University of Ontario
INSTITUTE OF TECHNOLOGY

UOIT Strategic Plan

2005-2010

Office of the Provost

Approved by the Board of Governors, November 9, 2005

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A. Introduction

Since its official creation in 2002, the faculty, management and students of the University of Ontario Institute of Technology (UOIT) have risen to the formidable challenge of giving life to a new university in Ontario for the first time in over forty years. In the short time since 2002, six Faculties have been created, more than 70 professors have been hired, some 20 programs have come on line and some 3,100 students are presently building their dreams within our walls! Though much has been achieved, much remains to be done to fulfill the expectations of our students, personnel and community, to realize our own special mission and to build a truly world-class university and its attendant environment.

In such a complex environment as an institution of higher learning, how do we proceed to build a plan? Of course the primary purpose of any strategic plan is to realize the institutional mission in accordance with institutional values. Additionally, we must never lose sight of the primary focus of any university: the student! Indeed, our ultimate objective is to respond to our students' career aspirations while contributing to the evolution of society. However, should plans be constructed on a program or disciplinary basis? Should emphasis be given to areas which are already supported or, to the contrary, should such emphasis apply to those areas that some would prefer to develop? Should plans primarily reflect individual unit (Faculties, Services, Departments) concerns and be compiled while eliminating redundancies? Or is there some way of embracing the overall institutional environment, establishing an integrated diagnosis and thereby identifying the appropriate types of actions which might logically follow? Ideally, the strategic planning process should embrace all of UOIT's strategic environment while providing a mechanism for each unit to build a plan that contributes organically to the whole.

In order to achieve this objective, we began with a conceptually simple process: a Strengths - Challenges - Opportunities - Threats (SCOT) analysis. Having mapped the strategic environment through these elements, the strategic response then aimed to:

- Maintain and build the strengths
- Respond to the challenges
- Seize the opportunities
- Counter the threats

Each administrative unit then constructed its own strategic plan by contributing specific actions to the institution's desired high-level response in a way that was consistent with the institutional vision, mission and values, and its own mandate. In this way, fundamental decisions were made locally which will ultimately shape the kind of University we want UOIT to become globally.

As you will see in the following sections, the strategic themes and goals that have resulted from this exercise are carefully crafted and far reaching. Some of them call upon new attitudes and visions. Others require limited resources and can be realized in a short period of time. Others yet will require a significant commitment of either time, funds or both, and are broad in scope. However, all are intended to be transformational in the hope that UOIT be someday recognized as a university of great distinction.

I would like to thank all of you who have contributed to the University's Strategic Plan and participated in our various planning sessions. The Plan has come together in a remarkably short time and the individual unit contributions are teeming with creativity and ambition. We have been able to come to strong consensus in support of the strategic themes we identified following our March Planning Forum and of the proposed time-line: five years with a review in three years. We were also able to secure general agreement on a set of goals under each theme. Thanks again for all your work so far on this important initiative. I am very proud of the constructive spirit that our team has adopted throughout and grateful for your commitment towards our institution.

As a final note, let me say that a strategic plan is not an end, it is only a beginning. It does not represent an objective, it is a journey. The quality of the journey is the only end that is meaningful, and the strategic plan is a means toward this end. As UOIT realizes its mission as an institution, it is my hope that we – both individually and collectively – experience and share an exciting and meaningful journey.

Richard Marceau
Provost
September 2005

B. University Vision, Mission and Values

Vision

The University of Ontario Institute of Technology is an innovative and market-oriented institution, pursuing inquiry, discovery and application through excellence in teaching and learning, value-added research and vibrant student life.

Mission

- Provide career-oriented undergraduate and graduate university programs with a primary focus on those programs that are innovative and responsive to the needs of students and employers.
- Advance the highest quality of research.
- Advance the highest quality of learning, teaching, and professional practice in a technologically enabled environment.
- Contribute to the advancement of Ontario and Canada in the global context with particular focus on Durham Region and Northumberland County.
- Foster a fulfilling student experience and a rewarding educational (work) environment.
- Offer programs with a view to creating opportunities for college graduates to complete a university degree.

Values

Integrity and Respect
We will treat each other with dignity, including those with challenges.

Honesty and Accountability
Our actions reflect our values, and we are accountable for both.

Intellectual Rigour
We strive for excellence and challenge convention.

C. History of UOIT

As a rapidly growing centre of industry and innovation, Durham Region long cherished the dream of establishing its own university. The number of residents in the region is expected to reach nearly 1 million by 2021. Yet for years, Durham was the only high-population area in the province without its own university.

For more than 10 years, prominent figures in the community worked to realize their vision for a student-focused institution dedicated to great teaching, groundbreaking research, and the use of leading-edge learning technology. By initially preparing students for critically needed, knowledge-intensive careers, the university would ensure bright futures for its graduates, and generate economic growth for Durham Region, Northumberland County, and the entire province.

In one of the earliest efforts in Ontario to combine university and college studies in one location, the Durham University Centre was created in 1996 on the campus that the university now shares with Durham College. The university courses offered at the centre were taught by professors from both Trent University and York University. But the community never abandoned its desire for a made-in-Durham university.

On a historic day for Durham Region and Northumberland County - May 9, 2001 - the government announced plans for the first brand new university in Ontario in 40 years, and earmarked $60 million in start-up funds through Ontario SuperBuild Corporation.

An operations centre was set up next to the president's office, where 11 teams, working seven days a week, produced a to-do list of 856 tasks and hundreds of sub-tasks. Team members toured top institutions across North America to study best practices.

The university officially came into being on June 27, 2002, with the legislature's passage of Bill 109, Schedule O, the University of Ontario Institute of Technology Act, 2002. It welcomed its first class of 947 students in September 2003. As Ontario's only laptop-based university, UOIT uses the latest technology to enhance learning and give students a competitive edge in tomorrow's workplace.

The university's short history is already marked by tremendous accomplishment, and an exciting future lies ahead. Full-time enrolment is expected to reach about 6,500 by 2010. The university's first two academic buildings and a beautiful new library - all designed by the award-winning firm of Diamond and Schmitt Architects Inc. - were completed by the Fall of 2004. Three more academic buildings are slated to open by 2006.

The university will eventually expand across Conlin Road on to land donated by the estate of industrialist E.P. Taylor. The gently rolling farmland once nurtured world-class, champion horses, like Northern Dancer. In the years ahead, it will give rise to the leaders of tomorrow.

D. The Planning Process

The Strategic Plan was constructed using a Strengths - Challenges - Opportunities - Threats (SCOT) approach. According to such an approach, a strategic plan is built in the following way:

1. Performing an initial SCOT analysis to circumscribe the strategic environment
2. Proposing a response to each element of the SCOT analysis aiming to:
    -   Maintain and build the strengths
    -   Respond to the challenges
    -   Seize the opportunities
    -   Counter the threats
3. Validating and updating, as required, the initial SCOT analysis and corresponding response to include unit-specific issues
4. Determining actions in specific units that give meaning to the strategic response, including who (i.e., champions) should be doing what (i.e., strategies), with whom (i.e., partners and stakeholders) and within what time frame

This approach is neither top-down nor bottom-up: it is an integrated process for constructing a plan. The methodology is particularly attractive because it provides a mechanism for encouraging the participation of a maximum number of people. It also ensures an organic connection between:

a) the institutional vision, mission and values;
b) the desired institutional response and;
c) each individual unit's actions.

Indeed, a unit's individual plan is primarily composed of its contributions to each of the themes and goals of the UOIT Strategic Plan, though it may also include actions which address unit specific issues not included in the latter.

The process was initiated in February by a series of presentations by the Provost to the Deans, Academic Council and the entire faculty on strategic planning (Appendix 1). A background paper from the Office of the Provost proposing an initial SCOT analysis was widely circulated and formed the basis for a University-wide planning forum in March (Appendix 2). From that forum arose a set of strategic responses which served to identify a series of strategic planning themes which, in turn, were fed back to the Faculties and service areas to inform their particular SCOT analyses, and to align their action plans (Appendix 3). The resulting Faculty and service areas submissions informed the creation of goals within each theme area. Next year and in later years, institutional and unit priorities will have greater impact on budget construction which, in turn, will strengthen the strategic response.

Over the coming months, the Plan will be presented to stakeholders and external partners in addition to Academic Council and the Board of Governors and reviewed thereafter every six months: such reviews are essential to the Plan's success and will include both University-wide and individual unit plan reviews. Though the Plan's horizon is five years, there will be a comprehensive review at the three-year mark.

E. Implementation and Follow-Up

The completion of a strategic plan marks an important milestone but it is only the beginning. The objective is to embark upon a journey of transformation and accomplishment, and to do so requires the plan's implementation. Achieving the established goals will require effort and attention from every part of the institution. It also requires considerable management and coordination.

The Office of the Provost will take the lead role in implementing the Strategic Plan, including monitoring and enhancing the list of required actions over time, devising implementation steps, and assuring accountability. At the broadest level, implementation will include:

- Introduction of metrics to measure the success of meeting stated goals
- Assignment of responsibility for collecting, analyzing and reporting progress
- Assessment of the activities of each unit in addressing each of the goals of the Strategic Plan
- Periodic - at least annually – and reports to the President and the University community on the progress made in implementing the Strategic Plan
- Recommendations for future actions for continual improvement

The regular reviews of the Plan will include:

- Adjusting (i.e., expanding, enhancing or refining) the list of actions for each goal in response to changes in the strategic environment or unexpected outcomes
- Coordinating the activities of those assigned to implement particular actions
- Working with the Faculties and Vice Presidential offices' units to tie area plans to the University Plan
- Where feasible, developing measurable outcomes and timetables for each required action
- Assessing, evaluating and documenting the success in accomplishing the desired outcomes
- Periodically reporting to Academic Council and the Board of Governors on the progress made in implementing the strategic Plan or on problems encountered
- Prescribing future actions for continual improvement

As can be seen from the above, strategic follow-up is not simply an issue of checking items off a list. Indeed, the strategic environment evolves over time: strengths, challenges, opportunities and threats can either rise or fall. If the strategic environment changes incrementally, the impact on the plan – and its associated actions – will be small. However, if large variations occur, changes of appropriate scale must necessarily be considered. Strategic follow-up therefore requires that the strategic environment be monitored in addition to individual goals and actions and that strategic thinking be introduced at every review and at every organizational level. The Plan therefore becomes a "living process" and nurtures a strategic state of mind among participants. Continuous refinement and improvement of the University's Strategic Plan will complement similar ongoing refinement of area plans as well.

As a final note, such a follow-up process is not a blueprint for centralized planning. It assumes a decentralized mode in which each area has responsibility for charting its own course in the light of its own mandate and strategic environment, and submitting priorities and budgets which follow the Plan. It also assumes that budget areas will be supported in their plans to the extent that their plans are supportive of these major University-wide strategic goals.

F. Strategic Planning Themes, Goals and Actions

While part of developing the strategic plan involved collaboration with one another, the second phase involved each unit creating their own unit specific strategic plan based on the fourteen themes and corresponding goals arising from the strategic planning process. Each area has outlined how they will aid the university in reaching its goals. Actions have been identified, as well as responsible individuals, timelines, and partners where applicable. This plan is meant to span a number of years and generic job titles have been included where specific people were identified. Though the themes which follow are presented sequentially, all themes are equally important. The great task of building a new institution requires that many of the plan's actions proceed in parallel at any one time in order to bring substance to the themes and realize UOIT's mission.

1. Recruit and Retain Excellent Students

Excellent students make excellent graduates, and these in turn translate into excellent ambassadors of the institution. The following goals seek to attract and retain excellent students through the actions found below:

1.1   Create a comprehensive student financial aid strategy
1.2   Develop innovative and effective undergraduate student recruitment strategies
1.3   Develop unit-specific graduate recruitment strategies
1.4   Make greater use of Faculty web sites as a recruitment tool
1.5   Package unique program alternatives of interest to students
1.6   Expand international recruitment
1.7   Create further opportunities for college graduates to complete degrees

1.1   Create a comprehensive student financial aid strategy

Faculty of Business and IT
1.1.1   Pursue course scholarships from industry partners similar to our McGraw-Hill Ryerson Collaborative Leadership Scholarship and Wilson Furniture Business scholarship.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2006
Partners: McGraw-Hill Ryerson; Wilson Furniture; other businesses and corporations

Faculty of Engineering and Applied Science
1.1.2   Expand undergraduate and graduate student awards, scholarships and bursaries.
Responsible Individuals: Dean
Milestones/Timelines: 2006
Partners: Vice President, Advancement

Faculty of Health Sciences
1.1.3   Increase number and amount of student awards (one additional award by 2006).
Responsible Individuals: Dean
Milestones/Timelines: 2006
Partners: Vice President, Advancement

Faculty of Social Science
1.1.4   Develop student prizes to be awarded annually to students at the end of each academic year.
Responsible Individuals: Chair of Undergraduate Committee
Milestones/Timelines: September 2005
Partners: Vice President, Advancement

1.1.5   Develop other student awards for students in each program in Social Science.
Responsible Individuals: Undergraduate Committee
Milestones/Timelines: September 2005

Finance

    1.1.6   Develop an investment policy and strategy for the management of scholarship and bursary funds.
Responsible Individuals:	Assistant Vice President, Finance
Milestones/Timelines:	September 2005
Partners:	Vice President, Advancement

Strategic Enrolment Management/Registrar's Office

    1.1.7   Aim for greater exploitation of student recruitment portal, e.g., improved segmentation of prospects, improved reporting.
Responsible Individuals:	Registrar
Milestones/Timelines:	Winter 2006
Partners:	Associate Registrar; Institutional Research Analyst

    1.1.8   Build a predictive enrolment model for enhanced prospect tracking and student yield forecasting.
Responsible Individuals:	Registrar
Milestones/Timelines:	Winter 2006
Partners:	Associate Registrar

    1.1.9   Develop and implement a geo-demographic model for recruitment.
Responsible Individuals:	Registrar
Milestones/Timelines:	Fall 2005
Partners:	Associate Registrar

    1.1.10 Develop a UOIT brand.
Responsible Individuals:	Registrar
Milestones/Timelines:	Spring 2006
Partners:	Vice President, Communications and Marketing; Provost; Deans; Unit Vice Presidents

Student Affairs

    1.1.11 Implement an in-course scholarship program that recognizes and rewards student academic success.
Responsible Individuals:	Director, Financial Aid and Awards
Milestones/Timelines:	2005
Partners:	Deans or designated representative

    1.1.12 Increase the on-campus employment program to provide additional financial resources and practical work experience for university students.
Responsible Individuals:	Director, Financial Aid and Awards
Milestones/Timelines:	2005
Partners:	Deans; faculty members

    1.1.13 Provide opportunities to recognize and celebrate students' achievements through award ceremonies and online student profiles.
Responsible Individuals:	Director, Financial Aid and Awards
Milestones/Timelines:	2006
Partners:	Deans

1.1.14 Develop and deliver a default management program to promote student financial wellness and debt management.
Responsible Individuals: Director, Financial Aid and Awards
Milestones/Timelines: 2007
Partners: Vice President, Information Technology

1.1.15 Develop an athletic scholarship program to recognize and support our top athletes.
Responsible Individuals: Director, Financial Aid and Awards; Director of Athletics
Milestones/Timelines: 2008
Partners: Vice President, Advancement

1.2 Develop innovative and effective undergraduate student recruitment strategies

Faculty of Business and IT
1.2.1 Develop and implement a plan to encourage faculty member and student research partnerships during the summer.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2005 and ongoing thereafter
Partners: Faculty members; Faculty of Business and IT students

Faculty of Education
1.2.2 Plan and realize campus visits to other universities to promote the consecutive B.Ed.
Responsible Individuals: Dean
Milestones/Timelines: Compile list of good prospects: August/September 2005
                              Schedule visits: September 2005
                              Conduct visits: as scheduled
Partners: Admissions Officers; faculty members

1.2.3 Plan and realize conference talks reporting the results of our efforts.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Faculty members

1.2.4 Out-of-province recruiting.
Responsible Individuals: Dean
Milestones/Timelines: Compile list of good prospects: August/September 2005
                              Schedule visits: September 2005
                              Conduct visits: as scheduled
Partners: Admissions Officers; faculty members

Faculty of Engineering and Applied Science
1.2.5 Develop and implement outreach programs for both primary and secondary schools to underscore the value of an engineering education.
Responsible Individuals: Student Advisor
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Faculty members; Registrar's Office; Liaison Officers

1.2.6 Work with UOIT's graduates from the Faculty of Education to ensure they become ambassadors for our undergraduate programs.
Responsible Individuals: Program Director
Milestones/Timelines: Fall 2006
Partners: Dean; Faculty of Education

1.2.7 Develop and implement a plan to support activities of the Engineering Student Society, Women in Engineering and student clubs and teams (e.g., Solar Vehicle, Formula SAE) to showcase the Faculty's programs and to attract excellent high-school students, especially women, to Faculty programs.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2007 and ongoing thereafter
Partners: Planning and Budget Officer

1.2.8 Develop and implement a plan to recognize and publicize student achievement (e.g., provide visibility for student successes, hold activities which honour student successes such as awards ceremonies and have faculty members participate, assist students in obtaining prestigious external awards).
Responsible Individuals: Dean
Milestones/Timelines: Fall 2007 and ongoing thereafter
Partners: Faculty members

Faculty of Health Sciences

1.2.9 Develop a faculty member-student committee to explore ways of attracting recruits.
Responsible Individuals: Planning and Budget Officer
Milestones/Timelines: Summer 2006

1.2.10 Have the Health Sciences Faculty-Student Committee visit high schools and talk about our program—student-to-student! Implement an e-mail address where prospective students can ask student committee questions (i.e., MyCampus account or Web site) to start by 2006.
Responsible Individuals: Planning and Budget Officer
Milestones/Timelines: Summer 2006

1.2.11 Develop recruitment materials for Health Sciences (display of technology in healthcare, new brochure, CD).
Responsible Individuals: Planning and Budget Officer
Milestones/Timelines: Summer 2006

Faculty of Science

1.2.12 Implement a Faculty of Science Student Recruitment Committee.
Responsible Individuals: Dean
Milestones/Timelines: Strategy document by Fall 2005
     Apply for grant from Ontario Science and Technology Awareness and other Funds during 2005-2006
Partners: Faculty members (in Science and other Faculties); Vice President, Strategic Enrolment Management

Faculty of Social Science

1.2.13 Inform students via web site and brochures that a limited number Teaching Assistant opportunities and Research Assistant opportunities are available and that some students may be able to complete their Field Placements as Teaching Assistants or Research Assistants.
Responsible Individuals: Dean
Milestones/Timelines: August 2005
Partners: Student Advisor; Associate Dean; Vice President, Communications and Marketing

1.2.14 Create Brochures for each Program and each Specialization offered by the Faculty of So-
cial Science.
Responsible Individuals: Dean
Milestones/Timelines: August 2005
Partners: Student Advisor; Associate Dean; Vice President, Commu-
nications and Marketing

1.2.15 Utilize student mentors to help recruit new students
Responsible Individuals: Student Advisor
Milestones/Timelines: Beginning Spring 2006

1.2.16 Place greater emphasis on Web site as a tool in the practicum.
Responsible Individuals: Practicum Coordinator
Milestones/Timelines: Spring 2006

Communications and Marketing
1.2.17 Host a one-day challenge for top secondary school students to win an impressive UOIT
scholarship, emceed by Ken Jennings or someone with a similar profile, launch a national
media relations campaign for students to apply to compete.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: Spring 2006
Partners: Media and/or association sponsor

1.2.18 Develop and implement support tools for recruitment efforts and events (i.e., Ontario Uni-
versity Fair) through various annual publications and tools including the UOIT Viewbook
and CD.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: Summer 2006
Partners: Registrar; Deans

1.2.19 Profile scholarship recipients and generate media awareness in respective local communi-
ties.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Registrar; Deans

Student Affairs
1.2.20 Develop a university athlete recruitment strategy and awards program to attract top ath-
letes to our campus.
Responsible Individuals: Director of Athletics
Milestones/Timelines: 2006
Partners: Vice President, Advancement

1.3   Develop unit-specific graduate recruitment strategies

Faculty of Business and IT
1.3.1   Identify MITS graduate recruitment opportunities at conferences that are unconventional
(DefCon, BlackHat, HOPE) as well as conventional (Institute for Electrical and Electronics
Engineers and Privacy, Security and Trust Network).
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Faculty members

1.3.2   Develop and implement a plan to support faculty members publishing in professional and trade publications.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Faculty members

Faculty of Engineering and Applied Science

1.3.3   Develop recruitment strategies to attract the best possible graduate students by providing attractive and competitive financial support packages (composed of teaching assistant salaries, research assistant stipends, scholarships, awards and bursaries).
Responsible Individuals: Dean
Milestones/Timelines: Summer 2006
Partners: Associate Provost, Research and Graduate Programs; Faculty Members

