



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

Minutes of the Public Session of the Meeting of Thursday, May 12, 2022
2:00 p.m. to 3:30 p.m., Videoconference Only

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

Staff: Jamie Bruno, Sarah Cantrell, Krista Hester, Brad Maclsaac, Yvonne Stefanin

Guests: Dwight Thompson, Chelsea Bauer, Mike Eklund

Regrets: Ahmad Barari, Kevin Chan, Christopher Collins

1. Call to Order

The Chair called the meeting to order at 2:02 p.m.

2. Agenda

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

3. Conflict of Interest Declaration

There was none.

4. Minutes of Public Session of Meeting of March 17, 2022

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

5. Chair's Remarks

The Chair noted that the meeting has a very substantial agenda with great information lined with Campus Master Plan and the Institutional Metrics. She is looking forward to engaging conversation.

She also stated that it was great to observe activities happening on campus.

6. President's Remarks

The President began by remarking that it was great to see everyone on the call. He announced that our plan for Convocation this year is to celebrate on campus and that governors received an invite to be part of the platform party for the six ceremonies and he encouraged all to sign up. This year is a pilot on Polonsky Commons. The first ceremony we will also formally install the Chancellor and for the five remaining ceremonies we are awarding five honorary degrees.

He also stated that in the fall we will be awarding John Tavares with an honorary doctorate and at the same time we are planning to celebrate and honour our legacy graduates who graduated during the pandemic.

The President noted that the search for the new Vice-President, Advancement is well on its way and if any members have thoughts on candidates to please send them to him or directly to the search firm. He is confident that we can find a key candidate that will lead the university and is hopeful to have someone in place by September.

He commented on a great visit from the president and others from Canadian Nuclear Laboratories (CNL) this morning. Ontario Tech highlighted its nuclear expertise and capabilities and explored areas of current and future alignment with CNL's priorities including hydrogen, SMRs, Redediation/environment, nuclear safety/cybersecurity. Opportunities such as these can lead to more business, deeper partnerships and more opportunities for our students to make a greater impact on changing the world.

7. Strategy

7.1. Strategic Discussion: Campus Master Plan Update (M)

B. MacIsaac began by commenting that he planned to give members a reminder of the Campus Master Plan (CMP), noting some updates since it was created and he would highlight the connection to the Integrated Academic Research Plan. He stated that for downtown, we are moving the Faculty of Education and Faculty of Social Sciences and Humanities and all academic priorities into 61 Charles St and he reminded members that the strategy for downtown is to get out of leases and to be within a 10 minute walk of 61 Charles. He also reminded members that we have purchased the lot adjacent to 61 Charles.

He concluded the presentation by noting that the request for today is to allow management to proceed with public tendering in search of development partners that would be interested in opportunities. If approved today the request is just to allow the university to talk to potential partners

Discussion from the committee included the following:

- What is the review process?
 - B. MacIsaac has talked to a few major developers look discuss our goals and their goals. If there was a good connection with one the plan is to come back to S&P with a detailed plan.
- What are we asking specifically in the RFI?
 - This is just initial conversation starters and we aren't providing too much detail. The next steps we will go through interview process and get to the people we want to put out a more formal project scope.
- Is there an opportunity to create a residence favourable to international students?
 - The residence was for illustrative purposes only at this point. There is already lots of housing downtown, however, it is expensive and increasing. Also, international and graduate studies more on the north location and downtown more focused on second and third year undergraduate students. Further, it would only be approximately 45-50 spaces. Once we pick the right partner we will decide what we want to do with them.

MOTION:

Upon a motion duly made by M. Mackenzie and seconded by D. Reiner, NOW THEREFORE, having received the Campus Master Plan Update, the Strategy and Planning Committee hereby recommends that the Board of Governors authorize the university to proceed with public tendering in search of development partners.
CARRIED.

7.2. COU/UC Strategic Initiatives

S. Murphy provided updates from COU stating that there is not a lot of direct government advocacy since the writ was dropped. The primary file is the international student file primarily because colleges and some universities have become far too dependant on international students for their intake and for their sustainability (problem number 1.) and problem number 2 is there is a lack of supports in some parts of our sector for international students. The sector is all being painted by the same brush. He stated that W5 had a section on career colleges and some of the promises being made to international students. Universities like Ontario Tech who have had well below the sector and university average of international has less of an immediate effect. However, we still need to be addressing the question how we are supporting our international students.

He commented that the second biggest file is about the election and what kind of government will be dealing with post June 2. A playbook is being created on how to handle any eventually, everything being considered for advocacy.

Further, the president spoke about how last year the university went through an audit driven by MCU and they were satisfied with the outcome. We were just informed by the Office of the Auditor General that this year Ontario Tech, along with three other universities of similar size, will be audited and we've already begun the process by meeting with the OAG this week to scope the audit. There will be a bit of duplication from the recent audit but that can be good as we have strengthened things coming out of that process. We have been told that the bigger universities will be audited at some point as well. We have welcomed the Auditor General to our campus and they will likely want to speak with the Board.

