
UOIT 2005-2010 Strategic Plan Follow-up Report

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UOIT's Strategic Plan for 2005-2010 contains 14 themes, 58 goals and 578 specific action items that aim 1) to maintain and build on strengths, 2) to respond to challenges, 3) to seize the many opportunities that present themselves and 4) to counter the threats that occasionally present themselves. The present follow-up report is made at the three-quarter mark of its first year and provides an overview of the remarkable progress accomplished during this period.

Introduction

Despite having to face significant financial, space and startup challenges, UOIT's students, professors, staff, deans and administrators have risen to the formidable task of building Ontario's first new university in over 40 years. Indeed, UOIT has rapidly moved forward in every area of its 2005-2010 Strategic Plan, developing the institution at a pace outstripping any other in Ontario. Of the 380 actions planned for completion by September 2006, 275 have successfully been completed on schedule by June 2006 (73%), 100 are presently in various stages of completion (26%) and only 5 have been dropped from the plan (1%). The present report provides an overview of the tremendous push forward that has characterized almost every aspect of UOIT's development over the past year. It is structured in terms of the Plan's 14 themes, as follows:

1. Recruit and Retain Excellent Students
2. Attract and Retain Outstanding Faculty and Staff
3. Deliver a Quality Learning Experience
4. Create a Vibrant Student and University Life on Campus
5. Make Technology a True Differentiator for Our Academic Programs
6. Launch Graduate Programs in All Faculties
7. Build Research Intensiveness
8. Enhance our Partnership with Durham College
9. Develop a Higher External Profile (Local, Provincial, National, International)
10. Establish and Improve Community/Industry Alliances
11. Seek Equitable Funding for UOIT Compared to Other Ontario Universities
12. Ensure the Availability of Adequate Space on Campus, Especially for Teaching, Research and Students
13. Address Governance Issues that Emerge from the Next Phase of the University's Development
14. Adapt the University's Organizational Structure to the Introduction of a University President Not Shared With Durham College

In addition to the actions identified explicitly in the plan, a number of other actions were subsequently initiated either to strengthen previously planned activities or to seize new opportunities. These are presented in the section following the individual theme reports found below.

Individual Theme Reports

1. Recruit and Retain Excellent Students

For 2005-06, 33 actions were completed as planned, 14 are in various stages of completion, and 2 have been dropped from the original plan. The key initiatives of this theme included:

- Increasing the number and amounts of student awards (VP, Student Affairs);
- Completing the UOIT branding exercise (VP, Strategic Enrolment) that will reinforce our recruitment strategies for years to come. The UOIT brand is slated for its official launching in June 2006.

A large number of other initiatives were spearheaded by the Faculties (e.g., developing outreach programs to primary and secondary schools, providing timely information to students on teaching assistant opportunities, enhancing web sites for facilitating access to information, establishing international exchange programs for recruitment), Student Affairs (e.g., scholarship programs, on-campus employment programs, university athlete recruitment strategy) and Communications and Marketing (e.g., promotional flyers for out-of-province candidates).

2. Attract and Retain Outstanding Faculty and Staff

For 2005-06, 31 actions were completed as planned, 8 are in various stages of completion and 1 has been dropped from the original plan. The key initiatives included:

- Establishing a new performance review system for faculty (Associate Provost, Academic and Strategic Planning; Director, Human Resources);
- Implementing a performance management program for non-academic staff (Director, Human Resources);
- Developing seminars, presentations, and mentoring of faculty members on teaching and learning and career planning (Associate Provost, Academic and Strategic Planning; Associate Provost, Teaching and Learning; Associate Provost, Research).

Numerous other initiatives were spearheaded by the Faculties in such areas as developing a more personal approach to recruiting professors, implementing plans for publicizing faculty member achievements, establishing a professional development allowance for administrative staff, and devising strategies for attracting female faculty members. Numerous institutional initiatives were also successfully implemented by other units such as Communications and Marketing (e.g., developing and implementing a plan for profiling UOIT in news and business magazines and key career supplements), the Library (e.g., improving clarity and enhancing content of the Library web site, implementing a process of systematic faculty member consultation on collection purchases) and Human Resources (e.g., developing a process for hiring teaching assistants, developing a Human Resources Information System).

