.2M
- **Sessionals and TAs** (reduce class size) $0.4M
- **Student support** (e.g. scholarships, advising) $1.0M
- **Test Centre (**help students succeed) $0.2M
- **English Language Centre** (internationalization) $0.4M
- **IT Network Administrator & PCI compliance** $0.2M

Strategic Planning & Budgeting: 2017-2018 Initiatives 2/2

One Time Only Expenses $8.4M

- **Infrastructure upgrades** (e.g. IT, classrooms) $3.4M
- **Building reserve** (preparing for next project) $2.5M
- **Advancement campaign** (completing preparation) $0.6M
- **Student success initiatives** (e.g. Math help) $0.5M
- **Research** (e.g. Marceau Chair) $0.9M
- **Pathways/Partnerships Fund** (with Durham) $0.5M

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Strategic Planning & Budgeting: Making Hard Choices 1/3

June 2015: Budget Presentation
- Noted a longer term structural deficit as illustrated by the 10 year forecast requiring working capital reserves in early years to offset deficits in out years
- Based on this forecast the president initiated an organizational review of Administrative Structure/Activities by Ken Snowden

February/April 2016
- SLT Retreat and two subsequent meetings to discuss financial constraints, strategic priorities, and the underlying principles around budget reduction.
  - *President framed as follows: "I would like each of my reports to think about what they would reduce, delay, stop doing or do differently if they were asked to take a 10% cut each of the next two years."*
- BoG Retreat - focused session on fiscal challenges
- SLT discussed potential reductions & budget registry (weight of dollar value vs impact)

May/June 2016
- Memo from President to SLT outlining budget reduction discussions to date and framing the upcoming May 30th / June 6th meetings regarding resource allocation
- In depth discussions on proposed resource allocations, priorities, and risk mitigation strategies
- Individual meetings with President and direct report regarding proposed budget allocations, risks, and mitigation strategies

September 2016
- UOIT Budget Working Group meets with President to finalize recommendations and communicates mandated budget reductions to each unit lead

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Strategic Planning & Budgeting: Making Hard Choices 2/3

Student Experience -$2.6M

$300K support of Entrepreneurship, Futures Forum

$100KTeaching & Learning Centre

$2.2M capital projects delayed

Mitigation – Research/Innovation operational review, entrepreneurship minor available to all, revised TLC strategy (increased online/hybrid support, Teaching & Learning Advisory Committee), 10 year deferred maintenance plan

Academic Quality/Faculty and Staff -$1.64M

$400K reduction in non-essential PD/travel

$325K reduction in C&M/RO recruitment

$115K reduction to Library staff

$800K reduction to Provost's strategic funds

Mitigation – increased internal PD offerings, precision recruitment, revised Library strategy

Strategic Planning & Budgeting: Making Hard Choices 3/3

Crisis Response/Business Continuity -$500K

$500K IT security & 2nd location for back-up data

Mitigation –revised IT strategy (net new IT network administrator and attention to and communication on security measures), internal phishing, explore cyber risk insurance, joint planning with Durham College

Legal / Compliance Liability -$300K

$300K reduction in Finance and University Secretariat offices.

Mitigation – Contingency for strategic use of external legal support; work with FSSH to develop a program for peer support of students in university appeal and dispute processes; continued focus on perceived high risk areas and new compliance requirements. Continued automation and process review in Finance to meet new compliance requirements, and achieve efficiencies – examples include Banner Payroll, Concur, and Banner Research module

The BWG also works closely with areas like Office of Campus Infrastructure & Sustainability, and DC/UOIT Information Services to manage their "asks" over a longer term horizon. We have a rolling ten year facilities maintenance plan, and a five year plan to revitalize and upgrade Banner. In these instances, the full ask is not made in any given year. The costs are managed over a longer planning horizon given our available resources.

Strategic Planning & UOIT Financial Cycle

Strategic Plan
2017 - 2022
Vision, Mission,
Values
Strategic
Directions
Council

Strategic
Direction

Long Term
Financial Plan
2019 – 2028
Update 2018 Actual
Update 2018 Budget
Input new 10yr 2109
Forecast
Q1

Update Long
Term Plan

2019 – 2028
10yr forecast
updated
Q4

Integrated Financial Planning Cycle

Forecast 2018

Actuals
Q2 – Q4

Quarterly updates

Budget 2019

Q3 – Q4

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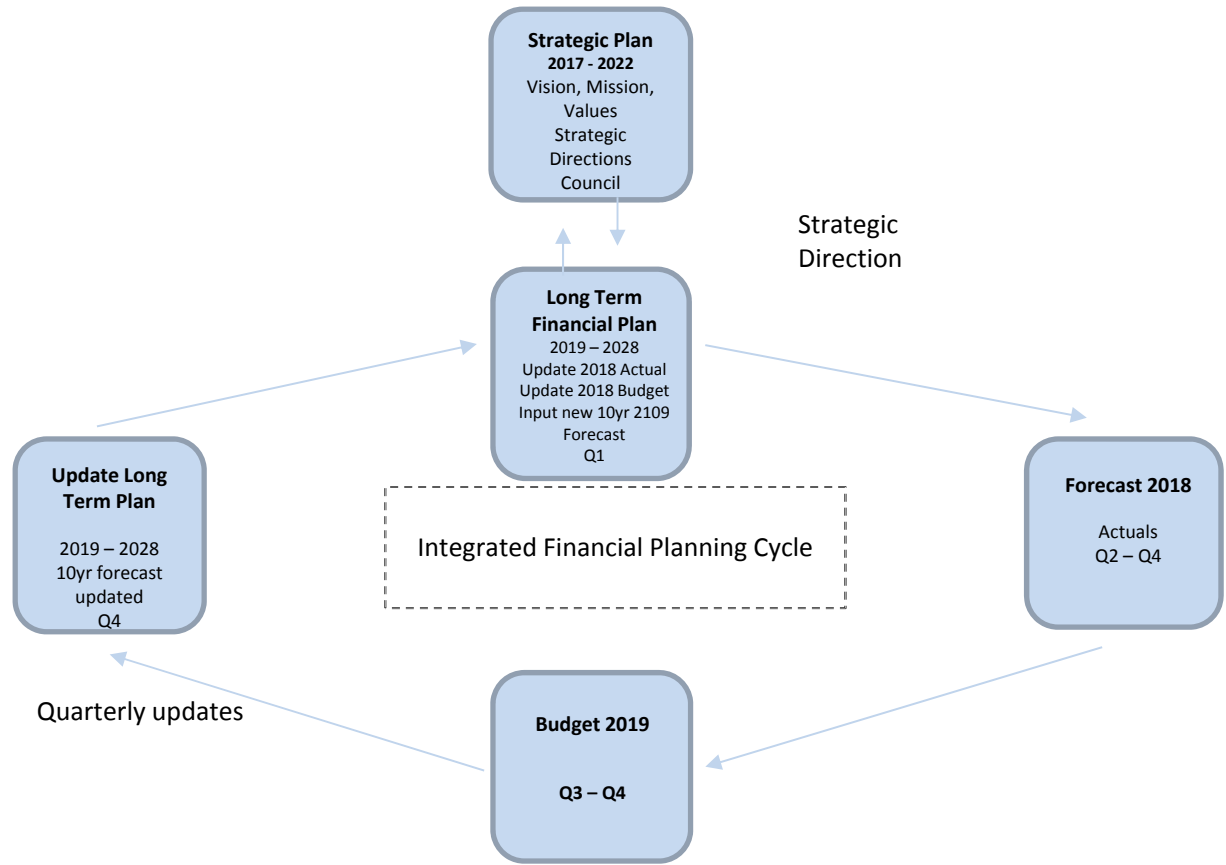
Financial Overview

►Key Budget Assumptions

►Budget & Financial Metrics

►Budget Risks & Opportunities

►Budget Allocations

►Budget Summary

►Revenues & Expenses

►Restricted Funds

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Key Budget Assumptions

1. Enrolment
► Domestic UG intake decrease of (3.0%) or (76) FTE, mainly due to decrease in FBIT Bachelor of Commerce with new agreement with DC to direct applicants to Durham College. Flow thru down (45) FTE. Overall down (121) FTE at 7,755.
► International UG intake increase of 86% or 80 FTE, mainly due to increase in Engineering. Flow thru down (11) FTE. Overall up 69 FTE at 500.
► Grad Domestic FTE down 15% or (59) FTE totaling 329.
► Grad International flat totaling 137 FTE.
► Total FTE down (1.3%) or (111) FTE to 8,721.
► Retention levels flat at 80.3%.

2. Government Grants
► MAESD is in the final stages of altering to a new funding model for universities. One of the major components is the establishment of a corridor system which will include a funding level equivalent to the 2016/17 weighted enrolments. For the duration of SMA 2, this grant is guaranteed, providing institutions are within 3% of this new weighted number. Current signals from the Ministry indicate that institutions will be able to negotiate growth funding during the SMA discussions; however, they are also indicating no new money in the system. In 17/18 budget grant is set at 2016/17 actual of $54.7M.

3. Tuition set at new 2017/18 rates
► Domestic average tuition increase 3% or $2.1M.
► International average tuition increase 4.1% or $0.6M

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

5. Standard COU space measurement averages 7.5 NASM/FTE for Ontario universities.
► 2016-17 average for UOIT was 4.1 NASM/FTE.
► 2017-18 average will increase to 4.7 NASM/FTE

6. Student/Faculty ratio overall will improve to 30:1 if all positions are filled. 2016/17 ratio was 31:1 The tenure and tenure track ratio also improves to 40:1.

7. Operating budget includes a contingency of $4.6M. Building reserve of $2M, deferred maintenance of $0.5M, 1.0M of general contingency reserves, and $1.1M reserve to balance year one of the ten year forecast

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Budget Metrics

Budget 17/18 Metrics

Indicator	Metric	17/18 Budget/Target	16/17 Fcst	15/16 Actual	Comment - 2017/18 Target vs 2016/17 Fcst
↓	Enrolment	8,721	8,832	8,649	
↓	UG Domestic	7,755	7,876	7,674	Domestic UG inflow was down (76) FTE, flow thru also down (45) FTE
↑	UG International	500	431	465	International UG inflow was up 80 FTE, flow thru was down (11) FTE
↓	Grad Domestic	329	388	355	Grad domestic FTE is down (59) FTE
↑	Grad International	137	137	154	Grad international enrolment is flat
↑	Basic Operating Grant	$54,728,994	$54,523,187	$53,360,000	Operating Grant based on 16/17 actual enrolment.
↑	Student/Faculty Ratio	30:1	31:1	33:1	Improvement as positions are filled
↑	Tuition Rate Increase	3.4%	3.0%	2.9%	Domestic 3.0% increase, International 4.1% increase
↑	NASM/FTE	4.7	4.1	4.2	Increase with SIRC building
↑	Retention Rate	80.3%	79.9%	80.3%	Returning Students from 15/16
↑	Positions Filled	100.0%	71.1%	69.0%	Goal is to fill all open positions
↑	Advancement Fundraising	$ 2,867,428	$ 2,273,572	$ 1,224,874	

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Financial Metrics

		Financial Metrics			
Indicator	Metric	17/18 Budget/Target	16/17 Fcst	15/16 Actual	Comment - 2017/18 Target vs 2016/17 Fcst
↑	Net Income/Loss Ratio	1.7%	1.6%	1.7%	Tracks the trend in UOIT net earnings
↓	Net Operating Revenues Ratio	10.5%	10.8%	10.9%	indicates the extent to which UOIT is generating positive cash flows in the long-run to be financially sustainable.
↓	Primary Reserve Ratio (days)	2	24	27	Decrease from consumption of internally restricted reserves for SIRC construction.
↓	Interest Burden Ratio	8.5%	9.0%	9.4%	UOIT debt affordability and the cost of servicing debt
↓	IBR w MTCU Funding	2.0%	2.1%	2.2%	"IBR" re-stated to reflect an annual "institution-specific" grant of $13.5m from the Ministry to fund the University's debenture debt.
↓	Viability Ratio	3.0%	5.2%	6.4%	Determines UOIT's financial health, as it indicates the funds on hand to settle its long term obligations.

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Budget Risks & Opportunities (in $'000)

Key Risks	Est. Impact
Enrolment targets not achieved	$ 600
Faculty Negotiations/Executive Compensation	$ 400
Staffing objective shortfall	($ 500)
Student Association Re-organization	$ 100

Total Risks	$ 600

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Budget Risks & Opportunities (in $'000)

Significant Opportunities	Est. Impact
International growth above plan	$ 500
Corridor funding for additional PhD's	$ 400

Total Opportunities	$900

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Budget Risks & Opportunities (in $'000)

Budget Contingency

	2017-18	2016-17
General Contingency	$1.0	$1.4
Building Reserve	$2.0	$2.0
Deferred maintenance Reserve	$0.5	$0.5
10 Forecast Surplus to Balance	$1.1	-
Total	$4.6	$3.9

Budget Allocations
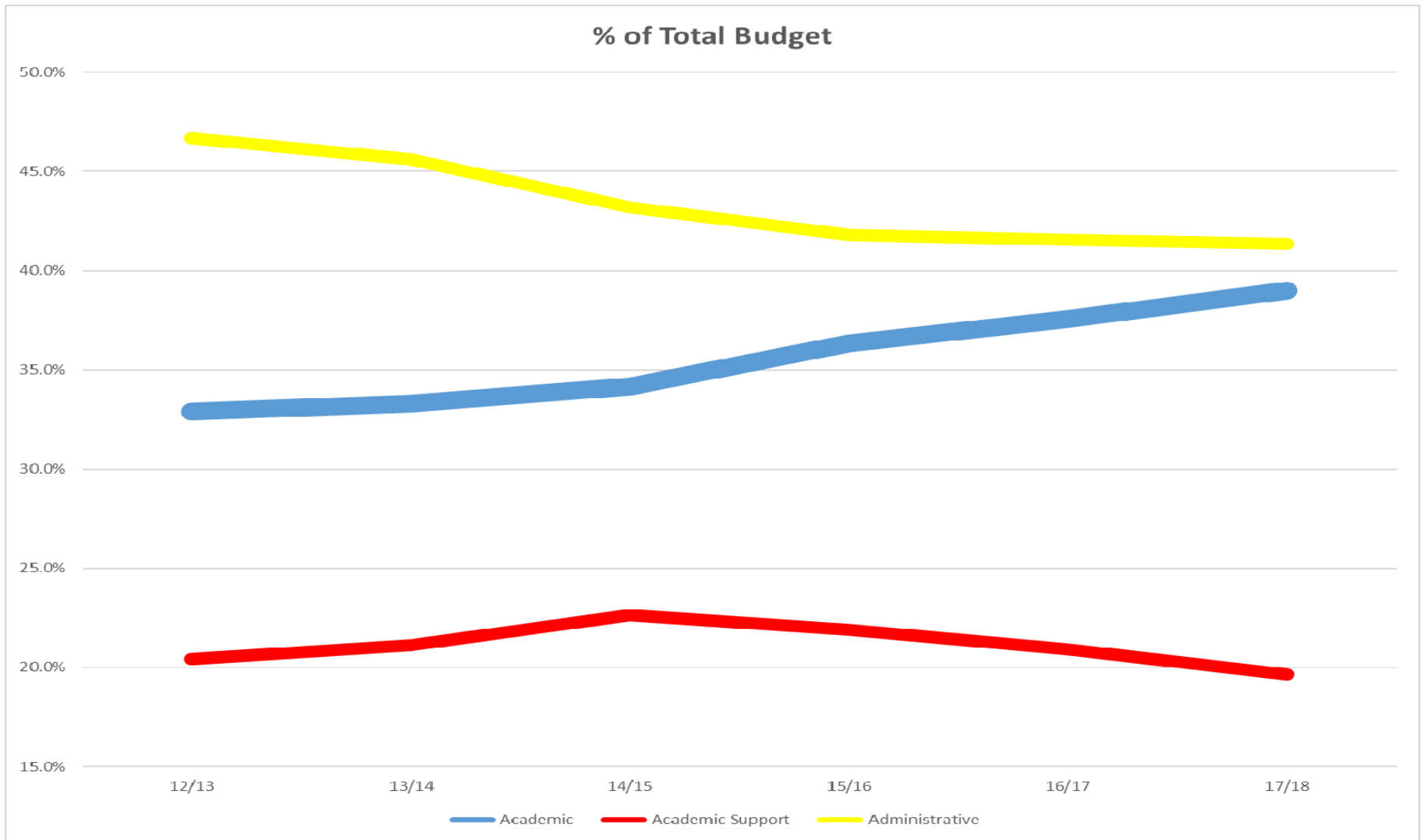
	2017- 18 Proposed Draft Budget								
	2017-18 Draft Operating Budget	Purchased Services	Debenture	TELE	ACE	Regent Theater	Campus ChildCare	Campus Fieldhouse & Ice Centre	Total 2017 - 18 Draft Budget
REVENUES									
Operating Grants	$ 54,728,994		$ 13,500,000						$ 68,228,994
Other Grants	$ 7,312,273						$ 157,000		$ 7,469,273
Student Tuition Fees	$ 78,317,804								$ 78,317,804
Student Ancillary Fees	$ 4,990,711	$ 2,206,721		$ 3,752,982					$ 10,950,414
Revenues from Ancillary Operations	$ 225,000	$ 3,731,500							$ 3,956,500
Donations	$ 680,000			$ -					$ 680,000
Other Revenues	$ 4,329,557		$ -	$ 77,396	$ 4,732,591	$ 450,763	$ 750,149	$ 1,545,409	$ 11,885,865
Total Operating Revenues	$ 150,584,339	$ 5,938,221	$ 13,500,000	$ 3,830,378	$ 4,732,591	$ 450,763	$ 907,149	$ 1,545,409	$ 181,488,850
EXPENDITURES									
FT Labour	$ (75,914,092)	$ (6,656,885)		$ (1,208,296)	$ (1,554,719)	$ (92,903)	$ (342,722)	$ (632,636)	$ (86,402,253)
PT Labour	$ (15,152,003)	$ (255,253)		$ (388,074)	$ (148,029)	$ (161,071)	$ (305,653)		$ (16,410,083)
Operating Expenses	$ (44,119,000)	$ (8,232,360)	$ (16,501,006)	$ (1,558,644)	$ (3,128,727)	$ (180,891)	$ (243,478)	$ (985,714)	$ (74,949,820)
Capital Expenses	$ (3,411,196)	$ (1,207,829)		$ (1,806,268)	$ -	$ -	$ -	$ (92,700)	$ (6,517,993)
Carry Forwards*	$ 1,265,392	$ -			$ -	$ -	$ -	$ -	$ 1,265,392
Total Expenditures	$ (137,330,899)	$ (16,352,327)	$ (16,501,006)	$ (4,961,282)	$ (4,831,475)	$ (434,865)	$ (891,853)	$ (1,711,050)	$ (183,014,757)
Budget Surplus/(Deficit)	$ 13,253,440	$ (10,414,106)	$ (3,001,006)	$ (1,130,904)	$ (98,884)	$ 15,898	$ 15,296	$ (165,641)	$ (1,525,904)
Funded through PY reserves	(395,000)			(1,130,904)					(1,525,904)
Total	$ 13,648,440	$ (10,414,106)	$ (3,001,006)	$ -	$ (98,884)	$ 15,898	$ 15,296	$ (165,641)	$ 0

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Budget Revenue Summary

The overall UOIT budget has increased $2.0M or 1.1%

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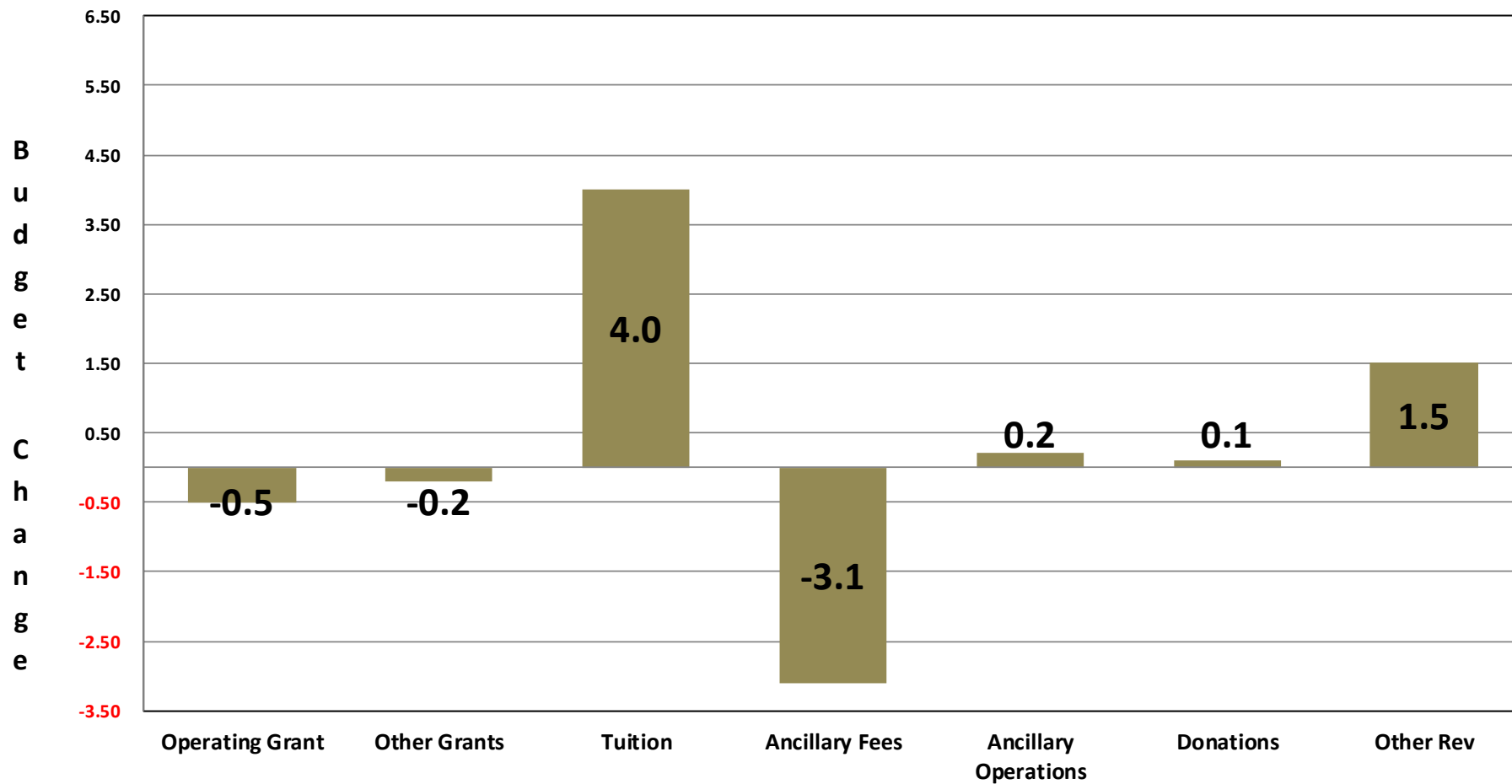
Revenue Components

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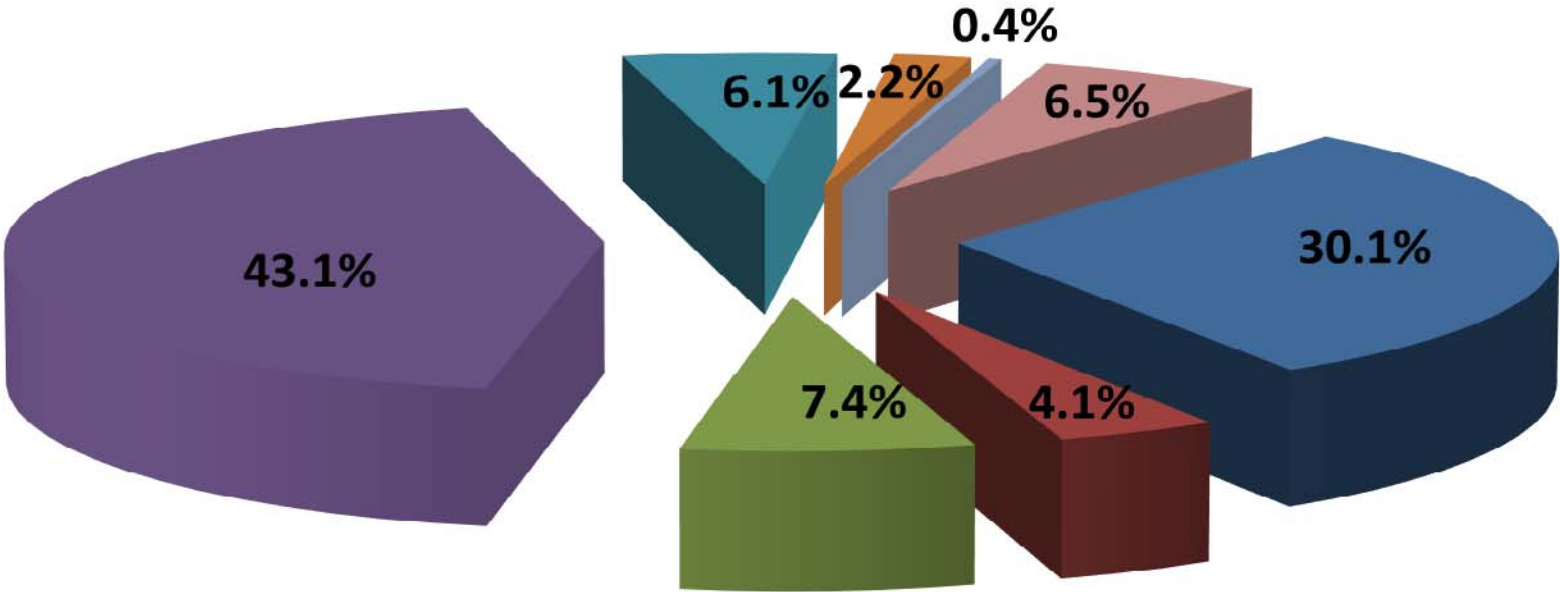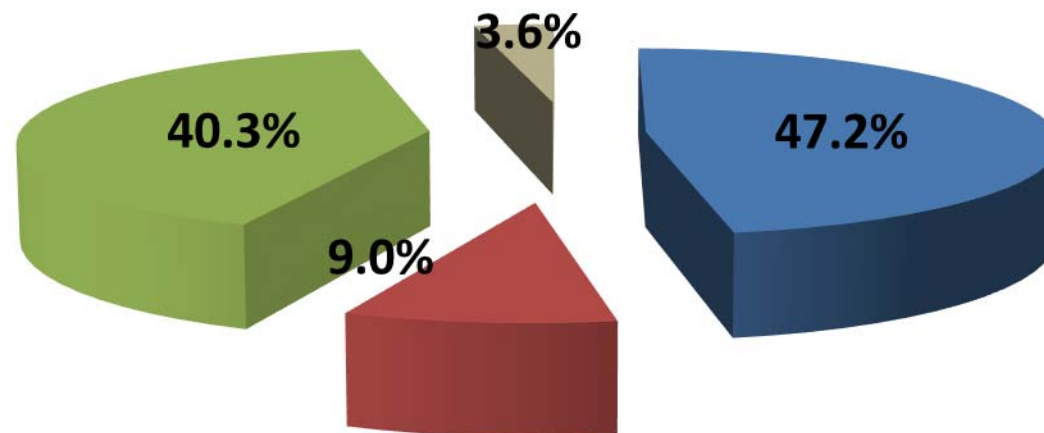
- Operating Grant
- Other Grant
- Debenture
- Tuition
- Student Ancillary
- Ancillary Operations
- Donations
- Other Revenue

30.1%
43.1%
7.4%
4.1%
6.1% 2.2%
0.4%
6.5%

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Budget Expense Summary

The overall UOIT budget has increased $3.5M or 2.0%

UOIT Restricted Funds

Why include restricted funds in budget planning?

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

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

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

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

5. Provide for future liabilities

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2017-18 Estimated Internally Restricted Fund Schedule

Internally Restricted Assets ($'000)	2017-18 Draft Budget End Balance ($'000)	2016-17 Forecast ($'000)	2016-17 Budget ($'000)	2015-16 Actual End Balance ($'000)
Research Related	$4,500	$4,800	$4,500	$4,790
Capital Related	$6,200	$15,600	$22,600	$21,546
Student Awards	$500	$500	$200	$625
Working Capital	$6,000	$6,000	$6,000	$6,000
Budget Carry Forward	$700	$1,960	$710	$1,723
Other	$1,100	$1,450	$900	$1,609
Total Restricted	$19,000	$30,310	$34,910	$36,293
Change in Restricted	($11,310)	($4,600)	($1,383)	

Conclusion

►Next Steps
►Questions and Discussion

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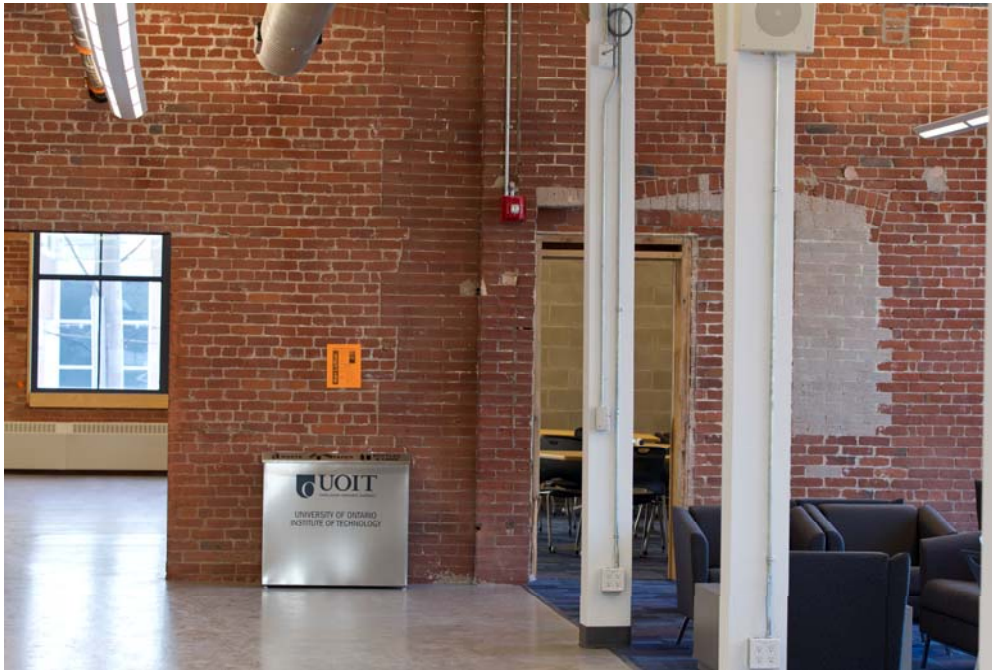
Next Steps

➢ Budget recommendations to the Board of Governors May 3, 2017

➢ Budget presentation to Academic Council Executive May 5, 2017

➢ Budget presented to Academic Council May 16, 2017

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BOARD REPORT

<u>**Action Required:**</u>

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

TO: **Board of Governors**

DATE: **May 3, 2017**

FROM: **Brad MacIsaac, AVP Planning and Analysis, and Registrar**

SUBJECT: 2017 – 2019 Tuition Fees

A.   Purpose

To obtain the Board's approval of the 2017/18 and 2018/19 tuition fee increase.

B.   Background

The tuition fee framework, reinstated by the provincial government in December 2016, regulates all publically funded programs and allows for tuition fee differentiation based on program and program year. This document guides our 2017 – 2019 tuition fee increases.

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

Program Category 1: Undergraduate Arts and Science and Other programs:
Up to 3.0 per cent increase each year

Program Category 2: Undergraduate Professional and Graduate programs:
Up to 5.0 per cent increase each year

Program Type	Maximum Allowable Annual Rate of Tuition Fee Increase
Arts & Science and Other UG Programs	**3.0%**
Professional and Graduate Programs	**5.0%**

Institutional Average Tuition Increase Cap	3.0%

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

For the first time we are seeking to set two years of tuition due to the changes with the Ontario Student Assistance Program (OSAP). Setting tuition for two years will help support net offers that more accurately reflect actual tuition fees and will ease implementation of net tuition practices at our institution.

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

C.   Discussion/Options

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

D.   Financial/Human Resource Implications

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

E.   Recommendation

Approval of the following motion:

That pursuant to the recommendation of the Audit and Finance Committee of the Board, the Board of Governors hereby approves the 2017-2019 tuition fees, as presented.

