

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

November 16, 2023
2:00 p.m. to 4:10 p.m.
[Videoconference](#)
+1 289-336-9919 PIN: 307 898 290#

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

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

AGENDA

No.	Topic	Lead	Allocated Time	Suggested Start Time
PUBLIC SESSION				
1	Call to Order	Chair	5	2:00 pm
2	Agenda (M)	Chair		
3	Conflict of Interest Declaration	Chair		
4	Minutes of Public Session of Meeting of May 11, 2023* (M)	Chair	5	2:05 p.m.
5	Chair's Remarks	Chair	5	2:10 pm
6	President's Remarks	Steven Murphy	10	2:15 pm
7	Review of Strategy and Planning Committee Terms of Reference* (D)	Lauren Turner	5	2:25 pm
8	Strategy			
8.1	Strategic Discussion: Integrated Academic Research Plan – Action Plan and Accountability, Planning Timelines, and Milestones* (D)	Lori Livingston & Sarah Thrush	30	2:30 pm
9	Planning			
9.1	Enrolment Update* (U)	Sarah Thrush	10	3:00 pm

No.	Topic	Lead	Allocated Time	
9.2	Board Retreat Planning (D)	Steven Murphy & Lauren Turner	5	3:10 pm
10	Significant Project & Contract Oversight			
10.1	Subcritical Assembly Project* (I)	Les Jacobs	5	3:15 p.m.
11	Adjournment (M)	Chair		3:20 p.m.
BREAK – 10 minutes				
NON-PUBLIC SESSION (material not publicly available)				
12	Call to Order	Chair	5	3:30 pm
13	Conflict of Interest Declaration			
14	President’s Remarks	Steven Murphy	10	3:35 pm
15	Annual Advancement and Alumni Relations Update* (U)	James Barnett	10	3:45 pm
16	Consent Agenda (M)	Chair	5	3:55 p.m.
16.1	Minutes of Non-Public Session of Meeting of May 11, 2023*			
16.2	2023-2024 Work Plan*			
16.3	S&P Action Points*			
17	<i>In Camera</i> Session	Chair	10	4:00 pm
18	Termination (M)	Chair		4:10 pm

Lauren Turner, University Secretary



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

Minutes of the Public Session of the Meeting of May 11, 2023
2:00 p.m. to 3:52 p.m. Hybrid

Attendees: Lynne Zucker (Chair), Eric Agius (Vice-Chair), Ahmad Barari, Kevin Chan, Laura Elliott, Mitch Frazer, Matthew Mackenzie, Steven Murphy, Michael Rencheck, Joshua Sankarlal, Jim Wilson

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

1. Call to Order

At the request of the Chair, the Vice-Chair chaired the meeting.

The Vice-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 S. Murphy, the Agenda, including the contents of the consent agenda, was approved as presented.

3. Conflict of Interest Declaration

There was none.

4. Chair's Remarks

The Chair thanked everyone for attending and welcomed members of the public and guests. The Chair provided highlights from the successful Strategic Retreat for the Board of Governors held in the morning, including solidifying brand identity and key messages, and engaged discussions about ways to increase the Board's impact on the University. He then commented briefly on the agenda before the Committee and encouraged all governors to engage in discussions.

5. President's Remarks

The President provided an update on the work of the Blue-Ribbon Panel, noting that submissions to the Panel close tomorrow. He advised that the University has made its voice heard through the Council of Ontario Universities' (COU) submission as well as the submissions of non-higher education organizations invited by the Panel. He provided a summary of the value that Ontario Tech brings

to the province and the need for a more sustainable financial model in a province that ranks last in the country in investment in post-secondary education.

6. Strategy

6.1 Integrated Academic Research Plan

The Provost presented the 2023-2028 Integrated Academic Research Plan (IARP) noting that it is the third iteration of the plan in this format. She described the evolution of the IARP, highlighting improvements in metrics, quantification, and the introduction of a 5-year timeframe. She described the consultation involved in the creation of the IARP. In response to a question seeking more detail, she advised the Committee that there were two town halls with attendance in excess of 110 people and solicitation of written feedback via a website. She noted that feedback was voluminous and provided some examples of recommendations (e.g., the inclusion of the concept of a “safe workplace”) that were accepted and others that were not.

