

## **FACULTY AND UNIT ACTION PLANS**

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# Provost

PROVOST

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual's)	Target Delivery Date	
Grow Strategically	1.1	Continue successful ramp-up of unique undergraduate programs	Assess the impact of consolidating Computer Science, Information Technology, Health Information Management, Bioformatics and Software Engineering	Plan of action to either consolidate these disciplines or to maintain the status quo	Office of the Provost	Winter 2009
Consolidate governance and management	2.1	Maintain motivation of management team, faculty and support staff	Improve performance management processes for Faculty Deans and Associate Provosts	Improved formal performance evaluation processes	Office of the Provost	Spring 2010
	2.2	Continue the innovative relationship with Durham College concerning shared services	Oversight of Service Agreement negotiations	Negotiated and approved service agreement between all shared services and UOIT	Office of the Provost	Winter 2009
	2.3	Consolidate university management including internal university decision-making and follow-up reporting processes	Regular follow-up reporting of strategic plan	Follow-up reports	Office of the Provost	Annually
Strengthen identity and partnerships	3.4	Develop innovative industry or government partnerships with potentially significant complementary impact on university programs	Engage stakeholders in the possible creation of a hi-tech park associated with UOIT	Feasibility study	Office of the Provost	Summer 2008
				Develop a stakeholder's agreement on creation of hi-tech park.	Office of the Provost	Fall 2011

PROVOST

Priority	Goal		Action Item	Deliverable(s)	Responsible Individual's)	Target Delivery Date
	3.5	Increase the university's visibility in Ontario, Canada and internationally	Develop a strategy to strengthen and develop new partnerships with School Boards and high schools to implement pathways to UOIT through the Specialist High Skills Majors (SHSM) Program	Develop and implement the plan	Office of the Provost	2010
			Continue partnership with Sci-Tech for sponsorship of all Ontario high school science fairs	Finalize sponsorship agreement	Office of the Provost	Fall 2008
			Explore feasibility of a Trent/UOIT/DC campus partnership in Pickering	Feasibility study that outlines the strengths, challenges, and opportunities associated with a Pickering satellite campus	Office of the Provost	Spring 2009



# Research Services

RESEARCH SERVICES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
Grow Strategically	1.9 Plan and build new space for growing needs in research, teaching, graduate studies, students, services and cultural activities	Identify infrastructure research opportunities and programs	Acquire SEM equipment from CAMECO (valued at \$1.5 M)	Associate Provost, Research	Winter 2008
			Initiate meetings with Deans to discuss 2008 CFI NIF/LEF institutional application(s) and acquiring essential infrastructure for UOIT.	L. Coolidge, K. Gabriel, Deans, External Review Committee	Fall 2008
			Build research infrastructure support at UOIT - equipment, technicians, support staff, machine shops, etc.	ORS, Provost's Office, Deans	Summer 2012
			Revisit CFI-Infrastructure operating fund policy to meet UOIT's changing infrastructure needs.	ORS	Summer 2008
			Complete CFI-LOF submissions and equipment acquisition	L. Coolidge, Faculty members	Summer 2009
		Support various national and industrial research Chairs in the development of their infrastructure projects	Work with Tony Waker and Ed Waller on lab set-up for the UNENE Industrial Research Chair	ORS, A. Waker, E. Waller	Fall 2008
			Work with new Tier 2 Canada Research Chair on development of infrastructure application and lab set-up	Tier 2 CRC, L. Coolidge	Fall 2009
		Assist in the establishment of the new Hydrogen Research Facility	Work with Dean of Engineering and PI to advance the design and construction of the new lab	Faculty of Engineering, Facilities Management, Finance, Office of the Provost	Summer 2009



RESEARCH SERVICES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
		Assist in the establishment of the Health Informatics lab at UOIT	Work with Professor McGregor and the Deans of Health Sciences and BIT to secure funds for the lab	Faculty of Health Sciences, Faculty of Business and Information Technology	Fall 2008
1.11	Provide bursaries and scholarships for undergraduate students	Facilitate the development of additional undergraduate research support (e.g., USRAs, IUSRA, OCE Connections program, etc.)	Increase undergraduate student research support by 2 to 4 students each summer through submission of institutional grants, OCE connections program, and IUSRA program.	ORS	Annually (Fall)
			Continue with successful undergraduate research outreach activities including Student Connections Day and Student Research Day	ORS	Annually (Fall)
1.13	Partner with key university institutions to achieve institutional goals	Identify new and strengthen existing key university research partnerships	Partnership with McMaster, Guelph, Waterloo and UN University in using Federal Lab of Waste Water Management	K. Gabriel, and Office of Research Services	Summer 2008
			Partnership with Trent University to transfer the Radiation Protection Bureau (RPB) to UOIT and Trent University	K. Gabriel, and Office of Research Services	Summer 2008
			Partner with University of Toronto, Guelph, and Western on the ORF sponsored Hydrogen Research Project	K. Gabriel, and Office of Research Services	Fall 2012
			Partner with Queen's University to effectively administer the ORF-RE Round 1 project on Fuel Cells Network	L. Coolidge, P. Berg	Annually (Fall)
			Further develop partnerships with Ontario universities who are successful at Round 2 ORF-RE applications who are partnering with UOIT- e.g. Waterloo, McMaster, Guelph, and Queen's	L. Coolidge, Faculties of Science, EAS and ESNS,	Fall 2008

RESEARCH SERVICES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
			Develop University partnerships to assist the Cybercrime initiative (U of Calgary, UNB etc.)	ORS, OTTC	Fall 2010	
			Develop partnership with the University of Windsor and submit joint application to OCE.	OTTC	Fall 2010	
			Develop partnerships with teaching and research schools/hospitals to enhance research opportunities for health informatics.	Office of the Associate Provost, Research	Fall 2010	
Consolidate governance and management	2.1	Maintain motivation of management team, faculty and support staff	Continue to offer and deliver career development workshops to UOIT faculty	Annual workshop in May/June of each year	Kamiel Gabriel	Annually (Spring)
	2.2	Continue the innovative relationship with Durham College concerning shared services	Monitor use of UOIT resources for Durham College research initiatives	Track annual DC usage of ORS/OTTC resources (REB, grants/contracts, OTTC)	ORS/OTTC	Annually (Summer)
	2.3	Consolidate university management including internal university decision-making and follow-up reporting processes	Enhance communication and decision-making process related to major institutional research thrusts	Create an Executive Research Committee to discuss important matters related to university research.	K. Gabriel	Summer 2008
	2.4	Renew institutional fund-raising objectives and strategies	Develop goals, strategies and terms of reference with regards to research related fundraising activities	Terms of reference with regards to research fundraising	Office of the Associate Provost, Research	Winter 2008

RESEARCH SERVICES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
	2.6	Assess institutional risks and implement appropriate mitigation strategies	Ensure university continues to be compliant with all federal/provincial regulatory guidelines.	Hire full time Compliance Officer (position approved).	ORS	Spring 2008
			Assist Risk Management to ensure contract research is managed in a way that expedites industry partnerships while shielding the university from undue liability exposure.	Develop checklist for indemnity/insurance terms in contract research.	T. Caputo	Winter 2008
Strengthen identity and partnerships	3.1	Continue to nurture and expand strong relationships with key opinion and business leaders, and the community	Contribute to developing and strengthening key partnerships with government funding agencies, businesses and community organizations (e.g., Tri-Council, CFI, MRI, DSEA, OCE, Region/ municipalities, TRRA, OPIC)	Meet annually with federal/provincial agency representatives and strengthen advocacy activities.	K. Gabriel and ORS Managers	Annually (Fall)
				Create university/industry linkage events.	OTTC	Annually (Fall)
	3.3	Build a unique university culture based on UOIT's values	Nurture and cultivate the research and innovation culture at UOIT	Create and organize recognition events for research achievements	ORS	Annually (Fall)
				Create a high profile speaker/debate event at UOIT ("Debaters Series").	ORS	Annually (Fall)
				Create and organize informal networking and mentoring opportunities for researchers	ORS/OTTC	Annually (Fall)
				Create a research administrative working group to streamline processes for pre- and post-institutional grants and contracts (e.g., CFI, ORF, CRC, etc.)	ORS/OTTC	Annually (Fall)
				Hold annual "Research 360 Review", informal meeting between Office of the Associate Provost, Research and faculty members.	Office of the Associate Provost, Research	Annually (Summer)

RESEARCH SERVICES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
			Develop resources for faculty and admin to assist with research activities, e.g., web site, workshops, data management.	ORS/OTTC	Annually (Fall)
		Build capacity within the Office of the Associate Provost, Research (OAPR) to ensure continued success of ORS/OTTC units.	Hire an Administrative Assistant for ORS/OTTC Managers (New position)	ORS/OTTC	Summer 2008
			Branding of the Office of the Associate Provost, Research through marketing materials.	ORS/OTTC	Summer 2008
			Hire a new Grants Officer for Engineering and Science (Colleen McKay will be responsible for CJPS, Education and Health Sciences activities)	ORS	Summer 2009
		Contribute to faculty and student awareness with regards to technology transfer and commercialization	Build culture of innovation through education and recognition of innovation as a core academic activity	OTTC	Annually (Spring)
			Establish a student entrepreneurship club	OTTC	Winter 2008
		Develop informal research networking opportunities for UOIT researchers.	Establish regular Mind Café events.	ORS/OTTC	Annually (Fall)
		Use research web site to build sense of community and accomplishment	Develop partners and research success stories for faculty and students. Highlight research and innovation events.	ORS/OTTC	Annually (Fall)
3.4	Develop innovative industry or government partnerships with potentially significant complementary impact on university programs	Participate in the planning of a Technology Park associated with the UOIT campus.	Consulting report for the Technology Park	M. Szarka, K. Gabriel and Office of the Provost	Spring 2008

RESEARCH SERVICES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
	3.5	Increase the university's visibility in Ontario, Canada and internationally	Develop and implement a research communications strategy including stakeholders, key messages, media relations, role of the web site and other marketing tools	Develop a comprehensive research communications strategy	ORS	Winter 2008
				Publish annual research and innovation report	ORS/OTTC	Summer 2008
				Maintenance of the ORS website	ORS/OTTC	Annually (Fall)
				Develop a media kit	ORS/OTTC	Fall 2009
				Plan for a Research Communications Officer with C&M	ORS	Spring 2009
	3.6	Aim to internationalize UOIT to strengthen the institution	Encourage research collaboration with international partners	Develop guidelines and procedures for international research agreements	ORS/OTTC	Summer 2008
Build research and graduate studies intensiveness	4.1	Increase the depth and breadth of the research infrastructure and funding	Contribute to ongoing successful research	Development of strategic direction for Health Science and CJPS in partnership with the Deans to increase research activities	ORS	Annually (Fall)
				Continue one-on-one mentoring, facilitation and provision of services to enhance grant writing skills of UOIT faculty	ORS	Annually (Fall)
				Organize and host grant writing workshops for Health Science and CJPS.	ORS	Annually (Fall)
				Review and create research related policies, protocols and procedures to streamline and increase efficiencies related to research activities at UOIT	ORS	Summer 2008
				Update the Strategic Research Plan	Submit revised Strategic Research Plan to Tri-Council, CFI and CRC	K. Gabriel

RESEARCH SERVICES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
4.2	Expand industry and community partnerships with significant potential impact on graduate studies and research	Develop a Regional Innovation Network in Eastern GTA with UOIT as a key partner	Creation of Network	OTTC	Fall 2009
4.3	Expand partnerships with significant potential impact on the university's capacity to foster innovation and technology transfer	Maintain and develop new engagements with technology transfer networks, venture capital, industry groups and business mentors	Apply for new funding for OPIC technology transfer network	OTTC	Summer 2008
			Increase engagement of OCE	OTTC	Summer 2008
4.5	Ensure success of the Automotive Centre of Excellence (ACE) project	Assist ACE with research initiatives	Participation in establishing research themes and collaborative research programs	OTTC/ORS	Fall 2009
4.6	Provide adequate bursaries, scholarships and financing for graduate students	Promote industrial post graduate scholarships to industry partners	Applications for IPS funding programs	OTTC	Annually (Fall)

# Teaching and Learning

TEACHING AND LEARNING

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
Grow Strategically	1.1 Continue successful ramp-up of unique undergraduate programs	Support and design new continuing education and online learning environments	Produce discussion paper and business plan to establish the viability of a weekend university	Bill Muirhead Ron Hinch	Spring 2008
		Research, design and develop a Faculty of Flexible Learning	Produce discussion paper and business plan to establish the viability of a Faculty of Flexible Learning	Bill Muirhead	Spring 2008
	1.2 Continue successful domestic and international student recruitment and retention to achieve 5500 FFTEs in 2009	Review and revise all Academic Policies with respect to Academic Integrity over the next 3 years	Revise all Academic Policies to ensure they are asymmetrical with all policies of UOIT	Bill Muirhead	Fall 2008
	1.7 Develop innovative pathways for students to facilitate access between UOIT and the colleges, especially Durham College, in either direction	Use online and flexible learning options i.e. transition courses online summer math camp (ex pre-test in calculus in science)	Research/design/develop university transition courses for math, writing and English	Office of the Associate Provost, Teaching and Learning	Summer 2008
		Research and develop online bridging programs	Identify bridging programs which can be delivered online to possible college graduates wishing to enter university	Office of the Associate Provost, Teaching and Learning	Spring 2008
Consolidate governance and management	2.3 Consolidate university management including internal university decision-making and follow-up reporting processes	Establish new IT governance structure to facilitate academic decision making	Create IT Advisory Board to the Associate Provost, Teaching and Learning	Office of the Associate Provost, Teaching and Learning	Summer 2008



TEACHING AND LEARNING

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Strengthen identity and partnerships	3.4	Develop innovative industry or government partnerships with potentially significant complementary impact on university programs	Expand relationship with IT related industry groups ex ITAC Canada and ITAC Ontario	Seek membership on Board of Directors (ITAC)	Office of the Associate Provost, Teaching and Learning	Summer 2008
				Expand membership in University Teaching and Learning national association (STLHE)	Office of the Associate Provost, Teaching and Learning	Spring 2008
	3.5	Increase the university's visibility in Ontario, Canada and internationally	Implement iTunes at UOIT	Implement and train faculty to use iTunes to course cast learning materials online	Office of the Associate Provost, Teaching and Learning	Summer 2008
	3.6	Aim to internationalize UOIT to strengthen the institution	Support/expansion of international online course and programs developed and delivered in partnership with international partners	Development of degrees delivered off campus using an online/hybrid pedagogy	Office of the Associate Provost, Teaching and Learning	Spring 2008
Build research and graduate studies intensiveness	4.3	Expand partnerships with significant potential impact on the university's capacity to foster innovation and technology transfer	Identify opportunities & expand use of open source software	Establish adhoc advisory committee - interim report Oct '08	Office of the Associate Provost, Teaching and Learning	Fall 2008
			Establish external partnerships to research, design and implement open source educational software	Expanded use of open source on campus. Research capacities around faculty members and faculties to design and create open source software.	Office of the Associate Provost, Teaching and Learning	Spring 2008
			Identify new learning technologies to enhance student activities through innovative pilot projects, i.e. synchronous online tools	Implement synchronous online communication tools to support faculty and students in learning.	Office of the Associate Provost, Teaching and Learning	Spring 2008
	4.4	Develop innovative Masters' and PhD programs based on best practices	Development of a Teaching Certificate/program for PhD students	Develop certificate and courses for PhD	Office of the Associate Provost, Teaching and Learning	2011