Faculty of Social Science

1.3.4   Develop and implement a recruitment strategy for a Master's program.
Responsible Individuals: Chair of Faculty Graduate Committee
Milestones/Timelines: Summer 2006
Partners: Associate Provost, Research and Graduate Programs; faculty members

1.3.5   Develop and implement a recruitment strategy for PhD program.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2007
Partners: Associate Provost, Research and Graduate Programs; faculty members

Office of Research Services

1.3.6   Develop and implement a recruitment strategy for graduate students.
Responsible Individuals: Associate Provost, Research and Graduate Programs
Milestones/Timelines: Summer 2006
Partners: Office of Research Services; Deans

1.4   Make greater use of Faculty Web sites as a recruitment tool

Faculty of Business and IT

1.4.1   Enhance the Faculty of Business and IT Web site featuring creative student and faculty member projects.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Faculty members

School of Energy Systems and Nuclear Science

1.4.2   Develop and keep up-to-date School Web site.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2006
Partners: Faculty members; Vice President, Information Technology

Faculty of Health Sciences

1.4.3   Develop a committee to develop and implement an improved Web site.
Responsible Individuals: Dean; Planning and Budget Officer
Milestones/Timelines: Summer 2006

Faculty of Science
  1.4.4   Develop online information-request form for Student Financial Aid.
          Responsible Individuals: Dean
          Milestones/Timelines: December 2005
          Partners: Registrar; Research Computer Systems Analyst

Faculty of Social Science
  1.4.5   Develop Faculty Web site as recruitment tool.
          Responsible Individuals: Associate Dean
          Milestones/Timelines: Fall 2005 and ongoing thereafter

Communications and Marketing
  1.4.6   Develop and implement a plan to support recruitment efforts by targeting media with new, innovative programs and encouraging students to visit Faculty Web sites for more information.
          Responsible Individuals: Vice President, Communications and Marketing
          Milestones/Timelines: Fall 2005
          Partners: Registrar

  1.4.7   Develop and implement a plan to assist in the promotion of online chats with faculty members for prospective students to gain program-specific information through targeted ads to local high schools.
          Responsible Individuals: Vice President, Communications and Marketing
          Milestones/Timelines: Spring 2006
          Partners: Vice President, Information Technology

Library
  1.4.8   Develop and implement the Web site as first point of library contact in researching potential institutions to attend – Improve clarity – Greater content presentation in Faculty Guides – Addition of databases assuring students that materials are available to support research and papers.
          Responsible Individuals: University and Associate Librarians
          Milestones/Timelines: June 2005
          Partners: Circulation and Reference Teams; Library IT Manager; Vice President, Communications and Marketing; Vice President, Information Technology

1.5   Package unique program alternatives of interest to students

Faculty of Business and IT
  1.5.1   Continue to develop innovative programs, such as the BIT, the BBA, bridge programs.
          Responsible Individuals: Dean
          Milestones/Timelines: Fall 2005 and ongoing thereafter
          Partners: Faculty members

School of Energy Systems and Nuclear Science
  1.5.2   Develop and implement a plan to seek input from industry, students and colleagues.
          Responsible Individuals: Dean
          Milestones/Timelines: January 2006

Faculty of Science

    1.5.3   Develop low-marginal-cost attractive "streams" within major programs, and develop "minors."
           Responsible Individuals: Faculty Undergraduate Program Committees
           Milestones/Timelines: Fall 2006

    1.5.4   Develop economic planning model to assess income and expenses of programs and program clusters.
           Responsible Individuals: Inter-Faculty working group
           Milestones/Timelines: Fall 2005
           Partners: Director, Academic Planning

Faculty of Social Science

    1.5.5   Redevelop Police Studies and Correctional Studies Streams in the Criminology and Justice Program as majors in (a) Criminology and (b) Criminal Justice.
           Responsible Individuals: Dean; Associate Dean
           Milestones/Timelines: Fall 2005

    1.5.6   Redevelop Technology in Society and Evaluation Research Specializations in Social Policy Program as separate Majors.
           Responsible Individuals: Associate Dean
           Milestones/Timelines: Fall 2005

    1.5.7   Create new Program Major in Human Rights Area.
           Responsible Individuals: Associate Dean; Undergraduate Committee
           Milestones/Timelines: Fall 2005

    1.5.8   Initiate agreements with foreign universities for semesters abroad.
           Responsible Individuals: Dean; Undergraduate Committee
           Milestones/Timelines: Winter 2006
           Partner: Universities in Australia, New Zealand and England

    1.5.9   Develop joint BA program with concurrent Diploma program in Police Studies (BA in Police Studies and college diploma in Police Foundations).
           Responsible Individuals: Dean; Associate Dean
           Milestones/Timelines: Fall 2005 or Winter 2006

1.6   Expand international recruitment

Faculty of Business and IT

    1.6.1   Pursue multiple partnerships with universities in mainland China and Hong Kong, including Chinese University of Hong Kong, Nanjing University of Science and Technology, and Nanjing University of Technology, to have their B. Comm Students finish their last 2 years at UOIT.
           Responsible Individuals: Dean
           Milestones/Timelines: Fall 2006 and ongoing thereafter
           Partners: Designated faculty members (W. Fong; P. Hung; T. Wu)

Faculty of Education

    1.6.2   Prepare a promotional flyer specifically for out-of-province applicants.
           Responsible Individuals: Dean
           Milestones/Timelines: Fall 2005
           Partners: Vice President, Communications and Marketing

School of Energy Systems and Nuclear Science
  1.6.3   Identify countries and regions that are likely sources of international students.
          Responsible Individuals: Dean
          Milestones/Timelines: Fall 2005
          Partners: Registrar

Faculty of Engineering and Applied Science
  1.6.4   Develop and implement a plan to exploit interest from international students through indi-
          vidual recruitment and partnerships with strategic countries/universities.
          Responsible Individuals: Student Advisor; Program Director
          Milestones/Timelines: Fall 2005
          Partners: Registrar; International Recruitment

Faculty of Science
  1.6.5   Accompany international recruitment teams.
          Responsible Individuals: Dean
          Milestones/Timelines: September 2006 and ongoing thereafter
          Partners: Vice President, Strategic Enrolment Management

  1.6.6   Develop and implement a plan to explore China/UOIT joint programs.
          Responsible Individuals: Dean
          Milestones/Timelines: September 2006 and ongoing thereafter
          Partners: Vice President, Strategic Enrolment Management

Faculty of Social Science
  1.6.7   Use international exchange programs as recruitment tool.
          Responsible Individuals: Dean
          Milestones/Timelines: Fall 2005
          Partners: Flinders University, Australia; Victoria University, New Zea-
                                         land; Manchester University, England

Strategic Enrolment Management/Registrar's Office
  1.6.8   Develop and implement a plan to assist the International Recruitment Office in the devel-
          opment of a recruitment strategy for international graduate students.
          Responsible Individuals: Director, International Recruitment
          Milestones/Timelines: Fall 2006
          Partners: Associate Provost, Research and Graduate Programs

  1.6.9   Maintain and enhance presence in identified international markets: aim for 7% of total en-
          rolment by 2010.
          • Identify recruitment agents
          • Partner with international schools
          • Improve on-campus supports to international students
          Responsible Individuals: Director, International Recruitment
          Milestones/Timelines: 2005 and ongoing thereafter
          Partners: Local schools; recruitment agents

1.7   Create further opportunities for college graduates to complete degrees

Faculty of Business and IT
1.7.1   Develop a bridge and embedded bridge programs for the BIT and the BBA.
          Responsible Individuals: Associate Dean; Designated faculty member (W. Goodman)
          Milestones/Timelines: Fall 2005 and ongoing thereafter
          Partners: Other faculty members; Durham College; Mohawk College

School of Energy Systems and Nuclear Science
1.7.2   Develop bridge program for college graduates to complete the BASc in Nuclear power program.
          Responsible Individuals: Dean
          Milestones/Timelines: Fall 2006
          Partners: Vice President, Academic, Durham College; Registrar

Faculty of Engineering and Applied Science
1.7.3   Develop transition mechanism to allow top college graduates to obtain a UOIT degree.
          Responsible Individuals: Dean
          Milestones/Timelines: Summer 2007
          Partners: Program Director; Registrar; Vice President, Academic, Durham College

Faculty of Health Sciences
1.7.4   Develop options for Paramedic Medicine, Medical Laboratory, and Dental Degree completion.
          Responsible Individuals: Dean
          Milestones/Timelines: Summer 2006
          Partners: Planning and Budget Officer

Faculty of Science
1.7.5   Develop "bridge programs" as appropriate for College graduates.
          Responsible Individuals: UOIT-Durham College Liaison Committee
          Milestones/Timelines: Plans constructed by December 2005
          Partners: UOIT and Durham College faculty members

Faculty of Social Science
1.7.6   Develop and implement a framework to allow College to University transfer credits.
          Responsible Individuals: Associate Dean
          Milestones/Timelines: August 2005
          Partners: Joint Program Committee; School of Justice, Durham College

Student Affairs
1.7.7   Develop and implement scholarships and awards to promote and support the college-university program linkages.
          Responsible Individuals: Director, Financial Aid and Awards
          Milestones/Timelines: 2006
          Partners: Vice President, Advancement; Vice President, Academic, Durham College

2. Attract and Retain Outstanding Faculty and Staff

To achieve a reputation of academic distinction, UOIT must attract and retain outstanding faculty members and staff. The following goals aim to attract and retain outstanding faculty members and staff through the actions found below:

2.1   Identify proactive measures to attract and retain outstanding faculty members and staff
2.2   Take aggressive measures to recruit qualified female faculty members
2.3   Develop multi-year staffing plans in each Faculty
2.4   Strive to make UOIT a truly special place in terms of how colleagues manifest their values
2.5   Work with each faculty member to provide appropriate support for the facilitation of learning, the development of grant-getting skills, and their involvement in the community at large

2.1   Identify proactive measures to attract and retain outstanding faculty members and staff

Office of the Provost
    2.1.1   Develop a detailed performance review system for faculty members which is a transparent, fair and which relates to University Tenure and Promotion criteria.
            Responsible Individuals: Office of the Provost
            Milestones/Timelines: Winter 2006
            Partners: Deans

Faculty of Education
    2.1.2   Develop and implement a plan to take a more direct and personal approach to recruiting.
            Responsible Individuals: Dean; Faculty
            Milestones/Timelines: Planning: October 2005
                                Implementation: January 2006
            Partners: Registrar

School of Energy Systems and Nuclear Science
    2.1.3   Develop and implement a plan to promote the School's programs in learned societies, industry associations, leading companies and institutions.
            Responsible Individuals: Dean
            Milestones/Timelines: 2007
            Partners: Faculty members

Faculty of Engineering and Applied Science
    2.1.4   Develop and implement a plan to mentor new faculty members to be productive and successful in teaching, research, professional and other activities, and establish mechanisms that support faculty member development.
            Responsible Individuals: Dean
            Milestones/Timelines: 2007
            Partners: Program Director; Associate Provost, Research and Graduate Programs; current faculty members

    2.1.5   Develop and implement a plan to strive for an exceptional and enjoyable working environment in the Faculty that allows faculty members to be productive and fosters a sense of belonging to a community.
            Responsible Individuals: Dean
            Milestones/Timelines: 2007
            Partners: Faculty members

2.1.6   Develop and implement a plan to recognize faculty member achievements internally (e.g., establish teaching and research awards) and externally (nominate faculty members for prestigious external awards).
Responsible Individuals: Dean
Milestones/Timelines: Summer 2006
Partners: Faculty Advisory Committees

2.1.7   Develop and implement a plan to publicize faculty member achievements and successes internally and externally to obtain greater visibility and recognition in the academic and non-academic communities.
Responsible Individuals: Dean
Milestones/Timelines: 2006
Partners: Vice President, Communications and Marketing

Faculty of Health Sciences

2.1.8   Develop and implement a plan to support high-quality college faculty members to obtain their PhD.
Responsible Individuals: Dean
Milestones/Timelines: 2007
Partners: Vice President, Academic, Durham College

2.1.9   Develop and implement a five year staffing plan.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2006
Partners: Planning and Budget Officer; Provost

Faculty of Social Science

2.1.10   Initiate contacts with faculty at other universities who might be willing to come to UOIT.
Responsible Individuals: Dean
Milestones/Timelines: Ongoing

2.1.11   Develop mentoring program for new faculty.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005

2.1.12   Advertise faculty openings in wide range of scholarly outlets.
Responsible Individuals: Dean
Milestones/Timelines: Beginning Fall 2005 ongoing thereafter
Partners: Human Resources

2.1.13   Establish Professional Development Allowance for Administrative Staff.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2005

2.1.14   Initiate periodic review of non-academic staff roles and responsibilities.
Responsible Individuals: Dean; Planning and Budget Officer; Administrative Assistant
Milestones/Timelines: Beginning Fall 2005
Partners: Human Resources

2.1.15   Invite non-academic staff to annual faculty retreat for relevant sections of discussions
Responsible Individuals: Dean
Milestones/Timelines: Summer 2005

Communications and Marketing

2.1.16 Develop and implement a plan to profile UOIT in news and business magazines, as well as key career supplements.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: 2006
Partners: Director, Human Resources

Human Resources

2.1.17 Identify recruitment needs through analysis with key stakeholders annually. Formulate a gap analysis and identify current strengths and future needs.
Responsible Individuals: Director, Human Resources
Milestones/Timelines: Fall 2005
Partners: Deans

2.1.18 Standardize the employment Brand in all recruitment advertising.
Responsible Individuals: Director, Human Resources
Milestones/Timelines: Fall 2005
Partners: Vice President, Communications and Marketing

2.1.19 Develop and implement a plan to refine and standardize recruitment process.
Responsible Individuals: Director, Human Resources
Milestones/Timelines: 2006
Partners: Deans

2.1.20 Develop an orientation package for new faculty members with a focus on Community (i.e., schools, housing, etc).
Responsible Individuals: Director, Human Resources
Milestones/Timelines: Summer 2006

2.1.21 Develop an Orientation process for faculty members and staff including the Implementation of peer-led community faculty sessions for new faculty members.
Responsible Individuals: Director, Human Resources
Milestones/Timelines: August 2006
Partners: Deans

Library

2.1.22 Improve clarity and expand and enhance content of web site as first point of contact with the Library.
Responsible Individuals: Associate Librarian
Milestones/Timelines: Fall 2005
Partners: Reference Team; Library IT Manager

2.1.23 Participate in interview days providing candidates with a library overview applicable to the faculty members and a general tour.
Responsible Individuals: Associate Librarian
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Reference Team; Library IT Manager

2.1.24 Consult faculty members with respect to collection purchases, student orientations and papers, and their personal research.
Responsible Individuals: Associate Librarian
Milestones/Timelines: Fall 2005
Partners: Reference Team; Library IT Manager

2.1.25　Identify research assistants and provide them with specialized orientations and extend borrowing privileges while working for a professor.
　　　　Responsible Individuals:　　　Reference Librarians
　　　　Milestones/Timelines:　　　　Fall 2005
　　　　Partners:　　　　　　　　　　Deans

2.1.26　Continue to offer Interlibrary Loan Services and enhance these through the adoption of RACER software.
　　　　Responsible Individuals:　　　Associate Librarian
　　　　Milestones/Timelines:　　　　Fall 2005
　　　　Partners:　　　　　　　　　　Library IT Manager; Library Inter-Library Loans Technician; Ontario Council of University Libraries

Student Affairs
2.1.27　Implement an "Employee Wellness Program" for all faculty members and staff in partnership with Human Resources.
　　　　Responsible Individuals:　　　Director, Campus Health Centre
　　　　Milestones/Timelines:　　　　2007
　　　　Partners:　　　　　　　　　　Director, Human Resources

2.1.28　Provide a Centralized Student Services facility to provide one-stop-shopping that will increase productivity and enhance service delivery.
　　　　Responsible Individuals:　　　Vice President, Student Affairs
　　　　Milestones/Timelines:　　　　2008

2.2　Take aggressive measures to recruit qualified female faculty members

Faculty Business and IT
2.2.1　Apply for a female Research Chair in IT through the Natural Sciences and Engineering Research Council of Canada.
　　　　Responsible Individuals:　　　Dean
　　　　Milestones/Timelines:　　　　Fall 2005
　　　　Partners:　　　　　　　　　　Faculty members

School of Energy Systems and Nuclear Science
2.2.2　Develop and implement a plan to support Women in Engineering, Women in Nuclear, pay special attention to career opportunities and role models for women and visible minorities.
　　　　Responsible Individuals:　　　Dean
　　　　Milestones/Timelines:　　　　2006
　　　　Partners:　　　　　　　　　　Faculty members

Faculty of Engineering and Applied Science
2.2.3　Develop and implement a plan to attract promising women faculty members.
　　　　Responsible Individuals:　　　Dean
　　　　Milestones/Timelines:　　　　2005
　　　　Partners:　　　　　　　　　　Director, Human Resources

Faculty of Science
2.2.4   Advertise for Natural Sciences and Engineering Research Council of Canada University Faculty Award.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005
Partners: Associate Provost, Research and Graduate Programs

Faculty of Social Science
2.2.5   Recruit senior female faculty members from the United States who have expressed interest in coming to UOIT.
Responsible Individuals: Dean
Milestones/Timelines: Winter 2006

2.3   Develop multi-year staffing plans in each Faculty

Faculty of Business and IT
2.3.1   Evaluate and review staffing plans annually to maintain areas of strengths and remove areas of weaknesses.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Provost

Faculty of Education
2.3.2   Develop and implement a multi-year staffing plan.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2006
Partners: Faculty members; Provost

School of Energy Systems and Nuclear Science
2.3.3   Develop and implement a multi-year staffing plan.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2006
Partners: Faculty members; Provost

Faculty of Engineering and Applied Science
2.3.4   Develop and implement a multi-year staffing plan.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2006
Partners: Faculty members; Provost

Faculty of Science
2.3.5   Develop and implement a multi-year staffing plan.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2006
Partners: Faculty members; Provost

Faculty of Social Science
2.3.6   Develop and implement a staffing plan to the end of 2010 – to be revised annually.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2006
Partners: Provost

Human Resources

2.3.7   Implement a Performance Management program for Non-Academic staff to enhance their opportunities for development and career growth.
Responsible Individuals: Director, Human Resources
Milestones/Timelines: Summer 2005
Partners: Deans

2.3.8   Conduct a needs analysis to determine professional development requirements.
Responsible Individuals: Director, Human Resources
Milestones/Timelines: Fall 2006
Partners: Deans; Non-Academic staff

2.3.9   Identify outreach recruiting opportunities in conjunction with individual Faculties as appropriate.
Responsible Individuals: Director, Human Resources
Milestones/Timelines: September 2006 and ongoing thereafter
Partners: Deans

2.3.10   Develop and implement outreach initiatives with Faculties.
Responsible Individuals: Director, Human Resources
Milestones/Timelines: May 2007
Partners: Deans

Student Affairs

2.3.11   Create and implement a five year staffing plan to identify human resource requirements for the rest of the decade.
Responsible Individuals: Vice President, Student Affairs
Milestones/Timelines: 2005

2.4   Strive to make UOIT a truly special place in terms of how colleagues manifest their values

2.4.1   Launch a "President's Supper" initiative for new faculty members.
Responsible Individuals: President
Milestones/Timelines: Fall 2005, annually thereafter
Partners: Provost; Deans

2.4.2   Launch a "President's Supper" initiative for new support staff and non-tenure-track personnel.
Responsible Individuals: President
Milestones/Timelines: Fall 2005, annually thereafter
Partners: Provost; Deans; Vice Presidents

2.4.3   Develop a comprehensive plan to make UOIT a truly special place in terms of how colleagues manifest their values.
Responsible Individuals: President; Provost
Milestones/Timelines: Fall 2006
Partners: Deans; Vice Presidents

2.5 Work with each faculty member to provide appropriate support for the facilitation of learning, the development of grant-getting skills, and their involvement in the community at large.

