
**Wednesday, May 3, 2017
3:15 p.m. – 5:30 p.m.
Place: 55 Bond St., DTB 524**

GOVERNORS IN ATTENDANCE:

Adele Imrie, Board Chair
John McKinley, Vice-Chair
Nigel Allen, Chair of Investment Committee
Karyn Brearley, Chair of Governance, Nominations & Human Resources Committee
Doug Allingham
Jeremy Bradbury
Don Duval
Andrew Elrick
Francis Garwe
Jay Lefton
Tim McTiernan, President (*ex-officio*)
Glenna Raymond
Dietmar Reiner
Bonnie Schmidt
Mary Steele
Tyler Turecki
Shirley Van Nuland

VIA TELECONFERENCE:

Ololade Sanusi
Noreen Taylor
Valarie Wafer, Chair of Strategy & Planning Committee

REGRETS:

Miles Goacher, Vice-Chair and Chair of Audit & Finance Committee
Mary Simpson
Mike Snow
John Speers

BOARD SECRETARY:

Becky Dinwoodie, *Assistant University Secretary*

UOIT STAFF:

Robert Bailey, *Acting Provost and Vice-President, Academic*

Craig Elliott, *Chief Financial Officer*

Cheryl Foy, *University Secretary & General Counsel*

Doug Holdway, *Interim VP of Research, International and Innovation*

Andrea Kelly, *Assistant to the Secretary*

Brad MacIsaac, *Assistant Vice-President, Planning and Analysis, and Registrar*

Cathy Pitcher, *Assistant to the President*

GUESTS:

Mikael Eklund

1. Call to Order

The Chair called the meeting to order at 3:40 p.m.

2. Agenda

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

3. Conflict of Interest Declaration

There was none.

4. Approval of Minutes of the Meeting of March 1, 2017

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

5. Community Reports/Presentations (if required)

There were no requests from the community to present at this meeting. With the additional time, the President presented a video filmed by the Weather Network highlighting the First Responder Training conducted in ACE. He advised that the training program is funded through the Innovation Initiatives Fund, which is funded jointly by UOIT and Durham College (DC).

6. Chair's Remarks

The Chair provided a brief update on the presidential search and reminded everyone that the Presidential Candidate ad and profile are available on the University website. It was published in the Globe and Mail, as well. She encouraged people to circulate it to whomever they believe might be interested in the role.

As mentioned at the last meeting, the tuition and ancillary fees were deferred until this meeting as the Ministry had not released the tuition framework and compliance requirements. The fees for 2017 - 2019 are being presented at today's meeting for consideration.

The Chair congratulated O. Sanusi on her successful participation in the 3 Minute Thesis competition (known as 3MT). O. Sanusi won UOIT's 3MT final and earned fourth-place honours in the provincial

competition. She is advancing to the national 3MT finals hosted by the Canadian Association for Graduate Studies (CAGS). In the five-year history of the Ontario 3MT competition, O. Sanusi is the first student from UOIT to advance to the national event. Her video presentation will be profiled on the CAGS website from May 12 to 26 and the link will be distributed to the Board once available. People can vote online for the People's Choice award. The Board and the institution are extremely proud of her accomplishment and wish her luck during the national competition.

The Chair reminded the governors of the Convocation dates and encouraged them to attend as it is an exciting day for the graduates and a wonderful opportunity for the governors to engage with the University community.

She introduced M. Eklund, the only guest attending the meeting.

7. President's Report

The President reported on his attendance at the year-end meetings for UC and COU. The central focus of the recent UC meeting was inclusiveness and diversity, which included an address from the Minister of Science.

The meeting of the COU Executive Heads was held at McMaster and there were discussions regarding the ongoing SMA negotiations and provincial funding.

7.1 Confirmation of Tenure & Promotions

The President confirmed that awards of tenure and promotion were approved during the non-public session of the meeting and would be announced once the successful candidates were notified.

8. Academic Council Report

The President delivered the Academic Council Report.

