



## BOARD OF GOVERNORS' 126<sup>th</sup> REGULAR MEETING

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Minutes of the Public Session of the Meeting of March 9, 2023  
12:34 p.m. to 1:34 p.m., Hybrid

### **GOVERNORS IN ATTENDANCE:**

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

### **REGRETS:**

Trevin Stratton

### **BOARD SECRETARY:**

Lauren Turner, *University Secretary*

### **STAFF:**

James Barnett, *Vice-President, Advancement*  
Jamie Bruno, *Chief Transformation and Organization Culture Officer*  
Sarah Cantrell, *Associate Vice-President, Planning and Strategic Analysis*  
Sara Gottlieb, *General Counsel*  
Barb Hamilton, *Legal Executive Assistant*  
Krista Hester, *Chief of Staff*  
Les Jacobs, *Vice-President, Research and Innovation*  
Lori Livingston, *Provost & Vice-President, Academic*

Brad MacIsaac, *Vice-President, Administration*  
Kimberley McCartney, *Assistant University Secretary*  
Joanne Nickle, *Senior Executive Assistant, VP External Relations*  
Pamela Onsiong, *Director, Planning & Reporting, Finance*  
Andrew Sunstrum, *Director, Human Rights Office*

**1. Call to Order**

The Chair called the public session to order at 12:34 p.m.

**2. Agenda**

*Upon a motion duly made by M. Mackenzie 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, expressing pleasure at seeing so many people in person. She welcomed governors M. Rencheck and D. Thompson to their first meeting of the Board of Governors and welcomed guest attendees.

Roger Thompson joined the meeting.

The Chair requested the governors mark their calendars to try to attend the May 11, 2023 Strategic Retreat in person. She also asked that governors hold June 7-9, 2023 for Convocation. The Chair thanked the President and the leadership team for the successful governor orientation and thanked L. Jacobs for the professional development session on Faculty Research. She encouraged governors to stay connected with the University in between Board meetings by following University and student Twitter accounts.

**5. President's Report**

The President shared that L. Jacobs has submitted an intent to renew for a second term and that work is underway to assemble a renewal advisory committee in accordance with University procedures. He then provided some updates, including the recent signing of a Memorandum of Understanding with Grandview Children's Centre and the successful engineering outreach workshop for Black youth as a part of International Day of Women and Girls in Science which was attended by the Minister for Women and Gender Equality and Youth. The President highlighted recent University accomplishments, including the 20.3% increase in applicants this year and

the University ranking #1 in the province and #2 in Canada for small universities for research funding. He commented positively on trends in brand recognition.

The President then shared challenges the University faces, including the financial pressures generated by the ongoing tuition and grant freezes. He noted that the University remains below the sector average for international student enrollment, adding that increases will be done thoughtfully with an eye to whether or not adequate supports are in place. He concluded by commenting briefly on the Blue Ribbon Panel that has been struck by the provincial government.

## **6. Academic Council**

C. Carmichael presented the Academic Council report, noting that Academic Council has had busy agendas this quarter. She noted the openness of the discussions and the transparency and collaboration between members. Particularly noteworthy topics before Academic Council this quarter were good governance, the tuition framework, and the Integrated Academic Research Plan (IARP). She commended the Provost for her commitment to supporting student success.

## **Committee Reports**

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

#### **Finance**

#### **7.1 Third Quarter Financial Reports**

C. Carmichael presented the Third Quarter Financial Reports. She commented on the broader financial context in which the University operates, including the tuition and grant freeze as well as visa processing disruptions for international students, inflation, and high interest rates. She commended the leadership team for forecasting a budget with a surplus in such challenging conditions. She cautioned, however, that under such pressures, the University's financial position will erode.

In response to a question, P. Onsiong confirmed that there is a surplus in-year that will be invested in capital. C. Carmichael noted that the proposed multi-year budgeting approach will expand on capital expenditure forecasts, giving the Board greater insight into planning in this regard.

In response to a question, B. MacIsaac confirmed that the April 2023 budget presentation will include a risk analysis of items not included in the budget. He advised the Board of Governors that risk is minimal for the balance of 2022, but that there is aging equipment worth approximately \$750k that is being monitored for deterioration.