TEACHING AND LEARNING

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
Innovate in teaching and learning	5.1 Continue successful mentoring of faculty members in teaching and learning	Develop a comprehensive TA certificate teaching program Focused on UOIT grad students	A certificate program in place by Sept '08 to strengthen teaching skills of TAs	Office of the Associate Provost, Teaching and Learning Innovation Centre	Spring 2008
		Continue to expand online resources for new faculty	Design one new course	Office of the Associate Provost, Teaching and Learning	Spring 2008
		Establish online resources for new Sessional faculty	Develop a WebCT course for Sessional faculty	Office of the Associate Provost, Teaching and Learning	Summer 2008
	5.2 Continue to research, develop and implement technology-intensive teaching and learning environment	Undertake continued research into the application of Web 2.0 products to support learning	Expansion of Teaching Innovation Fund from 8 to 15 research projects per year	Office of the Associate Provost, Teaching and Learning	Spring 2008
		Conduct research into new learning technologies to support current and emerging practices and emerging technologies and products i.e. new LMS	Dissemination of 2 discussion white papers per year	Office of the Associate Provost, Teaching and Learning	Spring 2008
	5.3 Develop and implement a distance learning infrastructure, including appropriate learning strategies	Establish new online degree courses and post baccalaureate progress	3 new certificate programs, 2 online degree programs	William Muirhead	Spring 2008
		Expand education multi media development on campus to support innovative learning and student outcomes	2 multimedia developers to be hired	Office of the Associate Provost, Teaching and Learning	Spring 2008
			Implement synchronous online capacity to deliver online seminars and lectures across the Internet	Office of the Associate Provost, Teaching and Learning	Summer 2008

TEACHING AND LEARNING

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
		Expand LOR (Learning Objective Repository) on campus build capacity for new DE technologies for online and distance learning i.e. synchronous learning tools	Sharing learning materials across faculties as well as now online and distance capacities (Institutional LOR)	Office of the Associate Provost, Teaching and Learning	Summer 2009



# **Faculty of Business and Information Technology**

FACULTY OF BUSINESS AND INFORMATION TECHNOLOGY

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
Grow Strategically	1.1 Continue successful ramp-up of unique undergraduate programs	Enhance and promote the ecommerce, finance, marketing, HR, and Accounting major	Develop and implement a plan	Dean	Annually (Fall)
		Replace discrete math with linear algebra and physics in the game development curriculum	Curriculum modification	Andrew Hogue, Bill Kapralos, Wilfred Fong	Fall 2009
		Implement new BBA program	Implement BBA program	Dean	Fall 2009
		A new undergraduate degree of SSME (Service Science Management Engineering)	Develop and implement the SSME program	Dean	Fall 2011
	1.2 Continue successful domestic and international student recruitment and retention to achieve 5500 FFTEs in 2009	Deliver the MITS program internationally	Develop and implement a plan to deliver MITS internationally	Dean	Fall 2009
		Offer a 2+2 BIT program with our partner institution in Hong Kong	Develop and implement a plan to deliver the 2+2 BIT program in Hong Kong	Dean	Fall 2010
	1.3 Continue successful mentoring and assistance of students on financing, programs, career choices and job placement	Improve our services to students by providing more help for students to find internships, jobs	Develop a plan to assist students	Steve Rose	Annually (Fall)
		Provide opportunities and tutorship for our students to attend national or worldwide competitions	Provide opportunities and tutorship as appropriate	Jill Lei, Steve Rose	Annually (Fall)
		Provide more guidance/consultation on how to choose a career path	Provide guidance and consultation as appropriate	Steve Rose, Academic Advisors	Annually (Fall)
		Develop a career and placement center dedicated to FBIT to service the career needs of our students	Develop the center	Steve Rose, Academic Advisors	Annually (Fall)

FACULTY OF BUSINESS AND INFORMATION TECHNOLOGY

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
	1.4	Continue successful recruitment of faculty members, deans, and staff	Expand Game Development Faculty members - specializing in animation, artificial intelligence and computer game development	Gain approval to hire the desired number of new positions and hire as appropriate	Dean	Fall 2008
			Continue to recruit faculty in accounting, finance, entrepreneurship, IT security and Administrative staff to support the FBIT programs	Gain approval to hire the desired number of new positions and hire as appropriate	Dean	Fall 2008
	1.7	Develop innovative pathways for students to facilitate access between UOIT and the colleges, especially Durham College, in either direction	Review entrance requirements for the BComm bridge	Review entrance requirements and implement changes as appropriate	Dean	Fall 2009
			Implement a Bridge/GENU (General) 2+2 program in the BIT gaming program with Durham College Schools of Design and Communication Arts	Develop and implement the bridge	Dean Wilfred Fong	Fall 2009
			Implement a pathway to the Durham College HRPAO program	Develop and implement a pathway to the Durham College HRPAO program	Dean	Fall 2008
			Implement a bridge to the BBA program	Develop and implement a bridge to the BBA program	Dean	Fall 2010
	1.13	Partner with key university institutions to achieve institutional goals	Joint teaching of graduate and undergraduate courses in the area of Health Informatics	Develop and implement joint teaching initiatives	Carolyn McGregor	Fall 2011
Strengthen identity and partnerships	3.3	Build a unique university culture based on UOIT's values	Develop student clubs such as Entrepreneurship club and SIFE team. Student teams to represent University at National competitions	Establish student clubs	Jenifer Percival, Academic Advisor	Annually (Fall)

FACULTY OF BUSINESS AND INFORMATION TECHNOLOGY

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
3.4	Develop innovative industry or government partnerships with potentially significant complementary impact on university programs	Build on FBIT current internship program to further foster industry and government partnerships and student experience.	Expand program to accept up to 50 students/academic year	Steve Rose	Fall 2009
			Expand program to more than summer work term only	Steve Rose	Fall 2009
			Establish formal dialogue with internship partners to further explore cooperation with UOIT/FBIT	Steve Rose	Fall 2009
		Partnership with Philips and IBM to foster innovation and technology transfer	Partnerships with Philips and IBM established	Carolyn McGregor	Fall 2009
3.5	Increase the university's visibility in Ontario, Canada and internationally	Continue involvement in prestigious and high quality conferences and continue to publish in well respected journals	Participation in conferences and publish in journals	Dean	Annually (Fall)
		MDC to continue to educate managers/professionals	Continue promotion and advertising for MDC programs	Terry Wu	Annually (Fall)
			Expand the MDC programs to international managers	Terry Wu	Annually (Fall)
3.6	Aim to internationalize UOIT to strengthen the institution	International Exchange Program with good business schools to provide students and faculty with international opportunity to gain diverse cross-cultural experiences and to strengthen their conceptual, analytical and linguistic skills	Establish International Exchange Program with multiple business schools	Dean	Annually (Fall)



FACULTY OF BUSINESS AND INFORMATION TECHNOLOGY

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
Build research and graduate studies intensiveness	4.1 Increase the depth and breadth of the research infrastructure and funding	Establish and grow the Health Informatics lab	Establish and grow the Health Informatics lab	Carolyn McGregor	Fall 2009
		Develop a Marketing Lab that facilitates teaching in our marketing program. Lab equipped with special equipment to better prepare students to work in the marketing industry	Submit a capital budget request for 08-09.	Wilfred Fong Terry Wu	Fall 2008
		Implement Cybercrime Research Centre	Establish the Cybercrime Research Centre	Dean	Fall 2009
		Develop dedicated research lab space for faculty members	Establish dedicated research lab space for faculty members	Dean and Faculty	Fall 2011
		Establishment of an international business studies research center	Establish a research center	Dean	Fall 2009
		Assist in the development of a research-oriented graduate program to achieve rigorous and scholarly investigation into an issue facing organizational and business management major	Develop a plan to establish a research-oriented graduate program	Dean and Business Faculty	Fall 2008
4.4	Develop innovative Masters' and PhD programs based on best practices	Develop Masters of Health Administration with Faculty of Health Sciences	Develop and implement a plan to deliver the Masters of Health Administration	Carolyn McGregor	Fall 2011
		MBA program (technology oriented, small class size) - targeted to mid-career managers who have technological or engineering background	Develop a plan to target the MBA program to mid-career managers	Dean	Winter 2009
		MSc in Management (thesis)	Develop a proposal in 08-09	Dean and Business Faculty	Fall 2009

FACULTY OF BUSINESS AND INFORMATION TECHNOLOGY

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
		MSc in Marketing of Technology (Thesis)	Develop a proposal in 08-09	Dean and Marketing Faculty	Fall 2009
		Masters in Multi-media with Science and OCAD.	Currently in discussion with Mark Green and will continue the discussion of a possible joint offering	Dean and Gaming Faculty	Fall 2011
		Masters of Game Development program	Currently in discussion with Mark Green and will continue the discussion of a possible joint offering	Dean and Gaming Faculty	2010
		Thesis stream in MITS	Currently in discussion with Brian Campbell, Dean of Graduate Studies	Dean and IT Faculty	Fall 2009
		PhD in Health Informatics and Security	Develop a proposal by 2009	Dean, Carolyn McGregor and Faculty of Health Sciences	2011
		PhD in Management	Develop a proposal by 2009	Dean and Business Faculty	2012
4.6	Provide adequate bursaries, scholarships and financing for graduate students	Hire graduate students as TA, RA and even sessional instructors to provide them with some stipend	Hire as appropriate	Dean	Annually (Fall)
4.7	Plan for growth of graduate student population to 500 FTEs in 2010	Work with engineering to create Masters in Engineering Management to be offered locally and internationally	Develop a plan to implement the Masters in Engineering Management locally and internationally	Dean	Fall 2010
		Continue participating in various Graduate fairs to promote our graduate programs	Participation in numerous graduate fairs	Dean's office	Annually (Fall)

# **Faculty of Criminology, Justice and Policy Studies**

FACULTY OF CRIMINOLOGY, JUSTICE AND POLICY STUDIES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual's)	Target Delivery Date
Grow Strategically	1.1 Continue successful ramp-up of unique undergraduate programs	Conduct a complete systematic curricula review	Course descriptions and data sheets for each course with 14 week general outlines	Undergraduate Committee (Director Dr. Perry), Graduate Program Committee (Chaired by Dr. Alvi), and Dean, Dr. Ammar	Spring 2009
		Launch a new major in Legal Studies	Plan and implement all requirements of the new major in Legal Studies	Undergraduate Committee (Director Dr. Perry), Graduate Program Committee (Chaired by Dr. Alvi), and Dean, Dr. Ammar	Spring 2009
		Develop new courses in existing Criminology & Justice Bachelor of Arts degree	Introduce new courses	Undergraduate Committee (Director Dr. Perry), Graduate Program Committee (Chaired by Dr. Alvi), and Dean, Dr. Ammar	Spring 2009
1.3	Continue successful mentoring and assistance of students on financing, programs, career choices and job placement	Develop programs with Durham Regional Police	Summary of programs developed with detailed implementation plan	FCJPS Dean, and other Academic Administrators	Fall 2008
1.4	Continue successful recruitment of faculty members, deans, and staff	Hire high quality Faculty to support a research intensive university	Hire to improve the core faculty / student ratio	Dean, Dr. Ammar, and Faculty	Annually (Fall)
		Increase the number of support staff to match program expansion and enrollment increase	Gain approval to hire the desired number of new positions and hire as appropriate	Dean, Dr. Ammar, and Faculty	Annually (Fall)

FACULTY OF CRIMINOLOGY, JUSTICE AND POLICY STUDIES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual's)	Target Delivery Date	
	1.7	Develop innovative pathways for students to facilitate access between UOIT and the colleges, especially Durham College, in either direction	Increase student enrollment in the bridging program in Criminology, Justice & Policy Studies	Increase enrollment in the bridging program for each year of the strategic plan	Academic Advisor, Amy Anderson, and Dean, Dr. Ammar	Annually (Fall)
			Ensure student enrollment in the new bridging program in Legal Studies	Monitor the new bridging program in Legal Studies and identify best practices	Academic Advisor, Amy Anderson, and Dean, Dr. Ammar	Spring 2009
			Maintain student enrollment in the paralegal concurrent program with Durham College	Monitor the paralegal concurrent program with Durham College and identify best practices	Academic Advisor, Amy Anderson, and Dean, Dr. Ammar	Spring 2010
	1.10	Obtain ministerial approval for academic growth (i.e. new programs, graduate allocations, etc)	Obtain ministerial approval for the Legal Studies Major	Ministerial approval	Dean, Dr. Ammar, and Faculty	Spring 2008
			Obtain ministerial approval for the MA in Criminology with a field in Cybercrime	Ministerial approval	Dean, Dr. Ammar, and Faculty	Spring 2009
	1.12	Improve strategic financial planning of operating and capital requirements	Provide a revised budget plan for the 08/09 Budget year	Budget line items that reflect real expenditures	Dean, Dr. Ammar, and Budget, and Planning Officer	Spring 2008
	1.13	Partner with key university institutions to achieve institutional goals	Partner with Faculty of Business and IT in the development of the Cyber Crime Research Centre	Complete the various plans for this integration including obtaining research grants and graduate students	Dean, Dr. Ammar	Annually (Fall)
Partner with Faculty of Education to develop academic programs and courses			Create and implement a plan to add degree minors	Dean, Dr. Ammar	Summer 2010	
Consolidate governance and management	2.1	Maintain motivation of management team, faculty and support staff	Support Faculty demands for scheduling and research needs by giving priority of scheduling to core faculty and encourage and support requests that enhance research productivity	Give priority of scheduling by implementing appropriate schedules	Dean, Dr. Ammar and various stakeholders in the FCJPS	Summer 2009
				Faculty should complete research projects and attend professional development seminars and conferences	Dean, Dr. Ammar and various stakeholders in the FCJPS	Summer 2010

FACULTY OF CRIMINOLOGY, JUSTICE AND POLICY STUDIES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual's)	Target Delivery Date	
		Reward Service	Create a Teaching Excellence Award and create a Faculty/Staff Service Excellence Award	Dean, Dr. Ammar and various stakeholders in the FCJPS	Summer 2010	
		Streamline job descriptions	Develop clear job descriptions wherever possible	Dean, Dr. Ammar and various stakeholders in the FCJPS	Summer 2010	
		Encourage Professional Development for Staff	Pro-actively encourage professional development	Dean, Dr. Ammar and various stakeholders in the FCJPS	Summer 2010	
	2.4	Renew institutional fund-raising objectives and strategies	Assist Advancement in creating accurate lists of graduates and their accomplishments	Mailing list for alumni	Dean, Dr. Ammar and Staff	Annually (Fall)
Strengthen identity and partnerships	3.1	Continue to nurture strong relationships with key opinion and business leaders, and the community	Create Outside Community Presence	Research partnerships with community organizations and government entities	Dean and Faculty of Criminology, Justice and Policy Studies	Spring 2008
	3.4	Expand innovative industry or government partnerships with potentially significant complementary impact on university programs	Create the Community Link Research Unit	A research unit with potential to bring funding for community and government research, support with resources.	Dean and Faculty of Criminology, Justice and Policy Studies	Summer 2008
			Increase the human and financial resources to match the expansion of the Practicum for Legal Studies and the MA	Develop a plan to increase the financial and human resources as needed	Dean and Faculty of Criminology, Justice and Policy Studies	Summer 2010
	3.5	Increase the university's visibility in Ontario, Canada and internationally	Support Faculty research, presentations, publishing ,grant writing activities and other activities	UOIT name associated with faculty editing journals, publishing articles, serving on boards, making national and international presentations	Faculty of Criminology, Justice and Policy Studies	Fall 2008

