



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

**March 22, 2023**  
**2:00 p.m. to 4:40 p.m.**  
**[Videoconference](#)**  
+1 226-315-3131 PIN: 388 641 905#

**Members:** Lynne Zucker (Chair), Eric Agius, Ahmad Barari, Kevin Chan, Mitch Frazer, Matthew Mackenzie, Steven Murphy, Michael Rencheck, Joshua Sankarlal, Jim Wilson

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

**AGENDA**

No.	Topic	Lead	Allocated Time	Suggested Start Time
<b>PUBLIC SESSION</b>				
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 January 12, 2023* (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	Strategy			
7.1	Strategic Discussion: Campus Master Plan* (D)	Brad Maclsaac	25	2:30 p.m.
7.2	Research Strategy (D)	Les Jacobs	15	2:55 p.m.
7.3	Micro-credentials* (D)	Sarah Cantrell & Fiona McArthur	15	3:10 p.m.
8	Planning			
8.1	Board Retreat (U)	Steven Murphy & Lauren Turner	10	3:25 p.m.

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

No.	Topic	Lead	Allocated Time	Suggested Start Time
<b>9</b>	<b>Significant Project &amp; Contract Oversight</b>			
9.1	Capital Project Tracking Sheets* (U)	Brad MacIsaac	10	3:35 p.m.
9.2	Subcritical Nuclear Assembly* (I)	Les Jacobs	5	3:45 p.m.
9.3	Brilliant Venture* (I)	Les Jacobs	5	3:50 p.m.
<b>10</b>	<b>Adjournment (M)</b>	Chair		3:55 p.m.
<b>BREAK – 10 minutes</b>				
<b>NON-PUBLIC SESSION</b> (material not publicly available)				
<b>11</b>	<b>Call to Order</b>	Chair	5	4:05 p.m.
<b>12</b>	<b>Conflict of Interest Declaration</b>			
<b>13</b>	<b>President’s Remarks</b>	Steven Murphy	10	4:10 p.m.
<b>14</b>	<b>Advancement Update* (M)</b>	James Barnett	5	4:20 p.m.
<b>15</b>	<b>Consent Agenda (M)</b>	Chair	5	4:25 p.m.
15.1	Minutes of the Non-Public Session of Meeting of January 12, 2023*			
15.2	S&P Action Points*			
15.3	S&P 2022-2023 Work Plan*			
<b>16</b>	<b><i>In Camera</i> Session</b>	Chair	10	4:30 p.m.
<b>17</b>	<b>Termination (M)</b>	Chair		4:40 p.m.

Lauren Turner, University Secretary



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

---

**Minutes of the Public Session of the Meeting of January 12, 2023**  
**2:00 p.m. to 3:33 p.m. Videoconference**

**Attendees:** Eric Agius (Interim Chair), Carla Carmichael, Kevin Chan, Laura Elliott, Mitch Frazer, Matthew Mackenzie, Steven Murphy, Joshua Sankarlal, Jim Wilson

**Regrets:** Lynne Zucker (Chair), Ahmad Barari

**Staff:** James Barnett, Jamie Bruno, Sarah Cantrell, Les Jacobs, Lori Livingston, Brad Maclsaac, Kimberley McCartney, 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 C. Carmichael, the Agenda was approved as presented.*

**3. Conflict of Interest Declaration**

There was none.

**4. Minutes of Public Session of Meeting of October 27, 2022**

*Upon a motion duly made by M. Mackenzie and seconded by S. Murphy, the Minutes were approved as presented.*

**5. Chair's Remarks**

The Interim Chair thanked everyone for joining this first Committee meeting of the new year. He expressed optimism and enthusiasm about 2023 at Ontario Tech University. The Interim Chair went on to advise the Committee that L. Zucker has had to take a leave of absence and that he is, as a result, serving as Interim Chair. He thanked the University Secretary for her assistance leading up to this meeting.

Kevin Chan joined the meeting.

## **6. President's Remarks**

The President wished everyone a happy new year. He provided the Committee with a number of updates, including that the varsity basketball and hockey teams are currently having their season and that Project Arrow was a great success at the Consumer Electronics Show in Las Vegas. He noted that the latter has generated tremendous press for the University. The President went on to state that 2023 will be a year of enhanced entrepreneurship at the University. He balanced his comments by observing that tuition and base funding remains frozen and that a recent panel with Universities Canada discussed both subtle and overt attempts by governments to control higher education institutions.

## **7. Advancement**

### **7.1 Strategic Discussion: Advancement**

The Interim Chair introduced the Strategic Discussion, noting that J. Barnett has been with the University for three months and has made great progress on the philosophy of the new campaign and on fundraising. J. Barnett shared that a new Executive Director has been hired to join the Advancement Team and that the team's objective is to think big and be bold. J. Barnett went on to discuss the importance of a strong campaign cabinet as well as Board support.

J. Barnett discussed the benefits and new approach of the forthcoming campaign. He highlighted the importance of warm connections being made with the Advancement office. He cited a recent connection made via E. Agius as an example. J. Barnett also noted the synergies between a new campaign and the ongoing efforts to advertise the University's re-branding. He emphasized the value of volunteers to the campaign also being donors, as well as the benefits of multi-year pledges.

J. Barnett shared with the Committee that the case for support is currently being developed and will form the cornerstone of the campaign. He cited the importance of metrics so that donors can measure success. He explained some of the unique approaches that he and the Advancement team will take to the campaign, including video cards. He also noted that a mentorship program is starting in the Advancement office.

Laura Elliott joined the meeting.

The Interim Chair spoke positively about the support he received from the Advancement team when he brought a potential donor to their attention. L. Elliott volunteered to assist in any way, underscoring the importance of bringing people onto campus. In response to a question, J. Barnett described the individualized approach taken to each connection brought to the Advancement office. He closed by emphasizing the tremendous legacy and naming opportunities available at Ontario Tech.

## **8. Strategy**

### **8.1 Student Recruitment**

The Provost presented Student Recruitment, describing the University's efforts with respect to both domestic and international students. She highlighted that recruitment is a top priority for the University. She reminded the Committee that the University is moving towards a goal of 15% international student enrolment and that the Auditor General's report was complimentary of the University's efforts to recruit from diversified countries around the world.

The Provost noted that this week is the deadline for domestic students to submit their choices for applications to universities and that a report will be out next week. Demographically, 17-21-year-olds are a growing segment once again in the Greater Toronto Area, but the number of high school students applying to university is declining. Competition has increased, especially with colleges offering degree programs. Commenting on recruitment efforts, K. Chan offered to work with University staff to explore ad credits for the University on Facebook or Instagram.

The Committee then engaged in a brief discussion on international student recruitment. L. Elliott offered to share resources and contacts in this regard based on her experience in the London area. In response to a question, the Provost confirmed for the Committee that offshore recruitment offices are operating at the highest ethical standard. She advised that emphasis is on ensuring that any students referred are academically capable, and that incentivization is built not on volume but on students' ability to succeed at the University.

## **9. Planning**

### **9.1 Student Success**

The Provost discussed Student Success, stating that once students are recruited, the University has an ethical and moral obligation to ensure that they can succeed. She discussed some of the programs designed to support this objective, highlighting the Learner Engagement Academic Program (LEAP) which enhances retention of at-risk students. She discussed the overhaul of academic advising to make it both more efficient and more accessible. She noted the financial services available for students in urgent need as well as mental health services. With respect to the latter, she stressed that supporting mental health is a key part of dealing with the complexities of today's student. Noting that student mental health issues have been on the rise for some time, the University uses a step-care model with triage, connections with other programs, counselling, and referrals to external agencies when needed. She advised the Committee that academic advisors are also trained in mental health first aid. The Committee applauded the Provost and her team on their efforts. In response to a question, the Provost confirmed that learning supports available through Student Life include tutoring in the areas of math, chemistry, and writing skills. She further advised that the University is looking at early alert systems and is moving towards an objective of greater coordination of data collection in this area. In response to a question, the Provost confirmed that peer mentorship programs are well established at the University.