## **7.2 2023-2024 Tuition & Ancillary Fees**

S. Cantrell presented the 2023-2024 Tuition Fees, noting that the proposed fees are in line with the Ministry's tuition fee framework. She then advised the Board of Governors that it may be possible for the University to increase fees in a few programs, but that for the majority of programs, tuition continues to be frozen. She highlighted the increase in scholarships and bursaries.

*Upon a motion duly made by M. Mackenzie and seconded by K. Hao, pursuant to the recommendation of the Audit & Finance Committee, the Board of Governors hereby approves the 2023-2024 tuition fees, as presented.*

B. Maclsaac then presented the 2023-2024 Ancillary Fees, explaining the process by which they are set by the University. He highlighted the efforts made since 2015 to minimize ancillary fees, noting that the average increase for 2023-2024 is 2.1% or approximately \$40. In response to a comment, B. Maclsaac confirmed that the University is balancing stakeholder inputs, including those of the Auditor General, on the subject.

In response to a question, B. Maclsaac discussed the reduction in technology-related fees last year. In response to a further question, he confirmed that the increase in education placement fees is a pass through cost; it reflects the nominal fee that schools in Durham Region provide to classroom teachers when they agree to have teacher candidates in the classroom. He then explained the \$5 million loan taken out by the Ontario Tech Students Union (OTSU) to pay for 10% of Shawenjigewining Hall, which the Union occupies.

*Upon a motion duly made by E. Agius and seconded by J. Wilson, pursuant to the recommendation of the Audit and Finance Committee, the Board of Governors hereby approves the 2022-23 ancillary fees as presented.*

## **7.3 Risk Update**

C. Carmichael presented the Risk Update, noting that both processes and reporting in this area are developing and improving continuously. She advised the Board that A&F has requested a one-page capture of large strategic risks as well as timelines for mitigation. She commented positively on her first one-on-one meeting with the Director of Risk Management. B. Maclsaac briefly updated the Board on cyber insurance, sharing that the University is now covered by CURIE for first- and third-party liability.

**8. Governance Nominations & Human Resources Committee (GNHR) Report**

M. Saros presented the GNHR Report, highlighting the robust discussion on the Flex Work Strategy at the January 2023 meeting. She noted in particular the four core principles of the Strategy and the Committee's input on the value of experiencing Ontario Tech culture even when working remotely and how that can be done with intention. She commented on the importance of being purposive about days working in-office, being vigilant about signs of eroding employee resilience, and keeping equity and fairness firmly in mind. She closed by noting that the Committee received the newly-consolidated annual report from the Human Rights Office.

**9. Strategy & Planning Committee (S&P) Report**

E. Agius presented the S&P Report, noting the engaged and active discussion about Advancement in January. He highlighted the updates on the Advancement team, synergies between rebranding and advancement, the new campaign being created and the campaign's focus on metrics which will allow donors to measure success and impact. He noted the importance of partnership with the Board of Governors to identify opportunities and make connections; he spoke positively of his experience with the Advancement team in this regard.

E. Agius then provided a summary of the Provost's reports on student recruitment and student success. With respect to the latter, he highlighted the Provost's philosophy that the University has an ethical and moral obligation to help students to succeed and noted efforts being made in academic advising, as well as financial and mental health supports for students. He closed by providing a brief update on the IARP, advising the Board that final targets and a dashboard will be presented to S&P in May and the Board in June.

Kevin Chan left the meeting.

The Chair commented positively on an interaction that she had with the University Registrar following the S&P meeting. L. Zucker thanked E. Agius for chairing in her absence.

**10. Consent Agenda:**

*Upon a motion duly made by M. Mackenzie and seconded by T. Koseck, the Consent Agenda was approved as presented.*

**10.1 Minutes of Public Session of Board Meetings of December 1, 2022\***

**10.2 Minutes of Public Session of A&F Meeting of November 23, 2022\***

- 10.3 Minutes of Public Session of GNHR Meeting of October 20, 2022\***
- 10.4 Minutes of Public Session of S&P Meeting of October 27, 2022\***
- 10.5 Personal Health Information Privacy Policy\***
- 10.6 Statement of Investment Policies\***
- 10.7 Multi-Year Planning\***
- 10.8 Advancement Update\***
- 10.9 Institutional Metrics Target Setting\***
- 10.10 Consolidated Annual Human Rights Office Report\***
- 10.11 Flex Work Strategy\***

## **11. Adjournment**

*Upon a motion duly made by M. Mackenzie, the public session adjourned at 1:34 p.m.*

Lauren Turner, University Secretary