



BOARD OF GOVERNORS
Strategy & Planning Committee (S&P)

January 12, 2023
2:00 p.m. to 4:55 p.m.
[Videoconference](#)
+1 289-316-6261 PIN: 514 930 938#

Members: Eric Agius (Interim Chair), Ahmad Barari, Carla Carmichael, Kevin Chan, Mitch Frazer, Matthew Mackenzie, Steven Murphy, Joshua Sankarlal, Jim Wilson

Regrets: Lynne Zucker (Chair)

Staff: James Barnett, Sarah Cantrell, Krista Hester, Les Jacobs, Lori Livingston, Brad MacIsaac, Kimberley McCartney, Lauren Turner

AGENDA

No.	Topic	Lead	Allocated Time	Suggested Start Time
PUBLIC SESSION				
1	Call to Order	Chair	5	2:00 p.m.
2	Agenda (M)			
3	Conflict of Interest Declaration			
4	Minutes of Public Session of Meeting of October 27, 2022* (M)	Chair	5	2:05 p.m.
5	Chair's Remarks	Chair	10	2:10 p.m.
6	President's Remarks	Steven Murphy	10	2:20 p.m.
7	Advancement			
7.1	Strategic Discussion: Advancement* (D)	James Barnett	30	2:30 p.m.
8	Strategy			
8.1	Student Recruitment* (D)	Lori Livingston	15	3:00 p.m.
9	Planning			

D – Discussion

M – Motion

P – Presentation

U – Update

* Documents attached

9.1	Student Success* (D)	Lori Livingston	10	3:15 p.m.
No.	Topic	Lead	Allocated Time	Suggested Start Time
9.2	Institutional Metric Target Setting* (D)	Lori Livingston & Sarah Cantrell	15	3:25 p.m.
9.3	Board Retreat Planning (D)	Steven Murphy & Lauren Turner	10	3:40 p.m.
10	Significant Project & Contract Oversight			
10.1	Sion Laboratories (U)	Les Jacobs	5	3:50 p.m.
11	Adjournment (M)	Chair		3:55 p.m.
BREAK – 10 minutes				
NON-PUBLIC SESSION (material not publicly available)				
12	Call to Order	Chair	5	4:05 p.m.
13	Conflict of Interest Declaration			
14	President’s Remarks	Steven Murphy	10	4:10 p.m.
15	Update on Campus Master Plan (U)	Brad MacIsaac	10	4:20 p.m.
16	S&P 2022-2023 Work Plan*	Lauren Turner	10	4:30 p.m.
17	Consent Agenda (M)	Chair	5	4:40 p.m.
17.1	Minutes of the Non-Public Session of Meeting of October 27, 2022*			
17.2	S&P Action Points*			
18	<i>In Camera</i> Session	Chair	10	4:45 p.m.
19	Termination (M)	Chair		4:55 p.m.

Lauren Turner, University Secretary



BOARD OF GOVERNORS
Strategy & Planning Committee (S&P)

Minutes of the Public Session of the Meeting of October 27, 2022
2:00 p.m. to 4:06 p.m. Videoconference

Attendees: Lynne Zucker (Chair), Eric Agius, Ahmad Barari, Laura Elliott, Mitch Frazer, Matthew Mackenzie, Steven Murphy, Jim Wilson

Regrets: Carla Carmichael, Kevin Chan, Joshua Sankarlal

Staff: James Barnett, Sarah Cantrell, Krista Hester, Les Jacobs, Lori Livingston, Brad MacIsaac, Yvonne Stefanin, Lauren Turner

1. Call to Order

The Chair called the meeting to order at 2:00 p.m. and read aloud the land acknowledgement.

2. Agenda

Upon a motion duly made by M. Mackenzie and seconded by J. Wilson, the Agenda was approved as presented.

3. Conflict of Interest Declaration

There was none.

4. Minutes of Public Session of Meeting of May 12, 2022

Upon a motion duly made by J. Wilson and seconded by M. Mackenzie, the Minutes were approved as presented.

5. Chair's Remarks

The Chair welcomed the new University Secretary, Lauren Turner, and James Barnett, the new Vice-President, Advancement to both the University and the Strategy and Planning Committee. She thanked Krista Hester for her service as Interim University Secretary. The Chair went on to congratulate the Chancellor and the Advancement team on the success of the Chancellor's run and the organizers of the Women for STEM Summit conference for putting on an excellent event.

6. President's Remarks

The President expressed enthusiasm for how the academic year has started, noting the great atmosphere and positivity on campus. He echoed the Chair's congratulations on the Chancellor's Challenge, which raised \$160,000 for scholarships, and the

Women for STEM conference. The President closed with some comments on the most recent Universities Canada meeting where reflections on the last two years of being online and looking to the future were key themes. He noted that the senior leadership team is focused on opportunities and increased flexibility, an outlook reflected in strategic planning and other initiatives.

7. Strategy and Planning Terms of Reference Review

The University Secretary presented the Committee with the opportunity to give input on the current Terms of Reference, noting that she may have revisions to propose based on the outcome of the review of the Auditor General of Ontario of university governance. In response to a question, the University Secretary recommended keeping the language around *in camera* sessions flexible. There were no changes suggested for the Terms of Reference at this time.

8. Strategy

8.1 Strategic Discussion: Strategic Priorities for 2022-2023

The Provost and Vice-President, Academic (Provost) provided an overview of the financial environment in which the University operates, noting that it has been estimated that between 2018 and 2025, higher education will have experienced a reduction of approximately \$2.5 billion in revenue from government sources, a 30% reduction in real money being injected into the sector. She noted the pressures to mount new initiatives, often at the government's direction, with no new revenue. She also commented on the heightened competition for students, both domestic and international.