From Universities Canada, the president noted that all were disappointed by the federal budget, expecting to at least see inflationary increases from granting agencies. Researchers aren't getting real dollars and it has all become very competitive. Everyone will be fighting for a smaller pie and that is disappointing. We do have an understanding there is a desire to push R&D. We are getting the right signals from Minister Champagne but as a sector we were disappointed.

7.3. Institutional and SMA3 Metrics*

S. Cantrell ran through the presentation provided in the material package.

Question

D. Reiner – like the dashboard and to translate into impact – useful to see. Once in motion can you do an aggregate view- pluses and minuses – how we are performing. IS there a roll out?

SC – we can do an assessment priority – areas of strengths vs where we need to focus on. Drill down on where we need to focus. Sarah will take that back to provide a higher level overview.

M. Mackenzie – graduation rate – impact was only \$5k when we didn't achieve our targets.

SC – where weighting and calculation we mitigate as an institution. We weighted as low as we could within context of SMA parameters.

Are you able to predict end of year?

SC – swing in this year is really narrow bc there is a lot of good work done with understanding and using weighting strategically on the metrics.

E. Agius – how to tie with management. Used in an effective way it can become a vision/be more proactive.

SC – our ability to aggregate down to faculty level activities and how influences. We could project forward what we think we might be soft – where can we focus our limited resources or certain initiatives to support student retention or how to get graduate rate. Started with SEM. Put more money into student assistance – we know that is an area of concern. Building management level dashboard for SMA and institutional ones to see how we can move the needles in the right direction.

7.4. Annual Programs Update

7.4.1 Centre for Institutional & Quality Enhancement (CIQE) Annual Report

S. Cantrell briefly highlighted items from the report included with the package. The report is showing a significant effort for a lot of activity: 15 major modifications, 10 new programs (3 of them have been approved by MCU and another 3 have been approved since the paper was written).

Ontario Tech was fifth in the entire province for new programs being developed. This is a good news story to reflect on. She noted that the major modifications are aligning to being responsive to the needs and student demand.

D. Reiner inquired when CIQE does cyclical program reviews. S. Cantrell responded that it is a very structured process and resource intensive. Cyclical reviews are aligned with the quality assurance processes. She confirmed there is lots of oversight.

7.4.2 Continuous Learning (CL) Annual Report

S. Cantrell also briefly touched on the report that was submitted with the material. In the past year the focus has been on pivoting offerings into flexible formats. Continuous Learning has had a role in supporting microcredentials that Ontario Tech was very successful in getting funding from for the Virtual Learning and Challenge funds. There are exciting proposals coming forward and Continuous Learning is looking at exploring partnerships from the post-secondary education consortium.

M. Mackenzie inquired about some of the camps and courses that are offered for a fee and if there is any information on revenue and how that could support the institution. S. Cantrell responded that the university is largely stepping back to develop targets for revenue. Within each program there is an expected revenue to cover costs and revenue sharing. More planning is being done over the summer.

8. Planning

8.1. Endowment Disbursement* (M)

Based on a review of the portfolio performance, and factoring a still relatively high inflation rate forecast at 3.5% in 2022/23, the Committee recommends a maximum disbursement of \$700k from the endowment fund which would allow support of 400 students whilst still preserving the capital of the fund.

The Committee continues to review the performance of the endowment fund, the impact of inflationary pressures and the ability of the University to continue to disburse awards to students in the future, including the disbursement of a portion of the unrealized gains on the fund. A review of the endowment policy and procedures is underway.

Upon a motion duly made by M. Mackenzie and seconded by J. Wilson, that the Strategy and Planning Committee hereby recommends that the Board of Governors approves the disbursement of up to \$700,000 from the University's endowed fund for distribution by Financial Aid in 2022-23.

9. Significant Project & Contract Oversight

9.1. S&P Annual Board Report*

9.2. Infrastructure Tracking 2022-2022*

B. Maclsaac briefly reminded members that at the last meeting we talked about Learning Reimagined. Within the budget there are a lot of capital and project items and there isn't a tracker for smaller project. He noted that he would bring back the committee any items in yellow or red for discussion to keep an eye on things. The tracker would show the percentage of budget complete and estimate part of the project complete.

C. Carmichael noted that everyone is concerned with the impact of supply chain inflation on large projects. One thing to track against the schedule but need to see if there is anything from cost perspective. Any financial issues coming at us, particularly supply chain issues. B. Maclsaac responded that he would take that suggestion back. Most of these projects will be ok, but still good to note.

E. Agius – tracking % complete and amount we spent. Third mention re impact on the spend that can show up as you look at the status.

BM – take that back.

D. Reiner suggested integration into a bigger plan (i.e. doing with the Integrated Academic Research plan). It could be an opportunity to broaden five year look across everything. Good integration. Good visibility. See how does that plan change as a result of those investment or how those investments need to change.

L. Zucker noted that reporting on how it helps and good active discussion on money next year to move us closer to our goals. Ongoing dialogue.

Seeing a change in reporting which is good.

10. Other Business

11. Adjournment

Upon a motion duly made by M. Mackenzie and seconded by D. Reiner the public session adjourned at 3:34 p.m.

Krista Hester, Acting Secretary