8.1 Renaming Office of Graduate Studies to School of Graduate and Postdoctoral Studies

The President presented the recommendation for the change of name of the Office of Graduate Studies to the School of Graduate and Postdoctoral Studies for the Board's consideration. He advised that the name change accurately reflects the functions of the unit, as well as its anticipated growth. The President responded to additional questions from the Board.

Upon a motion duly made by T. McTiernan and seconded by J. Bradbury, pursuant to the recommendation of Academic Council, the Board of Governors approved the renaming of UOIT's Office of Graduate Studies to School of Graduate and Postdoctoral Studies, effective 1 July 2017.

9. Co-Populous Report

As an introduction to the co-populous report, the Chair noted the importance of the relationship between UOIT and DC. D. Allingham delivered the co-populous report. He reported that the last DC Board meeting focused on the 2017-18 budget. They also received an update on the Centre for Collaborative Education. D. Allingham discussed DC's 50th anniversary celebration events and

provided the example of the DC Brewing Memories Coffee Tour, where the college will host coffee breaks throughout the year at 50 workplaces that employ DC graduates.

Committee Reports

10. Audit & Finance Committee (A&F)

Finance

N. Allen was reporting on A&F in M. Goacher's absence. On behalf of M. Goacher, he thanked C. Foy for developing the University Risk Management (URM) program and introduced her to provide a URM update.

10.1 University Risk Management (URM)

C. Foy reviewed the related report with the Board. The purpose was to provide the Board with an overview of the risk management process and its relationship to other planning processes, in particular, the budget process. It was also intended to provide an update on the status of URM and report on the activities and progress against the risk management goals and objectives as outlined in the URM Report presented in June 2016.

C. Foy provided an overview of the risks and planning processes. She reminded the Board that it will likely be a 10-year process before risk management is fully integrated into the University's culture. She confirmed that several risks identified in the budget presentation are risks that were identified through last year's risk register process.

Institutional risk owners have been identified, such as the Space Working Group. Further, Academic Council has been identified as the risk owner for academic quality. The Risk Management Committee is working towards a final register, which will be presented at the next meeting.

C. Foy advised that the risk management website is now live as part of the University Secretary and General Counsel website. Additional attention must be given to strategic risks. She confirmed that the annual risk report will be presented at the Board's meeting in June.

10.2 2017-2018 Budget

N. Allen introduced the budget and advised that a conservative approach has been taken. He asked C. Elliott to discuss the unfunded items and the related mitigation strategies.

C. Elliott presented the 2017-2018 budget. He noted that the Ministry has not yet finalized the technical requirements of the updated funding formula. He advised that operating revenue is unlikely to decrease from what it is today during the next 3 years. There are still a number of variables to be determined, such as the number of PhD and Masters students.

In the current year, we are approximately 84-85 FTE over budget. The enrolment level for the budget next year has been purposely decreased in order to improve student experience factors, such as NASMs/FTE, reducing the student to faculty ratio, and fitting within the designated corridor. The budget also reflects the University's international strategy.

C. Elliott discussed the proposed budget reductions. When they examined the 10-year forecast, they saw structural issues that need to be addressed, requiring restructuring and reallocation of costs. Last year, they implemented across-the-board reductions. This year, the reductions were more strategic. By making those adjustments, there will be a balanced budget across the next 10 years.

He noted that the costs of the fundraising campaign have been offset with the carry-forward from the Advancement Department. He also confirmed that the SIRC building is not included in the budget as it is being paid for out of the University's restricted funds. Further, reserves will be reduced over the next couple of years. The moving ground plane is also not included in the budget.

C. Elliott explained the budget contingency and how it must be built up over the first 5 years in order to cover the last 5 years. He also discussed the transition of the TELE program to the "bring your own device" (BYOD) model.

The budget process this year was similar to the previous year. They are trying to make the process more transparent. The budget was taken to Academic Council and PACIP. There were also no changes in the accounting policies.