## **9.2 Institutional Metric Target Setting**

S. Cantrell presented Institutional Metric Target Setting, advising the Committee that the initiative is intended to assess progress towards the objectives in the Integrated Academic-Research Plan (IARP). She reminded the Committee that the metrics were approved in June 2022. Speaking to recent events, S. Cantrell stated that feedback has been sought from the University community on target setting. She noted that some of the feedback has suggested improvements to understanding of metrics and how they are measured, data sources, and where the University is doing well or needs improvement. She also indicated that the University is clarifying the relationship between the Strategic Mandate Agreement (SMA3) metrics required by the Ministry and the University's institutional metrics.

S. Cantrell then spoke about accountability for results, how results will inform strategies as well as resource and effort allocations. It is a goal of the Provost's office to have an at-a-glance dashboard of progress towards targets. Each assessment of whether or not a target is being met/progressed towards satisfactorily will be supported by a dashboard with a target, progress, and multi-year data. She advised the Committee that the targets and further dashboards will be prepared for year end. In response to a question, S. Cantrell indicated that the University, through its metrics and targets, has a solid foundation for discussions about resourcing. She gave the example of student to faculty ratio as the basis for resource allocation and prioritization as well as the means to monitor the impact on metrics. A discussion then ensued about changing approaches to achieving targets when current strategies aren't yielding satisfactory results. In response to a question, S. Cantrell confirmed that a core group of metrics are important, but that they will evolve over time. Both external (e.g. changes to Ministry reporting) and internal (e.g. new issues surfacing, better data) factors could drive changes to metrics. She further indicated that targets are expected to evolve over time.

Mitch Frazer left the meeting.

## **9.3 Board Retreat Planning**

The President updated the Committee on efforts to plan a Board retreat in 2023. He shared that the date of the retreat will be May 11, 2023 and will take place in the morning, followed by a lunch, and then the S&P meeting in the afternoon. The theme of the retreat will be differentiation and ambassadorship. The President provided some thoughts about the importance of differentiation not only in programming but also pedagogy, noting that the Faculties have been challenged to deliver at least one program and all mandatory courses online. The Committee expressed support for the theme and format and suggested an external facilitator for the session. The President agreed, advising that staff are working on securing a facilitator and speaker.

**10. Significant Project & Contract Oversight**

**10.1 Sion Laboratories**

L. Jacobs provided the Committee with an update on the Sion Laboratories, advising that six labs have been built and four are now occupied. Both the budget and the relocation of faculty are on track. He also noted that the data lab at the Brilliant Energy Institute is moving forward, with all equipment ordered and certain built structures being replaced. He closed by commenting briefly on Project Arrow, highlighting the creation of the fastest electric vehicle charger in the country, and that the car is back on the Ontario Tech campus.

**11 Adjournment**

*Upon a motion duly made by M. Mackenzie and seconded by J. Wilson, the public session adjourned at 3:33 p.m.*

Lauren Turner, University Secretary

DRAFT

## COMMITTEE REPORT

---

**SESSION:**

Public   
Non-Public

**ACTION REQUESTED:**

Decision   
Discussion/Direction   
Information

**TO:** Strategy & Planning Committee  
**DATE:** March 22, 2023  
**FROM:** Brad Maclsaac, Vice-President, Administration  
**SUBJECT:** Campus Master Plan Update and Discussion

---

**COMMITTEE 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, including infrastructure.

Leadership is looking to update the community on actions that have taken place over the past year, including the purchase of land and a building downtown, and seek the committee's feedback on the general direction for the short to mid-term.

**BACKGROUND/CONTEXT & RATIONALE:**

The university merges a long-term vision for space planning (i.e. how do decisions impact the Campus Master Plan (CMP)) with short-term implementation planning (i.e. based on hiring plan, academic program growth/changes and faculty research what space do we need in the next one to three years).

Ontario Tech is currently working with Durham College to update the Joint CMP 2015 (as seen in Appendix A). We have engaged WSP, who worked on the original plan and is a recognized leader in land use planning studies, environmental planning and urban design. WSP is passionate about providing innovative solutions that foster the creation of complete and sustainable communities. This work will first update the CMP to show the changes since 2015 (i.e. four new buildings including the Software and Informatics Research Centre (SIRC) and Shawenjigewining Hall (SHA) for Ontario Tech and the land swap with the City of Oshawa). Second, we will work together to look at different phases outlining what each of the next three decades could look like based on today's plans. This would include how the growth plan impacts academic needs, support services, housing, athletics and other amenities. We are expecting a late fall 2023 review.

Concurrently, the Council of Ontario Universities (COU) has a taskforce looking at space standards. The Task Force on University Space Transformation is a cross-functional group that takes a birds-eye view of



space planning to incorporate all the different elements and perspectives of our campus leaders to inform what transformations may be needed to create campuses of the future (reflecting on EDI, sustainability, health and safety etc.). Through a competitive RFP process ECS was contracted in late 2021 to undertake a jurisdictional scan to “help build universities of and for the future by examining current space guidelines and identifying efficiencies.” This work is expected to wrap up in Fall 2023.

Noting that the two above reviews are ongoing we are bringing forward a few key items that the University is considering and items it has implemented in the recent past which help us get there. For illustrative purposes, using one of our growth plan scenarios, if we were to maintain the current net square meter (SM) per student full-time equivalent (FTE) we would need three buildings of 10,000 SM (about the size of our Energy Research Centre) in the next decade and six over the next twenty years.

	2022-23	2027-28	2032-33	2037-38	2042-43
Total SM	106,080	106,080	106,080	106,080	106,080
Total FTEs	9,450	11,000	12,500	13,700	15,200
SM/ FTE	11.2	9.6	8.5	7.7	7.0
New Build		1.7	3.4	4.8	6.5

As mentioned above this is a general formula to show long term vision. What we actually need will be reviewed in the short term to see how changes such as offering more hybrid courses and flexible work options impact our actual space requirements. Ontario Tech currently has about 70% of the COU guideline for space so we are already running very efficiently. We are going to look at how we can maximize this; but as we grow, we know we will need to invest more in space and technology.

The Integrated Academic Research Plan 2021- 2023 outlined a vision for the alteration of physical space with enhanced technological supports to move the university towards a place that can adapt to the ever-changing educational landscape. In February 2021 management opened consultations on a Re-imaging Space Paper: **The proposed grand challenge discussed is how can we work together to reduce our total office and traditional lecture theatre space to allow us to reallocate more space for dynamic learning and research activities, whilst at the same time reduce our reliance on leased spaces?**

The numbers in the table above are only for academic / academic support. We are also exploring what will be required for other amenities with a focus on housing. We have engaged a consulting team to aid in the creation of a long-term plan regarding the amount and types of housing we may need in the future. To date, the University has left housing for outside vendors to provide. With a priority on “sticky campus” we are now exploring with Durham College what it would look like if we started to provide more of this service.