A Committee member expressed concern about the 5-year timeframe of the IARP, citing upheaval such as artificial intelligence and a general period of change in higher education as reasons against it. In response, the Provost advised that while the IARP has a 5-year horizon, it may change during that timeframe; she noted that the robust metrics that accompany the IARP will inform year over year responses. S. Cantrell commented on the importance of stability and clarity about the University’s direction, noting that a plan with a shorter time horizon can be unduly impacted by exigent circumstances. She went on to highlight the benefits of a longer-term plan for advocacy with the provincial government. In response to continued concern from the Committee member, the Provost explained why the first two iterations of the IARP were 2-year documents. She acknowledged that the University will operate in a context of disruption, but expressed the view that the strong set of metrics will hold the University accountable while allowing for adjustments. She also noted the financial challenges that the University will be facing in two years, expressing the view that a plan that takes the University beyond that point is preferable to attempting to create a new plan in the context of a financial deficit. In response to a comment, the Provost reaffirmed that the University could pivot during the 5-year lifespan of the IARP and that metrics will be monitored diligently. The Chair expressed support for a 5-year timeframe, noting the importance of a long-term anchor for the University’s year-to-year strategies and plans.

Upon a motion duly made by M. Mackenzie and seconded by M. Rencheck, the Strategy and Planning Committee endorsed the 2023-2028 IARP to the Board of Governors for approval.

One Committee member opposed the motion.

6.2 Strategic Discussion: Digital Strategy

B. Maclsaac presented the Digital Strategy, advising the Committee that it is one of the enabling plans of the IARP. The IARP sets the direction of the University; the Digital Strategy will support the trajectory of teaching, learning and research. He reminded the Committee that the network, infrastructure and security are all used and maintained in partnership with Durham College (DC); he went on to share efforts made over the past 16 months to clarify roles and responsibilities with DC. Speaking to improvements in the Digital Strategy, B. Maclsaac highlighted the move to a 4-year plan, planned improvements for student success, cloud migration, and improvements in experiential learning. He discussed input gathered from staff, students and faculty including requests for more self-service.

Mitch Frazer joined the meeting.

The Provost spoke to the impacts of the Digital Strategy in the classroom. She advised the Committee that the classroom experience depends first and foremost on sound pedagogical practices, with technology supporting that experience. She noted trends towards technology uptake at the University, citing the 90% of faculty tying courses to the Learning Management System (LMS). The LMS as a source of important data about student successes and struggles was noted, as was the importance of digital tools integrating with it. She closed by commenting on the synergies between the Digital Strategy and Continuous Learning initiatives.

B. Maclsaac then discussed cybersecurity and research. He advised the Committee that the University has been working with a working group on data strategy to ensure the safety and security of research. He noted that the majority of the University's Canadian research chairs are working on advanced digital infrastructure or incorporating digital tools.

A. Oyemande discussed user experience, advising the Committee that an interim solution for a student portal has been deployed; the University is looking for a robust system to provide students with a positive user experience. In the future, the University would like to be able to reach all students and faculty via a mobile app which will allow personalization of the student journey. She noted that moving more applications to the cloud enhances the user experience by enhancing capacity and stability of University systems. B. Maclsaac noted that while the transition from on-premise to cloud can sometimes be a lengthy experience, IT has prioritized migration of certain items each year.

Laura Elliott joined the meeting.

B. Maclsaac commented on the age of the University's infrastructure and costs associated with renovations and repairs. Taking a "cloud first" approach helps to mitigate costs, but in order to drive overall improvements, a \$3 million/year investment is recommended. He advised that future reporting will show projects

with a value in excess of \$100,000 as well as metrics which either tie to the IARP or are specific to IT.

A discussion then ensued on the Digital Strategy. In response to a question, B. Maclsaac confirmed that the Strategy can scale to align with the growth that the University is projecting. In response to a further question about budgetary pressures, B. Maclsaac advised that there are a number of governance bodies involved in budgetary decisions and that senior leaders are frequently asked which initiatives can be delayed. He agreed with the Vice-Chair's view that there will inevitably be difficult decisions and trade-offs. A Committee member inquired about the potential for the University to position itself as a centre for computing or to work with government or agencies to advance the University and the province instead of taking a reactive approach in the Digital Strategy. In response, B. Maclsaac advised that funding outside of the University's normal operating grant would be required. The President advised the Committee that the Vice-President, Research and Innovation has been conferring with the University of Sherbrooke, a Canadian leader in quantum computing, to understand their strategy.

A Committee member inquired about the stability of LMS and the risk of system outages. In response, B. Maclsaac advised that different types of outages will trigger different business continuity plans. A. Oyemanda advised that the LMS is in the cloud and the LMS provider has committed to a disaster recovery plan with less than 2-4 hours of down time. In response to a question about budget allocations for the Digital Strategy, B. Maclsaac confirmed that of the \$3 million recommended, \$1.7 million is still in flux. In response to a different question, A. Oyemanda confirmed that the digital experience platform will be new for the University; input on requirements is being gathered. In response to a concern about the potential for hidden costs or transition to purely online learning as cloud is embraced. B. Maclsaac clarified that the University does not intend to be purely online, noting the "sticky campus" strategic objective. He advised that costs are incorporated into contracts, thus avoiding surprise fees.