The Provost advised the Committee that Ontario Tech University must find ways to differentiate itself in the sector if it wishes to stay competitive, generate revenues, and continue operations. To that end, five key areas of focus have been set for the year going forward that will inform the University's planning process:

1. Learning Re-imagined/Tech with a Conscience - Innovative Programming
2. Learning Re-imagined/Tech with a Conscience - Differentiated Technology and Physical Space
3. Sticky Campus/Learning Re-imagined - Student-Centric University
4. Sticky Campus - Commitment to Mental Health and Equity, Inclusion and Diversity
5. Partnerships – Building Community/Partnerships to Support Learning, Opportunities and Discoveries

The President then added some commentary about financial pressures, noting tuition freezes and the increasing rate at which universities are turning to international students as a source of funding. With respect to the latter, he observed that international students were once recognized as a source of global perspective and mindset for institutions, but that their value to an organization has shifted to a financial one because of budgetary restraints.

The President then discussed some areas in which the University could think differently, for example reaching both international and domestic markets online. He commented on the importance of having strength in both in-person and online offerings running in parallel, avoiding overlap and maximizing synergy.

In response to a question, the President discussed the talent at the University and the ability to drive towards this vision. He noted the highly innovative approaches that some members of the University took to delivering education during the pandemic. The Provost echoed these sentiments, and noted that some programs by their very nature require in person learning. She expressed the view that the University has talent in both spaces. The President expressed an intention to align future hiring decisions with the strategic direction of the University.

In response to another question, the President advised the Committee that partnerships is a strength of the University. He discussed the importance of differentiated degrees and how the University dedicates significant thought to how it interfaces with international and domestic markets. A discussion then ensued on understanding the reasons why students choose the University and finding ways to differentiate experiential learning.

In response to a question, the President advised that the higher education sector, particularly the Council of Ontario Universities, is pressuring the government for increased funding. He acknowledged, however, the numerous competing interests and the need to keep expectations realistic. A short discussion then ensued on the value of international graduate students as ambassadors for undergraduate offerings at the University. The Provost advised that the tuition working group is reviewing international graduate tuition levels with information expected to track to Academic Council and the Board of Governors. She noted that this year there were adjustments and additions made to graduate international tuition scholarships.

8.2 Towards the 2023-2025 Integrated Academic Research Plan

The Provost updated the Committee on work underway to produce the third iteration of the rolling planning approach that began at the University in 2019. She noted that having an integrated rolling plan has been critical to weathering the turbulence of the pandemic and staying flexible in the face of new challenges such as surging inflation and market uncertainties.

The Provost reminded the Committee of the commitment made in 2019 to have a consistent approach to planning. She noted that in the second iteration of the Plan, evaluation – initially only qualitative – was introduced. The outputs allowed the University to identify successes as well as opportunities for improvement. In the third iteration of the Plan, quantitative evaluation will be tied to the planning process; it will link action plans to measurable goals.

In response to a question, the Provost spoke of the benefits of a rolling two year plan, which allows the University to regularly assess the merits of continuing or halting initiatives in real time. She went on to note that not everything the University

is driving to accomplish requires funding; the focus is on continuous improvement. S. Cantrell added that there are specific stop points throughout the year to assess progress. She gave the example of the strategic enrolment plan as a case study.

9 Planning

9.1 Integrated Planning Process

S. Cantrell presented the Integrated Planning Process for the Committee's information.

The Committee Chair congratulated the Provost and S. Cantrell on their progress with the Integrated Academic Research Plan and metric development.

9.2 Enrolment Update

Before commenting on enrolment, S. Cantrell advised the Committee that the Ontario Universities Fair was hosted in person for the first time in two years and was a huge success for the University. She then gave some highlights of the Enrolment Update, including year over year increases of 19.5% for domestic applications and 20.4% for international applications and 5.2% for registrations.

S. Cantrell then commented on the impacts of the delays at Immigration, Refugees and Citizenship Canada, acknowledging the efforts of staff in this regard. She noted that the delays have led to volatility in graduate numbers.

The Committee expressed pleasure at the registration numbers, particularly after four years of decline. In response to a question, S. Cantrell advised the Committee that student retention is a metric currently under examination. She noted some sources of insights, including financial need reported to the Registrar's Office and academic standards that highlight where students are struggling. She advised that reporting is available at the Faculty level and that Deans and their teams are studying the issue. In response to a comment, S. Cantrell acknowledged the pressures of the pandemic and the disruption of the high school curriculum as mental health aspects of student life that is on the minds of senior leaders.

In response to another question, S. Cantrell commented on enrolment caps due to capacity, discussions about increasing capacity, and expanding co-op programs as a way to draw students. In response to a further question, S. Cantrell confirmed that there is no government funding for graduate students beyond their fourth year of study. A discussion then ensued on possible drivers of the increase in applications. The Provost highlighted the efforts of J. Stokes and the team in the Office of the Registrar. She also noted that given the importance of student enrolment numbers, there was a conscious decision to strategically allocate funds to supporting recruitment initiatives last year.

9.3 Board Retreat Planning

The Chair introduced the Board Retreat Planning item, noting that this has generally been an annual event at the University. The President shared early thinking about the structure of the retreat:

- Inclusion of a dinner and a social event
- Inclusion of student presenters
- Inclusion of a tour
- Timed to be adjacent to an in-person Board of Governors meeting

He noted that the retreat is generally held in May. The Committee expressed support for the timing and format.