**Downtown Update:**

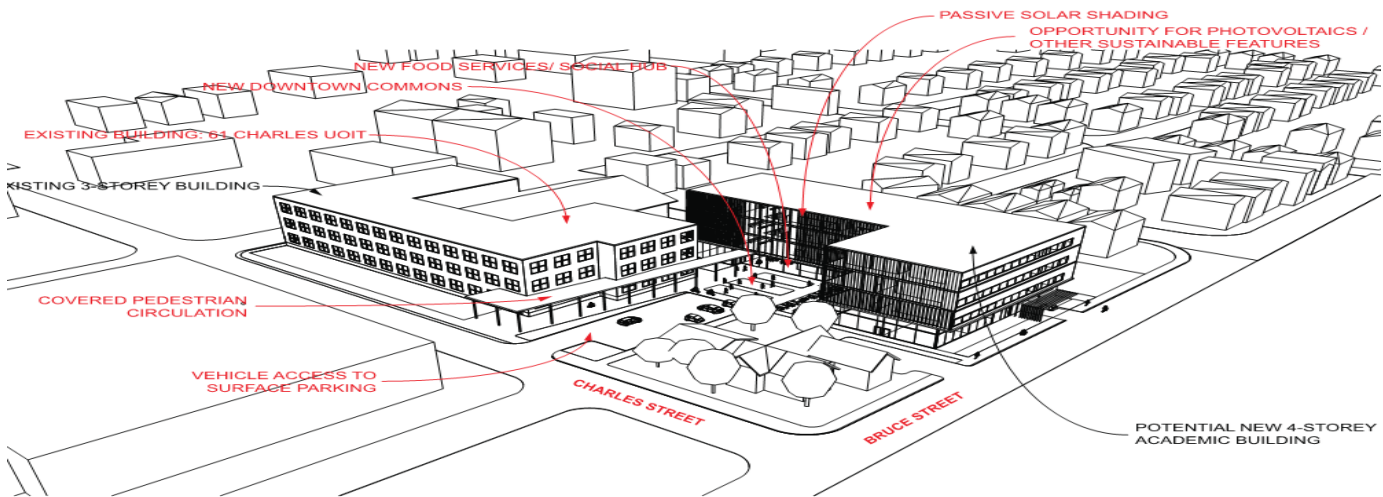
At the October 2021 S&P meeting, management outlined a business case that solidified a commitment to our downtown location with a focus on moving away from leased space into more space that is owned by the University. This document built on the space consultations (outlined above), the overall Campus Master Plan (2015) and the “Framework and Action Plan to Develop Downtown Oshawa” (2011). A few of the key points in that paper are:

- Acquiring space in downtown is based on a desire to maximize efficiency while over time creating more space for a wider variety of learning, research, and social spaces for all campus community members.
- In 2021, nearly 30% of the University’s space was temporary or leased. Many of the leases were set to expire, with a need to replace over 6,000 square meters in the next 5 years and a further 7,000 in the following 5 years. This doesn’t account for further planned enrolment growth and

therefore new space opportunities were explored downtown.

- S&P and the Board agreed that from a strategic and stakeholder perspective, plans are required for additional space downtown. They supported purchasing additional space rather than leasing and were supportive of a transaction that is capable of being funded out of cash reserves.

In May 2022 management reported back to S&P that it had purchased land located at 154 Bruce Street, which is connected to our Charles Hall location. This gave us the ability to expand when we needed and were able to.



Further to this land purchase, after consultations with Durham College, the Board approved moving forward with a public request to solicit interested development partners and gain ideas on mutually beneficial projects. Essentially, we know that we are not going to create six new buildings on our own and so partnering will be one alternative we look at as we continue to fundraise and advocate for government aid. As the University was going through this process the owner of 55 Bond Street, which we currently lease, came forward with an offer to purchase the building. In November 2022, Audit & Finance was presented with a Business Case for purchase that outlined taking over the remainder of the mortgage (which is similar to our annual lease) and an acquisition cost of \$7.5M. After looking at comparable building prices, a broker's appraisal of \$13M and noting that the University is currently paying over \$1M a year to own nothing 2030, it was determined that consistent with the October 2021 direction, buying is better than leasing. Budget for the purchase will be drawn from current in year cash and reserves. A&F supported the transaction, and it was subsequently approved by the Board of Governors December 2022. The building at 55 Bond Street was acquired February 2023.

With the renovations the Charles Hall, which allowed us to consolidate from 11 Simcoe and get out of that lease, plus work we have completed to with the Ministry Colleges & Universities to get Charles recognized as our building for reporting purposes, the 2023 facilities report is forecasted to show about 6% temporary/ leased space.

### North Update:

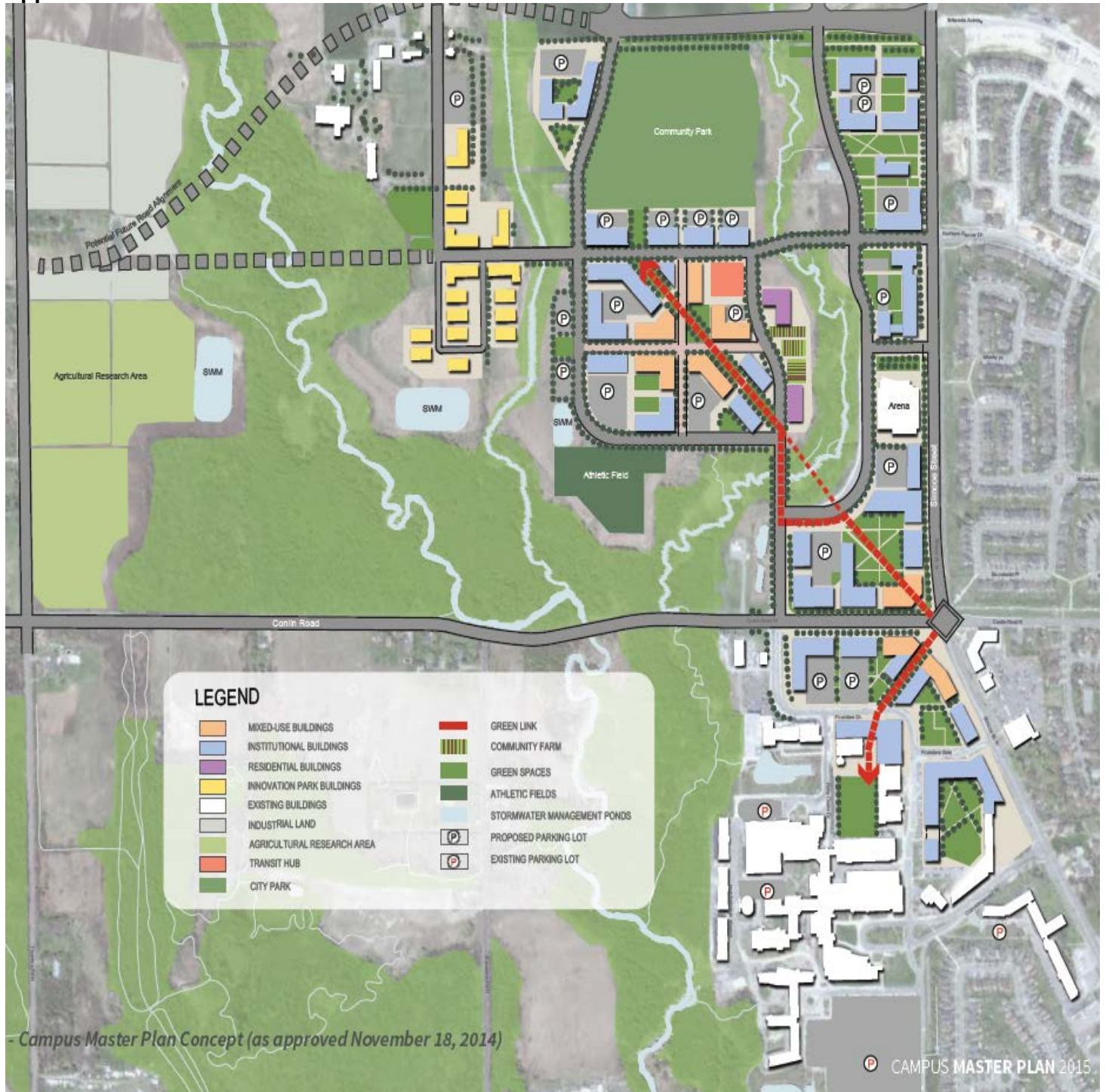
Looking at the growth plans we will need more academic space and a decision on what amenities we want to go with those. The current Phase 1 of the CMP shows finalizing the "quad" around Polonsky Commons and an expansion on the north side of Conlin Road. To prepare for this we will be removing the portable (UL) behind the library in summer 2023. However, we will need to look further at the next location for buildings as we may not be ready to move Athletics from their current location to north of Conlin. This is complicated as the internal lands are not serviced yet. We will be working with Durham College to prioritize spaces in Founders parking (south of Conlin) and looking north of the Ice Centre.



