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

April 3, 2024
1:00 p.m. to 3:00 p.m.
Hybrid – videoconference & 5th Floor Boardroom
+1 289-336-9919 PIN: 307 898 290#

Members: Lynne Zucker (Chair), Eric Agius (Vice-Chair), Ahmad Barari, Frank Carnevale, Laura Elliott, Mitch Frazer, Matthew Mackenzie, Lisa McBride, Steven Murphy, Hannah Scott, Kim Slade, Michael Watterworth

Staff: Kirstie Ayotte, James Barnett, Krista Hester, Les Jacobs, Lori Livingston, Brad MacIsaac, Sarah Thrush, Barb Hamilton

AGENDA

No.	Topic	Lead	Allocated Time	Suggested Start Time
PUBLIC SESSION				
1	**Call to Order**	Chair	5	1:00 pm
2	**Agenda (M)**	Chair		
3	**Conflict of Interest Declaration**	Chair		
4	**Minutes of Public Session of Meeting of February 8, 2024* (M)**	Chair	5	1:05 p.m.
5	**Chair's Remarks**	Chair	5	1:10 pm
6	**President's Remarks**	Steven Murphy	10	1:15 pm
7	**Strategy**			
7.1	Strategic Discussion: Information Technology* (D)	Brad MacIsaac	30	1:25 pm
7.2	Research Strategy* (U)	Les Jacobs	10	1:55 p.m.
8	**Adjournment (M)**	Chair		2:05 p.m.
BREAK – 10 minutes				
NON-PUBLIC SESSION (material not publicly available)				
9	**Call to Order**	Chair	5	2:15 pm
10	**Conflict of Interest Declaration**			

D – Discussion M – Motion P – Presentation U – Update * Documents attached

11	**President's Remarks**	Steven Murphy	10	2:20 pm
12	**Advancement Update* (U)**	James Barnett	15	2:30 pm
13	**Consent Agenda (M)**	Chair	5	2:45 p.m.
13.1	Minutes of Non-Public Session of Meeting of February 8, 2024*			
13.2	2023-2024 Work Plan*			
13.3	S&P Action Points*			
14	***In Camera* Session**	Chair	10	2:50 pm
15	**Termination (M)**	Chair		3:00 pm

Krista Hester, Interim University Secretary

BOARD OF GOVERNORS

Strategy & Planning Committee

Minutes of the Public Session of the Meeting of February 8, 2024
2:00 p.m. to 3:58 p.m. via videoconference

Members: Lynne Zucker (Chair), Eric Agius (Vice-Chair), Ahmad Barari, Frank Carnevale, Laura Elliott, Mitch Frazer, Lisa McBride, Steven Murphy, Michael Rencheck, Hannah Scott, Kim Slade, Michael Watterworth

Regrets: Matthew Mackenzie

Staff: Kirstie Ayotte, James Barnett, Jamie Bruno, Disha Gupta, Barbara Hamilton, Krista Hester, Les Jacobs, Lori Livingston, Brad MacIsaac, Ruth Nyaamine, Joe Stokes, Sarah Thrush, Lauren Turner

Guests: Dwight Thompson, guest governor

1. Call to Order

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

2. Agenda

Upon a motion duly made by E. Agius and seconded by A. Barari, the Agenda was approved as presented.

3. Conflict of Interest Declaration

No conflicts were declared.

4. Minutes of the Public Session of the Meeting of November 16, 2023

Upon a motion duly made by E. Agius and seconded by H. Scott, the minutes were approved as presented.

5. Chair's Remarks

The Chair welcomed members to the first S&P meeting of 2024 and welcomed the new Committee members. She then briefly recognised that lately a number of

Universities are under unprecedented fiscal pressure. She expressed admiration of the leadership team at Ontario Tech and their plans to use growth as a strategy to keep moving ahead in these challenging times.

6. President's Remarks

The President shared several good news updates including increased applications – a total 73% increase over the last three years; he thanked the various internal stakeholders for their efforts with a special mention to the Registrar's Office team. He then advised the Committee that the provincial government's response on the Blue-Ribbon Panel is anticipated this month. He also noted that the University ranked first among small research-intensive universities in Canada and that brand momentum is continuing.

The President then provided an update on the federal government's announcement last month that placed a cap on international students. He expressed concern about the harm that this causes to Canada's reputation amongst international students. He advised that the provincial and federal governments are meeting and the University's government relations unit has been actively engaging with and monitoring this issue. He advised that this development underscores the importance of the University's differentiated growth strategy and noted that the University is already attentive and responsive to labour market needs.

The Committee expressed support for the President and the leadership team and commended efforts to position the University well for the future. In response to a request for clarification, the President provided a short summary of the cuts and freezes of grants and tuition in Ontario over the last decade. He also explained the structural deficit of the University's finances.

7. Strategy

7.1. Strategic Discussion: Campus Master Plan

B. MacIsaac opened the Strategic Discussion with an overview of the differentiated growth plan, its connection with the Campus Master Plan, and the driving force of the Integrated Academic-Research Plan (IARP). He briefly discussed the historical overview of the growth that took place over the years since 2002 from zero to 11,000 students and how IARP outlines a vision of significant differentiated enrolment growth to 18,000 students by 2030.

B. MacIsaac then presented a general formula for space needs, noting that more specific data will be presented as plans progress.

He then drew Committee members' attention to the consultations on space planning that have taken place at the University. He highlighted the connection between budget planning and space allocation. He also noted that the COU space standard formula used across Ontario universities is under review; he is the co-chair of the reviewing group.

B. MacIsaac then briefly discussed the 2011 Campus Master Plan and how the University's focus has shifted from leasing to owning buildings. He then discussed the 2015 Campus Master Plan created jointly with the Durham College master plan and how it showcased the broad vision of growing the physical presence of the University and then detailed the phasing plan in place for the next 30+ years which showcases the growth we can attain over a particular stretch of Simcoe Street North. He highlighted that the major asset our University has is the possession of land to grow and the limiting factor being capital to build. Using the general example of the eventual need for 300,000 gross square feet at approximately $700/square foot, a total investment of $210 million is required. B. MacIsaac discussed potential timelines and phasing.