The President then discussed possible themes or topics including the differentiation of Ontario Tech, partnerships, international aspects of education, and significant research.

The Committee suggested having a speaker, inviting faculty to present innovative research or pedagogy, and having a very clear articulation of the outcomes expected from the retreat. The Committee suggested that the retreat could help governors to become better ambassadors of the University.

10 Significant Project & Contract Oversight

10.1 Subcritical Nuclear Assembly

L. Jacobs, Vice-President, Research, presented information about the Subcritical Nuclear Assembly. He advised the Committee that there is currently a renaissance of nuclear energy with people recognizing its value for having zero emissions and providing energy security; it is anticipated that project investments in nuclear energy are expected to value \$20 billion in the near future. L. Jacobs noted the research potential of such investment as well as training opportunities as workers re-skill to join the sector. He then discussed the University's strength in energy, the Brilliant Energy Institute, and investment in the Sion Laboratories.

L. Jacobs advised the Committee that the University has submitted an initial application and have started community consultation as part of the licensing process to operate a subcritical reactor on campus. In response to a question, he stated that the licensing process is projected to take 12-16 months. In response to a further question, L. Jacobs shared that the public's view of nuclear energy has shifted over the last decade, but that the University is taking potential community concerns very seriously. He noted that a consultant has been retained to assist the University with consultation, stressing that having the support of local indigenous communities is crucial.

A discussion then ensued on the currency of the reactor, sources of uranium, and L. Jacobs' site visit to the reactor at McMaster University. In response to a question, he confirmed that there are no small modular reactors licensed yet in Canada.

10.2 Capital Project Tracking Sheets

B. MacIsaac presented the Capital Project Tracking Sheets, noting that they now contain information about projects under \$5 million in accordance with input from

the Committee and a recommendation in the report issued by the Ontario Internal Audit Division.

B. Maclsaac then gave an overview of key facilities items, noting that the renovations of Charles Hall are 99 per cent complete and that supply chains remain a challenge with some impact to timelines. With respect to information technology (IT), he drew the Committee's attention to the successful implementation of Qless, two over-budget projects, and an initiative pertaining to active directory that has been complicated by customizations such that the support of a consultant is required.

The Committee expressed support for the revised reporting format and recommended that strategic projects be expressly flagged as such and their place in the broader strategic work of the University be explicit.

11 Other Business

In response to a question, B. Maclsaac gave a brief update on the pressures on parking spots at the University.

12 Adjournment

Upon a motion duly made by J. Wilson and seconded by E. Agius the public session adjourned at 4:06 p.m.

Lauren Turner, University Secretary



ADVANCEMENT STRATEGY FOR ONTARIO TECH

Strategy and Planning, January 12, 2023

New Campaign

Key Elements:

- Campaign Cabinet – senior volunteer leaders
- Strong and compelling Case for Support
- Key Prospects and Donors
- Marketing and communications
- Engagement/support from Ontario Tech leaders and teams



Research and Recruitment of Campaign Cabinet

Kinds of volunteers needed:

- Passionate and proud
- Influential
- Connected
- Donor to Ontario Tech
- Willing to engage in one or all of the following: introduce, engage, ask and steward their contacts, such as their companies/employers

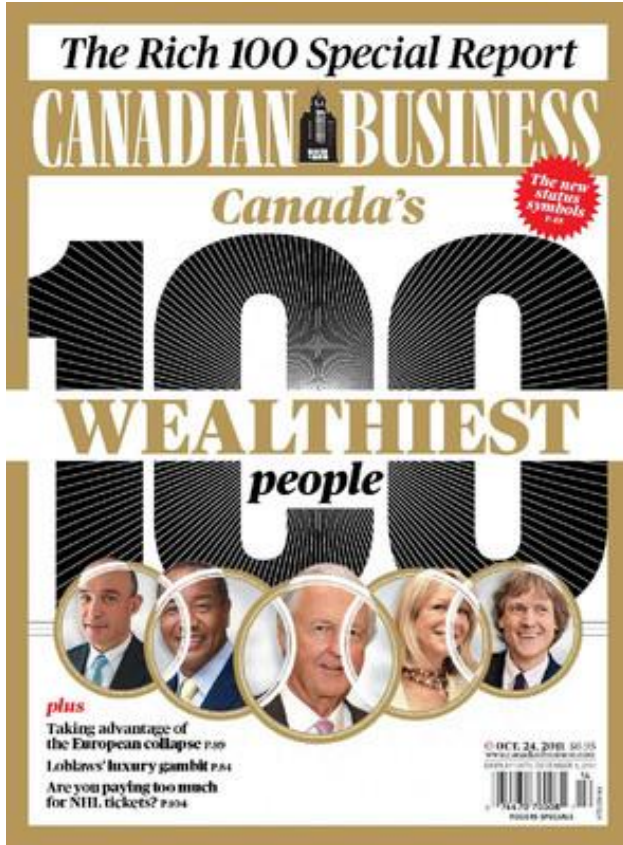


Development of Case for Support

- Case for Support needs to:
 - be aspirational
 - demonstrate impact
 - be compelling
 - be clear and informative with goals and metrics
- Working with leadership to determine and outline campaign priorities
- Will develop promotional items to convey compelling Case