In addition to partnering with developers we are also looking at alternate sources of revenue. With current government funding sources frozen the operating budget alone is not sustainable as we have a structural deficit with expenses growing faster than revenues. To mitigate this, we are exploring a potential sale of the lands north of Conlin along Thornton Drive. At the June 2022 BoG meeting a Real Estate Asset Management Planning Framework was discussed to see how the university can partner to help achieve academic and research priorities. By working with others to offer complimentary activities such as housing, recreation and commercial services there may be opportunities to secure funds to support our core needs. The University has prioritized retaining ownership of its lands, considering outright disposition only to achieve significant strategic benefit. Based on a thorough review of future space needs and the lack of connection of the land to the rest of precincts the University, management is exploring the sale of the Thornton lands (dark green section precinct 7). As a reminder the light green in precinct 7 is the land swap with the City such that we will receive the lands north of precinct 4.



# Appendix A: CMP 2015



## **Board of Governors Professional Development: An Overview of the Research Enterprise**

**Professor Les Jacobs, PhD FRSC  
Vice-President, Research and Innovation  
Ontario Tech University**

<https://research.ontariotechu.ca/discover-research/index.php>

**February 16, 2023**



# Agenda

1. Why the research enterprise matters to the university
2. Sites and levers for driving change in the research enterprise
3. Ontario Tech's comparative institutional advantages
4. Ontario Tech's Strategic Research Plan, 2020-2025
5. The evolution of the Office of the Vice-President, Research & Innovation
6. New and emerging initiatives
7. Research funding progress (Fact Book 2021-2022)
8. Sources of research funding (Fact Book 2021-2022)



#1

IN ONTARIO FOR SMALLER  
RESEARCH UNIVERSITIES

#2

IN CANADA'S RESEARCH UNIVERSITIES  
OF THE YEAR FOR 2022

As one of Canada's youngest research-intensive institutions, we've climbed to the top of the rankings, solidifying our growth in industry-sponsored research income.



[ontariotechu.ca/researchinfosource](https://ontariotechu.ca/researchinfosource)



# Environmental Scan of the University's Research Enterprise in 2019-2020



## Our research strengths include:

Energy and Environmental Sustainability

Digital Technologies, Machine Learning and Artificial Intelligence

Advanced Manufacturing, Materials Characterization and Applied Bioscience

Automotive Engineering, Transportation and Electrification Systems

Community Wellness, Human Performance and Health Promotion

Crime, Justice and Forensics Sciences

## Strategic Research Priority Areas for 2020 – 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

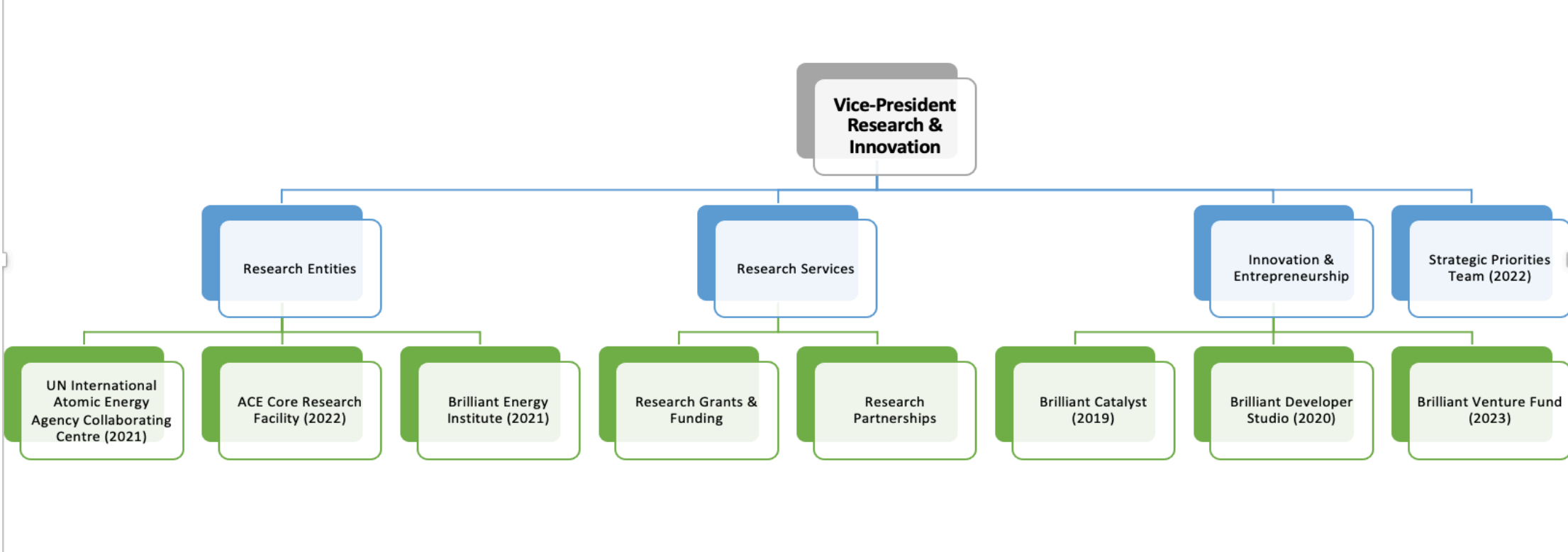
Social Innovation, Disruptive Technologies and the New Economy

[https://shared.ontariotechu.ca/shared/department/research/documents/ontariotechstrategicresearchplan\\_2020-2025\\_final.pdf](https://shared.ontariotechu.ca/shared/department/research/documents/ontariotechstrategicresearchplan_2020-2025_final.pdf)





# The Evolution of the Office of the VPRI since 2019

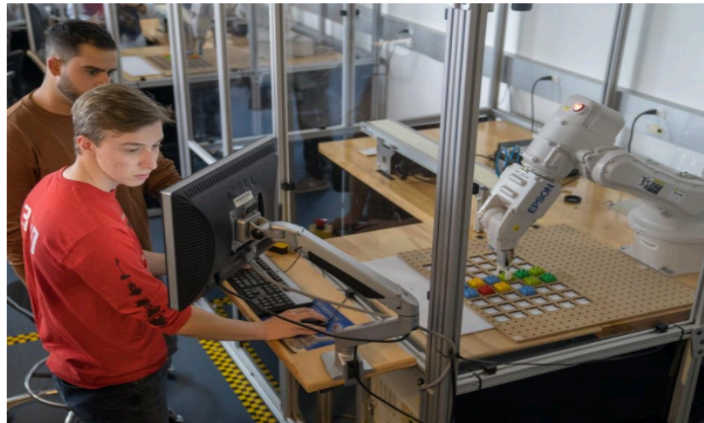


# Research Funding Progress (Fact Book 2021-2022)

## Research Grants by Faculty

Faculty	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Business and Information Technology	\$512,275	\$948,991	\$941,151	\$1,972,923	\$1,451,138
Education	\$922,902	\$593,416	\$607,280	\$432,743	\$267,803
Energy Systems and Nuclear Science	\$998,713	\$1,220,271	\$1,795,659	\$1,655,652	\$1,781,949
Engineering and Applied Science	\$2,920,741	\$2,847,509	\$2,943,483	\$4,412,401	\$4,516,648
Health Sciences	\$1,034,851	\$1,690,470	\$2,128,917	\$2,902,663	\$3,182,978
Science	\$1,906,458	\$1,972,554	\$2,650,992	\$2,873,861	\$3,661,592
Social Science and Humanities	\$588,785	\$357,607	\$912,478	\$1,194,339	\$1,063,061
Institutional	\$2,320,101	\$3,023,434	\$3,599,044	\$4,093,412	\$6,552,434
Ontario Tech Staff	\$100,000	\$59,622	\$59,610	\$344,467	\$56,622
ACE*				\$1,554,105	\$2,994,365
<b>Total</b>	<b>\$11,304,827</b>	<b>\$12,713,874</b>	<b>\$15,638,614</b>	<b>\$21,436,567</b>	<b>\$25,528,591</b>

\* ACE is broken out from awarded funding beginning in 2020



[Return to Table of Contents](#)

Ontario Tech Fact Book 2021–2022 Sept 2022 | Page 44



# Sources of Research Funding (Fact Book 2021-2022)

## Research

Amounts are in Canadian dollars. Data is provided by the Office of Research Services.