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY
TUITION FEES
Undergraduate
Domestic

	2016-2017	2017-2018	2018-2019	Rate of Increase	
				16/17 to 17/18	17/18 to 18/19
BA, BASc, BEd, BHSci, BSc & Mgt					
First Year	$6,389.44	$6,517.22	$6,647.56	2.0%	1.8%
Second Year	$6,389.44	$6,485.28	$6,618.22	1.5%	1.5%
Third Year	$6,383.20	$6,478.88	$6,585.14	1.4%	1.5%
Fourth Year	$6,346.02	$6,472.56	$6,578.64	1.4%	1.5%
Fifth Year	$6,327.52	$6,434.86	$6,572.22	1.4%	1.5%
BCom					
First Year	$8,151.48	$8,559.04	$8,986.98	5.0%	5.0%
Second Year	$8,143.44	$8,518.28	$8,944.18	4.5%	4.5%
Third Year	$8,065.90	$8,509.88	$8,901.60	4.5%	4.5%
Fourth Year	$7,989.08	$8,428.86	$8,892.82	4.5%	4.5%
BIT					
First Year	$9,458.66	$9,742.40	$10,034.66	3.0%	3.0%
Second Year	$9,435.70	$9,732.96	$10,024.92	2.9%	2.9%
Third Year	$9,320.08	$9,709.32	$10,015.20	2.9%	2.9%
Fourth Year	$9,296.98	$9,590.36	$9,990.88	2.9%	2.9%
BEng, BEng & Mgmt					
First Year	$9,463.56	$9,936.72	$10,433.54	5.0%	5.0%
Second Year	$9,373.42	$9,927.26	$10,423.60	4.9%	4.9%
Third Year	$9,248.44	$9,832.70	$10,413.68	4.9%	4.9%
Fourth Year	$9,160.38	$9,701.60	$10,314.50	4.9%	4.9%
Fifth Year	$9,073.12	$9,609.22	$10,176.96	4.9%	4.9%
BSc, Computer Science					
First Year	$6,389.44	$6,708.90	$7,044.34	5.0%	5.0%
Second Year	$6,389.44	$6,702.52	$7,037.62	4.9%	4.9%
Third Year	$6,383.20	$6,696.12	$7,030.94	4.8%	4.9%
Fourth Year	$6,346.02	$6,695.96	$7,024.22	4.9%	4.9%
Fifth Year	$6,327.52	$6,656.96	$7,024.06	4.9%	4.9%
BScN					
First Year	$6,389.44	$6,581.12	$6,778.54	3.0%	3.0%
Second Year	$6,389.44	$6,574.72	$6,771.96	2.9%	2.9%
Third Year	$6,383.20	$6,568.34	$6,765.38	2.8%	2.9%

				2.9%	2.9%
Fourth Year	$6,346.02	$6,568.30	$6,758.82	2.9%	2.9%
Fifth Year	$6,327.52	$6,530.04	$6,758.78	2.9%	2.9%

Undergraduate International

				Rate of Increase	
	2016-2017	**2017-2018**	**2018-2019**	**16/17 to 17/18**	**17/18 to 18/19**
BA, BASc, BEd, BHSci, BSc & Mgmt					
First Year	$19,166.66	$19,549.98	$19,940.96	2.0%	1.8%
Second Year	$19,166.66	$19,454.14	$19,853.00	1.5%	1.5%
Third Year	$19,148.00	$19,434.98	$19,753.72	1.4%	1.5%
Fourth Year	$19,036.48	$19,435.22	$19,734.26	1.5%	1.5%
Fifth Year	$18,171.16	$19,322.02	$19,734.52	1.5%	1.5%
BCom					
First Year	$20,062.26	$21,065.36	$22,118.62	5.0%	5.0%
Second Year	$20,042.50	$20,985.12	$22,013.30	4.6%	4.5%
Third Year	$19,851.62	$20,964.44	$21,929.44	4.6%	4.5%
Fourth Year	$19,662.54	$20,764.78	$21,907.82	4.6%	4.5%
BIT					
First Year	$21,765.70	$22,418.66	$23,091.20	3.0%	3.0%
Second Year	$21,712.88	$22,396.90	$23,068.80	2.9%	2.9%
Third Year	$21,446.80	$22,342.54	$23,046.40	2.9%	2.9%
Fourth Year	$21,393.70	$22,068.74	$22,990.46	2.9%	2.9%
BEng, BEng & Mgmt					
First Year	$23,589.52	$24,768.98	$26,007.42	5.0%	5.0%
Second Year	$23,364.86	$24,745.40	$25,982.66	4.9%	4.9%
Third Year	$23,053.32	$24,509.72	$25,957.92	4.9%	4.9%
Fourth Year	$22,833.76	$24,182.92	$25,710.68	4.9%	4.9%
Fifth Year	$21,795.84	$23,952.60	$25,367.88	4.9%	4.9%
BSc, Computer Science					
First Year	$19,166.66	$20,124.98	$21,131.22	5.0%	5.0%
Second Year	$19,166.66	$20,105.82	$21,111.10	4.9%	4.9%
Third Year	$19,148.00	$20,086.64	$21,091.00	4.8%	4.9%
Fourth Year	$19,036.48	$20,086.24	$21,070.88	4.9%	4.9%
Fifth Year	$18,171.16	$19,969.26	$21,070.46	4.9%	4.9%
BScN					
First Year	$19,166.66	$19,741.64	$20,333.88	3.0%	3.0%
Second Year	$19,166.66	$19,722.48	$20,314.14	2.9%	2.9%
Third Year	$19,148.00	$19,703.32	$20,294.42	2.8%	2.9%
Fourth Year	$19,036.48	$19,703.28	$20,274.70	2.9%	2.9%
Fifth Year	$18,171.16	$19,588.52	$20,274.66	2.9%	2.9%

Graduate Domestic

	2016-2017	2017-2018	2018-2019	Rate of Increase	
				16/17 to 17/18	**17/18 to 18/19**
MA (Crim), MHSci, MSc, PhD (Arts and Sciences)					
All Years	$8,255.54	$8,338.08	$8,421.46	1.0%	1.0%
MEng, MASc, PhD (Engineering)					
All Years	$9,191.78	$9,651.36	$10,133.92	5.0%	5.0%
Graduate Diploma					
Diploma in Accounting*	$7,000.00	$6,750.00	$7,000.00	-3.6%	3.7%
Diploma in Nuclear Technology	$6,127.86	$6,434.24	$6,562.92	5.0%	5.0%
Diploma in Nuclear Design Engineering	$6,127.86	$6,434.24	$6,562.92	5.0%	5.0%
Diploma in Engineering Management	$6,127.86	$6,434.24	$6,562.92	5.0%	5.0%

* Available to domestic students only

Graduate International

	2016-2017	2017-2018	2018-2019	Rate of Increase	
				16/17 to 17/18	**17/18 to 18/19**
MA (Crim), MHSci, MSc, PhD (Arts and Sciences)					
All Years	$17,706.46	$18,060.58	$18,421.78	2.0%	2.0%
MEng, MASc, PhD (Engineering)					
All Years	$20,270.10	$21,283.60	$22,347.78	5.0%	5.0%
Graduate Diploma					
Diploma in Nuclear Technology	$13,513.38	$14,189.04	$14,472.82	5.0%	5.0%
Diploma in Nuclear Design Engineering	$13,513.38	$14,189.04	$14,472.82	5.0%	5.0%
Diploma in Engineering Management	$13,513.38	$14,189.04	$14,472.82	5.0%	5.0%

Credit Based- Domestic

	2016-2017	2017-2018	2018-2019	Rate of Increase	
				16/17 to 17/18	17/18 to 18/19
MBA					
Per 3-credit Course	$1,945.89	$1,984.81	$2,024.51	2.0%	2.0%
Per Credit	$648.63	$661.60	$674.84		
MEd					
Per 3-credit Course	$1,683.61	$1,717.29	$1,751.63	2.0%	2.0%
Per Credit	$561.20	$572.43	$583.88		
MA in Education					
Per 3-credit Course	$1,683.61	$1,717.29	$1,751.63	2.0%	2.0%
Per Credit	$561.20	$572.43	$583.88		
Diploma in Ed & Digital Technology					
Per 3-credit Course	$1,683.61	$1,717.29	$1,751.63	2.0%	2.0%
Per Credit	$561.20	$572.43	$583.88		
MITS					
Per 3-credit Course First Year	$1,304.62	$1,369.85	$1,397.25	5.0%	5.0%
Per Credit First Year	$434.87	$456.62	$465.75		
Per 3-credit Course Upper Year	$1,304.62	$1,369.85	$1,397.25	5.0%	5.0%
Per Credit Upper Year	$434.87	$456.62	$465.75		

Credit Based - International

	2016-2017	2017-2018	2018-2019	Rate of Increase	
				16/17 to 17/18	17/18 to 18/19
MBA					
Per 3-credit Course	$3,327.84	$3,394.40	$3,462.29	2.0%	2.0%
Per Credit	$1,109.28	$1,131.47	$1,154.10		
MEd					
Per 3-credit Course	$1,833.61	$1,833.61	$1,833.61	0.0%	0.0%
Per Credit	$611.20	$611.20	$611.20		
MA in Education					
Per 3-credit Course	$1,833.61	$1,833.61	$1,833.61	0.0%	0.0%
Per Credit	$611.20	$611.20	$611.20		
Diploma in Ed & Digital Technology					
Per 3-credit Course	$1,833.61	$1,833.61	$1,833.61	0.0%	0.0%
Per Credit	$611.20	$611.20	$611.20		
MITS					
Per 3-credit Course First Year	$2,704.33	$2,839.55	$2,981.53	5.0%	5.0%
Per Credit First Year	$901.44	$946.52	$993.84		
Per 3-credit Course Upper Year	$2,704.33	$2,839.55	$2,981.53	5.0%	5.0%
Per Credit Upper Year	$901.44	$946.52	$993.84		

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

**UNIVERSITY
OF ONTARIO
INSTITUTE OF TECHNOLOGY**

BOARD REPORT

<u>**Action Required:**</u>

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

TO: **Board of Governors**

DATE: **May 3, 2017**

FROM: **Brad MacIsaac, AVP Planning and Analysis, and Registrar**

SUBJECT: **2017 – 2019 Ancillary Fees**

A.   Purpose

To obtain the Board's approval of the 2017 - 2019 non-tuition-related compulsory ancillary fees, as presented.

B.   Background

Provincial policy requires that a negotiated Compulsory Ancillary Fees protocol exists between the board of governors of each university and their student association. Under the terms of the current UOIT protocol, signed in 2010, the Board of Governors is required to approve the ancillary fees in the spring of each year. As per the protocol UOIT may increase all ancillary fees by the inflationary rate (Bank of Canada, Consumer Price Index average of 12 months). After four years of not increasing fee for 2017 UOIT has limited the CPI increase to four of the ancillary buckets as we try to maintain service within the fee levels we currently charge. The UPASS fee is higher as this is a vendor flow through – that is to say Durham Council sets the rates for our students to agree to or not. You will also see higher rates in Campus Saftey & Security but this is a function of a move of the Campus Emergency Response Team (CERT) funding from the SA to DC/UOIT.

C.   Discussion/Options

We recommend increases as permitted by the policy as outlined in the accompanying table. This is the first year we are bringing forward two years as it will support new policies implemented by the Ministry regarding net tuition practices. However, unlike tuition which the Ministry has mandated in net offers, the 2018-19 ancillary fees may still be altered.

D. Financial/Human Resource Implications

The budget for 2017-18 was set with these fees in place.

E. Implications for Durham College

The following fees are set in collaboration with Durham College process to ensure our students are paying similar fess for similar service: UPASS, Athletic Complex Membership, Student Organization and Campus Recreation and Wellness.

F. Recommendation

Approval of the following motion:

That pursuant to the recommendation of the Audit and Finance Committee of the Board, the Board of Governors hereby approves the 2017-2019 ancillary fees, as presented.

Table 1: Compulsory Ancillary Fees

Summary	2016-17 Fee Per Yr	2017-18 Fee Per Yr	% Inc	2018-19 Fee Per Yr	% Inc
Student Life	$ 251.55	$ 251.55	0.0%	$ 251.55	0.0%
Health and Wellness	$ 60.63	$ 60.63	0.0%	$ 61.72	1.8%
Campus Health Centre	$ 35.12	$ 35.12	0.0%	$ 35.75	1.8%
Athletics Complex Membership	$ 35.39	$ 36.04	1.8%	$ 36.69	1.8%
Varsity	$ 119.14	$ 119.14	0.0%	$ 119.14	0.0%
Intramurals	$ 10.00	$ 10.18	1.8%	$ 10.36	1.8%
Infrastructure & Service Enhancements	$ 168.46	$ 171.49	1.8%	$ 173.49	1.2%
Campus Access and Safety	$ 135.47	$ 139.97	3.3%	$ 139.97	0.0%
Campus Recreation and Wellness Centre	$ 168.50	$ 170.36	1.1%	$ 172.23	1.1%
WUSC Student Sponsorship	$ 2.70	$ 2.70	0.0%	$ 2.70	0.0%
Student Organization	$ 165.59	$ 166.36	0.5%	$ 169.36	1.8%
Instructional Resource	$ 109.00	$ 110.96	1.8%	$ 112.96	1.8%
U-Pass	$ 120.00	$ 127.00	5.8%	$ 135.00	6.3%
	$ 1,381.55	**$ 1,401.50**	**1.4%**	**$ 1,420.93**	**1.4%**

For information: in addition to the compulsory ancillary fees noted above the following fees were approved by the committee.

Table 2: Additional Compulsory Fees

Summary	2016-17	2017-18		2018-19	
	Fee Per Yr	Fee Per Yr	% Inc	Fee Per Yr	% Inc
Technology-enriched Learning (FT)					
FBIT - Gaming Programs	$ 814.00	$ 829.00	1.8%	$ 853.87	3.0%
FBIT - Non-Gaming Programs	$ 589.00	$ 142.20	-75.9%	$ 146.67	3.1%
FEDU (Yr 1 only)	$ 177.00	$ 180.19	1.8%	$ 189.20	5.0%
FESNS/FEAS	$ 696.00	$ 708.53	1.8%	$ 729.79	3.0%
FHSci	$ 588.00	$ 150.00	-74.5%	$ 156.30	4.2%
FSci	$ 588.00	$ 171.55	-70.8%	$ 180.13	5.0%
FSSH	$ 121.00	$ 123.18	1.8%	$ 126.88	3.0%
Health and Dental	$ 193.46	$ 208.88	8.0%	$ 213.06	2.0%
International Health Insurance	$ 648.00	$ 648.00	0.0%	$ 648.00	0.0%
Nursing Mask Fee	$ 10.00	$ 10.00	0.0%	$ 10.00	0.0%
Nursing Levy for CNSA	$ 10.00	$ 10.00	0.0%	$ 10.00	0.0%
Nursing Membership w/RNAO/NSO	$ 16.00	$ 16.00	0.0%	$ 16.00	0.0%
Student Society Fee FBIT	$ 10.00	$ 10.00	0.0%	$ 10.00	0.0%
Student Society Fee FEAS/FESNS	$ 15.00	$ 15.00	0.0%	$ 15.00	0.0%
Graduate Diploma in Accounting	$ -	$ 250.00	0.0%	$ 250.00	0.0%

Table 3: Specific Course Related Fees

Summary	2016-17	2017-18		2018-19	
			% Inc		% Inc
BUSI 4190U	$ 125.00	$ -	-100.0%	$ -	0.0%
INFR 1411U	$ 10.00	$ 10.00	0.0%	$ 10.00	0.0%
INFR 1310U	$ 65.00	$ -	-100.0%	$ -	0.0%
NURS 1003U	$ 50.00	$ 50.00	0.0%	$ 50.00	0.0%
NURS 2810U	$ 50.00	$ 30.00	-40.0%	$ 30.00	0.0%
NURS 2820U	$ 50.00	$ 50.00	0.0%	$ 50.00	0.0%
HLSC 3467U	$ -	$ 20.00	0.0%	$ 20.00	0.0%
HLSC 3475U	$ -	$ 10.00	0.0%	$ 10.00	0.0%
MLSC 1010U	$ 60.00	$ 60.00	0.0%	$ 60.00	0.0%
MLSC 4400U (Y4)	$ 20.00	$ 20.00	0.0%	$ 20.00	0.0%
MLSC 4400U (Y4)	$ 40.00	$ -	-100.0%	$ -	0.0%
Internship/Co-Op	$ 500.00	$ 550.00	10.0%	$ 600.00	9.1%
Teacher Education Students	$ 75.00	$ 75.00	0%	$ 75.00	0%

Tuition & Ancillary Fees

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

Board of Governors
May 2017

What is the role of the BOG?
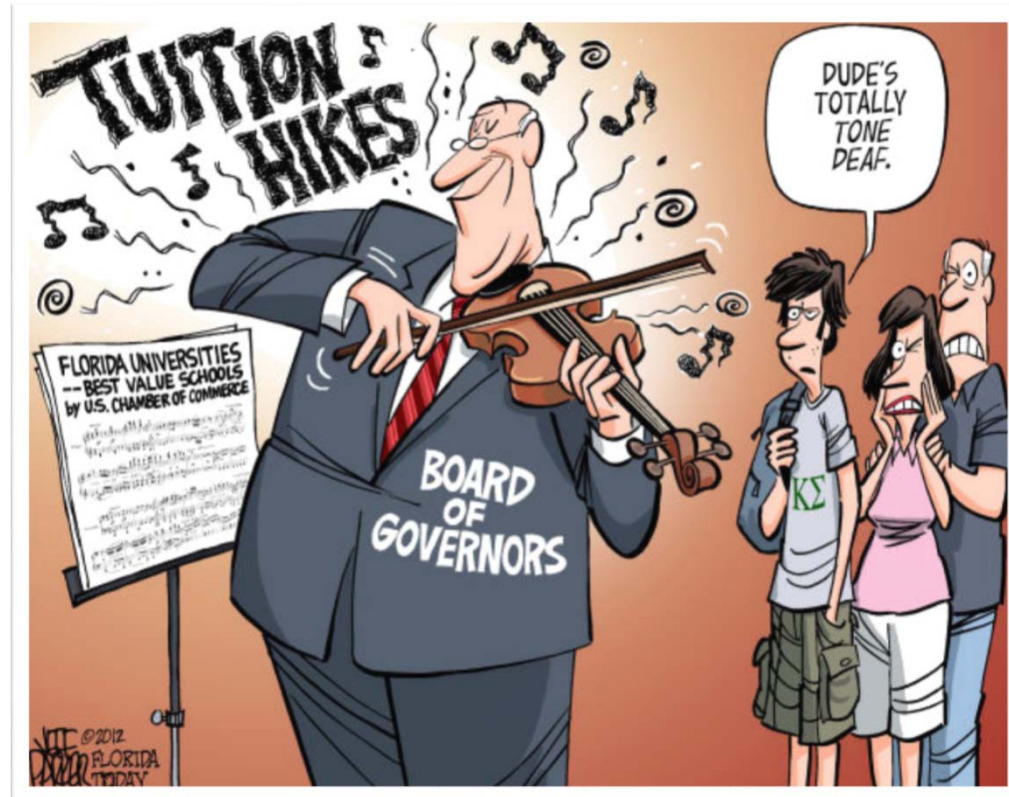
Authority to Change Fees

The *UOIT Act* grants the Board of Governors the power to:

- establish and collect fees and charges for tuition and other services that may be offered by the university or that may be approved by the board on behalf of any organization or group of the university;

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

Public vs Private Contribution

- Ontario has the highest tuition fees in Canada, and the lowest level of per-student public funding. Given these facts, the eclipsing of public funding by tuition fees had become inevitable in recent years.

UNIVERSITY OF ONTARIO
INSTITUTE OF TECHNOLOGY

Average Revenue per FTE Student

COU calculations based on Canadian Association of University Business Officers (CAUBO) and Statistics Canada Postsecondary Information System (PSIS) data.
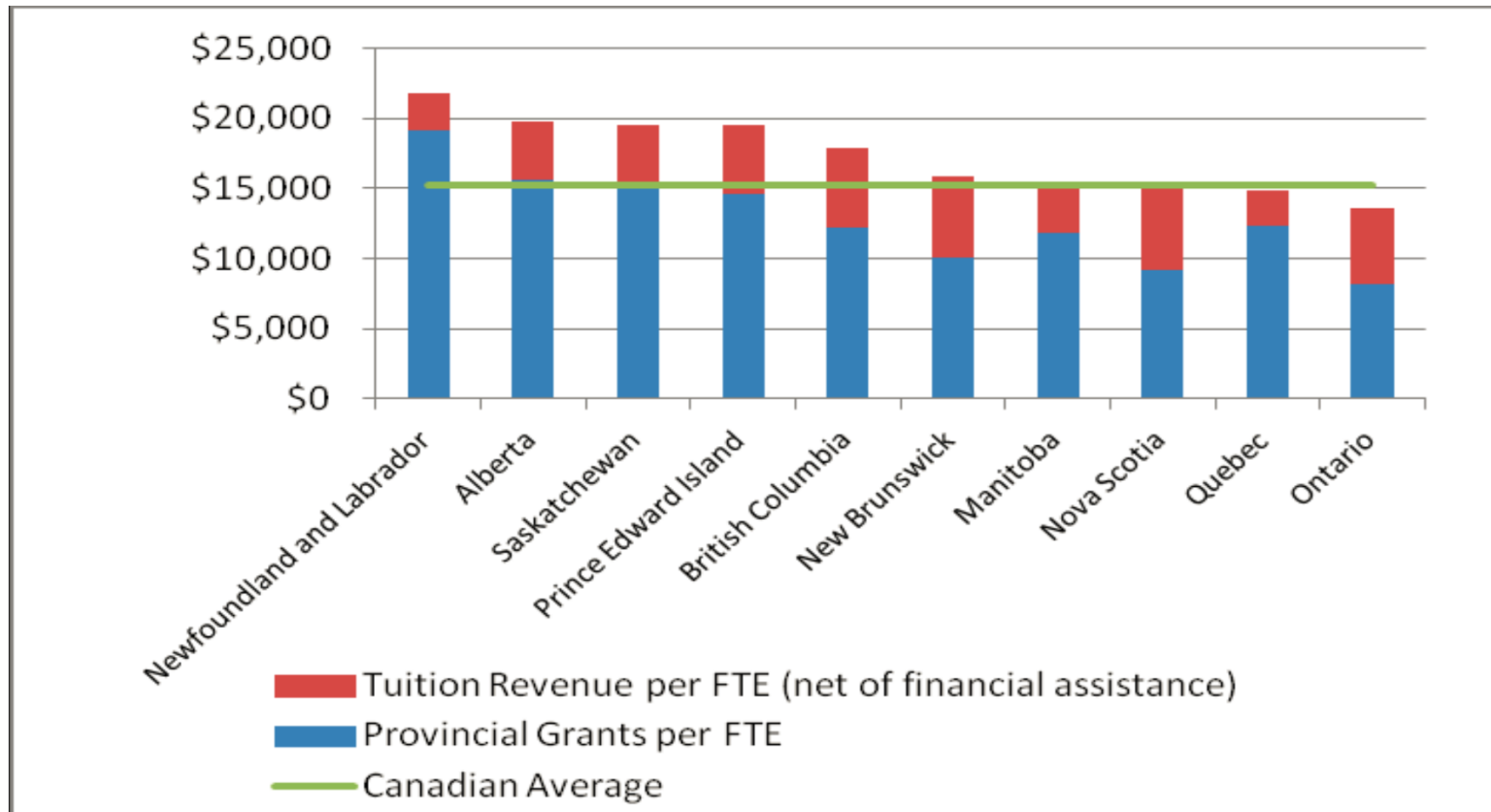
Setting Tuition @ UOIT

- ## Committee Based:
  - – AVP Planning & Analysis (chair)
  - – Dean, Graduate Studies
  - – VP RII
  - – Associate Registrar, Recruitment & Admissions
  - – Manager Finance & Administration, Graduate Studies
  - – Manager, International

- ## Recommendations to Provost Advisory Committee on Integrated Planning (PACIP)

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

Government Tuition Fee Policy

Program Type	Maximum Allowable Annual Rate of Tuition Fee Increase
Arts & Science and Other UG Programs	3.0%
Professional and Graduate Programs	5.0%
Institutional Average Tuition Increase Cap	**3.0%**

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

How do UOIT Tuition Fees Compare to Other Ontario Universities?

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Undergraduate Domestic Comparison, 2016-17
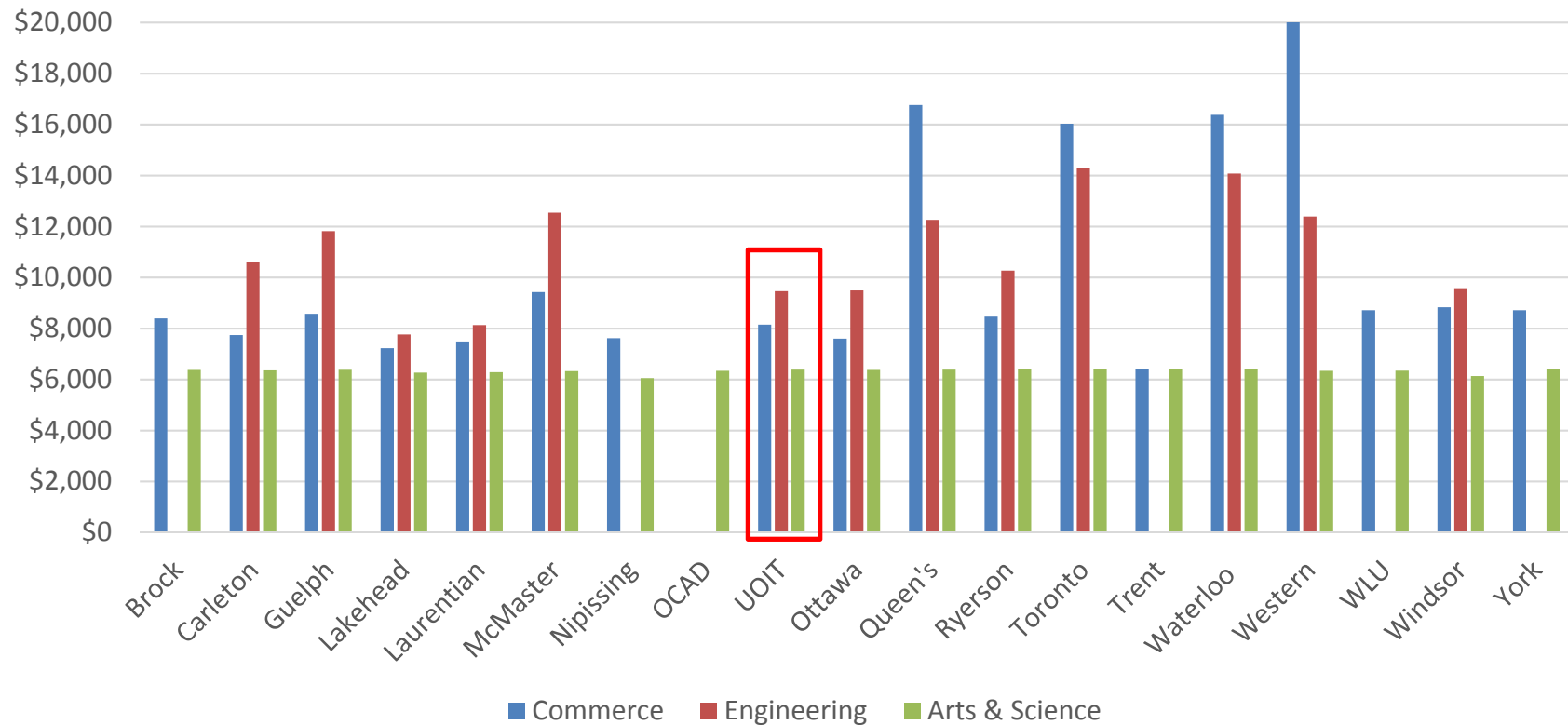
Graduate Domestic Comparison, 2016-17
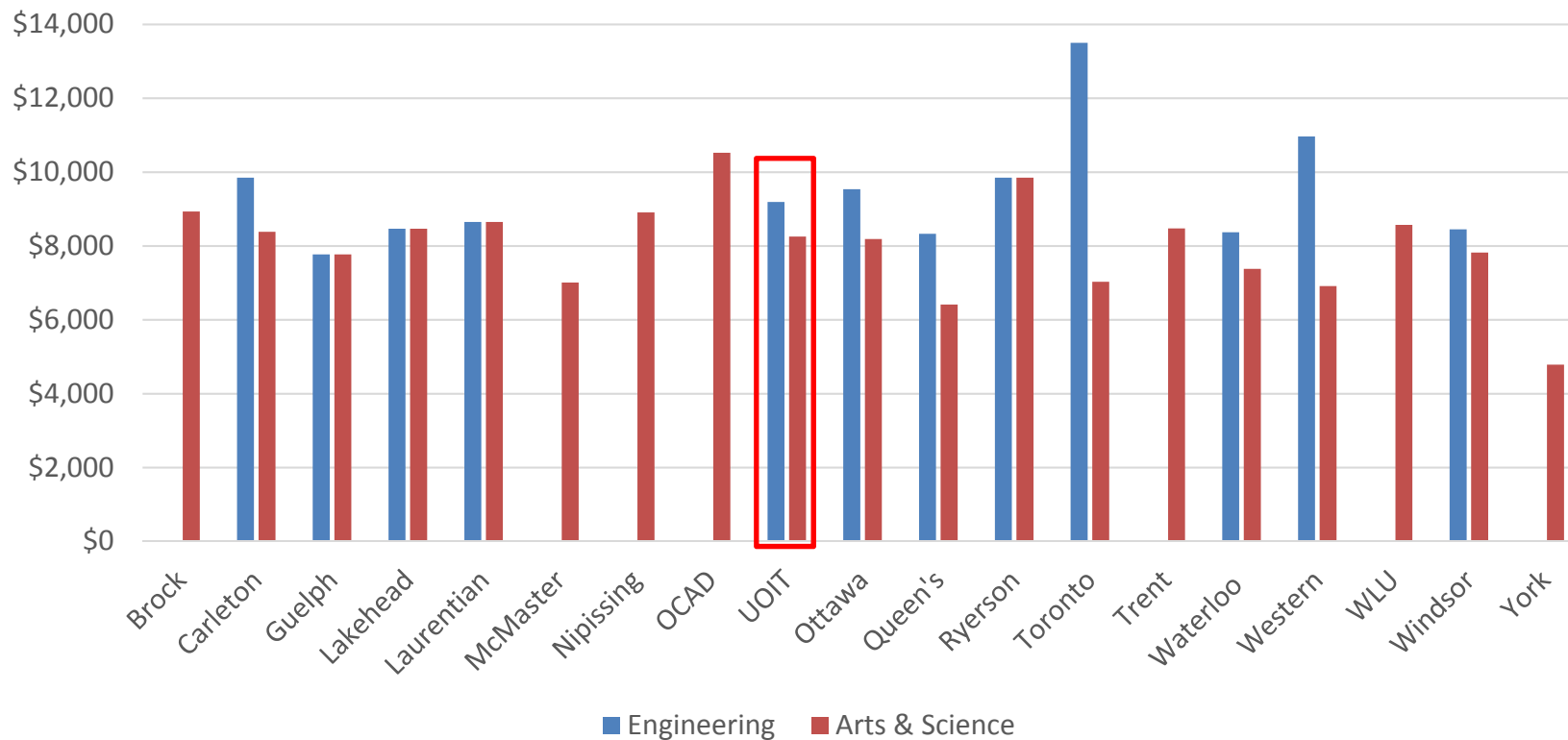
Undergraduate International Comparison, 2016-17
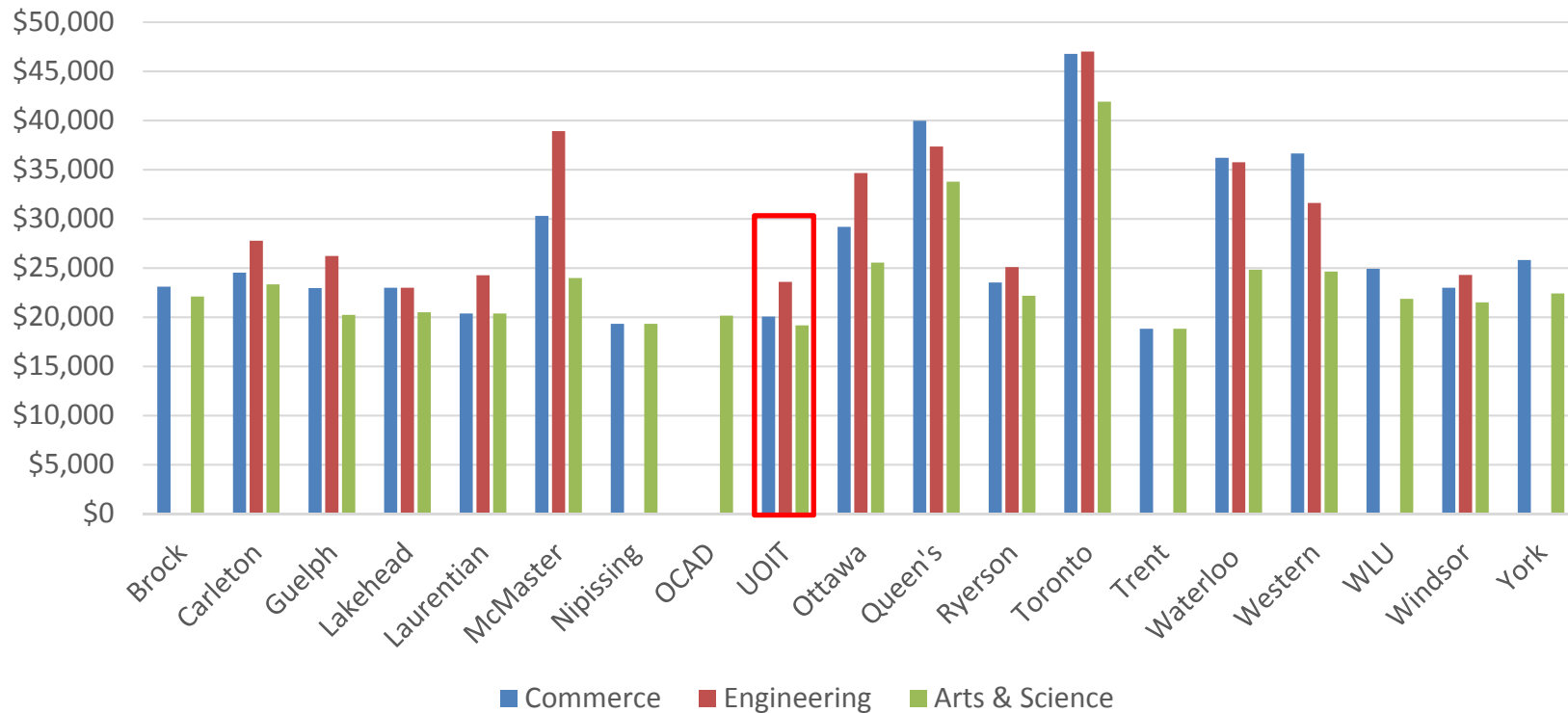
Graduate International Comparison, 2016-17
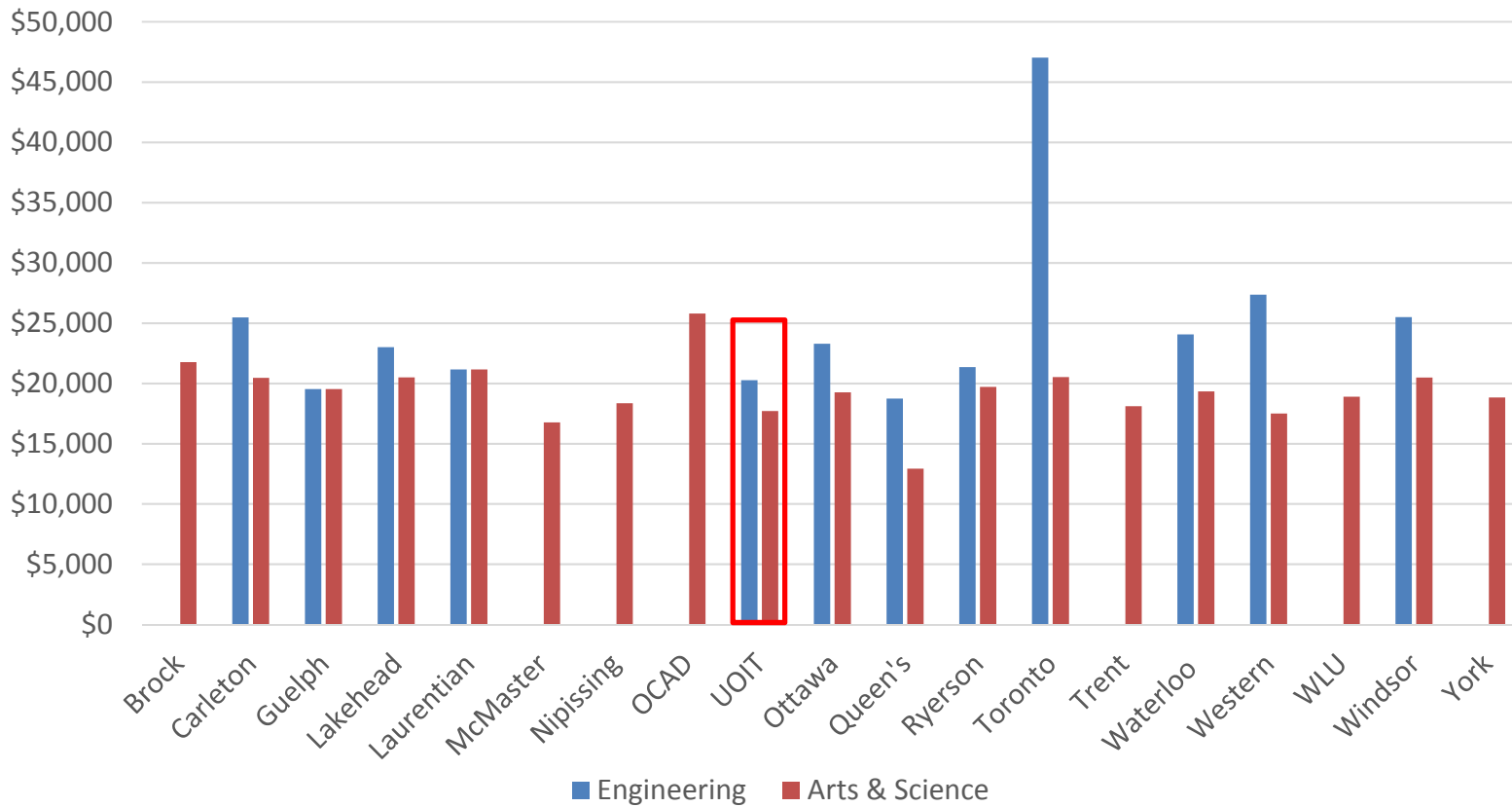
Undergraduate Ancillary Fees