Identifying Key Prospects and Donors



- Build out campaign pipeline
 - Who has capacity to give?
 - Build relationships with existing donors/partners
 - Significantly grow our portfolio of individuals and families
 - Consider who is looking to invest and engage in priority areas, such as:
 - Students
 - Climate change
 - Innovations in healthcare
 - Entrepreneurship

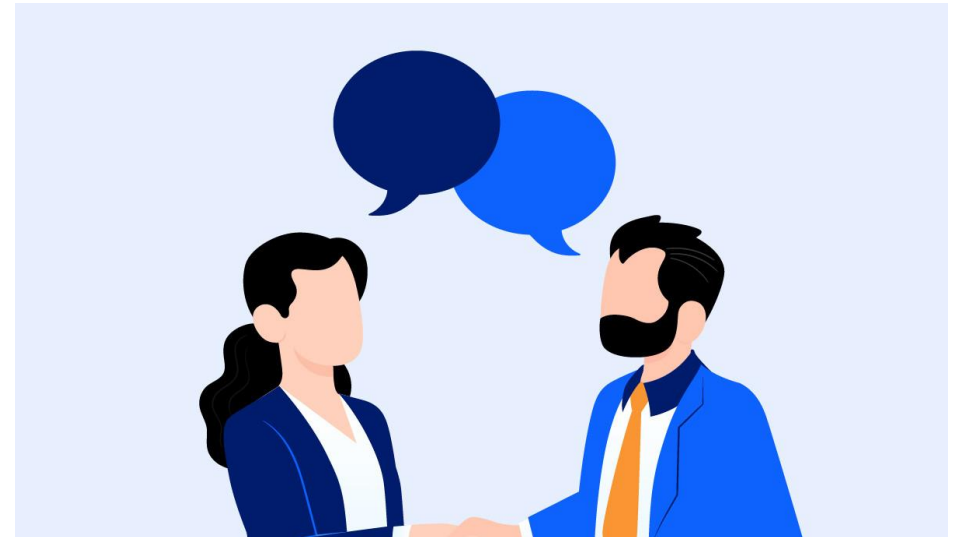
Resources needed for success

- Key fundraisers for transformational and leadership gifts
- Strong marketing and communication materials and vehicles
- Improved digital tools and systems to enhance donor experiences and grow giving
- Leadership support - Board, Deans and SLT, key faculty/staff



How can our Board of Governors support the Campaign?

- Donate, with a multi-year pledge
- Identify volunteers and donors
- Provide a Board statement of endorsement
- Engage in activities, by attending and bringing prospective donors to events, tours, talks, etc.
- Provide your expertise and resources related to marketing and awareness building opportunities



Questions/discussion

1. Where do we go from here?
2. How do we effectively build brand and awareness for the Campaign?
3. From your point of view, what makes Ontario Tech a compelling organization to engage in and support?
4. How can we help you to help us, and what do you need from us?

COMMITTEE REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

TO: **Strategy & Planning Committee**

DATE: **January 12, 2023**

PRESENTED BY: **Dr. Lori Livingston, Provost and Vice-President, Academic**

SUBJECT: **Student Recruitment Initiatives**

COMMITTEE/BOARD MANDATE:

The Committee is responsible for overseeing all aspects of the university’s strategic planning efforts, including the implementation and assessment of these plans in the context of the university’s vision, mission and values.

We are updating the Committee on our strategic approach to supporting undergraduate student recruitment in both domestic and international markets, including a brief summary on our efforts over the past year. The purpose is to prompt further discussion on what additional strategies we need to consider and/or pursue going forward.

BACKGROUND/CONTEXT & RATIONALE:

At its January, 2022 meeting, this Committee engaged in a strategic discussion focused on the University’s international recruitment strategy. International recruitment remains a key priority for Ontario Tech and especially so given the anticipated continuation of domestic tuition freezes.

Growing international enrolments is necessary and we remain resolute in our commitment to grow international enrolments to represent about 15% of the total student body. Growing domestic enrolments, however, is equally if not more important is also a key part of our go forward strategy.

INTERNATIONAL RECRUITMENT

Our approach to international recruitment remains focused on diversifying the markets from which we are drawing students, as well constantly identifying new ways to reach out and connect with potential applicants. The recent Ontario Auditor General’s Office “Value for Money Audit” reacted positively to our efforts in this regard, where there was otherwise some critique for some with regard to their overreliance on students from countries such as China and India. Ontario Tech currently has the most diverse international student body of all Ontario universities (Table 1).

Our international recruitment model relies on a small group of on-shore regional managers and significant off-shore representation in priority markets. This allows our Ontario Tech recruitment

Table 1. Proportional regional representation (%) of international student populations at Ontario Tech versus all other Canadian universities

Region	Ontario Tech (2019)	Ontario Tech (2022)	Canadian Benchmark (2017)*
Africa	17	24	6
Caribbean and Latin America	14	14	7
Middle East	10	8	7
United States	2	2	2
China and East Asia	33	27	40
South Asia	19	21	27
Europe	5	4	10

*This benchmark was last updated in 2017.

team to focus on strategy while outsourcing traditional recruitment events (e.g., recruitment fairs) to off-shore country representatives. We currently have five off-shore offices (i.e., Mexico, Tanzania, China, India, and Vietnam) with a sixth under development in the south Asia/southeast Asia region. This approach allows our recruitment team to be strategically-focused, while outsourcing traditional recruitment events (e.g., recruitment fairs) to the off-shore country representatives. Importantly, when Ontario Tech’s regional managers enter a market, they are more focused on market development versus transactional recruitment activities.