FACULTY OF CRIMINOLOGY, JUSTICE AND POLICY STUDIES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual's)	Target Delivery Date	
	3.6	Aim to internationalize UOIT to strengthen the institution	Develop Partnerships with Bahcesehir University, Istanbul	Exchange programs with students and faculty, have graduate students, knowledge transfer between FCJPS constituencies.	Dean and Faculty of Criminology, Justice and Policy Studies	Summer 2009
			Develop Partnership with the Turkish National Police for Graduate Program recruitment	Exchange programs with students and faculty, have graduate students, knowledge transfer between FCJPS constituencies.	Dean and Faculty of Criminology, Justice and Policy Studies	Summer 2009
			Develop a partnership with Durham Regional Police, UOIT and Turkish National Police	Exchange programs with students and faculty, have graduate students, knowledge transfer between FCJPS constituencies.	Dean and Faculty of Criminology, Justice and Policy Studies	Summer 2009
Build research and graduate studies intensiveness	4.1	Increase the depth and breadth of the research infrastructure and funding	Identify more funding sources for the Faculty	More extra mural funding and increase funding from financial institutions and other businesses	Dean of Faculty of Criminology, Justice and Policy Studies	Annually (Fall)
			Develop a mentoring system	More extramural funding, increase funding from financial institutions and other businesses	Dean of Faculty of Criminology, Justice and Policy Studies	Fall 2008
			Create new units, laboratories, centres and institutes of research and excellence	Secure larger grants, develop reputations for research, train more graduate students	Dean and Faculty of Criminology, Justice and Policy Studies	Summer 2010
			Work on securing Canada Chair Tier I	Secure larger grants, develop reputations for research, train more graduate students	Dean and Faculty of Criminology, Justice and Policy Studies	Summer 2010
			Develop Post-Doctorate and Visiting Professor positions	Secure larger grants, develop reputations for research, train more graduate students	Dean and Faculty of Criminology, Justice and Policy Studies	Summer 2010

FACULTY OF CRIMINOLOGY, JUSTICE AND POLICY STUDIES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual's)	Target Delivery Date	
	4.4	Develop innovative Masters' and PhD programs based on best practices	Revise the MA in Criminology with a field in Cybercrime	An MA aligned with University mission	Ammar, Alvi (Chair of Graduate Program), DeKeseredy, Cesaroni and Graduate Dean	Spring 2009
			Develop a PhD program in Criminology	A Ph.D. aligned with University mission	Dean and Graduate Committee of Faculty of Criminology, Justice and Policy Studies	Spring 2011
			Develop other MA programs for the Faculty of CJPS	Another MA aligned with University mission	Dean and Graduate Committee of Faculty of Criminology, Justice and Policy Studies	Spring 2011
Innovate in teaching and learning	5.2	Continue to research, develop and implement technology-intensive teaching and learning environment	Extend the technology intensive teaching and learning environment into a Knowledge Transfer paradigm for the FCJPS	More focused research on identifying, developing, utilizing and replicating best practices in criminology, justice and policy. Redesign courses to include focus on knowledge transfer.	Dean and Faculty of Criminology, Justice and Policy Studies	Annually (Fall)



# Faculty of Education

FACULTY OF EDUCATION

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Grow Strategically	1.1	Continue successful ramp-up of unique undergraduate programs	Launch a new BA in Communication and add new B.Ed. Courses	Draft a program proposal for internal review and prepare proposal for MTCU	Mari Peepre and Jim Greenlaw	Fall 2007
				New core courses developed in Geography and Drama and elective courses in ESL and Language Across the Content Areas, Drama, Music, and GIS.	Janette Hughes and Jim Greenlaw	Fall 2007
	1.2	Continue successful domestic and international student recruitment and retention to achieve 5500 FTEs in 2009	Establish partnerships with Yeditepe University in Turkey, the Hong Kong Institute of Education, the Canadian University of Dubai and the University of Jordan to establish graduate cohorts.	Signed MOUs with Yeditepe and HKIE by January 2008 and with University of Jordan and Canadian University of Dubai by January 2009	Jim Greenlaw, Ayae Akyel (Istanbul), etc.	Summer 2008
			Increase the number of B.Ed. Students from 260 to 300 and increase the number of Communication students from 0 to 60.	Recruitment activities at University Fair and at Universities throughout Ontario.	Joe Stokes and Jim Greenlaw	Fall 2007
1.3	Continue successful mentoring and assistance of students on financing, programs, career choices and job placement	Provide students with local, national, and international job possibilities at annual education job fair.	Job Fair provided for B.Ed. students at UOIT in January at which students will meet with members of Ontario School Boards. They will also have interviews with schools in other countries such as Australia, Malaysia, Turkey, and England.	Anna DeGrauwe, Liesel Knaack, and Jim Greenlaw	Winter 2008	
1.4	Continue successful recruitment of faculty members, deans, and staff	Hire a Director and a professor for the Communication program, and hire four education professors in Chemistry and Physics, Elementary Language Arts, Geography and Social Studies, and ESL	Interviews for the six professors in January and February 2008.	Jim Greenlaw, Mari Peepre, and many hiring committee members.	Summer 2008	

FACULTY OF EDUCATION

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
		Hire a full time Budget and Planning Officer	Interviews for BPO position in December 2007	Jim Greenlaw	Winter 2008
1.5	Continue enhancing the student life experience for student development	Support the Education Student Society Executive and involve them in Faculty meetings.	Representatives of Consecutive PJ, Consecutive IS, and Concurrent Programs form a Student Society Executives each September.	Director of the B.Ed. Program, Dr. Liesel Knaack, is the Student Society advisor.	Fall 2007
1.6	Pursue acquisition of additional land for expansion	Faculty of Education and Communication could perhaps move to a new location	Classroom and office space is scarce for the next few years on campus, and so the Faculty of Education and Communication could perhaps move	Jim Greenlaw, Matt Milovick, and Bruce Bunker.	Fall 2008
1.7	Develop innovative pathways for students between UOIT and the colleges, especially Durham College, in either direction	Research the Establishment of a Technology Education B.Ed. Cohort. These students would do a diploma at Durham College, the last two years of a BA in Technology, and a B.Ed.	A B.Sc. in Technology to be offered by the Science Faculty (and perhaps Engineering). A B.Ed. with a first teachable in Technology.	Jim Greenlaw, William Smith, Joe Hogan	Fall 2009
		Negotiate a bridge with Durham College so that students with a 3 year Communication Program can enter the 3rd year of the BA in Communication at UOIT	Program Map for Durham College students so that they can they can bridge into the third year of the UOIT BA in Communication	Jim Greenlaw and Durham College's Dean Robin Pereira	Summer 2008
1.8	Develop new and innovative sources of revenue	Develop Collaborative Online Learning Environment software	The development and production of a replacement for the WebCT learning environment is in prototype form now and will be piloted in a few B.Ed. Courses in September 2008. Final version ready for broad use by July 2009.	Francois Desjardins, Roland Van Oostveen, and Jim Greenlaw as well as various technical assistants across UOIT.	Summer 2009

FACULTY OF EDUCATION

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
1.9	Plan and build new space for growing needs in research, teaching, graduate studies, students, services and cultural activities	Seek a CFI grant to build a Media Lab and Video-Conferencing Facility for both Education and Communication programs	This Media Lab would be developed in cooperation with Science and Business IT Faculties to provide the University with the equipment we need for multimedia production and video-conferencing.	Francois Desjardins, Roland Van Oostveen, Jim Greenlaw, Mark Green, and Wilfred Fong	Summer 2009
1.10	Obtain ministerial approval for academic growth (i.e. new programs, graduate allocations, etc)	Launch the new BA in Communication in September 2008, a new M.Ed. in Educational Technology in 2009, an MTESL in September 2009, and an MA in Communication in 2010	BA in Communication proposal submitted to Ministry December 2007.	Jim Greenlaw and Director of BA in Communication Program	Fall 2008
			M.Ed. and MA in Communication Program Proposals submitted to Ministry in 2009.	Jim Greenlaw and Directors of M.Ed. and MA Programs	Fall 2009
1.11	Provide bursaries and scholarships for undergraduate students	Scholarships to defray some of the costs for students who are teaching in international placements.	To prepare for the April-May 2009 practicum, scholarships need to be secured by September 2008. Yeditepe University in Istanbul has also committed to providing \$15,000 total in support for Teacher Candidates in April 2008.	Matt Milovick and Jim Greenlaw	Fall 2008
1.12	Improve strategic financial planning of operating and capital requirements	Hire a full time replacement for Gaby Mann who is currently working half time as Education's BPO	Redefine the role of the Education and Communication BPO	John Robinson, Jim Greenlaw, and Brad Maclsaac	Fall 2007
1.13	Partner with key university institutions to achieve institutional goals	Partner with Registrar's office to improve student recruitment and partner with IT to improve AQ course application and registration process.	Over and above existing recruitment strategies, create a promotional video for our website and send advertisements to the student newspapers of several universities.	Jim Greenlaw and Richard Levin	Summer 2008
			Work with IT services to develop an online application and registration system for our Additional Qualifications courses.	Jim Greenlaw and Gerry Pinkney	Summer 2008

FACULTY OF EDUCATION

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Consolidate governance and management	2.1	Maintain motivation of management team, faculty and support staff	Provide administrative assistance for the Director of the B.Ed. Program and the Coordinator of the AQ Program and automate more of the services they provide.	Dr. Liesel Knaack, the Director of the B.Ed. Program until July 2009, has been provided with an Admin Assistant who is working half time because of health problems. She needs a full time assistant.	Jim Greenlaw and the new BPO	Winter 2008
				Nick Scarfo, Coordinator of the Additional Qualifications program, needs a half time Admin Assistant. He will also be given an automated student application and registration system.	Jim Greenlaw and Ron McKelvey	Summer 2008
	2.2	Continue the innovative relationship with Durham College concerning shared services	Coordinate with Durham College's Communication Instructors to provide an effective bridge for their students who wish to transfer into UOIT's BA in Communication. Also improve the level of IT service for the Faculty.	A bridging program will provide DC students with the chance to enter the 3rd year of the BA in Communication once they have completed some UOIT courses as part of their DC three-year diploma.	Robin Pereira and Jim Greenlaw	Fall 2008
				We have increased our student population dramatically and still have just one technician from IT services (Mike Prasad). Beyond Mike we also need an audiovisual expert to help with the new BA in Communication program.	Junior Groves and Gerry Pinkney	Summer 2008
	2.3	Consolidate university management including internal university decision-making and follow-up reporting processes	Establish two more Director Positions (M.Ed. and BA Communication) to add to the current B.Ed. Director position	As we plan to begin the M.Ed. In July 2009, we need to designate an M.Ed. Director by January 2009.	Jim Greenlaw	Winter 2009
				We are currently planning to interview for the position of Director of the BA in Communication so that he or she can begin working in July 2008.	Jim Greenlaw	Summer 2008

FACULTY OF EDUCATION

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
	2.4	Renew institutional fund-raising objectives and strategies	As BA and MA students in Communication work their way through UOIT programs, involve some of them in cooperation with BBA and MBA students in the development of fund-raising and advertising projects that would enable UOIT to raise more money.	Advertising copy and promotional digital videos.	Jim Greenlaw and new Dean of BIT	Winter 2010
	2.6	Assess institutional risks and implement appropriate mitigation strategies	Establish crisis management plan to provide quick response for students in need.	Crisis management team needs to be established in winter of 2008 to deal with students in need.	Jim Greenlaw, Alyson King, and Liesel Knaack	Winter 2008
Strengthen identity and partnerships	3.1	Continue to nurture and expand strong relationships with key opinion and business leaders, and the community	Work with school teachers and leaders, school board officials and teachers' unions to develop strong partnerships for research, curriculum, development, and professional development activities.	Through groups such as the teacher Education Liaison Committee, the Teacher Education Advisory Committee, and the Education Graduate Steering Committee, increase partner awareness of teacher education and research initiatives.	Jim Greenlaw	Fall 2007
	3.2	Continue to build strong relationships with the Ministry of Training, Colleges and Universities at the provincial level	Through liaison with the Ontario Deans of Education, increase communication between the MTCU and the UOIT Faculty of Education	Our UOIT Faculty of Education concerns often parallel those of other Faculties of Education. The Ontario Deans of Education meetings provide UOIT with a chance to share those concerns with the MTCU representative who attends these meetings.	Jim Greenlaw	Fall 2007
	3.3	Build a unique university culture based on UOIT's values	Add to the current values of technology and professional orientation, the new value of international and multicultural initiatives and responsiveness.	International projects (Signed MOUs) and the internationalization of course materials where appropriate.	Jim Greenlaw and Ann Lesage	Spring 2008
Association of Canadian Deans of Education Accord on Internationalization of Faculties of Education.				Jim Greenlaw	Spring 2008	

FACULTY OF EDUCATION

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
	3.4	Develop innovative industry or government partnerships with potentially significant complementary impact on university programs	Work with software and textbook publishers, the Conference of Independent Schools of Ontario, and the Ministry of Education to develop strong partnerships for research, curriculum, development, and professional development activities.	Research Reports and new e-learning curriculum materials (e.g. learning objects repository) created in collaboration with the Ministry of Education and/or the Conference of Independent Schools of Ontario for their new e-learning initiative.	Jim Greenlaw and Janette Hughes	Summer 2008
	3.5	Increase the university's visibility in Ontario, Canada and internationally	Enable Education and Communication Faculty members to present papers at local, national, and international conferences and to publish in international journals.	Conference papers and journal articles	All tenure track and tenured members of the Faculty of Education	Spring 2008
	3.6	Aim to internationalize UOIT to strengthen the institution	Establish partnerships in Hong Kong, Jordan, Dubai, and Turkey to facilitate undergraduate student exchanges, graduate program cohorts, and research partnerships.	MOUs and articulation agreements. Students to teach in Turkey in April and May 2008.	Jim Greenlaw, Ann Lesage, Lorayne Dunlop-Robertson	Winter 2009
	3.7	Develop a greater sense of community within the institution	Use team-building approaches, social gatherings, and equitable staffing and workload practices to improve the sense of community. Also continue to plan for a separate building to house the Faculty of Education and Communication	Reduced core Faculty teaching load from five to four courses. Hope to move into new building in September 2008. Continue to facilitate faculty and staff cohesiveness through research lunches and seminar presentations, parties, retreats, etc.	Jim Greenlaw, Pat Vale-Dougherty, Janette Hughes, Roland Van Oostveen.	Fall 2008
Build research and graduate studies intensiveness	4.1	Increase the depth and breadth of the research infrastructure and funding	Support Faculty as they develop research funding proposals and hold regular research seminars and lunches.	Submit SSHRC Proposals for September 2008	Jim Greenlaw, Janette Hughes, Roland Van Oostveen, and Francois Desjardins.	Winter 2008

FACULTY OF EDUCATION

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
		Seek federal government funding for Educational Technology research to coordinate with its priorities in areas such as the environment and security.	The ADM Science and Technology Integration Board and the Federal Government's Science and Technology Enterprise are seeking proposals for research funding. So there is potential for research projects in Educational Technology.	Jim Greenlaw and Kamiel Gabriel.	Summer 2008
4.2	Expand industry and community partnerships with significant potential impact on graduate studies and research	Work with Ontario's Ministry of Education, the Conference of Independent Schools of Ontario, and our partner school boards to research how they can improve their e-learning programs.	Ontario Ministry of Education's new e-learning initiative is vast, and the government needs help in researching and development for this program. CIS Ontario has it's own parallel elearning initiative.	Various core professors in the Faculty of Education	Summer 2008
4.3	Expand partnerships with significant potential impact on the university's capacity to foster innovation and technology transfer	Partnering with universities in Hong Kong, Jordan, Dubai, and Turkey will enable UOIT's Faculty of Education to develop innovative uses of technologies for K-12 school systems in Asia and the Middle East.	Research Reports and new e-learning curriculum materials (e.g. learning objects repository) created in collaboration with the Ministries of Education and universities in the Middle East and Asia.	Jim Greenlaw, Ann Lesage, Lorayne Dunlop-Robertson	Winter 2009
4.4	Develop innovative Masters' and PhD programs based on best practices	Develop a proposal for an M.Ed. that includes Adult and Higher Education, Curriculum, Leadership, and Technology streams	Masters programs in Education	Jim Greenlaw, Brian Campbell, and graduate program committees.	Fall 2009
		Develop a proposal for an MA in Communication. The PhD planning can wait until the Masters programs are in place.	Masters programs in Communication	Jim Greenlaw, Brian Campbell, and graduate program committees.	Fall 2010
		By 2010 60% of all graduate courses in Education and Communication will be offered entirely online.	Online graduate courses in Education and Communication.	Jim Greenlaw and new Directors of M.Ed. and MA in Communication.	Summer 2009