School of Energy Systems and Nuclear Science
2.5.1   Identify and facilitate attendance of faculty members at seminars and workshops offered by other universities, industry and learned societies.
Responsible Individuals: Dean
Milestones/Timelines: Winter 2006 and ongoing thereafter
Partners: Faculty members; Provost

2.5.2   Encourage faculty member applications to Teaching Innovation Fund as appropriate.
Responsible Individuals: Dean
Milestones/Timelines: Winter 2006 and ongoing thereafter
Partners: Associate Provost, Teaching and Learning

Faculty of Science
2.5.3   Encourage faculty member applications to Teaching Innovation Fund as appropriate.
Responsible Individuals: Dean
Milestones/Timelines: Winter 2006 and ongoing thereafter
Partners: Associate Provost, Teaching and Learning

2.5.4   Develop Science External Relations Committee.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005
Partners: Faculty members

Human Resources
2.5.5   Develop and co-ordinate a process for hiring Teaching Assistants and develop job descriptions for each position.
Responsible Individuals: Director, Human Resources
Milestones/Timelines: June 2005
2.5.6   Develop a Human Resources Information System to provide Deans and Senior Management with more effective management reporting (i.e., compensation reports, tenure review reports, etc).
Responsible Individuals: Director, Human Resources
Milestones/Timelines: Summer 2005

2.5.7   Investigate Self Serve tools for employee benefits.
Responsible Individuals: Director, Human Resources
Milestones/Timelines: July 2007
Partners: Information Technology Services

Office of the Associate Provost, Teaching and Learning
2.5.8   Provide consultative services to individual faculty members to advise and support effective strategies for improvements in teaching.
Responsible Individuals: Associate Provost, Teaching and Learning
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Faculty members

2.5.9   Provide instructional design, project management support to Teaching Innovation Fund recipients.
Responsible Individuals: Associate Provost, Teaching and Learning
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Centre for Academic Excellence and Innovation

2.5.10 Expand Teaching Innovation Fund to encompass Faculty-wide teaching and learning transformation (e.g., Faculty wide problem-based learning program redesign).
• Expand Teaching Innovation Fund grants from 11 to 20 each year.
Responsible Individuals: Associate Provost, Teaching and Learning
Milestones/Timelines: May 2006-2010

2.5.11 Organize monthly knowledge sharing sessions among faculty members regarding teaching and learning, e.g., monthly Teaching and Learning at Lunch sessions with faculty members.
Responsible Individuals: Associate Provost, Teaching and Learning
Milestones/Timelines: September 2005 and ongoing thereafter
Partners: Centre for Academic Excellence and Innovation

2.5.12 Disseminate, discuss and document innovative teaching practices used by individual faculty members across campus and share these across the university.
Responsible Individuals: Associate Provost, Teaching and Learning
Milestones/Timelines: Fall 2006 an ongoing thereafter

2.5.13 Provide leadership for planning and delivering Faculty-specific or topic-centered teaching and learning conferences.
Responsible Individuals: Associate Provost, Teaching and Learning
Milestones/Timelines: Fall 2006 an ongoing thereafter

2.5.14 Offer relevant and timely seminars to faculty members or to Faculties regarding new learning technologies. This will include general and customized sessions and services. Emphasis will be on teaching techniques for large classes and upon new pedagogies to support greater use of distributed learning opportunities.
Responsible Individuals: Associate Provost, Teaching and Learning
Milestones/Timelines: Winter 2006 an ongoing thereafter
Partners: Centre for Academic Excellence and Innovation

2.5.15 Provide consultative services to individual faculty members and to Faculties regarding assessment practices, curriculum renewal, and innovative teaching strategies to make effective use of learning technologies.
Responsible Individuals: Associate Provost, Teaching and Learning
Milestones/Timelines: Winter 2006 an ongoing thereafter

3. Deliver a Quality Learning Experience

Student success and the achievement of career aspirations are the hallmark of a meaningful and fulfilling post-secondary education. To this end, appropriate student support systems must be in place including mentoring, teaching and learning resources, and financial resources. The following goals aim to deliver a quality learning experience through the actions presented below:

3.1   Enhance teaching development support, including mentoring
3.2   Explore means to enhance interdisciplinary and greater cross-Faculty rationalization and sharing of resources
3.3   Encourage responsiveness to students and student evaluations
3.4   Intensify efforts to improve means of scholarly communication
3.5   Aim for quality as an institutional differentiator
3.6   Ensure career success for our graduates

3.1   Enhance teaching development support, including mentoring

Faculty of Business and IT
3.1.1   Introduce a Faculty of Business and IT mini-survey on student concerns prior to mid-term.
     Responsible Individuals: Dean
     Milestones/Timelines: Fall 2005 and Winter 2006
     Partners: Associate Dean; Student Advisor

School of Energy Systems and Nuclear Science
3.1.2   Identify and help to resolve areas needing improved teaching, including content, text books and other learning aides, particularly the use of technology in teaching/learning.
     Responsible Individuals: Faculty members
     Milestones/Timelines: Summer 2006 and ongoing thereafter
     Partners: Associate Provost, Teaching and Learning

Faculty of Engineering and Applied Science
3.1.3   Support and encourage efforts by individual instructors to improve their teaching, and ensure reward structures value quality teaching by:
a.   encouraging faculty members to access the Teaching And Learning Lunch seminars and other on-campus resources,
b.   encouraging peer teaching review and constructive comment,
c.   codify to the extent possible best practices,
d.   provide a reward on a yearly basis to the most effective instructor.
     Responsible Individuals: Dean
     Milestones/Timelines: Summer 2006 and ongoing thereafter
     Partners: Associate Provost, Teaching and Learning; Centre for Academic Excellence and Innovation

Faculty of Health Sciences
3.1.4   Enhance the frequency of workshops on educational excellence (1/term).
     Responsible Individuals: Dean
     Milestones/Timelines: Summer 2006
     Partners: Designated faculty member (W. Stanyon); other faculty members

3.1.5   Provide a preceptorship program which would be transferable for university credit to en-
          hance part-timers knowledge and reward healthcare employees for their work.
          Responsible Individuals: Dean
          Milestones/Timelines: Start pilot Summer 2005
          Partners: Durham College faculty members and Dean of Health and
                                          Human Studies

3.1.6   Encourage more faculty member development programs on teaching excellence (1 per
          year) within Faculty.
          Responsible Individuals: Dean
          Milestones/Timelines: 2007
          Partners: Evaluation Committee; Centre for Academic Excellence and
                                          Innovation; Associate Provost, Teaching and Learning

Faculty of Social Science

3.1.7   Utilize Undergraduate Students as TAs where possible.
          Responsible Individuals: Dean
          Milestones/Timelines: Fall 2005

Information Technology Services

3.1.8   Plan and implement support programs to assist faculty members in the use of learning
          technology.
          Responsible Individuals: Director, Mobile Computing; Director, Technical Services
          Milestones/Timelines: 2007
          Partners: Deans; Centre for Academic Excellence and Innovation

Office of the Associate Provost, Teaching and Learning

3.1.9   Prepare plan to provide continued support to all academic staff through collaborative part-
          nerships in:
          ●   teaching and learning innovations;
          ●   curriculum renewal;
          ●   enabling the dissemination of research concerning teaching and learning;
          ●   supporting university excellence in all teaching and learning activities;
          ●   hybrid course design;
          ●   distance education course design.
          Responsible Individuals: Associate Provost, Teaching and Learning
          Milestones/Timelines: Summer 2007
          Partners: Deans; Office of the Provost; Centre for Academic Excel-
                                          lence and Innovation

3.1.10 Undertake environmental scan of best practices in the delivery of teaching and learning
          services nationally and internationally.
          Responsible Individuals: Associate Provost, Teaching and Learning
          Milestones/Timelines: Spring 2007

3.1.11 Conduct a needs assessment to ascertain faculty member knowledge, skill and resource
          gaps to be addressed by a university teaching and learning service.
          Responsible Individuals: Associate Provost, Teaching and Learning
          Milestones/Timelines: Fall 2006

3.1.12 Conduct a systematic review of Faculty Strategic Plans to ascertain priorities around teaching and learning.
Responsible Individuals: Associate Provost, Teaching and Learning
Milestones/Timelines: Winter 2006

3.1.13 Redesign Office of the Associate Provost, Teaching and Learning Web site to reflect teaching and learning support.
Responsible Individuals: Associate Provost, Teaching and Learning
Milestones/Timelines: Fall 2006

3.1.14 Design, implement and evaluate an orientation for new faculty members re: UOIT teaching and learning environment.
Responsible Individuals: Associate Provost, Teaching and Learning
Milestones/Timelines: Fall 2005 and ongoing thereafter

3.1.15 Develop online teaching and learning resources to complement face-to-face faculty member orientation sessions.
Responsible Individuals: Associate Provost, Teaching and Learning
Milestones/Timelines: Fall 2006 and ongoing thereafter
Partners: Centre for Academic Excellence and Innovation

3.1.16 Develop and implement an ongoing teaching/learning support program for new university faculty members including:
- Monthly group meetings;
- Monthly individual meetings ;
- Monthly class visits to observe and provide feedback on teaching practices.
Responsible Individuals: Associate Provost, Teaching and Learning
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Centre for Academic Excellence and Innovation

3.1.17 Design, implement and evaluate an orientation program for Teaching Assistants. This program will be repeated each term.
Responsible Individuals: Associate Provost, Teaching and Learning
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Centre for Academic Excellence and Innovation

Student Affairs

3.1.18 Develop and implement a peer mentoring program in conjunction with the student advisors to assist first-year students with their transition to university.
Responsible Individuals: Director, Student Development
Milestones/Timelines: 2006
Partners: Student Advisors; Deans

3.1.19 Deliver an Intercollegiate Athletic Academic Success program of success strategies and advising for varsity athletes.
Responsible Individuals: Director of Athletics
Milestones/Timelines: 2007
Partners: Deans or designate and Faculty representatives

3.1.20 Develop and implement "Disease Surveillance" programming for faculty members who participate in clinical/placement settings.
Responsible Individuals: Director, Campus Health Centre
Milestones/Timelines: 2006

3.1.21 Develop and implement a Health and Wellness facility plan to support a variety of comprehensive medical services to meet the demand and programming needs of students and staff.
Responsible Individuals: Director, Campus Health Centre
Milestones/Timelines: 2007

3.1.22 Develop and implement an accessible "International Travel Clinic" to support future Internship studies abroad.
Responsible Individuals: Director, Campus Health Centre
Milestones/Timelines: 2009
Partners: Director, Career and Employment Services

3.1.23 Develop and implement a Writing Skills Centre to support student success and retention.
Responsible Individuals: Director, Learner Support Centre
Milestones/Timelines: 2005

3.1.24 Develop and implement subject specific clinics in math and sciences.
Responsible Individuals: Director, Learner Support Centre
Milestones/Timelines: 2006

3.1.25 Contribute to the research and development of a "Residence Academic Support Plan" that will provide appropriate referrals and academic support services for students living on campus.
Responsible Individuals: Vice President, Student Affairs
Milestones/Timelines: 2006

3.1.26 Design and deliver Disability Awareness Sessions for faculty members.
Responsible Individuals: Director, Centre for Students with Disabilities
Milestones/Timelines: 2006
Partners: Deans

3.1.27 In partnership with academic faculties, provide academic assistance in the Learner Support Centre.
Responsible Individuals: Director, Learner Support Centre
Milestones/Timelines: 2007
Partners: Deans

3.2   Explore means to enhance interdisciplinary and greater cross-Faculty rationalization and sharing of resources

Faculty of Business and IT
3.2.1 Develop and implement a plan to pursue more cross appointments with other Faculties.
Responsible Individuals: Dean
Milestones/Timelines: Winter 2006
Partners: Deans of other Faculties

School of Energy Systems and Nuclear Science
3.2.2 Review each year the courses in the School's programs to identify rationalization opportunities; specifically during 2005-2006 minimize delivery cost of the Radiation Science program.
Responsible Individuals: Designated faculty members (D. Nichita, E. Waller)
Milestones/Timelines: Spring 2006 and annually thereafter
Partners: Other faculty members; colleagues in other Faculties

Faculty of Health Sciences

3.2.3   Explore new strategies facilitating interdisciplinary education, find a topic that crosses all areas of healthcare and provide workshops (patient rights, teaching/learning women's health).
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005
Partners: Designated faculty members (M.J. McGraw; E. Edmonds); other faculty members

3.2.4   Develop a timeline for offering new elective courses.
Responsible Individuals: Dean; Planning and Budget Officer
Milestones/Timelines: Summer 2006
Partners: Faculty members

Faculty of Science

3.2.5   Propose a strategy for rationalizing course offerings in Computing Science (Faculty of Science), Software Engineering (Faculty of Engineering and Applied Science), and Faculty of Business and IT programs.
Responsible Individuals: Dean
Milestones/Timelines: December 2005
Partners: Designated faculty member (M. Green); other Faculty Members

3.2.6   Propose a strategy for creating synergies between the Physics/Medical Physics stream and Radiation Science/Health Physics program.
Responsible Individuals: Associate Dean
Milestones/Timelines: September 2005
Partners: Designated faculty members (P. Berg; D. Nichita; E. Waller); other faculty Members

3.2.7   Develop Forensic Criminology program.
Responsible Individuals: Deans Hinch and Smith
Milestones/Timelines: Proposal or no-go decision by Winter 2006
Partners: Faculty Members of the Faculties of Science and Social Science

3.3   Encourage responsiveness to students and student evaluations

Faculty of Business and IT

3.3.1   Strengthen communication between faculty members and students by holding Dean's weekly office hours, holding "Meet and Greet the Faculty of Business and IT Faculty," conducting Focus groups with Faculty of Business and IT students, implementing a system of class reps.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Faculty members; Faculty of Business and IT Students

School of Energy Systems and Nuclear Science

3.3.2   Review student evaluations of each course with the responsible faculty member, identify any shortfalls and support remedial actions.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005 and every semester thereafter
Partners: Faculty members; Associate Provost Teaching and Learning

Faculty of Health Sciences

   3.3.3   Revise student evaluations questionnaire.
           Responsible Individuals: Dean
           Milestones/Timelines: Summer 2006

   3.3.4   Meet with professors with low evaluations and set up remedial assistance each academic term.
           Responsible Individuals: Faculty members
           Milestones/Timelines: Summer 2006

Faculty of Social Science

   3.3.5   Regular Meeting of Student Leaders with the Dean (i.e., to be held at least once each semester or as need arises).
           Responsible Individuals: Dean
           Milestones/Timelines: September 2005 and ongoing thereafter
           Partners: Student Association and Student Leaders

Office of the Associate Provost, Teaching and Learning

   3.3.6   Customize student evaluations to capture relevant information pertaining to design and delivery of hybrid courses and teaching-learning strategies.
           Responsible Individuals: Associate Provost, Teaching and Learning
           Milestones/Timelines: Spring 2006 and ongoing thereafter
           Partners: Director, Academic Planning; Centre for Academic Excellence and Innovation; Deans; Director, Human Resources

   3.3.7   Systematically review aggregate and individual student evaluations to inform professional development activities for all faculty members. Disseminate general trends across campus.
           Responsible Individuals: Associate Provost, Teaching and Learning
           Milestones/Timelines: Spring 2006 and ongoing thereafter
           Partners: Deans

Library

   3.3.8   Create focus groups.
           Responsible Individuals: University Librarian
           Milestones/Timelines: November 2005
           Partners: Vice President, Communications and Marketing

   3.3.9   Draft and test library survey.
           Responsible Individuals: University Librarian
           Milestones/Timelines: January – February 2006, 2008, 2010
           Partners: Vice President, Communications and Marketing

   3.3.10 Conduct library survey, analyze results and implement response plan.
           Responsible Individuals: University Librarian
           Milestones/Timelines: March – May 2006, 2008, 2010
           Partners: Vice President, Communications and Marketing

3.4   Intensify efforts to improve means of scholarly communications

Faculty of Business and IT
3.4.1   Invite undergraduate and graduate students to present their research projects in a public forum.
Responsible Individuals: Dean
Milestones/Timelines: 2005, 2006 and annually thereafter
Partners: Faculty members; Faculty of Business and IT Students

Faculty of Engineering and Applied Science
3.4.2   Develop and implement a plan to hold regular sessions on teaching and learning (e.g., the Faculty's conference entitled Empowering the Learner).
Responsible Individuals: Dean; Faculty Seminar Coordinator
Milestones/Timelines: Summer 2006, annually thereafter

Faculty of Health Sciences
3.4.3   Develop and implement a plan to support faculty members in conducting educational research, presenting this work at academic conferences and publishing it in journals (2 studies per year, 1 paper per year).
Responsible Individuals: Dean
Milestones/Timelines: Summer 2006
Partners: Cross appointees from McMaster

3.4.4   Develop a mentorship program for faculty members to support writing and reviewing manuscripts.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2006

Faculty of Social Science
3.4.5   Create Faculty newsletter for distribution to faculty members and students in Social Science and for distribution to wider university community as well as external agencies including members of the Faculty Advisor Board.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005
Partners: Student Advisor; Faculty members; UOIT Communications and Marketing

3.4.6   Transfer Online Journal of Justice Studies from Athabasca Web site to Faculty of Social Science Web site.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005

Office of the Associate Provost, Teaching and Learning
3.4.7   Champion the development and delivery of relevant and timely on-campus seminars regarding teaching and learning practices.
- Ex. In collaboration with Deans, invite national and international leaders to share insights into innovative teaching and learning practices (four times a year).
Responsible Individuals: Associate Provost, Teaching and Learning
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Faculty members; Deans

3.4.8   Disseminate best practices in teaching and learning and relevant research through online communication such as "CONTACT" (UOIT's monthly teaching and learning newsletter).
Responsible Individuals: Associate Provost, Teaching and Learning
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Centre for Academic Excellence and Innovation

Library

3.4.9   Create Digital Archival System (Institutional Repositories; Learning Object Repositories; eTheses; Electronic Records Management; Digital Preservation).
Responsible Individuals: University Librarian
Milestones/Timelines: Testing - August 2005
                             Pilot – December 2005
                             Fully Operational – June 2006
Partners: Associate Librarian; Library IT Manager; Ontario Council of University Libraries; Information Technology Services

3.4.10 Implement Rapid Access to Collections by Electronic Requesting, an online interlibrary loan module that will speed up the process of handling requests for materials available at other institutions.
Responsible Individuals: University Librarian
Milestones/Timelines: Testing - August 2005
                             Pilot – December 2005
                             Fully Operational – June 2006
Partners: Associate Librarian; Library IT Manager; Ontario Council of University Libraries; Information Technology Services

3.4.11 Launch Electronic Reserves Application (Docutek) that enables the development and maintenance of a database of electronic course readings.
Responsible Individuals: University Librarian
Milestones/Timelines: Testing - August 2005
                             Pilot – December 2005
                             Fully Operational – June 2006
Partners: Associate Librarian; Library IT Manager; Ontario Council of University Libraries; Information Technology Services

3.4.12 Initiate Live Real-Time Reference Service.
Responsible Individuals: University Librarian
Milestones/Timelines: January 2006
Partners: Associate Librarian; Library IT Manager; Ontario Council of University Libraries; Information Technology Services

3.4.13 Continue to "fine tune" Faculty specific Library web pages and acquire additional electronic databases.
Responsible Individuals: University Librarian
Milestones/Timelines: September 2007 and ongoing thereafter
Partners: Associate Librarian; Library IT Manager; Ontario Council of University Libraries; Information Technology Services

3.4.14 Create a physical University Archives in the Library's basement.

   Responsible Individuals: University Librarian
   Milestones/Timelines: Formal Business Plan November 2005, fully established
                               April 2007
   Partners: Associate Librarian; Library IT Manager; Ontario Council of
                               University Libraries

3.5   Aim for quality as an institutional differentiator

Faculty of Business and IT
  3.5.1 Develop and implement a plan to pursue accreditation and partnerships with the Associa-
         tion to Advance Collegiate Business Schools, the Certified Information Systems Security
         Professional and the SysAdmin, Audit, Network, Security Institute (SANS Institute)

   Responsible Individuals: Dean
   Milestones/Timelines: Fall 2007
   Partners: Faculty members

Faculty of Health Sciences
  3.5.2 Improve a state-of-the-art nursing laboratory in order to enhance the clinical learning ex-
         perience. Use this laboratory for at least 3 courses per year.

   Responsible Individuals: Educational Research Group of the Faculty of Health Sci-
                               ence
   Milestones/Timelines: Summer 2006
   Partners: Faculty members

  3.5.3 Develop and implement a training strategy whose outcome is for students to combine high
         tech/high touch.

   Responsible Individuals: Dean
   Milestones/Timelines: Summer 2006
   Partners: Other faculty members

  3.5.4 Develop a comprehensive integrated innovative curriculum delivery system that would al-
         low combining and mixing of courses and learning outcomes.

   Responsible Individuals: Dean
   Milestones/Timelines: Summer 2007
   Partners: Associate Provost, Teaching and Learning; Other faculty
                               members

School of Energy Systems and Nuclear Science
  3.5.5 Develop and implement a plan for students to have a Six Sigma accreditation upon
         graduation.

   Responsible Individuals: Dean
   Milestones/Timelines: Fall 2006 and ongoing thereafter
   Partners: Faculty members; external partners

Faculty of Engineering and Applied Science
  3.5.6 Hire tenure-stream faculty members to achieve excellence in teaching and learning, cov-
         ering the breadth of expertise needed to deliver the academic programs, while establish-
         ing research expertise clusters.