3. Deliver a Quality Learning Experience

For the 2005-06 academic year, 35 actions were completed as planned, and 16 are in various stages of completion. The key initiatives completed in the past year included:

- Establishing a one-year, comprehensive mentoring program for all new faculty members in the area of teaching and learning (Associate Provost, Teaching and Learning);
- Creating synergies between the Physics/Medical Physics (Faculty of Science) and Radiation Science (School of Energy Systems and Nuclear Science) programs on the one hand, and Computing Science (Faculty of Science), Software Engineering (Faculty of Engineering and Applied Science) and Information Technology (Faculty of Business and IT) programs on the other in order to improve institutional sustainability (Deans: Faculty of Science, Faculty of Engineering and Applied Science, Faculty of Business and IT, School of Energy Systems and Nuclear Science);
- Creating a digital archival system (Chief Librarian);
- Developing a centralized student internship program (VP, Student Affairs).

Numerous other initiatives were again spearheaded by the Faculties (e.g., mini-surveys of student concerns prior to mid-term, utilizing undergraduates for teaching assistant positions where possible, strategies for facilitating interdisciplinary education, means for strengthening communications between students and faculty members, pursuit of cross-appointments among Faculties, inviting students to present research projects in a public forum). Here again, numerous institutional initiatives were successfully implemented by other units such as Student Affairs (e.g., a Writing Skills Centre, subject-specific

clinics in math and science, Disability Awareness Sessions for faculty members), and the Library (e.g., launching of an electronic reserve system, developing a plan for creating a university archive in the Library basement).

4. Create a Vibrant Student and University Life on Campus

For the 2005-06 academic year, 62 actions were completed as planned, and 13 are in various stages of completion. The key initiatives completed in the past year included:

- Developing a university athletic identity (VP, Student Affairs);
- Developing and implementing a business plan for varsity sports (VP, Student Affairs);
- Developing a women in technology group (Dean, Faculty of Business and IT);
- Purchasing university robes for faculty members (Associate Provost, Academic and Strategic Planning).

Numerous other initiatives were spearheaded by the Faculties (e.g., holding of public consultation sessions for students, supporting students in forming a local society branches/associations/clubs or holding social activities in their respective disciplines, establishing student mentoring programs and/or handbooks). Here again, numerous institutional initiatives were successfully implemented by other units such as Communications and Marketing (e.g., media awareness campaigns of Welcome Week, UOIT Open House and campus lifestyle stories), the Library (e.g., expansion of group study space), the Office of Research Services (e.g., initiation of student-faculty member research day, showcasing of undergraduate students' research achievements) and Student Affairs (e.g., implementing a summer transition program for students with disabilities, establishing and delivering human rights and eq-

uity services, developing and delivering seminars and workshop for students to be proactive on Rights and Responsibilities, further developing the Orientation Week activities).

5. Make Technology a True Differentiator for Our Academic Programs

For the 2005-06 academic year, 22 actions were completed as planned, and 11 are in various stages of completion. The key initiatives completed in the past year included:

- Obtaining consent for the hybrid delivery of courses from the Postsecondary Education Quality Assessment Board (PEQAB) (Associate Provost, Academic and Strategic Planning; Associate Provost, Teaching and Learning);
- Developing and implementing strategies within the mobile program to lower costs (VP, Information Technology Services);
- Improving the financial value proposition of the Mobile program to students through a complete ownership package starting in 2006-2007 (VP, Information Technology Services).

Numerous other initiatives were spearheaded by the Faculties (e.g., workshops on hybrid teaching, investigating innovative uses of information technology for teaching and learning). Here again, numerous institutional initiatives were successfully implemented by other units such as the Library (e.g., increasing of librarian and faculty member collaboration, increasing marketing of Library resources through various internal media), and the Office of the Associate Provost, Teaching and Learning (e.g., support of faculty members wishing to migrate to hybrid course delivery).

6. Launch Graduate Programs in All Faculties

For the 2005-06 academic year, 9 actions were completed as planned, and 5 are in various stages of completion. The key initiatives completed in the past year included:

- Submitting a proposal for a Master's program in Modelling and Computational Science to the Ontario Council of Graduate Studies (OCGS) and PEQAB for approval (Dean, Faculty of Science);
- Submitting a proposal for a Master's program in Mechanical Engineering to OCGS and PEQAB for approval (Dean, Faculty of Engineering and Applied Science).

A large number of initiatives were spearheaded by the Faculties, the Associate Provost, Research and the new Dean of Graduate Studies (e.g., new Masters' programs at various stages of preparation, hiring of faculty members with graduate studies supervisory experience) within the context of the above strategy aiming to seize the opportunity offered in September 2007.