6.3 Institutional and SMA3 Metrics

S. Cantrell presented the Institutional and SMA3 Metrics. She discussed the dashboard, advising the Committee that a yellow rating does not necessarily indicate a problem, but rather progress towards a target. She discussed the data behind the metrics and planned education for the community. She commented on the beneficial feedback received on target setting. She noted that the IARP will, if approved, necessitate some modifications to the metrics. Speaking to the SMA3 reporting, S. Cantrell walked the Committee through the dashboard, noting metric weightings and the notional allocations of weightings in terms of dollar values.

A discussion then ensued on the metrics dashboard, colour assignments, and adequate flagging of risk. S. Cantrell advised the Committee that an effort was made to find a balance in representation with regard to financial and reputational implications. The Vice-Chair encouraged leadership to see red as a means of

getting attention, potentially the allocation of resources or support, not as a purely negative indicator. In response to a question about research, S. Cantrell advised that there are a number of research metrics that are captured in the institutional and SMA3 dashboards. The Strategic Research Plan contains a more comprehensive list of research metrics that will track performance over time. The Provost noted that the Strategic Research Plan is linked to but independent from the IARP. The IARP does not capture or duplicate what is within the SRP. In response to a final question about monitoring metrics to ensure planned changes or growth, S. Cantrell advised that the enabling plans of the IARP (e.g., strategic enrolment plan, budget plan) delineate accountabilities for leading pieces of the plan. Next steps will be to have the metrics cascaded into unit- or faculty-level plans to enable tracking of achievement of those targets and will be built into the annual review process.

6.4 Annual Programs Update

(a) 2022-23 Quality Assurance Process & Program Annual Report

The Provost presented the 2022-2023 Quality Assurance Process & Program Annual Report. The Committee expressed concern about the refusal of provincial funding for some programs aligned with the University's vision. S. Cantrell confirmed that the rationale for refusal was misalignment with the University's mission. She advised that there is concern in the sector that this signals an intent on the part of the Ministry to be more intrusive in academic programming.

Mitch Frazer left the meeting.

(b) 2022-2023 Continuous Learning Annual Report

The Provost presented the 2022-2023 Continuous Learning Annual Report. She summarized the history of the Continuous Learning unit and noted the arrival of a new Director in August. A discussion ensued about costs and revenues of Continuous Learning. The Provost committed to finding out about scholarship offerings for these programs and confirmed that the intent is for Continuous Learning to be not just self-sustaining, but profitable. In response to a further question, she advised that the unit is projected to be cost-neutral and profit-generating by 2023/2024.

6.5 International Strategy Update

The Provost presented the International Strategy Update, highlighting four strategic pillars: (i) diversifying the number of countries; (ii) support for students once they are in Canada; (iii) new recruitment strategies including market developments, partnerships, and quality assurance; and, (iv) international goals and tactical priorities including seeking new ways to open Ontario Tech to the international market. She highlighted the efforts and expertise of J. Stokes, the University's Registrar. In response to a question, the Provost confirmed that agents are compensated on a commission basis. She noted that the Auditor General's report made recommendations in this regard, and advised the Committee that the University is being careful about only releasing payment where a student is likely

to be successful at Ontario Tech. She confirmed that the University works only with reputable organizations and offshore agents.

7. Planning

7.1 Endowment Disbursement Recommendation

B. MacIsaac presented the Endowment Disbursement Recommendation, noting that it will also be presented to the Audit and Finance Committee per policy. He advised the Committee that a portion of endowed funds are used each year for student bursaries and support. The University would like to disburse the maximum amount in 2023/2024 while ensuring capital preservation.

Upon a motion duly made by S. Murphy and seconded by M. Rencheck, the Strategy and Planning Committee endorsed to the Board of Governors the disbursement of up to \$750,000 from the University's endowed fund and unrestricted expendable sources for distribution by Financial Aid in 2023-24.

8. Consent Agenda

8.1 Minutes of Public Session of Meeting of March 22, 2023

8.2 S&P Annual Board Report

9. Adjournment

Upon a motion duly made by K. Chan, the public session adjourned at 3:52 p.m.

Lauren Turner, University Secretary

COMMITTEE REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction

TO: Strategy & Planning Committee

DATE: November 16, 2023

FROM: Lauren Turner, University Secretary

SUBJECT: Review of Strategy and Planning Committee Terms of Reference

COMMITTEE MANDATE:

- S&P's responsibilities under its Terms of Reference include overseeing the strategic planning for all aspects of the university and assessment of the implementation of the university's plans in the context of the university's vision, mission and values.
- In accordance with governance best practices, the Committee conducts an annual review of its Terms of Reference and recommends revisions to the Governance, Nominations and Human Resources Committee when appropriate.
- The Committee is therefore asked to review its Terms of Reference.