   Responsible Individuals: Dean
   Milestones/Timelines: 2005 to 2010

3.5.7   Develop and implement a plan to make the laboratory experience state-of-the-art, hands-on, meaningful and interesting.
Responsible Individuals: Laboratory committee
Milestones/Timelines: September 2007
Partners: Faculty members

3.5.8   Develop industry-driven design projects and design thesis topics for corresponding fourth-year courses, and create a formal mechanism to enhance this activity if possible.
Responsible Individuals: Associate Provost, Research and Graduate Programs
Milestones/Timelines: Spring 2008 (first cohort)
Partners: Faculty members

3.5.9   Obtain accreditation for all engineering programs, and ensure all necessary actions are taken to present a strong case for accreditation (e.g., put resources in place that are comparable to those for other engineering programs in Canada, prepare, undertake formal curriculum reviews and trial assessments under auspices of the Canadian Engineering Accreditation Board).
Responsible Individuals: Dean
Milestones/Timelines: Spring 2007 (first cohort)

3.5.10 Obtain approval of Ontario Council of Graduate Studies for first graduate programs.
Responsible Individuals: Dean/Curriculum Subcommittee
Milestones/Timelines: 2006

3.5.11 Obtain Postsecondary Education Quality Assessment Board approvals for new programs (e.g., Computer Engineering and Computer Engineering and Management, which are already approved by Academic Council).
Responsible Individuals: Dean; Curriculum Subcommittee
Milestones/Timelines: 2006
Partners: Office of the Provost

3.5.12 Expand co-op and internship opportunities, building on the co-op poster mailed to 800 employers in 2004.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Vice President, Student Affairs; Internship Coordinator; Student Advisor

Faculty of Social Science

3.5.13 Encourage teaching excellence and use of technology in teaching by creation of Faculty of Social Science teaching award for innovations in technology use.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005, to be awarded first in 2006
Partners: Associate Provost, Teaching and Learning

3.5.14 Develop strong link between teaching and research via colloquia and assignment of teaching duties to match research expertise.
Responsible Individuals: Dean
Milestones/Timelines: Beginning Winter 2006 ongoing thereafter

3.6   Ensure career success for our graduates

School of Energy Systems and Nuclear Science

3.6.1   Work with employers to establish co-op placements, internships and jobs for graduates.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005, ongoing thereafter
Partners: Vice President, Student Affairs

Student Affairs

3.6.2   Develop a centralized Internship Program that meets the needs of the University's Faculties while providing students with meaningful and relevant work experiences.
Responsible Individuals: Director, Career and Employment Services
Milestones/Timelines: 2005
Partners: Faculties participating in internships

3.6.3   Develop graduate opportunities through various job fairs and professional education fairs.
Responsible Individuals: Director, Career and Employment Services
Milestones/Timelines: 2006
Partners: Deans or designated representative

4. Create a Vibrant Student and University Life on Campus

The student experience and the overall sense of community is a key aspect of university campus life. We must ensure that our students, faculty and staff enjoy their years on campus. The following goals aim to create a vibrant student and university community life on the UOIT campus through the actions identified below:

4.1   Build a sense of community spirit on campus
4.2   Focus on the first year experience
4.3   Enhance student academic and non-academic mentorship programs
4.4   Enrich overall student extracurricular experience
4.5   Celebrate and promote ethnic diversity

4.1   Build a sense of community spirit on campus

Office of the President

4.1.1   Purchase Academic Robes for all faculty members for events such as convocation.
Responsible Individuals: President
Milestones/Timelines: Spring 2006
Partners: Provost

Faculty of Business and IT

4.1.2   Develop Faculty of Business and Information Technology Student Council Officers (two reps for each class year including MITS) and conduct regular focus groups with students.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005
Partners: Faculty of Business and IT Students

4.1.3   Develop a Student Association in Accounting, Marketing, Information Technology.
Responsible Individuals: Dean
Milestones/Timelines: Winter 2006
Partners: Designated faculty members (J. Friedlan, T. Gill); Faculty of Business and IT Students

4.1.4   Develop a Women In Technology (WIT) group to encourage young female students to consider IT programs.
Responsible Individuals: Dean
Milestones/Timelines: Winter 2006
Partners: Designated faculty members (J. Percival, S, Karray); Faculty of Business and IT Students; IBM

4.1.5   Hold a public consultative forum for all Faculty of Business and IT students.
Responsible Individuals: Dean
Milestones/Timelines: December 2005 and annually thereafter
Partners: Faculty members

Faculty of Education

4.1.6   Support concurrent education students in forming an education society.
      Responsible Individuals: B.Ed. Program Director
      Milestones/Timelines: Discussion with class: September 2005
                                Information session: October 2005
                                Students assume responsibility: November 2005
      Partners: Alumni; Student Association

4.1.7   Develop a Phi Delta Kappa honorary society on campus.
      Responsible Individuals: Dean
      Milestones/Timelines: Initial communication: June 2005
                                Recognition Dinner: October 2005
                                Participation in Ontario Institute for Studies in Education of the University of Toronto chapter: Winter 2006
                                Contact international PDK: 2008
                                Chapter formed: 2010
      Partners: Ontario Institute for Studies in Education of the University of Toronto chapter; Pauline Chou (alumnus)

4.1.8   Promote social and professional exchange between the concurrent and consecutive candidate groups.
      Responsible Individuals: Faculty members teaching both groups
      Milestones/Timelines: Information session: October 2005
                                  Planning group formed: November 2005
                                Activities: Winter 2006
      Partners: Student Affairs; Student Association

School of Energy Systems and Nuclear Science

4.1.9   Develop and implement a plan to support the activities of the various student groups, including the Engineering Student Society, Women in Engineering, Women in Nuclear, the International Youth Nuclear Congress, both financially and by participating in person when appropriate.
      Responsible Individuals: Dean
      Milestones/Timelines: Summer 2006
      Partners: Faculty of Engineering and Applied Science; Faculty of Science

Faculty of Engineering and Applied Science

4.1.10   Develop and implement a plan to nurture the Engineering Student Society as a dynamic and independent entity that fosters student activities.
      Responsible Individuals: Planning and Budget Officer
      Milestones/Timelines: Summer 2006
      Partners: Executive of Student Engineering Society

4.1.11   Develop and implement a plan to hold social activities, and to build camaraderie and a sense of belonging among students.
      Responsible Individuals: Dean; Student Advisor
      Milestones/Timelines: Fall 2005 and ongoing thereafter
      Partners: Student groups

Faculty of Health Sciences

4.1.12 Increase involvement of students in Faculty committees and research presentations. Students to be represented on all Faculty committees.
Responsible Individuals: Director, Student Development
Milestones/Timelines: Summer 2006

4.1.13 Form committee of mature students to plan orientation activities for mature students by April 2006.
Responsible Individuals: Planning and Budget Officer
Milestones/Timelines: April 2006

Faculty of Science

4.1.14 Develop and implement a plan to hold regular Science Faculty Retreats.
Responsible Individuals: Dean
Milestones/Timelines: Winter 2006
Partners: Faculty Members

Faculty of Social Science

4.1.15 Develop and implement a plan to encourage and support students in the development of clubs.
Responsible Individuals: Student Advisor
Milestones/Timelines: Winter 2006
Potential Partners: Student Association

4.1.16 Develop and implement a plan to assist Faculty of Social Science students in the creation a Social Science Association and provide ongoing support.
Responsible Individuals: Student Advisor
Milestones/Timelines: Winter 2005

Communications and Marketing

4.1.17 Develop and implement a plan to increase Campus Daily readership.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: Fall 2005

4.1.18 Generate media awareness to support Welcome Week activities, as well as UOIT Open House.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: Fall 2005, twice annually thereafter (September and February)
Partners: Registrar

Information Technology Services

4.1.19 Develop and implement a plan to make regular campus IT improvements for students.
Responsible Individuals: Vice President, Information Technology
Milestones/Timelines: Winter 2006
Partners: Provost; Deans

Library

4.1.20 Enhance the Library's position as a place of technology and "traditional warmth" by expanding group study space and resource areas by:

- Investigating plans for the completion of the 4th floor

Responsible Individuals:	University Librarian; Library Team
Milestones/Timelines:	January 2006
Partners:	Space Use Committees; Architect; Contractors; Facilities Management

- Engaging the architect and acquiring capital

Responsible Individuals:	University Librarian; Library Team
Milestones/Timelines:	January 2007
Partners:	Space Use Committees; Architect; Contractors; Facilities Management

- Completing construction

Responsible Individuals:	University Librarian; Library Team
Milestones/Timelines:	August 2008
Partners:	Space Use Committees; Architect; Contractors; Facilities Management

- Initiating expansion to the north of the existing building following Dimond and Schmitt's current blueprint.

Responsible Individuals:	University Librarian; Library Team
Milestones/Timelines:	April 2010
Partners:	Space Use Committees; Architect; Contractors; Facilities Management

Student Affairs

4.1.21 Develop a university athletic identity that will enhance school spirit and pride.

Responsible Individuals:	Director of Athletics
Milestones/Timelines:	2006
Partners:	Student Life

4.1.22 Develop a business plan for the development and resources required to be competitive in a university varsity program.

Responsible Individuals:	Director of Athletics
Milestones/Timelines:	2006

4.1.23 Identify and build first class UOIT Services varsity athletic programs to successfully compete both provincially and nationally.

Responsible Individuals:	Director of Athletics
Milestones/Timelines:	2008

4.1.24 Provide a Peer Health Educator program to deliver wellness seminars to our students.

Responsible Individuals:	Director, Campus Health Centre
Milestones/Timelines:	2006

4.1.25 Develop a model for judicial review that incorporates peer involvement.

Responsible Individuals:	Director, Student Rights and Responsibilities
Milestones/Timelines:	2006
Partners:	Student Association

4.1.26 Develop a Student Honour Code to promote a stronger sense of mutual respect, responsibility and trust among all the members of the UOIT community.
Responsible Individuals: Director, Student Rights and Responsibilities
Milestones/Timelines: 2006

4.2   Focus on the first year experience

Faculty of Business and IT
4.2.1   Hold a Faculty of Business and IT orientation week with modules on topics of interest to students.
Responsible Individuals: Dean
Milestones/Timelines: September 2005, January 2006 and bi-annually thereafter
Partners: Faculty members; Excellent Faculty of Business and IT Students in the BCom program

4.2.2   Hold an IT skills week during one week of tutorials.
Responsible Individuals: Dean
Milestones/Timelines: September 2005, January 2006 and bi-annually thereafter
Partners: Faculty members

Faculty of Education
4.2.3   Monitor course availability for Concurrent students and ensure that students are given accurate information for planning future years.
Responsible Individuals: Dean, B. Ed. Program Director
Milestones/Timelines: Review annually in summer, meet with new students annually in Fall
Partners: Faculty members

School of Energy Systems and Nuclear Science
4.2.4   Meet the first year classes at least once per semester.
Responsible Individuals: Dean
Milestones/Timelines: September and January of each first year

Faculty of Health Sciences
4.2.5   Enhance the mentor programs that started at the end of 2004-2005.
Responsible Individuals: Planning and Budget Officer
Milestones/Timelines: Summer 2006

4.2.6   Create seminars at the beginning of the academic year to develop initial connectedness between the first years, led by second and third year students (dealing with issues such as adjusting, what to expect and laying out Health Sciences activities, introducing to Health Sciences Faculty representative).
Responsible Individuals: Dean
Milestones/Timelines: Beginning Fall 2005

Faculty of Social Science
4.2.7   Create and implement a Faculty of Social Science Student Handbook.
Responsible Individuals: Student Advisor
Milestones/Timelines: Fall 2005

4.2.8   Develop a Faculty of Social Science Advising section on the Faculty Web site with a section devoted to first year students.
Responsible Individuals: Student Advisor
Milestones/Timelines: Beginning Fall 2005

4.2.9   Implement measures in all courses to develop writing and grammar skills.
Responsible Individuals: Faculty members
Milestones/Timelines: Beginning Fall 2005

4.2.10 Encourage use of RefWorks in classes.
Responsible Individuals: Faculty members
Milestones/Timelines: Beginning Fall 2005

Communications and Marketing

4.2.11 Support and generate awareness of the student satisfaction survey.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: Spring 2006 and annually thereafter
Partners: Office of the Provost; Registrar

4.2.12 Generate media awareness of new student initiatives on campus with local media.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: Fall 2006 and ongoing thereafter
Partners: Student Association; Registrar

4.2.13 Profile innovative student initiatives on Web site.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: Fall 2006 and ongoing thereafter
Partners: All Faculties

Library

4.2.14 Increase number of students and attendance at first year library orientation sessions /subject specific classes.
Responsible Individuals: University and Associate Librarians; Reference Team
Milestones/Timelines: Presentations to all Faculties Commencing in August 2005 and ongoing – Term to term comparisons December 2005, 2006, 2007.
Partners: Deans; Faculty Library Representatives; All interested faculty members and teaching assistants

Student Affairs

4.2.15 Develop a first year experience program for new students promoting student engagement and student success.
Responsible Individuals: Director, Career and Employment Services
Milestones/Timelines: 2007

4.2.16 Implement a new Summer transition program for students with learning disabilities to improve student success and retention.
Responsible Individuals: Director, Centre for Students with Disabilities
Milestones/Timelines: 2006

4.3   Enhance student academic and non-academic mentorship programs

Faculty of Business and IT

4.3.1   Introduce first year student mentorship program performed by second and third year students.
    Responsible Individuals: Student Advisor
    Milestones/Timelines: Winter 2006
    Partners: Faculty members; Faculty of Business and IT Students

4.3.2   Introduce the Management Development Centre English as a Second Language program for Faculty of Business and IT students.
    Responsible Individuals: Director, Management Development Centre
    Milestones/Timelines: Winter 2006

4.3.3   Organize career programs, such as Faculty of Business and IT third year career week and resume-writing seminars.
    Responsible Individuals: Student Advisor; Associate Dean
    Milestones/Timelines: Winter 2006 and ongoing thereafter
    Partners: Faculty members; Director, Career and Employment Services

4.3.4   Develop Student Placement Coordinator position.
    Responsible Individuals: Dean
    Milestones/Timelines: Fall 2005
    Partners: Director, Career and Employment Services

Faculty of Education

4.3.5   Encourage second year Concurrent students to develop a mentoring plan for first year students.
    Responsible Individuals: Dean, B. Ed. Program Director, second year course instructors
    Milestones/Timelines: Joint meeting of student groups in January or February, Student-planned event at end of year

School of Energy Systems and Nuclear Science

4.3.6   Identify and train students in third and fourth year to mentor first and second year students; resolve course problems, such as Chemistry for Engineers as they arise.
    Responsible Individuals: Designated faculty member (E. Waller); Dean
    Milestones/Timelines: October 2005 and October annually thereafter
    Partners: Student Affairs

Faculty of Engineering and Applied Science

4.3.7   Hold seminars aimed at student interests and provide networking opportunities with practicing professionals.
    Responsible Individuals: Faculty members
    Milestones/Timelines: September 2005 and ongoing thereafter with emphasis on completing programs in September and January
    Partners: Student societies; professional organizations

Faculty of Health Sciences

4.3.8   Increase partnerships with communities for student awards (currently have 3 donors): one additional sponsored award by 2006.
Responsible Individuals: Dean
Milestones/Timelines: 2006
Partners: Clinical Agencies

4.3.9   Support students in creating Health Science related clubs.
Responsible Individuals: Dean
Milestones/Timelines: 2006

4.3.10 Assist students in nursing to establish Canadian Nursing Student Association on campus.
Responsible Individuals: Designated faculty member (W. Stanyon)
Milestones/Timelines: 2006

Faculty of Social Science

4.3.11 Create mentor handbooks for students and mentors.
Responsible Individuals: Student Advisor
Milestones/Timelines: Fall 2005
Partners: Faculties of Health Sciences; Science; Business and IT; Engineering

4.3.12 Create and maintain mentoring Web site.
Responsible Individuals: Student Advisor
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Faculties of Health Sciences; Science; Business and IT; Engineering

4.3.13 Mentor Support Sessions.
Responsible Individuals: Student Advisor
Milestones/Timelines: Fall 2005 and Winter 2006 and bi-annually thereafter
Partners: Faculties of Health Sciences; Science; Business and IT; Engineering

4.3.14 Develop and implement on going training for mentors.
Responsible Individuals: Student Advisor
Milestones/Timelines: Winter 2006
Partners: Faculties of Health Sciences; Science; Business and IT; Engineering

4.3.15 Host a Mentor Appreciation Ceremony.
Responsible Individuals: Student Advisor
Milestones/Timelines: Winter 2006
Partners: Faculties of Health Sciences; Science; Business and IT; Engineering

4.3.16 Monitor the effectiveness of the program.
Responsible Individuals: Student Advisor
Milestones/Timelines: Spring 2006
Partners: Faculties of Health Sciences; Science; Business and IT; Engineering

Office of Research Services

4.3.17 Initiate Faculty-Student Research Connection Day.
Responsible Individuals: Associate Provost, Research and Graduate Programs
Milestones/Timelines: February 2006
Partners: Faculty members; Natural Sciences and Engineering Re-
                                          search Council of Canada; Canadian Institutes of Health
                                          Research; Social Sciences and Humanities Research
                                          Council of Canada; MEDT; OCE; others

4.3.18 Develop a strategy to promote undergraduate student participation in research projects.
  - "For students" place on Office of Research Services Web site
  - Laboratory tours
  - COS information sessions
Responsible Individuals: Associate Provost, Research and Graduate Programs
Milestones/Timelines: September 2006
Partners: Office of Research Services; Deans; Faculty members;
                                          Natural Sciences and Engineering Research Council of
                                          Canada; Canadian Institutes of Health Research; Social
                                          Sciences and Humanities Research Council of Canada;
                                          MEDT; OCE

4.3.19 Showcase Undergraduate students' research achievements through an annual research
        symposium.
Responsible Individuals: Associate Provost, Research and Graduate Programs
Milestones/Timelines: August 2005
Partners: Office of Research Services; Deans; Faculty of Science;
                                          Faculty members; Natural Sciences and Engineering Re-
                                          search Council of Canada; Canadian Institutes of Health
                                          Research; Social Sciences and Humanities Research
                                          Council of Canada

Student Affairs

4.3.20 Create and deliver outreach initiatives to increase student involvement in campus life such
        as peer mentoring, peer helper programs and volunteer initiatives.
Responsible Individuals: Director, Student Development
Milestones/Timelines: 2006
Partners: Deans; Faculty members

4.3.21 Develop and implement a Student Emergency Response Team in partnership with the
        Student Association to ensure further accessible and timely emergency medical service
        on campus.
Responsible Individuals: Director, Campus Health Centre
Milestones/Timelines: 2007
Partners: Student Association

4.4 Enrich overall student extracurricular experience

Faculty of Business and IT

4.4.1 Develop and implement a plan to support the development of student clubs and associa-
        tions.
Responsible Individuals: Dean
Milestones/Timelines: Winter 2006
Partners: Faculty members; Faculty of Business and IT Students

4.4.2 Develop and implement a plan to celebrate top students by sending out Dean's Honour Role Letters and host a reception for faculty, students and parents.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005
Partners: Faculty members; Student Advisor

Faculty of Education

4.4.3 Introduce an informal speaker series at a time when teacher candidates can attend.
Responsible Individuals: Dean
Milestones/Timelines: Identify funds: September 2005
       Create speaker list: October 2005
       Contact speakers: October 2005
       Begin series: January 2006
Partners: Faculty members; Colleagues

School of Energy Systems and Nuclear Science

4.4.4 Initiate start-up and participate in the successful running of the UOIT Branch of the Canadian Nuclear Society.
Responsible Individuals: Designated faculty members (P. Gulshani; D. Nichita)
Milestones/Timelines: January 2006

Faculty of Engineering and Applied Science

4.4.5 Encourage Faculty student participation in engineering and related competitions (e.g., Ontario Engineering and Canadian Society for Mechanical Engineering Design competitions) and support such endeavours.
Responsible Individuals: Dean; Student Advisor
Milestones/Timelines: Winter 2006 and ongoing thereafter
Partners: Faculty members; student organizations and individual students

4.4.6 Develop and expand student branches of learned engineering societies (e.g., Canadian Society for Mechanical Engineering, Institute for Electrical and Electronics Engineers Canada).
Responsible Individuals: Dean
Milestones/Timelines: Winter 2006 and ongoing thereafter
Partners: Faculty members who are also members of societies; Student society executive

Faculty of Health Sciences

4.4.7 Establish a "health sciences space," a place where the students can go to (or at the minimum log on to) that is truly their own.
Responsible Individuals: Planning and Budget Officer
Milestones/Timelines: Winter 2006

Faculty of Social Science

4.4.8 Develop and implement a plan to involve students in creating a Faculty of Social Science News Letter.
Responsible Individuals: Student Advisor
Milestones/Timelines: Winter 2006

4.4.9 Implement a plan to hold Faculty of Social Science Social Event.
Responsible Individuals: Student Advisor
Milestones/Timelines: Fall 2005

Communications and Marketing

4.4.10 Propose a plan to assist the Student Association in the promotion of on-campus events and activities.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Student Association

4.4.11 Generate campus lifestyle stories to raise media awareness of student life.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Student Association; Deans; or designated Faculty representatives