	Collected by and Retained by Institution	Collected on Behalf of Student Govt	Total Ancillary Fees
UOIT	$925	$770	$1,695
Trent	$682	$918	$1,600
Western	$467	$956	$1,423
Toronto	$882	$492	$1,374
Guelph	$525	$699	$1,224
Nipissing	$591	$587	$1,178
York	$629	$530	$1,159
McMaster	$493	$628	$1,121
Queen's	$193	$925	$1,119
Ottawa	$299	$806	$1,105
Carleton	$357	$716	$1,073
WLU	$390	$674	$1,064
Windsor	$567	$439	$1,006
Lakehead	$315	$661	$976
OCAD	$400	$559	$959
Waterloo	$344	$586	$930
Brock	$231	$657	$888
Laurentian	$216	$654	$870
Ryerson	$234	$619	$853

System average
$1,138

Graduate Ancillary Fees

	Collected by and Retained by Institution	Collected on Behalf of Student Govt	Total Ancillary Fees
WLU	$535	$1,169	$1,704
UOIT	$925	$768	$1,692
Guelph	$769	$800	$1,569
Western	$477	$1,018	$1,495
Toronto	$882	$579	$1,462
Ottawa	$280	$1,145	$1,425
Windsor	$630	$700	$1,330
Carleton	$277	$995	$1,272
Waterloo	$441	$800	$1,241
Nipissing	$591	$587	$1,178
York	$431	$730	$1,161
Queen's	$166	$960	$1,127
OCAD	$514	$533	$1,047
Brock	$170	$782	$952
Trent	$350	$545	$895
Ryerson	$294	$559	$853
McMaster	$180	$672	$852
Laurentian	$201	$503	$704
Lakehead	$295	$357	$652

System average
$1,190

UG Tuition and Ancillary, BEng

	Tuition Fees	Collected by and Retained by Institution	Collected on Behalf of Student Govt	Tuition plus Ancillary Fees
Lakehead	$7,762	$315	$661	$8,738
Laurentian	$8,132	$216	$654	$9,002
Windsor	$9,584	$567	$439	$10,590
Ottawa	$9,495	$299	$806	$10,600
Ryerson	$10,269	$234	$619	$11,122
UOIT	$9,464	$925	$770	$11,159
Carleton	$10,606	$357	$716	$11,679
York	$11,576	$629	$530	$12,735
Guelph	$11,820	$525	$699	$13,045
Queen's	$12,264	$208	$925	$13,397
McMaster	$12,544	$493	$628	$13,665
Western	$12,392	$467	$956	$13,815
Waterloo	$14,080	$344	$586	$15,010
Toronto	$14,300	$882	$492	$15,674
Brock	-			
Nipissing	-			
OCAD	-			
Trent	-			
WLU	-			

System average
$12,159

What Financial Support is Available?
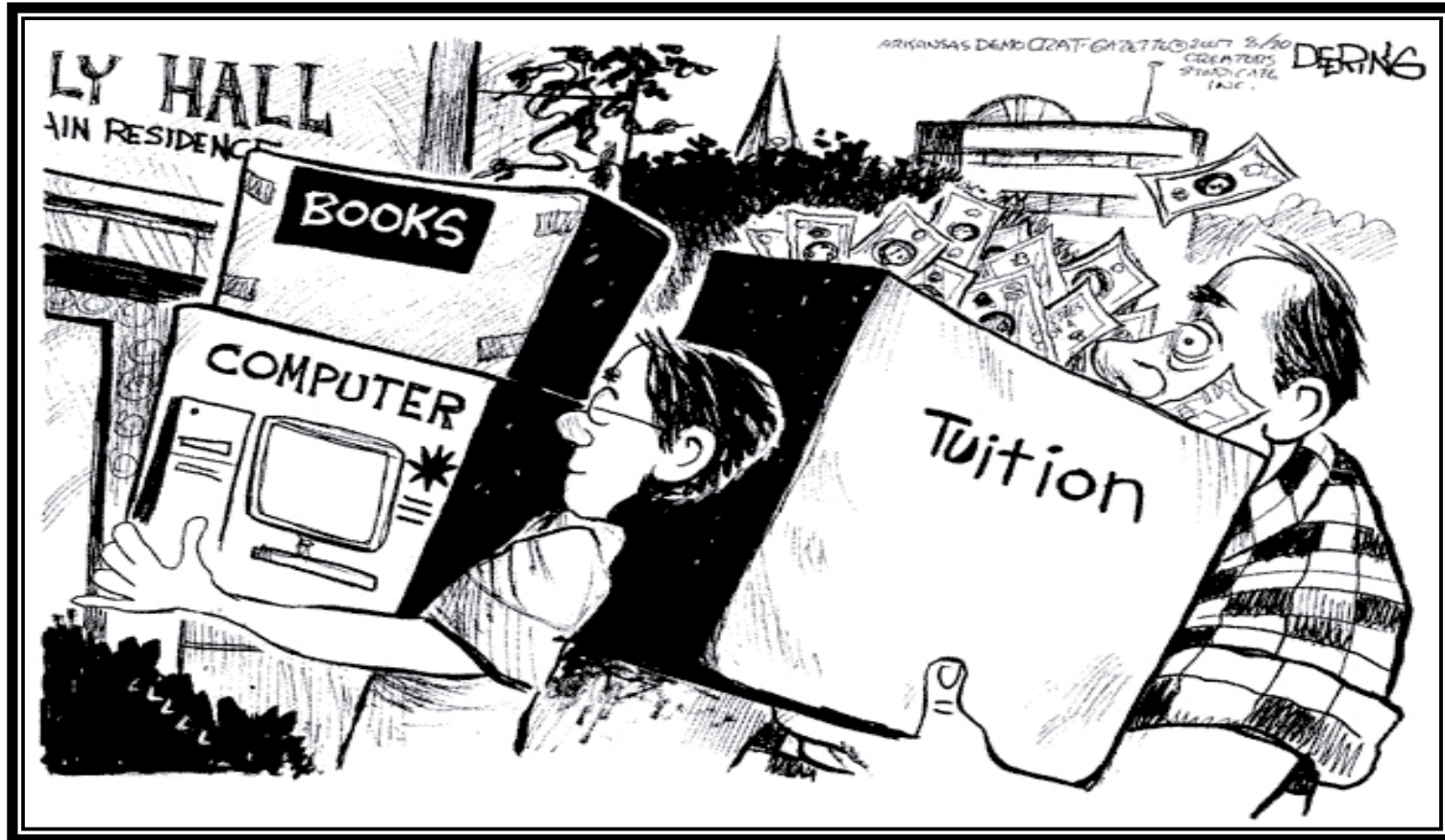
Gross stuff …

"Ontario is the province with the highest fees and will see its tuition and other fees climb from $8,474 this fall to an estimated $9,483 in 2017-18"

Tier for Two
Managing the Optics of Provincial Tuition Fee Policies

Canadian Centre for Policy Alternatives
September 2014

"Students in Ontario pay the highest tuition fees compared to the other provinces in Canada"

cfsontario
canadian federation of students

"… undergraduate students in Ontario ($7,539) paid the highest average tuition fees in Canada"

Statistics Canada

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Context for Action

- Over the years, the government has introduced changes to make OSAP simpler and fairer for students which has resulted in more than double the number of students accessing OSAP over the past 12 years.

- However, there remains a concern that **students from lower income families continue to participate in PSE at much lower rates than those from higher income families.**

Ontario and Rest of Canada - 2013 Postsecondary Participation Rates by Parental Income 18 to 21 Year Olds
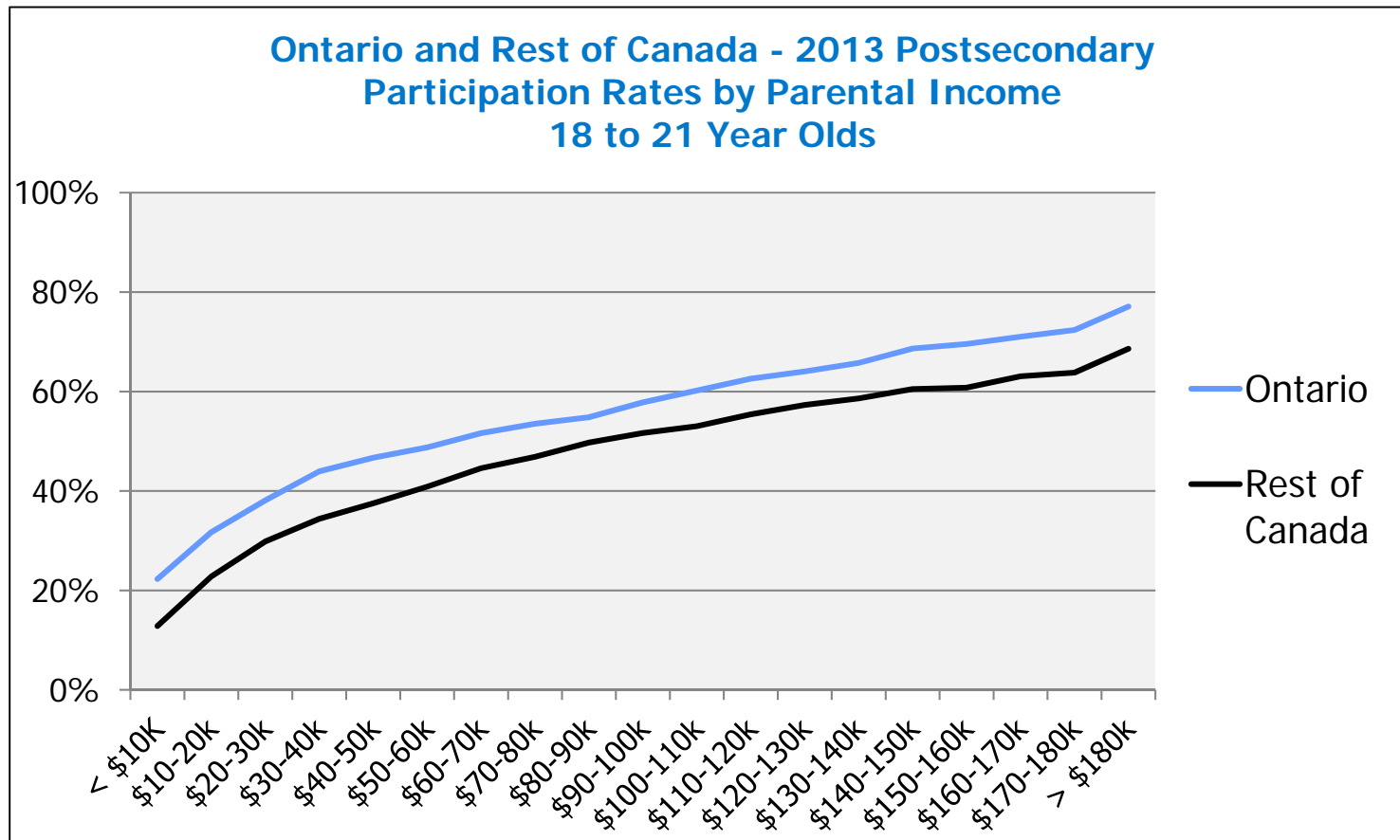
Impact of Changes

New!
Free tuition
for eligible
students

- The changes to OSAP will result in **free tuition** and **no Ontario debt** for:
  - ✓ Dependent students with annual family income less than $50,000.
  - ✓ Independent students with annual income less than $30,000.

> **Free tuition** = grants from OSAP that exceed the average cost of tuition

- Also, most students whose parents earn $83,300 or less in annual income will receive enough in grants to more than cover the costs of tuition.

- Grant funding will be available for students from families with annual incomes up to $175,000 (family of four).
  - ✓ ~$2,000 for students in university

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Summary of OSAP Changes

	2016-17	**2017-18**	**2018-19**
OSAP application release date	April 2016	March 2017	November 2017
Ontario grants: • 30% Off Ontario Tuition grant • OSOG • Ontario Access Grant • Ontario distance grants	Offered	Discontinued	Discontinued
Ontario Student Grant	Not offered	Offered	Offered
Parental contributions	Status quo	Status quo	Reduced
Spousal contributions	Status quo	Status quo	Reduced
Net tuition	Not offered	Not offered	Offered
Federal portion of OSAP	Increased Canada Student Grants for: low-income; middle-income and part-time students	Changes not yet announced	Changes not yet announced

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Timing of Aid – Current and Future

2015-16 Distribution of Financial Support

$7,140 (loans)
$1,311

1ST OSAP instalment

$2,982 (loans)
$1,311

2nd OSAP instalment

$2,722 in loans are forgiven

OSOG

$2,030
($530 from

TETCs

Sept. 2015   Jan. 2016   Aug. 2016   Future tax credits

Future Distribution of Financial Support

$7,140 (loans)
$1,923
(grants)

1ST OSAP instalment

$1,818 (loans)
$4,119
(grants)

2nd OSAP instalment

Sept. 2015   Jan. 2016
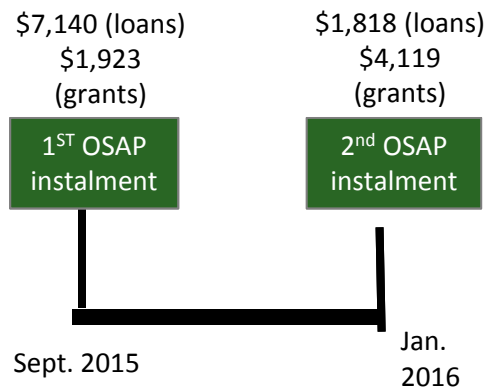
*Example is based on university costs.

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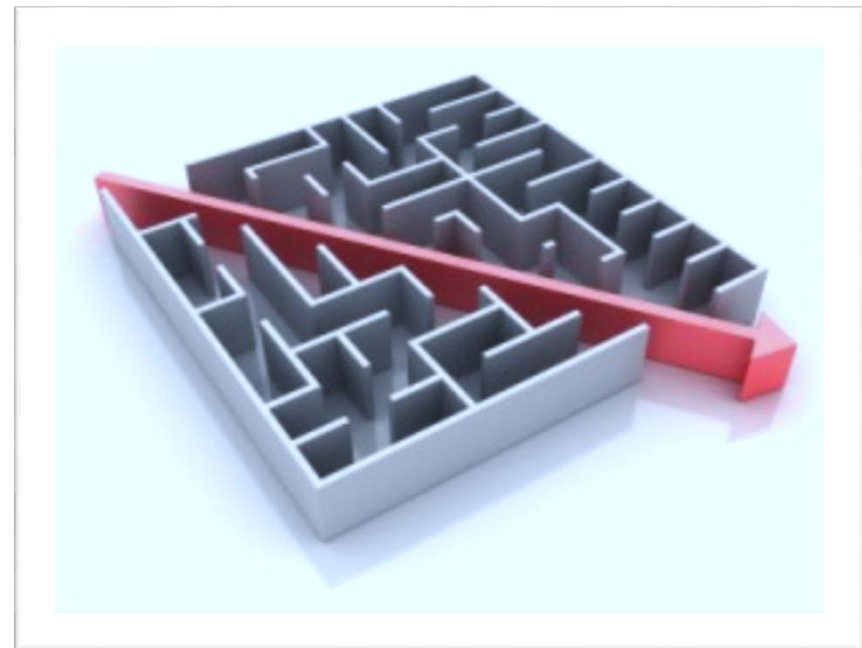
Impact of Changes – University Student

CHART 1.17 **Illustrative Scenario: OSAP Grants for Dependent Arts and Science University Students Living Away from Home**
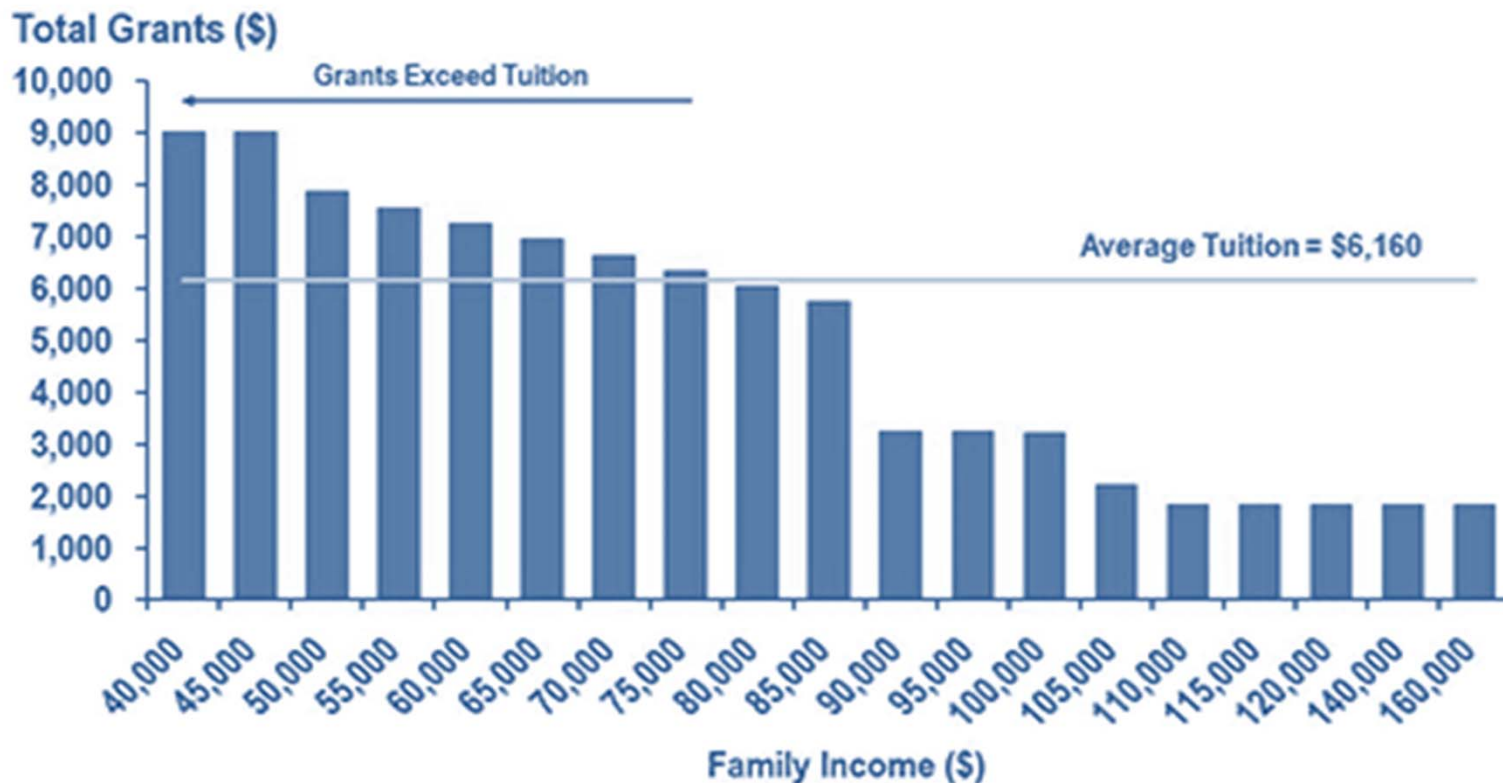
Notes: Total costs: $18,000; average Arts and Science tuition: $6,160. Assumes student is from a family of four with no scholarships or assets. Amount of funding assumes full rollout of OSAP transformation and fulfilment of Liberal Party of Canada platform commitments for Canada Student Grants.
Source: Ontario Ministry of Training, Colleges and Universities.

When students graduate what are the debt levels?
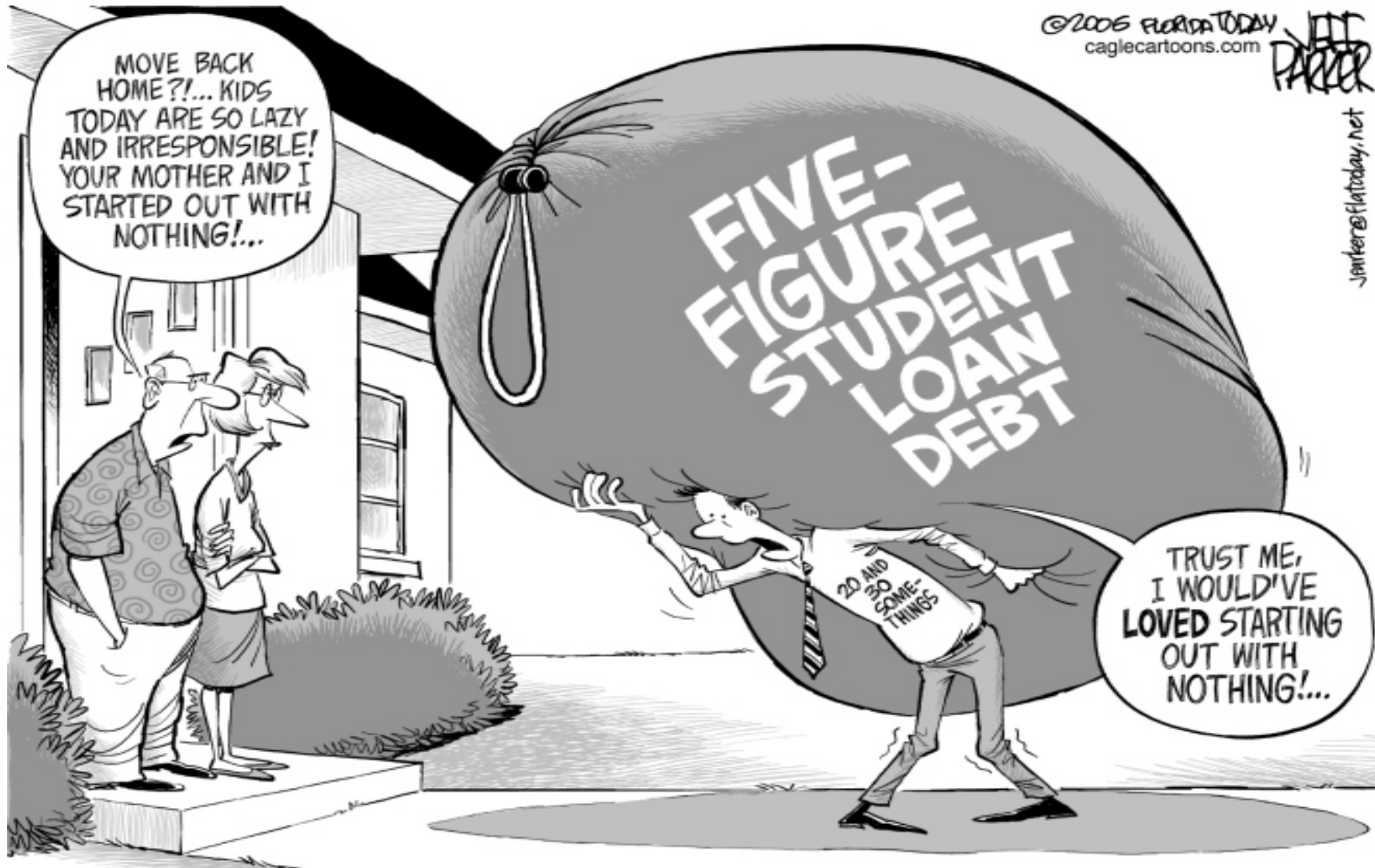
Undergraduate Student Debt at Graduation, Canada (2012)

% of graduating students without debt: 41%

Mean debt for all graduating students: $14,668

Mean debt for graduating students reporting debt: $24,710

Amount of self-reported debt
(includes all sources of debt, such as OSAP, credit card, other loans, etc.)
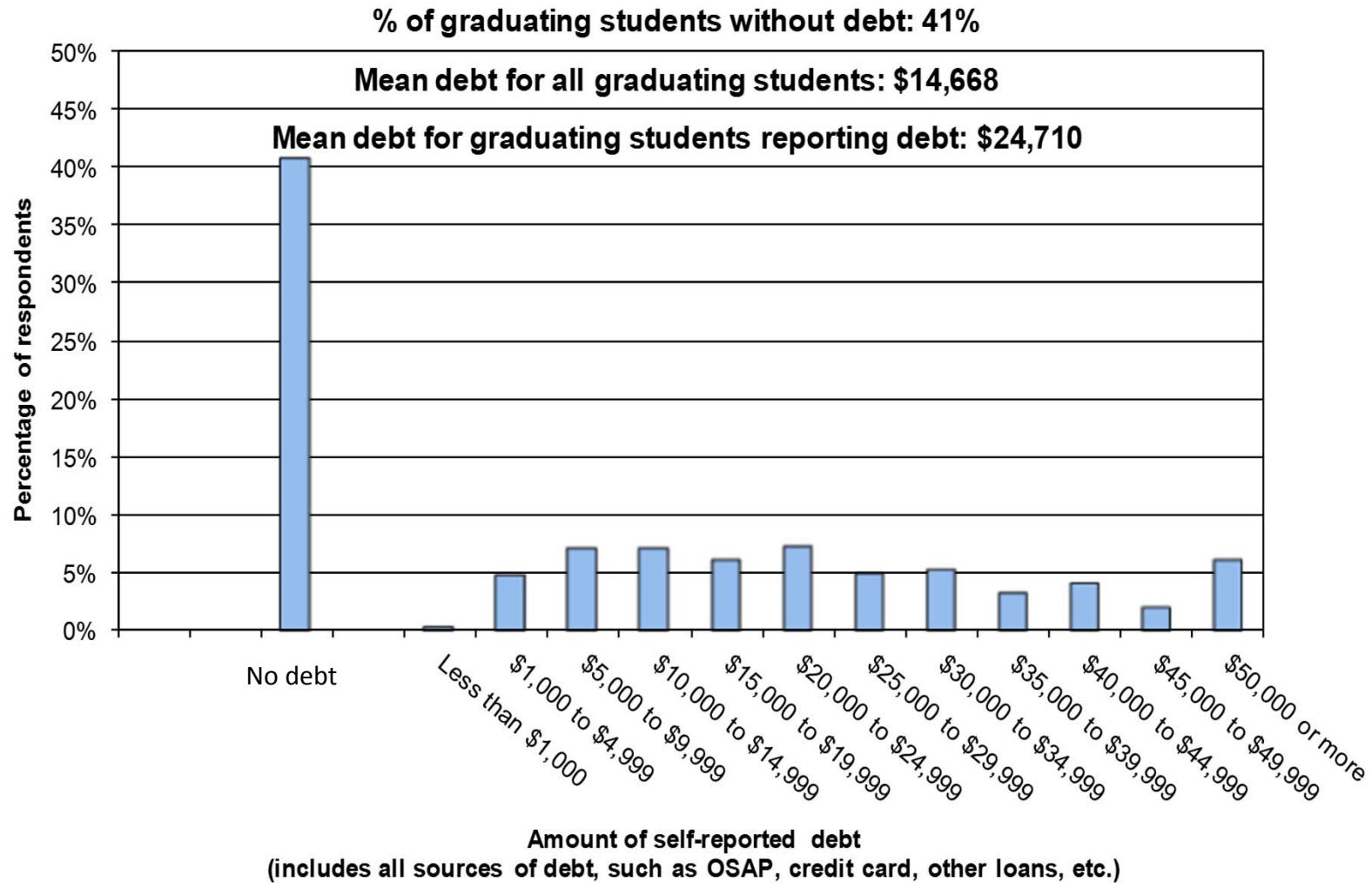
Source: CUSC, Graduating Student Survey 2012; debt distribution (n=12,943) excludes outliers

UOIT - Current Statement Process

- Students physically have to request university statement at the Registrar's office
- Payment of processing is $10

Request & Pay $10

Students

Registrar's office

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Current University Statement

Statement 1 (Page 1 of 3)

UOIT
CHALLENGE INNOVATE CONNECT
Administrative Offices
2000 Simcoe St. N., P.O. Box 385, Oshawa, Ontario Canada L1H 7L7
Tel:(905) 721-8668, Fax: (905) 721-3178

University Statement

Printed On: Wednesday, January 18, 2017

Student Number: ███

Transactions Details Start Date
From: 5-Jul-2016

UOIT Student Awards and Financial
Aid Office
U5 Portable Room 68
2000 Simcoe Street North
Oshawa, ON
L1H 7K4

Account Summary

Balance as July 4, 2016	$0.00
Total Fees	$8,667.19
Total Payments	$8,667.19
Balance Due	$0.00

Note: If your Balance Due is a negative amount, it may be because complete Term Fees have not yet been applied to your account.