FACULTY OF EDUCATION

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
	4.5	Ensure success of the Automotive Centre of Excellence (ACE) project	Communication Students and Faculty Create PR video for ACE.	Digital Media presentation.	Jim Greenlaw and new Director of Communication Program	Summer 2009
	4.6	Provide adequate bursaries, scholarships and financing for graduate students	M.Ed. Director and Education and Communication Graduate Committees coordinate research and teaching assistantships to be funded in part by Professors' SSHRC Grants	Teaching and Research Assistantships	Jim Greenlaw and new Director of M.Ed. Program	Summer 2009
	4.7	Plan for growth of graduate student population to 500 FTEs in 2010	By 2010 approximately 150 FFTE M.Ed. and MA in Communication graduate students will be studying in the Faculty of Education and Communication.	M.Ed., MTESL, and MA in Communication Program Proposals and then programs.	Jim Greenlaw, Brain Campbell, and new Directors of M.Ed., MTESL, and MA in Communication Programs	Fall 2010
	4.8	Develop policies and procedures to support research and graduate studies	Create an M.Ed. And MA in Communication Student Handbooks which will contain policies and procedures concerning, for instance, how students are to conduct research and complete the writing of projects and theses.	Student Handbooks	Jim Greenlaw and new Directors of M.Ed. and MA in Communication.	Fall 2010
Innovate in teaching and learning	5.1	Continue successful mentoring of faculty members in teaching and learning	The Dean will visit each instructor's class to give constructive feedback.	Written and/or verbal feedback provided to approximately 30 part time and core faculty.	Jim Greenlaw	Spring 2008

FACULTY OF EDUCATION

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
	5.2	Continue to research, develop and implement technology-intensive teaching and learning environment	Faculty members will work together to write a book about their teaching approaches titled Digital Pedagogy.	A book called Digital Pedagogy	Jim Greenlaw	Summer 2008
	5.3	Develop and implement a distance learning infrastructure, including appropriate learning strategies	Dr. Francois Desjardins and Dr. Roland Van Oostveen are developing a Collaborative Online Learning Environment for use in all Faculty of Education courses.	Collaborative Online Learning Environment Software developed, piloted, and then implemented across the Faculty of Education and Communication	Francois Desjardins, Roland Van Oostveen, Bill Muirhead, and Jim Greenlaw	Fall 2010
	5.4	Improve quality and timeliness of IT services mission-critical to faculty members, students and staff involved in undergrad and grad studies and services	Hire as soon as possible a teacher who has a Masters in Educational Technology to work as a technician and mentor for all of our B.Ed. and M.Ed. instructors.	An instructor mentor who knows the pedagogical needs of Education faculty.	Jim Greenlaw	Fall 2010

# **Faculty of Energy Systems and Nuclear Science**

FACULTY OF ENERGY SYSTEMS AND NUCLEAR SCIENCE

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Grow Strategically	1.1	Continue successful ramp-up of unique undergraduate programs	Launch BASc in Nuclear power	Confirm OPG commitment to co-op program	George Bereznai, Energy Systems & Nuclear Science	Fall 2010
	1.2	Continue successful domestic and international student recruitment and retention to achieve 5500 FTEs in 2009	Continue support of local and international recruitment efforts	Increase total undergraduate student enrollment in the nuclear programs by 5% in each year of the strategic plan	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall)
			Support student recruitment and retention programs	Participation in established recruitment and retention programs, contributions to new initiatives	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall) 2009, 10 & 11
	1.3	Continue successful mentoring and assistance of students on financing, programs, career choices and job placement	Support the work of faculty colleagues and the academic advisor	Achieve high student satisfaction and low student dissatisfaction with the support in the specified areas under the Dean's control	George Bereznai, Energy Systems & Nuclear Science	Annually (Spring)
	1.4	Continue successful recruitment of faculty members, deans, and staff	Identify and demonstrate need for desired level of faculty and staff	Gain approval for desired positions, prepare advertisements, hold interviews	George Bereznai, Energy Systems & Nuclear Science	Annually (Spring)
	1.7	Develop innovative pathways for students to facilitate access between UOIT and the colleges, especially Durham College, in either direction	Develop bridge program into the BASc in Nuclear Power from specified college programs	Program proposal	George Bereznai, Energy Systems & Nuclear Science	Fall 2008
			Participate on the Advisory Committee for the proposed diploma program in energy and fuel	Advice to the project leaders at Durham College	George Bereznai, Energy Systems & Nuclear Science	Fall 2009

FACULTY OF ENERGY SYSTEMS AND NUCLEAR SCIENCE

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
1.8	Develop new and innovative sources of revenue	Extend opportunities for contract research and teaching, introduce certificate programs	Contracts; certificate programs	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall)
1.9	Plan and build new space for growing needs in research, teaching, graduate studies, students, services and cultural activities	Participate in, provide advice to the team managing the addition to ACE	Advice and specific inputs to plans and implementation	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall) 2009, 10 & 11
1.10	Obtain ministerial approval for academic growth (i.e. new programs, graduate allocations, etc)	Implement new programs, promote programs nationally and internationally to gain increasing numbers of excellent students	New programs proposed and implemented	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall) 2009, 10 & 11
1.11	Provide bursaries and scholarships for undergraduate students	Grow the existing relationships and develop new ones with industry partners for internships, bursaries and scholarships	Internships, bursaries and scholarships for undergraduate students	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall) 2009, 10 & 11
1.12	Improve strategic financial planning of operating and capital requirements	Prepare annual and three-year operating and capital equipment plans	Annual and three-year operating and capital equipment plans	George Bereznai, Energy Systems & Nuclear Science	Annually (Spring)
1.13	Partner with key university institutions to achieve institutional goals	Maintain and further develop existing partnerships with OPG, Cameco and UNENE	Partnership agreements	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall)
		Seek new partnerships with out-of-province Canadian universities, nuclear laboratories and institutions specializing in nuclear and related fields (eg. Michener)	Partnership agreements	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall)

FACULTY OF ENERGY SYSTEMS AND NUCLEAR SCIENCE

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Consolidate governance and management	2.1	Maintain motivation of management team, faculty and support staff	Develop annual performance plan for each individual and gain concurrence of affected individuals	Annual performance plan for each individual	George Bereznai, Energy Systems & Nuclear Science	Annually (Spring)
	2.3	Consolidate university management including internal university decision-making and follow-up reporting processes	Resources and processes are in place to meet reporting requirements	Reports to the Provost's office, to industrial partners and to granting agencies	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall)
	2.4	Renew institutional fund-raising objectives and strategies	Initiate fund-raising opportunities from the nuclear and related industries; respond positively to requests for support from the Advancement office	Identify and respond to opportunities	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall) 2009, 10 & 11
	2.6	Assess institutional risks and implement appropriate mitigation strategies	Quarterly monitoring and reporting of actual versus planned performance relative to the strategic plan	Reports of actual versus planned performance relative to the strategic plan	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall) 2009, 10 & 11
Strengthen identity and partnerships	3.1	Continue to nurture and expand strong relationships with key opinion and business leaders, and the community	Participate in scheduled partnership meetings with OPG and Cameco, advisory committee meetings re OPG's new build, NRCan Gen IV project, respond to opportunities as they arise	Prepare advice and recommendations as per individual project schedules	G. Bereznai for OPG; B. Ikeda for Cameco; A. Waker for AECL - CRNL; G. Harvel & E. Nichita for AECL - SP	Annually (Fall)
	3.3	Build a unique university culture based on UOIT's values	Contribute nuclear industry experience and international partnership experience	Support memberships in Canadian associations; support participation in international forums; involve alumni	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall) 2009, 10 & 11

FACULTY OF ENERGY SYSTEMS AND NUCLEAR SCIENCE

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
3.4	Develop innovative industry or government partnerships with potentially significant complementary impact on university programs	Build on the existing partnerships with Cameco, OPG, UNENE, NRCan	Partnership agreements	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall) 2009, 10 & 11
			Students returning from work terms and internships bring industry supported thesis topics	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall) 2009, 10 & 11
3.5	Increase the university's visibility in Ontario, Canada and internationally	Participate in national and international seminars, workshops and conferences; Organize a nuclear conference at UOIT	Propose presentations and participation at national and international venues	George Bereznai, Energy Systems & Nuclear Science	Fall 2009
		Develop the six sigma quality management program	Develop the six sigma quality management program to be offered at UOIT	George Bereznai, Energy Systems & Nuclear Science	Fall 2010
3.6	Aim to internationalize UOIT to strengthen the institution	Develop agreements with universities outside Canada	Partnership agreements	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall) 2009, 10 & 11
3.7	Develop a greater sense of community within the institution	Support student groups relevant to the nuclear and related programs (Engineering Students Association, Engineers without Borders, Canadian Nuclear Society Student Branch, Women in Nuclear, International Young Nuclear Congress)	Report on student activities	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall)

FACULTY OF ENERGY SYSTEMS AND NUCLEAR SCIENCE

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Build research and graduate studies intensiveness	4.1	Increase the depth and breadth of the research infrastructure and funding	Ensure success of NSERC-UNENE IRC application	Research proposals	George Bereznai, Energy Systems & Nuclear Science	Fall 2008
			Identify candidate for Tier I CRC	Candidate	George Bereznai, Energy Systems & Nuclear Science	Fall 2008
			Pursue funding for individual UNENE projects	Funding obtained	George Bereznai, Energy Systems & Nuclear Science	Fall 2009
			Regular meetings and reports of existing IRCs	Reports	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall)
			Develop agreements with universities, private and government research institutions	Partnership agreements	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall) 2009, 10 & 11
			Identify and demonstrate need for additional laboratory equipment	Annual capital equipment budget plan	George Bereznai, Energy Systems & Nuclear Science	Annually (Spring)
	4.2	Expand industry and community partnerships with significant potential impact on graduate studies and research	Work to have OPG Partnership agreement renewed	Prepare new OPG partnership agreement	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall) 2009, 10 & 11
			Work to have Cameco agreement renewed	Prepare new Cameco partnership agreement	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall) 2009, 10 & 11
			Expand the flow of UNENE funds to UOIT's nuclear programs	Proposals for additional projects funded by UNENE	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall) 2009, 10 & 11



FACULTY OF ENERGY SYSTEMS AND NUCLEAR SCIENCE

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
		Establish long-term Chalk river partnership	Begin research and academic operations at Chalk River facilities	George Bereznai, Energy Systems & Nuclear Science, Office of the Provost	Fall 2009
4.3	Expand partnerships with significant potential impact on the university's capacity to foster innovation and technology transfer	Develop agreements with private industry and OCE to support research with potential for technology transfer	Partnership agreements	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall)
4.4	Develop innovative Masters' and PhD programs based on best practices	Develop two additional masters programs	Program proposals	George Bereznai, Energy Systems & Nuclear Science	Fall 2010
		Develop a PhD program in the nuclear area	Program proposal	George Bereznai, Energy Systems & Nuclear Science	Fall 2010
		Gain approval of the MASc/Meng program in Nuclear Engineering, Radiological and Health Physics;	Graduate program proposal	George Bereznai, Energy Systems & Nuclear Science	Fall 2008
		Prepare proposals as appropriate for additional graduate programs	Graduate program proposals	George Bereznai, Energy Systems & Nuclear Science	Fall 2011
4.6	Provide adequate bursaries, scholarships and financing for graduate students	Grow the existing relationships and develop new ones with industry partners for internships, bursaries and scholarships	Internships, bursaries and scholarships for undergraduate students	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall)

FACULTY OF ENERGY SYSTEMS AND NUCLEAR SCIENCE

Priority	Goal		Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
Innovate in teaching and learning	5.1	Continue successful mentoring of faculty members in teaching and learning	Review student feedback with individual faculty members	Specific to individuals and the opportunities	George Bereznai, Energy Systems & Nuclear Science	Annually (Spring)
	5.2	Continue to research, develop and implement technology-intensive teaching and learning environment	Provide funding for teaching innovations	Specific to individuals and the opportunities	George Bereznai, Energy Systems & Nuclear Science	Annually (Spring)
	5.3	Develop and implement a distance learning infrastructure, including appropriate learning strategies	Meet the needs of the market for distance delivery of nuclear courses, particularly for certificate programs	Courses suitable for distance delivery	George Bereznai, Energy Systems & Nuclear Science	Annually (Fall) 2009, 10 & 11

# **Faculty of Engineering and Applied Science**

FACULTY OF ENGINEERING AND APPLIED SCIENCE

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Grow Strategically	1.1	Continue successful ramp-up of unique undergraduate programs	Consolidate existing programs	Consolidated Programs in collaboration with other Faculties	Program Directors	2009
	1.2	Continue successful domestic and international student recruitment and retention to achieve 5500 FFTEs in 2009	Increase admission grades to 75% and continue outreach programs	Increased admission grades and improved academic quality of entering students	Registrar's office	2009
	1.4	Continue successful recruitment of faculty members, deans, and staff	Continue to pursue the appointment of excellent faculty and staff through proactive recruitment strategies	Hiring of excellent faculty members and staff	Dean	Annually (Fall)
	1.8	Develop new and innovative sources of revenue	Seek the creation of Industrial chairs, research grants and research contracts	One new industrial chair	Dean	Annually
	1.9	Plan and build new space for growing needs in research, teaching, graduate studies, students, services and cultural activities	Re-assignment of space for faculty in Engineering Building	New space within existing labs for research	Acting Dean	Fall 2008
	1.11	Provide bursaries and scholarships for undergraduate students	Provide stipends to summer undergraduate students	Provide "Initiation to Research" to undergraduate students	All faculty members	Fall 2008

FACULTY OF ENGINEERING AND APPLIED SCIENCE

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
	1.12	Improve strategic financial planning of operating and capital requirements	Better planning for operating budgets	Improved financial planning	BPO	Spring 2008
			Encourage faculty to take advantage of CFI infrastructure	More equipment from CFI grants	Dean	Annually
			Form Advisory Committee to the Dean	Better planning in consultation with Advisory Committee	Advisory committee for the Dean	Annually
Consolidate governance and management	2.1	Maintain motivation of management team, faculty and support staff	Improve the operation of the Faculty, prompt participation from faculty and staff, solicit respect of all, create a positive, collegial environment	New grants, contracts and graduate students	Dean	Annually (Fall)
	2.2	Continue the innovative relationship with Durham College concerning shared services	Explore new ways to integrate the Integrated Manufacturing Centre into undergraduate programs	New applied opportunities for students in advanced manufacturing, robotics and mechatronics	Dean	Fall 2008
	2.4	Renew institutional fund-raising objectives and strategies	Partner with Advancement in the creation of Alumni Activities	Outreach to alumni to attend UOIT activities and activities geared for this constituency	Dean	Fall 2008
Strengthen identity and partnerships	3.1	Continue to nurture and expand strong relationships with key opinion and business leaders, and the community	Creation of closer ties with the community	Report on new partnerships and research opportunities	Dean	Annually (Fall)
	3.6	Aim to internationalize UOIT to strengthen the institution	Encourage faculty to participate in International Committees and Conferences	Participation in international scientific committees	All faculty members	Annually