### Research Grants and Contracts by Faculty and by Source, 2021-2022

Faculty/School	Research Funding
Business and IT	\$1,451,138
Education	\$267,803
Energy Systems and Nuclear Science	\$1,781,949
Engineering and Applied Science	\$4,516,648
Health Sciences	\$3,182,978
Science	\$3,661,592
Social Sciences & Humanities	\$1,063,061
Institutional	\$6,552,434
Ontario Tech University Staff	\$56,622
ACE	\$2,994,365
<b>Total Cash</b>	<b>\$25,528,591</b>
<b>Total In-Kind</b>	<b>\$627,795</b>
<b>TOTAL</b>	<b>\$26,156,386</b>



Source	Research Funding
Tri-Council	
NSERC	\$5,124,231
SSHRC	\$1,093,746
CIHR	\$1,660,969
CFI	\$307,040
CRC	\$1,320,000
TIPS	\$373,645
<b>Other Federal Government</b>	<b>\$2,878,969</b>
<b>Total Federal Government</b>	<b>\$12,758,600</b>
MEDJCT	\$264,307
OCE	\$1,061,901
Other Provincial Governments	\$554,859
<b>Total Provincial Governments</b>	<b>\$1,881,067</b>
Industry	\$1,840,883
Industry - ACE	\$2,994,365
Associations, Societies & Foundations	\$2,184,232
Research Donations (Advancement)	\$3,407,792
Other	\$461,652
<b>Total Other Sources</b>	<b>\$10,888,924</b>
<b>Total Cash</b>	<b>\$25,528,591</b>
<b>Total In-Kind</b>	<b>\$627,795</b>
<b>TOTAL</b>	<b>\$26,156,386</b>

[Return to Table of Contents](#)

Ontario Tech Fact Book 2021-2022 Sept 2022 | Page 42

## COMMITTEE REPORT

---

**SESSION:**

Public   
Non-Public

**ACTION REQUESTED:**

Decision   
Discussion/Direction   
Information

**TO:** Board Strategy and Planning Committee

**DATE:** March 22, 2023

**PRESENTED BY:** Sarah Cantrell, AVP Planning and Strategic Analysis  
Fiona McArthur, Strategic Project Manager

**SUBJECT:** Microcredentials Overview and Opportunities

---

**BACKGROUND/CONTEXT & RATIONALE:**

Microcredentials have recently gained a lot of prominence in both academic and employment circles and present new opportunities for higher education offerings as well as non-traditional, accelerated formats for students. Many are developed in close collaboration with employers while others build on the existing strengths of the institutions. Microcredentials are competency-based offerings that provide value add for current students, can be used as pathways to university degrees for non-traditional students or skills upgrading for professionals.

The Ontario Government provides student support for approved microcredentials through OSAP funding which helps support accessibility, up-skilling and reskilling for professionals and other non-traditional learners. Although institutions do not receive grant funding for microcredentials from the government, they do provide an alternate revenue source through fees.

Ontario Tech was an early adopter of microcredentials, and has piloted a number of programs with partners and has received seed funding from the government to create more microcredentials through the Microcredential Challenge Fund and eCampus Ontario.

The purpose of the presentation is to provide the Board Strategy and Planning committee with an overview of the University's activities to date and the opportunities for the future as it relates to microcredentials offerings and scalability.

---

**RESOURCES REQUIRED:**

N/A

**IMPLICATIONS:**

N/A

**ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:**

Microcredentials are aligned with our Mission, Vision and Values as well as our four priority areas in that they provide an accessible, relevant, flexible offerings that are career oriented.

**ALTERNATIVES CONSIDERED:**

N/A

**CONSULTATION:**

Initial consultations have taken place with Deans and Continuous Learning. More consultations will be taking place as approval processes are developed that are in line with our academic and non-academic governance processes.

**COMPLIANCE WITH POLICY/LEGISLATION:**

Microcredentials development follows government definitions to ensure approval for OSAP purposes.

**NEXT STEPS:**

Next steps are to continue to formalize the process for governance and approval of microcredentials. We are also looking to formalize the process for the development of new microcredentials and methods of supporting those interested in developing a new microcredentials. Finally, we are looking to explore licensing opportunities with TALENT and Continuous Learning and develop business models to ensure scalability and sustainability of the microcredentials program.

**MOTION FOR CONSIDERATION:**

N/A

---

**SUPPORTING REFERENCE MATERIALS:**

Microcredentials Presentation to Board of Governors Strategy and Planning Committee



# Microcredentials

Presentation to Board of Governors Strategy and Planning

# Microcredentials

- Competency-based, focused on outcomes
- Not always tied to learning opportunity
  - Makes them ideal for articulating previous learning
- Duration is hours to months, flexible
- Tracked by a badge
- Some eligible for OSAP
- Alternate revenue stream

# More than a pretty picture



- Description of the learning plan
- Evidence
- Rubrics
- Who issued it
- When it was issued
- Expiry date if appropriate
- Who earned it