As it won't be possible to immediately embark on constructing new buildings, B. MacIsaac explained that the University is currently reviewing its current space use. He also noted that the University is considering whether expanding space is the top priority or if investment in people should be sequenced first. He closed his presentation by discussing a recognized need for student support including expanded student housing and other services. He advised that at this time, the University's preference is for a public-private partnership with private partners designing, building, and financing new a new residence that the University will operate. Land would be retained on a long-term lease.

A discussion of the presentation then ensued. In response to a question about current residence capacity, B. MacIsaac advised that University students occupy approximately two thirds of the 1350 beds that are shared with Durham College. As the University grows from 11,000 students to 15,000 students, demand for residence beds is expected to grow by 1300. In response to a question about modelling data and the costs and benefits of a public-private partnership, B. MacIsaac clarified that the data presented is generic and for illustrative purposes. He advised that the University regards a public-private partnership for residence as beneficial as it shifts risk, meets housing demands, and presents an opportunity that does not demand capital the University does not have. In response to a different question, B. MacIsaac confirmed that building heights on campus are restricted due to proximity to the Oshawa Airport. A member commented favourably on the push to provide more student housing as well as the exploration of a public-private partnership model; leadership was encouraged to consider hybrid versions when the final business case comes forward for approval. In response to a final comment, B. MacIsaac confirmed that consultations are ongoing and that input received would be considered in the space needs of the future.

7.2. Student Recruitment

L. Livingston presented an update on Student Recruitment, advising that recruitment is a key priority at the University, even more so in light of the current fiscal situation.

L. Livingston discussed the three key pillars to the recruitment strategy: (i) domestic, (ii) international and (iii) digital. The latter has been particularly impactful with this

generation's students who are more attentive to social media as opposed to traditional forms of recruitment. She also noted that the digital strategy has expanded the University's geographical reach. She reiterated the impressive jump in applications over the last three years shared by the President in his remarks.

L. Livingston also noted that the University is tracking the growth recorded by other universities and is continuously analyzing the diversified market strategy in place for international recruitment. The University remains committed to not being overly reliant on one or two markets to reduce risk.

In response to a question, L. Livingston explained that the cap on international students will apply to all undergraduate and select groups of graduate students. In response to a further question, she confirmed that course-based masters programs bring in higher tuition for the University than undergraduate or research-based masters programs. A brief discussion then ensued on the usage of the term differentiated growth in the context of recruitment strategy.

7.3. Research and Innovation

In response to an action point, L. Jacobs provided an update on grants received by the University pertaining to small modular reactors (SMRs). He advised that just over $3 million has been received in the last six months.

L. Jacobs then presented the update on Research and Innovation. He discussed how the "pull" approach adopted by the University is unique in that it looks at the needs of industry and community partners and makes them the root of any research enterprise. This was contrasted with a "push" approach where universities embark on research and then push it out to the market. He acknowledged that the University's research and innovation is targeted opposed to comprehensive. He also noted that an objective of his office is to seamlessly integrate entrepreneurship and commercialization into the research enterprise.

L. Jacobs noted other key elements of the research enterprise including internationalization and commercialization, EDI, expanding experiential learning opportunities, and the expansion of infrastructure to support a living lab campus. He shared the view that differentiated growth and research are complementary and a catalyst for success. He gave reputation and rankings as an example, noting that improvements therein drive student attraction and enrolment. Similarly, increases in research funding lead to financial supports for students, as 80-90% flows through to undergraduate and graduate students.

A brief discussion then ensued. A member spoke favourably of successful graduate programs and research being good advertising for new undergraduate students. In

response to a concern, L Jacobs clarified that key industry partners are not always private corporations; he provided OPG and Alstrom as examples.

8. Planning

8.1. Board Retreat Planning

The President reminded the Committee that the theme for the retreat will be Equity, Diversity, and Inclusion (EDI); he opined that it is a subject that is more important than ever in a world that is polarized and where universities are under attack. The story Ontario Tech has to tell is a powerful one; the University is proudly different. Education is approached holistically and uplifts our entire community. He noted that the Board will, as fiduciaries, have an interest in the reputation of the University. An objective of the retreat will be to provide the Board with tools to engage in discussions and to defend the University if necessary, in this polarized context.

R. Nyaamine then explained how the University has adopted new and different approaches by anchoring onto the acronym of Diversity Inclusion and Belonging. She also identified this as a critical component for the growth strategy. She shared some of the partnerships between her team and other offices of the University. She also noted the shift in EDI from supporting underserved communities to leveraging the University's strengths and attract investment in the University community. She shared the intent that the Board be equipped with the tools and the language to have a conversation about EDI and belonging.

8.2 Student Success

L. Livingston built on what was addressed by R. Nyaamine that the University has a diverse student body even in terms of their needs and the support that needs to be provided to them. The University is using a multi-pronged strategic approach to support the students and briefly discussed the next steps enlisted to ensure the same.

In response to a question, J. Stokes clarified that the University does track international students' success and data around it separately with the help of international advisors who are part of the recruitment team.

8.3 Institutional Metrics – Strategic Research Plan Metrics

L. Jacobs discussed the University's effort to create an institutional metric with a dashboard approach. He noted that in addition to internal metrics, there are also metrics reported to the provincial government; the University is trying to avoid redundancy between the two.

L. Jacobs noted that the list of metrics included in the materials are meant to measure the progress of the research and innovation enterprise at the University. It recognizes that the enterprise involves students and ties in efforts in commercialization and entrepreneurship along with research funding. In response to a question, he confirmed that this academic year will be the first reporting year for these metrics. In response

to a suggestion, L. Jacobs agreed to consider how to incorporate untethered research into the metrics. A brief discussion then ensued on how to quantify certain activities and present the data. L. Jacobs advised that there were neither metrics nor targets when the Research Plan was created in 2020; both will be factors in the 2025 Research Plan.

9. Significant Project & Contract Oversight

9.1. Capital Project Tracking Sheets

B. MacIsaac presented the Capital Project Tracking Sheets.

10. Adjournment

There being no other business, the meeting adjourned at 3:58 p.m.