FACULTY OF ENGINEERING AND APPLIED SCIENCE

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
Build research and graduate studies intensiveness	4.1 Increase the depth and breadth of the research infrastructure and funding	More proposals to funding agencies: NSERC, CFI, ORF, OCE, etc. Try to seek more industrial contracts	Increased number of successful grant requests	All faculty members	Annually (Fall)
		Prepare well for the success of ACE as a unique research facility with specific plans to attract large funding and top notch researchers/users	Hire faculty member with experience in experimental aerodynamics to use ACE facility which is unique	Assistant or Associate professor specializing in wind tunnel experimentation	Fall 2009
		Ensure the success of the ORF sponsored Hydrogen research project with plans for commissioning a lab in the very near future, equipping the lab with necessary materials and equipment by applying to CFI, attracting top researchers, etc	Functional sustainable hydrogen production lab	Greg Naterer	Winter 2009
		Build a capacity around the NSERC-GM Chair holder with plans to create the CEDAR centre for Advanced design in partnership with GM Canada	Renewal of the NSERC-GM Chair with CEDAR as an addition to the second phase of this Chair.	Remon Pop-Iliev	Fall 2010
4.3	Expand partnerships with significant potential impact on the university's capacity to foster innovation and technology transfer	Expand co-op programs and internships	More internships and coop programs	Dean and Mike Szarka	Annually
		Expand research contracts	More research contracts	Dean and Mike Szarka	Annually
4.4	Develop innovative Masters' and PhD programs based on best practices	Continue development of new Ph.D. in Mechanical Engineering	Approval of OCGS	Dean	Fall 2010
		Final approval and start up of Ph.D. Program in Mechanical Engineering	Approval of OCGS	Director of Grad Studies at FEAS	Fall 2008

FACULTY OF ENGINEERING AND APPLIED SCIENCE

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
	4.5	Ensure success of the Automotive Centre of Excellence (ACE) project	Explore new ways to integrate the Automotive Centre of Excellence into research activities and graduate programs	Faculty and graduate students using ACE	Greg Rohrauer	Fall 2008
	4.6	Provide adequate bursaries, scholarships and financing for graduate students	Find new ways to support domestic graduate student through stipends and bursaries from research funds	More research funds for graduate students	Dean	Fall 2008
	4.7	Plan for growth of graduate student population to 500 FTEs in 2010	Increase graduate student enrolment	100-150 graduate student enrolment by 2010	All faculty members	Fall 2008
	4.8	Develop policies and procedures to support research and graduate studies	Refine existing procedures and policies (thesis exams, selection committees, etc)	Update documentation	Dean	Annually (Fall)
Innovate in teaching and learning	5.1	Continue successful mentoring of faculty members in teaching and learning	Encourage faculty to participate in all activities related to improved teaching and learning	Improved faculty teaching and learning skill sets	Program Directors and Dean	Annually (Fall)
	5.2	Continue to research, develop and implement technology-intensive teaching and learning environment	Review software & hardware requirements for students	Improved learning outcomes	Dean	Fall 2008





# Faculty of Health Sciences

FACULTY OF HEALTH SCIENCES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date		
Grow Strategically	1.1 Continue successful ramp-up of unique undergraduate programs	Ongoing review and accreditation preparation for all of the professional Health Sciences programs (BScN, RPN, RN, Med Lab, Health Informatics Management (HIM))	Successful accreditation - Med Lab	Dean, Directors of programs	Spring 2010		
			Successful accreditation - HIM	Dean, Directors of programs	Summer 2008		
			Successful accreditations in BScN, RPN, RN	Dean, Directors of programs	Winter 2009		
		Expansion of Health Science programs with specializations.		Draft specialization curriculum maps for Business specialization	BPO	Fall 2009	
				Draft specialization curriculum maps for Human Kinetics	BPO and Dr. Bernadette Murphy	Fall 2008	
				Draft specialization curriculum maps for Psychology minor with Trent	BPO	Fall 2009	
		Movement to flexible and technology enhanced learning which includes simulation		6 online courses per year for next 4 years	Dean, PBO, faculty	Annually (Fall)	
				Expand summer programs	Offer summer externship to 4th year BScN students	Dean	Fall 2008
		1.2 Continue successful domestic and international student recruitment and retention to achieve 5500 FFTEs in 2009		Work with registrar's office to decentralize recruitment efforts and have current faculty add to recruitment initiatives	Meet with admissions office to develop a student recruitment plan in Summer 2008. Include a Health Awareness day to high school students at UOIT for May of every year	Academic Advisors	Annually (Spring) 2009, 10, & 11
				link with high school students interested in pursuing education in health sciences	Develop online course with general health themes which high school students can take for university elective credit	BPO	Fall 2009
Community outreach for recruitment of students	Set up Health Sciences recruitment fair at local community agencies			Tracey Szarka	Annually (Winter) 2009, 10 & 11		

FACULTY OF HEALTH SCIENCES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
		Provide academic administrators easily accessible online methods of detecting students at risk and then initiate early warning meetings of such students with academic advisors	System developed by Fall 2008	PBO, Academic Advisors	Winter 2009
		Improve display materials for recruitment events (OUF, open house)	Develop attractive Zap banners for each program and Tri-fold table top display boards	Academic Advisors	Fall 2008
		Foster enthusiasm for recruiting among wider range of health sciences faculty to increase participation in OUFG and other recruitment events	Presentation at September Faculty Council	Dean	Annually (Fall)
		Increase intake in BHSc	Additional 20 students in BHSc	Dean, directors of BHSc	Fall 2009
		Increase intake in RPN programs	Additional 10 students in RPN to BScN	Dean, directors of BScN	Fall 2009
		Create initial spaces in BAHSc program and add yearly	Intake of 20 students in 2008 and 40 students each year after	Dean	Annually (Fall)
		Increase retention rate of upper years	Academic Advisors will sit with all students on probation and map out term requirements. Learning plans will be required of any student readmitted from suspension	Academic Advisors	Annually (Fall)
		Strive for consistent excellence in admitted student	Attract and retain high quality of student. Set a task force in the BHSc program to ensure admissions requirements for the program match first year courses	BPO	Fall 2009
1.3	Continue successful mentoring and assistance of students on financing,	Develop an annual information session to help guide future choices for BHSc Students.	Link with ongoing job fairs, invite local employers to participate in job opportunities.	Director of BHSc program	Winter 2009

FACULTY OF HEALTH SCIENCES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
	programs, career choices and job placement	Develop internship program for BHSc students.	Have 10 placements developed for BHSc students.	BHSc program director	Fall 2009
1.4	Continue successful recruitment of faculty members, deans, and staff	Identify key faculty members to assist in job postings and attend conferences for the purpose of recruitment and outreach. Look at opportunities for post doctorates or in program externships	Faculty members identified, conferences and grad programs identified	Graduate Program Director	Winter 2009
1.5	Continue enhancing the student life experience for student development	Develop a faculty forum for all students.	Start to formalize student activities within the faculty	PBO, student leaders in each program	Fall 2008
		Establish unique student association for each program.	BHSc program association start-up. BScN and Med Lab association established need to find presidents for each year	PBO, Academic Advisor, Director	Fall 2008
1.7	Develop innovative pathways for students between UOIT and the college, especially Durham College, in either direction	Investigate the option for a dual credential between Durham's Biotechnology Advanced Diploma Program and the BHSc in Medical Laboratory Science	Assuming interest from Durham demonstrated and congruence established, proposal developed	UOIT/Durham College Deans and program directors	Fall 2010
		Work with Durham College on integrating the HR certificate into the undergraduate Health Programs	Assuming interest from Durham demonstrated and congruence established, proposal developed	UOIT/Durham College Deans and program directors	Fall 2010
		Over next three years develop ways of distributing advance standing ie- challenging for credits, PLAR, challenge exams, advance standing based on other post education courses	BAHSc passed and launch pilot in Fall 2008	Dean and faculty	Fall 2008
			Expand to working health professionals in 2009 allowing adequate credit for previous education and work	Dean and faculty	Fall 2009
			Consider expansion of BAHSc program to students with other areas of focus	Dean and faculty	Fall 2010

FACULTY OF HEALTH SCIENCES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
	1.8	Develop new and innovative sources of revenue	Offer continuing education in health science programs, offer CE credits	One course offering established	Dean, PBO	Fall 2010
	1.9	Plan and build new space for growing needs in research, teaching, graduate studies, students, services and cultural activities	Working with health care partners for additional teaching space, research opportunities and activities	Agreement for additional space obtained by 2010 with new Whitby Hospital	Dean, Provost's office	Winter 2011
	1.10	Obtain ministerial approval for academic growth (i.e. new programs, graduate allocations, etc)	Obtain approval for Bachelor in Health Sciences, Acupuncture and Complementary Medicine	Draft proposal for Faculty of Health Sciences internal review	Dean, PBO	Fall 2009
				Revisions to proposal for Academic Council	Dean	Fall 2010
	1.11	Provide bursaries and scholarships for undergraduate students	Provide 6 faculty specific bursaries and or scholarships by 2010	2 bursaries per year for next 3 years	Dean	Annually (Fall)
	1.13	Partner with key university institutions to achieve institutional goals	Develop an innovative health sciences curriculum for consideration in other international venues	Create a proposal for curriculum and simulation expertise the faculty has to offer	Dean	Spring 2009
				Pursue health education opportunities at UOIT	Meetings with Lakeridge and Queen's University Medical School	Dean, President, politicians
Consolidate governance and management	2.1	Maintain motivation of management team, faculty and support staff	Develop identifiable progression paths and mentoring for management and support staff	Develop mentoring program so each health sciences staff member can be paired with staff 1 level higher on a project	PBO	2009
				Provide mentoring for faculty and staff by offering training sessions/programs	Facilitate the creation of training sessions for faculty and staff on relevant programs such as conflict management	Dean

FACULTY OF HEALTH SCIENCES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
		Training/mentoring for sessional instructors	Assign FT faculty to ensure all sessionals have mentor	Program Directors	Fall 2008	
			Develop handbook with teaching and learning centre	Program Directors	Fall 2008	
	2.2	Continue the innovative relationship with Durham College concerning shared services	Create increased efficiencies through greater coordination of like services	Centralizing ordering of lab supplies, autoclaving services, and lab supplies across campus through centralized stores	PBO	
	2.4	Renew institutional fund-raising objectives and strategies	Investigate opportunities for endowed chairs, and dedicated space	Establish an advisory group for fundraising	Dean	2009
	2.6	Assess institutional risks and implement appropriate mitigation strategies	Propose a strategy for more flexible clinical hours and reduce the demand on stakeholders at specific times of the clinical year	Establish a summer option for final year BScN students (externship)	Dean, BScN director	2009
				Explore simulated clinicals for med lab students	Dean, Med Lab director	2010
Strengthen identity and partnerships	3.1	Continue to nurture and expand strong relationships with key opinion and business leaders, and the community	Maintain and build strong relationships with health care partners	Ensure ongoing meetings with healthcare agencies such as: LHINS, Markham Stouffville, Rouge Valley, Lakeridge, and other leading health care agencies.	Dean	Annually (Fall)
	3.4	Develop innovative industry or government partnerships with potentially significant complementary impact on university programs	Enhance the Community Link Research Unit	Work with CJPS to develop policy and procedures for research unit	Dean	Fall 2009
			Lobby on behalf of med lab for clinical educations funds and centralized placements	Proposal to MTCU to get MLSC added to the Clinical Education Fund allocation	MLS faculty representative on working group	2009

FACULTY OF HEALTH SCIENCES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
			The MLS program will participate in the MoH Clinical Practice Working group to develop pilot of central placement agency for allied health profession	MLSC Director	2011	
	3.6	Aim to internationalize UOIT to strengthen the institution	Increase international clinical placements, and reciprocal arrangements	1 International placement per year until 2010	Dean, Directors of programs	Annually (Fall)
			Develop a plan for use of MLS lab space for research purposes	Plan for multiple use of MLS labs.	Nancy Bergeron	2009
	3.7	Develop a greater sense of community within the institution	Support a grant writing team in health sciences to aid in submissions and proposals	Consultant hired 2008-2009, with 2 grants submitted, non-academic purpose, research equipment	Dean, consultant, faculty	2010
Build research and graduate studies intensiveness	4.1	Increase the depth and breadth of the research infrastructure and funding	Hire a consultant to establish a mentoring program for research writing and build a team that in turn will mentor new and junior faculty	Increased number of grants and success rates	Dean	Annually (Fall)
			Through the mentorship program establish external partnerships for junior faculty	Link all junior Faculty with senior researcher, annual training sessions	Dean	Annually (Fall)
			Offer masters program to cohorts of students at industry sites, joint research with LHO, Rouge, joint clinical researcher	Work with community partners to set up infrastructure to take in students and have joint research partnerships and projects	Dean	2011
			Approach publishing technology contacts and involvement through HETRU	One contract with external partners by 2010	HETRU researchers	2010

FACULTY OF HEALTH SCIENCES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
	4.2	Expand industry and community partnerships with significant potential impact on graduate studies and research	Development of interdisciplinary flexible master's of health sciences program, and continue that into PhD program	Proposal complete and passed through academic council and OCGS	Dean Graduate studies	Fall 2009
	4.8	Develop policies and procedures to support research and graduate studies	Create atmosphere that motivates and is inclusive	Teaching and learning luncheons each fall start up	Dean	Annually (Fall) 2009 & 2010
Innovate in teaching and learning	5.1	Continue successful mentoring of faculty members in teaching and learning	Continue to integrate Ae3 assessment program and its use in health sciences and consider further applications	Ae3 used in Med Lab and BAHSc	Dr. Jay Tashiro	2009
			Have specific simulation application threads throughout all years of the program	BScN program uses simulation in all 4 years	Director of BScN and faculty	2009
	5.2	Continue to research, develop and implement technology-intensive teaching and learning environment	The degree completion program will see 6 courses per year over the next 4 years delivered through distance/online structure	Complete degree BAHSc offered online	Dean, Director of BAHSc	Annually (Fall)
			Develop Continuing Education	Continuing Education programs	Dean	2011



# Faculty of Science

FACULTY OF SCIENCE

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Grow Strategically	1.1	Continue successful ramp-up of unique undergraduate programs	Launch a new BSc Computer Science specialization in bioinformatics, subject to student demand	Perform market study; program proposal for internal review	M. Green, K. Pu, J. Bradbury, D. Bonetta, W.R. Smith, Faculty of Science	Fall 2009
				Final proposal (if appropriate) for Academic Council	As above	Fall 2010
			Introduce new Science minors aimed at non-science students	Proposals for internal review	Dean of Science and Faculty of Science colleagues	Fall 2008
	1.2	Continue successful domestic and international student recruitment and retention to achieve 5500 FFTEs in 2009	Identify key regions for targeted international recruiting. Potential regions include China, India and South America. Identify key conferences and universities within the region and establish a UOIT Science presence	Increase undergraduate international student enrolment by 5% in each year of the strategic plan	Kelly Dodson, International Office	Annually (Fall)
			Pursue vigorous Science-initiated recruitment strategies based on recent successful approaches (Science Scholars Dinner, HS Teachers Dinner, HS visits, HS student visit hosting, TSTOP, YSTOP, etc.) to increase undergraduate enrolments and increase student quality	Increase first-year intake to overall current capacity of approx 350 students (dependent on space constraints) in all Science programs (approx 1920 BIU's over all years). Implement first-year enrolment caps in Forensic Science (70), Biology (110). Caps may be increased if increased laboratory space is made available	Science Recruitment Committee and Faculty of Science colleagues	Annually (Fall)
	1.3	Continue successful mentoring and assistance of students on financing, programs, career choices and job placement	Establish a career-oriented colloquium series for Science students, involving industry speakers	Launch a "Careers in Science" colloquium series	Designated Science faculty member.	Fall 2008