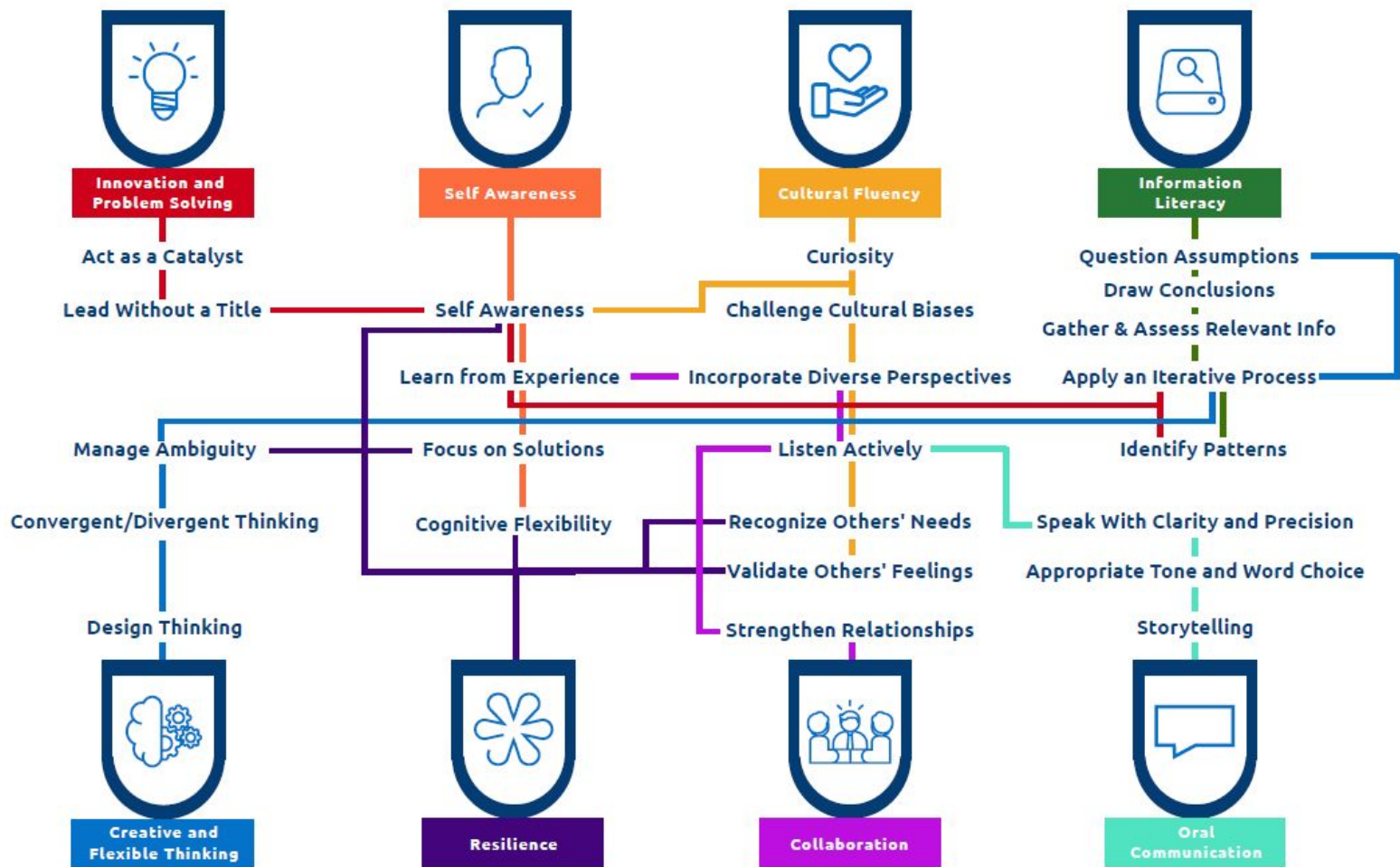




# Current Free Microcredentials

# Core Success Skills at Ontario Tech

- Validate and track competencies
- Flexible
- Multiple modalities (self paced, integrated)
- 25 competencies that build into higher order skills: oral communication, innovation and problem solving, self awareness, resilience, collaboration, cultural fluency, information literacy,



# Stackable Microcredentials



# Business and Entrepreneurship skills

- Excel
- eCommerce/Establish an Online presence
- Building business relationships
- Dashboards and updates/Website management
- Professional presentations
- Rapid prototyping
- Understanding ourselves and others

# TD ready commit funding

- Will have enrolled more than 1700 unique users
- Ends in September of 2023
- Content to be licensed to TALENT
- Continue to be free to current Ontario Tech students, recovery college,

# TD Ready Commit

- Built our brand
- Participated in pilots with OCC, Recovery College
- Introduced microcredentials to employers and learners
- Built a database of prospective learners

# Other

- Thriving in the Age of Artificial Intelligence
- My Career Pathway





# Other microcredentials

# Faculty of Education

- Math and Coding in Elementary
- Expanding to meet other curriculum changes

# Faculty of Health Science

- Safe Lift
- PPE and Outbreak Protocols
- Dementia series
- MedLab

The background of the slide features a central white horizontal band. Above and below this band are decorative elements consisting of overlapping curved shapes in two colors: a vibrant orange and a deep navy blue. The shapes are arranged in a way that creates a sense of movement and depth, with some shapes appearing to be in front of others.

# **Sustainability**

- Microcredential development is “nimble”
- Provides revenue source to programs and units
- % of revenue targeted to ensure quality and sustainability
- Supports offered by staff in development
- Value add for current students

The background of the slide features a central white horizontal band. Above and below this band are decorative elements consisting of large, curved shapes in two colors: a vibrant orange and a deep navy blue. The shapes are arranged in a way that they appear to be parts of a larger circular or semi-circular design, creating a dynamic and modern aesthetic.

# Next Steps

- Formalize governance/approval process
- Formalize processes for development
- Develop business model for scalability

## COMMITTEE REPORT

---

**SESSION:**

Public   
Non-Public

**ACTION REQUESTED:**

Decision   
Discussion/Direction   
Information

**TO:** Strategy & Planning Committee  
**DATE:** March 22, 2023  
**FROM:** Brad Maclsaac, Vice-President, Administration  
**SUBJECT:** Capital Project Tracking

---

**COMMITTEE MANDATE:**

The Strategy and Planning Committee (S&P) is responsible for overseeing the strategic planning 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, including infrastructure.

In accordance with the discussion at the May 2022 meeting of S&P, the committee will now receive a multi-year Strategic Project Planning document for discussion once a year (normally winter) and regular updates for information on current capital projects at each meeting. Projects will be separated into two groups: major capital building projects (>\$5 million) which will have their own separate tracker as well as a summary of routine capital renewal and renovation projects (> 50 thousand but <\$5 million).

Further, in response to October 2022 meeting of S&P management will work on a new report to help "call out" items that are more strategic verses showing multiple lines for each project. For this year we have called out the strategic items in the report below and left in the detailed powerpoint report for information only. A new format will be presented for 2023 – 2024 budget year.

**BACKGROUND/CONTEXT & RATIONALE:**

The Integrated Academic Research Plan outlines the priorities for the university as we move forward to achieving our vision and mission. As part of the move to multi-year forecasting management has created enabling plans, which advances the plan from goals into actions. There are a number of facility related papers such as Reimagine Physical Space (2021 attached) and Capital Reserves (Nov 2021 A&F [item 7.1](#)) for deferred maintenance that will drive the facilities actions. For information technology the Reimagine IT paper (March 2022 S&P [item 7.1](#)) is set to drive future actions.

**1) Major Capital Projects (>\$5M)**

There are no major capital projects underway in this fiscal year. In 2021-22 we completed the Shawenjigewining Hall and the installation of the ACE Moving Ground Plan. As we look towards the



future we do have drawings ready for the following projects:

- Completion of the fifth floor of Shawenjigewining Hall, which is currently shelled space,
- Extension of Shawenjigewining Hall and connection to Library (A7),
- Extension of Charles Hall
- Extension of Software and Informatics Research Centre (SIRC)

## **2) Routine Capital Projects (>50K and <\$5M)**

Routine capital includes cyclical maintenance, rehabilitation, upgrade, and renovation projects associated with campus buildings and infrastructure. These projects are funded from a variety of sources such as operational budget, government grants, Athletic Reserve, or ancillary services (i.e. food & parking). The largest part of the facilities budget is an annual grant from the Ministry of Colleges & Universities (MCU) which was budgeted at \$2.1M for this year and now forecasted to be \$2.9M. This grant is for Facility Renewal Projects (FRP) that specifies that these funds be directed toward reduction of deferred maintenance in core academic facilities and that the overall package of projects in each year should demonstrate cost shared between MCU and the university.

**FACILITIES: original budget was \$6.1M and we are forecasting to spend \$5.9M.** The strategic items include:

- \$3M for renovations of Charles Hall which were outlined in the October report.
- \$1M for creation of new Lovell Nursing Simulation Lab (SHA) and Sion Energy Labs (ERC)
- \$1.5M of equipment renewal but note we do have energy focus with these such as replacing lights with LED, purchasing electric vehicles and improving technology downtown to demonstrate air quality and energy efficiency

**IT: original budget of \$1.4M and we are forecasting to spend \$1.2M (plus \$500K from last year reserves to cover supply chain delays).** The majority of these funds are to maintain our normal laptop refresh (\$500K) or keep the lights on with network switch and wi-fi port upgrades (\$230K). The strategic items include:

- \$150K for improvements to our information system to enhance self-service
- \$100K for enhance audiovisual in classrooms and creation of more hyflex meeting rooms
- \$100K for a cloud migration review to help us understand if we want to move this way and what steps are required.