Student Affairs

4.4.12 Develop a peer helper program in conjunction with Student Advisors to provide students the opportunity to learn from each other.
Responsible Individuals: Director, Student Development
Milestones/Timelines: 2006
Partners: Student Advisors; Deans or designated Faculty representatives

4.4.13 Develop a Leadership Awards program to profile outstanding student leaders and their contributions.
Responsible Individuals: Director, Student Development
Milestones/Timelines: 2007
Partners: Student Advisors; Deans or designated Faculty representatives

4.4.14 Develop co-curricular transcripts recognizing student involvement and student leadership in campus activities.
Responsible Individuals: Director, Student Development
Milestones/Timelines: 2007
Partners: Registrar's Office; Information Technology Services; Deans or designated Faculty representatives

4.4.15 Develop financial awards for students demonstrating leadership excellence.
Responsible Individuals: Director, Student Development
                             Director, Financial Aid and Awards
Milestones/Timelines: 2007
Partners: Awards Office

4.4.16 Apply for Ontario Universities Athletics membership for varsity sports.
Responsible Individuals: Director of Athletics
Milestones/Timelines: 2006

4.4.17 Increase quality intramural programming for mass student participation.
Responsible Individuals: Director of Athletics
Milestones/Timelines: 2007
Partners: Student Life; Student Association

4.4.18 Provide programming to support a positive fitness-conscious atmosphere on campus for students and staff.
Responsible Individuals: Director of Athletics
Milestones/Timelines: 2007

4.5   Celebrate and promote ethnic diversity

Faculty of Social Science

4.5.1 Create a policy to permit undergraduate students to perform limited Teaching Assistant duties.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005
Partners: Faculty members

4.5.2 Create faculty member mentoring policy to assist new faculty members in developing teaching expertise.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005
Partners: Faculty members

Student Affairs

4.5.3 Create a culture that values diversity by recognizing and celebrating our multi-cultural campus community.
Responsible Individuals: Vice President, Student Affairs
Milestones/Timelines: 2007
Partners: International Student Development, Residence, Student Government, Deans, Communications and Marketing

4.5.4 Establish and deliver Human Rights and Equity Services to support our diverse campus community.
Responsible Individuals: Director, Student Rights and Responsibilities
Milestones/Timelines: 2006

4.5.5 Develop and deliver seminars and workshops for students to be proactive on issues of Rights and Responsibilities.
Responsible Individuals: Director, Student Rights and Responsibilities
Milestones/Timelines: 2006
Partners: Student Association

4.5.6 Create a campus wide Diversity Committee to develop and implement a Diversity Strategic Plan.
Responsible Individual: Vice President, Student Affairs; Director Student Rights and Responsibilities
Milestones/Timelines: 2007
Partners: Representatives from all functional departments of the Institution

4.5.7 Create a Human Rights and Equity office to support our multi-cultural students.
Responsible Individuals: Vice President, Student Affairs
Milestones/Timelines: 2007
Partners: Director, Student Rights and Responsibilities

5. Make Technology a True Differentiator for Our Academic Programs

From its inception, the intent of the mobile learning program has been to prepare our graduates for the pervasive use of information technology in the modern workplace while supporting the effectiveness of our teaching and learning strategies. The following goals aim to achieve distinction in our use of information technology through the actions presented below:

5.1   Seek to have the UOIT Mobile Learning program recognized as the leading example of its kind in Canada
5.2   Encourage greater integration of technology in course delivery
5.3   Develop blended and hybrid courses with a view to reducing the number of classroom contact hours and easing pressure on classrooms
5.4   Enhance IT infrastructure, especially wireless
5.5   Make greater use of online student services

5.1   Seek to have the UOIT Mobile Learning program recognized as the leading example of its kind in Canada

Faculty of Business and IT
5.1.1   Apply for research grants regarding effective use of technology in the classroom and participate as speakers on Our Turn to Learn and EDUCAUSE conference and similar conferences regarding hybrid course delivery and innovative use of technology.
    Responsible Individuals: Dean
    Milestones/Timelines: Fall 2005 and ongoing thereafter
    Partners: Faculty members

School of Energy Systems and Nuclear Science
5.1.2   Aim to have all courses for which faculty members are responsible to be delivered using WebCT, Silicon Chalk or approved equivalent.
    Responsible Individuals: Dean
    Milestones/Timelines: Fall 2005 and ongoing thereafter
    Partners: Faculty members; Associate Provost, Teaching and Learning

Faculty of Health Sciences
5.1.3   Develop innovative ways of using laptop and technology in Health Sciences (i.e., virtual simulators).
    Responsible Individuals: Dean
    Milestones/Timelines: Summer 2006
    Partners: Designated faculty members (S. Goldsworth; N. Lawrence; J. Macdonald-Jenkins; M.J. McGraw); Durham College School of Health and Human Studies

5.1.4   Become a consultative source for other Health Sciences programs in the use of technology (possible Centre of Excellence in use of IT in technology in Health Sciences).
    Responsible Individuals: Dean
    Milestones/Timelines: Summer 2007
    Partners: Designated faculty members (O. Sanchez; H. Jones Taggart; M.J. McGraw; W. Stanyon; J. MacDonald-Jenkins; S. Goldsworthy); Durham College School of Health and Human Studies

Faculty of Science

5.1.5   Give presentations at educational conferences and other appropriate bodies describing the Science utilization of laptops and tablet computers; prepare articles for UOIT and Science web sites.

Responsible Individuals:	Dean
Milestones/Timelines:	July 1, 2006 and ongoing thereafter
Partners:	Faculty members

Communications and Marketing

5.1.6   Profile unique laptop learning opportunities in various Faculties to local, provincial and national media where appropriate, as well as trade publications including education, business and IT.

Responsible Individuals:	Vice President, Communications and Marketing
Milestones/Timelines:	Fall 2005 and ongoing thereafter
Partners:	Associate Provost, Teaching and Learning

Information Technology Services

5.1.7   Develop and implement strategies within the Mobile Program to lower costs and fees.

Responsible Individuals:	Director, Mobile Computing
Milestones/Timelines:	December 2005
Partners:	Deans; Associate Provost, Teaching and Learning

5.1.8   Promote and improve the financial value proposition of the Mobile Program to students.

Responsible Individuals:	Director, Mobile Computing
Milestones/Timelines:	December 2005, and annually thereafter
Partners:	Deans

5.1.9   Correlate Mobile Program costs and fees to academic programs.

Responsible Individuals:	Director, Mobile Computing
Milestones/Timelines:	December 2007
Partners:	Deans

5.2   Encourage greater integration of technology in course delivery

Faculty of Education

5.2.1   Expand our professional development offerings, beginning with a "Laptop Education Teachers' Institute."

Responsible Individuals:	Professional Development Coordinator, Dean
Milestones/Timelines:	Plan institute: Spring 2005
	Advertise institute: Spring 2005
	Offer institute: July 2005
	Explore workshop for Durham College
	Identify further opportunities: Fall 2006
Partners:	Partner boards; Information Technology Services; Centre for Academic Excellence and Innovation

Faculty of Engineering and Applied Science
   5.2.2   Develop and implement a plan to support educational activities pedagogically and cost ef-
            fectively.
            • Work with other Faculties/Schools to ensure consistency in software
            • Create and acquire good IT-based teaching and learning tools and materials
            Responsible Individuals: IT Specialist
            Milestones/Timelines: 2006
            Partners: Faculty of Engineering and Applied Science faculty mem-
                                            bers; Information Technology Services; Associate Provost,
                                            Teaching and Learning; Other Faculties and Schools

   5.2.3   Support scholarship in the use of information technology in engineering education.
            Responsible Individuals: Dean
            Milestones/Timelines: Ongoing
            Partners: Faculty members; IT Specialist; Associate Provost,
                                            Teaching and Learning

Faculty of Health Sciences
   5.2.4   Develop ways of using the simulation camera feeds in teaching learning method.
            Responsible Individuals: Dean
            Milestones/Timelines: 2007
            Partners: Durham College

   5.2.5   Development of on-line case studies.
            Responsible Individuals: Dean
            Milestones/Timelines: 2007
            Partners: Durham College

Faculty of Science
   5.2.6   Develop and implement a "Teaching with Technology Show and Tell Session" in early Au-
            gust of each year, at which faculty members give brief presentations on effective tech-
            niques they've used.
            Responsible Individuals: Dean
            Milestones/Timelines: August 2005
            Partners: Faculty Members; Associate Provost, Teaching and Learn-
                                            ing

Faculty of Social Science
   5.2.7   Implement Computing for the Social Sciences, a first year course for all students in social
            science programs.
            Responsible Individuals: Associate Dean
            Milestones/Timelines: Fall 2005

   5.2.8   Develop teaching aids for Quantitative Methods.
            Responsible Individuals: Designated Faculty Member (H. Scott)
            Milestones/Timelines: Winter 2005 and updated regularly
            Partners: Associate Provost, Teaching and Learning; Centre for Aca-
                                            demic Excellence and Innovation

5.2.9   Initiate workshops on ways to develop hybrid courses
      Responsible Individuals: Dean
      Milestones/Timelines: Beginning Fall 2005
      Partners: Associate Provost, Teaching and Learning; Centre for Academic Excellence and Innovation

Information Technology Services

5.2.10 Apply technology to improve space usage.
      Responsible Individuals: Vice President, Information Technology
      Milestones/Timelines: 2007
      Partners: Deans

5.2.11 Enhance the audio/visual collection to meet academic needs.
      Responsible Individuals: Manager, Media Services
      Milestones/Timelines: 2006
      Partners: Deans

5.2.12 Provide modern audio/visual resources in all appropriate classrooms.
      Responsible Individuals: Manager, Media Services
      Milestones/Timelines: 2007
      Partners: Deans

Student Affairs

5.2.13 Increase online academic tutorial assistance to enhance 24/7 services.
      Responsible Individuals: Director, Learner Support Centre
      Milestones/Timelines: 2006
      Partners: Information Technology Services; Deans

5.3   Develop blended and hybrid courses with a view to reducing the number of classroom contact hours and easing pressure on classrooms

Faculty of Business and IT

5.3.1   Introduce hybrid courses for Human Resources, Organizational Behaviour and Collaborative Leadership as well as online course delivery for the BIT and MITS courses.
      Responsible Individuals: Dean
      Milestones/Timelines: Fall 2006
      Partners: Faculty members; Associate Provost, Teaching and Learning

School of Energy Systems and Nuclear Science

5.3.2   Encourage the development of hybrid courses a part of the performance management system.
      Responsible Individuals: Dean
      Milestones/Timelines: Fall 2005 and ongoing thereafter
      Partners: Faculty members; Associate Provost, Teaching and Learning

Faculty of Engineering and Applied Science
5.3.3   Investigate innovative uses of information technology that offset the need for conventional in-class time for all course components (e.g., hybrid offerings of in-class and outside-class activities), while maintaining or improving learning effectiveness.
Responsible Individuals: IT Specialist
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Faculty of Engineering and Applied Science faculty members

Faculty of Health Sciences
5.3.4   Develop one additional new course using hybrid methods.
Responsible Individuals: Dean
Milestones/Timelines: September 2006
Partners: Faculty of Science faculty members; Associate Provost, Teaching and Learning

5.3.5   Integrate the new simulation laboratory to the nursing program.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2006

5.3.6   Develop one exclusive web-based course for health sciences (i.e., distance courses, health assessment, microbiology outline).
Responsible Individuals: Planning and Budget Officer
Milestones/Timelines: 2007
Partners: Faculty members; Associate Provost, Teaching and Learning

Faculty of Science
5.3.7   Identify target courses for hybrid implementation; justify go/no-go for each course offered.
Responsible Individuals: Dean to form Faculty Program Committee for this purpose
Milestones/Timelines: Identification of several target courses by December, 2005; courses to be hybridized 2006-2007 delivery
Partners: Faculty members; Associate Provost, Teaching and Learning

Faculty of Social Science
5.3.8   Create additional Hybrid courses – each faculty member to develop at least one of their courses as a hybrid delivery.
Responsible Individuals: Dean
Milestones/Timelines: September 2006

Information Technology Services
5.3.9   Establish a definable Learning Technology Environment for support and marketing of our course delivery differentiator.
Responsible Individuals: Vice President, Information Technology
Milestones/Timelines: 2006
Partners: Associate Provost, Teaching and Learning

5.3.10 Introduce new technologies to support learning at a distance.
Responsible Individuals: Director, Mobile Computing; Manager, Media Services
Milestones/Timelines: 2006
Partners: Associate Provost, Teaching and Learning

Office of the Associate Provost, Teaching and Learning

    5.3.11 Provide service support to Faculties to support faculty members in redesigning courses for delivery in a hybrid model to alleviate current space constraints at UOIT.

Responsible Individuals:	Associate Provost, Teaching and Learning
Milestones/Timelines:	April 2006-ongoing
Partners:	External Consultants

    5.3.12 Seek Postsecondary Education Quality Assessment Board approval for the delivery of distance education courses at UOIT.

Responsible Individuals:	Associate Provost, Teaching and Learning; Director, Academic Planning
Milestones/Timelines:	September 2005
Partners:	Curriculum Facilitator

Library

    5.3.13 Increase Librarian and faculty member collaboration stressing the importance and applicability of Information Literacy – team teaching and/or specific library classes and laboratories.

Responsible Individuals:	Associate Librarian
Milestones/Timelines:	August 2005 with continued comparison between academic terms
Partners:	Reference Team; Faculty members; Deans

    5.3.14 Increase marketing of library resources/services through newsletters, guides.

Responsible Individuals:	Associate Librarian
Milestones/Timelines:	August 2005 and ongoing thereafter
Partners:	Reference Team; Faculty members; Deans

5.4   Enhance IT infrastructure, especially wireless

Information Technology Services

    5.4.1 Establish an IT test environment for academic technology.

Responsible Individuals:	Director, Technical Services
Milestones/Timelines:	2007
Partners:	Deans and/or designated representatives

    5.4.2 Consolidate email and other communication services.

Responsible Individuals:	Director, Technical Services
Milestones/Timelines:	2005

    5.4.3 Expand learner support IT applications to meet usage growth.

Responsible Individuals:	Director, Technical Services
Milestones/Timelines:	2007
Partners:	Associate Provost, Teaching and Learning

    5.4.4 Broaden Wireless Services in public areas within buildings and common areas, public grounds and classrooms.

Responsible Individuals:	Director, Technical Services
Milestones/Timelines:	2006

5.4.5   Establish benchmarks for Information Technology Services and investments.
Responsible Individuals: Vice President, Information Technology
Milestones/Timelines: 2007
Partners: Deans and/or designated representatives

5.4.6   Set standards for Information Technology Services.
Responsible Individuals: Vice President, Information Technology
Milestones/Timelines: 2007
Partners: Deans and/or designated representatives

5.4.7   Establish an IT disaster business continuity plan.
Responsible Individuals: Vice President, Information Technology
Milestones/Timelines: 2008

5.4.8   Upgrade central IT applications to improve functionality and support.
Responsible Individuals: Director, Administrative Computing
Milestones/Timelines: Annually
Partners: Deans and/or designated representatives

5.4.9   Develop central IT administrative applications as follows:
- Integrate eZrecuit with Banner registration.
Responsible Individuals: Director, Administrative Computing
Milestones/Timelines: 2006
Partners: Vice President, Strategic Enrolment Management

- Develop and implement a Student Affairs Portal.
Responsible Individuals: Director, Administrative Computing
Milestones/Timelines: 2005
Partners: Vice President, Student Affairs

- Mycampus use and development.
Responsible Individuals: Director, Administrative Computing
Milestones/Timelines: 2005
Partners: Deans and/or designated representative

- Distributed Human Resources applications.
Responsible Individuals: Director, Administrative Computing
Milestones/Timelines: 2006
Partners: Director, Human Resources

- Electronic Data Interchange inter-institution transcripts.
Responsible Individuals: Director, Administrative Computing
Milestones/Timelines: 2005
Partners: Vice President, Strategic Enrolment Management

- Online Credit Card payments.
Responsible Individuals: Director, Administrative Computing
Milestones/Timelines: 2006
Partners: Assistant Vice President, Finance

- Position Control.
  Responsible Individuals: Director, Administrative Computing
  Milestones/Timelines: 2007
  Partners: Director, Human Resources

- Workflow Management.
  Responsible Individuals: Director, Administrative Computing
  Milestones/Timelines: 2006

- Web Registration improvements.
  Responsible Individuals: Director, Administrative Computing
  Milestones/Timelines: 2006
  Partners: Vice President, Strategic Enrolment Management

5.4.10 Establish a mechanism for IT development prioritization.
  Responsible Individuals: Vice President, Information Technology
  Milestones/Timelines: 2005
  Partners: IT Strategy Board

5.5 Make greater use of online student services

Faculty of Business and IT
5.5.1 Place Faculty of Business and IT specific orientation modules online.
  Responsible Individuals: Dean
  Milestones/Timelines: Fall 2005
  Partners: Faculty members; Registrar; Vice President, Student Affairs

5.5.2 Improve the Faculty of Business and IT and the Management Development Centre Web site features.
  Responsible Individuals: Dean
  Milestones/Timelines: Fall 2005 and ongoing thereafter
  Partners: Faculty members; Vice President, Communications and Marketing

Strategic Enrolment Management/Registrar's Office
5.5.3 Develop and implement a system for degree audits, address changes, and application for graduation.
  Responsible Individuals: Associate Registrar, Records and Registration; Information Technology Services
  Milestones/Timelines: September 2006

Student Affairs
5.5.4 Provide a Student Affairs Portal to deliver one stop on-line access to student services and relevant forms and resources.
  Responsible Individuals: Vice President, Student Affairs
  Milestones/Timelines: 2006
  Partners: Information Technology Services

5.5.5 Develop and provide interactive online response programs for student enquiries.
  Responsible Individuals: Vice President, Student Affairs; Director, Student Support Services
  Milestones/Timelines: 2006
  Partners: Information Technology Services

5.5.6   Develop and provide interactive online response programs for student enquiries.
        Responsible Individuals: Director, Centre for Students with Disabilities
        Milestones/Timelines: 2006
        Partners: Information Technology Services

5.5.7   Develop and provide a service for testing Web Accessibility.
        Responsible Individuals: Director, Centre for Students with Disabilities
        Milestones/Timelines: 2007

5.5.8   Develop an online service for students to access text books in alternate formats in col-
        laboration with the bookstore.
        Responsible Individuals: Director, Centre for Students with Disabilities
        Milestones/Timelines: 2007
        Partners: Information Technology Services; Library; Bookstore; Aca-
                                        demics

5.5.9   Investigate and develop an online exam registration process for students with disabilities.
        Responsible Individuals: Director, Centre for Students with Disabilities
        Milestones/Timelines: 2008
        Partners: Information Technology Services

5.5.10 Provide interactive online career services to students, graduates, and employers.
        Responsible Individuals: Director, Career and Employment Services
        Milestones/Timelines: 2006
        Partners: Information Technology Services; Deans and/or designated
                                        representative

5.5.11 Develop an online bursary applications and assessment program to automate the awards
        process.
        Responsible Individuals: Director, Financial Aid and Awards
        Milestones/Timelines: 2006
        Partners: Information Technology Services; Deans and/or designated
                                        representative

5.5.12 Develop automated student needs assessment tool to support financial aid packaging for
        undergraduate and graduate students.
        Responsible Individuals: Director, Financial Aid and Awards
        Milestones/Timelines: 2007
        Partners: Information Technology Services; Registrar

6. Launch Graduate Programs in All Faculties

Now that undergraduate programming is firmly established, the central focus must shift toward the creation and implementation of graduate programs. For students, this provides the opportunity to per-form research in various fields as they prepare for ever-more challenging career goals. For faculty members, this provides a vehicle for deepening their understanding of the world that surrounds us through teamwork with students and other colleagues, thereby enhancing the quality of the UOIT learning experience. For University management, this will eventually contribute to UOIT's sustainabil-ity. The following goals therefore aim to launch graduate programs in all Faculties through the actions presented below:

6.1   Ensure that every Faculty and School has a graduate program running by the end of the plan-ning cycle
6.2   Develop infrastructure to support graduate studies
6.3   Begin the development of innovative PhD programs by the end of the planning cycle
6.4   Collaborate with other universities on graduate programs

6.1   Ensure that every Faculty and School has a graduate program running by the end of the planning cycle

Faculty of Business and IT
6.1.1   Develop an Executive MBA program.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2007
Partners: Executive MBA Committee; faculty members; Nanjing Uni-
                               versity of Science and Technology

6.1.2   Develop an MBA program with a thesis option.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2007
Partners: MBA Committee; faculty members;

6.1.3   Develop and offer the MITS project to thesis option.
Responsible Individuals: Dean
Milestones/Timelines: Winter 2006
Partners: Faculty members; University of New Brunswick (in IT Secu-
                               rity); Associate Provost, Research and Graduate Programs