FACULTY OF SCIENCE

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
1.4	Continue successful recruitment of faculty members, deans, and staff	Identify key conferences to identify potential faculty candidates; pursue networking opportunities with academia and industry	Continue hiring of excellent faculty members and staff	Dean of Science and Faculty of Science colleagues	Annually (Fall)
1.5	Continue enhancing the student life experience for student development	Enhance student clubs within the Faculty of Science, including discipline-specific clubs	Formation of discipline-specific undergraduate Science clubs	Science faculty members	Annually (Fall)
		Deploy web 2.0 tools to communicate with students	Implementation of new tools as appropriate	Science faculty members	Annually (Fall)
1.7	Develop innovative pathways for students between UOIT and the colleges, especially Durham College, in either direction	Develop articulation agreements with Durham College to accept UOIT Honours Science graduates into advanced standing in relevant College programs (requiring 1 year to completion of 3-year Diploma)	Collaborate with DC to enhance existing Biology transfer program, and to create additional advanced standing entry agreements to College diploma programs for UOIT Science graduates, requiring 1 year to obtain 3-year College Diploma	Dean of Science and Faculty of Science colleagues	Fall 2008
		Develop articulation agreements with additional Ontario Colleges to accept UOIT Science graduates into advanced standing in relevant College programs (requiring 1 year to completion of 3-year Diploma)	Extend collaboration to other Ontario Colleges, as appropriate	Dean of Science and Faculty of Science colleagues	Fall 2009
		Create pathways to UOIT Science programs from 3-yr Diploma programs in Durham College and other ON Colleges using an "embedded bridge", within which College students take UOIT physics, mathematics, and other appropriate courses within the College program.	Review DC curricula and create bridging program proposals from selected DC 3-year diploma programs for UOIT BSc completion. Goal is completion of Honours BSc and 3-year College Diploma within 5 calendar years	Dean of Science and Faculty of Science colleagues	Fall 2009

FACULTY OF SCIENCE

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
		Launch and deliver first embedded bridge program from Durham College to UOIT targeted Science program(s). Format will be via on-site or (given resources) online delivery	Deliver bridge program from a DC 3-year Diploma program to a UOIT Science program. DC students take appropriate UOIT courses as part of their Diploma program. Some will replace DC courses and others will be in addition to them	Dean of Science and Faculty of Science colleagues	Fall 2009	
		Deliver embedded bridge program from one other College to UOIT	Collaborate with one other College to create embedded bridge program from the College to UOIT. Obtain government or other external investment (e.g., MTCU Change Fund) to fund development of online UOIT-based courses and College lab delivery of UOIT courses	Dean of Science and Faculty of Science colleagues	Fall 2010	
		Extend embedded bridge programs to other Ontario Colleges	Deliver embedded bridge programs for students from other Ontario Colleges into UOIT	Dean of Science and Faculty of Science colleagues	Fall 2011	
	1.9	Plan and build new space for growing needs in research, teaching, graduate studies, students, services and cultural activities	Achieve more research space, primarily as wet labs	Additional research laboratories, especially wet lab space	Dean of Science; Director of Academic Planning; appropriate Deans	Fall 2008
Consolidate governance and management	2.1	Maintain motivation of management team, faculty and support staff	Deploy Web 2.0 tools (e.g. Eluminate, Blogs) to facilitate and promote collaboration among faculty members	Implementation of new collaborative tools as appropriate	Associate Provost Teaching and Learning; Dean	Annually
	2.4	Renew institutional fund-raising objectives and strategies	Partner with Advancement to enhance fund-raising for targeted Science initiatives	Strategies to enhance fundraising	Dean of Science and Faculty of Science colleagues	Annually (Fall)

FACULTY OF SCIENCE

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Strengthen identity and partnerships	3.1	Continue to nurture and expand strong relationships with key opinion and business leaders, and the community	Develop/enhance industrial liaison committees (Liaison Committees or Advisory Boards, as appropriate) for selected Science disciplines/programs and hold annual meetings on campus. Actively participate in industry organizations, such as ITAC	Advisory Board formation and annual meetings	Dean of Science and Science faculty members	Annually (Fall)
	3.5	Increase the university's visibility in Ontario, Canada and internationally	Create publicity items highlighting UOIT Science activities	Annual activity report produced in early September of each year; UOIT and Science web site items; contacts with media; attend significant conferences/meetings	Dean of Science and Science faculty members	Annually (Fall)
	3.6	Aim to internationalize UOIT to strengthen the institution	Develop new and existing international exchange programs	International exchange programs agreement	Dean of Science and Science faculty members	Annually (Fall)
				Foster existing exchange programs with Leipzig, Turin	Dean of Science and Science faculty members	Annually (Fall)
				Implement Forensic Science exchange program with Curtin Un., Australia	Dean of Science and Science faculty members	Annually (Fall)
			Develop international research linkages	Pursue research collaborations and graduate student exchange	Dean of Science and Science faculty members	Annually (Fall)
	Build research and graduate studies intensiveness	4.1	Increase the depth and breadth of the research infrastructure and funding	Maintain or increase funding applications to NSERC, CFI and other agencies	Increased funding	Dean and Science faculty members
			Seek additional CRC, ERA and other funding	New CRC and other awards	Dean	Annually (Fall)

FACULTY OF SCIENCE

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
		Increase numbers of technical staff to support research	New technician positions to support research; funding based on researcher and university contributions	Dean	Annually (Fall)
		Maintain or reduce ratio between numbers of Complementary and Core Faculty to support graduate program growth and research intensiveness	Maximum of 75% of undergraduate courses taught by core faculty in each program area	Dean	Fall 2009
4.2	Expand industry and community partnerships with significant potential impact on graduate studies and research	Network with industrial and community partners in areas related to Science research areas		Dean and Science faculty members	Annually (Fall)
		Seek Industrial Research Chairs	New IRC	Dean	Annually (Fall)
4.3	Expand partnerships with significant potential impact on the university's capacity to foster innovation and technology transfer	Network with industrial and community partners in areas related to Science programs and research	Increased internships and co-ops	Dean and Science faculty members	Annually (Fall)
4.4	Develop innovative Masters' and PhD programs based on best practices	Develop new Computer Science MSc program with UOIT-wide participation, and joint collaboration with OCAD	Proposals for internal review	Dean of Science and appropriate Science faculty members	Fall 2009
		Consider development of Forensic Science "field" in Applied Bioscience MSc program or as a standalone MSc program, potentially joint with another university (Trent); will potentially also involve other UOIT Faculties	Proposals for internal review	Dean of Science and appropriate Science faculty members	Fall 2009

FACULTY OF SCIENCE

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
		Develop PhD programs to provide pathways for MSc graduates of existing science-based programs	Proposals for internal review	Dean of Science and appropriate Science faculty members	Fall 2010
	4.7 Plan for growth of graduate student population to 500 FTEs in 2010	Pursue vigorous recruitment programs to increase enrolments. Hire new core faculty to support the growth	At least 10 students/year intake in each of Applied Bioscience, Modeling and Computational Science, Mat Sci MSc programs. At least 10 students/year intake in Computer Science MSc. Overall upper limit of approximately 75 funded students (more if more core faculty)	Dean of Science and Science faculty members; Provost	Annually (Fall)
		Move towards teaching loads that reflect a research-intensive university	Implement teaching-load formula that recognizes teaching involving supervision of graduate students and undergraduate thesis students	Dean of Science, Provost	Fall 2009
	4.8 Develop policies and procedures to support research and graduate studies	Enhance student progress monitoring and support	Enhanced program policies and procedures	Graduate Program Directors	Annually (Fall)
Innovate in teaching and learning	5.2 Continue to research, develop and implement technology-intensive teaching and learning environment	Implement tablet computers in all Science programs	Faculty of Science recognized as a tablet-based Faculty	Associate Provost Teaching and Learning; Dean	Fall 2009
		Utilize synchronous online tools for collaboration between and among faculty and students in areas of teaching, learning and research	Implementation of tools	Dean, Associate Provost Teaching and Learning; Deans	Fall 2009
		Support research in use of technology in teaching	Increased profile by means of papers and conference presentations on technology-enhanced pedagogy	Science core and complementary faculty	Annually (Fall)

FACULTY OF SCIENCE

Priority	Goal		Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
	5.3	Develop and implement a distance learning infrastructure, including appropriate learning strategies	Enhance hybrid course offerings as appropriate	Hybrid course offerings in appropriate Science programs; distance-based courses	Dean of Science and Science faculty members	Annually (Fall)
			Develop distance-based courses within UOIT-College embedded bridge programs (given appropriate funding).	Distance-based first-year calculus courses; lecture portions of first-year physics courses within embedded UOIT-College bridge programs	Dean of Science and Science faculty members	Annually (Fall)



# Graduate Studies

GRADUATE STUDIES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Grow Strategically	1.2	Continue successful domestic and international student recruitment and retention to achieve 5500 FFTEs in 2009	Develop and implement a strategic graduate studies recruitment plan for domestic and international students	Successful delivery and implementation of the plan to meet recruitment targets	Recruitment and Communication Officer together with Admission Officer and the Dean of Graduate Studies	Fall 2008
	1.3	Continue successful mentoring and assistance of students on financing, programs, career choices and job placement	Develop resources and workshops for graduate students in collaboration with service departments	Delivery of new workshops and resources for graduate students	OGS Admin Assist and Graduate Officer until appointment of Graduate Awards Officer	Fall 2009
	1.4	Continue successful recruitment of faculty members, deans, and staff	Reorganize Office of Graduate Studies with clear delineation of duties	Approval of new staffing plan and position descriptions Develop and implement a staffing plan to the end of 2010 to be revised annually	Dean of Graduate Studies, OGS staff	December 2008
	1.5	Continue enhancing the student life experience for student development	Organize and implement orientation and other activities to enhance graduate student experience	Delivery of graduate student orientation sessions	Graduate Studies Officer	Annually (Fall)
	1.8	Develop new and innovative sources of revenue	Work with Advancement Office to solicit endowment funds from community and industry for awards requiring matching grants	Matching funds for OGS and OGSST programs	Dean of Graduate Studies and Awards Officer (when appointed)	Fall 2008
				Endowed scholarships	Dean of Graduate Studies and Awards Officer (when appointed)	Annually (Fall)

GRADUATE STUDIES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
	1.9	Plan and build new space for growing needs in research, teaching, graduate studies, students, services and cultural activities	Establish space needs for graduate students and staff	Provision of new space for graduate students and OGS staff	Dean of Graduate Studies	Annually (Fall)
	1.10	Obtain ministerial approval for academic growth (i.e. new programs, graduate allocations, etc)	Negotiate increase in graduate allocations with MTCU	Increased graduate allocations	Dean of Graduate Studies	Annually (Fall)
			Secure funding approval for all programs as they receive OCGS approval	Increased funding for graduate programs	Dean of Graduate Studies	Annually (Fall)
	1.13	Partner with key university institutions to achieve institutional goals	Work with other Deans of GS at other universities through OCGS and CAGS to pursue new partnerships and joint degree possibilities where appropriate	Development of new partnerships and joint degrees	Dean of Graduate Studies and Graduate Officer	Fall 2010
Consolidate governance and management	2.1	Maintain motivation of management team, faculty and support staff	Maintain a team approach to OGS problems and encourage skill duplication among staff	Staff trained on a range of tasks to stand in for each other	Dean of Graduate Studies	Annually (Fall)
				Conduct regular staff meetings and include staff in planning and strategy discussions	Dean of Graduate Studies	Annually (Fall)
	2.6	Assess institutional risks and implement appropriate mitigation strategies	In the changing quality assurance environment (i.e. upcoming changes to OCGS framework and mandate), work to ensure that revised processes are appropriate for UOIT	New policies and procedures that reflect the new quality assurance environment	Dean of Graduate Studies	Fall 2010
				Revise OGS structure if necessary to respond to new demands	Dean of Graduate Studies	Fall 2010

GRADUATE STUDIES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Strengthen identity and partnerships	3.2	Continue to build strong relationships with the Ministry of Training, Colleges and Universities	Establish and improve working relationships with key contacts at MTCU to support graduate studies needs and initiatives	Improved working relationships	Dean of Graduate Studies, Graduate Studies Officer	Annually (Fall)
			Develop a plan for building a unique graduate culture	Consult students and faculty on the needs and means for the development of graduate culture and develop a plan	Dean of Graduate Studies, Graduate Studies Officer, OGS staff	Fall 2009
	3.5	Increase the university's visibility in Ontario, Canada and internationally	Establish presence through participation in provincial, national and international organizations (e.g., OCGS, CAGS and NAGS).	Establish annual showcase events to promote programs internally and externally	Dean of Graduate Studies	Annually (Fall)
				Participation in provincial, national and international organizations	Dean of Graduate Studies	Annually (Fall)
	3.6	Aim to internationalize UOIT to strengthen the institution	Establish exchange agreements, articulation agreements, and joint programs with international university partners	Student and faculty exchange agreements	Dean of Graduate Studies and Faculty Deans	Annually (Fall) 2009, 10 & 11
				Joint programs with international university partners	Dean of Graduate Studies and Faculty Deans	Annually (Fall) 2009, 10 & 11
Build research and graduate studies intensiveness	4.4	Develop innovative Masters' and PhD programs based on best practices	Complete proposals for new field in MA in Criminology and PhD in Mechanical Engineering	Completed proposals submitted for external approval	Dean of Graduate Studies, Graduate Studies Officer	Fall 2008
			Complete proposals for MHSoc and MSc in Computer Science	Completed proposals submitted for approval	Dean of Graduate Studies, Graduate Studies Officer	Fall 2009
			Complete proposal for MEd program	Completed proposal submitted for internal and external approval	Dean of Graduate Studies, Graduate Studies Officer	Summer 2009

GRADUATE STUDIES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
		Complete proposal for other graduate programs as appropriate	Develop proposals for internal and external approvals	Dean of Graduate Studies, Graduate Studies Officer	Fall 2010
		Develop professional skills workshops and writing and ESL support services for graduate students	Delivery of workshops and support services	Dean of Graduate Studies, Graduate Studies Officer	Summer 2009
		Coordinate the development of graduate offerings in computer science and information technology areas across faculties	Coordinated program offering(s) that maximize critical mass and avoid duplication	Dean of Graduate Studies, Graduate Studies Officer	Fall 2009
		Develop an institutional framework for PhD education at UOIT	A framework document and companion policies	Dean of Graduate Studies	Fall 2009
		Develop a rollout plan for the development of PhD programs at UOIT	PhD development and rollout plan	Dean of Graduate Studies	Fall 2009
		Develop a model for the creating accelerated performance pathways for senior undergraduate students into master's programs	Senior undergraduate student accelerated pathway graduate admissions plan	Dean of Graduate Studies, Graduate Studies Officer	Fall 2009
		Launch MASc/Meng in Nuclear Engineering	Develop and implement recruitment plans; provide competitive funding packages to attract applicants	Dean of Graduate Studies, Recruitment and Communications Officer (when appointed)	Fall 2008

GRADUATE STUDIES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
		Launch PhD in Mechanical Engineering	Develop and implement recruitment plan; provide competitive funding packages to attract applicants	Dean of Graduate Studies, Recruitment and Communications Officer (when appointed)	Fall 2009
		Increase number of high quality applicants through systematic recruitment processes	Successfully launch and deliver programs and recruitment/funding strategies	Dean of Graduate Studies	Fall 2008
4.6	Provide adequate bursaries, scholarships and financing for graduate students	Establish and implement plan to generate revenue for funding of graduate students and allocation of funds through Office of Graduate Studies to Faculties	Draft plan for revenue generation and allocation to Faculties for student funding for review by deans and Provost	Dean of Graduate Studies, Awards Officer when appointed	Fall 2008
			Implement plan to allocate revenue for student funding in accordance with established criteria	Dean of Graduate Studies, Awards Officer when appointed	Fall 2008
4.7	Plan for growth of graduate student population to 500 FTEs in 2010	Develop and implement a strategic plan for distribution of graduate enrolment among Faculties	Draft strategic plan for distribution of graduate enrolment among Faculties for deans and provost	Dean of Graduate Studies, Recruitment and Communications Officer (when appointed)	Fall 2008
4.8	Develop policies and procedures to support graduate studies	Continue to develop, revise and implement academic policies to support graduate studies as required	Draft proposal for policy revisions for review by GSC every January	Dean of Graduate Studies and GSO	Annually (Winter)
		Coordinate the development of program specific handbooks with the faculties	Program specific handbooks for graduate students	Dean of Graduate Studies and Faculty Deans	Fall 2010

