



## BOARD OF GOVERNORS' 122<sup>nd</sup> REGULAR MEETING

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Minutes of the Public Session of the Meeting of Thursday, March 10, 2022  
1:00 p.m. to 4:35 p.m., Video Conference

### **GOVERNORS IN ATTENDANCE:**

Dietmar Reiner, Board Chair  
Laura Elliott, Vice-Chair and Chair of Audit & Finance Committee  
Maria Saros, Vice-Chair and Chair of Governance, Nominations & Human Resources Committee  
Lynne Zucker, Chair of Strategy & Planning Committee  
Steven Murphy, President  
Mitch Frazer, Chancellor  
Eric Agius  
Ahmad Barari  
Carla Carmichael  
Kevin Chan  
Stephanie Chow, Vice-Chair of Audit & Finance Committee  
Christopher Collins  
Francis Garwe  
Kathy Hao  
Kori Kingsbury  
Thorsten Koseck  
Matthew Mackenzie  
Dale MacMillan  
Joshua Sankarlal  
Roger Thompson  
Jim Wilson

### **REGRETS:**

Doug Ellis  
Kim Slade  
Trevin Stratton

### **ACTING BOARD SECRETARY:**

Krista Hester, Assistant to the President

### **STAFF:**

Jamie Bruno, *Chief Work Transformation and Organization Culture Officer*  
Sarah Cantrell, *Associate Vice-President, Planning & Strategic Analysis*  
Les Jacobs, *VP, Research and Innovation*

Lori Livingston, *Provost & VP Academic*  
Brad Maclsaac, *Vice-President, Administration*  
Susan McGovern, *VP External Relations & Advancement*  
Grace O'Malley, Legal Counsel  
Peter Stoett, Dean, Faculty of Social Science and Humanities  
Hossam Kishawy, Dean, Faculty of Engineering and Applied Science  
Joanne Nickle, Senior Executive Assistant, VP External Relations & Advancement

**GUESTS:**

Chelsea Bauer  
Mikael Eklund  
Abigail Kawalec  
Manon Lemonde  
Romeo Mendez  
Dwight Thompson

**1. Call to Order**

The Chair called the public session to order at 1:03 p.m.

**2. Agenda**

*Upon a motion duly made by L. Elliott and seconded by T. Koseck, the Agenda was approved as presented.*

**3. Conflict of Interest Declaration**

None.

**4. Chair's Remarks**

The Chair welcomed everyone to the meeting. He thanked all governors for attending and noted that he will need to step out around 2:00 p.m. and L. Elliott has agreed to carry on as Chair in his absence.

The Chair thanked members of the Faculty Association (FA) and university bargaining team for coming to an agreement in a timely fashion during the labour disruption. Students were able to be back in the classroom with minimal impact. The board thanks all those involved in the process.

**5. Board of Governors Award Recipients**

The Chair introduced Abigail Chaddah and noted that she received her Bachelor of Health Sciences from Ontario Tech in 2018. During her time here, she has been very involved in athletics – as captain of the Varsity Women's Badminton team, a member of the Varsity Rowing team, and recipient of the Dr. Gary Polonsky Leadership Award, and the VP of

Community Outreach for the Ridgebacks Leadership Council. Abbie is currently pursuing a Bachelor of Education and is looking forward to sharing her love of Science when she begins teaching in the fall.

Abbie noted that she fell in love with sports in high school and wanted to be on a team and compete. She joined varsity badminton and rowing and in her 4<sup>th</sup> year she applied for chiropractic and naturopath but decided to rethink things. She travelled the world with her husband and then she applied to teacher's college at Ontario Tech. Abbie noted that she now coaches girls volleyball. She described how enrolling in teacher's college has been great for her and that getting the award has been the validation she needed through life and the support gave her encouragement. She took the opportunity to thank the Board on behalf of all the award recipients.

The Chair thanked Abbie and wished her all the best on behalf of the Board, noting she will make a fabulous teacher.

The Chair then introduced Romeo Mendez. Romeo is a graduate of Notre Dame High School in Ajax where he was a standout member of the track team. He is a first year Kinesiology student at Ontario Tech and his dream is to become a Chiropractor and help his patients relieve their pain. He is planning to apply to the Ontario Tech Canadian Memorial Chiropractic College academic bridging program in his third year so that he can make his dream a reality.