BACKGROUND/CONTEXT & RATIONALE:

- The last revision to the Terms of Reference of the Committees of the Board was made in June 2021 in the context of the restructuring of the Board's Audit & Finance and Investment Committees.

NEXT STEPS:

- The University Secretary will record revisions, if any, and present proposed updates to the Governance, Nominations and Human Resources Committee.
-

SUPPORTING REFERENCE MATERIALS:

- Strategy & Planning Committee Terms of Reference

BOARD OF GOVERNORS **STRATEGY AND PLANNING COMMITTEE**

1. Terms of Reference

The Strategy and Planning Committee is a standing committee of the university's Board of Governors and is responsible for overseeing the strategic planning for all aspects of the university and assessment of the implementation of the university's plans in the context of the university's vision, mission and values.

The Committee will engage in broad strategic planning by reviewing, at least once every 2 years, and making recommendations to the Board on the following:

- i) the university's strategic plan;
- ii) the plans supporting the implementation of the strategic plan, including those plans that reinforce the core mission of the university including, but not limited to plans in the area of:
 - (1) strategic differentiation and positioning;
 - (2) government and institutional relations;
 - (3) advancement;
 - (4) infrastructure, and;
 - (5) strategic plan performance metrics.
- iii) strategic foresight, risk, and scenario planning;
- iv) annual Board of Governors retreat planning; and
- v) other areas as the Board may assign to the Committee.

The Committee will also oversee the sale or acquisition of real property, including any major renovation or construction projects.

Governance, governance plans and human resources plans are within the purview of the Governance, Nominations and Human Resources Committee.

2. Meetings

The Committee will meet at least four (4) times per year, or otherwise at the Committee's discretion. In accordance with the university's Act and the Board of Governors Meeting Policy and Procedures, the Committee will conduct three types of Meetings as part of its regular administration: Public, Non-Public and *In Camera* (when required).

3. Membership

The Committee will be composed of:

- Between three (3) and seven (7) external governors
- Up to four (4) elected governors

The Chair and Vice-Chair will be selected from among the external governors.

4. Quorum

Quorum requires that half of the Committee members entitled to vote be present.

COMMITTEE/BOARD REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

TO: Strategy & Planning Committee

DATE: November 16, 2023

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

SUBJECT: Strategic Discussion: Integrated Academic Research Plan –
Action Plan and Accountability, Planning Timelines, and
Milestones* (D)

COMMITTEE/BOARD MANDATE:

The Committee is responsible for overseeing all aspects of the university's strategic planning efforts, including the implementation and assessment of these plans in the context of the university's vision, mission and values. Today, we are pleased to present the Committee with the 2022-2023 Faculty and Integrated Academic-Research Plan Summary Report and a planning update.

BACKGROUND/CONTEXT & RATIONALE:

The 2023-2028 Integrated Academic-Research Plan (IARP) was approved by the Board in June 2023. As we transition from the 2021-2023 IARP to the new 2023-2028 IARP we are aligning our planning and reporting cycles. The purpose of this report for Strategy and Planning is threefold: (a) to outline the Integrated Planning process and timelines; (b) to provide a summary report on key accomplishments from Faculties and units from the 2022-2023 year to close off the previous plan, and; (c) to look at the summary as a prototype for the additional qualitative reporting that will accompany the year end institutional metrics dashboard report that is provided to Academic Council and the Board. We are requesting feedback from Strategy and Planning on the elements and format of the summary report.

CONSULTATION:

We will be requesting feedback on the summary report from Academic Council, SLT and ALT.

NEXT STEPS:

Use feedback to inform format for 2023-2024 annual reporting on IARP.

SUPPORTING REFERENCE MATERIALS:

2022-23 Integrated Planning Report_BOG S and P Summary
Planning Update for S&P November 2023.ppt

Integrated Planning Process and 2022-2023 Faculty and Unit Report Back Report

The 2021-2023 Integrated Academic Research Plan (IARP) was concluded and closed off through a simplified final-year report back process. Units and Faculties were asked to recap 2022-2023's key accomplishments, challenges, and highlight future areas of focus. Milestones and initiatives that had been previously outlined for 2022-2023 through the Unit- and Faculty-specific Integrated Planning Templates could be included, as well as any going-forward priority projects or goals, if still applicable.