Lauren Turner, University Secretary

COMMITTEE REPORT

SESSION:		**ACTION REQUESTED:**	
Public	☒	**Decision**	☐
Non-Public	☐	**Discussion/Direction**	☒
		Information	☐
Financial Impact	☒ **Yes** ☐ **No**	**Included in Budget**	☒ **Yes** ☐ **No**
TO:	**Strategy and Planning Committee**		
DATE:	**April 3, 2024**		
PRESENTED BY:	**Brad MacIsaac, VP Administration**		
SUBJECT:	**Reimagining IT – Update**		

COMMITTEE/BOARD MANDATE:
The Strategy and Planning Committee (S&P) is responsible for overseeing the strategic planning for all aspects of the university and assessment of the plans in the context of the university's vision, mission and values. More specifically, the committee will make recommendations on the implementation plans.

This board report and associated presentation are provided to inform the committee of the current desired outcomes, risks, and actions being undertaken to enable the 2023–2028 Integrated Academic Research Plan (IARP).

BACKGROUND/CONTEXT & RATIONALE:
In March 2022 management presented to S&P a discussion paper titled "Reimagining Information Technology at Ontario Tech" that would act as an enabling plan to the IARP. The paper was based on several consultations with university members about the assets we had at that time and the proposed roadmaps for the institution's IT needs in the short, medium, and long-term with an eye on optimizing the value of all IT systems.

At the **present**, in this second report back, you will see the key IT projects emphasized boosting both the student and employee experience. IT continued the collaborative efforts with our stakeholders to enhance the university's business processes using automations and new system implementations. As an example, investing in products such as the Ellucian Intelligent Learning Platform will grant students instant access to their courses in the Learning Management System.

As we look towards the **future**, we will continue to build on our existing plan but also use this year to review the plan. It is time to see what has altered over the past two years that could impact our original ideas and to really engage what it means to be a "tech" university. As noted in the previous budget presentations to the Board, most of our IT investment to support our academic, research, and business enterprises is merely "keeping the lights on". Fiscal austerity is partially to blame as tight budgets have limited investments past replacing aging equipment. However, as we look at our "differentiated growth agenda" it is time to re-evaluate what are the pressing needs for faculty, staff and students. There is a cry for more flexibility, and we will work closely with the Provost and all stakeholders to prioritize a plan.

To remain competitive in the rapidly changing technology landscape, the university will employ a dedicated resource to ensure that Ontario Tech's digital strategy is optimal for innovative administrative and pedagogical opportunities to be engaged across the university. We will hire a fractional Chief Technology Officer (CTO) who is embracing the current climate of disruption in higher education, rapid emerging realities (i.e., machine learning, AI) and the ability to astutely weigh the risks associated with them. The priority will be to fully review how to help set the vision and design an implementation roadmap.

This will free up our head of IT to focus on efficiently managing IT. The time to review is now as we start to implement a new Enterprise System that is separate from Durham College. We will invest in digital tools and process automation to reduce administrative duplication to improve the employee experience. Step one is effective process mapping, every stakeholder at Ontario Tech (i.e., students, staff, faculty, partners, etc) will be included. Many of our "back-office" operations are too manual in nature and lack the interconnectivity to support our institutional growth aspirations. As a reminder, this is what we outlined in the Fiscal Blueprint:

- Currently, Ontario Tech and Durham College share the same enterprise (i.e., Banner) system. Each institution's data are maintained separately using Shared Technology Platforms (STPs). The STPs have proven effective in facilitating synchronized progress of enterprise systems while preserving a measure of operational autonomy. Although STPs are effectively used by some universities in the United States, we have found that our university's distinct computing needs are testing its limits. As a result, Ontario Tech and Durham College must consider moving to separate enterprise systems. This is a significant endeavor as it would involve more than just separating into two systems such as:
    - Purchasing and implementing other peripheral systems that are currently shared.
    - Re-architecting how we deal with people on the same campus using many shared IT services, but in separate Banner systems.
    - The redesign of how jointly offered academic programs are captured in Banner.
- Currently, Banner operates on-premises, but we are exploring the benefits and implications of moving to the cloud. Several cloud models are being considered, including Platform as a Service (PaaS) and Software as a Service (SaaS). Both PaaS and SaaS offer their own advantages, disadvantages and costs. A move to the cloud could provide more agility in the enterprise space for Ontario Tech, but it is nonetheless important to select the right model and timing for the transition. SaaS, for example, is an effective cloud model, but not all of our required enterprise system functionalities are available at this time. A move to the cloud involves not only the system's migration but also potential changes in the interaction with peripheral systems, data migration, security adjustments, and user and technical staff retraining, etc.

The initiatives highlighted above are significant undertakings in our IT enterprise environment. If Ontario Tech and Durham College move ahead with these initiatives, we estimate the total additional cost for the university to be $10 million over four years.

SUPPORTING REFERENCE MATERIALS:

- presentation entitled “Digital Strategy.”

S&P Digital Strategy Report March 2024

OVERVIEW

- ITS MANDATE
- STORYTELLING
- STRATEGIC OBJECTIVES
- PROJECT HIGHLIGHTS
- IT 4 YEAR ROADMAP
- ERP TRANSFORMATION JOURNEY

“Our mandate is to…”

ONTARIO TECH UNIVERSITY

"Be a digital innovation leader and deliver a top-tier technology experience to our community."

Pain of Today's Systems and Technology

Our current systems and procedures, which are predominantly manual, have become a hindrance to our day-to-day operations, restricting the productivity of our university to effectively enhance student success and retention.

Technology as a Competitive Advantage

By making strategic investments in technology, we can upgrade our operations, making them more efficient and scalable for daily tasks. This would also significantly enhance the student digital experience.

Today

Digital Transformation

Data & Analytics

Proactively manage by fact, data driven organization

Systems & ERP

Establish an information technology innovation hub to provide a student-centric user experience that delivers technology based value.