*Steven Murphy joined the meeting at 1:15 p.m.*

Romeo noted that he grew up always interested in the health field, sport and sport physiology and how our body functions. He was involved in severe car accident and began chiropractic treatment for rehabilitation twice a week. As he progressed through high school he remained interested in health and could see how his treatments helped him get back on track. It became a natural choice to apply to Ontario Tech; he noted that his chiropractors recommended the program to him. He expressed his happiness with his professors and teaching assistants and noted that everyone is very motivating. He is now able to stay on this path as a result of receiving the award. It means a lot to him and his family as they can now see that he has potential in the field.

The Chair thanked both students and noted that it is great to see the positive impact that the Board of Governors can have on the student community and the impact it has had on these two specific students.

*R. Mendez and A. Chaddah left and M. Frazer joined the meeting at 1:20 p.m.*

## **6. Academic Council**

L. Elliott delivered the Academic Council report. She noted that at the January meeting, Academic Council recommended updating its Steering Committee Terms of Reference in order to establish a more permanent delegated authority. A temporary delegation of authority was implemented at the start of the pandemic and Council felt it was appropriate for the committee to have a permanent delegated authority. The updated terms of reference are included in the Consent Agenda today for approval in accordance with By-law No. 2. Further, Council was also consulted on the 2022-2023 tuition fees that are also coming forward for approval during today's meeting. Finally, in January, Academic Council approved the establishment of a Black or Indigenous Heritage Student-Athlete Bursary.

### **AC approved the following academic curricular items:**

- Faculty of Business and Information Technology: Bachelor of Commerce Advanced Entry
- Faculty of Business and Information Technology: Bachelor of Commerce Bridge
- Faculty of Energy Systems and Nuclear Science and Faculty of Engineering and Applied Science: Bachelor of Engineering in Nuclear Engineering Co-Op
- Faculty of Health Sciences: Bachelor of Health Sciences in Kinesiology
- Faculty of Health Sciences: Kinesiology Advanced Entry
- Faculty of Social Science and Humanities: Bachelor of Arts in Psychology New Pathways Programs
- Faculty of Social Science and Humanities: Bachelor of Arts in Psychology New Minor Program
- Faculty of Social Science and Humanities: Criminology and Justice Minor

### **AC received the following reports from the Undergraduate Studies and Graduate Studies Committees, which are available for review on the Council's website:**

- Cyclical Program Reviews:
  - Faculty of Energy Systems and Nuclear Science: Bachelor of Engineering in Nuclear Engineering
  - Faculty of Engineering and Applied Science: Bachelor of Engineering in Automotive Engineering
  - Faculty of Engineering and Applied Science: Bachelor of Engineering in Electrical Engineering
  - Faculty of Engineering and Applied Science: Bachelor of Engineering in Software Engineering
  - Faculty of Energy Systems and Nuclear Science – Master of Applied Science and Doctor of Philosophy in Nuclear Engineering
  - Faculty of Engineering and Applied Science – Master of Engineering Management and Graduate Diploma in Engineering Management

**AC was also consulted on the following:**

- Procedures to Prevent and Address Discrimination and Harassment by or Against Students
- Procurement of Goods and Services – Procedures

**6.1 Age with Dignity Campus of Care Research Centre Proposal**

L. Elliott introduced the Research Centre proposal and noted L. Jacobs was in attendance for any questions.

K. Kingsbury congratulated the group on the Centre and noted the immense community engagement opportunities that are outlined in the proposal, specifically, those that are more disadvantaged as a senior. Further, she inquired about fundraising in the proposal and if it would be used as an opportunity to draw more funds into the university or specifically into the Centre. In response to community engagement, L. Jacobs noted that the vast majority of researchers involved in the Centre have that bred in their bones and that community engagement is how they see conducting research projects and that it is a key element in how we envision, not just in undertaking research, but also translating it back into communities. He continued by saying that the vision has significant regional focus but also has a national reach and that is a reflection on how much sensitivities especially during the pandemic around age with dignity and alternatives to institutional models that have been prevalent.

In response to the second point, L. Jacobs noted that this is a space where there are tremendous opportunities for restricted research funding being provided by various funding agencies. Secondly, there are unique government opportunities – thinking about either discovery or applied research or how we translate knowledge so it effects how services are delivered. Also, there are opportunities with partners, some will bring funding to the table. From application it reflects immense existing strength and the Centre consolidates the strengths and brings it to the forefront.