Faculty and Unit reports highlight the University's continued forward momentum in advancing our institutional priorities. Key accomplishments from the summaries categorized by priority include:

Tech with a Conscience:

- Project Arrow, industry's first all-Canadian, zero-emission concept electric vehicle was unveiled at the Consumer Electric Show 2023 (the world's largest technology showcase) and was highlighted as being a shining example of what Canadian talent, innovation, and know-how can accomplish by the Minister of Innovation, Science, and Industry Canada. Ontario Tech served as the lead academic institution for Phase 2 of Project Arrow, and for the past two years the top-secret and visionary national engineering project has had its home at Ontario Tech's Automotive Centre of Excellence.
- In July, a formal agreement was signed with the Association of Registrars of the Universities and Colleges of Canada (ARUCC) to roll out MyCreds, a digital solution which will allow institutions to securely issue transcripts and other academic documents.
- Collaborative project implementation between I.T. Services and the Office of the Registrar saw improved efficiency and client service through the re-engineering of business processes, including streamlining registration by providing students with a fair and transparent waitlisting process for high demand courses, drastically reduced processing times by automating admission decisions and offer generation for high school applicants, and enabling faster adjudication of scholarships and awards by automating financial aid processes.
- A.I. Ridgebot, an Artificial Intelligence Chatbot, was launched and is assisting Finance, Student Awards and Financial Aid, and Enrolment Services in responding to frequently asked student questions and inquiries.
- The Faculty of Health Sciences completed the development of an on-line course, specific for undergraduate students focused on self-care and resiliency, which will ultimately be included as a core requirement of all Health Science undergraduate programs.

Learning Reimagined:

- The Library improved support of online access to licensed resources through the addition of a Digital Resources Librarian, and continued to advance support for research data management requirements through the creation of customized Ontario Tech data management template developed in consultation with the Office of Research Services, REB, and researchers.
- An extensive study of our Experiential and Work-Integrated Learning landscape was conducted in support of the development of a short- to long-term vision for co-op education, experiential learning, and career development University-wide.
- Continuous Learning has been revitalized under a new vision, with new initiatives in open enrolment and corporate training programs, new partnerships with almost all Faculties, other on-campus units and external organizations, and extensions into micro-credentialing and international certificates (in partnership with the Office of the Registrar).
- The use of the Learning Management System, Canvas, was extended to a broader audience including employees and external users. To date, over 7800 courses have been delivered to students, and 385 courses have been provided for continuous learning opportunities.

- A new Master of Business Analytics and AI was launched, and has been recognized by the Vector Institute as an AI-Related Master's program in Ontario. Students in the MBAI program will become part of the Vector Institute community and receive access to networking and career events, the Digital Talent Hub, professional development, and other opportunities to grow their AI career.
- In response to the growth of the undergraduate Computer Science program, the Faculty of Science, has made significant investments and improvements to the program, both in faculty and staff hires, and program resources.
- Other new programs included the development of a 4-Year Bachelor of Arts in Educational Studies (FEEd), Bachelor of Engineering in Energy Engineering (FEAS), Bachelor of Engineering in Industrial Engineering (FEAS), undergraduate Minors in Social Entrepreneurship and Innovation, Global Politics and, Science, Technology & Society (FSSH), and Master of Applied Science and Master of Engineering in Software Engineering (FEAS).

Creating a Sticky Campus:

- 2022-2023 was another record-breaking year for domestic confirmations, with a system leading increase of 11.7% in 101 confirmations.
- Ontario Tech's reputation in high performance sports continued to grow, notably through adaptive sports at the Campus Recreational Centre, as a hosting partner for the 2023 Parasport Games, and most recently in our selection as the host campus for the 2024 USPORT Men's Soccer National Championships. Ontario Tech also received distinctions at the recent OUA Congress for various aspects of its Athletics administration.
- Ontario Tech's Committee for an Age-Friendly University (CAFU) hosted several events on campus for seniors in the community, including an on-campus event highlighting the facilities and programs available for community members, regular athletics programming (e.g., pickleball during the lunch hour), and online webinars.
- We continued to evolve and grow our digital footprint, including upgrading digital screens across campus, developing new program-specific videos for use on key platforms as such YouTube, social media and personalized web pages, and launching over 25 new websites including the Energy microsite which was developed in collaboration with the BEI, the Partnership Office, the Research Office, and Advancement, and showcases the university's overall energy activities from programs, partners, research and more.
- Downtown space was consolidated and redeveloped to support flexible learning & research, modernizing our existing space infrastructure and repurposing unallocated space. The assessment of future space requirements continued to be advanced through the completion of a housing study.
- Following nearly 16 months of planning and design, a multi-phased Flexible Workspace project was formally implemented for administrative and technical staff.
- Campus and student experience were improved via enhancements to digital access of information and services, including through the implemented of Qless, a digital queue management system which allows students to join a virtual line from anywhere rather than a physical line, and LIVEHELPNOW, a live chat which enables Academic Advisors to monitor, track, and advise students in real time.
- Ongoing engagement and efforts to build relationships with Indigenous communities resulted in a significant increase in self-identified student applications and confirmations, and a record intake of new Indigenous students this fall.
- Ontario Tech's Peer Tutoring Program was awarded official CRLA certification at all three levels for its tutor training.
- In support of the recommendations of the Auditor General and best corporate governance practice, internal processes such as the skill matrix and orientation curriculum of the Board of Governors, and the Institutional Quality Assurance Process (IQAP), were reviewed and updated. Similarly, to

enhance internal evaluation and accountability, Institutional Metrics were developed, and a reporting process on the internal and SMA metrics was established.