With increased competitiveness in international markets, Ontario Tech continues to strategically solidify our place within the post-pandemic international student recruitment landscape by:

- Continuing to align our international recruitment efforts with regions and countries that the Canadian government has identified as their priority areas for expanding business and commerce, trade, and immigration.
- Centralizing international activities under the Office of the Provost and, more specifically, within the Office of the Registrar, to ensure that internationalization initiatives remain a key priority.
- Expanding our commitment to international student services and scholarships to support their success.
- Providing additional resources to student recruitment initiatives to continue to develop and grow a framework for international student market development in order to increase our international market share.

DOMESTIC RECRUITMENT

Demographic trends and competition for students are key factors to consider when it comes to domestic recruitment. After more than a decade of decline, the size of the 17-21 year old demographic is once again on the rise within the province and particularly so within the GTA. This is good news. On the flip side, the overall university system continues to see fewer applicants with each of those applicants on average submitting more applications.

The competition for domestic students in the Greater Toronto Area is also on the rise, with the growth of both program offerings and regional campuses (e.g., York University Markham) at other universities. With Ontario’s Colleges also now offering degree programs, the competition for students is at an all-time high. The way we invest in domestic recruitment has also changed significantly as a result of the pandemic, with this year’s recruitment activities re-imagined to

include a necessary return to in-person events, combined with a continuing commitment to online programming and significant investments in a digital recruitment strategy throughout the year.

In terms of **in-person recruitment** events, during the 2022-2023 recruitment cycle, the Ontario Tech recruitment team will:

- Make 660 regular fall term school visits, followed by 50 winter term school conversion visits and 50 spring term school conversion visits;
- Attend 30 pathway information events;
- Conduct 600 campus tours;
- Participate in 25 Grade 10 Career class visits;
- Host 6 large-scale recruitment events (on- and off-campus) with a total attendance of approximately 10,000 prospective students;
- Follow up on more than 12,000 new leads collected at in person events during the Fall recruitment cycle, and;
- Follow up on more than 40,000 new leads collected during the Fall recruitment cycle through our CRM system.

In terms of **virtual recruitment**, the Ontario Tech team will:

- Host 7,800 live chat events via our website;
- Conduct 1,850 private one-on-one online meetings with prospective students;
- Send 120,000 personalized emails in response to specific queries;
- Respond to 625 SMS/texts received from applicants, and;
- Complete over 11,000 calls to applicants in an effort to convert their application to an offer of acceptance.

Looking forward to the current year and beyond, our digital recruitment strategy will continue to grow and evolve. Select digital platforms (e.g., TikTok, Instagram) are being used to find and attract potential applicants and to bring awareness to our event, programs, reputation and campus community. The primary target audience includes 16-22 year-olds from the Durham Region, Northumberland County, and all of the GTA and its surrounding regions. From October to December of 2022, our efforts focused on building awareness and generating applicant leads while going forward, from January through April, 2023, the focus will be on generating more applications and offers of acceptance.

NEXT STEPS:

Student recruitment initiatives are the first step in our efforts to ensure sustainable year-over-year enrolment levels for the University, yet gaining market share is becoming increasingly competitive within Canada and beyond. We will continue to intentionally invest effort into a broad array of recruitment initiatives and opportunities to ensure that we can attract and retain students into the future.

COMMITTEE/BOARD REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

TO: Strategy & Planning Committee

DATE: January 12, 2023

PRESENTED BY: Dr. Lori Livingston, Provost and Vice-President, Academic

SUBJECT: Student Success and Retention Initiatives

COMMITTEE/BOARD MANDATE:

The Committee is responsible for overseeing all aspects of the university's strategic planning efforts, including the implementation and assessment of these plans in the context of the university's vision, mission and values.

We are updating the Committee on our strategic approach to supporting undergraduate student success. The purpose of this briefing note is to prompt discussion on what additional strategies we may consider and/or pursue going forward.

BACKGROUND/CONTEXT & RATIONALE:

At its January, 2022 meeting, this Committee engaged in a strategic discussion regarding the University's multi-pronged approach to supporting student success. These efforts included: (a) specialized programming for students experiencing academic difficulty (i.e., LEAP); (b) coordination of student-centric academic advising activities; (c) establishment of strategic committees to support our efforts (e.g., Student Success Committee, Strategic Enrolment Management Committee), and; (d) leveraging data in all that we do to inform current and future efforts. The purpose of this briefing note is to provide the Committee with an update on these activities and to seek your input and direction on how we may continue to improve upon, as well as identify new strategies, in support of student success.

PROGRAMMING FOR AT RISK STUDENTS

Enrolment into the Learner Engagement Academic Program (LEAP) is offered to first year students who, at the end of an academic term, are either placed on probation or suspended from their degree program. Students sign a learning contract which stipulates that they may proceed with a reduced workload in their current academic program while concurrently attending all of the LEAP program's weekly information and coaching sessions. They must also complete all required assignments. Failure to adhere to these conditions results in removal from the LEAP program and the re-imposition of their probation or suspension status.

The program is supported by the Registrar’s Office and the Teaching and Learning Centre (TLC). Weekly in-class sessions focus on topics such as effective learning habits, goal setting, short-term planning strategies, time management, and other core skills to support individual success.

Since the program began in the Fall 2021 term, a total of 340 undergraduate students from all Faculties (excluding the Faculty of Education) have enrolled in the program (Table 1). Excluding the Fall, 2022 cohort, about 59% have successfully completed the program and transitioned back into or graduated from their academic programs of study.