*Upon a motion duly made by L. Elliott and seconded by M. Mackenzie, that pursuant to the recommendation of Academic Council, the Board of Governors hereby approves the establishment of the Age with Dignity Campus of Care and Best Practices Research Centre, as presented.*

*M. Lemonde left the meeting at 1:29 p.m.*

**6.2 New Program Proposals**

**(a) Faculty of Social Science and Humanities: New Diploma in Public Policy Proposal**

L. Elliott introduced the New Diploma proposal and noted that Dr. Peter Stoett, Dean of the Faculty of Social Science and Humanities was available for any questions.

L. Zucker was intrigued by the format of the diploma and inquired if this kind of credential would become more of a trend going forward and if more of these diplomas will be available or do they already exist across the university. P. Stoett responded that it is a great format and it adds value for the student. He noted that there will likely be more coming forward for consideration. D. Reiner asked if we would be competing with college students in going down the pathway of diplomas. L. Livingston responded that these diplomas are meant to be an add-on to degrees. We have pathways to bridge college students coming to university. There will be pathways coming forward to allow our graduates to enter into diploma programs. Further, the Provost noted that colleges can now offer Associate, three-year degrees. There is no doubt we are competing with colleges, but at a much higher level to get students to come to our institution.

*Upon a motion duly made by L. Elliott and seconded by K. Kingsbury that pursuant to the recommendation of the Academic Council, the Board of Governors hereby approves the Undergraduate Diploma in Public Policy, as presented.*

**(b) Faculty of Energy Systems and Nuclear Science & Faculty of Engineering and Applied Science: New Bachelor of Engineering and Bachelor of Engineering and Management in Energy Engineering**

L. Elliott introduced the new Bachelor degree proposals and noted that Dr. Hossam Kishawy, Dean of the Faculty of Engineering and Applied Science was available for any questions.

Questions included:

- What is a “flipped classroom”?
  - When the students take the position of professor and the professor acts more like an educated student. Material is available for students and the classroom is a place where all discussion is led by students. It can be very engaging for the students.
- Does the new engineering degree replace the current Bachelor of Engineering or is it an additional option for students to take?
  - It will not replace the Nuclear degree and that it is a stand-alone program. It will combine some expertise for electrical, nuclear, renewable and other energy systems.
- Has the marketability of these programs been assessed to companies that would hire these graduates?

- Yes, many graduates from Engineering are currently working in industry and there is an additional option in mechanical engineering.
- Regarding enrolment, is there a sense of how much will be incremental versus drawing away from other Ontario Tech Engineering programs.
  - It shouldn't draw away from other engineering programs as they are completely specialized and we don't expect a reduction in enrolment.
- How typical is it that students at the end of first year want to change programs and can they come in undeclared?

We allow students who are not declared to join first year engineering. Unless we have a capacity problem we allow them to go from one program to another.

*Upon a motion duly made by L. Elliott and seconded by L. Zucker that pursuant to the recommendation of Academic Council, the Board of Governors hereby approves the Bachelor of Engineering and Bachelor of Engineering and Management in Energy Engineering.*

**(c) Faculty of Engineering and Applied Science: New Bachelor of Engineering and Bachelor of Engineering and Management in Industrial Engineering**

*Upon a motion duly made by L. Elliott and seconded by M. Mackenzie that pursuant to the recommendation of Academic Council, the Board of Governors hereby approves the Bachelor of Engineering and Bachelor of Engineering and Management in Industrial Engineering, as presented.*

L. Elliott thanked all involved on behalf of all the governors.

*H. Kishawy left the meeting at 1:44 p.m.*

**7. President's Report**

The President commented about the positive energy on campus. He extended his appreciation to both bargaining teams for reaching a deal and noted that students are extremely pleased to be back. He communicated his thanks for the minimal disruption, noting that the term length will not be affected and exams will be ending as scheduled. Students are glad to be back on campus, see their friends and they have noted that they feel safe here, which is something we need to continue to talk about as the COVID-19 protocols are being gradually lifted.

The President noted that a lot of time has been devoted to post strike follow up and strategic discussion centered around bringing community together after a strike.

He concluded his remarks by stating that we are navigating this term well, given the ever-changing protocols from the province. We are continuing with our vaccine and mask directives until the end of term then we will reassess. Keeping our community safe is our main priority. We have learned through this that we can overcome challenges.