GRADUATE STUDIES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Innovate in teaching and learning	5.1 Continue successful mentoring of faculty members in teaching and learning	Develop and implement mentoring plan for junior faculty members in supervisory roles	Establish mentoring plan	Dean of Graduate Studies, Graduate Studies Officer	Fall 2009	
			Develop a Handbook for Supervisors	Dean of Graduate Studies, Graduate Studies Officer	Fall 2008	
	5.3	Develop and implement a distance learning infrastructure, including appropriate learning strategies	Develop online systems for graduate programs including synchronous and asynchronous components	Online delivery system for graduate studies including video conferencing capacity for thesis defenses	Dean of Graduate Studies	Summer 2009
	5.4	Improve quality and timeliness of IT services mission-critical to faculty members, students and staff involved in undergrad and grad studies and services	Finalize and forward IT list for implementation of services	Prepare IT list	Dean of Graduate Studies	Fall 2008
			Implement online application system	Establish online application process for grad studies	Dean of Graduate Studies, Graduate Admissions Officer	Winter 2009
			Investigate appropriate software for data collection on graduate student and program performance in accordance with quality assurance requirements	Graduate studies data collection software plan	Dean of Graduate Studies, Graduate Studies Officer	Fall 2009





# Library

LIBRARY

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Grow Strategically	1.1	Continue successful ramp-up of unique undergraduate programs	Continue acquisition of appropriate library resources to support undergraduate curriculum	Collection analysis system implemented	Chief Librarian	Fall 2009
	1.2	Continue successful domestic and international student recruitment and retention to achieve 5500 FTEs in 2009	Provide adequate library staffing (professional & support) to serve full student population	Develop library staffing plan requests	Chief Librarian	Fall 2009
	1.4	Continue successful recruitment of faculty members, deans, and staff	Provide information pertinent to faculty recruitment efforts	Develop library information materials for faculty recruitment packets	Chief Librarian	Fall 2009
	1.5	Continue enhancing the student life experience for student development	Sponsor & participate in cultural events for campus community	Successful annual campus author or speaker event	Chief Librarian	Annually (Fall)
				Annual cosponsored event with another dept/faculty or community group	Chief Librarian	Annually (Fall)
	1.9	Plan and build new space for growing needs in research, teaching, graduate studies, students, services and cultural activities	Maintain the library as a scholarly environment for students as the only quiet space on campus to serve them	Reconfigure furniture arrangements in various areas of the building	Chief Librarian	Fall 2008
				Complete 4th floor construction	Chief Librarian	Fall 2009
				Develop plan for lower level build out	Chief Librarian	Fall 2009

LIBRARY

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
	1.12	Improve strategic financial planning of operating and capital requirements	Improve planning & monitoring of library budgets	Develop 3-year budget projection	Chief Librarian Fall 2008
Consolidate governance and management	2.1	Maintain motivation of management team, faculty and support staff	Encourage staff to actively engage in ongoing professional development activities	Continue offering staff development programming in the library	Chief Librarian Annually (Fall)
				Encourage staff to take advantage of appropriate on-campus and off-campus educational opportunities.	Chief Librarian Annually (Fall)
	2.2	Continue the innovative relationship with Durham College, including the cost-effective and efficient outsourcing of quality services	Continue working with college library consortium to take advantage of cost-effective purchasing of resources and outsourcing of library services		Chief Librarian Annually (Fall)
	2.3	Consolidate university management including internal university decision-making and follow-up reporting processes	Assess lib admin, funding and operations	Assess needs and develop recommendations for long term library administration, funding & operations	Chief Librarian Fall 2010
Strengthen identity and partnerships	3.5	Increase the university's visibility in Ontario, Canada and internationally	Actively participate in appropriate provincial, national &/or international library & academic organizations	Participation & leadership activities	Chief Librarian Annually (Fall)
			Encourage staff to participate in appropriate provincial, national &/or international library & academic organizations	Staff participation in relevant associations	Chief Librarian Annually (Fall)

LIBRARY

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Build research and graduate studies intensiveness	4.1	Increase the depth and breadth of the research infrastructure and funding	Enhance library services and extend information resources to support advanced research needs	Analysis of collection development needs, acquisitions and use for various key subject areas.	Chief Librarian	Annually (Fall)
	4.4	Develop innovative Masters' and PhD programs based on best practices	Enhance library services and resources to support graduate research and study	Develop or extend library services to meet the needs of graduate students with such components as digital dissertations and institutional repository service	Chief Librarian	Summer 2010
				Continue development of print and digital collections specific to the needs of graduate programs offered at UOIT	Chief Librarian	Annually (Fall)
Innovate in teaching and learning	5.3	Develop and implement a distance learning infrastructure, including appropriate learning strategies	Develop flexible library services to support distance learning initiatives	Work with library staff and others to identify needs and develop guidelines or plan to enhance library experience for distance learners.	Chief Librarian	Annually (Fall)

# Registrar

REGISTRAR

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
Grow Strategically	1.2 Continue successful domestic and international student recruitment and retention to achieve 5500 FTEs in 2009	Develop formal strategic recruitment plans for both domestic and international	Review and update mix of recruitment activities	Recruitment staff	Annually (Fall) 2009, 10 & 11
			Admit 5,500 eligible FFTEs for 09/10	RO	Fall 2009
			Improve student quality	Recruitment / Admissions staff	Annually (Fall) 2009, 10 & 11
		Expand use of multiple marketing channels	Establish University Enrolment Management Committee to coordinate recruitment, retention and other enrolment-related activity	Registrar	Spring 2008
			Increased recruitment segmentation	RO	Annually (Fall)
			Increased focus on prospective students	Recruitment staff	Annually (Fall)
			Test new emedia recruitment	Recruitment staff	Annually (Fall)
		Build on service deliveries and improve on process efficiencies	Service standards	Associate Registrar for Records & Registration	Spring 2009
			Refine enrolment forecasting	Enrolment Research Analyst	Winter 2009
			Earlier admission offers	Admissions staff	Winter 2008
			Student communication plan	Associate Registrar for Records & Registration	Summer 2008

# Advancement

ADVANCEMENT

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Grow Strategically	1.8	Develop new and innovative sources of revenue	Provide assistance in establishing new industry and foundation partnerships in coordination with the Faculties i.e. exploring the Centres of Excellence concept, Individual relationships to raise philanthropic funds	Funds raised through new partnerships or relationships.	Advancement Team	Annually (Winter)
	1.9	Plan and build new space for growing needs in research, teaching, graduate studies, students, services and cultural activities	Participate in the planning and funding strategy and feasibility discussions for new campus facilities	Advancement Team will be more knowledgeable about University priorities when speaking to private individuals To identify donor prospects; secure funds and recognize and steward donors	VP Finance and Adm VP Ops and Business Development	Annually (Winter)
	1.11	Provide bursaries and scholarships for undergraduate students	Secure funding from individuals, corporations and foundations to establish a range of expendable and endowed scholarship and bursary funds dedicated to supporting international students  Awards can be directed to support international students in a specific program of study, entrance scholarships or in-course scholarships.	Identify potential funding sources utilizing research databases	Advancement Team	Annually (Winter)
				Consult with and develop plan of action with Deans where there is a current enrolment of international students	Advancement Team	Annually (Winter)
				Opportunity to engage current international students, alumni and parents and other international donor prospects	Advancement Team	Annually (Winter)
1.12	Improve strategic financial planning of operating and capital requirements	Participate in the financial planning of capital requirements	More information from the private sector regarding the support of certain programs and relative capital additions that a prospective donor may want to support	Advancement	Annually (Fall)	



ADVANCEMENT

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Consolidate governance and management	2.1	Maintain motivation of management team, faculty and support staff	Share success stories of funding secured by donors to UOIT including the areas of scholarships, bursaries, gift-in-kind, research, capital, and sponsorship gifts	Through vehicles such as the Weekly Report and internal Advancement announcements, more information for all faculty and staff of donations to UOIT	President and President's Policy Committee	Annually (Winter)
			Continue to invite faculty and staff to donor recognition events, and public announcements of significant gifts	Extend invitations to donor events	President and President's Policy Committee	Annually (Winter)
			Identify opportunities for faculty to address local business and community associations	Invitations to speak at business and community organizations	President and President's Policy Committee	Annually (Winter)
	2.2	Continue the innovative relationship with Durham College, including the cost-effective and efficient outsourcing of quality services	A coordinated approach to donors who want to support both institutions	The donor is in contact initially with one representative from Advancement so when the donor wants to support both, cross leverage opportunities for UOIT and DC e.g. OPG (Likely more often with Durham Region donors)  Each institution needs to have clear expectations so that Advancement clearly understands its role and objectives	VP and Advancement Team	Annually (Winter)
			Advancement has submitted a document to the VP Finance and Administration relative to the alignment of this department to the University and College. It addressed the strengths and challenges of a combined department serving both and similarly of separate Advancement depts. dedicated to each institution	A separate Advancement Office dedicated to the University	President	Winter 2009

ADVANCEMENT

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
2.4	Renew institutional fund-raising objectives and strategies	Develop a Presidential Roundtable of CEO's for input and relational connections	Presidential Roundtable established	VP Advancement	Fall 2008
		Participate in the Board recruitment strategy that will facilitate fund development	Participation in Board recruitment strategy	VP Advancement	Annually (Fall)
		Identify pathways for qualified donors to participate in the project they are funding (eg OPG)	Pathways identified	VP Advancement	Annually (Fall)
		Create new opportunities for the President and his senior leaders to share the vision to selected audiences	New opportunities created	VP Advancement	Annually (Fall)
		Develop new fundraising materials	New fundraising materials	VP Advancement	Fall 2008
		Publish stories in Alumni report, Advancement Newsletters and website including current student successes	Information publicized	Alumni Affairs Officer within Advancement Office	Annually (Winter)
2.5	Find and implement new strategies for dealing with the debenture	Identify funding projects in operating budget that donors can fund, in order to create offsets for debenture	Approved, budgeted projects offered to donors	President VP Finance and Admin	Annually (Spring)
		Consider an admin fee to all donations to direct to debenture	New revenue from admin fee	President VP Finance and Admin	Annually (Spring)

ADVANCEMENT

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Strengthen identity and partnerships	3.1	Continue to nurture and expand strong relationships with key opinion and business leaders	Continue to identify leadership volunteers who can introduce us to influential and affluent people	New leads and opportunities for cultivation and donations  Follow up stewardship of donors for continued giving and new donors	Advancement Team	Annually
			Fully implement the stewardship plan to keep in contact with donors, especially with key opinion and business leaders			
	Be present at main community events and key conferences	New relationships established	Advancement Team	Annually		
		Build profile by actively participating in local organizations such as Ajax/Pickering Board of Trade, Oshawa Chamber of Commerce, Northumberland Manufacturers Assoc., etc				
	3.2	Continue to build strong relationships with the Ministry of Training, Colleges and Universities	Submit required reports and work towards raising enough funds to reach the OTSS ceiling assigned to UOIT for matching purposes	Ministry of Training, Colleges and Universities- OTSS Monthly reports and OTSS Annual audited report.	Monthly Reports - Advancement Office/Advancement Services. Annual Reports - Finance	Annually (Fall)
				Report of cash funds received towards OTSS. Ultimately more funds through leveraging matching opportunities	Advancement Team	Annually (Spring)
				Summary of needs and expectations identified with the external community.	Advancement / Development Team	Annually (Spring)

ADVANCEMENT

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
	3.4	Develop innovative industry or government partnerships with potentially significant complementary impact on university programs	In response to prospective donor funding interests, assist in the development of Research Units, Groups, Centres and Institutes funded by corporations and governments that: complement UOIT's vision and mission; meet industry, market and government research and technological innovation requirements; and provide graduate and undergraduate research and training opportunities for students who might then secure employment with the funding agents	Secure Cyber Crime Research Centre five-year funding commitment by March 31, 2011	VP Advancement	Spring 2011
Build research and graduate studies intensiveness	4.1	Increase the depth and breadth of the research infrastructure and funding	Be advised of UOIT research priorities, research infrastructure and funding activities to facilitate philanthropic research partnership and to help identify potential prospects/ donors. Coordinate Advancement activities with ORS and OTTC and, where appropriate involve ORS and OTTC in the cultivation and solicitation process.	List of potential prospects/ donors interested in research partnerships with UOIT	VP Advancement Associate Provost Research	Fall 2008
	4.5	Ensure success of the Automotive Centre of Excellence (ACE) project	Utilize the relationship and funding opportunities with a broad segment of the automotive and other transportation sector and their suppliers as well as specific individuals	Advancement has potential donors who would be interested in the naming space recognition within the building  Need to determine recognition opportunities and appropriate pricing which depends on the cost of the particular space, function, location, size, visibility, and traffic in the area.	VP Advancement and Advancement Team	Winter 2009

ADVANCEMENT

Priority	Goal		Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
	4.6	Provide adequate bursaries, scholarships and financing for graduate students	Utilizing fundraising research databases, identify corporations and foundations that specifically support graduate bursaries and scholarships	Create master list of prospects and prioritize between graduate, undergraduate, and international bursary and scholarship needs	Advancement Team	Winter 2009
				Create timeline of funding deadlines for each prospect	Advancement Team	Winter 2009
				Submit funding proposals	Advancement Team	Winter 2010
			Identify and secure industry, foundation and personal donors with the capacity to provide significant long-term donations for endowed and expendable graduate scholarships and research, or for contract projects that will enable graduate students to participate in research activities as they become Highly Qualified Personnel.	Pledge commitments for \$125,000 endowed graduate scholarships or multi-year commitments of at least \$5,000 each for expendable graduate scholarships to be eligible for OGS and OGSST matching scholarship funds	VP Advancement	Winter 2009



# **Communications and Marketing**

COMMUNICATIONS AND MARKETING

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Grow Strategically	1.1	Continue successful ramp-up of unique undergraduate programs	Highlight in UOIT recruitment materials as appropriate and provide media relations strategies to promote new programs.	Review general UOIT and Faculty-specific recruitment materials to ensure incorporation of unique programs.	Carol Beam, Tony Doyle in collaboration with the Faculties	Summer 2008
				Develop proactive media strategy targeting major daily newspapers.	Tony Doyle	Winter 2009
	1.2	Continue successful domestic and international student recruitment and retention	Create specific international UOIT recruitment materials as appropriate.	New UOIT international recruitment materials produced.	Carol Beam, Tony Doyle in collaboration with the Faculties	Summer 2008
	1.4	Continue successful recruitment of faculty members, deans, and staff	Ensure C+M resources are sufficient to support the strategic goals of UOIT.	Develop both a short-term and long-term staffing plan for the support of UOIT communications and marketing needs.	Donna McFarlane	Summer 2008
			Support the overall university recruitment process through materials and publications, including web, that convey UOIT's values and mission.	Review general UOIT and Faculty-specific materials to ensure the incorporation of UOIT's values.	Carol Beam, Tony Doyle in collaboration with the Faculties	Fall 2008
	1.7	Develop innovative pathways for students to facilitate access between UOIT and the colleges, especially Durham College, in either direction	Develop media relations strategies, as appropriate, to promote pathways. Incorporate into recruitment materials.	Review general UOIT and Faculty-specific recruitment materials to ensure incorporation of unique programs. Develop proactive media strategy targeting major daily newspapers.	Carol Beam, Tony Doyle, Donna McFarlane	Summer 2008
			Work with Durham College on internal communications strategies that will promote opportunities to students	Develop new communications materials to promote pathways for both Durham College and UOIT students.	Carol Beam, Tony Doyle, Donna McFarlane	Fall 2008
			Highlight in UOIT recruitment materials as appropriate and coordinate with college partners for inclusion in their materials.	Review general UOIT and Faculty-specific recruitment materials to ensure incorporation of unique programs.	Carol Beam, Tony Doyle	Summer 2008