DETAILED TRANSACTIONS

Transaction Type Fee

TRANSACTION DATE	TERM	DESCRIPTION	AMOUNT
6-Jul-2016	UOIT Fall 2016	UPASS- UOIT	$120.00
6-Jul-2016	UOIT Fall 2016	Athletic Complex Membership	$17.69
6-Jul-2016	UOIT Fall 2016	UOIT Student Life	$100.68
6-Jul-2016	UOIT Fall 2016	Student Organization Fee	$82.79
6-Jul-2016	UOIT Fall 2016	Tech-Enriched Learning Fee- FT	$589.00
6-Jul-2016	UOIT Fall 2016	Intramural	$5.00
6-Jul-2016	UOIT Fall 2016	Infrastructure & Service Enhan	$67.44
6-Jul-2016	UOIT Fall 2016	Health & Dental Insurance Fee	$193.46
6-Jul-2016	UOIT Fall 2016	UOIT Health and Wellness	$24.36
6-Jul-2016	UOIT Fall 2016	Campus Recreation and Wellness	$84.25
6-Jul-2016	UOIT Fall 2016	Instructional Resource - TELE	$54.50
6-Jul-2016	UOIT Fall 2016	Tuition Fees UnderGrad - Dom	$2,553.36
6-Jul-2016	UOIT Fall 2016	WUSC Fee	$1.35
6-Jul-2016	UOIT Fall 2016	Varsity Athletics Fee	$59.57
6-Jul-2016	UOIT Fall 2016	Campus Access and Safety	$54.24
6-Jul-2016	UOIT Fall 2016	Campus Health Center	$14.16
6-Jul-2016	UOIT Fall 2016	Campus Access and Safety	$13.50
6-Jul-2016	UOIT Fall 2016	Tuition Fees UnderGrad - Dom	$638.24

Wednesday, January 18, 2017   This Statement is not suitable for tax purposes.   Page 1 of 3

Statement 2 (Page 2 of 3)

UOIT
CHALLENGE INNOVATE CONNECT
Administrative Offices
2000 Simcoe St. N., P.O. Box 385, Oshawa, Ontario Canada L1H 7L7
Tel:(905) 721-8668, Fax: (905) 721-3178

University Statement

Printed On: Wednesday, January 18, 2017

Student Number: ███

Transactions Details Start Date
From: 5-Jul-2016

UOIT Student Awards and Financial
Aid Office
U5 Portable Room 68
2000 Simcoe Street North
Oshawa, ON
L1H 7K4

Transaction Type Fee

TRANSACTION DATE	TERM	DESCRIPTION	AMOUNT
6-Jul-2016	UOIT Fall 2016	UOIT Student Life	$25.10
6-Jul-2016	UOIT Fall 2016	Infrastructure & Service Enhan	$16.79
6-Jul-2016	UOIT Fall 2016	UOIT Health and Wellness	$5.96
6-Jul-2016	UOIT Fall 2016	Campus Health Center	$3.40
11-Aug-2016	UOIT Fall 2016	Payment Deferment - FT OSAP	$0.00
		Balance by Term:	$4,724.84

TRANSACTION DATE	TERM	DESCRIPTION	AMOUNT
6-Jul-2016	UOIT Winter 2017	Tuition Fees UnderGrad - Dom	$2,553.36
6-Jul-2016	UOIT Winter 2017	WUSC Fee	$1.35
6-Jul-2016	UOIT Winter 2017	Varsity Athletics Fee	$59.57
6-Jul-2016	UOIT Winter 2017	UPASS- UOIT	$120.00
6-Jul-2016	UOIT Winter 2017	Instructional Resource - TELE	$54.50
6-Jul-2016	UOIT Winter 2017	UOIT Student Life	$100.68
6-Jul-2016	UOIT Winter 2017	Student Organization Fee	$82.79
6-Jul-2016	UOIT Winter 2017	Intramural	$5.00
6-Jul-2016	UOIT Winter 2017	Infrastructure & Service Enhan	$67.44
6-Jul-2016	UOIT Winter 2017	UOIT Health and Wellness	$24.36
6-Jul-2016	UOIT Winter 2017	Campus Health Center	$14.16
6-Jul-2016	UOIT Winter 2017	Campus Access and Safety	$54.24
6-Jul-2016	UOIT Winter 2017	Athletic Complex Membership	$17.69
6-Jul-2016	UOIT Winter 2017	Campus Recreation and Wellness	$84.25
6-Jul-2016	UOIT Winter 2017	Campus Health Center	$3.40
6-Jul-2016	UOIT Winter 2017	UOIT Health and Wellness	$5.96
6-Jul-2016	UOIT Winter 2017	Infrastructure & Service Enhan	$16.79
6-Jul-2016	UOIT Winter 2017	UOIT Student Life	$25.00
6-Jul-2016	UOIT Winter 2017	Tuition Fees UnderGrad - Dom	$638.24
6-Jul-2016	UOIT Winter 2017	Campus Access and Safety	$13.49
19-Dec-2016	UOIT Winter 2017	Payment Deferment - FT OSAP	$0.00
		Balance by Term:	$3,942.35

Wednesday, January 18, 2017   This Statement is not suitable for tax purposes.   Page 2 of 3

Statement 3 (Page 3 of 3)

UOIT
CHALLENGE INNOVATE CONNECT
Administrative Offices
2000 Simcoe St. N., P.O. Box 385, Oshawa, Ontario Canada L1H 7L7
Tel:(905) 721-8668, Fax: (905) 721-3178

University Statement

Printed On: Wednesday, January 18, 2017

Student Number: ███

Transactions Details Start Date
From: 5-Jul-2016

UOIT Student Awards and Financial
Aid Office
U5 Portable Room 68
2000 Simcoe Street North
Oshawa, ON
L1H 7K4

Transaction Type Fee
Fees (44 transaction records)   Total Amount of Fees $8,667.19

Transaction Type Payment

TRANSACTION DATE	TERM	DESCRIPTION	AMOUNT
9-Aug-2016	UOIT Fall 2016	Award of Recognition Entrance	$1,500.00
6-Sep-2016	UOIT Fall 2016	OSAP - 31-AUG-2016	$1,774.84
6-Sep-2016	UOIT Fall 2016	OSAP - 31-AUG-2016	$1,450.00
		Balance by Term:	$4,724.84

TRANSACTION DATE	TERM	DESCRIPTION	AMOUNT
12-Dec-2016	UOIT Winter 2017	Award of Recognition Entrance	$1,500.00
6-Jan-2017	UOIT Winter 2017	OSAP - 29-DEC-2016	$714.00
6-Jan-2017	UOIT Winter 2017	OSAP - 29-DEC-2016	$1,450.00
6-Jan-2017	UOIT Winter 2017	OSAP - 29-DEC-2016	$278.35
		Balance by Term:	$3,942.35

Payments (7 transaction records)   Total Amount of Payments $8,667.19

Wednesday, January 18, 2017   This Statement is not suitable for tax purposes.   Page 3 of 3

Student View

Online Process - View and Print Statement History

Student Account – PDF

UOIT Student Accounts
2000 Simcoe Street Street North
Oshawa, ON
L1H 7K4
www.moneymatters.uoit.ca/

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

Statement of Account

100500600
Ms Tina T. Turner

20 Silverbirch Pl
Whitby, ON L1R 1X5

Invoice #	T1632692
Bill Date	19-DEC-2016
Due Date	20-JAN-2017
Page Number	1

Term	Date	Description	Charges/ Reversals	Credits/ Payments
		* PREVIOUS BILLED BALANCE *	110.07	
		– CURRENT CHARGES –		
INVOICE	NUMBER –	T1632692		
201710	04-NOV-16	UPASS-UOIT	120.00	
201720	20-JAN-17	Tuition Fee UnderGrad – Dom	6,389.54	
		– CURRENT PAYMENTS –		
201710	09-NOV-16	Award of Recognition Entrance		1,500.00
		OSAP – 20-JAN-2017		5,000.00
		* CURRENT BILLED BALANCE *	9.54	
		Amount Due		**$9.54**

ACCOUNT SUMMARY

Previous Due	$110.07
(+) Charges	$6,509.54
(-) Payments	$6,500.00
(=) Amount Due	$9.54

IMPORTANT MESSAGES

Winter term fees are due January 20, 2017.

Important: Fees will adjust as you make changes to course selection, meal plans, etc. Scholarships and waivers are processed throughout December. Account Detail by Term shows your most current account information.

To make online banking payments create University of Technology as a payee, your 100..number is your account number. Use Flywire for international payments. See www.safa.uoit.ca for details and other payment options.

Overdue accounts are charged a $50 late fee. Accounts which remain outstanding as of February 20, 2017 are also charged a $50 reinstatement fee. Students with past due balances cannot register in future terms or access official transcripts. Interest accrues at 5.7% per annum, which is applied weekly and compounded monthly.

PLEASE NOTE: Failure to attend does not constitute withdrawal. If you decide to not attend, you must notify the Office of the Registrar www.registrar.dal.ca

Notes:

PLEASE DETACH ALONG THE LINE AND RETURN THE PORTION BELOW WITH PAYMENT

Ms Tina T. Turner
20 Silverbirch Pl
Whitby, ON L1R 1X5

Student ID: 100500600
Amount Due: $9.54
Amount Enclosed

Appendix

Jonathon 2016-2017

- Jonathon is a first year Engineering student

- His parents earn $50,000

- Living away from home

- No entrance aid received

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Comparison of Jonathon's Funding in the Old and New OSAP Models

Jonathon's Funding- Old Model:

Canada Student Loan	$ 6930
Ontario Student Loan	$ 4180
Canada Student Grant	$ 1150
Ontario Student Grant	$ 3000
Total OSAP	$15260
SAG - UOIT	$ 3894

Jonathon's Funding in New Model:

Canada Student Loan	$ 6930
Ontario Student Loan	$ 570
Canada Student Grant	$ 1150
Ontario Student Grant	$ 6610
Total OSAP	$15260
SAG – UOIT	$ 3894

*After the school year is over, student receives Ontario Student Opportunity Grant of $3610 to reduce loans to $7500

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Software & Informatics Research Centre (SIRC)

Board of Governors Update Presentation – April 25, 2017

Progress Update (as of 25th April 2017) :

- Water turn ON. Fibre & Copper line to SIRC from Library completed
- 1st and 2nd floor internal boarding & taping works in progress
- East elevation brick wall completed. Glazing works at 1st floor completed .
- Thermal insulation and external brick wall for north & south progressing
- Project is currently tracking to schedule.

Progress Photos

Site Safety:

- Nothing to report - no incident on site this period

Change Orders:

- Provision of 25 Assisted Power Door Operators for Classroom and Labs
- Change Order amounting to $195K (excluding HST)

Procurement Summary (as of 25 April 2017):

- 96% of $19.3M in GMP tenders committed for all 4 levels, on budget.
- 47% of $3.6M in UOIT FFE tenders committed with potential savings of $500K

Financial Summary (as of 25 April 2017):

- Total SIF funding received $6.95M
- Breakdown of Sources and Uses of funds next slide.
- The project remains on budget at $33.3M
- The issue related to gas line of $15K was absorb by GMP contract cost
- The issue related to Transformer upgrade of $78 was absorb by GMP contract cost

Summary Financial Report as of 25 April 2017

CASH FLOW REPORT FOR ENDING MONTH OF APRIL 2017

Sources of Funds

Description	Actuals Apr 2017	Budget Apr 2017	Actual YTD	Budget YTD	Variance	Source of Funds Comments	Total Funding Budget	Total Actual YTD	Forecasted Remaining Funding	Funding at Completion	Variance
							A	B	C	B+C = D	D-A
UOIT	$2,745,614	$2,266,913	$6,078,900	$8,690,440	-$2,611,540	Actual spending is less with SIF grants received more than planned	$20,298,110	$6,078,900	$14,219,210	$20,298,110	$0
SIF	$0	$0	$6,950,236	$5,042,363	$1,907,873	Last March SIF grant received is 200% compared to budget	$13,001,890	$6,950,236	$6,051,654	$13,001,890	$0
Advancement	$0	$0	$0	$0	$0	Advancement funds have not officially been commitment to the project.	$0	$0	$0	$0	$0
Totals	**$2,745,614**	**$2,266,913**	**$13,029,136**	**$13,732,803**	**-$703,667**	See variance explanation below	**$33,300,000**	**$13,029,136**	**$20,270,864**	**$33,300,000**	**$0**

Uses of Funds - Trend Line

Description	Actuals Apr 2017	Budget Apr 2017	Actual YTD	Budget YTD	Variance	YTD Variance Explanation	Milestone	Date	Total Budget	Total Actual YTD	Estimate to Complete	Estimate at Completion	Variance
									A	B	C	D = B+C	D-A
GMP Base Contract	$2,682,208	$2,245,858	$10,988,209	$10,958,376	$29,832	Work progress variance	Substantial Completion	8/1/2017	$20,630,966	$10,988,209	$9,642,757	$20,630,966	$0
CO3 GMP Fl. 3&4	$0	$0	$216,680	$211,406	$5,274	Level 3 & 4 construction rough-in ongoing	Substantial Completion	11/10/2017	$5,657,627	$216,680	$5,440,948	$5,657,627	$0
CO1 Fl. 3&4 Design	$0	$0	$77,351	$77,351	$0	Work completed.	Complete	Completed	$87,899	$77,351	$10,548	$87,899	$0
CO2 Transformer	$0	$0	$0	$0	$0	Invoicing forecasted for May 2017 billing	Power-on	3/28/2017	$110,026	$0	$110,026	$110,026	$0
CO4 Donor Signage	$0	$0	$0	$0	$0	Invoicing forecasted for June 2017 billing	Substantial Completion	8/1/2017	$8,928	$0	$8,928	$8,928	$0
CO5 Door Operators	$0	$0	$0	$0	$0	Work to start beginning May 2017	Substantial Completion	11/10/2017	$0	$0	$194,412	$194,412	$194,412
Design	$0	$0	$310,230	$310,230	$0	Work completed.	Complete	Completed	$310,230	$310,230	$0	$310,230	$0
FFE	$0	$0	$24,901	$50,000	-$25,099	Actual invoice for the Fibre work from Library to Wiley	Procurement Complete	5/22/2017	$3,619,350	$24,901	$3,094,449	$3,119,350	-$500,000
Consultants	$15,511	$15,511	$238,586	$254,385	-$15,800	Signage invoice lower than budgetted.	NA	NA	$300,749	$238,586	$231,962	$470,548	$169,799
Parking	$0	$0	$986,943	$1,011,711	-$24,769	Certified work completed less than the contract award value.	Substantial Completion	Completed	$1,018,975	$986,943	$16,768	$1,003,711	-$15,264
Contingency	$35,196	$0	$35,196	$707,908	-$672,712	No contingency has been used to date. Contingency was forecasted for the months of July/August/September to allow for any unknown items that could have arisen during early construction.	NA	NA	$1,271,666	$35,196	$1,236,470	$1,271,666	$0
Management Fees	$12,699	$5,544	$151,041	$151,436	-$394	Miscellaneous disbursement and salary variance	NA	NA	$283,585	$151,041	$13,205	$164,246	-$119,339
Totals	**$2,745,614**	**$2,266,913**	**$13,029,136**	**$13,732,803**	**-$703,667**				**$33,300,000**	**$13,029,136**	**$19,806,060**	**$32,835,196**	**-$270,392**

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BOARD REPORT

Action Required:

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

TO: **Board of Governors**

DATE: **May 3, 2017**

FROM: **Robert Bailey, Acting Provost and VP Academic**

SUBJECT: **Draft UOIT Strategic Mandate Agreement (2017-2020)**

A.   Purpose

To obtain the Board of Governors' endorsement of the key concepts outlined in this document as UOIT's Senior Leadership Team negotiates the Strategic Mandate Agreement with the Province of Ontario.

B.   Background/Context

The draft of UOIT's 2017-2020 Strategic Mandate Agreement (SMA17-20) with the Ontario Ministry of Advanced Education and Skills Development (MAESD) describes the unique strengths and role of UOIT in Ontario's postsecondary education system, and how it will build on its current strengths to help drive system-wide objectives and government priorities. Each university was asked by MAESD to indicate how recent initiatives and investments, and those planned for the near future, are increasing focus on areas of differentiated strength in the following overarching areas:

- Student Experience;
- Innovation in Teaching and Learning Excellence;
- Access and Equity;
- Research Excellence and Impact; and
- Innovation, Economic Development & Community Engagement.

The key concepts UOIT is proposing in each of these areas are as follows:

Student Experience
- Enhance *adaptive and appropriate assistance* to new students adjusting to the rigours of university, helping each succeed and thrive in their chosen program.
- Focus on *peer supports* as one of the best ways to enhance success of our students. Upper year students engage in a wide range of support programs that will help early year students succeed.
- Reaffirm and strengthen our commitment to *experiential learning* as a key aspect of graduate preparation. We describe the breadth and depth of experiential learning at UOIT including in-class simulations, learning communities, capstone projects and research assistantships.

Innovation in Teaching and Learning Excellence
- Extend *outcomes-based learning strategies* to all programs through engaging faculty and facilitating the use of problem-, case-, project- and team-based learning strategies.
- Develop unique programs for *enhanced training and credentials*, including short certificates, delivered using online, hybrid, and other innovative approaches.
- Enhance use of our *technology-enriched learning environments* to enhance and achieve learning outcomes.

Access and Equity
- Continue to serve the *Durham and Northumberland region* while preparing for population growth (more than a 40% increase in GTA by 2041).
- Facilitate *college to university transfers* by focussing on embedded bridge programs.
- Recognize our *diverse student population* (including first generation, indigenous, and financially challenged) and provide programming addressing their unique needs and facilitating their success.

Research Excellence and Impact
- Enhance our reputation for research by supporting *multi- and trans-disciplinary (including cross-Faculty and multi-institution) scholarship and innovation*.
- Identify *strategic clusters* of research areas that reflect UOIT's significant research activity and potential.
- Continue and grow our strong commitment to *entrepreneurship and incubation* opportunities that foster collaboration of students, faculty, and staff.

Innovation, Economic Development & Community Engagement
- Engage with and build on the Durham Region and Northumberland County Strategic Plans to increase the alignment of UOIT with *regional development opportunities*
- Commit to *foster existing partnerships and expand opportunities* to ensure continued excellence (including work integrated learning).
- Enhance the strong connection to the Mississaugas of Scugog Island First Nation. Develop *strategic partnerships with other indigenous communities across Canada* that will strengthen both UOIT and these communities.

Proposed Enrolment Plan

The 2017-2020 SMA includes a Proposed Enrolment Plan. In projecting enrolment over the period of this SMA, we have considered the following:

- Incorporating the impact of a potentially declining regional population on recruitment;
- Maintaining enrolment around the midpoint of our negotiated enrolment corridor to maximize grant funding per student, with more funding requested for increased nursing and graduate spaces
- Maintaining flexibility to grow in our next SMA period, beyond 2020;
- A strategic growth plan of international enrolment to ~10% of total enrolments;
- Constraining enrolment to help achieve our goal of achieving 5.1 Net Assignable Square Meters (NASMs) per student.

	SMA1			SMA2		
	Actual 2014-15	Actual 2015-16	Actual 2016-17	Projected 2017-18	Projected 2018-19	Projected 2019-20
Domestic FTEs	8049	8145	8291	8224	8245	8435
International FTEs	545	614	605	634	739	812
Additional Non-Funded FTEs	20	20	34	38	43	48
Total FTEs	8614	8779	8929	8896	9027	9295
% International	6.4%	7.1%	7.0%	7.1%	8.2%	8.7%
NASMs/FTE	4.07	4.04	4.07	4.58	4.52	4.39
WGUs (estimated)			17830	17959	18098	18590

Sustainability

The 2017-2020 SMA also includes consideration of challenges to our financial sustainability, particularly relative to other universities in Ontario. These include:

- Our *STEM-rich program and enrolment mix*
  - The funding formula for grants to Ontario universities under-funds STEM programs, like Engineering, compared to the cost to offer them with the presumption that a mix of programs typical in Ontario, overall funding would be adequate. With our STEM-rich program mix, this results in overall underfunding of UOIT.

  - A greater proportion of our students than the provincial average require assistance paying tuition. This assistance is provided by the province up to basic Arts and Science tuition; but, UOIT covers tuition in excess. Our STEM-rich program mix means we have more students requiring more UOIT-funded tuition assistance

- Our *infrastructure funding*
  o UOIT was created in the late 1990s and early 2000s when the fiscal environment for capital investment was much more challenging for universities relative to the 1960s and 1970s, when most of our sister institutions were built. This has constrained us financially both with the burden of the initial costs of constructing our campus and the continuing need to expand our campus infrastructure.

Program Areas of Strength

The proposed areas of strength and expansion are intended to inform the ministry approval process.

SMA1	SMA2
1.Engineering	1.Engineering
2.Informaticss	2.Digital/Information Science (i.e. software, computer science, information technology, analytics, etc.)
3.Health Sciences	3.Health Sciences
4.Social Justice	4.Social Justice
5.Commerce	5.Commerce
6.Sustainable Energy	6.Energy and Environment (i.e. nuclear)
7.Professional Arts (i.e., Digital Communication and Educational Studies)	7.Professional Arts (i.e. Communications)
8.Forensic Science and Psychology	8. Life Sciences (i.e. biology, chemistry, psychology)
9.Life Sciences	9. Education
10.Nuclear Engineering	10. Pathway programs

Program Areas of Expansion

SMA1	SMA2
1.Advanced Manufacturing and Energy	1.Energy and Environment
2.Informatics	2.Informatics/Data Science
3.Social and International Justice	3.Liberal Studies
4.Health Sciences	4.Nursing
5.Natural Sciences	5.Entrepreneurship

C.   Recommendation

Approval of the following motion:

That the Board of Governors hereby endorses the key concepts outlined in this document as UOIT's Senior Leadership Team negotiates the Strategic Mandate Agreement with the Province of Ontario.

**UNIVERSITY
OF ONTARIO
INSTITUTE OF TECHNOLOGY**

BOARD REPORT

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

TO: **Board of Governors**

DATE: **April 26, 2017**

FROM: **Cheryl Foy, University Secretary and General Counsel**

SUBJECT: **Policy and Procedures Against Violence, Harassment and Discrimination in the Workplace**

A. Purpose

We are providing an update to a previous report (attached) on community comments received regarding the Policy Against Violence, Harassment and Discrimination in the Workplace and the related Procedures to Prevent and Address Violence, Harassment and Discrimination in the Workplace and our plans to address them. We are seeking the Board's approval of minor amendments made to these policy instruments in response to these comments.

B. Background/Context

The Policy Against Violence, Harassment and Discrimination in the Workplace was developed to prevent Workplace Violence, Harassment (including Sexual Harassment) and Discrimination through proactive measures and ensure that the University is able to effectively address and respond to reports of Violence, Harassment and Discrimination when they occur in the Workplace.

The draft Policy and the associated Procedures underwent consultation with SLT, Academic Council, Policy Advisory Committee and the Health and Safety Committee. In addition, online feedback was solicited. Advice received during these consultations was incorporated into the draft Policy and Procedures prior to approval.

The Policy and Procedures were approved by the Board of Governors on December 7, 2016, effective on approval. At the time of approval, the Board of Governors provided

direction to allow the community an additional three-month period with which to provide comment.

C.   Discussion and Rationale

Community comments were accepted over the past three months using an online form. Two responses were received in the period ending noon, March 24. The comments received addressed the following:

- The application of the Policy to Volunteers. **Response:** It is our intention to create a separate policy for volunteers and this has been included on our list of policy gaps.

- Comments and suggestions for content to include in the training program. **Response:** These will be taken into account when designing the training program.

- Specifying that the purpose of the Policy and Procedures is to protect employees against violence, harassment and discrimination. **Response:** It is our view that this is adequately addressed in the existing version.

- The non-inclusion of the collective agreements in the Related Policies, Procedures and Documents section. **Response:** This was intentional, as the collective agreements are not policy instruments.

- A concern that out-of-date, superseded or withdrawn policies and procedures are still available on the University website. **Response:** An effort is ongoing to identify and remove any such policies and procedures from the website and the specific concern will be addressed and corrected.

- Suggestions to clarify and expand certain terms and sections of the policy and procedures to include more examples and to address specific concerns. **Response:** All of these suggestions were considered and the recommended changes below address some of these suggestions.

In order to address the comments received we propose the following minor amendments to the Policy and Procedures. The Governance, Nominations and Human Resources Committee recommended the proposed amendments for approval by the Board of Governors. Amended versions of the Policy and Procedures are attached:

- Amendment to Section 35 of the Policy to address the concern about the terminology used.

- Amendment to Section 43 of the Policy to reflect that this Policy does not supersede the Harassment and Discrimination Policy.

- Correction to Section 39 b. of the Procedures to indicate that allegations that students have engaged in Violence, Harassment or Discrimination will be

addressed under the *Policy on Sexual Violence for Students and Procedures for Responding to Incidents of Sexual Violence* or Student Conduct Policy as appropriate.

- Amendment to Section 55 of the Procedures to clarify the language in the section.

- Amendment to Section 63 of the Procedures to clarify that these Procedures supersede the Harassment and Discrimination Procedures only for Harassment and Discrimination of Employees, and are intended to address Violence, Harassment and Discrimination against Employees from all sources, including colleagues, coworkers, supervisors, managers, administrators, students and other members of the University community, and the public.

D.   Request

We are requesting the Board's approval of the following motion:

Whereas the Governance, Nominations and Human Resources Committee recommended the proposed amendments for approval by the Board of Governors, the Board of Governors hereby approves the proposed amendments to the Policy Against Violence, Harassment and Discrimination in the Workplace and Procedures to Prevent and Address Violence, Harassment and Discrimination in the Workplace, as presented.

BOARD REPORT

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

TO: **Board of Governors**

DATE: **December 7, 2016**

FROM: **Karyn Brearley, Chair of Governance, Nominations and Human Resources Committee (GNHR)**

SUBJECT: **Policy and Procedures Against Violence, Harassment and Discrimination in the Workplace**

A.   Purpose

We are seeking the Board of Governors' approval of the Policy Against Violence, Harassment and Discrimination in the Workplace and the related Procedures to Prevent and Address Violence, Harassment and Discrimination in the Workplace.

B.   Background/Context

The passing of the *Sexual Violence and Harassment Action Plan Act (Supporting Survivors and Challenging Sexual Violence and Harassment), 2015* (the "SVHAP Act"), introduced a number of amendments that require universities to review and address their policies and processes for preventing and responding to sexual violence and harassment on their campuses.

The University initially presented a single parent policy to the University community that was intended to reinforce the University's values and commitment to creating an environment that is free from all forms of violence, sexual violence, harassment and discrimination for all of its community members. While this perspective remains and is reflected in an umbrella policy against violent behavior, as consultation and work progressed over the past several weeks it was determined that the best policy approach would be to develop separate and distinct policy instruments that would address issues of Violence, Harassment and Discrimination in the Workplace.

Discussion and Rationale

The Policy Against Violence, Harassment and Discrimination in the Workplace has been developed to prevent Workplace Violence, Harassment (including Sexual Harassment) and Discrimination through proactive measures and ensure that the University is able to effectively address and respond to reports of Violence, Harassment and Discrimination when they occur in the Workplace.

The Policy serves as a framework for the associated Procedures and these policy instruments taken together will:

- Educate and inform Employees, as well as other members of the University community, regarding issues of violence, harassment, and discrimination in the Workplace;
- Support Employees who experience acts of violence, sexual violence, harassment, and discrimination in the Workplace to seek help and advice relating to the processes and outcomes available to them;
- Address how the University will meet its obligations under the *Human Rights Code*, R.S.O. 1990, c. H.19, and the *Occupational Health and Safety Act*, R.S.O. 1990, c. O.1; and
- Meet the commitments to procedural fairness established under the new Fair Processes Policy.

Consultation and Approval

The draft Policy and the associated Procedures have been circulated to SLT and were posted online on November 2nd for broad consultation with the University community. Online feedback has been received and incorporated into the revised draft. The drafts circulated to Academic Council on November 14 were also circulated to the Policy Advisory Committee (November 17) and the Health and Safety Committee (November 18) for further consultation and feedback. A special policy consultation session with Academic Council was also held on November 29.

The advice from the community, Academic Council, the UOIT Faculty Association, Policy Advisory Committee, and the Joint Health and Safety Committee has been incorporated into the attached drafts.

The Policy Against Violence, Harassment and Discrimination in the Workplace and the associated Procedures will be effective upon approval by the Board. They will be reviewed again in the Spring, thereby allowing the community a three-month period within which to provide additional comments. Should the Board conclude that further amendments are required, such amendments will be presented at the Board meeting on May 3, 2017. The Policy and Procedures will then be the subject of an annual review.

C.   Request

We are requesting the Board's approval of the following motion:

That pursuant to the recommendation of the Governance, Nominations and Human Resources Committee, the Board of Governors hereby approves the Policy Against Violence, Harassment and Discrimination in the Workplace and Procedures to Prevent and Address Violence, Harassment and Discrimination in the Workplace (Procedures), as presented. In the future, amendments to the Procedures will be presented to GNHR for approval in accordance with the Policy Framework.

Classification	LCG 1137
Framework Category	Legal, Compliance, and Governance
Approving Authority	Board of Governors
Policy Owner	Vice President responsible for Human Resources
Approval Date	AMENDMENTS FOR APPROVAL
Review Date	May, 2017
Supersedes	See end notes

POLICY AGAINST VIOLENCE, HARASSMENT AND DISCRIMINATION IN THE WORKPLACE

<u>**TABLE OF CONTENTS**</u>

<u>**POLICY PURPOSE**</u>

1. The purpose of this Policy is to prevent Workplace Violence, Harassment and Discrimination through proactive measures, and to ensure that the University effectively addresses and responds to Reports of Violence, Discrimination and Harassment in accordance with the *Occupational Health and Safety Act* and the *Human Rights Code*.

_____

Any person who finds themselves or others to be at risk of <u>imminent</u> danger should summon immediate assistance by contacting:

<u>On Campus: Office of Campus Safety</u>
Extension: 2400
Direct line: 905.721.3211
Code Blue Stations

<u>Off Campus: Durham Regional Police Service</u>
911 (emergency)
905.579.1520 (non-emergency)

DEFINITIONS

The following definitions apply throughout this Policy, and underlying procedures:

2. "**Bullying**" is a form of Harassment that involves repeated incidents, or a pattern of behaviour, that is intended to intimidate, offend, denigrate, degrade or humiliate a particular individual or group of individuals.

3. "**Complainant**" refers to an Employee who is alleged to have experienced Workplace Violence, Harassment and/or Discrimination. A Complainant may experience discrimination directly or indirectly.

4. "**Discrimination**" is a distinction, without lawful justification, whether intentional or not, which has the effect of denying benefits to, or otherwise disadvantaging, an Employee in the course of their employment on the basis of a Protected Ground (defined below).

5. "**Discriminatory Harassment**" means engaging in a course of vexatious comment or conduct, against an Employee in the course of their employment, based on a Protected Ground, that is known or ought reasonably to be known to be unwelcome. Discriminatory Harassment may include, for example, racist jokes, sexual harassment or gender-based harassment.

6. "**Employee**" means any individual employed by UOIT, including but not limited to Employees who are members of a bargaining unit, and Employees who are not. Students who are employed at UOIT during the course of their studies, are "Employees" for the purposes of this Policy when they are engaged in employment activities, but not otherwise.

7. "**Faculty**" includes a Faculty Member, or previous Faculty Member, at UOIT, and includes those with both limited term and indefinite term appointments, as well as those with paid, unpaid and honorific appointments. For greater certainty, "Faculty" also includes visiting scholars and emeritus professors.

8. "**FIPPA**" means the *Freedom of Information and Protection of Privacy Act,* RSO 1990, c. F.31.

9. "**Harassment**" includes Discriminatory Harassment, Workplace Harassment, and Workplace Sexual Harassment.

10. "**Human Resources**" means the department of Human Resources at UOIT, or its delegate.

11. "**JHSC**" means the Joint Health & Safety Committee(s) at UOIT.

12. "**Member**" includes a Student, Faculty or Staff Member.

13. "**Personal Information**" means information about an identifiable individual, as defined in s. 2 of FIPPA, as amended from time to time.

14. "**Person(s) of Authority**" includes any person who has charge of a workplace or authority over another Employee. Anyone who supervises an Employee at UOIT is a Person of Authority.

15. "**Policy**" refers to this *Policy Against Violence, Harassment and Discrimination in the Workplace.*

16. "**Protected Ground**" includes race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, Record of Offences, marital status, family status or disability, and any additional protected grounds that are added to the Ontario *Human Rights Code* by way of statutory amendment.

17. "**Record of Offences**" means a conviction for,

    a. an offence in respect of which a pardon has been granted under the *Criminal Records Act* and has not been revoked, or

    b. an offence in respect of any provincial enactment.

18. "**Report**" refers to information about Workplace Violence, Harassment and/or Discrimination in the workplace that is reported under the *Procedures to Prevent and Address Violence, Harassment and Discrimination in the Workplace*.

19. "**Reporting Process**" refers to the process for reporting information about Harassment and/or Discrimination in the workplace under the *Procedures to Prevent and Address Violence, Harassment and Discrimination in the Workplace*.

20. "**Respondent**" refers to anyone who is alleged to have engaged in behaviours of Violence, Harassment and/or Discrimination in a Report or investigation.

21. "**Staff**" means a Staff Member, or former Staff Member, at UOIT.

22. "**Student"** includes any student who is registered, or was previously registered, at UOIT.

23. "**University**" or "**UOIT**" means the University of Ontario Institute of Technology.

24. "**workplace**" means any place where UOIT Employees engage in employment activity, including employment activities online, outside the normal place of work, and employment activities that occur outside of normal working hours.

25. "**Workplace Harassment**" means,

    a. engaging in a course of vexatious comment or conduct against an Employee in a workplace that is known or ought reasonably to be known to be unwelcome, including bullying,

    b. Workplace Sexual Harassment (defined below), and/or

    c. Workplace Sexual Violence (defined below).

A reasonable action taken by UOIT or a Person of Authority relating to the management and direction of an Employee or a workplace is not Workplace Harassment. Workplace Harassment includes, but is not limited to, Bullying.

26. "**Workplace Sexual Harassment**" means,

    a. engaging in a course of vexatious comment or conduct against an Employee in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or

    b. making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the Employee and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

Workplace Sexual Harassment includes but is not limited to, rough or vulgar humour or language related to sexuality, or showing or sending pornography.

27. "**Workplace Sexual Violence**" means, any sexual act or act targeting a person's sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person's consent, in the workplace, and includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation.

28. "**Workplace Violence**" means,

    a. the exercise of physical force by a person against an Employee, in a workplace, that causes or could cause physical injury to the Employee,

    b. an attempt to exercise physical force against an Employee, in a workplace, that could cause physical injury to the Employee,

    c. a statement or behaviour that is reasonable for an Employee to interpret as a threat to exercise physical force against the Employee, in a workplace, that could cause physical injury to the Employee, or

   d. Workplace Sexual Violence (defined above).

Workplace Violence includes, for example, verbally threatening to attack an Employee, shaking a fist in an Employee's face, wielding a weapon at work, hitting or trying to hit an Employee, or throwing an object at an Employee.

SCOPE AND AUTHORITY

29. The Vice President with responsibility for Human Resources is the Policy Owner. The Policy Owner is responsible for overseeing the implementation, administration, interpretation and application of this Policy.

30. This Policy applies to all Employees in the course of their employment, and is intended to address Violence, Harassment and Discrimination against Employees from all sources, including colleagues, coworkers, supervisors, managers, administrators, students and other members of the University community, and the public.

31. This Policy applies to all aspects of the employment relationship, including recruitment, training, evaluation, development and promotion of Employees.

32. This Policy is not geographically limited, and applies to any employment activity, including employment activities that occur outside the normal place of work, and employment activities that occur outside of normal working hours.

33. This Policy does not override or diminish the rights provided to Employees under applicable collective agreements, and will be applied with appropriate regard to the rights established under those agreements.

34. This Policy does not preclude Employees from pursuing resolution through external resources and processes, including those offered by the Human Rights Legal Support Centre, the police, the Ontario Labour Relations Board, the Ontario Human Rights Commission and the Human Rights Tribunal of Ontario.

POLICY

35. The University is committed to providing a work environment in which all Employees are treated with dignity, and to fostering a climate of understanding and mutual respect for the value of each Employee. To this end:

   a. The University will not tolerate Workplace Violence, Harassment and/or Discrimination in the workplace.

b. The University will ensure that procedures are in place for the prevention of, and response to, Workplace Violence, Harassment and/or Discrimination.

c. The University will provide information, instruction and assistance to Employees with respect to Workplace Violence, Harassment and/or Discrimination.

d. The University will ensure Persons of Authority are provided with information and instruction that will enable them to recognize, assess and address Violence, Harassment and/or Discrimination in the workplace, and to understand how to respond appropriately when such incidents are alleged.

e. The University will not penalize an Employee for submitting a Report in good faith, or for participating in a related investigation. This protection does not apply to an Employee who submits a Report that is determined to be frivolous or vexatious, or who exhibits bad faith in the course of an investigation. An Employee who believes they have been penalized for submitting a Report in good faith, or for participating in a related investigation, may pursue the allegation of reprisal by submitting a Report under the *Procedures to Prevent and Address Violence, Harassment and Discrimination in the Workplace*, and/or may pursue a reprisal complaint through external processes.

f. The University will respect the privacy of individuals involved in Reports and investigations, ensuring information about a Report is not disclosed, except to the extent necessary to investigate, take corrective action, implement measures to protect the health and safety of Employees, or as otherwise required by law.

g. Personal Information collected under this Policy will be used only for the purposes of administering this Policy, and will be disclosed only on a need-to-know basis, to the extent disclosure is required to fulfill the University's legal obligations under the *Human Rights Code*, the *Occupational Health & Safety Act*, and any other applicable law and/or legal obligations, including any applicable collective agreement. Subject to applicable law, Personal Information collected, used and disclosed under this Policy will otherwise be kept confidential, and will be stored and disposed of in accordance with FIPPA and UOIT's *Records Management Policy*.

h. The University will administer the processes set out in the *Procedures to Prevent and Address Violence, Harassment and Discrimination in the Workplace*, responding to Reports fairly and promptly, with adequate

regard to the unique circumstances of each particular case and the severity of the matters at issue, and in a manner that prioritizes strikes a balance between the privacy of individuals involved. and the severity of the matters at issue.

    i.   The University will inform and update individuals who are involved in investigations about the status of those investigations as they progress.