Table 1. Data illustrating the rate at which students remain in good academic standing in order to continue within their chosen programs of study.

Term	Total Registrants (N)	Initial Registrants Still Enrolled/Graduated (n)	Success Rate (%)
Winter, 2021	90	50	55.6
Spring, 2021	111	59	53.2
Fall, 2021	22	16	72.7
Winter, 2022	33	26	78.8
Fall, 2022	84	81	96.4*

*These students will begin to transition back to their programs of study in Winter, 2023.

STUDENT-CENTRIC ACADEMIC ADVISING ACTIVITIES

In March, 2021 the university implemented a new approach to undergraduate student advising, moving from services that were managed on a Faculty-by-Faculty basis to a centrally-led overseen by a Director of Advising and three dedicated Managers of Advising. This has created a student-centric approach to academic advising, as well as a more consistent and accessible service model. Through the use of data to inform change, as well as a commitment to continuous improvement, the Advising leadership team has enacted the following initiatives:

- **Streamlining of work to allow Advisors to spend more time with students.** Historically, the Academic Advisors carried out a number of administrative tasks alongside their advising duties. These non-advising tasks have been re-allocated to dedicated administrative staff, allowing Advisors to better allocate their time to advising students.
- **Creation of a dedicated First-Year Student Advising Team.** Student retention challenges are largely an issue of first-year student attrition. Each new incoming student is now assigned a dedicated advisor to work with them from the time they accept an offer of admission to the completion of their first year of studies.
- **Increased presence and engagement in Orientation Week-related activities.** The Academic Advising Leadership team is now involved in the planning and preparation of new student orientation activities.
- **Expansion of service accessibility.** The hours of operation for Academic Advising, have now been expanded to include evening hours. Students now have real-time access to Advisors between 8:30 am-9:00 pm, five days per week.

- **Increased accessibility via the introduction of new appointment booking tools and communication platforms and grid scheduling.** Booking an appointment with an Academic Advisor has been standardized across the university with the introduction of a common appointment booking software program. Students also now have the option to book an individualized appointment or to attend a drop in advising session in-person or virtually, or to chat with their Advisor via email or live chat. Individual Advisor schedules have been “grid scheduled” such that specific time slots are identified for providing services in differing formats. The individual Advisor schedules are then overlapped to ensure that each mode of communication can be accommodated throughout the workday.
- **Cross-training of advisors across Faculties.** Academic Advisors are now receiving training across “sister” program areas and Faculties. This supports emergency coverage when members of the Advising team are unexpectedly absent from their posts.
- **Roll-out of more proactive advising initiatives.** In addition to the creation of the First-Year Academic Advising Team, upper year Advisors are now actively connecting with students (e.g., proactive messaging, pop-up advising sessions, dedicated seminar sessions) before they find themselves in academic difficulty.

STUDENT SUCCESS AND STRATEGIC ENROLMENT MANAGEMENT COMMITTEES

In the Spring of 2021, the Office of the Provost reconstituted the Student Success Committee and established a new Strategic Enrolment Management Committee. The former is focused on a number of “sticky campus” initiatives (e.g., dedicated Orientation programming for new incoming students, monitoring student performance throughout the student life cycle) while the latter is embracing the Deans and other senior leaders and managers from across the institution in all matters pertaining to student recruitment (including the development of new programs and recruitment pathways), retention, and success.

LEVERAGING DATA

To understand student success, we need to monitor student performance throughout the completion of academic programs. We routinely collect and monitor data as a way to understand the effectiveness of our efforts, as well as to challenge ourselves to make modifications and improve results over time.

In addition to the data included in this report regarding the successful return of students enrolled in the LEAP program to their degree program of choice, the Academic Advising Leadership team routinely monitors and collects data to inform decision making. For example, during the Fall, 2021 term, the team began gathering data on two key metrics; that is, the overall percentage of undergraduate students who engage with academic advising services (i.e., 29.7%, with a range of about 25% to 36% between Faculties), and, the total number of contacts made with academic advisors (i.e., N=19,621) and the preferred mode of contact (i.e., n=14388 or about 73% via email).

IN SUMMARY

Once we admit a student into an academic program, we have an ethical obligation to support them along the course of their academic journey. We must constantly remind ourselves of this obligation and routinely challenge ourselves to adapt as needed to find new ways to help them to succeed.

In order to understand the effectiveness of our efforts, a commitment to program evaluation is a must. We must also commit to continuous improvement in all that we do including challenging ourselves to think about what other existing resources might we leverage or adapt to support our students. Although not mentioned in the previous examples, support services for students (e.g., financial aid, student mental health and wellness, etc.) provide overarching support to all that we do.

NEXT STEPS:

The recruitment of new students and retention of our current students are outcomes of our strategic priorities. Supporting student success through initiatives such as the LEAP program, the continuous enhancement of Academic Advising supports, and the overarching adoption of a student-centric approach is a must. This will lead to improved graduation rates and student satisfaction results, as well as ensure revenue and funding stability.

However, in addition:

1. Are there other strategies that we need to pursue or consider pursuing in support of student success and especially so as we slowly emerge from the pandemic?

COMMITTEE REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

TO: Strategy & Planning Committee(S&P)

DATE: January 12, 2023

PRESENTED BY: Dr. Lori Livingston, Provost and Vice-President Academic
Sarah Cantrell, AVP Planning and Strategic Analysis

SUBJECT: Institutional Metric Target Setting Process Update

COMMITTEE/BOARD MANDATE:

The Committee is responsible for overseeing all aspects of the university's strategic planning efforts, including the implementation and assessment of these plans in the context of the university's vision, mission and values.