Partnerships:

- Over \$4,700,000 was fundraising towards institutional priorities, and new models of partnership were established in support of amplifying relationships that can assist with campaign goals and university priorities.
- A successful collaboration between, Advancement, the Partnership Office, and the Careers Centre resulted in an investment of \$750,000 from RBC in Ontario Tech's Student Enrichment Program (to be initiated Fall 2023).
- Through its Government Relation Office, the University hosted dignitary visits from all levels of government, and participated in multiple Ministerial roundtables, including with the Minister of Red Tape Reduction, advocating for opportunities to reduce the reporting burden on the University to MCU, and with the Minister of Municipal Affairs and Housing, to discuss the provincial housing plan as it related to universities broadly and Ontario Tech specifically.
- The Faculty of Education developed a series of partnerships during 2022-2023 including through Priority Schools Project (DDSB), CDSBEO Partnership, CFREF Grant Proposal, and EdTech Tools Mini-Conference. These partnership help serve marginalized populations in schools and build Education's reputation as an EDI focused program with a conscience.
- As the university's primary connection point with municipal, regional, and provincial economic development units, the Partnership Office advanced the University's profile in a number of areas, including through earned articles in the Financial Post and Globe and Mail, leveraging significant Regional funding to promote Ontario Tech's innovation ecosystem (Brilliant Catalyst, Career Centre and Ontario Tech Talent), and in collaboration with Invest Durham on their Electrification Strategy.
- The Office of Research Services (ORS), in partnership with the Office of Diversity, Equity and Belonging launched the Ontario Tech University Women in Research Council (WIRC), funding for which is provided through an NSERC EDI capacity building grant secured by the Office of Research Services.
- The Joint Research Centre in AI for Health and Wellness, housed in the Faculty of Business and IT, established several strategic partnerships with healthcare facilities such as Ontario Shores, McMaster Children's Hospital, in Ontario and Westmead Children's Hospital in NSW, Australia.
- The Faculty of Engineering and Applied Science secured over 1 million dollars in funding from government and industry partners towards the Engineering Outreach program, which support community engagement with engineering for K-12 students, with a focus on underrepresented student groups (Black Youth, Indigenous Youth).
- The Faculty of Health Science official launched the Center for the Advancement of Dementia Care with Ontario Shores, and signed an MOU with Grandview to support continued research partnerships and begin exploring student experiential learning/placement opportunities.

Challenges highlighted in the Faculty and Unit Reports align with the current employment and funding landscape seen across the sector and province.

Next Steps in the Integrated Planning Process

The Integrated Planning process represents the collective efforts of our campus community in identifying strategic areas of growth and improvement. With the adoption of the 2023-2028 IARP, the Integrated Planning cycle has been adjusted to better align with annual planning and reporting periods. Unit- and Faculty-specific Integrated Plans will now be evaluated and renewed annually as rolling, multi-year plans of action. Similarly, additional emphasis has been placed on aligning strategies and initiatives to

measurable outcomes. The University will be reporting on two sets of metrics for the current planning period; the Institutional Metrics (reported internally) and the Strategic Mandate Agreement 3 (SMA) metrics (reported to the Ministry of Colleges and Universities (MCU), tied to performance funding and posted publicly). Units and Faculties have been tasked to link, where possible, their internal strategies to the Institutional Metrics and/or the SMA metrics, and to think about how their efforts will impact Unit/Faculty or the University's performance. The Institutional Metrics and SMA3 metrics reports are primarily quantitative in nature. Annual qualitative summaries of key accomplishments by priority (similar to the above) will be added to this reporting at the end of the 2023-2024 performance year. Strategic Enrolment Management (SEM), program innovation and student engagement have been highlighted as key areas within IARP priorities to consider. Information on SMA and Institutional level metrics has been included to assist in connecting Unit/Faculty strategies with currently reported-on measures. The multi-year nature of the Integrated Planning process is intended to assist Units and Faculties with establishing measurable milestones and outcomes that allow for year-over-year reporting and drive their internal plans, and the IARP, forward.