7. Build Research Intensiveness

To be a world-class university, UOIT needs to offer a comprehensive set of undergraduate and graduate programs. A prerequisite to launching graduate programs is to obtain sufficient funds from federal and provincial granting councils and agencies i) to build the physical research infrastructure and ii) to provide operating funds for performing research, in particular for offering student financial aid.

For the 2005-06 academic year, UOIT has been particularly successful in this regard: 29 actions were completed as planned, 9 are in various stages of completion, and only 2 have been dropped from the original plan. The key initiatives completed in the past year included:

- Obtaining authorization to design and eventually build a \$58 M Automotive Centre of Excellence (VP, Finance and Strategy; Provost; Dean, Faculty of Engineering and Applied Science);
- Establishing a “Research Clinic” for mentoring faculty members in grantsmanship, including a component on an individual basis (Associate Provost, Research);
- Developing and implementing a plan for obtaining research chairs. In addition to its CRC tier 1 chair (chairholder: Dr. Douglas Holdway, 2004) and its recently-obtained NSERC Design Chair (chairholder: Dr. Remon Pop-Iliev, 2006), UOIT now has the authorization to find candidates for a total of five additional chairs: i) one CRC tier 1 chair, ii) two CRC tier 2 chairs, iii) one UNENE chair (e.g., University Network of Excellence in Nuclear Engineering) and iv) one industry-sponsored chair (e.g., sponsored by CAMECO) (Associate Provost, Research; Deans);
- Developing a UOIT policy on research groups, centres and institutes (Associate Provost, Academic and Strategic Planning; Associate Provost, Research; Deans).

Here again, the Faculties have contributed heavily to the successful build-up of research funding through numerous leadership initiatives (e.g., brown-bag lunches, speaker series, internal mentoring of faculty members).

8. Enhance our Partnership with Durham College

For the 2005-06 academic year, 16 actions were completed as planned, and 5 are in various stages of completion. The key initiatives completed in the past year included:

- Collaborating actively in the use of the joint Durham College-UOIT Integrated Manufacturing Centre (Dean, Faculty of Engineering and Applied Science);
- Preparing an application for Durham College to be eligible for grants from the Canadian Foundation for Innovation (CFI) (Office of Research Services; Associate Provost, Research);
- Providing leadership for a major CFI grant request on behalf of Durham College (Office of Research Services; Associate Provost, Research; Dean, Faculty of Health Sciences).

The Faculties have also been actively involved in either marketing existing bridge programs to Durham College students or in discussions with their Durham College counterparts for other innovative academic collaborations.

9. Develop a Higher External Profile (Local, Provincial, National, International)

For the 2005-06 academic year, 24 actions were completed as planned, and 10 are in various stages of completion. The key initiatives completed in the past year in this year included:

- Seeking membership in the Association of Universities and Colleges of Canada (AUCC): the AUCC Board of Directors has recommended membership for UOIT, and the full membership will consider the recommendation in October, 2006 (Associate Provost, Academic and Strategic Planning);
- Ensuring that UOIT is represented in the Ontario Council of University Research’s (OCUR) success stories, published yearly (Associate Provost, Research);

- Partnering with Durham Region to promote business partnerships locally and internationally, i) through individual partnership initiatives, ii) the Greater Toronto Marketing Alliance (GTMA) in China and Australia, and iii) a Workshop held jointly with the Canadian Academy of Engineering entitled “The Canadian Energy Challenge” (Dean, Faculty of Business and IT; Office of the Provost);
- Developing and implementing a plan to offer European student exchange opportunities to our students through the Baden/Wurtemberg (Germany) and the Rhone/Alpes (France) student exchange programs (Office of the Provost; Dean, Faculty of Social Science);
- Establishing a partnership with SciTech Ontario as the exclusive university sponsor of all Regional Science Fairs in Ontario for three years (Office of the Provost; VP, Communications and Marketing; Dean, Faculty of Science);
- Establishing a similar three-year partnership with Youth Science Foundation Canada as the exclusive university sponsor of Team Canada, the group of Canadian Science Fair winners representing Canada yearly at the Intel International Science Fair (Office of the Provost; VP, Communications and Marketing; Dean, Faculty of Science).