BACKGROUND/CONTEXT & RATIONALE:

At its June 2022 meeting, the Board approved the proposed set of institutional metrics that would provide a basis for the University to track its progress towards its strategic goals as outlined in the 2021-2023 Integrated Academic and Research Plan. At the same meeting, a commitment was made to engage in a process throughout fall 2022 to develop and recommend meaningful targets to achieve for each metric. The attached information is a summary of the process to date on the recommended metric targets for S&P input. Consultation with Academic Council will occur at its January 2023 meeting.

CONSULTATION:

Proposed institutional metric targets were developed after consultation with the Senior Leadership Team (SLT) and Administrative Leadership Team (ALT), key university stakeholders via email, and meetings with area Directors throughout the fall 2022. In addition, the Faculty Association (via Joint Committee) was provided with a summary of the process to date in December 2022.

NEXT STEPS:

Incorporate feedback from S&P, Academic Council and SLT to formalize institutional metric targets to develop dashboards for end of year reporting to the Board in June.

SUPPORTING REFERENCE MATERIALS:

Presentation: Institutional Metrics



Institutional Metrics

January 2023

In Review

Purpose:

- Develop and establish a means to track and report on our success towards our goals as outlined in our Integrated Academic and Research Plan.

Principles for developing the Institutional Metrics:

- Align with our IARP Strategic Priorities
- Data exists, and can be systematized to track year-over-year progress
- Complement but do not duplicate SMA3 metrics
- Representative of Ontario Tech as a whole (who we are and what we do)



Ontario Tech University Metrics

Integrated Academic-Research Plan – Strategic Priorities

Tech with a conscience:

Innovating to improve lives and the planet by incorporating technology-enhanced learning strategies, and promoting the ethical development and use of technology for good through intensive research and inquiry.



Learning re-imagined:

Co-creating knowledge by adapting to the ever-changing educational landscape through the provision of flexible and dynamic learning and research opportunities.



Creating a sticky campus:

Cultivating student- and community-centric engagement opportunities by encouraging an inclusive culture for our institution through online and on-campus activities.



Partnerships:

Uncovering innovative solutions for their most pressing problems through purposeful research and collaboration with industry, community, government and academic partners especially as it relates to all facets of global sustainability and well-being.



The Road So Far

- **Spring/Summer 2022:**
 - Initial Institutional Metrics presented at Academic Council for discussion and feedback. Follow-up feedback meetings held with Deans and SLT.
 - Prepared Institutional Metrics Report:
 - Incorporated feedback from Strategy and Planning
 - Established overarching categories and metrics, develop data definitions and identified data sources
 - Collected multi-year data for each metric
 - Created Visualize Data to show:
 - Trends over 3 year period
 - Alignment to priorities
 - Metrics Summary Report presented to Board of Governors
- **Fall 2022:**
 - Metric and draft target information presented to SLT and ALT
 - Metric and draft target information circulated to key University stakeholders for consultation (via email)
 - Following feedback submissions from stakeholder, follow-up meeting held with area Directors for further feedback on targets.







Summary of Stakeholder Feedback

Overarching Feedback:

- Additional clarity on the metric definitions, including references to:
 - Data source
 - Population
 - Time-period
 - Contributing areas/units
- Highlighting metrics/targets which are maintenance vs. growth
- Some metrics/targets could be further broken out to highlight the impact of strategic initiatives.





	Status	 Tech with a Conscience	 Learning Re-Imagined	 Sticky Campus	 Partnerships
Comprehensive Access Institution	EXAMPLE ONLY	Integrated Academic-Research Plan Priority Alignment			
Student Mix (Actual and Proportion)	●		●	●	●
Intake Targets to Actual	●		●	●	
Demographics of our campus community	TBD	●		●	
Transfer students from universities and colleges	●		●		
Student retention	●			●	
Student participation in Transition activities	●		●	●	
LEAP Participation	●		●	●	
Employee Retention (Academic and Non-Academic)	●			●	
Transformational Education & Research Excellence					
Student Participation in Work Integrated Learning Opportunities	●		●		●
Partnerships supporting Work Integrated Learning	●		●		●
Students taking courses with Ethics or Impact component	●		●		
Courses taught by Full-time faculty	●			●	
Student to Faculty ratios	●		●	●	
NSSE results: Overall Student Satisfaction	●		●	●	
NASM/FTE ratio in instructional categories	●		●	●	
Flexible course formats offered (online or hybrid)	●		●		
Research Chairs and Institutes	●	●			●
Research Sponsorships and Partnerships	●				●
Alumni Engagement	●			●	●
Economic Stewardship					
Net Income/Loss Ratio	●	<div style="border: 1px solid black; padding: 5px;"> <p>Legend:</p> <ul style="list-style-type: none"> ● - On Track/Meeting Target ● - Progressing towards target ● - Behind/Below target </div>			
Viability Ratio	●				
Primary Reserve Ratio	●				
Net Operating Revenues Ratio	●				
Credit Rating	●				