## **SUPPORTING REFERENCE MATERIALS:**




- Q3 Project Tracking

# Capital Projects Q3 Update

S&P

March 2023

# Strategic Priority: Reimagining Information Technology

I. Where We Are		
Enhance the digital and classroom experience with easy access to information and services*	Improve efficiency and speed by re-engineering business processes*	Strengthen our security posture and incident recovery preparedness*
 <p><b>Qless</b> <b>Digital Experience Platform</b> <b>LiveHelpNow</b></p> <p>DIGITIZATION</p>	 <p><b>Automate and improve student communication</b> <b>Support timely decision-making to improve student success and retention</b></p> <p>EFFICIENCY</p>	 <p><b>Launched multifactor authentication</b> <b>Ongoing awareness campaign</b></p>

II. What We've Achieved		
<p>As part of our digitization efforts, we have:</p> <ol style="list-style-type: none"> <li>1. Eliminated student queues and provided students flexibility to line up virtually from anywhere</li> <li>2. Provided a personalized experience to the university community on a unified portal.</li> <li>3. Utilized the LMS to support virtual orientation for new students.</li> </ol>	<p>We have improved business processes by:</p> <ol style="list-style-type: none"> <li>1. Storing university email accounts of staff and students in Banner.</li> <li>2. Enabling faster adjudication of scholarships and awards by enhancing financial aid processes</li> <li>3. Managing Google storage needs for students, faculty, and staff</li> </ol>	<p>We have implemented <b>MFA</b> and onboarded:</p> <ol style="list-style-type: none"> <li>1. <b># of departments/Faculty: 33</b></li> <li>2. <b># of staff enrolled: 603</b></li> <li>3. <b># on mobile device: 520</b></li> <li>4. <b># of fobs distributed: 98</b></li> </ol>

III. Where We Are Going		
<b>Initiatives</b>		
Explore cloud services to achieve agility, interoperability, and adaptation to the changing educational technology landscape	Implement ILP to provide students instant access to their courses on the LMS (currently takes 48 hours)	Implement a credential wallet to allow students to request and share transcripts and academic docs with employers, government offices, and others
<b>Optimize course enrollment and provide students with the flexibility to waitlist for a course</b>	<b>Streamline administrative processes to reduce the time and effort to onboard teaching assistants</b>	Implement ADAP to assist with Identity Management. This is crucial in granting access to the right users to use relevant systems and integrations.

# Budget Tracking – IT Projects

Project	Project Description	Budget	Current Project %	YTD Actuals	Forecasted spend	Project Status	Rationale	Starting Quarter	Target Quarter
Banner Self-Service Rollout Configuration & Implementation Consulting	Enhance Banner functionality and implement self-service features for students, faculty, and staff	111,616	70%	51,532	60,000	In progress		Q1	Q4
New Ellucian Product Implementations	Includes two projects: 1. Automate bi-directional transactions to/from Banner to the LMS 2. Provide accurate account provisioning between Banner and Active Directory	32,019	15%	18,127	32,019	In progress		Q2	Q4
Ellucian Active Directory Account Provisioning (ADAP)	Provide accurate account provisioning between Banner and Active Directory.	30,933	5%	229	23,000	In progress		Q2	Q4
Network Edge (Access Layer) switches life cycle refresh	Procure and install 50 Access Layer Switches, to replaced the old Avaya switches out of support	180,000	10%	171,115	180,000	In progress	Money spent on the hardware. Vendor shipment on route.	Q3	Q4
Palo Alto Panorama server appliance	Procure and install a dedicated appliance capable of logging and storing security events for up to one year.	45,000	90%	0	28,262	In progress		Q4	Q4
Wi-Fi upgrade - Life cycle refresh	Upgrade Wi-Fi network by replacing older access point AP105 with the new generation AP 515	50,000	25%	33,460	50,000	In progress	Working with the install vendor to plan the deployment.	Q1	Q4
Cloud migration	Consultancy fees required to continue the projects for cloud migration	110,000	30%	27,312	65,000	In progress	NDA signed and project kick-off meeting completed.	Q1	Q4

# Budget Tracking – IT Projects

Project	Project Description	Budget	Current Project %	YTD Actuals	Forecasted spend	Project Status	Rationale	Starting Quarter	Target Quarter
Data Centre - Servers life cycle refresh and upgrades	Procure and install servers to increase virtualization capacity.	44,500	40%	41,915	44,500	In progress		Q4	Q4
Data Centre - Backup storage and capacity increase	Replace the backup storage in Whitby and add additional capacity license to increase the backup capacity with 15TB	72,500	60%	71,389	72,500	In progress	Hardware deployed. Backups migrated to the new hardware. Testing in progress.	Q3	Q4
ClearPass appliances life cycle refresh	Replace end of life hardware.	33,000	75%	33,529	33,000	In progress		Q1	Q4
Telephony Core and voicemail replacement - investigation	Investigate alternatives to migrate the campus telephone to a cloud solution.	20,000	50%	13,695	14,000	In progress		Q1	Q4
Ellucian Workflow Enterprise	Project not proceeding this fiscal.	197,748	NA	0	0	Cancelled/deferred		NA	NA
Ellucian Experience Premium	Project not proceeding this fiscal.	132,374	NA	0	0	Cancelled/deferred		NA	NA

# Budget Tracking – IT Projects

Project	Project Description	Budget	Current Project %	YTD Actuals	Forecasted spend	Project Status	Rationale	Starting Quarter	Target Quarter
UP1501 AV equipment upgrade	Replace failing equipment.	40,000	50%	13,000	13,000	In progress	Supply chain issues. Remaining 17K in FY24.	Q3	Q4
Installation of flexible hybrid eqpt for boardrooms		30,000	100%	15,500	15,500	Completed		Q1	Q2
Employee Deployment Fleet	Purchase of machines for faculty and staff refresh.	280,000	100%	315,000	315,000	Completed		Q4	Q4
Staff loaner lockers	Lockers to provide on-demand, touchless asset delivery.	6,000	50%	3,700	3,700	In progress	In house installation in FY24.	Q3	Q4
IT Collaboratory	Project cancelled.	25,000	NA	0	0	Cancelled/deferred		NA	NA
AV equipment upgrade for UB2050		0	50%	5,400	6,700	In progress	In house installation in FY24.	Q4	Q4
AV wireless microphone replacement		0	50%	10,000	10,000	In progress	In house installation in FY24.	Q4	Q4
Equipment supply chain issues	Eqpt ordered in FY22 but received in FY23.	0	100%	508,000	508,000	Completed		Q1	Q1
Chargebacks	Equipment purchased in capital and reimbursement flows to OPEX.	0	95%	108,000	141,000	In progress		NA	NA
Miscellaneous IT purchases		0	95%	29,500	29,500	In progress		Q1	Q4

# Re-imagining Physical Space – Charles Hall



# Budget Tracking – OCIS Projects

Project	Project Description	Budget	Current Project %	YTD Actuals	Forecasted Spend	Project Status	Rationale	Starting Quarter	Target Quarter
Charles Hall - Renovation	61 Charles to become student hub downtown with altered class sizes and research lab additions	\$3,000,000	100%	\$2,777,244.00	\$2,777,244.00	In Progress	Final deficiencies	Q1	Q3
SHA project wrap up	Final project pieces still captured under Capital		100%	\$ 231,740.83	\$ 231,740.83	In Progress	Final deficiencies	Q1	Q4
Moves to CC, storage, decants	Strategic moves to support leaving leased spaces unfavourable to institution		100%	\$ 54,500.00	\$ 54,500.00	Completed	Required to leave leased spaces	Q3	Q3
Strategic design planning	A7 design documents		50%	\$ 35,000.00	\$ 18,935.00	In Progress	Prep for next phase of expansion	Q3	Q4
COVID compliance, Accessible running man lights	decals (install and removal), Ice Center costs, touch pads, etc	\$97,000	100%	\$ 135,936.25	\$ 139,350.25	In Progress	Pandemic response materials, and AODA compliance	Q1	Q4
VASO - Structured shelter	Create a sheltered area near the soccer field for athletics events	\$95,000	25%	\$ 25,758.00	\$ 152,126.00	In Progress	Footings complete, final install by year end	Q1	Q4