C. Elliott reviewed the major issues, challenges and opportunities of the University.

Strategic Planning & Budgeting

R. Bailey introduced himself as the acting Provost. He emphasized how drafting a university budget involves multi-year financial planning and must also be guided by strategic planning and the strategic goals identified by the Deans. He reviewed the main pillars of the Strategic Plan.

He continued by providing a breakdown of the \$3.4M in base expenses allocated to 2017-2018 strategic initiatives. He also discussed the efforts to decrease the student to faculty ratio. Additional money is being allocated to sessionals and TAs in order to reduce class size. He also noted that the English Language Centre will play a key role in supporting an increase in international student enrolment. He also provided the following breakdown of \$8.4M in one time only expenses:

- 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

R. Bailey introduced the process used in making the "hard choices" and discussed how the effects of those choices were mitigated. The process started with examining the 10-year budget and how to balance it.

The key risks and mitigations related to the following:

- student experience
- academic quality/faculty and staff
- crisis response/business continuity
- legal/compliance liability

C. Elliott reviewed the key budget assumptions with the Board, as well as budget and financial metrics. The use of reserves to build SIRC has affected the metrics. He also presented the key risks and opportunities. He noted the \$1.1M allocated to the “10 Forecast Surplus to Balance” included in contingencies to help achieve a balanced budget in 10 years.

We have a balanced budget. The University is spending \$16M on shared services with DC. He advised that the University is still experiencing some issues related to the Ice Centre and they are continuing to have discussions with the City regarding same. There will be approximately \$1.9M in carry-forwards at the end of the year and will be spending approximately \$1.3M.

C. Elliott discussed restricted funds and why they are used in budget planning. Our reserves will be reduced to \$19M by the end of 2017-18 due to funds used for the construction of SIRC.

A question was raised about the sustainability of international students given the competition for students. R. Bailey advised that the anticipated increase in international enrolment will be modest and strategic. C. Elliott responded to a question regarding the University’s case position. He advised that the University’s cash position is strong in comparison to the past.

There was a discussion about the TELE transition and whether FEAS and FESNS will continue to be supplemented. R. Bailey responded that although students bring their own device, the University must still provide the relevant software and there are associated costs. We will move toward a more sustainable model once the TELE transition is complete.

C. Elliott responded to additional questions from the Board.

The Chair deferred voting on the motion approving the budget until after the Board considered the tuition and ancillary fees agenda item.

Upon a motion duly made by N. Allen and seconded by D. Duval, pursuant to the recommendation of the Audit and Finance Committee of the Board, the Board of Governors approved the 2017-18 Budget as presented.

10.3 2017-2019 Tuition & Ancillary Fees

The Chair invited B. Maclsaac to present the 2017-2019 tuition and ancillary fees.

B. Maclsaac reviewed the Board’s role in relation to tuition and ancillary fees, as well as the process of setting tuition at UOIT. He advised that the proposed fees fall within the Ministry framework,

reflecting an overall 3% increase. He also looked at comparator schools within Ontario, ensuring we are at or just under the Ontario average. He confirmed that the University's ancillary fees are still at the top of Ontario institutions. There is no corresponding limit on increasing international student tuition fees; however, the goal is to keep the international increases similar to domestic tuition increases. Larger increases for international student tuition might be considered in future years.

B. MacIsaac discussed the students' perspective with respect to tuition increases. Ontario has one of the best financial aid packages for students worldwide among places that do not offer universal postsecondary education. Students feel the burden and are starting to work together with institutions to obtain increased funding from the government.

B. MacIsaac answered a question about the ancillary fees still being relatively high when the TELE program is moving to BYOD. He clarified that the TELE fees are over and above the ancillary fees. He explained that the ancillary fees are still relatively high because they include the UPASS (\$120 – only approximately 1/3 of schools have transit passes) and capital projects relating to the Student Centre and Campus Recreation/Wellness Centre (voted on by the students).

There was a discussion about the tuition for engineering in light of anticipated competition from expanding institutions.