COMMUNICATIONS AND MARKETING

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
	1.11	Provide bursaries and scholarships for undergraduate students	Continue to provide leadership with annual Legacy Gala and Chairman's Charity Classic Golf tournament and other fundraising initiatives	Chairman's' Charity Classic to be held on June 2, 2008. Legacy Gala to be held on September 12, 2008.	Donna McFarlane, Carol Beam	Summer 2008
				Develop one new unique fundraising event to benefit UOIT bursaries and scholarships.	Donna McFarlane	Fall 2008
	1.13	Partner with key university institutions to achieve institutional goals	Develop new and build upon existing relationships with key university organizations, such as Trent, OUPAC, AUCC.	Create plan for enhancing relationships with other organizations in order to strengthen the communications and marketing function of UOIT.	Donna McFarlane	Fall 2008
Consolidate governance and management	2.1	Maintain motivation of management team, faculty and support staff	Assist with motivation by ensuring strategic and consistent internal communications throughout UOIT.	Develop internal communications strategy for UOIT to include all levels of the organization.	Donna McFarlane, Tony Doyle	Summer 2008
	2.2	Continue the innovative relationship with Durham College, including the cost-effective and efficient outsourcing of quality services	Discuss, define and budget mission critical Services	Prepare Service Agreements with major UOIT client groups to outline the services currently being budgeted and delivered and budget proposals for any desire improvements.	Donna McFarlane	Fall 2008
Strengthen identity and partnerships	3.1	Continue to nurture and expand strong relationships with key opinion and business leaders	Seek out new partnership, speaking and committee opportunities with government, corporate and industry partners that align with UOIT's missions and values.	Develop a comprehensive outreach plan to enhance external relationships with the community, corporations and industry	Donna McFarlane	Fall 2008
	3.5	Increase the university's visibility in Ontario, Canada and internationally	Execute proactive media relations strategies for GTA, provincial, national, international and industry media	Monitor provincial, national and industry media coverage to identify possible opportunities for further targeted strategies that will increase UOIT's visibility and potentially help with recruitment.	Donna McFarlane, Tony Doyle	Winter 2009

COMMUNICATIONS AND MARKETING

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
		Establish a research specific communications strategy.	A Communications Strategy	Donna McFarlane, Tony Doyle	Winter 2009	
		Build a mutually beneficial relationship with the Oshawa Durham Symphony Orchestra	Develop a partnership agreement	Donna McFarlane	Summer 2008	
Build research and graduate studies intensiveness	4.2	Expand industry and community partnerships with significant potential impact on graduate studies and research	Seek out new partnership, speaking and committee opportunities with government, corporate and industry partners that align with UOIT's missions and values.	Develop a comprehensive outreach plan to enhance external relationships with the community, corporations and industry	Donna McFarlane	Fall 2008
	4.4	Develop innovative Masters' and PhD programs based on best practices	Provide media relations strategies to promote new programs, where appropriate Highlight in UOIT recruitment materials Provide internal communications strategies to target current undergraduate and graduate students.	Review general UOIT and Faculty-specific recruitment materials to ensure incorporation of unique programs.	Tony Doyle, Carol Beam	Summer 2008
	4.5	Ensure success of the Automotive Centre of Excellence (ACE) project	Develop and execute plan for official opening of the building Provide media relations strategies to promote ACE partnership and significance by focusing on difference stages of construction and building opening	Work with partners to ensure dynamic opening of ACE to include two Ontario government ministers and other VIPs. Build on the opening to highlight ACE in media relations strategies.	Donna McFarlane, Tony Doyle	Winter 2008

# Facilities

FACILITIES

Priority	Goal		Action Item	Deliverable(s)	Responsible Individual's)	Target Delivery Date
Grow Strategically	1.9	Plan and build new space for growing needs in research, teaching, graduate studies, students, services and cultural activities	Find creative solutions to UOIT's space crisis	Adequate academic space for September start up	VP - Facilities Management and MTCU	Annually (Fall)

# Finance and Strategy

FINANCE AND STRATEGY

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual's)	Target Delivery Date
Grow Strategically	1.9 Plan and build new space for growing needs in research, teaching, graduate studies, students, services and cultural activities	Bring ACE Project to successful completion.	ACE Project to begin operations on time and on budget	VP Finance and Admin.	Fall 2009
Consolidate governance and management	2.5 Find and implement new strategies for dealing with the debenture	Refinance the UOIT debenture	Successful refinancing of debenture with more favourable terms	VP - Finance and Admin	Fall 2008

# Human Resources

HUMAN RESOURCES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Grow Strategically	1.4	Continue successful recruitment of faculty members, deans, and staff	Develop guidelines and procedures for the appointment, selection and compensation of Program Directors, Coordinators, etc.	Draft Guidelines for Deans	B Marshall, J Robinson, J Wolf	Fall 2008
			Develop Guidelines and procedures for non-academic hiring, including internal transfers and promotions	Guidelines and Procedures Document	B Marshall, J Robinson, J Wolf	Spring 2008
			Explore options and best practices for recruitment software	Explore H.R. software/technology options to provide ease of administrative workload in HR and faculties	J O'Leary	Spring 2008
			Identify academic recruitment needs through analysis with key stakeholders annually. Formulate a gap analysis and identify current strengths & future needs.	Review long term plan for determining number of core faculty and disciplines for upcoming recruitment year	J Robinson	Summer 2008
			Provide tools/workshop for Faculty Selection Committee on "How to Hire the Best Candidate"	Workshop to include review of selection process, guiding principles, and interview tips	J Robinson, J Wolf	Fall 2008
			Streamline Reference Check procedures	Determine best practices and complete a draft of recommendations for Deans	J Robinson, J Wolf	Spring 2009
Consolidate governance and management	2.1	Maintain motivation of management team, faculty and support staff	Introduce President's Award of Excellence for Non-Academic staff	Complete Guidelines and Procedures document and form Design Committee	J O'Leary, J Wolf	Spring 2008
			Determine how to acknowledge new tenured Faculty and 3rd Year review completion	Explore means to acknowledge and communication/ celebration ideas	J Robinson	Spring 2008



HUMAN RESOURCES

Priority	Goal		Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
			Create a Professional Development strategy for non-academic staff	Explore possibility of utilizing outside resources and internal options and compile report	J Robinson, J Wolf, B Marshall	Fall 2009
			Develop Procedures and Guidelines for Short Term Disability Program	Complete Procedures and Guidelines and Procedures document	J Robinson, J Wolf, B Marshall	Fall 2008
			Research options for Job Evaluation System	Draft report of recommended options	J Robinson, J Wolf, B Marshall	Spring 2009
Strengthen identity and partnerships	3.3	Build a unique university culture based UOIT's values	Complete a review of all policies and procedures in accordance with the Federal Contractors Program related to systemic barriers to employment equity	Review of Policies and Gap Analysis of workforce	B Marshall, J Robinson	Fall 2008
			Explore best practices on Work/Life Programs	Report on practices at other Ontario Universities	J Wolf	Spring 2009
	3.7	Develop a greater sense of community within the institution	Expand and improve Benefits and Pension communication	Implement and deliver regular newsletters	O Pehlemann	Fall 2008
Support communication vehicles to introduce new staff and faculty			Draft a report of recommendations	J O'Leary, J Wolf	Summer 2008	



# **Information Technology Services**

INFORMATION TECHNOLOGY SERVICES

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
Innovate in teaching and learning	5.2	Continue to research, develop and implement technology-intensive teaching and learning environment	Assess, improve and extend the current digital learning environment, including the Mobile Program for our students and faculty.	Outline all of the components of our current digital learning environment including the Mobile Program.	Junior Groves	Fall 2008
	5.3	Develop and implement a distance learning infrastructure, including appropriate learning strategies	Participate in the planning of new distance learning programs and prepare the IT Infrastructure to support the delivery of distance learning based on projected enrolment for the next three years.	Develop an overview of all of the components and services necessary to support distance learning delivery and determine what investments will be necessary to support the delivery of distance learning subjects over the next three years.	Gerry Pinkney	Winter 2009
				Investigate opportunities to generate revenues using the distance learning infrastructure that can be used to support the delivery of distance learning for UOIT.	Gerry Pinkney	Winter 2011
	5.4	Improve quality and timeliness of IT services mission-critical to both faculty members, students and staff involved in undergrad and grad studies and services	Discuss, define and budget mission critical IT Services with faculty and implement ISO certification of services.	ISO Certification of IT Services as defined by the ITIL Standards used within the industry.	Gerry Pinkney	Fall 2008
				Prepare Service Agreements with major UOIT client groups to outline the services currently being budgeted and delivered and budget proposals for any desire improvements.	Gerry Pinkney	Fall 2008
				Establish Instructional Support Agreements with each dean to define expectations related to the technology and support of their faculty and students.	Junior Groves	Winter 2009

# **Student Affairs**

STUDENT AFFAIRS

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
Grow Strategically	1.2 Continue successful domestic and international student recruitment and retention to achieve 5500 FFTEs in 2009	Investigate Title IV Federal Loan program eligibility requirements for International students recruited from the US. Review human resource, training, audit and compliance requirements for the delivery of additional financial aid program	Proposal for Title IV Federal Loans Program	Chris Rocha	Winter 2008
		Deliver Title IV Federal Loan program to international students recruited from the U.S.	Delivery of Title IV Federal Loans Program	Chris Rocha	Fall 2009
		Increase complementary health services	Delivery of 2 new complementary health services	Kathy Lazenby	Fall 2009
1.3	Continue successful mentoring and assistance of students on financing, programs, career choices and job placement	Develop Peer Helper programs	Delivery of Career Services peer helper program	Tara Blackburn	Fall 2008
		Develop and implement an internship mentoring/support program	Delivery of Internship Mentoring Support Program.	Tara Blackburn	Fall 2009
		Host and implement graduate networking sessions	Establishment of Graduate career networking program	Tara Blackburn	Winter 2010
		Investigate and develop an interactive online response program for financial aid inquiries	Implementation of an interactive online response program	Chris Rocha	Winter 2009
		Develop and deliver default management program to promote financial wellness and debt management	Implementation of default management program to promote financial wellness and debt management	Chris Rocha	Fall 2008
1.5	Continue enhancing the student life experience for student development	Develop "just-in-time" programming to support first-year students through the academic year to promote engagement and student success	Delivery of "just-in-time" program	Tara Blackburn	Fall 2009

STUDENT AFFAIRS

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
		Develop and introduce Mature Student Support program during First Year orientation program	Establishment of mature student program	Willona Blanche	Summer 2008
		Develop and implement new physical fitness programming	Delivery of 3 new fitness programs	Ken Babcock	Fall 2008
		Develop new intramural programming	Delivery of 2 new intramural programs	Ken Babcock	Fall 2008
		Develop a sport club system to support new sport/recreation growth	Establishment of Sports Clubs	Ken Babcock	Fall 2008
		Develop a strategic plan for the Varsity Athletics Program, that would include results of a survey conducted on all UOIT students	Varsity Sports Strategic Plan	Ken Babcock	Winter 2008
1.7	Develop innovative pathways for students to facilitate access between UOIT and the colleges, especially Durham College, in either direction	Review University-College program linkages to identify priorities for developing scholarships and awards to promote and support these linkages	Delivery of new Scholarships & Awards	Chris Rocha	Winter 2008
1.9	Plan and build new space for growing needs in research, teaching, graduate studies, students, services and cultural activities	Develop space requirements to support student services	Provision of new office space for staff serving UOIT students	Margaret Greenley	Summer 2009
		Expand 26-seat test centre at the CSD to accommodate greater number of requests to accommodate tests/exams outside of the classroom	Test centre with greater capacity to accommodate alternative testing requests	Willona Blanche	2008

STUDENT AFFAIRS

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
		Expand Disability Centre to accommodate increased numbers of students and centralized service	Provision of new office space for staff serving UOIT students	Willona Blanche	2009
		Create an accessible Campus Test Centre	Establishment of an Accessible Campus Test Centre	Willona Blanche	Fall 2010
1.11	Provide bursaries and scholarships for undergraduate students	Develop Leadership Awards program to profile outstanding student leaders and their contributions	Establishment of Leadership Awards Program	Tara Blackburn	2008
		Develop online financial needs assessment in collaboration with IT to support delivery of Student Access Guarantee	Implementation of Online Financial Needs Assessment	Chris Rocha	Winter 2008
		Research and review technology systems and solutions to enhance financial aid service delivery, data gathering and analysis, planning and reporting which supports evidence based decision making	Recommendation of Banner Financial Aid Program to inform 08/09 budget process	Chris Rocha	Fall 2009
		Develop and implement an Athletic Scholarship awards program for UOIT varsity athletics.	Establishment of UOIT Varsity Athletic Scholarships for every Varsity program	Ken Babcock	2008/09
Consolidate governance and management	2.2 Continue the innovative relationship with Durham College concerning shared services	Develop Service Agreement Criteria and format	Service Agreement Template	Margaret Greenley	Fall 2008
		Develop Student Affairs Service Agreement	Service Agreement between UOIT and Student Affairs	Ron Bordessa/ Margaret Greenley	Summer 09



STUDENT AFFAIRS

Priority	Goal	Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date	
	2.6	Assess institutional risks and implement appropriate mitigation strategies	Develop Campus Pandemic Plan	Campus Pandemic Plan for approval by the Board of Governors	Margaret Greenley	Spring 2008
			Develop and implement a central database to document, investigate and analyze student behaviour incidents	Implementation of online database	Gary Pitcher	Winter 2009
Strengthen identity and partnerships	3.5	Increase the university's visibility in Ontario, Canada and internationally	Host the 2008 Special Olympics	2008 Special Olympics	Margaret Greenley	Spring 2008
			Host the annual OCHA conference - Provincial university membership organization representing Health Services at Universities across Ontario	Annual OCHA provincial conference	Facilities, Kathy Lazenby	Spring 2008
			Develop a strategy and membership application to join the Canadian Interuniversity Sport Association (CIS)	UOIT CIS official membership by 2008/09 varsity season	Ken Babcock	Fall 2008
Build research and graduate studies intensiveness	4.6	Provide adequate bursaries, scholarships and financing for graduate students	Research and develop financial aid policies, procedures and programs to support graduate studies.	Establishment of financial aid policies, procedures and programs to support graduate studies.	Chris Rocha	Fall 2008
	4.7	Plan for growth of graduate student population to 500 FTEs in 2010	Provide placement and program health requirements to support graduate student retention and employment success	Disease Surveillance Assessment program for clinical placement.	Kathy Lazenby	Fall 2008
Expand Graduate career services to meet the increasing student population			Career services for graduate students	Tara Blackburn	Fall 2009	

STUDENT AFFAIRS

Priority	Goal		Action Item	Deliverable(s)	Responsible Individual(s)	Target Delivery Date
Innovate in teaching and learning	5.1	Continue successful mentoring of faculty members in teaching and learning	Provide faculty training and resources to deal with students with mental disabilities and behaviour problems	Publish faculty handbook on " Dealing with Students in Difficulty"	Kathy Lazenby	Winter 2008
				Presentations on "dealing with Students in Difficulty" at new faculty orientations and Deans meetings	Kathy Lazenby	Winter 2008
	5.2	Continue to research, develop and implement technology-intensive teaching and learning environment	Provide accessibility testing service for campus websites	Accessible Campus websites	Willona Blanche	Winter 2008
				Develop and deliver an Online Exam Registration Process for students writing with the CSD	Online exam registration system	Willona Blanche