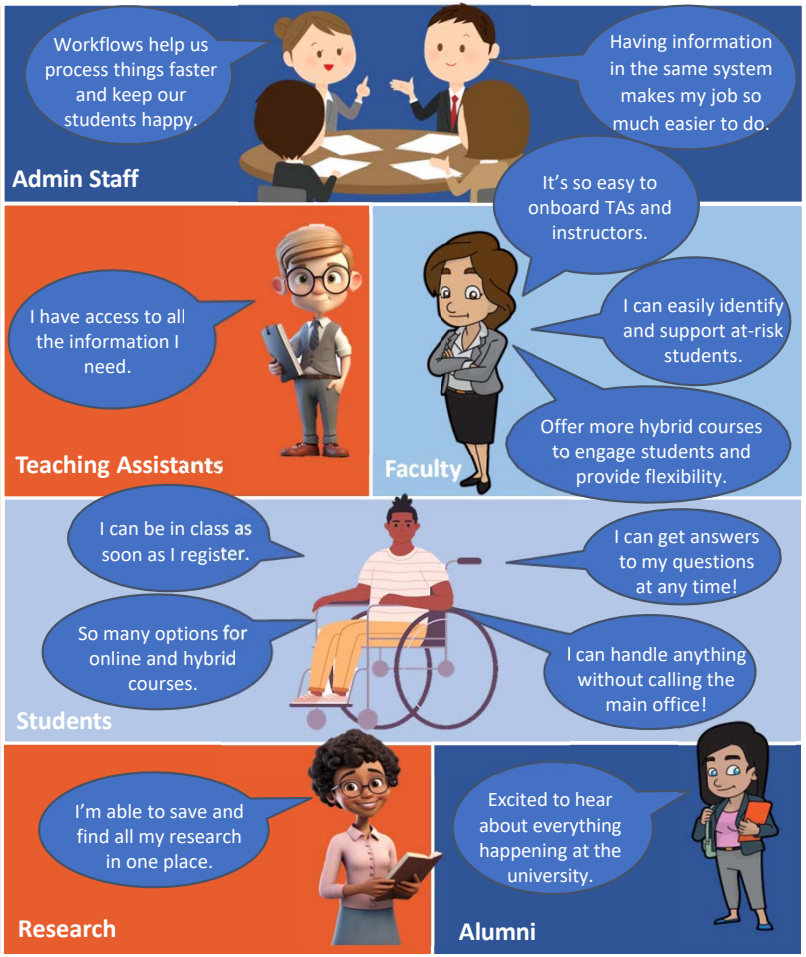
Process

Streamlined, scalable, automated processes

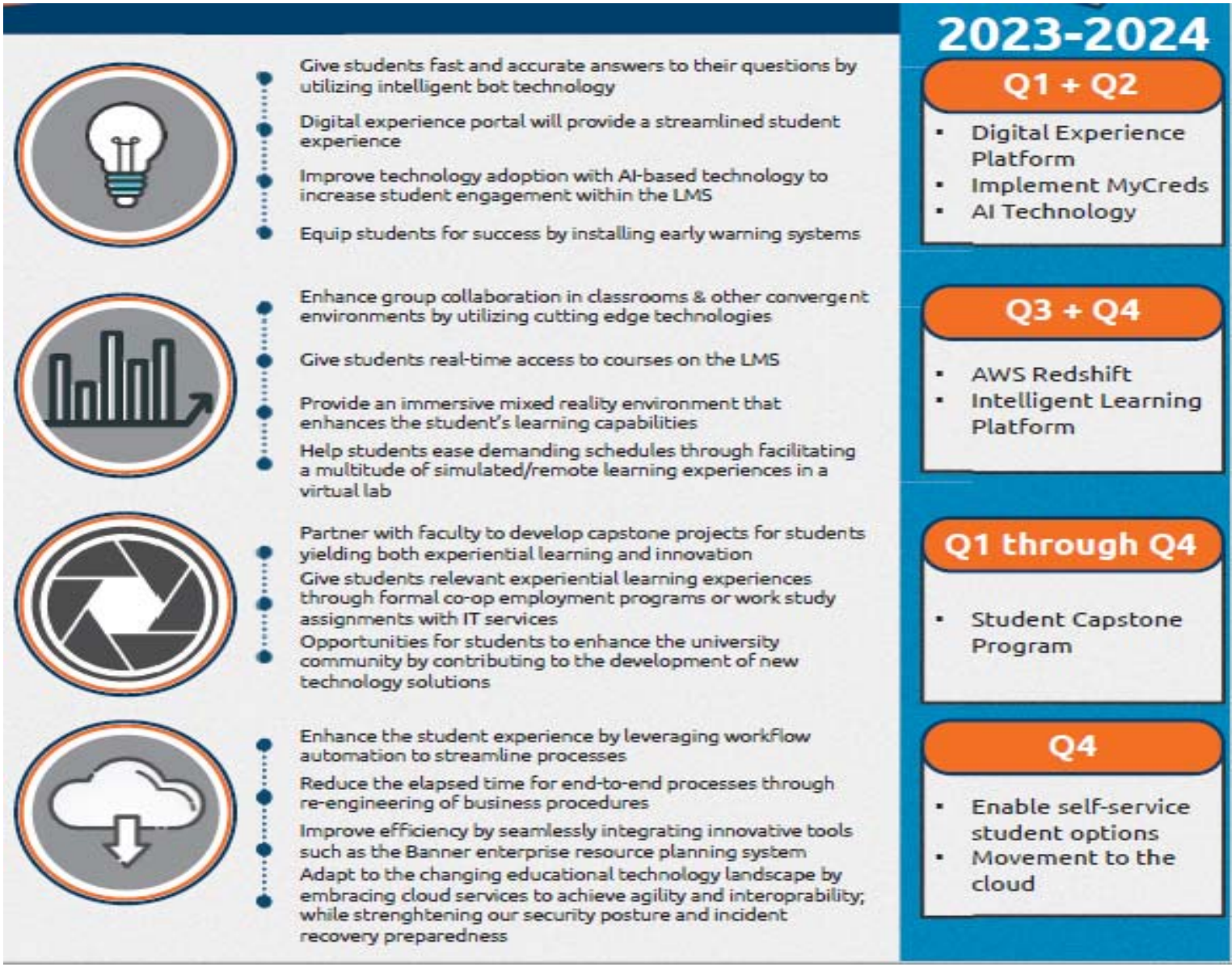
Research

Access documents with more flexibility and easily to collaborate with others. Access secure and unlimited storage to back up and retrieve data.