Faculty of Education
6.1.4   Develop a proposal for at least one graduate program during the coming year.
Responsible Individuals: Dean
Milestones/Timelines: Draft proposal and Business Plan Fall 2005
                               Academic Council: January 2006
                               Postsecondary Education Quality Assessment
                               Board/Ontario Council on Graduate Studies proposal: Feb-
                               ruary 2006; Advertise: September 2006; Offer program:
                               September 2007
Partners: Graduate program development committee; Contract writer
                               Faculty of Social Science; Trent University; Other Ontario
                               Universities; University of Alberta; Alumni; Partner boards;
                               Adjunct faculty member; Associate Provost, Research and
                               Graduate Programs

School of Energy Systems and Nuclear Science
   6.1.5   Develop and implement a Master's Program in Nuclear Engineering.
           Responsible Individuals: Dean
           Milestones/Timelines: Fall 2006
           Partners: Faculty members; Associate Provost, Research and Gradu-
                                           ate Programs

Faculty of Engineering and Applied Science
   6.1.6   Obtain Ontario Council on Graduate Studies approval for and launch Master's program in
           Mechanical Engineering (with fields in energy and thermofluids, and manufacturing and
           mechatronics).
           Responsible Individuals: Dean
           Milestones/Timelines: Summer 2006
           Partners: Faculty members; Associate Provost, Research and Gradu-
                                           ate Programs

   6.1.7   Develop a Master's program in Electrical/Computer/Software Engineering.
           Responsible Individuals: Dean
           Milestones/Timelines: Summer 2006
           Partners: Faculty members; Associate Provost, Research and Gradu-
                                           ate Programs

   6.1.8   Consider a separate master's program in Automotive Engineering, or an additional field in
           the Mechanical Engineering program, in part to take advantage of the Automotive Centre
           of Excellence.
           Responsible Individuals: Dean
           Milestones/Timelines: Summer 2007
           Partners: Faculty members; Associate Provost, Research and Gradu-
                                           ate Programs

   6.1.9   Develop joint programs in sensible multi-disciplinary areas (e.g., materials science and
           engineering) within UOIT.
           Responsible Individuals: Deans of relevant faculties
           Milestones/Timelines: Summer 2006
           Partners: Representatives from relevant faculties; Associate Provost,
                                           Research and Graduate Programs

Faculty of Health Sciences
   6.1.10 Review literature on effective on-line Master's programs to create a flexible program.
           Responsible Individuals: Dean
           Milestones/Timelines: Summer 2006
           Partners: Faculty members; Associate Provost, Research and Gradu-
                                           ate Programs

   6.1.11 Develop and implement an interdisciplinary Master's in Health Sciences where many
           streams can be created with little additional courses.
           Responsible Individuals: Dean
           Milestones/Timelines: Summer 2006
           Partners: Faculty members; Associate Provost, Research and Gradu-
                                           ate Programs

6.1.12 Develop and implement a graduate program in Health Sciences.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2009
Partners: Faculty members; Associate Provost, Research and Graduate Programs

Faculty of Social Science
6.1.13 Create and implement a MA program in Criminology.
Responsible Individuals: Designated faculty member (S. Alvi)
Milestones/Timelines: Fall 2007
Partners: Graduate Committee; Associate Provost, Research and Graduate Programs

6.1.14 Investigate the potential for and implement an MA in an applied social policy related area.
Responsible Individuals: Designated faculty member (S. Alvi)
Milestones/Timelines: Winter 2008
Partners: Graduate Committee; Associate Provost, Research and Graduate Programs

6.1.15 Recruit faculty with prior graduate supervisory experience.
Responsible Individuals: Dean
Milestones/Timelines: Ongoing beginning Winter 2006

6.2   Develop infrastructure to support graduate studies

Faculty of Business and IT
6.2.1   Pursue the Management Development Centre's project aiming to establish a "Centre of Excellence in the Commercialization of Technology."
Responsible Individuals: Director, Management Development Centre
Milestones/Timelines: Fall 2006 and ongoing thereafter
Partners: Designated faculty members (P. Hung; M. Vargas-Martin)

School of Energy Systems and Nuclear Science
6.2.2   Establish research labs and industry contacts for research funding.
Responsible Individuals: Dean
Milestones/Timelines: Winter 2007
Partners: Faculty members; Associate Provost, Research and Graduate Programs

Faculty of Social Science
6.2.3   Develop and implement policies and structures to support graduate students in the Faculty of Social Science.
Responsible Individuals: Designated faculty member (S. Alvi)
Milestones/Timelines: Fall 2005
Partners: Graduate Committee; Associate Provost, Research and Graduate Programs

Library
6.2.4   Subscribe to increasingly more academic and/or more specialized electronic resources
        and extend archival holdings
        Responsible Individuals: Associate Librarian
        Milestones/Timelines: January 2006 and ongoing thereafter
        Partners: Ontario Council of University Libraries; Canadian Research
                                        Knowledge Network purchasing consortia; Faculty

Office of Research Services
6.2.5   Develop and implement Admission and Graduate Studies Policy.
        Responsible Individuals: Associate Provost, Research and Graduate Programs
        Milestones/Timelines: Fall 2005
        Partners: Vice President, Strategic Enrolment Management; A. Tapak

6.2.6   Develop and publish the Graduate Calendar.
        Responsible Individuals: Associate Provost, Research and Graduate Programs
        Milestones/Timelines: Winter 2006
        Partners: Registrar; Deans

6.2.7   Develop a Financial Support Policy.
        Responsible Individuals: Associate Provost, Research and Graduate Programs
        Milestones/Timelines: Fall 2005
        Partners: Registrar; Student Financial Services; Director, Academic
                                        Planning; Ad Hoc Committee

Student Affairs
6.2.8   Develop a business plan to support graduate student support services and the resource
        requirements.
        Responsible Individuals: Vice President, Student Affairs
        Milestones/Timelines: 2006
        Partners: Associate Provost, Research and Graduate Programs

6.3   Begin the development of innovative PhD programs by the end of the planning cycle

Faculty of Business and IT
6.3.1   Develop and offer two PhD programs in IT Security and Marketing respectively.
        Responsible Individuals: Dean
        Milestones/Timelines: Fall 2008
        Partners: Faculty members; Associate Provost, Research and Gradu-
                                        ate Programs

School of Energy Systems and Nuclear Science
6.3.2   Develop and implement a PhD program in Nuclear Engineering.
        Responsible Individuals: Dean
        Milestones/Timelines: Fall 2008
        Partners: Faculty members; Associate Provost, Research and Gradu-
                                        ate Programs

Faculty of Engineering and Applied Science
6.3.3   Develop doctoral-level programs as soon as possible after master's programs are running.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2008
Partners: Subcommittee of faculty members; Associate Provost, Research and Graduate Programs

Faculty of Science
6.3.4   Given strong MSc enrolments, develop PhD programs as appropriate. In the meantime, encourage all faculty members to get adjunct appointments at other Universities so that they gain PhD supervision experience.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2008
Partners: Science Graduate Committee; Associate Provost, Research and Graduate Programs

Faculty of Social Science
6.3.5   Investigate potential and develop proposal for PhD programs in criminology and social policy areas.
Responsible Individuals: Designated faculty member (S. Alvi)
Milestones/Timelines: September 2007
Partners: Graduate Committee; Associate Provost, Research and Graduate Programs

6.4   Collaborate with other universities on graduate programs

Faculty of Business and IT
6.4.1   Work with other Universities to develop faculty member and student exchanges.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2006 and ongoing thereafter
Partners: Faculty members; University of New Brunswick; Dalhousie; Nanjing University of Science and Technology; the Chinese University of Hong Kong; the Hong Kong University of Science and Technology; University of Bochum, Germany

School of Energy Systems and Nuclear Science
6.4.2   Gain approval of McMaster Memorandum Of Understanding, for graduate programs in Nuclear Engineering and Applied Science.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005
Partners: Faculty members; Associate Provost, Research and Graduate Programs

Faculty of Engineering and Applied Science
6.4.3   Ensure that our faculty members are appointed as adjunct professors at other universities to facilitate supervision of graduate students and joint research as appropriate on a case-by-case basis.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Faculty members; other universities as appropriate; Associate Provost, Research and Graduate Programs

Faculty of Health Sciences

6.4.4   Consider partnering with other universities to offer Master's program (i.e., Hawaii for Public Health).
Responsible Individuals: Dean
Milestones/Timelines: Summer 2006
Partners: Associate Provost, Research and Graduate Programs

Faculty of Science

6.4.5   Investigate development of collaborative program with Trent University in Materials Science.
Responsible Individuals: Dean
Milestones/Timelines: Decision on go/no-go by December, 2005
Partners: Committee of appropriate faculty members; Associate Provost, Research and Graduate Programs

Faculty of Social Science

6.4.6   Investigate potential collaboration on MA in Social Policy area with relevant Departments at Trent.
Responsible Individuals: Designated faculty member (S. Alvi)
Milestones/Timelines: Fall 2006
Partners: Graduate Committee; Trent University; Associate Provost, Research and Graduate Programs

6.4.7   Investigate potential collaboration on PhD in Social Policy area with relevant Departments at Trent.
Responsible Individuals: Designated faculty member (S. Alvi)
Milestones/Timelines: Fall 2007
Partners: Graduate Committee; Trent University; Associate Provost, Research and Graduate Programs

Office of Research Services

6.4.8   Develop policies and guidelines for collaborations with other institutions, and a template for exchange agreements.
Responsible Individuals: Associate Provost, Research and Graduate Programs
Milestones/Timelines: December 2005
Partners: Deans; Director, Academic Planning; Deans of Graduate Studies at other institutions

7. Build Research Intensiveness

Research is an integral part of university life and benefits faculty members and students alike. Also, an appropriate research infrastructure is a prerequisite to the establishment and delivery of effective graduate programs. To this end, the following goals aim to build research intensiveness at UOIT through the actions found below:

7.1   Nurture a research culture
7.2   Develop mentorship programs
7.3   Identify niche research areas
7.4   Actively pursue research chair appointments
7.5   Develop research centres/centres of excellence where appropriate
7.6   Explore interdisciplinary approaches to research endeavours

7.1   Nurture a research culture

Faculty of Business and IT
7.1.1   Support and sponsor FBIT research conferences and activities. For example, Management Development Centre sponsored an Institute for Electrical and Electronics Engineers Workshop on Web Services in March 2005.
Responsible Individuals: Dean
Milestones/Timelines: 2006
Partners: Faculty members

7.1.2   Participate actively in the Research Brown Bag lunch presentations.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Faculty members

7.1.3   Develop and implement a plan to seek corporate sponsorship for a research lecture series.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005
Partners: Designated faculty member (T. Wu); other faculty members

Faculty of Education
7.1.4   Add a research/professional development component in meetings of Faculty Council.
Responsible Individuals: Dean
Milestones/Timelines: Schedule time: August 2005 and ongoing
                        Implement: September 2005 and ongoing
Partners: Faculty executive; Faculty volunteers

7.1.5   Develop and implement a plan to provide proofreading and editing consultation services in support of faculty member publications.
Responsible Individuals: Dean
Milestones/Timelines: Identify experts/consultants: Summer 2005
                        Implement: Summer 2005
Partners: Faculty members

Faculty of Engineering and Applied Science
  7.1.6   Foster a research culture in tandem with a teaching and learning culture.
           Responsible Individuals: Dean
           Milestones/Timelines: Fall 2005 and ongoing thereafter
           Partners: Associate Provost, Research and Graduate Programs; As-
                                        sociate Provost, Teaching and Learning

Faculty of Health Sciences
  7.1.7   Support the research committee which links partnerships with community, through bi-
          annual newsletter, lunch and learn, and educational sessions.
           Responsible Individuals: Dean
           Milestones/Timelines: Summer 2006
           Partners: Research Committee

  7.1.8   Develop Health Sciences researchers' speaker series.
           Responsible Individuals: Dean
           Milestones/Timelines: Summer 2006

Faculty of Social Sciences
  7.1.9   Initiate Speakers series inviting established researchers to campus.
           Responsible Individuals: Dean
           Milestones/Timelines: Fall2005 and ongoing thereafter

  7.1.10 Develop graduate programs with research assistant support from faculty grants.
           Responsible Individuals: Chair of Graduate Committee
           Milestones/Timelines: Fall 2006 or Fall 2007
           Partners: Graduate Studies; Associate Provost, Research and Gradu-
                                        ate Programs

  7.1.11 Employ undergraduate students as research assistants when funding permits.
           Responsible Individuals: Dean
           Milestones/Timelines: Beginning Fall 2005
           Partners: Student services and student work assistant program

Communications and Marketing
  7.1.12 Leverage undergraduate research opportunities to prospective students through recruit-
          ment publications and initiatives (i.e., UOIT View book).
           Responsible Individuals: Vice President, Communications and Marketing
           Milestones/Timelines: Spring 2006 an ongoing thereafter
           Partners: Associate Provost, Research and Graduate Programs; fac-
                                        ulty members; Deans

Information Technology Services
  7.1.13 Establish a funding mechanism to provide IT support for research.
           Responsible Individuals: Vice President, Information Technology
           Milestones/Timelines: 2007
           Partners: Office of the Provost

  7.1.14 Establish IT service standards for researchers.
           Responsible Individuals: Vice President, Information Technology
           Milestones/Timelines: 2005
           Partners: Office of the Provost

7.1.15 Provide network connectivity to world-class networks to further research.
          Responsible Individuals: Director, Technical Services
          Milestones/Timelines: 2006
          Partners: Dean; Faculty of Science

7.1.16 Leverage IT partnerships to provide support of research projects.
          Responsible Individuals: Vice President, Information Technology
          Milestones/Timelines: Fall 2005 and ongoing thereafter
          Partners: Deans

Library
7.1.17 Participate in Data Liberation Initiative so additional and new Canadian statistics can be downloaded and manipulated.
          Responsible Individuals: Social Science Librarian
          Milestones/Timelines: April 2005 and Ongoing, September 2005 Pilot, May 2006 Fully Implemented
          Partners: Associate Librarian; Statistics Canada; Ontario Council of University Libraries

Office of Research Services
7.1.18 Develop and implement plan to actively promote one-on-one research and scholarly career development.
          Responsible Individuals: Manager, Research Services
          Milestones/Timelines: Fall 2005, and ongoing thereafter
          Partners: Grants Officer; faculty members

7.1.19 Develop a Research Services Resource Guide.
          Responsible Individuals: Manager, Research Services
          Milestones/Timelines: July 2006
          Partners: Director, Human Resources; Associate Vice President, Finance; Insurance Risk Management; Health and Safety Committee; Vice President, Communications and Marketing

7.1.20 Create high profile speaker events.
          Responsible Individuals: Associate Provost, Research and Graduate Programs
          Milestones/Timelines: November 2006
          Partners: Deans

7.1.21 Develop orientation sessions for new faculty members.
- Develop a comprehensive information package for distribution
- Facilitate presentations by Tri-Council program officers

          Responsible Individuals: Associate Provost, Research and Graduate Programs
          Milestones/Timelines: Fall 2005
          Partners: Health and Safety Officer; Associate Vice President, Finance
                                             Associate Provost, Teaching and Learning

7.1.22 Develop orientation sessions for committee members serving on the Research Ethics Board in Animal Care, Biosafety, Radiation Safety.
          Responsible Individuals: Grants Officer
          Milestones/Timelines: Winter 2006 and ongoing thereafter
          Partners: Health and Safety Officer; External experts; others as needed

7.1.23 Increase frequency of Campus visits by program officers from external funding agencies and granting councils.
      Responsible Individuals: Associate Provost, Research and Graduate Programs
      Milestones/Timelines: Fall 2005 with 3 – 4 visits per year thereafter
      Partners: Canada Foundation for Innovation; Tri-Council Funding Agencies, Secretariat, Ontario Centres of Excellence, Canada Research Chairs, and others as needed.

7.1.24 Develop and implement a plan to actively promote research activities of all faculty members.
- Internally: profile faculty member research in an internal publication
- Externally: Newsletter (e.g., ORBIT, see 9.2)

      Responsible Individuals: Manager, Research Services
      Milestones/Timelines: Fall 2006, 2 – 3 times per year
      Partners: Vice President, Communications and Marketing; Durham College Journalism students; Natural Sciences and Engineering Research Council of Canada

Student Affairs

7.1.25 Develop Student Affairs research projects that enhance Canadian research in student success.
      Responsible Individuals: Vice President, Student Affairs
      Milestones/Timelines: 2007

7.2 Develop mentorship programs

Faculty of Business and IT

7.2.1 Implement a mentorship program of tenured faculty members with non-tenured faculty members.
      Responsible Individuals: Dean
      Milestones/Timelines: Fall 2005 and ongoing thereafter
      Partners: Tenured faculty members

Faculty of Education

7.2.2 Implement regular research seminars.
      Responsible Individuals: Dean
      Milestones/Timelines: First seminar: April 2005
                               Second seminar: May 2005
                               Identification of additional speakers: ongoing
      Partners: Faculty members; Durham College; Trent University; Partner boards

School of Energy Systems and Nuclear Science

7.2.3 Seek mentors and partners in industry and other universities, appoint adjunct professors, and gain adjunct appointments for faculty members at other universities.
      Responsible Individuals: Dean
      Milestones/Timelines: Summer 2006
      Partners: Faculty members, industry and other universities

Faculty of Engineering and Applied Science

    7.2.4   Develop and implement a plan to mentor faculty members in developing research programs and activities, especially in significant areas, and assist all faculty members in launching their own research programs.

Responsible Individuals:	Dean
Milestones/Timelines:	Fall 2005
Partners:	Associate Provost, Research and Graduate Programs; faculty members

Faculty of Health Sciences

    7.2.5   Conduct one community-based half-day workshop to discuss community based research each year.

Responsible Individuals:	Research Committee
Milestones/Timelines:	Summer 2006

Faculty of Social Science

    7.2.6   Create formal faculty member mentoring policy to assist new faculty members in development of research expertise.

Responsible Individuals:	Dean
Milestones/Timelines:	Fall 2005
Partners:	Faculty members

Office of Research Services

    7.2.7   Implement and promote a "Research Clinic" to assist researchers with proposal writing and applications to Natural Sciences and Engineering Research Council of Canada, Social Sciences and Humanities Research Council of Canada, Canadian Institutes of Health Research, Canada Foundation for Innovation, Ontario Research Fund and other targeted research proposals.

Responsible Individuals:	Associate Provost, Research and Graduate Programs
Milestones/Timelines:	Summer 2005 and ongoing thereafter
Partners:	Office of Research Services; consultants

7.3   Identify niche research areas

School of Energy Systems and Nuclear Science

    7.3.1   Identify and prioritize strategic research areas in energy systems, with a focus on alternative energy sources, nuclear power and radiation science:

Responsible Individuals:	Dean
Milestones/Timelines:	Summer 2006
Partners:	Associate Provost, Research and Graduate Programs; faculty members

Faculty of Engineering and Applied Science

    7.3.2   Identify key/strategic research priority areas that:

- are significant in terms of creating wealth, improving living standards, enhancing industry competitiveness, improving the environment;
- contribute to UOIT's strategic research plan and are in line with the Faculty's planned graduate programs.

Responsible Individuals:	Dean
Milestones/Timelines:	Winter 2006
Partners:	Associate Provost, Research and Graduate Programs; faculty members

7.3.3   Launch major research initiatives in areas of strategic importance, including:
- automotive engineering, to complement the Automotive Centre of Excellence;
- sustainable energy and environment engineering initiatives;
- advanced materials (e.g., plastics and composites);
- manufacturing, automation and robotics.

Responsible Individuals:	Dean
Milestones/Timelines:	Major research initiative in each area by 2010
Partners:	Associate Provost, Research and Graduate Programs; faculty members; appropriate industrial and government partners

7.3.4   Initiate research initiatives in line with regional industries (e.g., automotive, manufacturing, plastics, electric power, nuclear energy, IT).

Responsible Individuals:	Dean
Milestones/Timelines:	Fall 2005 and ongoing thereafter
Partners:	Associate Provost, Research and Graduate Programs; faculty members

Faculty of Science

7.3.5   Faculty Program Committees to develop plans. Hire in areas intersecting those of current faculty members to achieve clusters of critical size.

Responsible Individuals:	Dean
Partners:	Associate Provost, Research and Graduate Programs; faculty members

Faculty of Social Science

7.3.6   Establish informal research groups in areas where faculty are engaged in active research (such as Violence, Critical Criminology, Youth Crime, and Cultural Correlates of Crime).

Responsible Individuals:	Dean
Milestone/Timelines:	Beginning Fall 2005

Office of the Associate Provost, Teaching and Learning

7.3.7   Work collaboratively with faculty members to publish and present at conferences findings/insights into teaching in a laptop program at UOIT (Scholarship of Teaching).