36. Employees who engage in Workplace Violence, Harassment and/or Discrimination will be held accountable and may be subject to disciplinary measures, up to and including termination of employment.   In any event, the University will act in accordance with the rights and obligations established by applicable collective agreements.

37. Employees may refuse to work, or do particular work, where they have reason to believe that Workplace Violence is likely to endanger the Employee.

ROLES AND RESPONSIBILITIES

38. **Employees**

    a.   Employees must not engage in Workplace Violence, Harassment or Discrimination.

    b.   Employees are, along with UOIT, responsible for creating and maintaining an environment that is free from Workplace Violence, Harassment and Discrimination.

    c.   Employees are encouraged to report incidents of Workplace Violence, Harassment and Discrimination by communicating such incidents to their supervisor. If the Employee's supervisor is involved in the incidents at issue, the information should be reported directly to the administrator who the Employee's supervisor reports to, or directly to the Director, Human Resources [Link to Human Resources Department]. If the Employee's supervisor is involved in the incidents at issue, and that supervisor is a member of Human Resources, then the information should be reported to UOIT General Counsel.

    d.   Where it is requested and reasonably required, Employees shall participate in the Reporting Process, and/or any related investigation.

    e.   Employees who are found to have engaged in Workplace Violence, Harassment and/or Discrimination under this Policy will comply with the corrective measures imposed by the University, subject to relevant collective agreements, including grievance and arbitration processes.

39. **Persons of Authority**

    a. Persons of Authority are responsible for supporting UOIT in its duty to create and maintain an environment that is free from Workplace Violence, Harassment and Discrimination.

    b. Persons of Authority shall lead by example, acting respectfully in dealings with all Employees, and in particular, those Employees under their supervision.

    c. Persons of Authority are responsible for familiarizing themselves with this Policy and related procedures, and for directing Employees under their supervision who have information about Workplace Violence, Harassment and/or Discrimination to follow the appropriate procedures.

    d. Persons of Authority will ensure Employees under their supervision are aware of this Policy and its associated procedures, and must otherwise assist in the prevention of Discrimination and Harassment in the workplace.

    e. Persons of Authority are responsible for supporting UOIT in its duty to recognize, assess and address Workplace Violence, Harassment and/or Discrimination. For example, Persons of Authority should intervene promptly when they become aware of Workplace Violence, Harassment and/or Discrimination, and should seek assistance from the Director, Human Resources [Link to Human Resources Department], unless a member of Human Resources is directly involved in the incidents at issue, in which case assistance should be sought from UOIT General Counsel.

    f. When a Person of Authority becomes aware of information about Workplace Violence, Harassment and/or Discrimination in the workplace, that Person of Authority must ensure the information is reported in the form of a Report.

40. **Human Resources**

    a. Human Resources will take primary responsibility for updating this Policy and related procedures, ensuring that this Policy, and all related procedures, are reviewed as often as is necessary, and in any event, at least annually, in consultation with all appropriate departments and the JHSC(s), and in accordance with the University's Policy Framework and relevant collective agreements.

    b. Human Resources will, as often as is necessary:

      i.   assign a Human Resources Employee to implement and oversee the activities outlined below, and in related procedures,

     ii.   assign a Human Resources Employee to act as a contact for those who wish to make Reports;

   iii.   assess the risk of Workplace Violence that may arise from the nature of the workplace, type of work or conditions of work, taking into account the circumstances of the workplace and circumstances common to similar workplaces, as well as any other elements prescribed in regulation; and

   iv.   develop measures and procedures to control identified risks that are likely to expose an Employee to Workplace Violence.

c.   Human Resources shall share the results of risk assessments conducted under b iii above with the JHSC(s).

d.   Human Resources is primarily responsible for overseeing compliance with the *Occupational Health & Safety Act*, including:

      i.   providing Employees with appropriate information and instruction with respect to Workplace Violence and Workplace Harassment, including notifying them of this Policy and its related procedures;

     ii.   ensuring all Persons of Authority are provided with information and instruction that will enable them to recognize, assess and address Workplace Violence and Workplace Harassment in their respective workplaces, and will ensure Persons of Authority are aware of this Policy and related procedures;

   iii.   ensuring that copies of this *Policy Against Violence, Harassment and Discrimination in the Workplace* and related procedures are posted on the established health and safety bulletin boards where it is likely to come to the attention of Employees; and

   iv.   notifying the Ministry of Labour and JHSC, when required, under the OHSA.

e.   Human Resources is also responsible for:

      i.   receiving and responding to Reports;

     ii.   ensuring Reports are investigated, internally or externally, and responded to in a timely and equitable manner, as outlined in this Policy and in related procedures;

   iii. ensuring the appropriate departments and/or individuals are advised of a Report, where appropriate;

   iv. ensuring the outcome of an investigation under this Policy, and the corrective actions taken (if any), are communicated in writing to Complainant(s) and Respondent(s) who are Employees;

   v. ensuring that copies of this *Policy Against Violence, Harassment and Discrimination in the Workplace* and related procedures are posted on a University website; and

   vi. Where a member of Human Resources is directly involved in the incidents at issue, the above responsibilities will be assumed by UOIT General Counsel.

RELEVANT LEGISLATION

41. Occupational Health and Safety Act, R.S.O. 1990, c O.1, as amended

 Human Rights Code, R.S.O. 1990, c. H.19

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

RELATED POLICIES, PROCEDURES AND DOCUMENTS

42. Academic Staff Employment Policies

 Access to Information and Protection of Privacy Policy

 Emergency Management Plan and Procedures

 Fair Processes Policy

 Non-Academic Staff Policies

 Policy to Prevent and Respond to Sexual Violence for Students

 Procedures for Responding to Incidents of Sexual Violence

 Procedures to Prevent and Address Violence, Harassment and Discrimination in the Workplace

 Records Management Policy

 UOIT Joint Health and Safety Committee Terms of Reference

UOIT Occupational Health and Safety Management System

UOIT Student Conduct Policy

UOIT-Durham College Threat Assessment Procedures

Work Refusal Procedures

Workplace Violence Incident Report

END NOTES

43. This Policy supersedes ~~the Harassment and Discrimination Policy (LCG 1105), November 2004 and~~ the Workplace Violence Policy (LCG 1112), January 2014

~~43.~~ Minor amendment to s. 35 h), [DATE]

Classification	LCG 1137.01
Parent Policy	Policy Against Violence, Harassment and Discrimination in the Workplace
Framework Category	Legal, Compliance and Governance
Approving Authority	Board / Governance, Nominations and Human Resources Committee
Policy Owner	Vice-President responsible for Human Resources
Approval Date	AMENDMENTS FOR APPROVAL
Review Date	May 2017
Supersedes	See end notes

PROCEDURES TO PREVENT AND ADDRESS
VIOLENCE, HARASSMENT AND DISCRIMINATION IN THE WORKPLACE

<u>**TABLE OF CONTENTS**</u>

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Code Blue Stations

<u>Off Campus: Durham Regional Police Service</u>
911 (emergency)
905.579.1520 (non-emergency)

DEFINITIONS

1. "**Bullying**" is a form of Harassment that involves repeated incidents, or a pattern of behaviour, that is intended to intimidate, offend, denigrate, degrade or humiliate a particular individual or group of individuals.

2. "**Complainant**" refers to an Employee who is alleged to have experienced Workplace Violence, Harassment, Discrimination and/or Reprisal. A Complainant may experience discrimination directly or indirectly. Singular references to "Complainant" are deemed to include references to multiple Complainants where there are multiple Complainants.

3. "**Discrimination**" is a distinction, without lawful justification, whether intentional or not, which has the effect of denying benefits to, or otherwise disadvantaging, an Employee in the course of their employment on the basis of a Protected Ground.

4. "**Discriminatory Harassment**" means engaging in a course of vexatious comment or conduct, directed at an Employee in the course of their employment, based on a Protected Ground, that is known or ought reasonably to be known to be unwelcome. Discriminatory Harassment may include, for example, racist jokes, sexual harassment or gender-based harassment.

5. "**Employee**" means any individual employed by UOIT, including but not limited to Employees who are members of a bargaining unit, and Employees who are not.

6. "**Faculty**" includes a Faculty Member, or previous Faculty Member, at UOIT, and includes those with both limited term and indefinite term appointments, as well as those with paid, unpaid and honorific appointments. For greater certainty, "Faculty" also includes visiting scholars and emeritus professors.

7. "**FIPPA**" means the *Freedom of Information and Protection of Privacy Act,* RSO 1990, c. F.31, as amended from time to time.

8. "**Harassment**" includes Discriminatory Harassment, Workplace Harassment, and Workplace Sexual Harassment.

9. "**Human Resources**" means the department of Human Resources at UOIT, or its delegate.

10. "**JHSC**" means the Joint Health & Safety Committee(s) at UOIT.

11. "**Member**" includes a Student, Faculty or Staff.

12. "**Personal Information**" means information about an identifiable individual, as defined in s. 2 of FIPPA.

13. "**Person(s) of Authority**" includes any person who has charge of a workplace or authority over another Employee. Anyone who supervises an Employee at UOIT is a Person of Authority.

14. "**Policy**" refers to the *Policy Against Violence, Harassment and Discrimination in the Workplace* .

15. "**Protected Ground**" includes race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, Record of Offences, marital status, family status or disability, and any additional protected grounds that are added to the Ontario *Human Rights Code* by way of statutory amendment or interpretation.

16. "**Record of Offences**" means a conviction for,

    a. an offence in respect of which a pardon has been granted under the *Criminal Records Act* and has not been revoked, or

    b. an offence in respect of any provincial enactment.

17. "**Report**" refers to information about Workplace Violence, Harassment, Discrimination and/or Reprisal in the workplace that is reported <u>to Human Resources</u> under the *Procedures to Prevent and Address Violence, Harassment and Discrimination in the Workplace.* Under the Policy and this procedure, an incident report submitted to the Office of Campus Security does not qualify as a "Report".

18. "**Reporting Process**" refers to the process set out under this procedure for submitting a Report to Human Resources and its processing. Submitting an incident report to the Office of Campus Security does not automatically initiate the Reporting Process.

19. "**Reprisal**" refers to a retaliation against any individual for submitting a Report, or participating in a related investigation, under this procedure.

20. "**Respondent**" refers to anyone who is alleged to have engaged in behaviours of Violence, Harassment and/or Discrimination in a Report or investigation. Singular references to "Respondent" are deemed to include references to multiple Respondents where there are multiple Respondents.

21. "**Staff**" means a Staff Member, or former Staff Member, at UOIT.

22. "**Student"** includes any student who is registered, or was previously registered, at UOIT.

23. "**University**" or "**UOIT**" means the University of Ontario Institute of Technology.

24. "**workplace**" means any place where UOIT Employees engage in employment activity, including employment activities online, outside the normal place of work, and employment activities that occur outside of normal working hours.

25. "**Workplace Harassment**" means,

    a. engaging in a course of vexatious comment or conduct against an Employee in a workplace that is known or ought reasonably to be known to be unwelcome,

    b. Workplace Sexual Harassment (defined below), and/or

    c. Workplace Sexual Violence (defined below).

A reasonable action taken by UOIT or a Person of Authority relating to the management and direction of an Employee or a workplace is not Workplace Harassment. Workplace Harassment includes, but is not limited to, Bullying.

26. "**Workplace Sexual Harassment**" means,

    a. engaging in a course of vexatious comment or conduct against an Employee in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or

    b. making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the Employee and the person knows or ought reasonably to know that the solicitation or advance is unwelcome.

Workplace Sexual Harassment includes, for example, rough or vulgar humour or language related to sexuality, or showing or sending pornography.

27. "**Workplace Sexual Violence**" means, any sexual act or act targeting a person's sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person's consent, in the workplace, and includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation.

28. "**Workplace Violence**" means,

    a. the exercise of physical force by a person against an Employee, in a workplace, that causes or could cause physical injury to the Employee,

    b. an attempt to exercise physical force against an Employee, in a workplace, that could cause physical injury to the Employee, or

c. a statement or behaviour that is reasonable for an Employee to interpret as a threat to exercise physical force against the Employee, in a workplace, that could cause physical injury to the Employee, or

d. Workplace Sexual Violence (defined above).

Workplace Violence includes, for example, verbally threatening to attack an Employee, shaking a fist in an Employee's face, wielding a weapon at work, hitting or trying to hit an Employee, or throwing an object at an Employee.

PURPOSE OF THIS PROCEDURE

29. The purpose of this procedure is to establish processes to prevent Workplace Violence, Harassment, Discrimination and/or Reprisal through proactive measures, and to ensure that the University effectively addresses and responds to Reports of Violence, Harassment, Discrimination and Reprisal in accordance with the *Occupational Health and Safety Act* and the *Human Rights Code*.

30. Under this procedure, a "Report" may be submitted by an individual who has experienced Workplace Violence, Harassment, Discrimination and/or Reprisal, or any other individual who has witnessed such incidents.

GUIDING PRINCIPLES

31. Records. Human Resources will maintain a confidential file for each Report, including all related communications, memoranda, reports, statements and evidence. These records will be retained, and disposed of, in accordance with FIPPA and UOIT's *Records Management Policy*.

32. Confidentiality. Information collected under this procedure will be used only for the purposes of administering the *Policy Against Violence, Harassment and Discrimination in the Workplace,* and related processes, and may be disclosed only on a need-to-know basis to the extent required to fulfill the University's legal obligations. Personal Information collected, used and disclosed under this procedure will otherwise be kept confidential. To this end:

    a. Physical documents collected and created under this procedure will be kept in a confidential file at Human Resources.

    b. Reasonable steps will be taken to protect against unauthorized access to such documents. In each particular case, only the individual(s) authorized by Human Resources under paragraph 34 of the Policy, the Provost or delegate, an assigned investigator, and the Non-Academic Appeals Committee, will have general access to documents collected and created under this procedure, including electronic documents. Such documents

will be disclosed to witnesses, including but not limited to Complainants and Respondents, on a need-to-know basis.

c. All individuals involved in this procedure will be advised of their duty to maintain the confidentiality of all information disclosed to them in this procedure, including any Personal Information disclosed to them.

d. Personal Information obtained during the Reporting Process will not be disclosed except to the extent that disclosure is necessary for the purposes of investigating Reports, taking corrective action, protecting the health and safety of members of the University community, or as otherwise required by law. For example, information may be shared with the Office of Campus Safety if this is necessary to protect an individual who has allegedly experienced Workplace Violence, Discrimination, Harassment and/or Reprisal.

e. Except as required under the Policy and its underlying procedures, or as otherwise required by law, investigation reports created under this procedure will not normally be disclosed or produced to a Complainant, Respondent or witness. Complainants, and Respondents who are Employees, will, however, be advised of the outcome of the investigation and the corrective actions taken, if any.

33. <u>Right to an Advisor and Support Person(s)</u>. Individuals who attend an interview in an investigation under this procedure may be accompanied by one advisor and up to two support persons. The role of an advisor is to assist the individual by providing procedural information, and to ask questions regarding the investigation process. The role of a support person is to provide moral support. Individuals who choose to attend an interview with an advisor and/or support persons(s) will choose their own advisor and/or support person(s) and will notify the investigator of their advisor's name, and their support person(s)' name(s), at least 24 hours prior to the interview. In the case of an Employee who is a member of a bargaining unit, the advisor may be a union representative. During the interview, an advisor will be permitted to speak and ask questions regarding the investigation process, but will not be permitted to make legal submissions or arguments on behalf of the individual, or to disrupt the interview. In any event, individuals who are being interviewed must answer the interview questions themselves.

34. <u>Informal Resolution Process</u>. At any stage during this procedure an Informal Resolution Process, such as mediation, can be pursued if the Complainant, Respondent and Human Resources consent to Informal Resolution Processes being pursued and to its format. Where those involved in the Informal Resolution Processes reach an agreed resolution, that resolution will become binding and effective upon written approval of the Vice President overseeing Human Resources, or delegate. Once an Informal Resolution Process has commenced, the investigation

may be delayed for a maximum period of 30 calendar days, after which, unless a resolution has been reached and approved, the investigation will be re-commenced. Even if a resolution is reached and approved, Human Resources retains the discretion to continue/complete its investigation where it is appropriate to do so, having regard to relevant collective agreement requirements and applicable law, and, to protect the interests of the University and its Members.

35. Reprisal. Any Reprisal, or expressed or implied threat of Reprisal, for making and pursuing a Report under this procedure is itself considered a breach of the Policy. Any individual experiencing Reprisal may file a Report, and that Report will be processed under this procedure.

36. Non-Exclusive Procedure - This procedure does not preclude Employees from pursuing resolution through external resources and processes, including those offered by the Human Rights Legal Support Centre, the police, the Ontario Labour Relations Board, the Ontario Human Rights Commission and the Human Rights Tribunal of Ontario.

37. Safety is Paramount: UOIT has an overriding obligation to protect the safety of all UOIT Members. When the safety of community members is at risk, UOIT reserves the right to investigate and respond appropriately, independent of a Complainant's and/or Respondent's course of action under this procedure.

INVOLVEMENT OF MEMBERS OTHER THAN EMPLOYEES

38. This procedure applies to incidents of Violence, Harassment and Discrimination against Employees from all sources, including students, colleagues, coworkers, supervisors, managers, administrators, other members of the University community, and the public.

39. This procedure necessarily overlaps with other University procedures that are concerned with preventing and addressing incidents of Violence, Harassment and Discrimination involving Students. UOIT will administer the overlap according to the following principles:

    a. This procedure will be applied to all incidents in which an Employee has allegedly experienced Violence, Harassment, Discrimination and/or Reprisal to ensure the University satisfies its commitment to, and its obligations under, legislation and collective agreements.

    b. Where it is alleged that a student has, in their capacity as a student, engaged in Violence, Harassment, or Discrimination against an Employee, then the matter will be addressed under the *Policy on Sexual Violence for Students and Procedures for Responding to Incidents of Sexual Violence or the Student Conduct Policy, as appropriate.* However, in such cases,

Human Resources will nevertheless be consulted in the process to ensure any investigation and/or corrective action satisfy the standards set out this Policy and all applicable collective agreements.

40. Where an individual, other than a Member, is alleged to have engaged in Workplace Violence, Discrimination, Harassment and/or Reprisal against an Employee, Human Resources will consult with Members at risk, and other Members if necessary, to determine and implement reasonable measures to protect the health and safety of its Employees. However, because Human Resources does not have the jurisdiction to compel statements from members of the general public, or to impose sanctions upon them, it will not normally conduct a formal investigation in such cases.

PREVENTATIVE MEASURES

41. Human Resources will provide information and instruction to Employees regarding Workplace Violence, Harassment, Discrimination and/or Reprisal. Information about workplace violence prevention and response, including training programs, is available on the UOIT Health and Safety Website (http://healthandsafety.uoit.ca/).

42. Human Resources will, as often as is necessary, assess the risk of Workplace Violence that may arise from the nature of the workplace, type of work or conditions of work, taking into account the circumstances of the workplace and circumstances common to similar workplaces, as well as any other elements prescribed in regulation. Upon the conclusion of this assessment, Human Resources will develop measures and procedures to control identified risks that are likely to expose an Employee to Workplace Violence.

43. When incidents of Workplace Violence, Harassment, Discrimination and/or Reprisal occur, Human Resources will ensure that reasonable steps are taken to prevent such incidents in the future.

REPORTING

44. Incidents, or perceived threats, of Workplace Violence, Workplace Harassment, Discrimination and/or Reprisal should be promptly reported to a Person of Authority and Human Resources. If a member of Human Resources is involved in the incident at issue, then the incident should be reported to UOIT General Counsel.

45. Anyone who witnesses an incident of Workplace Violence should also promptly report it to the Office of Campus Safety. Employees who witness an incident of Workplace Violence must complete a Workplace Violence incident report form as soon as possible. If several Employees are involved in or witness the incident, each Employee must file a separate report with the Office of Campus Safety. The Office of Campus Safety will immediately forward a copy of all Workplace Violence incident

reports to the Director of Human Resources, when there is a situation that presents a threat of further Workplace Violence to Employees, volunteers or visitors.

46. If UOIT becomes aware that circumstances of domestic violence may expose an Employee to physical injury in the workplace, UOIT will take every precaution reasonable in the circumstances to protect that Employee. To this end, Employees who become aware of such risks must report those risks to a Person of Authority, who must in turn advise Human Resources. Human Resources will consult with the Employee at risk, and other Members if necessary, to determine and implement reasonable measures to protect the Employee.

47. The University will provide appropriate support services to Employees who are victims of Workplace Violence, Harassment, Discrimination and/or Reprisal. This may include the creation of a personal safety plan through the Office of Campus Safety, the provision of Employee counselling through the Employee Assistance Program and/or referral to the Victim Service Unit of Durham Regional Police Services.

THE REPORTING PROCESS

Step 1 - Submitting a Report

48. Submitting an incident report to the Office of Campus Security does not automatically initiate a formal "Report". A "Report", and the corresponding "Reporting Process", is initiated only when an individual completes the Report form (website here; Appendix X) that is available from Human Resources. Human Resources will, on its own initiative, initiate a Report when it receives information regarding an incident of Workplace Violence, Harassment, Discrimination and/or Reprisal, unless such a Report has already been submitted by an individual. If a member of Human Resources is involved in the incidents at issue, then the Report should be submitted to UOIT General Counsel.

49. After filing an incident report, an Employee with ongoing concerns regarding Workplace Violence, Discrimination, Harassment and/or Reprisal should consult with a supervisor or manager ("Persons of Authority"). All such Persons of Authority must seek guidance from Human Resources in attempting to address and resolve concerns relating to Workplace Violence, Discrimination, Harassment and/or Reprisal in the workplace. If an Employee's supervisor or manager is allegedly involved in Workplace Violence, Discrimination, Harassment and/or Reprisal, then the Employee's concerns should be raised directly with Human Resources. However, if the allegation of Workplace Violence, Discrimination, Harassment and/or Reprisal involves a member of the Human Resources team, then the Employee's concerns should be raised directly with UOIT General Counsel. When Human Resources or UOIT General Counsel is approached by an individual seeking to submit a Report, Human Resources or UOIT General Counsel will advise that information about a Report will be kept

confidential except to the extent that UOIT is legally required to investigate and/or disclose information, in which case information may be shared only on a need-to-know basis.

50. All Reports will be submitted in the format prescribed by Human Resources (website here; Appendix X), with the ability to attach additional pages if needed.

Step 2 - Interim Measures

51. Upon receiving a Report, Human Resources or UOIT General Counsel will immediately determine whether interim measures are necessary, considering the severity of the allegations, and the potential risks to UOIT Members. For example, an Employee may be placed on paid, administrative leave pending the outcome of an investigation, or may be required to refrain from interacting with the Complainant or other witnesses. Normally, a Complainant will not be required to interact with a Respondent during the Reporting Process or a related investigation.

52. Further interim measures will be implemented where reasonable and appropriate in the circumstances. As necessary, Human Resources or UOIT General Counsel will consult with others, such as the manager(s) of the Complainant and Respondent, and the Office of Campus Safety, on a confidential basis, to determine additional interim measures.

Step 3 - Establishing the Process & Investigation

53. Human Resources will review the Report and determine if the conduct alleged in the Report would amount to Workplace Violence, Discrimination, Harassment and/or Reprisal. This determination will be based on an assumption that all of the alleged facts were true. If the allegations set out in the Report would not, if true, amount to Workplace Violence, Discrimination, Harassment and/or Reprisal, Human Resources or UOIT General Counsel will respond to the individual submitting the Report in writing, usually within 60 days, advising that the Report has been reviewed, and that the information provided does not support an allegation of Workplace Violence, Discrimination, Harassment and/or Reprisal under the *Policy Against Violence, Harassment and Discrimination in the Workplace.* The Employee submitting the Report will also be advised that Human Resources may reconsider the Report if additional and significant information is provided. If there is another process or resource at the University that would be more appropriate for the subject matter of the Report, the individual will be advised of this alternative process.

54. If, on the other hand, the information provided would, assuming the alleged facts were true, support a finding that Workplace Violence, Discrimination, Harassment and/or Reprisal had occurred, an investigation will be conducted. An investigation may include written submissions or witness interviews, depending upon the severity of the allegations.

55. When an investigation is to be conducted, Human Resources or UOIT General Counsel will establish an investigation process that is appropriate in the circumstances. This process will be summarized in written form and distributed to the Complainant and Respondent. This document will also define the scope of the investigation. At this stage, consideration will be given to whether the investigation will be conducted internally or externally. Under no circumstances will a~~A~~n investigation ~~will not~~ be conducted by an individual who was directly involved in the events in issue, or by an individual who~~se~~ involvement would give rise to a conflict of interest or a perception of a conflict of interest~~has an individual interest in the outcome of the investigation~~. ~~Under no circumstances will an~~ No individual who was involved in or who has a personal stake in the events in issue will be involved in an investigation (other than as a witness)~~ if that individual's involvement would give rise to a conflict of interest or a perception of a conflict of interest~~. Human Resources or UOIT General Counsel will review the collective agreement(s) of any individuals involved in the Report, and will ensure the procedural rights granted to those individuals under their respective collective agreements are maintained.

56. Human Resources or UOIT General Counsel will ensure the Employees involved in an investigation, and their respective bargaining agent(s), where applicable, are informed of the investigation process that will be adopted in each particular case. At a minimum, any investigation will provide a reasonable opportunity for the parties to understand the allegations, and to submit relevant information.

Step 4 - Determination & Corrective Action

57. The investigator will be charged with determining whether Workplace Violence, Discrimination, Harassment and/or Reprisal has occurred. Human Resources or UOIT General Counsel will ensure that the results of the investigation are brought to the attention of, and reviewed by, the appropriate Person(s) of Authority. Human Resources will advise the Person(s) of Authority with respect to appropriate corrective measures, if any, to be taken, including measures aimed at preventing Reprisal, where appropriate.

58. Where an Employee is found to have engaged in acts of Workplace Violence, Harassment, Discrimination and/or Reprisal, corrective measures may include non-disciplinary actions (*e.g.* education) or disciplinary measures (*e.g.* a written reprimand, a suspension or termination). Human Resources or UOIT General Counsel will ensure such reasonable steps are taken to prevent a recurrence.

59. Employees that are members of a bargaining unit shall have any corrective measure(s) imposed in accordance with applicable collective agreement requirements.

60. At the conclusion of an investigation, Human Resources or UOIT General Counsel will ensure that any Employee who was alleged to have experienced Workplace Violence,

Discrimination, Harassment and/or Reprisal, and any Respondent Employee(s), are informed, in writing, of the outcome of the investigation, and the corrective actions taken. Human Resources will ensure that such information is provided in accordance with the procedural requirements of any relevant collective agreement and any applicable laws.

RELEVANT LEGISLATION

61. Occupational Health and Safety Act, R.S.O. 1990, c O.1, as amended

    Human Rights Code, R.S.O. 1990, c. H.19

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

RELATED POLICIES, PROCEDURES AND DOCUMENTS

62. Academic Staff Employment Policies

    Access to Information and Protection of Privacy Policy

    Emergency Management Plan and Procedures

    Fair Processes Policy

    Non-Academic Staff Policies

    Policy Against Violence, Harassment and Discrimination in the Workplace

    Policy to Prevent and Respond to Sexual Violence for Students

    Procedures for Responding to Incidents of Sexual Violence

    Records Management Policy

    UOIT Joint Health and Safety Committee Terms of Reference

    UOIT Occupational Health and Safety Management System

    UOIT Student Conduct Policy

    UOIT-Durham College Threat Assessment Procedures

    Work Refusal Procedures

    Workplace Violence Incident Report

END NOTES

63. This Procedure supersedes ~~the Harassment and Discrimination Procedures (LCG 1105.01), November 2004 and the~~ Workplace Violence Procedures (LCG 1112.01), January 2014

This Procedure supersedes the Harassment and Discrimination Procedures (LCG 1105.01), November 2004 only for Harassment and Discrimination of Employees, and are intended to address Violence, Harassment and Discrimination against Employees from all sources, including colleagues, coworkers, supervisors, managers, administrators, students and other members of the University community, and the public.

~~63.~~ Minor amendments, s. 39 b., s. 55, s. 63, [DATE]

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Endowment and Disbursement Report

Board of Governors

May 3, 2017

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

Recommendation

Recommended Motion:

That pursuant to the recommendations of the Strategy and Planning, Investment and Audit & Finance Committees of the Board, the Board of Governors hereby approves the disbursement of $480,000 from Endowment Funds to be distributed as student awards for the 2017-18 academic year.

UNIVERSITY OF ONTARIO
INSTITUTE OF TECHNOLOGY

Cumulative Investment Summary

Endowment Balance at Dec 31, 2015	$14,430,901
2016-17 Donations to Dec 31, 2016	$ 941,793
Cumulative Earnings Less Distributions	$ 4,462,411
Unrealized gains	$ 3,286,728
Market Value of Endowment at Dec 31, 2016	$23,121,833
Est Income Jan-Mar, 2017	$ 28,888
Est Disbursement in 2016-17	($ 449,210)
Forecast Market Value of Endowment at Mar 31, 2017	$22,701,511

UNIVERSITY OF ONTARIO
INSTITUTE OF TECHNOLOGY

Performance To UOIT Benchmark

PH&N Performance Summary

Year	Date	Benchmark	Actual	Variance
2016-17	Dec-31	7.7	8.1	0.4
2015-16	Mar-31	(2.1)	(1.2)	0.9
2014-15	Mar-31	9.1	12.0	2.9
2013-14	Mar-31	11.6	11.7	0.1
2012-13	Mar-31	1.1	(1.0)	(2.1)
2011-12	Mar-31	7.7	7.9	0.2
2010-11	Mar-31	11.5	14.5	3.0
Since Inception		7.3	8.1	0.8

PH&N began investment management in August, 2010

Cumulative Investment Income Summary

Cumulative Net Endowed Earnings - Mar 31, 2016	$3,610,662
Interest/Dividends Earned Apr-Dec, 2016	$ 851,751
Estimated Interest/Dividends Earned Jan-Mar, 2017	$ 28,888
Cumulative Est Net Endowed Earnings at Mar 31, 2017	$4,491,301
Less: Est 2016-17 Disbursements	($ 449,210)
Cumulative Capital Preservation	($2,191,231)
Cumulative Est Net Earnings Available For Disbursement	$1,850,860

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

Gift Agreement Requirements

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

For 2017-18, our disbursement requirements are $476,560. A recommended distribution of 4% of the principle value would equate to $480,000.

UNIVERSITY OF ONTARIO
INSTITUTE OF TECHNOLOGY

Recommendation

The Disbursement Committee met on Feb 10, 2017. The Disbursement Committee's recommendation to disburse $480,000 from Endowment Funds and distribute as student awards in 2017-18 was presented to and recommended by the Investment and Audit & Finance Committees on February 15, 2017 and by the Strategy and Planning Committee on March 22, 2017.

Recommended Motion:
That pursuant to the recommendations of the Strategy and Planning, Investment and Audit & Finance Committees of the Board, the Board of Governors hereby approves the disbursement of $480,000 from Endowment Funds to be distributed as student awards for the 2017-18 academic year.

UNIVERSITY OF ONTARIO
INSTITUTE OF TECHNOLOGY

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

BOARD OF GOVERNORS
AUDIT & FINANCE COMMITTEE

MINUTES OF THE MEETING OF FEBRUARY 15, 2017
1:45 p.m. to 3:30 p.m., ERC 3023
PUBLIC SESSION

Attendees: Miles Goacher (Chair), Nigel Allen, Doug Allingham, Jeremy Bradbury, Adele Imrie (*via teleconference)*, Tim McTiernan, Mary Simpson

Staff: Paul Bignell, Larry Brual, Becky Dinwoodie, Craig Elliott, Susan McGovern, Pamela Onsiong, Deborah Saucier

Guests: Mikael Eklund (UOIT Faculty Association), Denise Martins (UOIT Faculty Association)

1. Call to Order

The Chair called the meeting to order at 1:47 p.m.

2. Agenda

Upon a motion duly made by J. Bradbury and seconded by D. Allingham, the Agenda was approved as presented.

3. Conflict of Interest Declaration

There were none.

4. Approval of Minutes of Meetings of November 16, 2016

Upon a motion duly made by T. McTiernan and seconded by N. Allen, the Minutes were approved, as presented.

5. Chair's Remarks

The Chair welcomed Denise Martins, the UOIT Faculty Association Executive Assistant, to the public session of the meeting. He explained that while normally the ancillary and tuition fees for 2017-2018 are considered by the Committee in February or March, the University is awaiting information from the

government in order to finalize the fees. Accordingly, the Committee will be considering the fees for the next 2 years at the April meeting.

6. SIRC Building Construction Project

C. Elliott provided a progress update as of February 7th. He advised that they went straight to permanent cladding due to the favourable weather.   The mechanical equipment has been delivered and is on the roof. He confirmed that the project is on schedule. L. Brual informed the Committee that good progress is being made on the ground floor and, in fact, they are ahead of schedule. They are awaiting one last building permit.

C. Elliott reported on two minor site incidents:
- slip & fall in December - worker slipped on snow & the strut hit his hand causing a cut on his finger; and
- an offsite incident involving a delivery truck hitting a light pole on UOIT property resulting in the light pole being knocked over - no one was hurt.

As a consequence of the truck incident, new measures have been implemented to address the delivery issue.

No change orders have been issued and there remains $1.1M in contingency. The project is still on budget for $33.3M.

There was discussion regarding emerging issues:

C. Elliott explained issues relating to:
- (a) Gas – the capacity of the line from Simcoe is insufficient for the building. Looking at other options including a feeder line from Conlin Road. Discussing alternatives, costs, and timing with MCW, Enbridge, and ED.
- (b) Transformer – ESA recommendation to keep the existing 500 KVA transformer, and install the new 750KVA transformer for SIRC. Discussing alternatives, and costs with MCW and ED

He presented the financial summary of the project and advised that they anticipate that the project will come in on budget. C. Elliott and L. Brual answered additional questions from the Committee.