Numerous other initiatives were again spearheaded by the Faculties (e.g., symposia, conferences, workshops, annual reports), Communications and Marketing (e.g., generating public awareness of research results, grant successes), the Library (e.g., discussions with Lakeridge Health, plans for discussing with primary and secondary schools), and Student Affairs (e.g., providing leadership in developing and implementing a Town and Gown Committee to support community relationships, developing and implementing an Accessibility Plan).

10. Establish and Improve Community/Industry Alliances

For the 2005-06 academic year, 12 actions were completed as planned, and 8 are in various stages of completion. The key initiatives completed in the past year were:

- Providing community leadership in creating the Durham Strategic Energy Alliance (DSEA) (Provost; Associate Provost, Research; Deans: School of Energy Systems and Nuclear Science, Faculty of Science, Faculty of Engineering and Applied Science);
- Developing a UOIT Innovation Council (Office of the President; Provost; VP, Communications and Marketing; VP, Finance and Strategy).

Numerous other initiatives were again spearheaded by the Faculties (e.g., expanding industry awareness concerning the Automotive Centre of Excellence, developing a telehealth research strategy, enhancing executive management programs, promoting the Education Resource Centre, hosting “Ontario China Business Breakfasts”, forming Faculty Advisory committees), Student Affairs (e.g., designing and implementing in-house psychological educational assessment service for students with learning disabilities), the Office of the Associate Provost, Research (e.g., developing a UOIT Research Compendium of future projects) and the Library (e.g., enhancing community borrowing, including Library cards for significant donors).

11. Seek Equitable Funding for UOIT Compared to Other Ontario Universities

For the 2005-06 academic year, no actions were completed as planned, but 2 actions are presently in different stages of completion.

12. Ensure Availability of Adequate Space on Campus, Especially for Teaching, Research and Students

For the 2005-06 academic year, one action was completed as planned and no other action was planned for this period. The initiative completed in the past year was:

- Implementing a facilities management software for managing work flow processes (VP, Facilities and Ancillary Services).

13. Address Governance Issues that Emerge from the Next Phase of the University's Development

For the 2005-06 academic year, no actions were in the plan for this period.

14. Adapt the Organizational Structure to the Introduction of a University President Not Shared With Durham College

For the 2005-06 academic year, one action was completed as planned, and no other action was in the plan for this period. The primary operational challenges of the two-president model were identified, such as i) a new organizational chart, ii) the two-president relationship with shared campus services, iii) Executive Team meetings and iv) office relocation. Various solutions have been identified and will be discussed with UOIT's incoming President.

Additional Actions

As mentioned in the introduction, a number of other actions were initiated either to strengthen previously planned activities or to seize new opportunities. Among these, 6 are key and are presented as follows under their respective theme:

2. Attract and Retain Outstanding Faculty and Staff

- Completing a handbook for faculty members (Associate Provost, Academic and Strategic Planning).

3. Deliver a Quality Learning Experience

- Implementing one of the world's most advanced Learning Management Systems (LMS) after a consultation process led by the Associate Provost, Teaching and Learning. This LMS will be fully operational in September 2006, and this major project, spearheaded by the VP, Information Technology Services, is advancing to completion on schedule. This learning environment will position UOIT at the forefront of technologically-enhanced learning.

6. Launch Graduate Programs in All Faculties

- Starting up UOIT's first Master's program in September 2005 (e.g., Master's program in Information Technology Security) (Dean, Faculty of Business and IT);
- Establishing a strategy for the rapid startup of graduate studies by offering a comprehensive set of graduate programs to the "double cohort" graduates of May 2007, starting in September 2007. This strategy includes: naming a new Dean of

Graduate Studies (April, 2006), establishing UOIT policies and procedures to frame and manage graduate studies (June 2006), and creating at least one Master's program in every Faculty by 2007 (Office of the Provost).

12. Ensure Availability of Adequate Space on Campus, Especially for Teaching, Research and Students

- Performing a classroom space study to determine classroom space needs for September of 2006 going forward. This led to the implementation of a strategy which doubles UOIT-specific classroom space as of September 2006 by means of mobile structures (study performed under the leadership of the Associate Provost, Teaching and Learning; implementation under the leadership of the Associate Provost, Academic and Strategic Planning, and the VP, Facilities and Ancillary Services);
- Performing a more comprehensive study of all UOIT space requirements for 2010 going forward (under the leadership of the Associate Provost, Academic and Strategic Planning).