



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

Minutes of the Public Session of the Meeting of Thursday, March 17, 2022
2:00 p.m. to 3:30 p.m., Videoconference Only

Attendees: Lynne Zucker (Chair), Eric Agius, Ahmad Barari, Carla Carmichael, Christopher Collins, Mitch Frazer, Matthew Mackenzie, Steven Murphy, Dietmar Reiner, Joshua Sankarlal, Jim Wilson

Staff: Jamie Bruno, Sarah Cantrell, Becky Dinwoodie, Krista Hester, Les Jacobs, Lori Livingston, Brad MacIsaac, Sue McGovern

Guests: Mike Eklund (FA), Ade Oyemade, Ian Doyle, Dwight Thompson, Chris Woods,

Regrets: Kevin Chan

1. Call to Order

The Chair called the meeting to order at 2:00 p.m.

2. Agenda

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

3. Conflict of Interest Declaration

There was none.

4. Minutes of Public Session of Meeting of January 13, 2022

Upon a motion duly made by C. Carmichael and seconded by D. Reiner, the Minutes were approved as presented.

5. Chair's Remarks

The Chair commented on her reflection from the recent board meeting and noted that the university is dealing with a lot (i.e. strike, COVID), and there is a true need to rebuild rapport. She noted that there are two interesting discussion topics for today's meeting and that we want to contribute and provide the leadership team with ideas to move forward.

6. President's Remarks

The President noted that it was great to see everyone on the call and that there is an immense amount of energy on campus today; more than usual. Walking around, he noticed students raising money for other students in need. Related to this topic, the President stated that the Senior Leadership Team is thinking about ways to develop scholarships/bursaries for Ukrainian students (that would also be available for other refugee students).

We are excited that our new General Counsel, Sara Gottlieb, will be joining us during the first week of April. She comes from the University of Toronto. The President also thanked H. Kerr for his work as Interim General Counsel and Hugh will overlap considerably with S. Gottlieb for her incoming transition.

He concluded by noting that he is excited about today. Everyone wants to see the university excel and it is important to make that tangible. Today's IT discussion will start that and then build with research.

7. Strategy

7.1. Strategic Discussion: Reimagining IT

B. Maclsaac introduced the topic and noted that today is to start an initial discussion and collect information on what the next meeting will look like or how to present this better.

Today we will start to talk about implementation plans as we focus on reimagining IT. He referred back to the Integrated Academic Research Plan noting it will assist in implementation of high level actions.

The Provost noted that when the pandemic first started we made the decision to go online very quickly. We had the technology in place but not always the necessary pedagogical experiences to make it a positive learning experience. The pandemic forced us to transition our day to day business, however, our constraint was the software. She confirmed that we need to flip the equation and keep the needs of our people as our priority.

Long-term thinking is driven by our pandemic experiences but also by action oriented strategic pillars and action items in the Integrated Academic Research Plan. It accelerated us all in understanding that pedagogy has to exceed technology and we need to be adaptable. Technology will be constantly changing: how can we continue to evolve, investing in technology while also keeping our eyes on the horizon.

The committee had a robust discussion. The committee's comments and questions included:

- Good to see exciting things on a roadmap like the IT innovation hub. Is there an opportunity in excluding externally facing administrative groups?
 - B. Maclsaac responded that the Innovation Hub is where students can come and have experiential learning. It is also a sandbox for testing new things. Yes, we can get externals that work in that area (i.e. Google and Microsoft).
- Worried the ambition of the plan and the funding aren't aligned.
 - B. Maclsaac indicated that IT overall is 6% of the budget. Realizing we are small we felt good with the 10M. It is aggressive and selective. Academic priority is to move forward and we are getting creative as there are many efficiencies. This is a start to show people more of the lifecycle renewal; but we do need to solidify the connection between budget and activities that will move forward.
- Like that you are taking the view through the student experience lens. Student feedback from previous town halls have noted some gaps. Approach is a collaborative one; to engage students in consultations. Opportunity given student centric focus and pulling them in more than just consultations.
 - B. Maclsaac noted that it is more than just consultations and they are working on a new governance structure/prioritization. Plan to go back to Innovation Hub and pull more experiential learning into IT to get more day to day feedback and assure people we hear you on the issues of today. L. Livingston also noted that the Innovation Hub is a great idea for pulling people in to trial test/build/think. Also, when creating sandboxes we need to ensure students are working with faculty members.
- Prioritization and rigour to which you manage projects becomes very important. You do a good job in managing facilities projects and budgeting and reporting/oversight. Are you thinking along the same lines?
 - Yes, at the April A&F we will present information.
- Technology is our identity and we need to be a leader. It is strategic to invest this way. The paper misses some non-pedagogical things (improve efficiencies of our operations). Changes to background systems will make a difference. Training also needs to be top of mind.
 - Training will be available. B. Maclsaac will follow up with C. Collins.
- It will be imperative to have contingencies in place as there will be domino impacts to all organizations that support this. Have those been identified and assessed comprehensively? Faculty will need help and tools.
 - Central contingencies will be in place. Training for support units is included.

- There seem to be a lot of unique employment opportunities for development and many students would be excited. Is there an opportunity for students from other schools?
 - B. Maclsaac to follow up with J. Sankarlal
- Customization is important. Need a dynamic environment to easily reflect the problem. Is there an opportunity to provide suggestions?
 - Want to hear from faculty and students.

7.2. Research Strategy

L. Jacobs presented a brief update on the research strategy. Noting federal funding for work integrated learning initiatives with industry partners, he asked for feedback on what other sectors we should position terms of work for integrated research funding opportunities and how might board members support the VPRI in those sectors.

D. Reiner noted that the university is well within core strategic areas/strengths in the engineering space – aligned with energy and the world class ACE facilities; both moving along well. There may be an opportunity in health services and healthcare. He noted that at the last meeting a new Centre had been introduced and it is a good indication of moving forward. Coming out of COVID and through what we've learned about the things that don't meet the standards there is potential there. L. Zucker noted that if the university does some of the heavy lifting in getting federal funding it's not as big of an ask.

D. Reiner commented that we can see how good the university is doing in terms of getting more than its fair share of funding and being successful on grants and pulling in revenues. He asked if we could get a sense of the level of comfort on the university's capacity to fulfill everything it is pulling in. L. Jacobs responded that we haven't saturated our capacity and are below existing faculty compliment. As you take a program (WIL) which is relatively admin heavy there is a requirement that we actually build out secretariats to support (built into funding asks). There are also some space considerations. Work integrated learning is a good example where all program delivery is happening off campus so it doesn't affect our space challenges. As we grow our research intensity we have to revisit how space is allocated and around shared spaces.

8. Significant Project & Contract Oversight

8.1. ACE Enhancement

B. Maclsaac updated that as of March 4 the ACE Moving Ground Plane has been commissioned and representatives from Fed Dev were in. He confidently noted that it is

within the approved budget and unless anything overly surprising comes forward this is the last project update.

8.2. AVIN

L. Jacobs noted AVIN has been hugely successful and transformative. Efforts have now shifted to Project Arrow and that is where the future is.

9. Other Business

None.

10. Adjournment

Upon a motion duly made by M. Mackenzie and seconded by C. Carmichael the public session adjourned at 3:16 p.m.

Krista Hester, Acting Secretary