Responsible Individuals:	Associate Provost, Teaching and Learning
Milestones/Timelines:	Fall 2005 and ongoing thereafter

Office of Research Services

7.3.8   Revisit the Strategic Research Plan framework document and update to reflect current research strengths.

Responsible Individuals:	Associate Provost, Research and Graduate Programs
Milestones/Timelines:	Summer 2006
Partners:	Deans; External Partners

7.4   Actively pursue research chair appointments

Faculty of Business and IT

7.4.1   Develop and implement a plan to apply for Natural Sciences and Engineering Research Council of Canada Research Chair or industry-sponsored associate chairs.

Responsible Individuals:	Dean
Milestones/Timelines:	Winter 2006
Partners:	Faculty members

School of Energy Systems and Nuclear Science
    7.4.2   Develop and implement a plan to establish research/industrial chairs, and work to make the present proposal for a Natural Sciences and Engineering Research Council of Canada's University Network of Excellence in Nuclear Engineering Industrial Research Chair in Health Physics and Environmental Safety successful.
            Responsible Individuals: Dean
            Milestones/Timelines: Winter 2006
            Partners: Associate Provost, Research and Graduate Programs; Faculty members

    7.4.3   Identify opportunities in nuclear industry and the emerging alternative energy industry, and work with companies to establish research/industrial chairs, such as the Cameco Chair in Nuclear Fuel.
            Responsible Individuals: Dean
            Milestones/Timelines: Summer 2006
            Partners: Associate Provost, Research and Graduate Programs; Faculty members; Vice President, Advancement

Faculty of Engineering and Applied Science
    7.4.4   Develop and implement a plan to establish research/industrial chairs, and work to make the present proposal for a Natural Sciences and Engineering Research Council of Canada Chair in Design Engineering successful.
            Responsible Individuals: Dean
            Milestones/Timelines: Winter 2006 and ongoing thereafter
            Partners: Associate Provost, Research and Graduate Programs; Faculty members

Faculty of Science
    7.4.5   Develop and implement a plan to hire an additional Research Chair.
            Responsible Individuals: Dean
            Milestones/Timelines: Winter 2006
            Partners: Associate Provost, Research and Graduate Programs; faculty members

Faculty of Social Science
    7.4.6   Actively pursue a Tier I and Tier II Canada Research Chair.
            Responsible Individuals: Dean
            Milestones/Timelines: Winter 2006
            Partners: Office of Research Services

    7.4.7   Actively pursue Ontario Research Chair.
            Responsible Individuals: Dean
            Milestones/Timelines: Winter 2006
            Partners: Office of Research Services

Office of Research Services
    7.4.8   Develop a template for Chair appointments on campus.
            Responsible Individuals: Associate Provost, Research and Graduate Programs
            Milestones/Timelines: Winter 2006
            Partners: Deans

7.5   Develop research centres/centres of excellence where appropriate

Faculty of Business and IT

7.5.1   Continue to push for a Centre for Excellence in Commercialization of Technology through the Management Development Centre.

Responsible Individuals: Director, Management Development Centre
Milestones/Timelines: Summer 2007
Partners: Faculty members

School of Energy Systems and Nuclear Science

7.5.2   Obtain sufficient space and infrastructure and equipment, which supports a vibrant research culture and that is sustainable financially.

Responsible Individuals: Dean
Milestones/Timelines: Summer 2006
Partners: Faculty members; Provost; Associate Provost, Research and Graduate Programs; Vice President, Advancement

Faculty of Engineering and Applied Science

7.5.3   Obtain sufficient space and infrastructure and equipment, which supports a vibrant research culture and that is sustainable financially.

Responsible Individuals: Dean
Milestones/Timelines: Winter 2008
Partners: Associate Provost, Research and Graduate Programs

Faculty of Health Sciences

7.5.4   Develop the educational research unit and the community based system linked unit into identifiable research units.

Responsible Individuals: Dean
Milestones/Timelines: Summer 2006

Faculty of Science

7.5.5   Develop and implement a plan to establish research groups and centres.

Responsible Individuals: Dean
Milestones/Timelines: Summer 2006
Partners: Associate Provost, Research and Graduate Programs; faculty members

Faculty of Social Science

7.5.6   Develop and implement a plan to establish a Research Centre.

Responsible Individuals: Designated faculty member (W. DeKeseredy)
Milestones/Timelines: Fall 2005
Partners: Faculty members; various community partners

Finance

7.5.7   Develop and implement a plan to ensure that the Automotive Centre for Excellence facility is built on time, on budget, and has a profitable operating plan.

Responsible Individuals: Assistant Vice President, Finance
Milestones/Timelines: Winter 2007
Partners: General Motors; Ministry of Economic Development and Trade; Executive Director of the Automotive Centre for Excellence

Office of Research Services
  7.5.8   Develop a policy on research groups, centres, and institutes.
          Responsible Individuals: Associate Provost, Research and Graduate Programs
          Milestones/Timelines: Fall 2005
          Partners: Director, Academic Planning; Research Board; Deans

7.6   Explore interdisciplinary approaches to research endeavours

Faculty of Business and IT
  7.6.1   Hold research conferences with other Faculties, such as the Faculty of Engineering and
          Applied Sciences and the Faculty of Health Sciences.
          Responsible Individuals: Dean
          Milestones/Timelines: Fall 2005
          Partners: Faculty members; deans of other faculties

School of Energy Systems and Nuclear Science
  7.6.2   Develop and implement a plan for interdisciplinary research.
          Responsible Individuals: Dean
          Milestones/Timelines: Summer 2007
          Partners: Faculty members

Faculty of Engineering and Applied Science
  7.6.3   Develop and implement a plan for inter- and multi-disciplinary research initiatives that
          build on complementary strengths in other Faculties/Schools.
          Responsible Individuals: Dean
          Milestones/Timelines: Fall 2006
          Partners: Faculty members; faculty members in other Facul-
                                       ties/Schools

Faculty of Health Sciences
  7.6.4   Develop and submit research proposals with community partners (1 per year).
          Responsible Individuals: Dean
          Milestones/Timelines: Summer 2006 and ongoing thereafter
          Partners: Community Partners; Office of Research Services

  7.6.5   Link with McMaster's System Linked Research Unit.
          Responsible Individuals: Dean
          Milestones/Timelines: Summer 2006

  7.6.6   Link faculty members with other disciplines.
          Responsible Individuals: Dean
          Milestones/Timelines: Summer 2006

Faculty of Social Science
  7.6.7   Work with other faculty members in other Faculties to develop research opportunities.
          Responsible Individuals: Dean and faculty members
          Milestones/Timelines: Ongoing
          Partners: Faculties of Health Sciences and Education

Office of Research Services
  7.6.8   Initiate and promote a "Mind Café," a new forum for faculty members to meet and discuss
          their research projects with colleagues.
          Responsible Individuals: Associate Provost, Research and Graduate Programs
          Milestones/Timelines: Winter 2006
          Partners: Faculty members

8. Enhance our Partnership with Durham College

Durham College has played a seminal role in the founding of UOIT. Given the complementarities of both institutions, a continued partnership for UOIT and Durham College will continue to reap benefits for the Durham Region. The following goals aim to reinforce UOIT's partnership with Durham College through the actions found below:

8.1   Maximize facilities sharing opportunities
8.2   Reinforce our leadership role in degree completion, articulation and bridging options
8.3   Identify Durham College diploma options for UOIT graduates
8.4   Integrate Durham College faculty members and students into research projects where appropriate
8.5   Develop new partnership opportunities with Durham College

8.1   Maximize facilities sharing opportunities

Business and IT
8.1.1   Develop and implement a plan to enhance the Faculty of Business and IT's Cisco Academy standing with Durham College.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005
Partners: Associate Dean

School of Energy Systems and Nuclear Science
8.1.2   Develop and implement a plan to build on relationships with the Power Engineering Technologist and Non-destructive Examination programs.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2007
Partners: Vice President, Academic, Durham College; Faculty members

8.1.3   Identify laboratory facilities operated by Durham College for use by UOIT students in the energy and nuclear programs.
Responsible Individuals: Dean
Milestones/Timelines: Winter 2006
Partners: Vice President, Academic, Durham College; Faculty members

Finance and Strategy
8.1.4   Work with the Joint relations subcommittee of the Boards to maximize sharing opportunities.
Responsible Individuals: Assistant Vice President, Finance
Milestones/Timelines: Winter 2006
Partners: Board of Governors UOIT; Board of Governors Durham College

Student Affairs
8.1.5   Develop first class accessible athletic and recreation facilities to meet the demand and programming needs of UOIT students in a variety of areas. New athletic centre expansion, new arena complex, outdoor athletic fields, and tracks.
Responsible Individuals: Director of Athletics
Milestones/Timelines: 2009

8.1.6   Develop a UOIT/Durham College Student Centre Management Agreement
          Responsible Individual: Vice President, Student Affairs
          Milestones/Timelines: 2007
          Partners: Finance, Manager Student Centre, Student Government

8.1.7   Implement performance appraisals with the Student Centre management team.
          Responsible Individual: Vice President, Student Affairs
          Milestones/Timelines: 2005
          Partners: Student Centre Management Team

8.1.8   Provide guidance and support to the Student Association to ensure all students are represented and have a voice.
          Responsible Individual: Vice President, Student Affairs
          Milestones/Timelines: 2005
          Partners: N/A

8.2   Reinforce our leadership role in degree completion, articulation and bridging options

Business and IT
8.2.1   Develop and implement a plan to market to all colleges the uniqueness of our BCom bridge and embedded bridge programs.
          Responsible Individuals: Designated faculty members (W. Fong, W. Goodman)
          Milestones/Timelines: Fall 2005
          Partners: Faculty members

8.2.2   Develop a new Bachelor of Business Administration and Bachelor of Information Technology Bridge and Embedded bridge programs.
          Responsible Individuals: Dean
          Milestones/Timelines: Winter 2006
          Partners: Faculty members

School of Energy Systems and Nuclear Science
8.2.3   Develop bridge program (and expand as appropriate) for college graduates to complete the BASc in Nuclear power program.
          Responsible Individuals: Dean
          Milestones/Timelines: Fall 2007
          Partners: Faculty members

Faculty of Engineering and Applied Science
8.2.4   Develop transition mechanisms and bridging programs to allow selected college technology graduates, and perhaps those with significant experiential learning but less academic qualifications, to obtain a UOIT degree in an appropriate Faculty program (e.g., the 12-month applied science degree program that builds on a three-year college technology diploma in mechanical systems that is under development).
          Responsible Individuals: Dean
          Milestones/Timelines: Summer 2006
          Partners: Appropriate College Schools; Post Secondary Education Quality Assessment Board

8.2.5   Develop special articulation agreements where appropriate with Durham College and other colleges.
Responsible Individuals: Dean
Milestones/Timelines: Begin process Winter 2006 and report by Summer 2006
Partners: Registrar; Post Secondary Education Quality Assessment Board; Durham College; and other Ontario colleges

Faculty of Health Sciences
8.2.6   Continue to be a leader in college collaboration by enhancing our integrated nursing program with new opportunities such as the Practical Nursing to Registered Nursing to BScN.
Responsible Individuals: Faculty
Milestones/Timelines: Summer 2006
Partners: Faculty members

Faculty of Social Science
8.2.7   Investigate a new BA program option to allow students to complete BA in Police Studies and a Durham College Diploma in Police Foundations simultaneously.
Responsible Individuals: Associate Dean
Milestones/Timelines: Fall 2005
Partners: Joint Program Committee; School of Justice; Durham College

8.3   Identify Durham College diploma options for UOIT graduates

Faculty of Science
8.3.1   Design and implement specific post-University science-related Durham College programs.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2006
Partners: Faculty members; Durham College Dean and faculty members

Faculty of Social Science
8.3.2   Investigate the creation of a one year diploma program in Police Foundations for UOIT Criminology and Justice graduates.
Responsible Individuals: Associate Dean
Milestones/Timelines: Fall 2005
Partners: Joint Program Committee; School of Justice; Durham College

8.3.3   Investigate the creation of an additional one year diploma option for Social Science graduates.
Responsible Individuals: Associate Dean
Milestones/Timelines: Spring 2006
Partners: Joint Program Committee; School of Justice; Durham College

8.4   Integrate Durham College faculty members and students into research projects where appropriate

Business and IT

8.4.1   Develop and implement a plan to collaborate with the Durham College Business and IT faculty members to submit a research proposal to Communications and Information Technology Ontario.

Responsible Individuals:	Dean
Milestones/Timelines:	Fall 2005 and ongoing thereafter
Partners:	Associate Dean

8.4.2   Develop a 2+2 embedded bridge program in the BBA Human Resources specialization with the Durham College School of Business and IT.

Responsible Individuals:	Dean
Milestones/Timelines:	Winter 2006
Partners:	Associate Dean

School of Energy Systems and Nuclear Science

8.4.3   Seek opportunities for Durham College faculty members and facilities to participate in final year thesis projects of students in the energy and nuclear programs.

Responsible Individuals:	Dean
Milestones/Timelines:	Summer 2006
Partners:	Faculty members

Faculty of Health Sciences

8.4.4   Develop and implement a plan to support Durham College faculty members in educational research.

Responsible Individuals:	Dean
Milestones/Timelines:	Summer 2006

Faculty of Science

8.4.5   Consider additional utilization of Durham College students in their work-study programs.

Responsible Individuals:	Dean
Milestones/Timelines:	Fall 2005
Partners:	Faculty members; Durham College Dean and faculty members; Associate Provost, Research and Graduate Programs

Faculty of Social Science

8.4.6   Discuss with Dean of Justice Studies at Durham College the possibility of a social gathering of faculty members from both groups to meet and get to know each other for the purpose of discussing potential research collaboration

Responsible Individuals:	Dean
Milestones/Timelines:	November 15, 2005 and ongoing thereafter
Partners:	School of Justice, Durham College

Library

8.4.7   Assist faculty members in identifying common interests and subject areas with Durham College and shared library resources – Reference Librarians work through subject continuums so can facilitate "matches."

Responsible Individuals:	Associate Librarian
Milestones/Timelines:	Spring 2005, ongoing and as initiated
Partners:	Reference Team; UOIT and Durham College Faculty members

Office of Research Services
8.4.8 Encourage Durham College faculty members to participate in research forums, such as the Mind Café.
Responsible Individuals: Associate Provost, Research and Graduate Programs
Milestones/Timelines: Winter 2006 and ongoing thereafter
Partners: Vice President, Academic, Durham College

8.4.9 Exploit opportunities for Durham College faculty members and students to participate in UOIT research projects.
Responsible Individuals: Associate Provost, Research and Graduate Programs
Milestones/Timelines: As opportunities arise
Partners: Vice President, Academic, Durham College

8.5   Develop new partnership opportunities with Durham College

Business and IT
8.5.1 Develop and implement a Bachelor of Business Administration program.
Responsible Individuals: Dean
Milestones/Timelines: Winter 2006
Partners: Associate Dean

Faculty of Education
8.5.2 Build a laptop institute for Durham College faculty members who are currently not in laptop programs.
Responsible Individuals: Dean
Milestones/Timelines: Business Plan: Summer 2005
                               Interest survey: September 2005
                               Implementation: Fall 2005
Partners: Professional Development Coordinator; Vice President, Information Technology

School of Energy Systems and Nuclear Science
8.5.3 Develop and implement a plan to continue fostering opportunities in the nuclear industry, and extend into the broader energy field.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2007
Partners: Faculty members

Faculty of Engineering and Applied Science
8.5.4 Develop and implement a plan to work with Durham College, especially the School of Technology, on complementary activities, including:
- smooth operation of the shared Integrated Manufacturing Centre, including the preparation of a viable operation and management scheme and sustainable plans for the future;
- sharing of other facilities where beneficial (e.g., machine shop, other labs);
- offering by the college of special optional courses on machine shop for engineering students, especially for those who plan on being involved in competition car teams and on building items as part of their design thesis or design project activities;
- ensuring engineering students who are unable to succeed academically are presented with the possibility of college technology programs as leading to a positive alternative career path.

Responsible Individuals: Dean
Milestones/Timelines: Fall 2005 with agreements in place by Summer 2006
Partners: Curriculum Subcommittee; IT Specialist; Engineering Support Staff School of Technology (Durham College)

Faculty of Health Sciences

8.5.5   Our BHSc program was designed with the flexibility to allow for easy transition from a health related diploma to a degree. Partnerships are currently being looked at with Paramedic program, dental, and Human Service Counselor.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2006
Partners: Planning and Budget Officer

Faculty of Science

8.5.6   Create a Durham College-UOIT Science Liaison Committee.
Responsible Individuals: Dean
Milestones/Timelines: Progress report to be tabled annually
Partners: Durham College Dean and faculty members; UOIT faculty members

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

To facilitate student recruitment and the hiring of high-quality faculty members and staff, the University must strive to develop a higher public profile on the local, provincial, national, and international stages. The following goals aim to achieve this through the actions found below:

9.2   Celebrate research success
9.2   Develop a more significant media profile for the University
9.3   Identify and solidify friendships with key external players on a unit-by-unit basis
9.4   Host more high profile public events on campus

9.1   Celebrate research success

Business and IT
9.1.1   Highlight our Natural Sciences and Engineering Research Council of Canada and Social Sciences and Humanities Research Council of Canada successful grant recipients on the Faculty of Business and IT Web site and other media.
Responsible Individuals: Dean
Milestones/Timelines: Winter 2006
Partners: Faculty members

Faculty of Social Science
9.1.2   Develop and implement a plan to celebrate the launching of new books, or other major research awards or to announce significant research findings by faculty members.
Responsible   Dean
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Vice President, Communications and Marketing

9.1.3   Initiate lecture series featuring Social Science faculty presenting findings from their research.
Responsible   Dean
Milestones/Timelines: Beginning Fall 2005
Partners: Communications and Marketing

Communications and Marketing
9.1.4   Profile published research papers in lay and trade media.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Associate Provost, Research and Graduate Programs; Deans

9.1.5   Generate media releases to highlight research grants and research chairs for UOIT, targeting key media.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Deans; Associate Provost, Research and Graduate Programs

Office of Research Services
9.1.6   Develop a plan for a number of UOIT research excellence awards.
        Responsible Individuals: Associate Provost, Research and Graduate Programs
        Milestones/Timelines: September 2007, Awards: 2007 – 1, 2008 – 1, 2009 – 2,
                                    2010 - 2
        Partners: Deans; Vice President, Advancement

9.1.7   To create events and opportunities to celebrate scholarly achievements of faculty mem-
        bers, staff and students:
        • Tri-Council; Canada Foundation for Innovation Funding ;
        • Prizes, awards, scholarly achievements, books, monographs, best papers;
        • Distinguished Researcher Lecture Series.
        Responsible Individuals: Associate Provost, Research and Graduate Programs
        Milestones/Timelines: 2 – 3 events per year
        Partners: Vice President, Communications and Marketing

9.1.8   To highlight research achievements at UOIT via a new publication (ORBIT) for wide distri-
        bution to community and stakeholders.
        Responsible Individuals: Vice President, Communications and Marketing
        Milestones/Timelines: September 2005, and annual publications thereafter
        Partners: Manager, Research Services; Vice President, Advancement

9.1.9   To ensure UOIT is represented in Ontario Council of Universities Research success sto-
        ries.
        Responsible Individuals: Associate Provost, Research and Graduate Programs
        Milestones/Timelines: Fall 2005, 2 publications per year
        Partners: Vice President, Communications and Marketing; Ontario
                                    Council in University Research

9.2   Develop a more significant media profile for the University

Business and IT
9.2.1   To build a reputation for the Management Development Centre to be recognized by the
        industry and professionals through offering quality courses and Master's Certifi-
        cate programs.
        Responsible Individuals: Dean; Director, Management Development Centre
        Milestones/Timelines: Ongoing
        Partners: Faculty members and industry

Faculty of Science
9.2.2   Produce Faculty of Science "Annual Report."
        Responsible Individuals: Dean
        Milestones/Timelines: Annual Report (2-year version) by Summer 2005

Faculty of Social Science
9.2.3   Invite media to attend Monthly Public Lecture series and book launch ceremonies.
        Responsible Individuals: Dean
        Milestones/Timelines: Fall 2005
        Partners: Vice President, Communications and Marketing

9.2.4 Create brochure for distribution to media profiling current faculty members and their current research.
  Responsible Individuals: Dean
  Milestones/Timelines: Fall 2005
  Partners: Vice President, Communications and Marketing; Vice President, Advancement; Office of Research Services

Communications and Marketing

9.2.5 Develop and prepare an Annual Report for UOIT.
  Responsible Individuals: Vice President, Communications and Marketing
  Milestones/Timelines: Summer 2006 and annually thereafter
  Partners: Deans

9.2.6 Develop and implement a national media relations strategy, targeting print, broadcast and electronic, lay and trade media.
  Responsible Individuals: Vice President, Communications and Marketing
  Milestones/Timelines: Beginning August 2005, updated annually

9.2.7 Create media tours to book key UOIT spokespeople on various high profile broadcast talk shows.
  Responsible Individuals: Vice President, Communications and Marketing
  Milestones/Timelines: Fall 2005 and ongoing thereafter
  Partners: Senior Executives; faculty members