*P. Stoett left the meeting at 1:47 p.m.*

### **7.1 Strategic Discussion: Coming Together After a Strike**

The President opened the discussion by noting that a strike is not pleasant but that all parties need to come back together for the betterment of the organization. The focus of the discussion today is to talk to governors given the many experiences with labour disruptions and the management challenges that can be faced. This strike took place in the perfect storm, in the wake of COVID-19 where all are feeling burned out, tired and sick of the pandemic and all that it has brought. Then to add in feelings of being overworked and undervalued can create a catalyst for a strike. It is something that hasn't happened and we hope to not see it happen again. He noted that we would like to gather collective wisdom from members; what has happened in your organizations and what has brought people back together. He concluded his remarks by noting that that we believe talking face to face is the most powerful remedy and the key is informal discussions. The President stated that both he and the Provost take the style of walking around the hallways on campus to talk to people and host small group discussions. He noted that the OTSU has invited him to a small group discussion of clubs and societies next week. The President is planning for more informal and formal discussions in the coming weeks.

The President stated his values and that he recognizes everyone in the organization wants it to thrive. Everyone is proud of Ontario Tech and we care about our students. We want to listen and let people know we hear them.

The Provost noted that we want to hear from the governors about strategies. We know as we walk around campus and we begin to engage the university community we need to remember that although the pandemic fatigue is very much still real, there is a sense of regaining some freedom. Also, better weather is coming and we are located on a great campus. Many haven't explored Shawenjigewining Hall yet and need to see the newest building. Further, more in person events are being tentatively scheduled including events at the Regent and the Athletic Awards. She noted that there are direct and indirect ways to welcome people back to campus and we have an opportunity here and we need to actively embrace it.

*M. Saros joined the meeting at 1:59 p.m.*

Some points made included:



- People need to see everyone working together.
- Schedule a faculty/staff event (Ridgeback family night or BBQ) jointly organized by the administration and the union.
- Make tomorrow more important than yesterday – use the positive energy and take advantage of the change of season and coming out of COVID. Keep some of the things you do together light and fun so you see each other as regular people goes a long way.
- Small ground/roundtable discussion - helps to build a bridge.
- Look at how to prevent the strike from happening again.

L. Elliott thanked everyone for their comments. L. Livingston and S. Murphy will take them back. Let's learn from this to potentially avoid it in the future.

## **Committee reports**

### **8. Audit and Finance Committee (A&F) Report**

*Joshua Sankarlal left the meeting at 2:11 p.m.*

## **Finance**

### **8.1 Third Quarter Financial Reports**

L. Elliott noted that the MCU audit update has been provided for information in the Board material. E. Cotter from the Ontario Internal Audit Division attended the February A&F meeting to present the audit results and answer questions. The Ministry views the results as a good news story and overall it was found that the university has good processes in place. She explained that the university has already started working on key recommendations made. Reports and recommendations will be reviewed by the Ministry every six months until all recommendations are complete. Further, A&F will also receive regular updates from B. Maclsaac.

### **8.2 2022-2023 Tuition & Ancillary Fees**

*Upon a motion duly made by L. Elliott and seconded by S. Chow, that pursuant to the recommendation of the Audit & Finance Committee, the Board of Governors hereby approves the 2022-2023 tuition fees, as presented.*

L. Elliott stated that although the provincial fee framework has not yet been released, the current assumption is a 0% increase for domestic. There is much discussion regarding international tuition fees. The recommendation is to increase in order to be in line with our competitors. Upper years capped at 5% as tuition is more predictable.

Comments and questions from the Board included:

- C. Collins noted that there is an extra increase for Computer Science that was drawn back. International graduate tuition fees are covered if not by scholarship by research dollars. He remains concerned because as we increase fees we are just taxing researchers who are taxing through researcher dollars. He stated that he has one of the highest grants in the Faculty of Science and he still finds it difficult to pay international students. Recruiting is still a great challenge.
- A. Barari stated that hiring is a challenge for faculty members as there are a lot of competitors and many offer PhD programs for international students for free. At this time our faculty members are very disadvantaged in finding proper team members for their research. It is a very challenging task and it will become more difficult in the future. In the past we were able to bring PhD students here; they would stay for one to two years and then receive a better offer from another institution where their tuition was waived. This is an important factor to consider when raising tuition fees especially for PhD students.
  - S. Cantrell noted that there wasn't an increase on international as they are cognizant about this. They are considering a proposal looking at international graduate tuition scholarship. She stated that it remains difficult to compare one university to another especially PhD with student funding packages and how Collective Agreements are. She commented that considerations are being made and they are looking holistically at funding pieces and how to also support faculty members. There will be movement in proposals coming forward.