Board S and P

Planning Update

**Sarah Thrush AVP Planning and Strategic Analysis
November, 2023**

Integrated Planning Timelines: Actioning our IARP Aligning Our Cycles

Timeframe

2023-2024 Cycle:

Fall:

- Integrated Planning templates and material distributed to Units and Faculties
- Planning retreats and discussions in Faculties and Units
- Faculties and Units to work with their Faculty members and staff
- Integrated Planning Templates Submitted and reviewed

Winter:

- Integrated Planning Report Back/Evaluation begins

Spring:

- Integrated Planning Report Back/Evaluation due
- June AC and Board Reporting 2024:
 - ❖ Summary of Integrated Planning Evaluations (Qualitative)
 - ❖ Institutional Metrics
 - ❖ SMA3 Report
 - ❖ Research Metrics



Integrated Planning Timelines: Actioning our IARP

2024-2025 Cycle:

Spring 2024:

- Next cycle of Integrated Planning templates will be open to Faculties and Units to begin updating/modifying

Summer 2024:

- Integrated Planning Material/Data provided to Faculties and Units
- Faculties and Units to work with their Faculty Members and staff (Faculty/Unit retreats/meetings)
- End of August 2024 Integrated Planning Templates due

Fall/Winter:

- Faculties/Unit action strategies, monitor performance

Winter/Spring:

- Faculties/Unit evaluate performance

Spring/Summer:

- Performance reported to AC and Board as part of year end process





**Fall 2023
Enrolment Highlights
Board Strategy and Planning**

New Undergraduate Admissions Notes:

- ✓ Overall YOY 12.5% increase
- ✓ Domestic YOY applications higher by 16.8%
- ✓ Domestic YOY registrations higher by 13.5%
- ✓ International YOY applicants down **-7.8%**
- ✓ International YOY registrations down **-13.9%**

Year Over Year
Performance

2023 Target

11%



105%

In-coming class
Registrations over Fall
2022

In-coming new student
registration target
performance

Domestic and International

106%

Of **Overall** Registration
Target Domestic and
International.

7.3% YOY change total
UG registrations

107%

Of **Overall** Domestic
Registration Target.

93%

Of **Overall** International
Registration Target.

Overall Undergraduate Registration Notes:

- ✓ Positive gains for the university, uneven results across Faculties and programs
- ✓ IRCC delays, geopolitical issues, and COVID recovery have had significant impact for fall international student registrations
- ✓ Numbers **do not include** melt to November reporting
- ✓ Implications for enrolment corridor

Graduate Registration Update

-1.4%

Increase in YOY
graduate
registrations.

Domestic numbers
have not been
adjusted for Min/Max
for continuing
students

113%

Masters and PhD
Performance to Day
10 Registration
Target

Total domestic and
international head
count of Masters and
PhD students
registrations as of
September 14, 2023.
Note not all students
are eligible for funding.

- On the surface positive news overall, all Faculties currently achieving or exceeding their domestic registration targets
- Missed International targets in course based Masters
- Potential for Winter intakes in some programs
- Registrations are inflated, and expect some melt
- Exceeding PhD targets and course-based masters targets overall. Below research-based Masters targets.
- IRCC delays impacting graduate international

Fall 2023 Ontario University System
Confirmations as of September 18, 2023

This is a year over year comparison of
OUAC confirmation statistics for
undergraduate programs.