Comprehensive Access Institution	Draft Targets			
		Proposed Target	Provincial Average	Ontario Tech 3yr Average
Student Mix (Actual and Proportion)	Proposed Targets are based on Provincial Average (as a comparator) and Ontario Tech 3 yr Average			
	Proportion of Graduate Students (distinction will be made between traditional and professional graduate programs)	between 8-10%	15%	8%
	Proportion of International Students - Overall	between 15%-17% (by end of planning period)	17%	8%
	Proportion of Female Students - Overall	50%	55%	42.6%
	Proportion of Part-time Students - UG only	between 7-10%	14%	6.6%
Reporting on demographics of our community	Target is to achieve a reportable response rate on new EDI survey			
Intake Targets to Actuals	Proposed Targets are based on the extensive discussions around enrolment targets and corridor funding.			
	Proportion of Target Achieved - Undergraduate	100%		93.3%
	Proportion of Target Achieved - Masters	100%		92.0%
	Proportion of Target Achieved - PhD	100%		79.7%
Number of transfer students from universities and colleges	Proposed Targets are based on the 3yr Ontario Tech average proportion of transfer student applications and registrations.			
	Proportion of transfer student applications	20%		20.1%
	Proportion of transfer student registration	30%		33.4%



Comprehensive Access Institution con't	Draft Targets			
		Proposed Target	Provincial Average	Ontario Tech 3yr Average
Student retention rates	Proposed Targets are based on Provincial Average			
	CSRDE Year 1 to Year 2 Retention Rate	80% or above	83%	83.7%
	CSRDE Year 2 to Year 3 Retention Rate	95%	95%	94.0%
Student participation in Transition activities	Proposed Targets based on Ontario Tech 3yr average			
	Proportion of Incoming Students (cohort) attending one or more Transition Events	62% or above		61.6%
LEAP participation	TBD upon consultation with the Office of the Registrar & TLC			
	Proportion of Successful LEAP Participants continuing 1 semester post-program	TBD - Target will be set after 22-23, to allow for 3 yrs of data.		81.2% (from 2 cohorts)
Proportion of Successful LEAP Participants continuing 2 semesters post-program			61.2% (from 2 cohorts)	
Employee Retention (Academic and Non-Academic)	Proposed Target reflects the upper range of the employee permanence over the last 3 years.			
	Employee Permanence	Healthy employee retention would be above 90%		93.4%



Transformational Education & Research Excellence	Draft Targets			
		Proposed Target	Provincial Average	Ontario Tech 3yr Average
Student Participation in Working Integrated Learning opportunities.	Proposed Targets based on Ontario Tech 3yr average			
	Proportion of UG student with a WIL Experience ↳ Proportion of "Traditional" WIL Opportunities	25% 80%		28% 82%
Number partnerships to support WIL	Proposed Target based on Ontario Tech 3yr average, and feedback from VPRI and Partnership Office			
	# of WIL Partners	400		347
Students taking courses with Ethics or Impact component	Proposed Target based on Ontario Tech 3yr average			
	Proportion of Student with Ethics/Impact Courses	27%		27.4%
Courses taught by FT faculty	Proposed Target based on Ontario Tech 3yr average (rolling)			
	Proportion of Courses taught by FT faculty	80%		79.7%
Student: Faculty ratios	Proposed Target based on 2015 Provincial Average (all instructors)	31 to 1 (or better)	31 to 1	26.8 to 1



Transformational Education & Research Excellence con't	Draft Targets			
		Proposed Target	Provincial Average	Ontario Tech 3yr Average
NSE results: overall student satisfaction	Proposed Targets based on Provincial Average			
	Question 1: How would you evaluate your entire educational experience at this institution?			
	Question 2: If you could start over again, would you go to the same institution you are now attending?			
	Question 1: % of Good/Excellent Respondents Y1	79%	79%	78%
	Question 1: % of Good/Excellent Respondents Y4	77%	77%	75%
NASM/FTE ratio in instructional categories	Proposed Target based on COU recommended target			
	NASMs/FTE	5.1	5.1	4.6
	Proposed Target based on 5yr Ontario Tech median (all courses). (*5 yr median used to account for high virtual and hybrid learning in 20-21 & 21-22.)			
Number of flexible course formats offered (online or hybrid)	% of Online/Hybrid Course Offerings	between 22-25%		24.1%



		Draft Targets		
Transformational Education & Research Excellence con't		Proposed Target	Provincial Average	Ontario Tech 3yr Average
Research Chairs and Institutes	Through consultation with the Office of VPRI (maintenance targets)			
	Count of Research chairs	23		14
	Count of Research Institutes & Centres	19		5
Industry and Institutional Research partnerships and sponsorships	TBD upon consultation with the Office of VPRI			
	# of External Entities involved in OnTech Research	TBD		114
	# of Canadian and International Entities	TBD		99 (Cdn) & 14 (Int)
Alumni Engagement	Proposed target reflects attainable participation rate in a range of alumni engagement mechanisms.			
	Participation/Engagement Rate of alumni	3%		-



	Draft Targets			
Economic Stewardship		Proposed Target	Provincial Average	Ontario Tech 3yr Average
Net Income/Loss Ratio	Proposed Target based on COU recommended threshold	at or above 1.5%		-
Viability Ratio	Proposed Target based on COU recommended threshold	at or around 30%		-
Primary Reserve Ratio	Proposed Target based on COU recommended threshold	at or above 30		-
Net Operating Revenues Ratio	Proposed Target based on COU recommended threshold	at or above 2%		-
Credit Rating				



Next Steps

- **Winter/Spring 2023**

- Metric definitions and target information to S&P and AC. Feedback and edits as required.
- Finalized metric definitions and target information presented to SLT/ALT.
- Data collection and metric report preparation
- SLT sign off
- IARP and Institutional Metrics Report to Board
- Posting of KPIs for internal community access