Upon a motion duly made by A. Imrie and seconded by N. Allen, pursuant to the recommendation of the Audit and Finance Committee of the Board, the Board of Governors approved the 2017-2019 tuition fees, as presented.

Upon a motion duly made by A. Imrie and seconded by N. Allen, pursuant to the recommendation of the Audit and Finance Committee of the Board, the Board of Governors approved the 2017-2019 ancillary fees, as presented.

10.4 SIRC Building Construction Project

C. Elliott delivered the SIRC Building Construction Project update as of April 25, 2017. He answered questions from the Board.

11. Governance Nominations & Human Resources Committee

K. Brearley delivered the GNHR Report. The Committee is continuing to make progress on its work plan. She thanked J. Bradbury and S. Van Nuland for conducting a review of the Annual Board Practices Assessment. The Committee approved the updated form. As the online survey has proved difficult to schedule over the past year, the assessment form will be distributed via e-mail. She asked the governors to please complete it and return it to the Secretariat to assist with planning for the next year. As stated at the Board meeting in December, the Student Sexual Violence Policy and Workplace Violence Policy and Procedures benefitted from an additional three month review period. Reflecting comments received, the updated Workplace Violence policy documents are included in the Consent Agenda for approval as the changes were not substantive. The Committee received an update on the Student Sexual Violence Policy at its March meeting and the proposed amendments will come

forward for recommendation at the Committee's June meeting. The By-Law Review Project Working Group has made good progress on the by-law and the Board has received a draft of the amended By-law Number 1 for review. The goal is for the by-laws to be presented for approval by the Board at its AGM in June.

12. Strategy & Planning Committee

12.1 Strategic Mandate Agreement (SMA)

R. Bailey presented the SMA report. He provided an overview of the key concepts to be included under the main areas of the SMA, which are:

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

The draft of the SMA was submitted to the Ministry the previous week and the University is awaiting the Ministry's response.

R. Bailey reviewed the proposed enrolment plan. The overall enrolment projection for the time of this SMA is essentially flat. The University is asking for additional spots in Nursing Program and additional graduate spaces, including the approval of 20 currently unfilled PhD spots. It also proposes a modest increase in international enrolment.

In discussing the sustainability section, R. Bailey noted that because of our STEM-rich enrolment, the University tends to receive less funding than other typical institutions. He also referred to the challenge of the debenture requirements. The SMA identifies the existing programs of strength and the program areas of expansion.

B. MacIsaac explained the differentiation bucket. UOIT has been allocated 4% to the differentiation pot and the majority is allocated to the enrolment bucket. R. Bailey confirmed that this is the first proposal and it will go back and forth with the Ministry.

The Chair noted that a representative of the Ministry could come and speak to the Board about the SMA. She asked the Board members if they would be interested in hearing from the Ministry and they supported that suggestion.

Upon a motion duly made by V. Wafer and seconded by T. McTiernan, the Board of Governors endorsed the key concepts outlined in the attached document as UOIT's Senior Leadership Team negotiates the Strategic Mandate Agreement with the Province of Ontario.

13. Consent Agenda:

Upon a motion duly made by A. Imrie and seconded by M. Steele, the Board approved the following items on the consent agenda:

- 13.1 Workplace Violence Policy & Procedures
- 13.2 Endowment Disbursement
- 13.3 Minutes of the Audit & Finance Committee Meeting of February 15, 2017
- 13.4 Minutes of the Governance, Nominations & Human Resource Committee Meeting of January 25, 2017
- 13.5 Minutes of the Strategy & Planning Committee Meeting of January 18, 2017

14. For Information:

- 14.1 Academic Council - Program Review Final Assessment Reports and Follow-Up*
- 14.2 Convocation Dates: June 8 & 9, 2017

15. Other Business

16. Termination of Public Session

There being no other business, upon a motion duly made by T. McTiernan and seconded by K. Brearley, the Meeting terminated at 5:45 p.m.

Becky Dinwoodie, Secretary