# Budget Tracking – OCIS Projects

Project	Project Description	Budget	Current Project %	YTD Actuals	Forecasted Spend	Project Status	Rationale	Starting Quarter	Target Quarter
Major equipment updates, access controls, Campus UPS, Building Controls, WFF Internet upgrade	Replacement of multiple access control strategies with Prox Card - Life Safety	\$1,600,300	60%	\$ 712,186.44	\$1,149,832.51	In Progress	Long lead on presentation equipment for lab	Q1	Q4
Recycled Acoustic Panels, LED Lighting, Solar Projects, EV Fleet, Beehives	Worn and damaged acoustic panels within classrooms replaced with sustainable alternative	\$835,000	90%	\$ 582,730.13	\$ 639,121.13	In Progress	Additional Acoustic Panel treatment scope to be completed in March	Q3	Q4
FRP - FEAS Labs in ERC	Supporting energy storage research, converting ground floor class to research lab	\$300,000	90%	\$ 407,188.05	\$ 483,184.70	In Progress	Construction nearing completion	Q3	Q4
IAQ upgrades downtown	Improving technology downtown to demonstrate air quality and energy efficiency (abound,		100%	\$ 70,600.00	\$ 70,600.00	Completed		Q3	Q3
Deferred Maintenance not covered under FRP, additional fumehood install	UB Exterior steps, 61 Charles smoke stack inspection, ACE lab fumehood install	\$60,000	100%	\$ 61,722.95	\$ 61,722.95	Completed	Stack inspected, Steps completed, Fume hood requires lab re-arrange	Q1	Q3
Furniture Purchases - FEAS, Library	Replacement of aging furniture and expansion of Graduate student space	\$117,477	100%	\$ 117,477.00	\$ 117,477.00	Completed		Q1	Q2

## COMMITTEE REPORT

---

**SESSION:**Public **ACTION REQUESTED:**Decision   
Discussion/Direction **TO:** Strategy and Planning Committee**DATE:** March 22, 2023**FROM:** Les Jacobs, Vice-President, Research & Innovation**SUBJECT:** Subcritical Nuclear Assembly Update

---

**BACKGROUND/CONTEXT:**

The Strategy and Planning Committee made the Board aware on December 1, 2022, of a project that will enhance the nuclear labs by adding a new nuclear engineering research and teaching facility: Subcritical Nuclear Assembly.

**UPDATE:**

On February 22, 2022, Professor Kirk Atkinson, Faculty of Engineering & Applied Science, made the public announcement of the Project at the Canadian Nuclear Association 2023 conference in Ottawa. The project was promoted through the circulation of the media release, posting on multiple social media sites, the website launch, and digital signage throughout campus. Prior to the public announcement, we actively engaged with community groups (internal and external) and the Mississaugas of Scugog Island FN to inform them of the project and receive feedback. The response to the announcement has been very positive thus far (from browsing the social media sites, 10 media articles, and feedback forms we have received via the website).

The next steps for this initiative involve three stands:

**Licensing:** We now have scheduled regular meetings with the Canadian Nuclear Safety Commission (CNSC) to discuss and clarify the licensing requirements with the goal of having a completed draft full application by the end of the summer. Unlike other applicants, CNSC has a practice of not requiring from universities set-aside funds for de-commissioning or other post-license costs. (Note that, because of its unique design, there are no anticipated costs for de-commissioning of the Subcritical Nuclear Assembly.)

**Engagement:** Our public and Indigenous engagement is a key aspect of the licensing in order to demonstrate to the CNSC a very high level of consultation with host communities. An important theme in our engagement is the value for current and future students in terms of differentiated learning opportunities. We are creating a Radiation Safety Program/Subcritical Assembly Project booth for the university's planned student outreach and recruitment events in March and April,

2023. Aside from those events, our top focus is on substantive Indigenous engagement and consultation.

Design: Meetings and discussions with the CNSC and industry colleagues continue to be fruitful in progressing with the subcritical assembly design. The project team aims to have options for the design identified by September, 2023.

**COMMITTEE REPORT**

---

**SESSION:**

Public

**ACTION REQUESTED:**

Decision   
 Discussion/Direction

**TO:** Strategy and Planning Committee

**DATE:** March 22, 2023

**FROM:** Les Jacobs, Vice-President, Research & Innovation

**SUBJECT:** Brilliant Ventures Fund

---

**BACKGROUND/CONTEXT:**

The establishment in 2019 of the Creativity and Entrepreneurship entity in the Office of the Vice President, Research and Innovation (VPRI) has proven to be a very dynamic vehicle for enhancing student experiential learning and accessing new research and innovation revenue streams. The successful VPRI programs that have been launched since 2019 include Brilliant Catalyst, Brilliant Developer Student, Black Entrepreneurship and Skilled Trades (B.E.S.T.) and Ontario Tech’s Brilliant SHAD. This discussion item is to advise S&P about an exciting new entrepreneurship program, Brilliant Ventures Fund. This program is designed to further differentiate the university with regard to fostering student entrepreneurship and its unique research enterprise.

**NEW ENTREPRENEURSHIP PROGRAM UPDATE:**

Brilliant Ventures Fund (BVF) will act as a university operated investment vehicle that supports entrepreneurship by injecting funds into start-ups. The focus of the Brilliant Ventures Fund will be in alignment with the university’s legislative mandate 4(a) which states “to provide programs that are innovative and responsive to the individual needs of students and to market-driven needs of employers”. This alignment will be through the BVF engaging and investing in ventures that utilize the unique pool of talent and innovation that the university has to offer (students, alumni, faculty members) through experiential learning and research activities. This focus will enhance the university’s priorities of “Reimagining Learning”, “Partnerships” and “Creating a Sticky Campus”.

The focus of BVF will be on startup capital investment and venture support. Through an allocation of restricted research funds from the Office of Vice-President, Research & Innovation (OVPRI), Brilliant Ventures Funds will be self-sufficient and not require any university operational funds. The University’s Advancement team will support fundraising efforts that match the contribution being made by OVPRI to maximize the capacity of the BVF. An initial projection will be \$500,000/year for five years, with at least 80% of funds going to investments in the companies and the rest towards staffing and other operational needs (equipment, trade shows). A funnel for potential investments will be created through the pool of founders and startups that exist within the Brilliant Catalyst’s community (currently 110 startups), next in the Greater Toronto Area, and then

expanded in scope to a national and international scale. It is anticipated that BVF will launch in September 2023.

Returns for the university and its stakeholders will be through the engagement of its students, faculty members and staff with start-up companies that align with the university's "Tech with a Conscience" and "Learning Re-imagined" principles. There will also be a potential return on the investments from the financial success they achieve.

The following three lines of activities will distinguish Brilliant Ventures Fund within the ecosystem: a) Startup Capital Investment and Management b) Innovation for Hire, and c) Ecosystem support.

#### **a) Startup Capital Investment and Management**

BVF will actively seek investment opportunities in pre-seed tech or tech powered based start-ups. We believe that this investment focus leverages the gap of funding that pre-seed stage start-ups currently receive, along with the strength of the Ontario Tech innovation ecosystem and the access it has to a pool of exciting founders within this ecosystem. This capital will be dispersed through a recommendation from an investment committee that is appointed by the university. These investments will provide the university with an equity position in startups with the potential for financial returns. The investment will also help increase capacity in these startups to hire students and engage in research projects aligned with the university's *Strategic Research Plan, 2020-2025*.

#### **b) Innovation for Hire**

BVF will leverage the learning from the Brilliant Developer Studio pilot and provide digital support to start-ups who are looking to build prototypes or enhance their current product offering. This will be an internal service for companies that are part of the investment portfolio. It will also be an external service that will allow BVF to generate revenues for its current operations. This external service will provide BVF with access to a new pool of start-ups that are not immediate members of its ecosystem. The creation of this service also provides opportunities for the university's students, faculty, staff and alumni to be part of the teams providing services to these start-ups.

#### **(c) Ecosystem Support**

The Brilliant Catalyst has created a strong university-based innovation ecosystem. This ecosystem amplifies the academic mission of Ontario Tech and the best practices that come with building an entrepreneurial launchpad for start-ups build on the "tech with conscience" principles of the university. Brilliant Ventures Fund will leverage this knowledge and experience by providing support to other universities both nationally and on a global scale.

### **Due Diligence**

The founders of each potential startup will first be interviewed to determine whether there is a fit between the priorities of the university and the startup. The due diligence will be broken down into four parts conducted by both professionals within the university and external consultation:

- Background: Founder-Product Fit
- Industry/Market and commercial diligence
- Technical diligence
- Legal