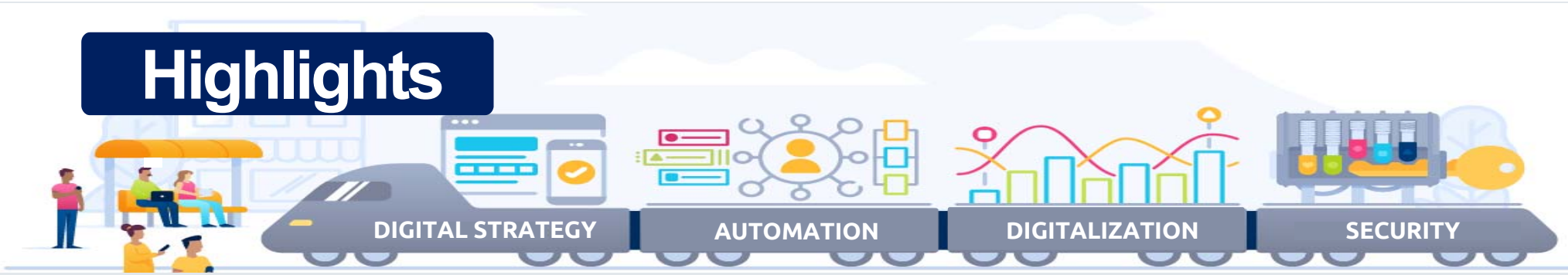
Tomorrow



DIGITAL STRATEGY OBJECTIVES 23- 24



Highlights



Enhance the digital and classroom experience with easy access to information and services

- **MYCREDS:** Students are now equipped with a digital wallet to access and share officially verified records at anytime.
- **ONECARD:** Implemented digital ID for student dining allowing cashless transactions on campus.
- **LMS:** Extended the use of the LMS to a broader audience including employees & external users
  - *10,623 courses delivered to date*
- **NEW QUIZZES:** Improved features to help students learn better and have a more personalized learning experience.
- **NEW SECTIONS:** Give students relevant experiential learning experiences.
- **MOBILE LEARNING:** Integrated student LMS content into the university mobile app making it

DIGITAL TRANSFORMATION

Improve efficiency and speed by re-engineering business processes

- **SALESFORCE:** Enabled frontline services by providing a centralized system to ensure quick resolution of student issues.
- **DOCUSIGN:** Digital signing platform that enables users to securely sign, send, and manage documents electronically.
- **GOOGLE STORAGE LIMIT:** Maintain storage policy.
- **ADMISSIONS CRM:** Transform and automate admission processing to support the university's differentiated growth.
- **CLOUD READINESS:** Investigate options to migrate ERP to the cloud to achieve seamless digital transformation

AUTOMATION

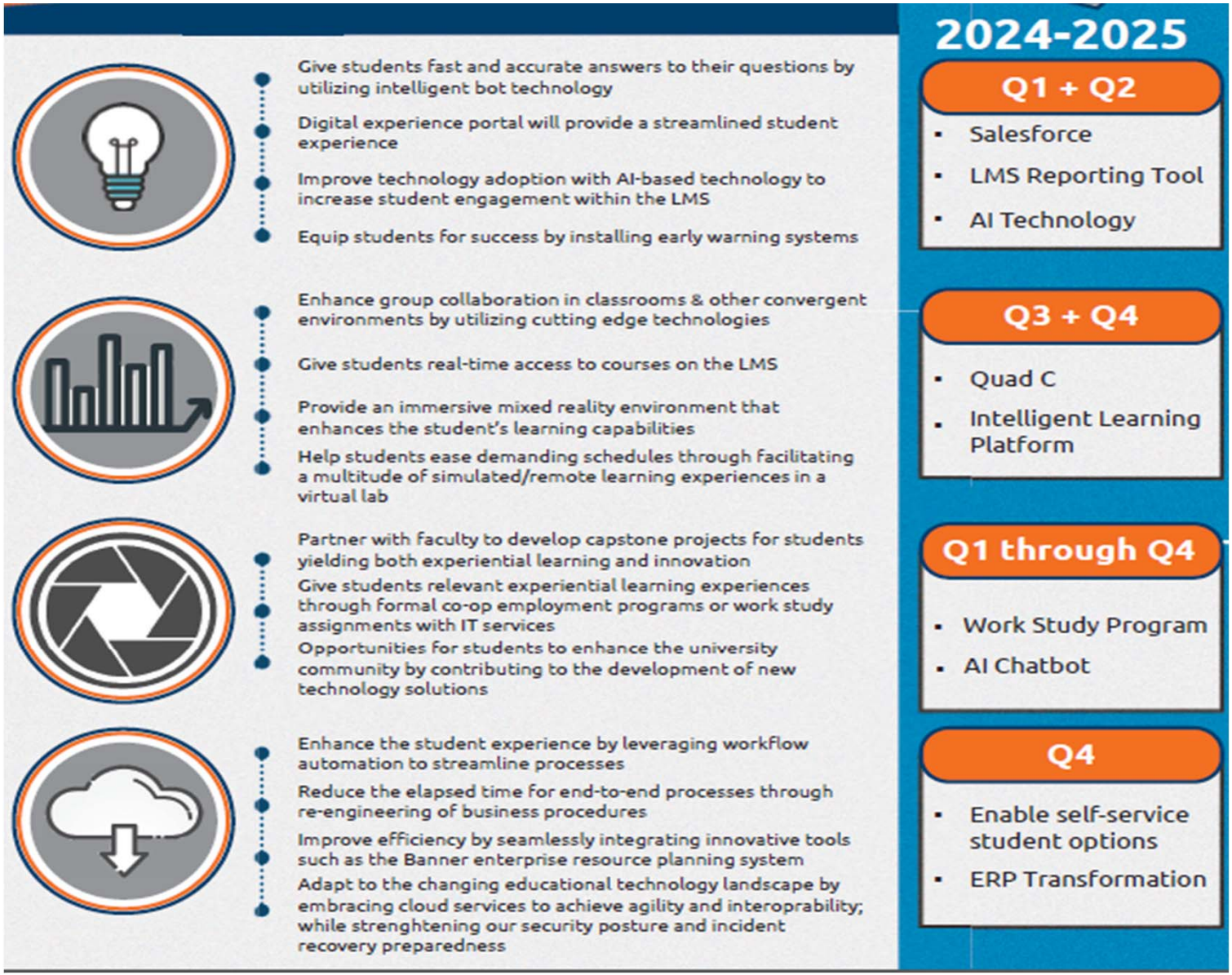
Strengthen our security posture and incident recovery preparedness