101 Confirmations YOY

Domestic

International

System: ↓ 1.3%

Ontario Tech: ↑ 13.6%

System: ↓ 8.5%

Ontario Tech: ↓ 9.2%

105 Confirmations YOY

Domestic

International

System: 0%

Ontario Tech: ↑ 14.7%

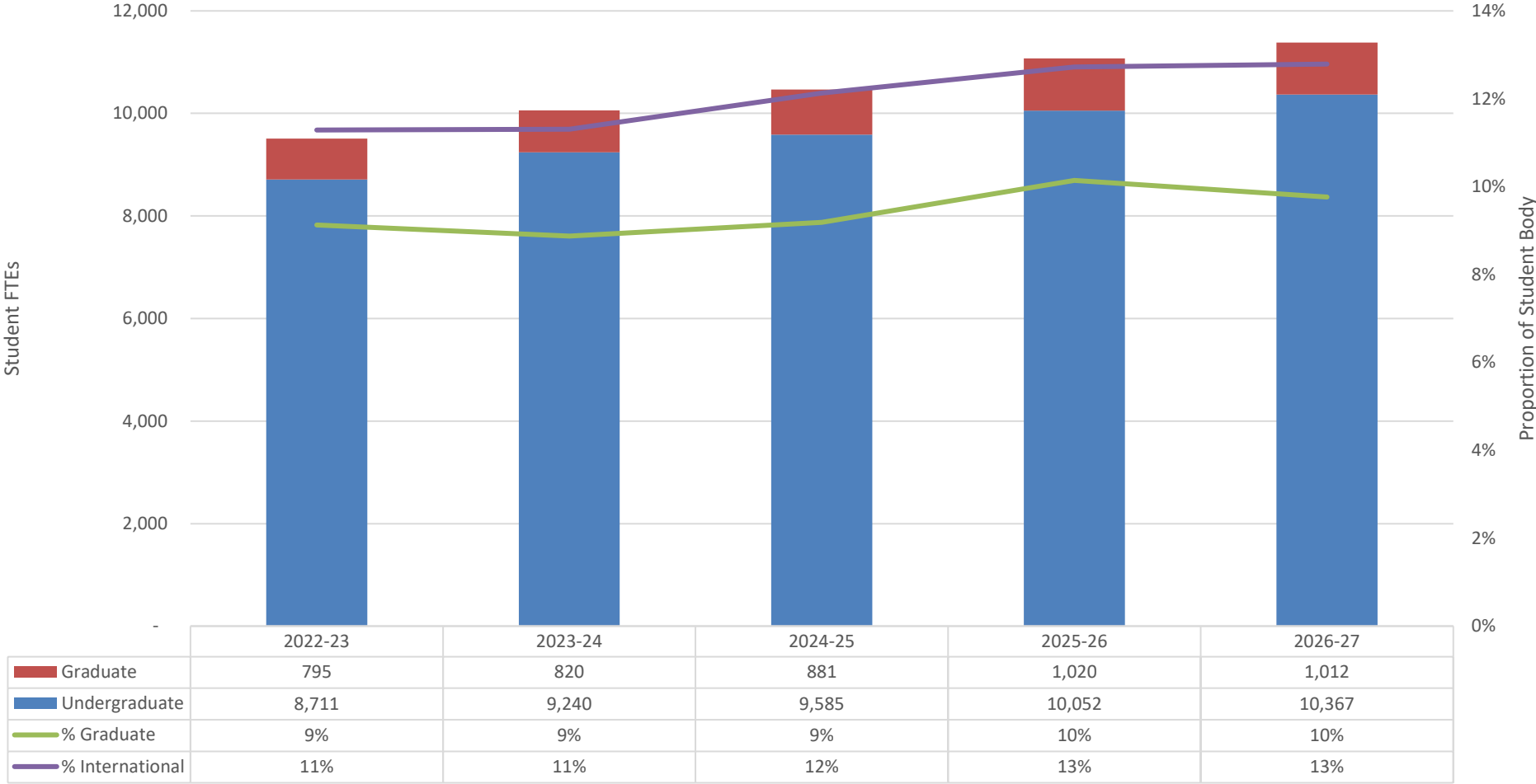
System: ↓ 3.0%

Ontario Tech: ↓ 8.6%

System Level Program Areas that saw an increase
in **applications**:

- ❖ Computer Science/IT
- ❖ Engineering
- ❖ Business
- ❖ Education
- ❖ General Science
- ❖ Kinesiology
- ❖ Math
- ❖ Liberal Arts

Enrolment Performance and Projections



BOARD COMMITTEE REPORT

SESSION:

Public
Non-Public

ACTION REQUESTED:

Decision
Discussion/Direction
Information

TO: Strategy and Planning Committee

DATE: November 16, 2023

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

SUBJECT: The Subcritical Assembly Project: Enhancing our High-Tech Nuclear Facilities

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. An update on this project was previously provided in March 2023.

UPDATE:

- The subcritical assembly is a type of nuclear reactor, based on the same science as larger reactors that generate electricity. It's much smaller in size and it cannot generate any power or electricity. Its inherent distinct design features make it ideal for teaching, education, and research.
- Subcritical assemblies are used around the world, and the proposed Ontario Tech facility would be unique in Canada. It complements existing research and teaching facilities in nuclear engineering and nuclear science at the university.
- The principal benefits of the subcritical assembly for the university are:
 - Experiential learning opportunities for students.
 - Research activities and partnerships in the nuclear sector and for the advancement of new technologies to combat climate change, especially as the industry moves toward the deployment of small modular reactors.
- The funds to install and operate the subcritical assembly come from research grants and advancement.
- Public announcement was made February 22 during the Canadian Association of Nuclear Host Communities Meeting at the Canadian Nuclear Association Conference.
- Since the public announcement we have been engaging with the local and Indigenous communities about the project. We are continuing to ensure that their feedback is taken into

consideration as we progress.

- We are currently preparing to begin official consultation with Indigenous communities within the Williams Treaties. This includes a review our newly created Indigenous Communication Engagement Plan. In addition, we have approached a consulting group to help inform the formal indigenous engagement and communication plans.
- We continue to finalize and enhance the facility design, in collaboration with the Brookfield Institute for Sustainability at George Brown College.
- Industry and other organizations are being engaged to provide infrastructure and resources to support the sub-critical assembly project and design.
- Projected application submission is Q2 of 2024 if all goes well.
- You can learn more on our website ontariotechu.ca/subcritical