7. Finance
7.1   Third Quarter Financial Reports

P. Onsiong presented the GAAP financial statements. She reviewed the highlights of the financials, including:
- received $3M in SIF funding;
- collected $28M in tuition to-date – anticipated write-off of about $200,000;
- reason for payment date change – in December, students are writing exams so have pushed payment date to January;

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- drawing down on capital lease obligations on 61 Charles;
- increase in revenue over last year – due to tuition fees & unrealized gains on investments; and
- increase in expenses – primarily due to salary & benefits.

P. Onsiong reviewed the financial metrics and 2016-17 Operating Forecast Analysis with the Committee. P. Onsiong advised there is a potential increase of $700,000 due to increased FTE.

(M. Eklund joined at 2:10 p.m.)

The Finance Team is currently working on updating the 10-year forecast and will present it to the Committee in April. C. Elliott answered questions regarding the budget forecast for TELE. He also clarified that there is no written report on the Moving Ground Plane from Michael Owen.

7.2   Budget

C. Elliott delivered a presentation on the budget. He started with a summary of the significant budget assumptions. He confirmed that the contingency included in the budget includes $2.5M for new building/capital renewal. He explained how we lowered the cost base by $2.6M in 2017-18. Without growth, UOIT has a structural deficit problem. The biggest driver of our costs is employee compensation. Without growth, C. Elliott advised that he anticipates there will be further cost-cutting measures.

C. Elliott presented the 2017-2018 proposed draft budget. He informed the Committee that there were $12.4M in "Asks" and he provided a breakdown of the "Asks". He also walked through the budget consultation schedule. C. Elliott answered questions from the Committee members, including a question regarding the ratio of research to teaching faculty. There was a discussion regarding addressing the risks associated with hiring faculty (potentially a 30 year investment) based on the example of the Ontario government's changes to Education. D. Saucier confirmed that those factors are examined when hiring, as well as attrition. The University reviews the OUAC admissions data and trends over time. A summary is given to the Committee kept at a higher level, which does not contain those details.

7.3   Endowment Disbursement Report

C. Elliott presented the endowment disbursement report to the committee.

Upon a motion duly made by M. Simpson and seconded by D. Allingham, pursuant to the recommendation of the Disbursement Committee, the Audit and Finance Committee recommended the disbursement of $480,000 from the Endowment Funds to be distributed as student awards in 2017-2018 for approval by the Board of Governors.

7.4   TELE Program & Laptop Procurement Approval

D. Saucier presented the Committee Report on laptop procurement, setting out the request for Committee approval of the expenditure of approximately $2.1M for procurement, via an open competition or via the OECM vendor of record, of laptop, tablet and desktop equipment required to support the UOIT Technology Enriched Learning Program and internal needs for the 2017-18 academic year.

(P. Bignell arrived at 2:34 p.m.)

P. Bignell delivered an update on the University's transition from the TELE program to the BYOD program. The goal is to reduce ancillary fees and still provide students with the required software at a reasonable cost.

The entire south location of the university transitioned to BYOD this year. Most of FBIT has also transitioned to BYOD, except for the Gaming Program. Due to the software requirements for FEAS and FESNS, there will be challenges for those Faculties.

P. Bignell explained difference between the full TELE program and BYOD TELE. He confirmed that returning students have the option to buy their UOIT laptop. The University does not offer hardware repair or loaner equipment. We do offer rental equipment but at a cost that encourages students not to rent. The University also has a few general use workstations and provides curriculum-specific software and software installation support. Loaner laptops will be provided for exam purposes.

He summarized the student feedback from the transition to BYOD. He advised that 57% of students purchased their UOIT laptop and others preferred Mac devices. With an additional three Faculties joining the BYOD program, another 4500 students will be switching to BYOD.

P. Bignell advised that the key risk is increased unit price of PC equipment, driven by reduced scale and uncertainty regarding exchange rate impacts. Further, the requested authorization of reflects allowance for 12% unit price increase on average relative to last year's purchases.

There was discussion regarding the support offered for students' devices to ensure all students, despite the device they are using, receive the same level of support. P. Bignell confirmed that students' devices must meet certain specifications. P. Bignell stated that anecdotally, they are not experiencing a large increase in help desk support by BYOD students. More general workstations will likely be added in the library and downtown.

Upon a motion duly made by T. McTiernan and seconded by N. Allen, pursuant to the recommendation of Management, the Audit & Finance Committee recommended the expenditure of approximately $2.1M for procurement, via an open competition or via the OECM vendor of record, of laptop, tablet and desktop equipment required to support the UOIT Technology Enriched Learning Program and internal needs for the 2017-18 academic year for approval by the Board of Governors.

8. Investment Committee Oversight

8.1   Investment Committee Quarterly Report

N. Allen reported on the Investment Committee meeting that was held that morning. The Committee received an update on the investment portfolio from PH&N and had an educational session on U.S. Protectionism. The portfolio is about .5% behind benchmark for the quarter, but is above benchmark for the year. Essentially, there is uncertainty as to whether we are well positioned for Trump-effect. N. Allen responded that PH&N anticipates short-term positive effects and long-term negative consequences resulting from Trump's presidency.

C. Elliott confirmed that almost all of the money authorized to be disbursed to students for 2016-2017 was actually given to students.

9.   Compliance & Policy

9.1   Compliance – Privacy

The Chair referred to the report setting out the Privacy update. T. McTiernan provided context for the increase in FIPPA requests. He advised that a single FIPPA request involves work by a number of individuals at the university.

10. Other Business

There was none.

11. Termination

There being no other business, upon a motion duly made by M. Simpson and seconded by D. Allingham, the meeting terminated at 2:58 p.m.

Becky Dinwoodie, Secretary

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

BOARD OF GOVERNORS
Governance, Nominations and
Human Resources Committee

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Public Session Minutes for the Meeting of January 25, 2017
12:20 p.m. to 12:30 p.m., ERC 3023

Attendees: Karyn Brearley (Chair), Adele Imrie, Tim McTiernan, Mike Snow

Staff: Becky Dinwoodie, Craig Elliott, Cheryl Foy, Douglas Holdway, Michael Owen

Guests: Mikael Eklund

Regrets: Dan Borowec, Andrew Elrick, Jay Lefton

1.   Call to Order

The Chair called the public session to order at 12:20 p.m.

2.   Agenda

The Agenda was approved, as presented.

3.   Conflict of Interest Declaration

There were none.

4.   Approval of Minutes of the Meeting of November 23, 2016

Upon a motion duly made by A. Imrie and seconded by T. McTiernan, the Minutes were approved, as presented.

5.   Chair's Remarks

The Chair kept her remarks brief to allow further time for discussion as the public session started later than scheduled.

6.   President's Remarks

The President also kept his remarks brief to allow additional time for discussion.

7. Human Resources

7.1 Annual Pension Plan Report

C. Foy provided the background for the pension plan compliance checklists. If the item on the checklist is marked green, it has been completed. She advised that the Senior Administration Sub-Committee members meet regularly and ensure the checklist items are completed. They have not engaged external counsel or an external auditor for this purpose.

C. Foy asked the Committee members to review the compliance certificates. She envisions implementing a similar model for compliance across the university. She is currently working with legal colleagues across the province to identify all legislation that applies to universities. She confirmed that the University Secretary and General Counsel is responsible for compliance. T. McTiernan added that he is responsible to the granting councils for compliance.

The Chair expressed her support for the "red, yellow, green" dashboard model, as it is intuitive.

8 Governance

8.1 By-Law Review Project

C. Foy provided the Committee with a status update on the By-Law Review Project. She confirmed that M. Eklund, also in attendance as a guest, is a member of the By-Law Review Working Group. The group met last week and focused on completing the review of article 8 of the By-Law. One of the group's recommendations will be to separate the sections dealing specifically with Academic Council into a separate by-law, which would become By-Law Number 2. The group hopes to complete the review of section 8 by the next meeting.

C. Foy advised that the group will be working with Louis Charpentier, a consultant and former University Secretary of U of T, to complete a draft of By-law Number 1 that will deal with general matters. C. Foy confirmed that amending the By-Law is within the Board's jurisdiction to approve. The group continues to make good progress and is working towards completing a draft by the end of the year.

8.2 Policy

C. Foy advised that they have not received much feedback from the community on the violence related policies, so far, and she will keep the Committee updated.

9. Other Business

There was none.

10. Termination

There being no other business, upon a motion duly made by T. McTiernan and seconded by M. Snow, the meeting terminated at 12:33 p.m.

![University of Ontario Institute of Technology logo]

BOARD OF GOVERNORS
Strategy & Planning Committee

Minutes for the Public Meeting of Wednesday, January 18, 2017
1:55 p.m. to 3:05 p.m., ERC 3023

Attendees:	John McKinley (Acting Chair), Don Duval (*via teleconference*), Miles Goacher (*non-voting guest*), Adele Imrie, Tim McTiernan, Glenna Raymond, Ololade Sanusi (*via teleconference*), Bonnie Schmidt (*via teleconference),* John Speers*,* Mary Steele, Shirley Van Nuland
Staff:	Becky Dinwoodie, Craig Elliott**,** Cheryl Foy, Douglas Holdway, Brad MacIsaac, Susan McGovern, Michael Owen, Deborah Saucier
Regrets:	Jay Lefton, Valarie Wafer

1.   Call to Order

The Chair called the meeting to order at 2:12 p.m.

2.   Agenda

The Agenda was approved, as presented.

3.   Conflict of Interest Declaration

There were none.

4.   Chair's Remarks

J. McKinley served as Chair in V. Wafer's absence. He welcomed the Committee members and wished them Happy New Year. He kept his remarks brief in the interest of allowing more time for discussion.

5.   Approval of Minutes of the Meeting of November 9, 2016

Upon a motion duly made by A. Imrie and seconded by S. Van Nuland, the Minutes were approved, as presented.

6.   President's Remarks
-   COU/UC Strategic Initiatives

T. McTiernan provided a COU update to the Committee. He advised that the COU is in the early stages of conducting a yearlong conversation with Ontario residents regarding the value of a university education. They are trying to shift the topic of discussion away from "Which is better – college or university?" and instead focus on the knowledge and skills of university graduates and how they contribute to larger society.

T. McTiernan also reported on UC initiatives. UC is advocating for the support of student well-being, particularly in regards to student mental health issues. A member asked whether the UC has learned anything new regarding levels of federal support. T. McTiernan responded that they have seen strong policy support and the government is currently reviewing a series of reports that will help define priorities for the upcoming budget. M. Owen provided an update on the status of innovation reports to the government.

The Committee discussed the colleges' approach to developing their executive compensation plans and how it differs from the approach taken by universities. T. McTiernan discussed the difference between the governing legislation of universities and colleges. He confirmed that the COU has an external firm conducting the benchmarking for salary comparators and the university will work together with the COU on this process.

7.   Strategic Mandate Agreement (SMA)

D. Saucier delivered a presentation on the SMA. She reviewed the SMA goals from 2014-2017. She expects that it will be a 3-year SMA, but has also heard that some aspects could be implemented for 5 years. She discussed the potential differences between the SMA versions. The SMA will be tied to the 2017-2022 Strategic Plan and she reminded the Committee of the 3 main pillars of the 2017 Strategic Plan: Challenge, Innovate, and Connect.

D. Saucier reviewed the key aspects of the current SMA (SMA 1.0) and then presented how the next SMA (SMA 2.0) might compare in respect of the following:
   • Student Populations/Mobility
   • Research/ Innovation
   • Economic Development/Jobs
   • Teaching & Learning/Programs

She explained the proposed corridor-funding model. She noted that there is no new money in the system. If an institution falls below its corridor for a period of time, the government will

reduce its funding accordingly. The purpose of shifting to a corridor model is to have a predictable amount of funding going to institutions on an annual basis. Corridor funding existed in the 90's and disappeared with the double cohort.

D. Saucier discussed the difference between a business income unit (BIU) and full-time equivalent (FTE). As long as an institution remains in the selected corridor, it will receive the same amount of funding. She reviewed the pros and cons of being at the bottom of a corridor. She also explained how funding could be transferred from the corridor to differentiation through key performance indicators (KPIs). There will be several standard KPIs, but the university will also have to develop some its own KPIs. The Ministry's chief negotiator will be Bonnie Paterson, who fully understands the corridor model. A member noted the similarity of the introduction of KPIs in the postsecondary sector to what was implemented in the health sector. There was an engaged discussion regarding how the corridor will be structured, as well as how the BIU will be set.

8.   Retention

D. Saucier delivered a presentation entitled "Student Success". She reviewed the characteristics of the typical UOIT student. The 2012-2016 Strategic Plan set a goal of increasing retention by 3%, which was achieved (77% to 80%). We must consider what the right target is for the 2017 plan. She reviewed the UOIT and system retention and admission averages. There was a discussion regarding Algoma's ability to retain students. When comparing UOIT to similar institutions, it might be more reasonable to set a goal of 82% retention.

D. Saucier presented the recommendations/initiatives for improving retention, which include:

- introduction of diagnostic testing;
- 1st year courses taught by FT faculty & ensuring link with learning strategist in student life;
- enhancing transition programs;
- re-orienting students after receiving their first grade (approximately 3 weeks into a course) – used example of the Dean of Health Sciences speaking to classes after receiving their first grade to give students advice on how to improve performance;
- implementing an early warning system; and
- increased training for administrative & faculty advisors.

She explained that some students experiencing difficulties do not seek help because they are embarrassed. We must continue to work on providing students the support they need. There was a discussion as to what initiatives have been successful in increasing retention. D. Saucier informed the Committee that because the initiatives have not been introduced systematically, it has been difficult to identify which have been most effective. Concern was raised about the resources needed to implement the recommendations. B. MacIsaac advised that certain steps can be taken that are low cost and effective, such as online diagnostic testing for students. He also identified several successful initiatives, including:

- o "I Begin" in Student Life;
- o PASS – peer-assisted support sessions; and
- o FEAS early warning system.

A member suggested that if the goal is to increase retention by 1%, perhaps we should consider increasing the target to 3%. D. Saucier responded that it might be difficult given our program mix.

9.   Other Business

There was none.

10.   Termination

There being no other business, upon a motion duly made by S. Van Nuland and seconded by D. Duval, the public session of the meeting terminated at 3:30 p.m.

Becky Dinwoodie, Secretary

BOARD REPORT

Action Required:

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

TO: **Board of Governors**

DATE: **May 3, 2017**

FROM: **Robert Bailey, Acting Provost and Vice President Academic**

SUBJECT: **Program Review Final Assessment Reports and Follow-Up**

A.   Purpose

Please find attached for information the final assessment reports for the reviews conducted under our Institutional Quality Assurance Process:

- Bachelor of Arts in Criminology and Justice
- Bachelor Arts in Legal Studies
- Bachelor of Health Sciences in Medical Laboratory Science
- Master of Arts in Criminology
- Master of Health Sciences
- Master of Science and Doctor of Philosophy in Materials Science (Joint with Trent)
- Master of Science and Doctor of Philosophy in Modelling and Computational Science
- Master of Science and Doctor of Philosophy in Applied Bioscience

As well as the eighteen-month follow-up reports on the following programs:

- Bachelor of Health Sciences
- Bachelor of Information Technology
- Bachelor of Science in Computing Science
- Bachelor of Science in Physics
- Master of Science and Doctor of Philosophy in Computer Science

B. **Background/Context**

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

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

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

The detailed reports and recommendations were reviewed and recommended by the Curriculum and Program Review Committee (for undergraduate reviews) and the Graduate Studies Committee (for graduate reviews). A summary of the outcomes were reviewed and approved by Academic Council. These summary reports will also be sent to the Ontario Universities Council on Quality Assurance (Quality Council) and be posted to our website as mandated by the Quality Council.

C. **Discussion/Options and Rationale**

For information only.

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

FINAL ASSESSMENT REPORT
Executive Summary
March 2017
Bachelor of Arts in Criminology and Justice
Program Review
Dean: Dr. Brian Cutler, Interim Dean

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

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

In 2015-2016 a program review was scheduled for the Bachelor of Arts in Criminology and Justice program. This is the second review for this program and the internal assessment team is to be commended for their thoughtfulness in linking the current review with that conducted in 2007. The following provides a summary of the outcomes and action plans resulting from the review. A report from the program outlining the progress that has been made implementing the recommendations will also be put forward in eighteen months' time.

External Reviewers: Dr. Sylvie Frigon (University of Ottawa) and Dr. Otto Sanchez (University of Ontario Institute of Technology)
Site Visit: November 21-22, 2016

The Criminology & Justice Program is focused on the broader social and individual contexts that lead to criminal behaviour, and on the larger issues within the police, courts, corrections, the juvenile system and various social and government service agencies. The Faculty of Social Science and Humanities offers a four-year Criminology & Justice program and a Criminology & Justice Bridge program designed to educate students with a broad range of skills required in a variety of fields from criminal justice to law and social services. Students learn to build an integrated approach to justice services through the examination of each of the justice system's components, including the victim. Graduates will be skilled in taking leadership roles and more collaborative approaches within their own fields and within the related infrastructures of society.

Significant Strengths of the Program
- Uniquely critical orientation to Criminology
- Emphasis on experiential learning and strong commitment to students
- Faculty members committed to excellence in scholarship and teaching

- Students trained in an array of theoretical and methodological models with unparalleled access to substantive courses
- Diverse faculty and diverse courses of study within an interdisciplinary program
- Justice focus shows commitment to ensure what is taught is relevant to the community
- Majority of faculty actively involved in community organizations
- Strong support staff
- Smaller class sizes
- Internationally recognized and awarded faculty members, and leading criminologists

Opportunities for Program Improvement and Enhancement
- Lack of sufficient engagement with the community
- Experiential learning not available to all students
- No unified strategy for using technology in courses
- Many students lack solid writing, analytic, synthesis, and theory application skills
- Lack of a fourth year statistics course without faculty resource to teach higher level statistics
- Lack of resources to better support students, such as remedial programming
- Lack of a strong undergraduate academic culture
- Lack of diversity in liberal arts courses
- Over-reliance on sessional instructors

The External Review

The Review Team examined the Program's Self-Study report and conducted a site visit on November 21 and 22, 2016. During the visit, the external reviewers toured facilities at the downtown Oshawa location and met with various stakeholders. These included Associate Provost Dr. Robert Bailey, Ms. Kimberley McCartney-Young from the Quality Assurance Office, Dean of the Faculty of Social Science and Humanities Dr. Brian Cutler, as well as Associate Deans, the Program Director, Criminology and Justice faculty, undergraduate and graduate students, the Senior Academic Advisor, Staff members, Teaching Assistants, and the Practicum Coordinator.

Summary of Reviewer Recommendations and Faculty Responses

Recommendation
Technologically enabled environment, part of UOIT mission: Recommend discussion towards a concerted strategy within the program

Response
A committee, tasked with forming a comprehensive approach to technological enablement, will be struck. It will first solicit feedback from program-appropriate faculty regarding goals/strategies for tech enablement, and then draft a strategic plan for tech enablement and contact appropriate entities within UOIT to assist reaching goals.

Recommendation
Increase relevance of coursework and employment. Career-oriented or "market driven" UOIT mission: Recommend considering diversifying opportunities for skill development towards employment in specific areas such as addiction, policing, and mental health. Congruent with PLO #6 (page 20).

Response

Coursework will continue to develop an emphasis on the application of the knowledge and skills necessary to compete in the 21st century workplace. Specifically, the program will continue to emphasize practical skills in specific areas such as addiction, policing and mental health, but also emphasizing the utility of critical thinking, the ability to parse information in an information rich world, and the capacity to be "nimble" in light of changing work conditions.

Recommendation

Strengthen experiential learning particularly at the end of the current Practicum Review analysis.

Response

The Faculty Academic Plan for 2016 and 2017 states their intent to "Update and/or establish MOUs with existing and potential community 3 partners *in support of student placements* and student and faculty research opportunities." The commitment does not end there but will be ongoing. The program in recent years, encouraged faculty to insert more experiential learning into existing curricula. The program will continue to seek out similar opportunities, while encouraging faculty to be creative in integrating opportunities into their courses.

Recommendation

Improving writing skills in a continuing and progressive way throughout the 4 years to assure strong writing skills by year 4.

Response

The Criminology Program plans to explore ways that changes to its curriculum can be made to improve writing skills in a progressive way throughout four years. First, an additional writing intensive course is planned in the fourth year. Second, the program will explore how writing can be implemented across developmental (ALSU 110I U) and first year courses (SSCI 191OU) by consulting existing FSSH committees that have been assigned to that task. Moreover, the Criminology Program intends to explore how our program can assist Student Life services in their effort to facilitate one-on-one support through academic specialists, and specialized programming writing, and study skills. Third, the program intends to explore how writing can be implemented across the Criminology curriculum forming Program-level subcommittees to review the current courses as a way of formulating common outcomes and guidelines.

Recommendation

Intensify current internationalization strategies. Analyze program priorities in relation to the UOIT International Strategic Plan to emphasize internationalization opportunities.

Response

The Faculty Academic Plan for 2016-17 advocates, "intensifying current internationalization strategies by analyzing program priorities in relation to the UOIT International Strategic Plan and emphasizing initiatives of international opportunities". The university is currently working on its latest strategic plan. International priorities will be re-examined in light of the latest strategic plan and the initiatives of the new Dean.

Recommendation

Strengthen Practicum Coordination by replacing second coordinator and formalizing pre-practicum preparation.

Response
In this regard Practicum Program is being reviewed with respect to efficiencies and pre-program preparation. Meanwhile, the program intends to take a more active role in practicum opportunities. The program will consider developing workshops that would be open to students and the local not-for-profit community to teach practical skills such as internal evaluations, grant writing, mediation, natural justice, policy development, etc. The program is also considering the opportunities afforded by allowing non-bridging students to take some courses at Durham College so they may take some more practical skills focused courses at Durham College as part of their degree. Finally, a "criminology day," or week is being planned that would allow for a showcase of the program. The program is considering how to build in a career component to this that brings in organizations and sets up networking opportunities for students. Decisions regarding staffing of the Practicum Office will be made by the new dean pending completion of the practicum review.

Recommendation
Continue developing strategies to increase enrolment.

Response
A Criminology Recruitment Sub-Committee, tasked with forming a strategic plan related to recruitment within the Criminology Program, will be struck. Also of note is that the faculty has an active recruitment committee with Criminology representation, but the Sub-Committee can also provide guidance to the rep. It will solicit feedback from faculty members regarding potential strategies for deployment, and create a strategic plan outlining the Criminology group's plans for future recruitment.

Recommendation
Downtown academic culture efforts, such as considering downtown residence, access to gym, cafeteria, shuttle services and/or a downtown university student centre as a gathering place (analogous to the Indigenous Resource Centre).

Response
Because of the commuter nature of FSSH student population, developing a strong student culture is important to a student's sense of belonging and affinity with the Faculty and UOIT as a whole. When UOIT established the downtown campus, the administration considered amenities such as a gym, cafeteria, shuttle service, and student centre and determined that either they were not warranted or not financially feasible. We therefore work to create and maintain culture in other ways including:
- Co-curricular events between faculties - Internships and co-ops - Student government, clubs and societies - Intramural programming and recreational facilities - Fan engagement - Volunteer activities - On-campus employment.

Recommendation
Continue pursuing approval and implementation of the Liberal Arts program.

Response
The Faculty of Social Sciences and Humanities is actively pursuing the approval and implementation of a Liberal Studies Program. A Liberal Studies program would offer students the broad-based, cross-disciplinary education that citizen-leaders require in the 21st Century. The program aims to produce graduates who are socially conscious, technologically savvy, culturally aware, politically engaged, and economically empowered. Crucially, the program will provide an outlet for students wishing to pursue

their academic interests and professional aspirations beyond the disciplinary confines of their existing programs.

Recommendation
Increase interdisciplinarity initiatives that will facilitate across faculty activities, for instance in mental health, our speaker series, and our interdisciplinary research, which often involves students.

Response
As noted in the external review, a major asset of the Criminology program is its cross-disciplinary nature. A department structure that typically silos disciplines has been actively avoided in FSSH. There are several ongoing efforts to better harness this strength. The Faculty of Social Science and Humanities and Criminology Program are, at present, engaged in several activities and initiatives that promise to enhance its interdisciplinary profile in regards to both pedagogy and scholarship. Further efforts are also planned for the addition of new area-studies Bachelor of Arts programs (e.g., Gender Studies). Finally, in the coming years, the Faculty of Social Science and Humanities plans to develop and support a Canada Research Chair with a focus on social problems and issues (migration, mental health, homelessness, aging, terrorism, etc.) relevant to other social-science disciplines.

Plan of Action
The table below presents a timeline of the actions planned to address the recommendations from the external report.

Proposed Action	Timeline	Person/Area Responsible
Technologically enabled environment, part of UOIT mission: Recommend discussion towards a concerted strategy within the program	Winter/Spring 2017: Formation of committee tasked with forming approach to technological enablement.	Criminology program faculty/staff at large
	Fall 2017: Committee solicits feedback from program-appropriate faculty regarding goals/strategies for tech enablement.	Committee comprised of 3-5 members of Criminology program.
	Winter/Spring 2018: Committee drafts strategic plan for tech enablement and contacts appropriate entities within UOIT to assist reaching goals.	UOIT offices: Knowledge mobilization, IT, Teaching and Learning Centre, library.
Increase relevance of coursework and employment. Career-oriented or "market driven" UOIT mission: Recommend considering diversifying opportunities for skill development towards employment in specific areas such as addiction, policing, and mental health. Congruent with Program Learning Outcome #6 (page 20).	Winter/Spring 2017 (and ongoing): Formation of subcommittee to assess career opportunities in the aforementioned fields and others, with special emphasis on the importance and relevance of a liberal arts	All faculty

	education in a rapidly changing world.	
Strengthen experiential learning particularly at the end of the current Practicum Review analysis.	Ongoing	Individual Faculty members. Curriculum Committee could form a subcommittee to explore "best practices"
Improving writing skills in a continuing and progressive way throughout the 4 years to assure strong writing skills by year 4.	Winter 2017: discuss the logistics of creating third writing intensive course in the 4th year; begin paperwork if consensus exists. Winter 2017: formation of appropriate program-level and faculty wide committees to examine writing across curriculum Fall 2017: committees meet to discuss possible ways to implement writing across the curriculum.	Criminology faculty Criminology and social sciences faculty Criminology and social sciences faculty
Intensify current internationalization strategies. Analyze program priorities in relation to the UOIT International Strategic Plan to emphasize internationalization opportunities.	Ongoing. Subject to shifts in international relations.	All faculty.
Strengthen Practicum Coordination by replacing second coordinator and formalizing pre-practicum preparation.	Winter/Spring 2017. Committee currently active and assessing the program.	Dedicated Subcommittee
Continue developing strategies to increase enrolment.	Winter/Spring 2017: Creation of a Criminology Recruitment Sub-Committee Fall 2017: Hold a Criminology recruitment "town hall" meeting to solicit feedback from faculty Winter/Spring 2018: Create a strategic plan outlining the Criminology group's plans for future recruitment.	Recruitment subcommittee Consultation with faculty and staff both within the Faculty and University throughout the drafting process.

Downtown academic culture efforts, such as considering downtown residence, access to gym, cafeteria, shuttle services and/or a downtown university student centre as a gathering place (analogous to the Indigenous Resource Centre).	Ongoing	Individual faculty, working with students and student association. Public Lecture Committee.
Continue pursuing approval and implementation of the Liberal Arts program.	Oct, 2016: Committee of 6 members from FSSH created and put together a Notice of Intent (NOI). Nov, 2016: NOI circulated to FSSH Faculty Council. Dec, 2016: NOI circulated to Curriculum Committee. Jan. 16, 2017: NOI forwarded to the Office of the Provost Anticipating the proposed program will be available to students in September of the following year	Awaiting Provost's review and approval. Thereafter, the previously constituted committee, working with the Faculty Curriculum Committee, will develop the program in full.
Increase interdisciplinarity initiatives that will facilitate across faculty activities, for instance in mental health.	Ongoing	All Faculty Curriculum Committee HBE Research Group

Due Date for 18-Month Follow-up on Plan of Action: August 2018
Date of Next Cyclical Review: 2023-2024

FINAL ASSESSMENT REPORT
Executive Summary
March 2017
Bachelor of Arts in Legal Studies
Program Review
Dean: Dr. Nawal Ammar

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

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

In 2014-15 a program review was scheduled for the Bachelor of Arts in Legal Studies program. This is the first program review for this program and the internal assessment team is to be commended for undertaking this assignment in addition to an already challenging workload and within very tight deadlines. The following provides a summary of the outcomes and action plans resulting from the review. A report from the program outlining the progress that has been made implementing the recommendations will also be put forward in eighteen months' time.

External Reviewers: Dr. Annie Rochette (Université du Québec à Montréal) and Dr. Richard Chaykowski (Queen's University)
Site Visit: November 18-19, 2015

The Legal Studies program focusses on the critical exploration of the social roles of law and its connections with community, government, and society, as well as the ways that both formal and informal law addresses socio-legal and social justice issues. Students can complete the degree in the comprehensive program, or elect one of three specializations: Alternative Dispute Resolution, Human Rights Law, or Information Law.

Significant Strengths of the Program
- Integrating Project and Practicum is substantive and adds considerably to the outcomes of the program
- The faculty employ a wide range of active learning approaches and methods, some of which display a high degree of innovation
- The faculty complement demonstrate a very high degree of expertise in their subject areas, and exceptional enthusiasm for teaching in the Program

Opportunities for Program Improvement and Enhancement
- Turnover in sessional faculty has the potential to impact teaching outcomes and continuity of desired learning outcomes
- The Faculty's pool of Teaching Assistants (TAs) rarely includes individuals with sufficiently strong background in law or legal studies.

The Program Review

The external review of the Bachelor of Arts Legal Studies program was conducted by Dr. Annie Rochette and Dr. Richard Chaykowski. The Review Team examined the Program's Self-Study report and conducted a site visit (November 18 and 19, 2015), during which it toured the facilities and met with various stakeholders, including the Dean of the Faculty of Social Science and Humanities, Associate Deans, Legal Studies faculty, students and Teaching Assistants. The Review Team concluded that the Legal Studies Program was "strong and vibrant," with high quality curriculum, teaching methods and outcomes.

Summary of Reviewer Recommendations and Faculty Responses

Recommendation

The Legal Studies program would benefit from a major program curriculum review, including:

a. *A comprehensive strategic and functional assessment of the required core skills and competencies that Program graduates should have;*
b. *A translation of these core skills and competencies into a coherent set of measurable, learning-centered program learning objectives or outcomes and degree expectations;*
c. *A review of the actual skills and competency objectives and outcomes of all the current courses that comprise the Legal Studies Program;*
d. *A plan to align the actual with the required skills, competency and learning objectives and to align course level objectives and outcomes with program level objectives and outcomes.*

Response

The Faculty will undertake a major curriculum review as set out in the Action Plan below. The Faculty is currently working with UOIT's Centre for Teaching and Learning to align the learning objectives and outcomes with the degree level expectations.

Recommendation

Especially in relation to the Honours Thesis, it may be worthwhile focusing greater attention on the Integrating Project and the Practicum – both of which are accessible and provide excellent educational value-added in the Program.

Response

The Integrating Project already occupies an important place in the Program. In their 4th year, students are required to take either Integrating Project or Honours Thesis. Significant attention and resources are devoted to the Integrating Project. The Practicum is under review by a Faculty Committee. This committee will design and conduct the first practicum program review for the Faculty of Social Science and Humanities. The Faculty agrees that the Honours Thesis is typically suitable only for a small subset of students. The Review Team noted that the theses are supervision-intensive, the current rules regarding supervision in which each faculty supervises no more than two students per year addresses this. Therefore, this supervision does not take away the time and resources from the Integrating Project or other courses. The Faculty feels that the Honours Thesis is an important tool for preparing the best students for graduate or professional study. Thus, it should be continued in the present form.

Recommendation

The Program should consider introducing a first year Legal Studies course.

Response

The Social Science and Humanities Faculty is currently working on developing a common 1st year for all students, with an "Introduction to…" each program area (e.g., Legal Studies, Communication, Political Science, etc.) included in the first year. The development of a course "Introduction to Legal Studies" will respond to this recommendation (see Action Plan for implementation deadlines).

Recommendation

Legal Studies Program should examine ways in which to achieve a consistently lower acceptance rate over time, in order to increase standards.

Response

Given current budgetary constraints and general decrease of enrolment in the Faculty, the Program is not in a position to lower acceptance rates at this time. Nevertheless, this recommendation will be re-examined in the future.

Recommendation

While undertaking the Program Curriculum Review, the Program should also identify its comparative advantages, and its strategic goals and objectives as a legal studies program, with a view to increasing its relative standing as the Legal Studies "program of choice" for students in Ontario and across Canada.

Response

This will be included as a component of the Program Curriculum Review.

Recommendation

The Program should broaden its recruitment base and efforts beyond the GTA, with a view to increasing application rates.

Response

The Program will explore opportunities to broaden the recruitment base beyond the GTA and is already taking steps in this direction. The Program has been discussing the possibility of transforming some of the courses into online or hybrid model, which will help it reach broader audiences. Work is in progress on developing a program website, which could be a useful recruitment tool for students outside the GTA. In addition, the Program will explore the possibility of developing targeted recruitment initiatives outside of the GTA (particularly in areas where there are no local university offerings in the Legal Studies) and work on improving scholarship provision to top candidates for admission.

Recommendation

The Program is encouraged to continue to support the Practicum element of the curriculum and, if possible, expand it, as well as explore other experiential learning opportunities that are less of a time commitment for students, such as internships.

Response

As indicated above (under Response #2), the Practicum is currently undergoing a review at the Faculty level. The Legal Studies Program is represented on this committee. Additionally, the Legal Studies Program will work on developing experiential learning opportunities other than the Practicum.

Recommendation
Consistent with recommendation 3, above, the Program should establish an Introduction to Legal Studies course that sets a foundation, in the first year, for students in the field.

Response
The Social Science and Humanities Faculty is currently working on developing a common 1st year for all students, with an "Introduction to…" each program area (e.g., Legal Studies, Communication, Political Science, etc.) included in the first year. The development of a course "Introduction to Legal Studies" will respond to this recommendation (see Action Plan for implementation deadlines).

Recommendation
Create an explicit linking of measurable program learning objectives with evaluation methods used throughout the Program be undertaken during the Program Curriculum Review.

Response
This will form part of the Program Curriculum Review.