- **UPGRADE MALWARE PROTECTION AND FIREWALL**
  - 24/7 monitoring of the server environment
  - Reduced risk of losing critical information
- **MULTI FACTOR AUTHENTICATION (MFA):**
  - 750 Staff

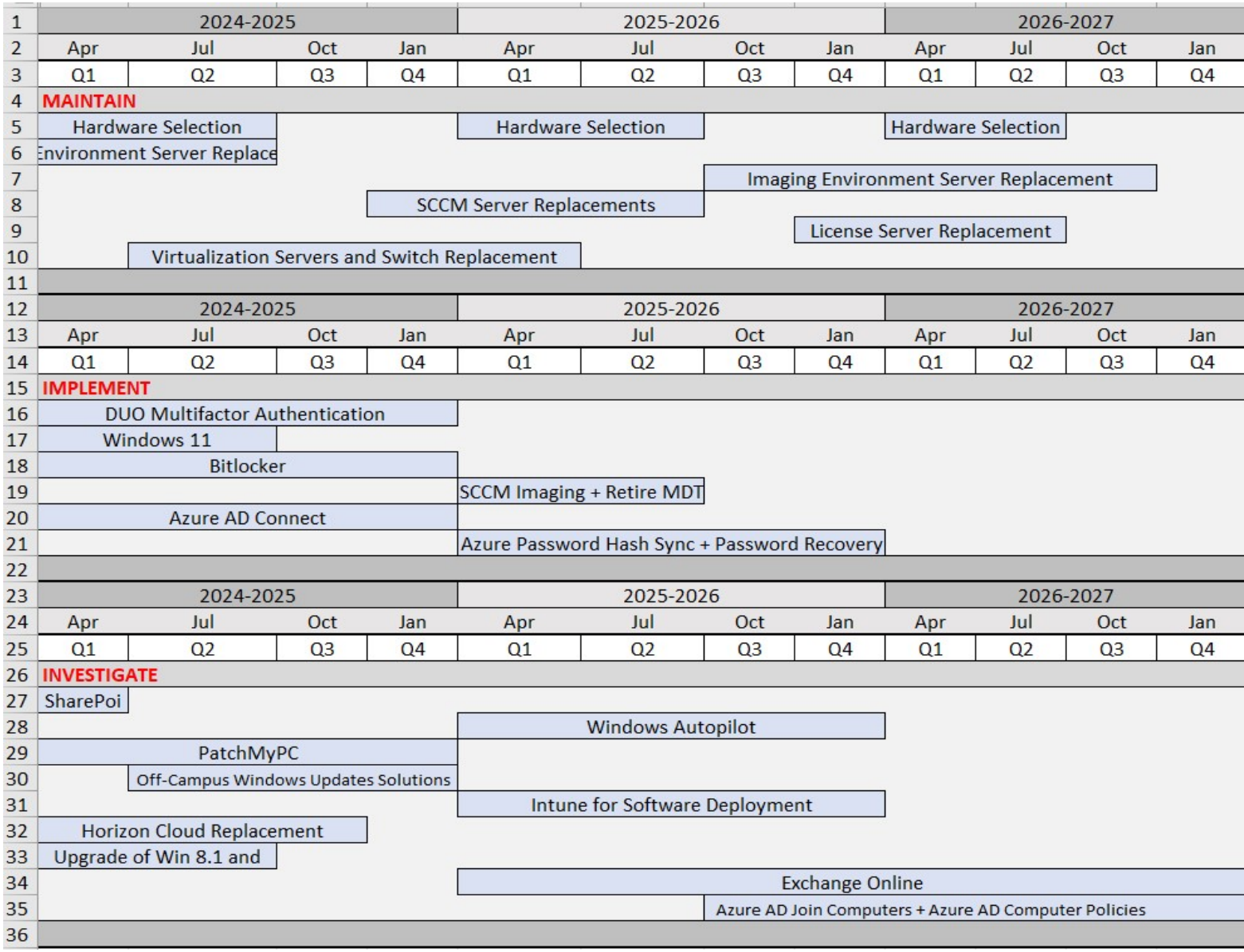
Increase transparency by providing the university community with easy access to critical information on strategic IT priorities, initiatives, and governance