L. Elliott thanked S. Cantrell for the additional information.

*Upon a motion duly made by L. Elliott and seconded by M. Saros that pursuant to the recommendation of the Audit & Finance Committee, the Board of Governors hereby approves the ancillary fees, as presented.*

L. Elliott noted that Ontario Tech ancillary fees are among the highest in the province and this is always a key consideration for the university. There is a new fee for Faculty of Social Science and Humanities students and each Faculty society imposes their own fees. Some are above 2%. Administration decided not to increase some fees so that the OTSU could increase theirs in order to offer more programs. She explained that Ontario Tech fees are higher because of some services and products available for students to purchase on their own, is an expense you won't see in other universities.

Comments and questions from the Board included:

- C. Collins stated that the efforts that were made to allow for community building really speak to our “sticky campus” and this will provide opportunities for us. He appreciates the effort.

## **9. Governance and Nominations & Human Resources Committee (GNHR) Report**

M. Saros noted that there was a strategic discussion during the January meeting that focused on community engagement. There were a number of ideas generated, including how to find opportunities to reconnect on campus in person as there is a growing appetite to do so and we would like to bring forward some options to best leverage governors’ time.

Also, more engagement and interaction with students and alumni and how to best leverage the social media influence of many governors to amplify and promote things in the university. She noted that not all governors have an interest in social media and so the work of the committee is to bring forward a few suggestions at the next committee meeting.

She further stated that there was a government pension review and university compliance review of the pension plan. We are pleased to learn that the university is very strong with best practices.

### **9.1 Draft Board EDI Statement**

*Upon a motion duly made by M. Mackenzie and seconded by K. Kingsbury that pursuant to the recommendation of the Governance, Nominations and Human Resources Committee, the Board of Governors hereby approves the Board of Governors EDI Statement, as presented.*

M. Saros noted that there was good feedback received on the statement. The information is included in the Board material, both tracked and clean versions. We will be broadening the language to include other groups and commit to other reviews. Also, a statement to measure ourselves on progress and holding ourselves accountable was taken into consideration.

## **10. Strategy & Planning Committee (S&P) Report**

L. Zucker noted that the Provost led a great strategic discussion on Blended Learning and what we will be left with post COVID. We have learned that some programs are better set virtually. Some students thrive online while others do not. There is lots of work to do and we need to look at how to manage it.

Regarding student recruitment, global events and COVID impact the countries we

traditionally target and recruiting agencies we use. L. Livingston discussed opportunities where we have to grow enrolment.

Regarding planning, we focused more on a recruiting plan and talked about retention.

L. Jacobs provided a project update on AVIN and ACE enhancement that is on track to finish by the end of the month.

### **10.1 Project Updates – Questions Only**

L. Zucker congratulated all for getting to the end, on time and on budget. There were no questions.

## **11. Consent Agenda**

*Upon a motion duly made by K. Kingsbury and seconded by T. Koseck, the Consent Agenda was approved.*

- 11.1 Minutes of Public Session of Board Meetings of December 9, 2021**
- 11.2 Minutes of Public Session of A&F Meeting of November 24, 2021**
- 11.3 Minutes of Public Session of GNHR Meeting of October 21, 2021**
- 11.4 Minutes of Public Session of S&P Meeting of October 7, 2021**
- 11.5 Amendments to Statement of Investment Policies**
- 11.6 Academic Council’s Updated Steering Committee Terms of Reference**

## **12. Information Items:**

### **A&F**

**12.1 Credit Rating Update**

**12.2 MCU Audit Update**

### **S&P**

**12.3 ACE Enhancement Project**

**12.4 AVIN Project**

### **GNHR**

**12.5 Pension Governance Review Findings Report**

## **Other Business**

K. Kingsbury noted that within the MCU review there was reference to an IT Governance Committee and it was the first time she had heard it referenced. B. MacIsaac responded and stated that it is an operational governance process. The key part would be laying out larger IT projects at the April A&F and then to Board within budget.

## **14. Adjournment**

*Upon a motion duly made by L. Zucker, the public session adjourned at 2:38 p.m.*