Recommendation
The Program should examine the nature and reasons for the observed differences in GPA across specializations in the Program.

Response
The data showed GPA differences among specializations (especially the Alternative Dispute Resolution specialization). However, a closer examination of this data reveals that it is not sufficient to make reliable conclusions to act on it at this point. The Program will monitor more closely the differences among specializations to ascertain whether they are systematic and warrant action.

Recommendation
The Program may benefit from reviewing the model for utilizing sessional instructors (continuity model vs turnover model) and examine the strategic use of sessional instructors (e.g., number of sessional instructors, types of courses they teach).

Response
Given that teaching needs change from term to term, it may not be possible to adhere to any specific model or to establish any set guidelines for the strategic use of sessional instructors. Nevertheless, the Program will place increased emphasis on circulating sessional job postings to wider audiences (including through professional networks and listservs) as well as on quality control to ensure best selection of sessional instructors. It is hoped that promoting greater awareness about the program, including through a new program website, will help attract a larger pool of qualified candidates for sessional positions. Further, the Program will continue providing newly hired instructors with necessary support and guidance prior to the beginning of teaching as well as throughout the semester. There are already a number of quality controls in place.

Recommendation

It may be worthwhile reconsidering the teaching only stream or, at the very least, lower to workload to 6 courses.

Response
The Program appreciates the Review Team's concern about high workload for the teaching faculty. However, given current budgetary constraints, it is not possible to lower the workload as suggested.

Recommendation
The Program would benefit from having the SSH Faculty either direct greater attention and resources to hiring TAs that are qualified in legal studies or concentrating resources on hiring and allocating more grading assistants to the Program.

Response
The Legal Studies faculty will discuss ways to better prepare TAs for the Legal Studies courses and will liaise with the Faculty TA Committee to implement these measures. In addition, the Program will consider organizing a day retreat for Legal Studies TAs in order to provide them with a better understanding of the Program's teaching philosophy and requirements in the Legal Studies courses.

Recommendation
The Legal Studies faculty currently do not have access to HeinOnline database. The Review Team acknowledges the resources constraints faced by any library, but notes that this database is an essential resource to carry out research in the legal studies field.

Response
HeinOnline database is extremely expensive (US $30,000 per year) and, due to the current financial situation is unaffordable. Nevertheless, the library will keep HeinOnline under consideration and will explore purchasing access to it, should the financial situation improve.

Recommendation
The Program is encouraged to carefully evaluate the efficacy of developing joint programs (patterned after the program with Engineering) in light of: Program learning outcomes (and concerns regarding whether the joint programs will have a coherent set of learning outcomes and degree expectations); availability of resources to operate the programs; and challenges associated with 5-year degree programs, such as student demand.

Response
The joint programs are brand new initiatives and will be carefully evaluate as suggested by the Review Team.

Plan of Action
The table below presents a timeline of the actions planned to address the recommendations from the external report.

Proposed Action	Timeline	Person/Area Responsible
Major program curriculum review, including: ▪ Identifying Program's comparative advantages to increase its standing	February 2016 – February 2017	All Legal Studies faculty (with support of UOIT's Teaching and Learning Centre) (we will establish several subcommittees)

as a 'program of choice' in Ontario and Canada; ▪ Explicit linking of measurable program learning objectives with evaluation methods; ▪ Carefully evaluating the efficacy of developing joint programs		
Developing 1st year "Introduction to Legal Studies" course	Course development: February – September 2016 Course approval by faculty council and university curriculum committee: fall 2016 Course offering to students: fall 2017	all Legal Studies faculty
Broadening recruitment base and efforts	Development of program website: January –July 2016 Exploring the possibility of developing hybrid and online courses: February – December 2016	Identifying structure and content of the website: all Legal Studies faculty Building program website: external contractor Development courses: all Legal Studies faculty
Practicum and experiential learning opportunities	Faculty review of the practicum: February – May 2016 Development of ideas for new experiential learning opportunities: February – September 2016	practicum review committee all Legal Studies faculty
Dedicating greater attention and resources to hiring TAs that are qualified in legal studies	Development of ideas to improve TA preparation: February – March 2016 Liaising with the Faculty TA Committee to implement these measures: March – April 2016	all Legal Studies faculty Faculty TA Committee

Due Date for 18-Month Follow-up on Plan of Action: Aug 2017
Date of Next Cyclical Review: 2022-23

FINAL ASSESSMENT REPORT
Executive Summary
March 2017
Bachelor of Health Science in Medical Laboratory Science
Program Review
Dean: Dr. Lori Livingston

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

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

In 2014-15 a program review was scheduled for the Bachelor of Health Science in Medical Laboratory Science program. This is the first program review for this program and the internal assessment team is to be commended for undertaking this assignment in addition to an already challenging workload and within very tight deadlines. The following provides a summary of the outcomes and action plans resulting from the review. A report from the program outlining the progress that has been made implementing the recommendations will also be put forward in eighteen months' time.

External Reviewers: Dr. Jelena Holovati (University of Alberta) and Dr. Yvonne Yau (The Hospital for Sick Children)
Site Visit Dates: October 20-21, 2015

The BHSc Medical Laboratory Science program is unique, being the only direct-entry degree program in Ontario and one of only two in Canada. It thrives in the midst of four other Medical Laboratory Science college diploma-based programs in the province. The 2015 UPR is the most recent of multiple reviews of the BHSc Medical Laboratory Science program since its inception in 2004. Each of these reviews has consistently identified the multiple strengths of the BHSc Medical Laboratory Science program and its value to and strong alignment with the overall vision and mission of UOIT.

Significant Strengths of the Program

- Technology enriched, hands-on learning environment
- The MLSc faculty are natural adopters of technology who have taken advantage of the many opportunities to strengthen and innovate with respect to course delivery
- The laboratory equipment, instrumentation and software available in the MLSc laboratories is exceptional

- MLSc faculty have a wealth of clinical experience which they bring to the classroom
- Thirty-two weeks in practicum provides exceptional entry level preparedness
- The clinical project is a very valuable component of the program through its positive impact on the clinical site
- UOIT's focus on professional conduct, through the professional conduct evaluation process, is very important to the development of successful graduates

Opportunities for Program Improvement and Enhancement

- The profession does not have a cohort of PhDs to lead the academic and research growth of the profession and no development of a Master's level program that provides an academic pathway for the medical laboratory science profession
- MLSc has difficulty integrating into the research culture and expectations of the Faculty of Health Sciences and the University
- The exceptional laboratory equipment, instrumentation and software available in the MLSc laboratories is challenging to maintain in a resource challenged environment
- Common to MLSc programs across the province, securing clinical placements has been an ongoing and stressful challenge
- The inability to track the employment of MLSc graduates and to identify the number of graduates that go on to graduate studies puts the program at a disadvantage

External Reviewers Reflections on the Program

The two external reviewers for the on-site visit in October 2015 were carefully selected and their perspectives were relevant and invaluable. The dialogue with faculty, staff, clinical partners, students, and alumni during their on-site visit was thorough and constructive, and congruent with the information provided in the self-study report. The Medical Laboratory Science faculty and staff are in agreement with the external reviewers' reflections on the program's current state of affairs, including the numerous positive aspects that were highlighted and the relevant actionable items as listed in their report. The external reviewers indicated that there were two areas requiring attention.

Summary of Reviewer Recommendations and Faculty Responses

Recommendation
Inadequate laboratory space for student training, posing significant potential implications to safety, quality, efficiency, and program costs.

Response
Inadequate laboratory space has been identified as a capital resource issue. The program has been extremely fortunate to have received frequent equipment donations from clinical partners and others over time. The external reviewer's have identified concerns given that two laboratories are used house this equipment and to teach all of the laboratory courses. Although the usage of these two laboratory spaces is maximized, there is an impact on teaching. There is also frequent need for the shifting equipment required for one lab with what is needed for the next. Moving the equipment is problematic, as constant repositioning leads to more wear and tear and, therefore, higher than normal repair and replacement costs. Following a 2008 review, a second Biosafety Level II Laboratory (UB3085) was created. A third lab will be available to the program next year.

Recommendation

Improved strategic vision and planning to ensure [the] program's continuous academic excellence and improvement.

Response

The report stated that the program's mission to "prepare highly skilled graduates who are committed to excellence, innovation and evidence based practice in a rapidly changing health care environment" aligns well with UOIT's foundational values of technology, sciences and excellence in professional practice. The reviewers noted, however, the continuing struggle to "fit" the program into the university culture and the absence of several key components such as PhD-trained faculty contributing to research and program oversight, a recognized and collaborative research agenda, a sustainable governance model, data tracking of employment or career advancement of graduates, and an educational pathway to graduate studies. As each of these initiatives requires substantial commitment of resources, appropriate prioritization is the key to advancing the overall strategic fit of the program in the timeliest manner.

Clinical affiliates and graduates consistently provide superb evaluations of the UOIT BHSc Medical Laboratory Science program faculty and staff. A commitment to address the identified recommendations can only enhance the Program's ability to serve its students and the UOIT community.

Plan of Action

Proposed Action	Timeline	Person/Area Responsible
Investigate UB 3075 for use as a non-Biosafety Level II teaching space	In process	Dr. Lori Livingston; Sylvie Brosseau; Evelyn Moreau; Connie Thurber
University of Alberta or Dalhousie site visits to investigate synergies or strategies to address some current constraints	July-August, 2016	Dr. Lori Livingston; Evelyn Moreau
Form a planning subcommittee representing all stakeholders	September, 2016	Dr. Lori Livingston; Evelyn Moreau; Medical Laboratory Science faculty, FHSc faculty, clinical affiliates, and program alumni
Create a plan for the BHSc Medical Laboratory Science program which aligns with like plans (e.g. strategic, academic, research) for UOIT and the Faculty of Health Sciences	October, 2016-April, 2017	Dr. Lori Livingston; Evelyn Moreau; Medical Laboratory Science faculty, FHSc faculty, clinical affiliates, and program alumni
The aforementioned plan will address human resource issues, including current faculty workload concerns, the need to build teaching capacity, and succession planning	In process	Dr. Robert Weaver; Sylvie Brosseau; Evelyn Moreau; Dr. Kerry Johnson; Helene Goulding; Connie Thurber; Dr. Lori Livingston
Once developed, fully implement the plan so as to create program sustainability	Beginning May, 2017	Dr. Lori Livingston; all Medical Laboratory Science program Faculty and Staff

Due Date for 18-Month Follow-up on Plan of Action: July 2017
Date of Next Cyclical Review: 2022-2023

FINAL ASSESSMENT REPORT
February 2017
Master of Arts in Criminology
Program Review
Dean: Dr. Brian Cutler, Interim Dean
Dean of Graduate Studies: Dr. Langis Roy

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

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

In 2015-2016, a program review was scheduled for the Master of Arts in Criminology program.

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

External Reviewers: Dr. Laura Huey (University of Western Ontario), Dr. Vincent Sacco (Queen's University)
Internal Reviewer: Dr. Bernadette Murphy (University of Ontario Institute of Technology)
Site Visit: June 6-7, 2016

The MA in Criminology program provides students with a solid foundation of advanced knowledge in criminological theory, sophisticated research methodologies, complex quantitative and qualitative applications, and contemporary substantive issues in criminology. The program trains both mid-career and pre-career students for careers in analysis and research in criminal justice agency settings. It also prepares students for advanced graduate work at the PhD level.

Significant Strengths of the Program
- Several current and emergent fields are uniquely covered by faculty, topics that are under-represented in other graduate programs

- Attention paid by faculty to the creation of new knowledge, including encouraging students to attend conferences and publish thesis results
- Location of the program and relationships to the wider community
- In contrast to many programs, students are required to develop competency in sophisticated quantitative analysis and are taught practical skills vital in an information economy
- High quality thesis and major paper assignments due to clear and rigorous standards
- Intensive supervision and mentoring of graduate students

Opportunities for Program Improvement and Enhancement
- More elective courses (particularly gender studies and mental health courses)
- Core study of victims/victimology
- Connection with campus life at the north location.
- Demands of graduate supervision not evenly shared by members of faculty
- Recognized excellence of the faculty and need for an increased research profile of the program through the addition of a Canada Research Chair (I or II)
- Increased financial support for students.

The External Review
The review of the MA in Criminology program took place over two days, June 6-7, 2016. The reviewers had a discussion with a group of faculty members about the strengths, challenges and opportunities for the MA in Criminology. They also had a lengthy discussion with a group of current graduate students from the program, as well as three former students. The graduate students provided a sense of their time within the M.A. program, why they chose it, what was good and any challenges they encountered.

Additionally, the reviewers' toured facilities at the downtown location, including the library, teaching classrooms, graduate student space, faculty offices at 55 Bond Street East and the Indigenous Centre. The reviewers briefly saw the North Campus buildings en route to meeting with the Dean of Graduate Studies.

The review was overwhelmingly positive. External reviewers commented on the success of the programs, the high quality and sophisticated content of both the curriculum and student theses/major papers, and the outstanding level of mentoring provided by faculty.

Summary of Recommendations and Responses

Reviewer Recommendation 1:
Develop a program brand or 'identity': Although this program has several strengths and is, in many respects, one to be emulated, a significant deficit is that it lacks a coherent identity and thus does not stand out from other programs in Criminology or Sociology (with a criminology focus). In order to continue developing in a way that attracts quality students, faculty need to develop a brand or program identity that is both unique from competing programs and offers something that potential students would highly value.

Faculty Response
In keeping with both the Faculty of Social Science and Humanities' Strategic Mandate and that of UOIT, the Master of Arts in Criminology program has a clear concentration in the area of social justice

and "real world" problems. It was a key determinant in the proposal for a PhD in Criminology and Social Justice. Thus, in developing the PhD program, the Program has already taken steps to more acutely, and publicly identify these focal areas (e.g., the formation of research groups and launching lecture series with public-visibility and collaborations in mind).

Students report choosing to come to UOIT because of the social justice focus and variety of faculty research in that area. This program distinguishes itself because of the variety of opportunities available to students in terms of breadth of available social justice research and real world/community involvement and impact. Many of the faculty are well recognized authorities in the areas of hate crime, mental health, youth justice and intimate partner violence and provide students with an abundance of experience working with and in the community to evaluate, problem solve and contribute to policy. The Faculty will ensure that through recruitment and marketing efforts our brand is clearly stated and well advertised through the website, Graduate View Book, and recruitment materials. The recent addition of a PhD in Criminology and Social Justice will reinforce this messaging.

Note that the reviewers repeatedly praised the faculty for the level and quality of mentorship that has been provided to students. This aspect of the Master's program is another important branding message that will continue to be emphasize as part of the program's identity. New recruitment material for both the Master's and PhD indeed highlight "focused mentoring." This is clearly a selling point for the program and will be given prominence in all marketing material.

Reviewer Recommendation 2:
Increasing the program profile: A lot of students seek Professors' advice in choosing graduate schools, if those Professors are unaware of your program, and its relative merits, yours will not be on the list. Educating faculty members at other schools is one way. Developing more innovative recruitment strategies is another.

Faculty Response
The Criminology program has only recently engaged in a more concentrated effort to increase the program profile through more targeted recruitment efforts. This has included more "edgy" poster and postcards and hosted tables at Criminology conferences. However, in keeping with the Office of Graduate Studies' new initiatives the program will supplement these efforts with a greater presence on social media - particularly Facebook, Twitter, and possibly through graduate student blogs. In addition, the program will utilize high profile outlets to raise the program's profile. For example, the Criminologist is the widest read newsletter in North America as it is sent to virtually every member of the American Society of Criminology. A full-page advertisement of the program would presumably have substantive impact. Finally, the program will engage faculty, current students, and alumni in recruitment efforts targeted to colleagues and peers at other universities who may not have a Master's program or who have limited admission quotas. The faculty have already seen the benefits of this recruitment, with many of the current graduate students and interested future applicants having arrived through such professional networking initiatives.

Reviewer Recommendation 3:
Increasing the public and academic profile of junior faculty: Some effort should be expended in assisting junior faculty to raise their own public and professional profiles through various channels.

Faculty Response

Raising the profile of junior faculty is key. The Faculty strives to create an academic environment in which junior faculty members can succeed. They are provided modest teaching workloads, professional development funds, other forms of support (e.g., Office of Research Support, Teaching & Learning Centre), and a great deal of encouragement to excel in research, teaching, and service. Further, junior faculty members are encouraged to engage in cross-institutional and/or national research networks, media interviews or releases on exciting work they are undertaking, participation in public forums and speaking events. The Faculty also support the role senior faculty should play in mentoring junior faculty members to publish, present at conferences, apply for grants, and supervise graduate students. These efforts will also raise the profile of the exceptional junior faculty. The new PhD program also serves to encourage grant acquisition and senior faculty mentorship of junior faculty in the context of supervision of students' dissertation work and research assistantships.

Reviewer Recommendation 4:
Further increasing the quality of the research component of the program through a CRC: We are not suggesting any inadequacies or deficiencies on the part of the existing faculty but rather that the addition of a CRC would help to enhance the prestige of the program and further build UOIT's reputation in Criminology both nationally and internationally.

Faculty Response
The Program will recommend a CRC the next time the university administration solicits CRC proposals.

Reviewer Recommendation 5:
Continue to create an introductory level quantitative methods course.

Faculty Response
The first year quantitative course has been changed to be two sections, one an introductory course and the other an intermediate course.

Reviewer Recommendation 6:
Include a practical component in the Qualitative Methods course.

Faculty Response
The first year Qualitative Methods course has been revised to include a more practical component and a second more advanced course Quantitative 2 has been added that is almost entirely practical in nature.

Reviewer Recommendation 7:
Explore the possibility of offering electives in Mental Health and Gender Studies, perhaps in conjunction with Health Sciences.

Faculty Response
Currently there is only one elective course available to the students within the program. Each year faculty come forward to propose courses, and students vote on which course they would like to see offered. To date a course on Mental Health or Gender has not been offered as one of the possible offerings. However, we now have a number of faculty who could propose such courses. It will then

be up to students to decide if their preference would be one of these over other possibilities. Further investigation into the possibility of students being able to take their elective in other Faculties will occur.

Reviewer Recommendation 8:
Consider the addition of an advanced course in victimology.

Faculty Response
Victimology research is incorporated within existing coursework. In addition, a faculty member may propose a victimology course to be offered as an elective. It is the preference of the Faculty to not increase the number of required courses in the program, as they are satisfied with the current course requirements and do not wish to risk extending times to graduation.

Plan of Action
The table below presents a timeline of the actions planned to address the recommendations from the external report.

Proposed Action	Timeline	Person/Area Responsible
Develop clear branding	2017-2019	Graduate Committee and Office of Graduate Studies
Increase program profile	2017-2019	Graduate Committee and Office of Graduate Studies
Increase profile of junior faculty	Ongoing	Graduate Committee, Senior Faculty, Dean's Office, Research Services
Mental Health/Gender Studies Optional Courses	2017-2019	Graduate Committee

Due Date for 18-Month Follow-up on Plan of Action: March 2018
Date of Next Cyclical Review: 2023-2024

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

FINAL ASSESSMENT REPORT
February 2017
Master of Health Sciences
Program Review
Dean: Dr. Lori Livingston
Dean of Graduate Studies: Dr. Langis Roy

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

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

In 2014-15 a program review was scheduled for the Master of Health Sciences program.

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

External Reviewers: Dr. Maria Mathews (Memorial University of Newfoundland), Dr. Phil Sullivan (Brock University),
Internal Reviewer: Dr. Sean Forrester (UOIT)
Site Visit Dates: November 18-19, 2015

The Master of Health Sciences (MHSc) program functions within an interdisciplinary health sciences research environment that provides opportunities to conduct high quality research in one of the three fields; community health, health informatics or kinesiology. The educational approach of the MHSc program fosters understanding of the fundamentals of health sciences research by providing students with the opportunities and necessary skills to design, conduct, and complete a significant research thesis or project. Therefore, graduates are well prepared to take on higher-level occupations within the health profession, seek funding for projects or research at their workplace, or to pursue a PhD in a research-oriented health sciences or related program.

Significant Strengths of the Program

- The program curriculum is diverse and organized and uses leading-edge technology
- Faculty members are knowledgeable with broad experiences, have a dedication to the program, and provide a supportive, friendly learning environment
- The caliber of the theses demonstrate that the program is making a significant contribution to the next generation of researchers
- The high competence of the administrative support provided to the program is very important to the program's success
- High level of student satisfaction and employment opportunities following graduation.

Significant Opportunities for Improvement and Enhancement

- Having few elective, online, and summer courses impact program flexibility
- The program lacks emphasis on the theory behind both qualitative and quantitative research
- A loss of highly desirable candidates to other universities that are able to provide a greater amount of graduate student funding
- A young Faculty (i.e. 15 of 29 are assistant professors, 3 are full professors). Increased opportunity for faculty mentorship.
- Constant change to the senior administrative structure has impacted oversight and planning
- Administration and workload support for GPD requires re-examination
- The absence of a PhD program in health sciences, which prevents the progression of students

The External Review

The reviewers visited the University of Ontario Institute of Technology (UOIT) campus on November 18-19, 2015. The reviewers participated in a tour and interviewed faculty members for the Community Health (CH), Kinesiology, and Health Informatics Management (HIM) Streams, as well as a group of eight current students plus one recent graduate. The Deans of the Faculty and Graduate Studies, Associate Deans for Undergraduate Studies and Research and Partnerships, and the Graduate Program Assistant were all interviewed.

Summary of Reviewer Recommendations and Faculty Responses

1. **Develop a set of learning outcomes common to all three streams and then based on the distinctiveness of each stream develop stream-specific learning outcomes.**
   The need for this became evident during the completion of the internal Program Review. A mapping exercise of all three streams has been completed. The next step will be the identification of the stream-specific learning outcomes.

2. **Assess learning outcomes relative to students' performance after they leave UOIT.**
   Once the learning outcomes for each stream have been identified, these items will be added to the Exit Survey to assess how students are performing when they leave UOIT.

3. **Develop distinct stream-specific admission requirements.**

While this does exist to a certain extent, admission requirements will be further reviewed and clarified.

4. **The program continuously monitors and maintains high standards for admissions so that the students admitted are able to succeed and meet the learning outcomes for the program.**
This is in place. The Faculty of Health Sciences adheres to the standards set out by the Office of Graduate Studies for admissions. Student progress is also documented each term in the progress report submitted to the Faculty and the Office of Graduate Studies.

5. **Remove fourth year courses from the course bank to give a more realistic indicator of the courses offered/taken in the program.**
This was identified by the Faculty prior to the external reviewers' visit and this task has already been completed.

6. **Offer more courses in the Kinesiology stream.**
A total of 21 graduate courses are being offered in the 2015-2016 academic year. Seven (7) of these courses are either required or specific to the kinesiology discipline, and an additional five (5) courses are identified as potentially of value to kinesiology students. MHSc Kinesiology students may opt to enrol in a special topics course or advanced topics course to address speciality areas. Given the above description, it appears that the needs of the students are being met. This recommendation is also resource dependent and constrained by current budgets. With that said, there would be value in having the Kinesiology graduate faculty undertake (a) a review of the MHSc Kinesiology curriculum to examine course offerings for speciality areas in kinesiology stream, and (b) the development of a five-year rolling plan for course offerings.

7. **Invest resources in stipends for instructors in the undergraduate program to allow faculty to introduce and teach graduate courses that reflect the current state of the discipline.**
In collaboration with the Dean, GPC and the Planning and Budget Officer, the Faculty will explore the feasibility of this recommendation in terms of current course offerings and needs, available resources, and existing workloads. The end goal will be to create a five-year rolling plan where program-learning objectives are linked to the curriculum.

8. **Review the curriculum in each stream relative to other comparable programs to ensure that curriculum remains current and up-to-date.**
The GPC will support a curriculum mapping exercise to be completed Summer 2016. The Faculty seek assistance from a person with expertise in quality assurance. This document will be reviewed by the GPC Fall 2016 to determine the appropriate action to be taken.

9. **Assessment of learning outcomes should not only focus on the final year of study but on how the students are performing when they leave UOIT.**
This recommendation is abstract and unclear in that it is not apparent as to why we should make the distinction between students in their final year versus when they leave UOIT. However, we do acknowledge that establishing closer ties with our alumni (as per Recommendation 16 below) will allow us to understand and track their post-graduation successes.

10. **Implement course evaluations and/or exit interviews to provide feedback about the nature of the course and quality of instruction.**

In some courses, Professors have been implementing an informal evaluation for their graduate courses in order to receive student feedback, and this practice will continue to be encouraged until the Graduate course evaluations are fully implemented by the Office of Graduate Studies in fall, 2016. The Faculty of Health Sciences created a Graduate Exit Survey in 2014. Administration of this questionnaire is on going for new alumni and updated as needed.

11. **Continue to offer the Professional Enhancement Award (PERS).**
    The Faculty will continue to offer this program.

12. **Champion the cause of Faculty of Health Sciences graduate students' presence in SSHRC funding allocation on campus.**
    The Faculty agrees and will take this one-step further to broaden the effort to include encouraging students to secure funding from a wide variety of external sources (e.g., CIHR, OGS, NSERC, SSHRC, and others).

13. **Examine alternate ways of creating a universal course for the three streams; for example, by implementing a mandatory Seminar course for all streams.**
    Currently students are encouraged to attend a bi-weekly research seminar series throughout the Fall and Winter terms. Attendance is taken. Making the Seminars mandatory is a logical next step. Another approach would be to evaluate the content of the current Research Methods course and modify, as needed. This will be examined as part of the implementation plan.

14. **Expand and track the number of quality assurance metrics used to demonstrate program quality.**
    Metrics will be expanded and annually tracked in an effort to measure program quality.

15. **Involve more faculty members and students in ongoing quality assurance initiatives.**
    Broad consultation on program matters has always been a goal within the Faculty. For example, the Faculty of Health Sciences Graduate Program Committee membership includes faculty members from each of the program streams and faculty are consulted on key issues on an ongoing basis(e.g., Graduate Faculty Meetings, Faculty Council, etc.).

16. **Create stronger ties with its alumni.**
    The Faculty has taken the first step to create stronger ties with alumni with the launch of the Graduate Exit Survey in 2014. Moving forward they will draw upon the expertise of the Alumni Relations Office to assist in this area.

Plan of Action

Proposed Action	Timeline	Person/Area Responsible
Develop learning outcomes for the Public Health, Kinesiology, and Health Informatics Stream and monitor via the annual Exit Survey (1, 2)	This project is currently underway, to be completed by June, 2017	Graduate Program Director; Graduate Program Committee
Develop distinct stream-specific admission requirements (3)	Begin a review to be completed by June 2017 student intake	Graduate Program Director; Graduate Program Committee

Examine the need to offer more courses in the Kinesiology stream by: (a) reviewing the MHSc Kinesiology curriculum; and, (b) developing a five-year rolling plan for course offerings (6)	Begin immediately for review by FHSc Curriculum Committee and Faculty Council by Winter, 2017 for implementation in Fall, 2017	Kinesiology Graduate Faculty Members; Graduate Program Director
Explore the financial feasibility of using a stipendiary approach to graduate course development (7)	Begin immediately with goal of having a five-year rolling plan of course offerings to be first implemented in Fall, 2017	Dean; PBO; Graduate Program Director
Review the curriculum in each stream relative to other comparable programs to ensure that curriculum remains current and up-to-date (8)	May-August, 2017 with a report to be submitted to the Faculty Curriculum Committee and Faculty Council by no later than Fall term, 2017	Graduate Program Director; Graduate Program Committee
Champion the cause of Faculty of Health Sciences graduate students' presence in external funding allocations and competitions on campus (12)	This activity will begin immediately and will be ongoing	Dean; Graduate Program Director; PBO
Create a universal course for the three streams (i.e., required Research Seminar) or the modification of the content/curriculum of the required Research Methods course (13)	Begin May, 2016 for implementation in Fall, 2017	Graduate Program Director; Graduate Program Committee; Associate Dean Research and Community Partnerships
Identify and track additional metrics to measure degree program quality (14)	Begin May, 2017 for implementation in Fall, 2017	Graduate Program Director; Graduate Program Committee; Associate Dean Research and Community Partnerships
Create stronger ties with alumni (15)	This activity will begin in May, 2017 and be ongoing	All faculty; Graduate Program Director; Program Assistant, Graduate Programs; Alumni Relations Office

Due Date for 18-Month Follow-up on Plan of Action: July 2017

Date of Next Cyclical Review: 2022-2023

FINAL ASSESSMENT REPORT & IMPLEMENTATION PLAN
MSc and PhD in MATERIALS SCIENCE
Dated April 3 – For Posting

Degree Programs Being Reviewed	MSc Materials Sciences PhD Materials Sciences
Review Committee	External Reviewers • Dr. Ricardo Aroca, Windsor University • Dr. Maureen Reedyk, Brock University • Dr. Mihai Scarlete, Bishop's University Internal Representative • Dr. Kenzu Abdella, Trent University
Year of Review	2015-2016
Date of Site Visit	October 14-15, 2015
Due Date for Implementation Report by Materials Science	November 1, 2017
Date of Next Cyclical Review	2023-2024
Draft FAR Prepared by Trent's CPRC Draft FAR Reviewed and Revised by UOIT's GSC Date FAR Accepted by Trent and UOIT	November 2, 2016 February 28, 2017 March 24, 2017
UOIT – Date of Approval by Senate	
Trent – Date of Approval by Provost & VP Academic with signature	
Trent – Senate for Information	May 2, 2017

Trent University and The University of Ontario Institute of Technology (UOIT) launched the joint MSc in Materials Science program in 2007. In 2011, the program was expanded to include a PhD in Materials Science. The MSc and PhD programs are multi-disciplinary in scope, and are comprised of coursework and a research thesis under the supervision of a research supervisor and a supervisory committee. Both programs are jointly offered between the two institutions, utilizing video conference technology to provide courses and to facilitate supervisory committee meetings and defenses. Faculty from both institutions are involved in each student's supervisory committee to provide breadth and access to a wide range of expertise in this interdisciplinary program.

Materials Sciences is a broad multidisciplinary area of science that lies at the intersection of physics and chemistry. The program includes the following fields: Materials Chemistry, Materials Physics, Biomaterials, and Theoretical & Computational Materials Science. As well, it comprises many subfields including nanotechnology, electronic materials, surface science, biomaterials and materials characterization.

As the reviewers' note, 'The strength of the Materials Science program arises from the joint effort of UOIT and Trent Universities, and these two components are essential for the existence and future success of the program.

The Cyclical Program Review Committee (CPR) and Graduate Studies Committee (GSC) concluded that the MSc and PhD in Materials Science programs are both of Good Quality.

SUMMARY OF PROCESS

During the 2015-2016 academic year, the MSc and PhD in Materials Science underwent a review. Three arm's-length external reviewers (Dr. Ricardo Aroca, Windsor University; Dr. Maureen Reedyk, Brock University; Dr. Mihai Scarlete, Bishop's University) and one internal member (Dr. Kenzu Abdella, Trent University) were invited to review the self-study documentation and then conducted a site visit to the university on October 14-15, 2015.

This Final Assessment Report (FAR), in accordance with both Trent and UOIT's Institutional Quality Assurance Policies, provides a synthesis of the cyclical review of the undergraduate degree programs. The report considers three evaluation documents: the Program's Self-Study, the External Reviewers' Report, the Response to the External Reviewers Report.

A summary of the review process is as follows. Trent University and UOIT worked together to propose a pathway for the cyclical review of the MSc and PhD degree programs in Materials Science. The Self-Study and Appendices were a collaborative effort and were approved by both institutions prior to forwarding to the Review Committee. The Self-Study addressed all components of the evaluation criteria as outlined in the Quality Assurance Framework. Appendices included: Library Report, Course Outlines, and CVs. Learning Outcomes and relevant data tables were incorporated in the Self-Study document.

Qualified External Reviewers were invited by Trent and UOIT (a single invitation) to conduct a review of the MSc and PhD degree programs. External reviewers reviewed all relevant documentation in advance of a site visit to both Trent and UOIT. An internal faculty member from Trent participated in the site visits. During the site visit, the Review Committee met with senior administrators, faculty, and students; toured facilities, and visited a lecture being conducted by videoconference. Once the external reviewers' report was received, Trent and UOIT provided a program response and a decanal response. It was agreed that Trent University would take the lead on preparing a draft Final Assessment Report that would be reviewed and edited by UOIT. The Final Assessment Report would be subject to approval according to each university's approval processes, and then would be submitted to Quality Council.

Trent's Cyclical Program Review Committee (CPRC) reviewed and assessed the quality of the degree programs based on the four review documents and reported on significant program strengths, opportunities for improvement and enhancement, and the implementation of recommendations. The documentation was also reviewed by the Graduate Studies Committee of Academic Council at UOIT.

The Implementation Plan identifiies those recommendations selected for implementation, and specifies: proposed follow-up, who is responsible for leading the follow-up, and the specific timeline for addressing individual recommendations (if applicable). Trent and UOIT would be responsible for submitting an Implementation Report in response to the recommendations identified for follow-up. Report is due November 1, 2017.

SIGNIFICANT PROGRAM STRENGTHS

- The Programs draw upon the strengths of the universities, environment at Trent and manufacturing focus at UOIT.
- The Program is unique in that it focuses more on science than technology or engineering.
- The collaborative aspect and synergy between the two universities allow students to meet the learning outcome requirements.
- Previous course work and/or practical experience is recognized and course load is adapted to provide credit to students.
- Videoconferencing is an integral part of the program.
- The Program is committed to developing the professional communication skills of its students.
- Strong culture of collaboration among students and faculties.
- A low student/faculty ratio allows for healthy and frequent interactions between students and faculty.

OPPORTUNITIES FOR PROGRAM IMPROVEMENT AND ENHANCEMENT

- The addition of a mathematics admission requirement could provide students with the necessary background for the MTSC 6010 course.
- The Program should maintain contact with alumni.
- Greater availability of video conference facilities will improve student-faculty interactions during courses and also better enable other joint activities throughout the program.

COMPLETE LIST OF RECOMMENDATIONS

RECOMMENDATION 1
That the program adapt as the field evolves and make certain that the sub-disciplines remain cohesive. (eg. Biomaterials)

Program Response

The Program indicated that this is a challenge unique to an interdisciplinary program such as Materials Science. The Program is currently providing an effective survey of select topics in the broad field of Materials Science. The program will need to consider the addition of faculty as new areas emerge, specifically in organic materials chemistry at Trent, and in experimental physics for UOIT. Faculty at each institution will continue to find areas of collaborative research. Future additions to faculty will be particularly targeted to provide bridging or complementary research interests.