- ITS Roadmaps
- Digital Moments
- AI Committee participation

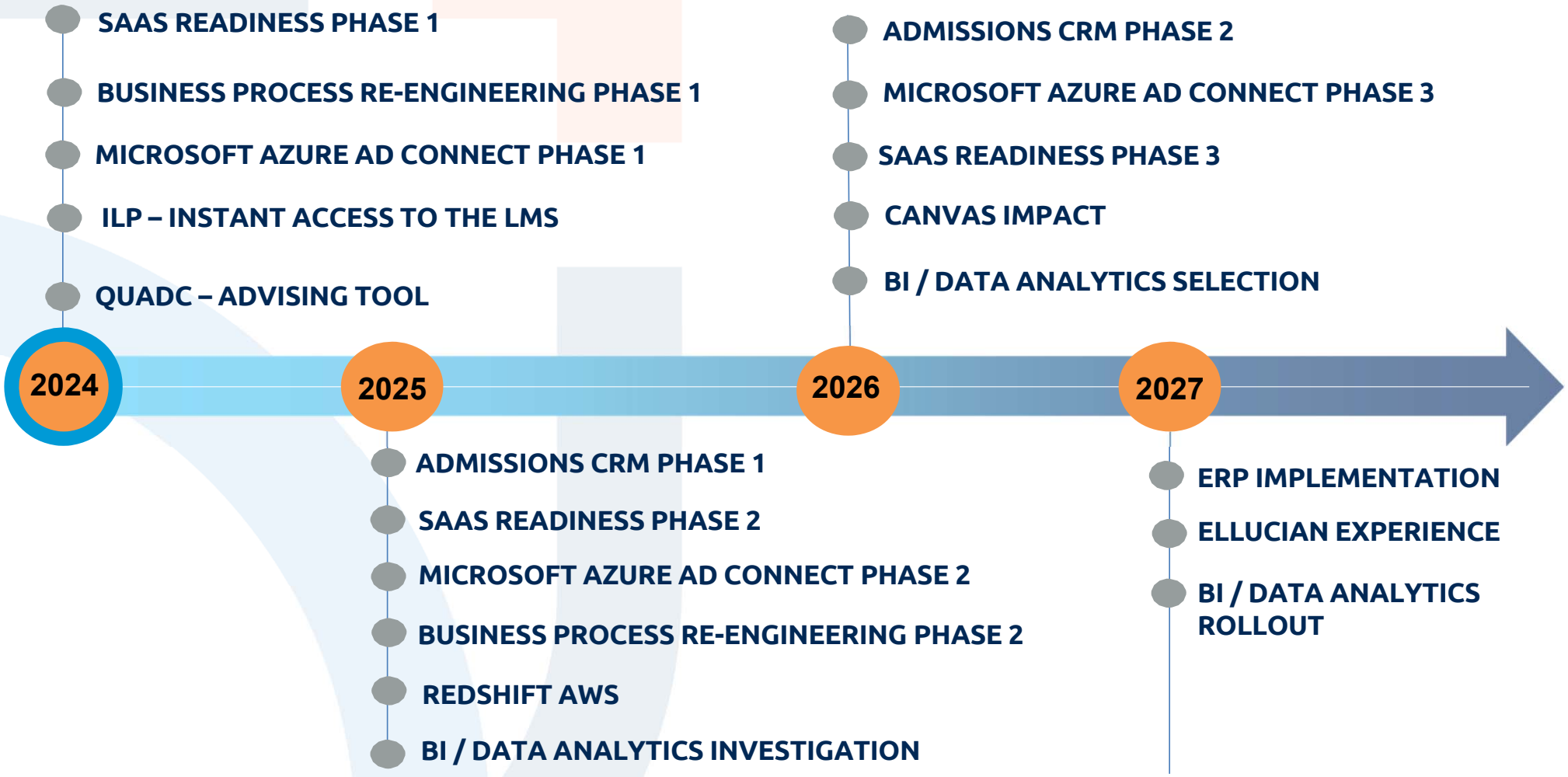
DIGITAL STRATEGY OBJECTIVES 24 -25



INFRASTRUCTURE PROJECTS 24 - 27



IT 4 YEAR ROADMAP



ERP TRANSFORMATION

Ontario Tech Has Three Broad ERP Strategy Alternatives

1 Re-Platform Banner ("Lift and Shift")

Move current Banner configuration to an Ontario Tech platform (physical, virtual or cloud server, or managed services). Maintain as much of the current configuration and business processes as possible.

2 Re-Implement Banner

Define new requirements, redesign business processes, implement Banner on an Ontario Tech platform, including new configuration (new COA, academic program setups, etc.).

3 Competitive Selection

Define new requirements and issue a competitive RFP for software. Select the best fit solution (which could be Ellucian or something else) and proceed with design and implementation.

Required in all cases

Extraction and conversion of legacy data

New integrations

New relationship to security/ IAM/SSO

Development of full system support capability

Gartner

ERP TRANSFORMATION

It is **NOT FEASIBLE** to **DE-MEP** on the current environment into the current application and database configuration.