Decanal Response

Both Trent and UOIT will continue to ensure that faculty resources are adequate to sustain the program and will seek opportunities to advocate for funding for an organic physicist and chemist.

RECOMMENDATION 2
That Materials Science graduate program be specifically included in strategic planning at both universities, in order to increase visibility.

Program Response

The program is keen to participate in a unified effort to better establish Materials Science as a strategic research area at both UOIT and Trent.

Decanal Response

The two institutions can only benefit from any efforts to increase the visibility of the program. UOIT is currently doing a refresh of the strategic research plan which will include materials science.

RECOMMENDATION 3
a) **That the current expertise in the chemistry/physics of biodegradable materials be developed; greatest need for Trent is in organic chemistry and at UOIT it is experimental physics.**

b) **That course offerings be planned at least one year in advance to facilitate course selection for students and that a predictable pattern of course offerings be established.**

c) **That a formal agreement concerning the number of courses offered at each institution each year be determined.**

d) **That course offerings be taught on load if possible.**

<u>Program Response</u>
Additional faculty in the areas identified by the external reviewers is a top priority for the program and efforts are on-going to obtain those resources in consultation and collaboration with the associated undergraduate programs in chemistry and physics.

The reviewers are correct in identifying a need for longer term planning of course offerings and a regularization of the institutional commitments to provide courses. As the program has evolved, subtle changes to the course content and instructional methods have occurred. A renewal of the expectations from each institution and faculty members is appropriate.

<u>Decanal Response</u>
As noted the decanal response to Recommendation #1, both Trent and UOIT will continue to ensure that faculty resources are adequate to sustain the program. It is important for graduate programs to plan out course offerings well in advance. At Trent and UOIT, there is compensation for teaching, but the number of courses that can be offered in a given year is limited. Planning for course offerings is now being conducted over a two to three year period.

RECOMMENDATION 4
a) **Improved access to online resources in the libraries.**

b) **Encourage more generous foreign student fee waivers**

c) **Creation of a Materials Characterization Laboratory for hands-on experience in areas of research and teaching.**

<u>Program Response</u>
Institutional funding is an on-going challenge specifically for library resources and international fee waivers. The University continues to maintain an effective balance between domestic and international students to allow for a robust and well recognized program both within Canada and internationally. The Program will re-examine possibilities of establishing a lab such as this, as it would be valuable to students in both their course work and research.

<u>Decanal Response</u>
The Deans commented that the initiative is an excellent idea and they look forward to program documentation supporting the request. More information will be required about the necessary steps to develop the lab. Both Universities commented that there are a limited number of graduate international tuition scholarships available.

RECOMMENDATON 5
a) **Contact graduates and begin building a community of its Alumni.**

b) **Greater presence at graduate fairs and undergraduate conferences to increase recruitment efforts.**

c) To grow enrolment in the MSc program, provide student funding that is competitive in the Ontario market.

Program Response
- Materials Science will coordinate contacting alumni through the alumni offices at each institution to engage them in various means of supporting the program. Alumni are enthusiastic about helping the program grow and thrive.
- Materials Science annually participates in recruitment events at the Canadian Undergraduate Physics Conference and the Ontario Undergraduate Student Chemistry Conference as well as the Chemistry Graduate Information Session. Materials Science will develop a strategy for broadening its recruitment.
- It should be noted that as faculty typically provide research funding to support their graduate students, total program enrollments are restricted by the number of faculty members in the program. The addition of faculty members to the program would provide increased capacity for graduate students in the program.

Decanal Response
At Trent, efforts have been made in the last year to update recruitment materials. At UOIT, the recruitment budget is program-specific and is a shared cost. In 2016-2017, UOIT will be producing uniform recruitment materials for all graduate programs.

RECOMMENDATION 6
That program meetings between faculties be regularly scheduled.

Program Response
The program intends to re-establish regular program meetings this spring. Materials Science will also renew its commitment to hosting faculty from either institution to encourage and support research collaborations. Access to video conferencing facilities at UOIT is a critical issue for the Material Science program as they require time for scheduling classes and 'program meeting' for steering committees, as well as supervisory committee meetings and thesis defenses which are not fixed times like lectures. One of the three synergy rooms should be prioritized to the Materials Science program, for the following needs: course delivery, office hours, steering committee meetings.

Decanal Response
The Deans support this initiative. This is part of the role of the Directors and should be communicated in appointment letters.

IMPLEMENTATION PLAN

The applicable Deans, in consultation with the Department Chairs/Directors of the relevant Academic Units shall be responsible for monitoring the Implementation Plan. The Reporting Date for submitting a follow-up Implementation Report is indicated below and is the responsibility of the Academic Units in consultation with the Deans.

DUE DATE FOR IMPLEMENTATION REPORT: November 1, 2017
The Implementation Report should be submitted to the applicable Deans who will then forward the Report to the Office of the Provost.

Recommendation	Proposed Follow-Up If no follow-up is recommended, please clearly indicate 'No follow up report is required' and provide rationale. *Indicate specific timeline for completion or addressing recommendation if different than Due Date for Implementation Report*	Position Responsible for Leading Follow-up
Recommendation 1 That the program adapt as the field evolves and make certain that the sub-disciplines remain cohesive. (eg. Biomaterials)	Program should evaluate the connection between Physicists and Organic Chemists	Directors
Recommendation 2 That Materials Science graduate program be specifically included in strategic planning at both universities, in order to increase visibility.	No follow-up required. This does not appear to be a significant quality issue	
Recommendation 3 • That the current expertise in the chemistry/physics of biodegradable materials be developed; greatest need for Trent is in organic chemistry and at UOIT it is experimental physics. • That course offerings be planned at least one year in advance to facilitate course selection for students and that a predictable pattern of course offerings be established.	This is a faculty resource issue. Update should be provided; comment on actions taken. Should be in place for the 2017-2018 Academic Year	Deans with Directors Directors

• That a formal agreement concerning the number of courses offered at each institution each year be determined.	Formal agreement is needed. Should be in place for the 2017-2018 Academic Year	Deans with Directors
• That course offerings be taught on load if possible.	No follow-up is required. This has been implemented.	
Recommendation 4 • Improved access to online resources in the libraries.	Program should provide update.	Directors with Librarians
• Encourage more generous foreign student fee waivers	No follow-up required. This does not have a significant impact on program quality.	
• Creation of a Materials Characterization Laboratory for hands-on experience in areas of research and teaching.	Provide update. This type of laboratory may be utilized by a number of programs.	Directors and Deans with VPs of Research
Recommendation 5 • Contact graduates and begin building a community of its Alumni.	No follow-up required. This does not have a significant impact on program quality.	
• Greater presence at graduate fairs and undergraduate conferences to increase recruitment efforts.	No follow-up is required. This does not have a significant impact on program quality.	
• To grow enrolment in the MSc program, provide student funding that is competitive in the Ontario market.	No follow-up required. This does not have a significant impact on program quality.	
Recommendation 6 That program meetings between faculties be regularly scheduled.	No follow up required. Regular meeting has been reinstituted for the 2016-2017 academic year, and will include Directors and a faculty representative from each institution.	

FINAL ASSESSMENT REPORT
Executive Summary
February 2017
Master of Science and Doctor of Philosophy in Modelling and Computational Science
Program Review
Dean: Dr. Greg Crawford
Dean of Graduate Studies: Dr. Langis Roy

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

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

In 2014-15 a program review was scheduled for the Master of Science and Doctor of Philosophy in Modelling and Computational Science program.

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

External Reviewers: Dr. Jeff Chen (University of Waterloo), Dr. Nicholas Kevlahan (McMaster University), and Dr. Jianhong Wu (York University)
Site Visit Dates: October 29-30, 2015

The Modelling and Computational Science (MCSC) graduate program was developed early in UOIT's history in a collaborative effort of applied mathematicians, computer scientists, physicists, chemists, and engineers. The first cohort for the M.Sc. program started in 2007; the first Ph.D. student enrolled in 2011 and graduated in the summer of 2015.

Significant Strengths of the Program

- The Modelling and Computational Science program is relatively unique in North America offering graduate education that encourages interdisciplinary collaboration among students as well as faculty

- The bi-weekly Modelling and Computational Science seminar is quite successful and is interlaced with the SHARCNet Scientific Computing Seminar
- Graduate faculty maintain active research collaborations with numerous partners nationally and internationally, exposing the students to a broad spectrum of researchers
- Graduates of the Modelling and Computational Science program are succeeding. Some M.Sc. graduates have gone onto doctoral programs in Physics or Applied Mathematics, but most have found employment in industry

Opportunities for Program Improvement and Enhancement

- The program would benefit from a data science position to develop and deliver core courses in statistical and computational competencies.
- Issues with core courses requires revisiting the core courses thoroughly both in terms of the order in which topics are delivered and the topics offered within those courses.
- Promotion of the Modelling and Computational Science program. To date, a number of the best students have heard through word of mouth or blind chance
- Implicit competition between graduate programs for subsidized graduate student spots
- The stress of delivering a quality program with scarce time and resources can lead to faculty burn-out and attrition

The External Review

The program began its first regular program review in the fall of 2014 and an external review was conducted on October 29-30, 2015. The reviewers were asked to provide feedback in two key areas: the assessment of resources, including teaching staff, support staff and laboratory facilities; the assessment of the curriculum. Overall, the reviewers indicated they were "extremely impressed by the high quality and innovative aspects of this graduate program" and recognized in some detail many positive elements of the program that, the faculty, and program supports.

Summary of Recommendations and Responses

Reviewer Recommendation 1:
As a matter of urgency, the Faculty must increase minimum funding to graduate students to a level that allows them to focus on their academic studies without distraction.

Faculty Response
TA-ships cover approximately $10K for graduate students and faculty members are expected to make up the difference. Funding from NSERC Discovery Grants for faculty in this graduate program is such that faculty struggle to be able to support more than one student at a time. (The fact that several of the faculty have more than two students concurrently is due to the success rate of our students in OGS and NSERC scholarship applications.) The faculty identified a few current students who were getting funded at a level close to the University minimum ($16K for Masters students, $18K for PhD students). This was changed so that all students are receiving approximately $1500 above the minimum or more.

The Office of Graduate Studies is about to introduce a new graduate scholarship program which will provide some matching funds, which will allow for the recruitment of more high quality students. Graduate student scholarships was identified as the highest Faculty of Science funding priority for the Advancement Office.

The challenge for funding for international students is more difficult. A new program is being established whereby, on a competitive basis, one student per Faculty will receive a Graduate International Tuition Scholarship, valued at $12,000 per year for a maximum of four years. In a few limited cases, external funding (e.g., targeted grants and scholarships) may be available to support international students. Under these circumstances, however, the Faculty will only sporadically be able to attract international students.

Reviewer Recommendation 2:
Students and faculty all strongly supported the non-departmental organization of the Faculty of Science as being beneficial to the Program. This unique structure gives this interdisciplinary program a competitive advantage compared with other comparable programs. We recommend that this structure be retained.

Faculty Response
The Faculty intends to retain this structure for the foreseeable future.

Reviewer Recommendation 3:
The number of required courses (currently 8) for the PhD students should be reduced.

Faculty Response
The faculty presented a proposal through governance to bring down the number of required courses from eight to five to include the three core courses plus the two mandatory PhD level courses. They will further examine how to handle students coming in after having taken one of the core courses already, or equivalent courses in different MSc programs. A number of non-core courses are run as reading courses (including the core PhD courses). The Dean is committed to reviewing with the program faculty the course requirements for the program, class sizes, and workload credit.

Reviewer Recommendation 4:
The course list [should] be shortened to sharpen the focus on priority areas and provide students with a more realistic picture of available courses.

Faculty Response
The Faculty will critically examine the course offerings, and determine which currently listed courses are appropriate and regularly offered. Any required changes will be put through governance for approval.

The reviewers had also suggested the inclusion of stochastic and/or agent-based modelling techniques. One such course has been developed and taught once. The faculty are engaged in a discussion on if, and how, this might fit into the core of the program.

Reviewer Recommendation 5:
The University and this Program would benefit from a minimal presence of faculty in statistics/data science on campus.

Faculty Response

The program could benefit from the presence of a faculty member in the area of statistics (particularly biostatistics) and data science. Funding challenges within the Faculty and the institution suggest it will be at least a few years before that position is filled, but this has a been identified as a high priority for when a new hire becomes available.

Reviewer Recommendation 6:
There should be central support for students in this Program who wish to pursue Co-op and Internship possibilities. This is aligned with the University's mission "to provide career-oriented university programs".

Faculty Response

Some students in the program work with industry through funding sources such as MITACS, however there is no formal co-op and internship program options for graduate students. It would certainly align with the University mission. The Faculty will investigate the prospective of offering formal co-op and internship opportunities to students.

Plan of Action

Proposed Action	Timeline	Person/Area Responsible
Review curriculum to: (1) Reduce the number of courses required for PhD; (2) shorten course list; (3) Determine if and how training in stochastic/agent-based modelling techniques might be included; (4) review workload credit	Submission of curriculum revisions, consultation with the Dean: by January 1, 2017	Program faculty/Dean
Review graduate co-op and internship options at other institutions, interpret the market and resource implications, and determine if we should pursue such a program	Completion of review, with recommendations to the Dean by June 1, 2017	Program faculty (in consultation with the Dean)

Due Date for 18-Month Follow-up on Plan of Action: July 2017
Date of Next Cyclical Review: 2022-2023

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

FINAL ASSESSMENT REPORT
Executive Summary
March 2017
Master of Science and Doctor of Philosophy in Applied Bioscience
Program Review
Dean: Dr. Greg Crawford
Dean of Graduate Studies: Dr. Langis Roy

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

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

In 2015-2016 a program review was scheduled for the Master of Science and Doctor of Philosophy in Applied Bioscience program.

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

External Reviewers: Dr. Mike Bidochka (Brock University), Dr. Heather Carnahan (Memorial University of Newfoundland), Dr. Marc Lucotte (Université du Québec à Montréal)
Site Visit: May 17-18, 2016

The Applied Bioscience MSc and PhD graduate programs are built on a solid foundation of high-quality instruction and research that is highly relevant to the needs of society, capitalizing on both the interdisciplinary and multidisciplinary nature of both the Faculty of Science and the Faculty of Health Sciences to offer students unique opportunities in their field of study. The interdisciplinary focus of the Applied Bioscience program enhances the learning environment of APBS graduate students who come from various academic backgrounds and disciplines. Students from these varied backgrounds can easily work closely with one another as most of the research labs are in close proximity within the Science Building.

Significant Strengths of the Program
- Excellent fundamental research taking place
- Unique opportunity to address research questions from an interdisciplinary perspective
- Fertile environment for innovative and creative research collaborations and exceptional educational opportunities
- Team of very dedicated faculty members at the forefront of their research fields, dedicated to the mentorship and success of their graduate students
- Small size of the program promotes communication between faculty, supervisors, and peers
- Graduates are succeeding while in the program and after graduation

Opportunities for Program Improvement and Enhancement
- Recruitment is a challenge due to current lack of national and international reputation, and funding constraints; funding is particularly important for international student recruitment
- Student funding and financial concerns negatively impact the physical and mental health of the students and ultimately their research productivity
- The interdisciplinary and multidisciplinary nature of the program represents a unique challenge
- Current fields do not accurately encompass the research of all Applied Bioscience core graduate faculty
- The diversity of research interests in the program makes it difficult for some students to connect with graduate students outside of their own labs
- There are no trained technicians dedicated to the Applied Bioscience program to teach students how to use equipment

The External Review

The external reviewers met with senior leaders, as well as the Chair of the Internal Assessment Team and Graduate Program Director, and staff members from the Faculty and the Office of Graduate Studies. In addition, meetings were held with faculty members and graduate students. A guided facility/lab tour was provided and the reviewers visited graduate student offices and several research labs. The external reviewers recognized the excellence of APBS faculty and facilities and were impressed with the quality and achievements of the graduate program in the short time since its inception. Overall, the review process was a positive one and the reviewers had useful suggestions for improvement of the Applied Bioscience graduate program.

Summary of Reviewer Recommendations and Faculty Responses

Recommendation
Improve the interdisciplinary aspects of the M.Sc. and Ph.D. programs in Applied Bioscience by introducing comprehensive exam, altering the content of the APBS6010 course to require students to address interdisciplinary issues related to their research, and merging the four special topics courses into a single team-taught course.

Response
The four special topics courses are already one course which is the required seminar course but with four separate course codes (7100G Special Topics in Biomolecular Science; 7200G Special Topics in Ecosystem Health; 7300G Special Topics in Forensic Bioscience; 7400G Special Topics in Human Health Biology). It would make sense to have a single course code for the seminar, as it will help to unify the

APBS students. The program does not see that the seminar course needs to be team-taught. This course is currently managed by a single APBS faculty member and should continue as such.

The current model for the PhD Qualifying exam in APBS consists of a written proposal submitted by the candidate, followed by a comprehensive examination portion, which tests the depth and breadth of the candidate's knowledge. There is currently no explicit emphasis on interdisciplinary issues and at this time the structure of the examination will not be changed since the faculty will be emphasizing the multidisciplinary strengths within the APBS program. The APBS faculty, however, will continue to discuss ways in which the Qualifying exam structure can be improved, given the diverse nature of the program.

Recommendation
Require students to highlight the applied aspects of their research in the APBS6010 course

Response
The APBS 6010G course does not involve the students' own research; as such the reviewers are likely referring to the seminar course, as students present their own work in this venue. The applied aspects of the students' own work could be easily incorporated into the seminar course by requiring students to highlight interdisciplinary aspects of their research as they present their seminar and by faculty asking questions regarding the interdisciplinary potential of the work during the question period.

Recommendation
Provide a budget to the GPD to support outstanding international students, bring in external   speakers, and provide seed funding for interdisciplinary research projects.

Response
We certainly recognize that such a budget would be valuable for fostering more collaborative, interdisciplinary research within APBS. Under the current financial conditions this is unlikely to happen soon, although the faculty will continue to look for opportunities to enhance student support, visiting researchers, and seed money.

Recommendation
Improve the funding situation for graduate students (increase stipends, change rate of teaching assistant pay for M.Sc. to Ph.D. transfer students, and provide flexibility in tuition deadlines at end of program).

Response
Funding is usually provided through a combination of research grants/contracts, TAships and internal/external scholarships. TA funding is subject to a collective agreement and is negotiated with the union. APBS faculty already fund students at a higher rate than the minimum required by Graduate Studies; the current grant funding levels are not conducive to the faculty providing increased stipends. The institution is actively working to increase external support for graduate and undergraduate scholarships.

The APBS faculty are working toward introducing a defined program length that will allow students to enrol in part time studies (for example, after wet-lab work has been completed). This will help alleviate the financial burden of students toward the end of their degree.

Recommendation
Develop a communications plan that includes updating the website to facilitate recruitment, and

improving communication with students and faculty.

Response
The APBS faculty agree and plan to meet as a unit at least once per year to discuss the graduate program.

Recommendation
Provide workload credit for teaching in graduate courses.

Response
To our knowledge, this already occurs.

Recommendation
Add two new fields and reformat the previous four fields so they do not become silos in the M.Sc. and Ph.D. programs in Applied Bioscience, but instead can be used for recruitment.

Response
The external reviewers were concerned that graduate students see themselves primarily within the narrow confines of their particular specialization, rather than as APBS graduate students. As the graduate culture within APBS is still relatively young and the program itself still has relatively small numbers, this will take time to gel. Improvements such as renaming the seminar course so that it has a single course number and the addition of more interdisciplinary facets to both the seminar and APBS 6010G will be a critical first step in making the APBS a more cohesive group.

The dean and APBS faculty will review the recommendations for additional specializations, including resource implications, over the coming year.

Recommendation
Provide support for technical support in research labs.

Response
Additional technical support would free up faculty to be more productive in writing grant proposals, conducting research, supervising students and publishing their work, however in light of fiscal constraints this is unlikely to occur in the near future.

Recommendation
Hiring decisions for new Applied Bioscience faculty members should involve a recommendation from current Applied Bioscience faculty members.

Response
Positions are usually allocated to a Faculty and may have teaching obligations in both a graduate and undergraduate program. For example, the Faculty of Science may look for a professor to teach in undergraduate Chemistry as well as a discipline related to Applied Biosciences. We would expect to seek feedback from the Applied Bioscience faculty on the field(s) of expertise to search for, as well as feedback on presentations by candidates for a position.

Plan of Action

The table below presents a timeline of the actions planned to address the recommendations from the external report.

Proposed Action	Timeline	Person/Area Responsible
Reframe APBS as cohesive, interdisciplinary program: (1) Consolidate the four Special Topics courses (APBS 7100G, 7200G, 7300G & 7400G) in addition to APBS 7050G into one course number and change the course name to "Applied Bioscience Seminar Series"	For input into the 2018 calendar	GPD, APBS faculty
Reframe APBS as cohesive, interdisciplinary program: (2) Add interdisciplinary/ multidisciplinary component into APBS 6010G	Completed Fall 2016	GPD, APBS 6010G instructor
Assess the value and cost of adding additional specializations	Complete assessment, with recommendations, by Spring 2018	GPD, Dean(s), APBS faculty
Development of a APBS communication plan	Spring 2018	GPD, APBS faculty, Faculty of Science Web committee
Establish annual APBS retreat to foster interdisciplinary discussions	Spring 2017	GPD will organize meetings on an annual basis, starting Spring 2017
Establish criteria to allow students to switch to part time studies	Spring 2018	GPD, APBS faculty

Due Date for 18-Month Follow-up on Plan of Action: January 2018
Date of Next Cyclical Review: 2023-24

FINAL ASSESSMENT REPORT
March 2017
Bachelor of Health Sciences
18-Month Follow-Up
Dean: Dr. Lori Livingston

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

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

All programs that undergo a review must provide a report eighteen months after the completion of the review to gather information on the progress that has been made implementing the agreed upon plans for improvement.

In 2013-2014, a program review was scheduled for the Bachelor of Health Sciences program. The program has submitted to the Provost's Office a comprehensive chart outlining the achievements they have made made relative to the action plans resulting from the review. A summary of these achievements is provided below. The summary report is reviewed by the appropriate standing committee of Academic Council, and is subsequently reported to Academic Council, the Board of Governors and the Quality Council.

The program review site-visit for the degree and major was completed September 23-24, 2014. Since that time, the Faculty made some progress in implementing the plan of action from the program review.

Work closely with Human Resources (collective agreement) over hiring, retention, and review of sessional instructors
The Associate Dean, Undergraduate and Student Experience, in collaboration with the degree program leads, has been tasked with annually reviewing the performance of sessional instructors. Additionally, for 2017-2018, the Faculty identified full-time faculty teaching assignments earlier in the cycle. This is an important move, as it will provide the Faculty with the opportunity to post sessional positions much earlier than in the past, allowing for theoretically larger and higher quality applicant pools, as well as

more time for interviewing. It also allows the successful applicants more lead time in preparing for their upcoming assignments.

Develop and deliver more electives
This activity continues to be ongoing. More new electives were added in 2016-2017 and the Dean is working with the Planning and Budget Officer to find ways to increase the number of electives on an annual basis.

Online assessments training modules
The activity continues to be ongoing. Importantly, the earlier posting and identification of sessional instructors allows more time for these individuals to work with the Teaching and Learning Centre and others to become more proficient in the use of online technologies and the effective delivery of online courses.

Linking institutional research with alumni relations – exit survey done for MHSc, BHSc, BAHSc
The Dean continues to explore this approach with the Registrar's Office and Alumni Relations.

Follow graduates and make a 'wall' of our successful graduates
This is an ongoing project to help with student identity and career planning as well as providing information on graduates.

Comments
Many facets of this plan have been implemented and/or continue to be implemented on an ongoing basis. The one unavoidable challenge associated with Faculty efforts has been the unexpected change in senior leadership (i.e., three individuals occupying the Dean's position in three years). However, the Faculty has adapted well and continues to respond to the required actions.

Next Scheduled Program Review: 2021-2022

FINAL ASSESSMENT REPORT
March 2017
Bachelor of Information Technology
18-Month Follow-Up
Dean: Dr. Pamela Ritchie

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

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

All programs that undergo a review must provide a report eighteen months after the completion of the review to gather information on the progress that has been made implementing the agreed upon plans for improvement.

In 2013-2014 a program review was scheduled for the Bachelor of Information Technology programs: Game development and Entrepreneurship (GAME) & Networking and Information Technology Security (NITS). The Faculty has submitted to the Provost's Office a comprehensive chart outlining the achievements they have made made relative to the action plans resulting from the review. A summary of these achievements is provided below. The summary report is reviewed by the appropriate standing committee of Academic Council, and is subsequently reported to Academic Council, the Board of Governors and the Quality Council.

The program review site-visit for the Bachelor of Information Technology was completed September 25-26, 2014. Since that time, the Faculty made some progress in implementing the plan of action from the program review.

Identify math assessment tool and build remedial supports in math
Discussion is taking place on the best way to implement the assessment tool: whether it should be done prior to the commencement of the program or built into the curriculum.

Review math requirements and recommend changes that will make math courses more relevant and appropriate
GAME: Math courses were updated to reflect more game specific math material; outcomes are to be assessed.
NITS: To be completed

Review and redesign the business curriculum

GAME: Faculty member responsible for this was on leave and then left the university. The program area is meeting in the winter of 2017 to review progress and determine next steps.

Establish a Program Advisory Committee to develop a set of key performance indicators they would like to monitor
Members of the Program Advisory Committee have been identified and will be contacted during the winter 2017 semester.

Investigate causes of low retention and develop strategies to improve retention
Program areas have been working with the associate dean and academic advisors to identify key areas of challenges for students (math and programming) and resources have been dedicated to these areas, although there is much room for improvement.

Review the existing capabilities of the Hacker Research Lab (HRL). Integrate the HRL into the NITS program
HRL has been overhauled with new equipment and resources. Students are using the HRL during the IT Skills workshop and INFR 2600U.

Assess the design and implementation of the Capstone
GAME: The program area is looking at alternatives to capstone such as a 4th year Game Development Workshop (GDW) or Incubator (or both).

Curriculum evaluation for security certifications
NITS: The program area mapped out current course learning outcomes to the relevant security certifications. Where there were any lacking, those areas were integrated into the IT Skills workshop.

GDW Re-Evaluation (make more effective and more clear)
GDW has been redesigned with a new coordinator and new learning outcomes to make it more relevant for students and link more closely to industry and course work.

Curriculum Evaluation (e.g. effectively integrate Unity/Unreal, role of business courses, industry skills vs academic, ability to hold Minor programs)
GAME: Unity 3D and other engines have been integrated into courses and required for 3rd year GDW. A Games User Research minor is in development with an anticipated implementation date of September 2017. "Art" courses have been refocused and redeveloped into a more technical art stream and core teaching focused faculty have been hired to fill these gaps.

Business Engagement (engage business professors, involve in GDW)
This is in development.

Administrative Evaluation (graduate tracking, quality indicators, evaluation of GDW criteria, plan for faculty research leave)
Alumni tracking has been done for both BIT majors. Program areas are still working on quality indicators and the GDW coordinator is reassessing the GDW criteria for the 2017/18 academic year.

Next Scheduled Program Review: 2021-2022

UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

FINAL ASSESSMENT REPORT
March 2017
Bachelor of Science in Computing Science
18-Month Follow-Up
Dean: Dr. Greg Crawford

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

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

All programs that undergo a review must provide a report eighteen months after the completion of the review to gather information on the progress that has been made implementing the agreed upon plans for improvement.

In 2013-2014 a program review was scheduled for the Bachelor of Science in Computing Science. The Faculty has submitted to the Provost's Office a comprehensive chart outlining the achievements they have made made relative to the action plans resulting from the review. A summary of these achievements is provided below. The summary report is reviewed by the appropriate standing committee of Academic Council, and is subsequently reported to Academic Council, the Board of Governors and the Quality Council.

The program review site-visit for the Bachelor of Science in Computing Science was completed September 25-26, 2014. Since that time, the Faculty made significant progress in implementing the plan of action from the program review.

Course change for first year CS curriculum Fall 2015
There is a revised first year undergraduate CS curriculum as of 2015/16. The Faculty will closely monitoring the changes with particular emphasis on the effects these changes have on student retention, GPA, and learning outcomes.

New course development for CS, software engineering and gaming students

Three new upper-year courses were created for Computing Science (CS): Computer Vision, Big Data, and Multi-Core Programming. These courses significantly increase the number of elective courses that CS students can take. These courses are also available to students in other programs.

Incorporate Engineering and FBIT courses as CS electives
Starting 2016/17, we plan to share four courses with SOFE. Two of these courses (Computer Networks and Operating Systems) will be offered by SOFE for CS students; whereas, the other two (Mobile Devices and HCI) will be offered by us for SOFE students. We are closely monitoring the Computer Networks and Operating Systems courses to ensure that these meet the needs of CS students. Similarly, we are cognizant of the needs of software engineering students, since we are offering Mobile Devices and HCI courses for them. SOFE courses on Distributed Systems and Artificial Intelligence are also available as electives to CS students.

Space issue and break-out space for students
The undergraduate CS lab will be moved to a larger room during the summer of 2016.

Visiting local high schools
The Faculty is in the process of compiling CS educational modules suitable for high-school students and plan to visit a number high-affinity schools in the near future. On 21 May 2015, the Faculty hosted a York Region School Board CS teacher visitation and plan to hold similar events in the future.

Faculty mentorship program
Starting 2015/16, there are two undergraduate CS social events, plus a number of lab tour events aimed at upper year CS students. The idea is to use these events as an interaction and learning opportunity for students. The Faculty is also part of a university-wide faculty mentorship program aimed at junior teaching-only and tenure-track faculty members.

Study the feasibility of raising the admission standard
Reviewed with the registrar's office the correlations between admission grades and graduating GPAs. After this exercise, the Faculty does not plan to raise admission grades at the present time.

Next Scheduled Program Review: 2020-2021

FINAL ASSESSMENT REPORT
February 2017
Master of Science and Doctor of Philosophy in Computer Science
18-Month Follow-Up
Dean: Dr. Greg Crawford
Dean of Graduate Studies: Dr. Langis Roy

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

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

All programs that undergo a review must provide a report eighteen months after the completion of the review to gather information on the progress that has been made implementing the agreed upon plans for improvement.

In 2012-2013 a program review was scheduled for the MSc and PhD in Computer Science program. The program has submitted to the Provost's Office a comprehensive chart outlining the achievements they have made made relative to the action plans resulting from the review. A summary of these achievements is provided below. The summary report is reviewed by the appropriate standing committee of Academic Council, and is subsequently reported to Academic Council, the Board of Governors and the Quality Council.

The program review site-visit for the MSc and PhD in Computer Science was completed January 27-28, 2014. Since that time, the Faculty made some progress in implementing the plan of action from the program review.

Creation of full CS Graduate Council and addition of two students
The CS Graduate Council remains an ad-hoc committee as it was determined that an official body would unnecessarily add to an already heavy administrative process. CS Graduate Council meetings are used for informational purposes.

Devise working procedure to set up ad-hoc Scholarship Committee
Currently the Scholarship Committee is a three-member committee with a representative from each of the three faculties involved with the program. This past year the committee consisted of the faculty on the CS Management Committee.

Creation of six-member Graduate Curriculum Committee
Completed in 2015.

Creation of specific CS Grad. web site
Due to resource constraints, this project is on-hold.

Process in place to send minutes of CS Graduate Council Meetings to participating deans each term
As the CS Graduate Council remains informal and informational, forwarding the minutes has been deemed unnecessary.

Annual Report to the participating deans in April each year
The annual report is delivered orally at a meeting of all Deans and the members of the CS Management Committee each Spring (Mar.-Apr.).

Find common free time across faculties for seminars and other meetings
A common time has been identified for the CS Seminar Series and is conflict free from CS graduate courses and CS undergraduate courses when possible.

Investigate expansion of social events for program faculty members, staff and graduate students.
An annual CS social event is held in the Fall an informal CS Lunch Series (with webinars and talks) is run during the Summer months.

Investigate closer cooperation with Communications and Marketing
Due to resource constraints, this project is on hold.

Report from CS 5010/5020 Committee
Based on the report, CSCI 5010G was revised in 2015 and CSCI 5020G has been maintained in its current form.

Curriculum Committee to review Ph.D. requirements and make recommendations to CS Graduate Council.
Recommended changes to the breadth requirements and the proposal timeline were approved by the Graduate Curriculum Committee and subsequently approved through UOIT governance processes for implementation in January 2016.

Creation of draft policy and Procedures Manual for GPD, GPC, and Committees
Some policies and procedures have been documented including the Graduate Curriculum Committee and the CS Management Committee. Other procedures remain ad hoc.

Next Scheduled Program Review: 2020-2021

FINAL ASSESSMENT REPORT
March 2017
Bachelor of Science in Physics
18-Month Follow-Up
Dean: Dr. Greg Crawford

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

All programs that undergo a review must provide a report eighteen months after the completion of the review to gather information on the progress that has been made implementing the agreed upon plans for improvement.

In 2013-2014 a program review was scheduled for the Bachelor of Science in Physics program. The program has submitted to the Provost's Office a comprehensive chart outlining the achievements they have made made relative to the action plans resulting from the review. A summary of these achievements is provided below. The summary report is reviewed by the appropriate standing committee of Academic Council, and is subsequently reported to Academic Council, the Board of Governors and the Quality Council.

The program review site-visit for the Bachelor of Science in Physics was completed October 2-3, 2014. Since that time, the Faculty made some progress in implementing the plan of action from the program review.

Co-op programs review
There is now a full-time co-op coordinator in the Faculty of Science, as recommended.

Curriculum review (e.g. course rotation, 1ˢᵗ year physics majors, senior electives, senior lab course) and prioritization

A first pass through the curriculum has occurred and a number of modifications submitted to the curriculum review process. However, as a part of the Faculty's strategic plan, the faculty is reviewing criteria once again, with a view to: a) allow for students to complete both a major and a minor in a reasonable timeframe and b) determine whether to develop additional physics-based programs in collaboration with other programs and Faculties.

Implementation of key curricular changes
The Faculty has already approved some changes through governance; other changes, based on the curriculum review discussed above are still in progress as of fall 2016, and planned for inclusion in the Calendar for 2017-2018.

New condensed matter/solid state course
As recommended by the Review Team, PHY 4010U Statistical Mechanics II underwent a course title change to 'Condensed Matter'. The first offering under this title will be in Winter 2018.

Next Scheduled Program Review: 2021-2022