NEXT STEPS

01
Conduct business process review to establish future state

02
Build OT baseline platform in the cloud

03
Migrate MEP data from MEP environment to cloud

04
Develop extensions, integrations, reports, procedures, documentation and test plan

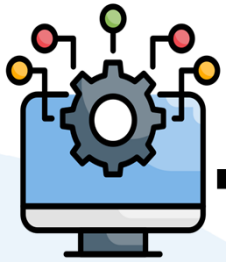
05
System testing and training

06
Transition to production

07
Post-production support

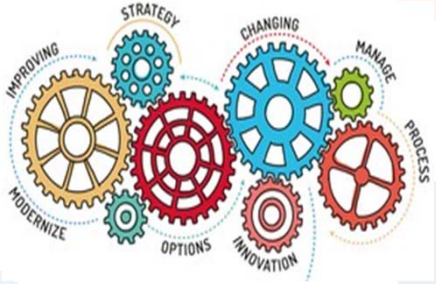
ERP TRANSFORMATION HIGHLEVEL PROCESS

Stage 1



Our current MEP environment with customizations

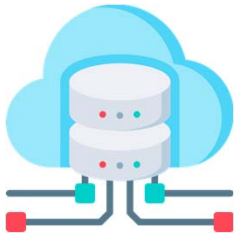
BUSINESS TRANSFORMATION PROCESS



Establish Future state

Stage 2

OT BASELINE BANNER IN THE CLOUD



Stage 3

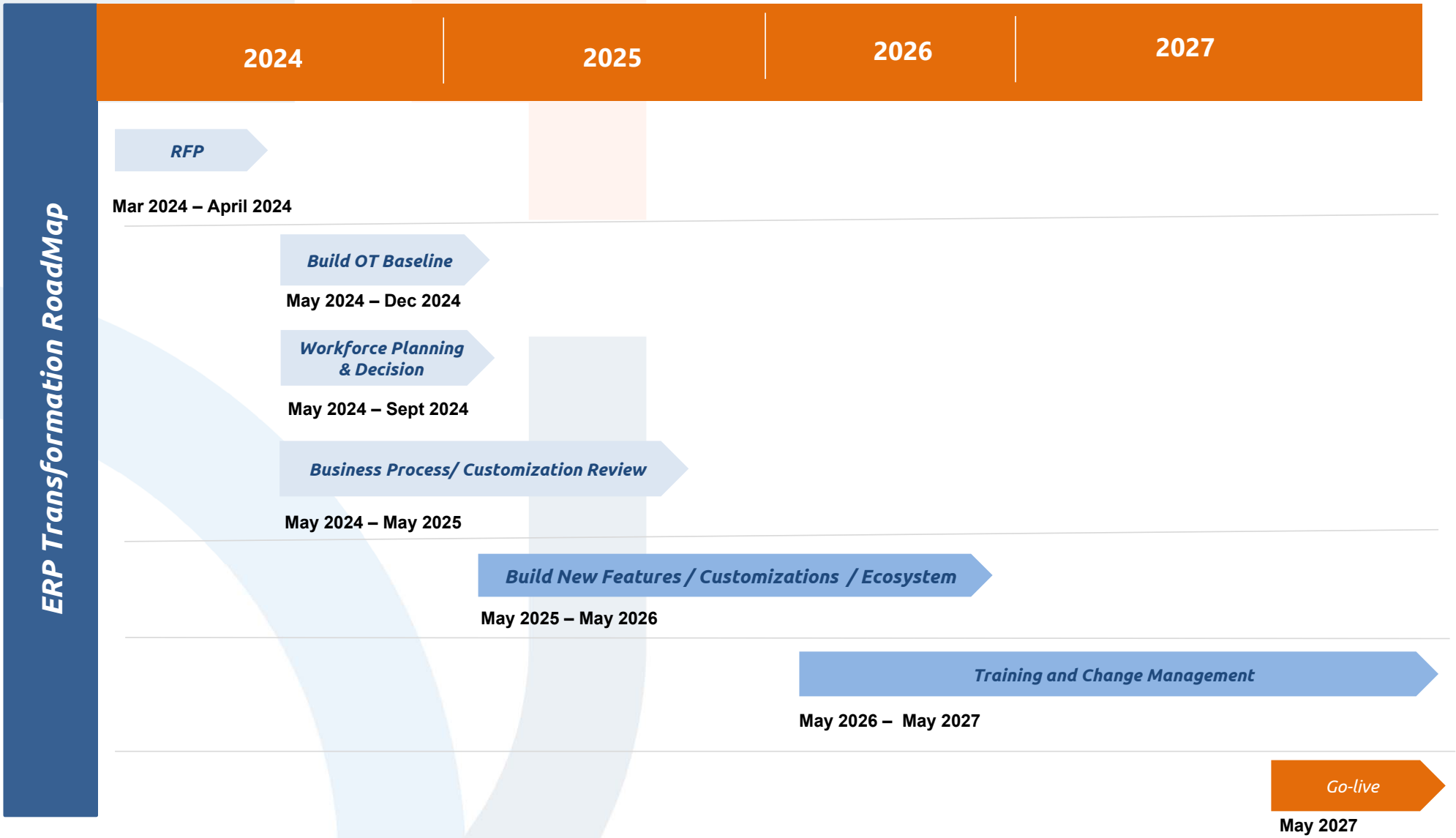
OT BANNER MANAGED CLOUD

- OT Banner PAAS in with APPROVED customization.
- Ecosystem – all subsystem integrated
- Functional Testing completed and Signed off..

- Build Platform
- Migrate MEP data
- Develop extensions & Integrations

- System testing
- Transition to production

Transition to Production


ERP Transformation RoadMap
2024
2025
2026
2027
RFP
Mar 2024 – April 2024
Build OT Baseline
May 2024 – Dec 2024
Workforce Planning & Decision
May 2024 – Sept 2024
Business Process/ Customization Review
May 2024 – May 2025
Build New Features / Customizations / Ecosystem
May 2025 – May 2026
Training and Change Management
May 2026 – May 2027
Go-live
May 2027

BOARD COMMITTEE REPORT

SESSION:		**ACTION REQUESTED:**	
Public	☒	**Decision**	☐
Non-Public	☐	**Discussion/Direction**	☒
		Information	☐

TO: **Strategy and Planning Committee**

DATE: **April 3, 2024**

PRESENTED BY: **Les Jacobs, Vice-President, Research and Innovation**

SUBJECT: **Research Strategy**

Background/Context:
The research and innovation enterprise at Ontario Tech is differentiated from much of the Canadian university ecosystem in four major ways:

- The embrace of the "pull approach" to research activity
- The foundational role industry and community partners play in the research enterprise
- The targeted as opposed to comprehensive reach of the research and innovation activities
- The seamless integration of entrepreneurship and commercialization into the research enterprise

Revitalizing the Strategic Research Plan

Ontario Tech University's research strategy is currently framed by the Strategic Research Plan, 2020-2025: Driving the Future: https://research.ontariotechu.ca/discover-research/strategic-research-plan/index.php

Our research strengths identified in the SRP include:

- Advanced Manufacturing and Materials
- Automotive Engineering, Transportation and Electrification Systems
- Community Wellness, Human Performance and Health Promotion
- Crime, Justice and Forensics Sciences
- Digital Technologies, Machine Learning and Artificial Intelligence
- Energy, Applied Bioscience and Environmental Sustainability

Ontario Tech University has six specific strategic research priority areas – adjacent to research strengths – that help us to become research leaders by 2025:

- Autonomous Vehicles and Systems
- Canada's Energy and Environmental Future
- Data Science, Artificial Intelligence and New Technologies
- Healthy Populations, Community Well-Being and Social Justice

- Intelligent Manufacturing and Materials Innovation
- Social Innovation, Disruptive Technologies and the New Economy

At this point in 2024, we are thinking about a new Strategic Research Plan to launch in 2025.

Key Elements to Revisit

International Opportunities

Large Scale Institutional Research Funding Opportunities

Reframing the Place of Training and Reskilling in Strategic Research Planning

Research Chairs and Talent Optimization