Office of Research Services

9.2.8 Profile our research success in the local and national media.
  Responsible Individuals: Vice President, Communications and Marketing
  Milestones/Timelines: Fall 2005 and ongoing thereafter
  Partners: Office of Research Services

Office of the Provost

9.2.9 Seek membership in the Association of Universities and Colleges of Canada.
  Responsible Individuals: Office of the Provost
  Milestones/Timelines: Site visit Fall 2005
                                    Membership July 2006

9.2.10 Develop strategy to optimise UOIT's position in Maclean's annual ranking exercise.
  Responsible Individuals: Office of the Provost; Vice President, Strategic Enrollment Management/Registrar's Office
  Milestones/Timelines: 2008-2009
  Partners: Vice President, Communications and Marketing

Student Affairs

9.2.11 Provide leadership in the development and implementation of the Town and Gown Committee to support our community relationships.
  Responsible Individuals: Director, Student Rights and Responsibilities
  Milestones/Timelines: 2005

9.2.12 Develop and implement an Accessibility Plan that will be recognized as a best practice by the Accessibility Directorate.
  Responsible Individual: Vice President, Student Affairs
  Milestones/Timelines: 2005
  Partners: Accessibility Working Committee

9.3   Identify and solidify friendships with key external players on a unit-by-unit basis

Faculty of Business and IT

9.3.1   Partner with Durham Region to promote business partnerships locally and internationally.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Faculty members

Faculty of Education

9.3.2   Develop and implement a plan to explore possible European collaboration.
Responsible Individuals: Dean
Milestones/Timelines: Review European and Canadian research funding opportunities: Fall 2005
Liaise regarding possible research links: Winter 2006
Site visits (if appropriate): Summer 2006
Joint proposals 2006-2007 academic year
Partners: Associate Provost, Research and Graduate Programs; Associate Provost, Teaching and Learning

School of Energy Systems and Nuclear Science

9.3.3   Develop and implement a plan to foster opportunities in the nuclear industry, such as membership in University Network of Excellence in Nuclear Engineering, Canadian Nuclear Association and the Canadian Nuclear Society, and extend into the broader energy field, such as membership in the Energy Council of Canada.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2006
Partners: Faculty members

9.3.4   Develop and implement a plan to be recognized internationally in the nuclear industry (such as the International Atomic Energy Agency, the World Nuclear University and the Pacific Basin Nuclear Conference), and extend into the broader energy field.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2006
Partners: Faculty members

Faculty of Health Sciences

9.3.5   Develop a strategic alliance with Lakeridge Health.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2007

9.3.6   Work with cross appointees at McMaster to develop international grants.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2007

Faculty of Science

9.3.7   Form "Science External Relations Committee" Dean to attend appropriate external meetings to make contacts.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Faculty members

Faculty of Social Science

9.3.8   Appoint additional Adjunct Faculty members (two have been appointed to date) selected from relevant community partners.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2006

Communications and Marketing

9.3.9   Establish a partnership with Sci-Tech Ontario as the exclusive university sponsor.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: Sign three-year agreement: Summer 2005
                             Promotion and participation opportunities for approximately 30 regional science fairs starting in Spring 2006
Partners: Sci-Tech Ontario; Other regional science fair sponsors

9.3.10 Strengthen our presence at media and industry gatherings.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: Beginning Summer 2005 and ongoing thereafter
Partners: Ontario Power Generation/General Motors/Other industry partners

Library

9.3.11 Aim for industry partnerships for specialized career-oriented resources.
Responsible Individuals: University Librarian
Milestones/Timelines: June 2005 and ongoing
Partners: Associate Librarians; Reference Team; Ontario Council of University Libraries; Canadian Research Knowledge Network; Library Executives of Durham Region; Durham Region School Boards; Lakeridge Health

9.4   Host more high profile public events on campus

Business and IT

9.4.1   Host the Privacy, Security and Trust Network conference in October 2006.
Responsible Individuals: Dean
Milestones/Timelines: 2006
Partners: Faculty members

9.4.2   Develop and implement an innovative plan to expand course offerings and executive Master's Certificate programs in business and information technology areas for professional development through the Management Development Centre; and to provide participants with an opportunity for networking and establishing business relationships with other business leaders.
Responsible Individuals: Dean; Director, Management Development Centre
Milestones/Timelines: Ongoing
Partners: Faculty members; industry partners

School of Energy Systems and Nuclear Science

9.4.3   Develop and implement a plan to bring guest speakers and hold meetings, conduct courses, seminars and workshops in areas of strategic interest.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2006
Partners: Faculty members

Faculty of Engineering and Applied Science

9.4.4   Develop and implement a plan to hold conferences and meetings at UOIT in strategic areas of interest.
Responsible Individuals: Academic Program Coordinator
Milestones/Timelines: Summer 2006 and ongoing thereafter

Faculty of Health Sciences

9.4.5   Co-host technology in nursing education conference with Rutgers University.
Responsible Individuals: Dean
Milestones/Timelines: Spring 2006
Partners: UOIT and Durham College faculty members

9.4.6   Sponsor Roy Romanow at UOIT.
Responsible Individuals: Dean
Milestones/Timelines: Spring 2006
Partners: UOIT and Durham College faculty members

Faculty of Science

9.4.7   Host one "public lecture" per year and host symposia and conferences.
Responsible Individuals: Dean
Milestones/Timelines: Host Science public lecture during 2005-2006
Partners: Vice President, Communications and Marketing

Faculty of Social Science

9.4.8   Initiate a Monthly Public Lecture Series on Issues in Crime and Criminal Justice.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005 and ongoing
Partners: Vice President, Communications and Marketing

Communications and Marketing

9.4.9   Launch the Automotive Centre of Excellence through an appropriate groundbreaking ceremony.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: Fall 2005
Partners: President, General Motors of Canada Ltd.; Premier, Province of Ontario; President, UOIT; Dean, Faculty of Engineering and Applied Science

9.4.10   Develop and implement a plan to work with Conference Centre to attract high profile events to our campus and generate media awareness.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Conference Centre; Local tourist association

9.4.11   Develop and implement a plan to host Community on Campus Days in addition to recruitment and Faculty open houses.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: Spring 2006 and ongoing thereafter
Partners: Durham College

9.4.12 Develop and implement a plan to generate local media awareness of Faculty of Education convocation.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: Summer 2006 and ongoing thereafter

9.4.13 Develop and implement a plan to generate national media awareness of convocation for UOIT's first full class.
Responsible Individuals: Vice President, Communications and Marketing
Milestones/Timelines: Summer 2006 and ongoing thereafter

Office of the Associate Provost, Teaching and Learning
9.4.14 Develop and implement a plan to collaborate with Faculty of Health Sciences to co-host international Nursing Informatics Conference in May 2006.
Responsible Individuals: Associate Provost, Teaching and Learning
Milestones/Timelines: May 2006
Partners: Faculty members from the Faculty of Health Sciences

Student Affairs
9.4.15 Develop a risk assessment policy and procedures to proactively manage controversial activities on the campus.
Responsible Individuals: Director, Student Rights and Responsibilities
Milestones/Timelines: 2006

10.   Establish and Improve Community/Industry Alliances

Community and industry alliances strengthen the University's reputation, benefit students through work placements and contribute to its financial stability. Existing partnerships need to be reinforced and new partnerships created. The following goals therefore aim to achieve this through the actions found below:

10.1 Target key industrial, provincial and federal partners for each unit
10.2 Develop outreach strategies in the Durham region for each unit specific to its mandate
10.3 Bring more industrial leaders on to campus
10.4 Enhance the use of advisory committees

10.1 Target key industrial, provincial and federal partners for each unit

Business and IT
10.1.1 Develop and implement a plan to partner with the Ontario Ministry of Economic Development and Trade to promote business partnerships between Ontario and Jiangsu provinces and to continue pursuing a Centre of Excellence in Commercialization of Technology.
Responsible Individuals: Dean
Milestones/Timelines: Winter 2006 and ongoing thereafter
Partners: Faculty members

School of Energy Systems and Nuclear Science
10.1.2 Develop and implement a plan to form partnerships and other cooperative agreements in the nuclear and energy industries, such as with OPG, Bruce Power, AECL, Cameco, Siemens, General Electrics, Nuclear Safety Solutions, Wardrop Engineering, MDS Nordion.
Responsible Individuals: Dean
Milestones/Timelines: Summer 2006
Partners: Faculty members

Faculty of Engineering and Applied Science
10.1.3 Build on present connections and grow strategic industry and community relationships, specifically:
- Design and develop Automotive Centre of Excellence so as to achieve optimal benefits, exploit it fully and productively;
- Utilize Design Engineering Chair, if approved, to enhance design experiences of students;
- Expand and enhance strategic partnerships, relations and activities with relevant industry partners, professional and accreditation associations, and government agencies."
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005 and ongoing thereafter
Partners: Associate Provost, Research and Graduate Programs; senior University officials as appropriate

Faculty of Health Sciences

10.1.4 Develop and implement a "telehealth strategy to guide educational and research pro-
grams," by working with industrial and government partners to develop a Health Sciences
Telehealth Infrastructure.

Responsible Individuals:	Dean
Milestones/Timelines:	Fall 2005
Partners:	Lakeridge Hospital

Faculty of Social Science

10.1.5 Open discussions with relevant Federal and Provincial ministers to discuss potential areas
of mutual concern and interest.

Responsible Individuals:	Dean
Milestones/Timelines:	Winter 2006 and ongoing thereafter
Partners:	Vice President, Communications and Marketing

Information Technology Services

10.1.6 Provide improved recognition of existing IT partner contributions.

Responsible Individuals:	Vice President, Information Technology
Milestones/Timelines:	2006
Partners:	Deans

10.1.7 Revise existing IT partnerships to better meet strategic goals.

Responsible Individuals:	Vice President, Information Technology
Milestones/Timelines:	2007
Partners:	IT Strategy Board; Deans

Student Affairs

10.1.8 Develop business partnerships to enhance student services and create revenue generat-
ing opportunities.

Responsible Individuals:	Vice President, Student Affairs
Milestones/Timelines:	2008

10.1.9 Design and implement in-house psychological educational assessment service for stu-
dents with learning disabilities through a new revenue generating project.

Responsible Individuals:	Director, Centre for Students with Disabilities
Milestones/Timelines:	2006

Office of Research Services

10.1.10 Develop a UOIT Research Compendium.

Responsible Individuals:	Manager, Technology Transfer and Commercialization
Milestones/Timelines:	First draft to be completed by Spring 2006
	Final draft to be completed Fall 2006
Partners:	Provost; Vice President, Advancement; Vice President, Communications and Marketing; Deans; Faculty members; and others as identified

10.2 Develop outreach strategies in the Durham region for each unit specific to its mandate

Business and IT

10.2.1 Develop and implement a plan to enhance the executive management programs offered by the Management Development Centre for the Durham Region, particularly the Master's Certificate in Municipal Management program.

Responsible Individuals: Director, Management Development Centre
Milestones/Timelines: Fall 2005
Partners: Faculty members

Faculty of Education

10.2.2 Promote the Education Resource Centre as a naming opportunity for fund development.

Responsible Individuals: Dean
Milestones/Timelines: Meet with Advancement Office to discuss plan: Summer 2005. Follow-up: as needed (potential donor already identified)
Partners: Vice President, Advancement

School of Energy Systems and Nuclear Science

10.2.3 Develop and implement a plan to participate in such local organizations as the Durham Nuclear Health Committee, the Port Hope Area Initiative, the Durham Strategic Energy Alliance.

Responsible Individuals: Dean
Milestones/Timelines: Summer 2006
Partners: Faculty members

Faculty of Engineering and Applied Science

10.2.4 Develop and implement a plan to collaborate with other universities to establish positive and mutually beneficial partnerships and relations.

Responsible Individuals: Dean
Milestones/Timelines: 2006 and ongoing thereafter
Partners: Faculty members; other universities; appropriate government Ministries/Agencies

10.2.5 Develop and implement a plan to expand outreach activities (Engineering Summer camp, Engineering Week activities, technical fairs, competitions).

Responsible Individuals: Student advisor;
Milestones/Timelines: 2006 and ongoing thereafter
Partners: Program Director; other organizations such as High School boards as appropriate

Faculty of Health Sciences

10.2.6 Develop and implement a plan to work with community partners to enhance educational/research endeavors (Lakeridge/Rouge Valley, Public Health, Durham Access to Care).

Responsible Individuals: Dean
Milestones/Timelines: Summer 2006

Faculty of Social Science
  10.2.7 Seek community partners for collaboration on research opportunities.
  Responsible Individuals: Designated faculty member (S. Alvi); Associate Dean
  Milestones/Timelines: Spring 2006 and ongoing thereafter
  Partners: Agencies represented on the Faculty Advisory Board

Communications and Marketing
  10.2.8 Develop and implement a plan to participate in key community events and sponsorship opportunities to enhance community profile.
  Responsible Individuals: Vice President, Communications and Marketing
  Milestones/Timelines: 2006
  Partners: Local politicians; community organizations; service clubs

Library
  10.2.9 Enhance Community Borrower program including Library Cards for Significant Donors.
  Responsible Individuals: Circulation Manager
  Milestones/Timelines: 2006
  Partners: Vice President, Advancement

Student Affairs
  10.2.10   Investigate, develop and deliver an on-line Transition Program for Students with Learning Disabilities, for High School Credit, in partnership with the Durham School Boards and the UOIT Faculty of Education.
  Responsible Individuals: Director, Centre for Students with Disabilities
  Milestones/Timelines: 2008
  Partners: Vice President, Information Technology

10.3 Bring more industrial leaders on to campus

Business and IT
  10.3.1 Host "Ontario China Business" breakfast meetings and conferences through the Management Development Centre to provide a stimulating and interactive environment whereby businesses can share and understand ways to do business in China.
  Responsible Individuals: Dean; Director, Management Development Centre
  Milestones/Timelines: Fall 2005, and ongoing thereafter
  Partners: Faculty members; industry partners

Faculty of Engineering and Applied Sciences
  10.3.2 Develop and implement a plan to involve industry and community groups as appropriate in activities (e.g., student design projects and theses, research, guest lectures, tours).
  Responsible Individuals: Student advisor
  Milestones/Timelines: 2007 and ongoing thereafter
  Partners: Associate Provost, Research and Graduate Programs; other organizations involved in the various activities

Faculty of Social Science
  10.3.3 Invite Advisory Committee members (as appropriate) to visit the campus and meet with students and faculty members and/or deliver speeches.
  Responsible Individuals: Dean and Associate Dean
  Milestones/Timelines: Ongoing

10.3.4 Invite Government (Solicitor General, Attorney General, or Corrections Minister) ministers (Federal or Provincial) to Campus to deliver a speech or host private conversations.
Responsible Individuals: Dean
Milestones/Timelines: Spring 2006 and ongoing thereafter
Partners: Faculty members

10.3.5 Invite working professionals in the criminal justice system to campus to meet students and discuss career options.
Responsible Individuals: Dean
Milestones/Timelines: Spring 2006 and ongoing thereafter
Partners: Faculty members

10.4 Enhance the use of advisory committees

School of Energy Systems and Nuclear Science
10.4.1 Seek advice of program advisory committees on how to enhance their role.
Responsible Individuals: Dean
Milestones/Timelines: 2006

Faculty of Engineering and Applied Sciences
10.4.2 Expand External Advisory Committee for the Faculty and aim for a high-profile membership with strong regional representation and maintain activities.
Responsible Individuals: Dean
Milestones/Timelines: 2006
Partners: Associate Provost, Research and Graduate Programs; External Advisory Committee; other industrial umbrella organizations

Faculty of Science
10.4.3 Form program-oriented Advisory Committees, as appropriate
Responsible Individuals: Dean
Milestones/Timelines: 2006
Partners: Faculty members; External Relations Committee

Faculty of Social Science
10.4.4 Circulate newsletter to Advisory Committee.
Responsible Individuals: Dean
Milestones/Timelines: Fall 2005
Partners: Advisory Committee members

10.4.5 Create sub-committees of Advisory Committee to discuss specific program proposals.
Responsible Individuals: Dean
Milestones/Timelines: Winter 2006
Partners: Advisory Committee members

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

Funding issues have challenged UOIT throughout its short history: UOIT requires a stable financial environment which will ensure its long term success and sustainability. The University's goals and actions in this area are therefore to:

11.1 Achieve fairness for UOIT students in government funding, including:

a) return of the 15% BIU discount used towards debenture repayment,

b) additional support for debenture repayment,

c) access additional operational and capital funding envelopes, and

d) obtaining an appropriate share of the funding recommended by "Reaching Higher."

Responsible Individuals: President
Milestones/Timelines: 2006
Partners: Provost; Ministry of Training, Colleges and Universities

11.2 Lead a team to develop a multi-year budget for the institution. The purpose is to allow for better long term planning. In addition, we will attempt to maximize funding for teaching, and use this as a tool for negotiations with Ministry of Training, Colleges and Universities for additional funding.

Responsible Individuals: Assistant Vice President, Finance
Milestones/Timelines: Spring 2006
Partners: Provost; Deans; unit Vice Presidents

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

While the University has constructed several beautiful buildings, plans for others have been delayed. The University thus faces a critical shortage of space for its teaching and research operations. If the University's enrolment targets are to be met by the end of the decade, new capital projects cannot long be delayed. The University's goals and actions in this area are therefore to:

12.1 Secure government financial support, possibly on a matching fund basis, to build sufficient space for classrooms, laboratories, offices, student life space and student residence.

Responsible Individuals: President
Milestones/Timelines: 2007
Partners: Vice President, Advancement; Ministry of Training, Colleges and Universities; Local Industry Representatives; Local Community Representatives

12.2 Build and maintain an inspiring campus.

Facilities and Ancillary Services

12.2.1 Plan new facilities that integrate customer needs, safety, functionality, aesthetics, environment, cost, and maintainability by:

- Utilizing life cycle cost analysis and system functionality in new facility decisions.
- Comparing and ensure first costs are in line with other universities and private sector organizations.
- Revising and utilizing an updated project management manual with special emphasis on conceptual design input and commissioning.
- Establishing construction and renovation standards through the publication and use of design guidelines.
- Implementing outdoor space master plan.

Responsible Individuals: Vice President, Facilities and Ancillary Services
Milestones/Timelines: 2006
Partners: Deans; Provost; President

12.2.2 Maintain existing facilities to a level consistent with national research and education institutions by:

- Continuing the development and implementation of a preventive maintenance program in an expedient manner, and measure its impact on routine maintenance.
- Monitoring cost of maintenance, and develop strategies to address repetitive problems (e.g., value solutions vs. quick fixes, on-time/on-budget).
- Providing routine maintenance services in accordance with performance standards and customer requirements.
- Achieving maintenance equilibrium by obtaining funding at least equal to annual increases in deferred maintenance.
- Ensuring that work is completed or deferred according to appropriate criteria; communicate to customer.

Responsible Individuals: Vice President, Facilities and Ancillary Services
Milestones/Timelines: 2005 and ongoing thereafter

12.2.3 Upgrade utility infrastructure and maximize efficiency of utility systems by:
- Developing and implement an energy management plan.
- Participating in the development of the On-site Cogeneration Plant long range plan.
- Prioritizing and implementing the Utility Master Plan.

Responsible Individuals: Vice President, Facilities and Ancillary Services
Milestones/Timelines: 2006

12.2.4 Improve the university's commitment to environmental sustainability:
- Incorporate a purchasing preference for recycled and environmentally-friendly products.
- Decrease solid waste production and improve the recycling program.
- Seek ways to further improve energy efficiency and water conservation.
- Continue to enhance the university landscapes with sensitivity to issues of maintenance and water conservation
- Review transportation systems in light of health, safety and environmental issues with particular attention to the use of all vehicles and vehicular traffic.
- Create healthier and more resource-efficient models of construction, operation, and maintenance. Design and operate buildings with their lifecycle impacts in mind, in order to provide great environmental, economic, and social benefits.

Responsible Individuals: Vice President, Facilities and Ancillary Services
Milestones/Timelines: 2007

12.2.5 Fully satisfy customer driven requirements balancing quality and cost by:
- Surveying customers to determine if maintenance services, project work, safety and environmental services, and custodial activities meet their needs.
- Utilizing survey information to drive changes in workforce deployment, resource allocation, and standards.
- Enhancing lines of communications with customers and help them understand facility issues.
- Strengthening the facility coordinator program.
- Having customers collaborate in the development of products and services.

Responsible Individuals: Vice President, Facilities and Ancillary Services
Milestones/Timelines: 2007

12.2.6 Provide appropriate systems and resources to enable the workforce to perform at maximum productivity by:
- Providing correct materials when needed through stocking or just-in-time delivery from preferred vendors.
- Providing sufficient tools and vehicles appropriate for getting the job done consistent with university requirements.
- Eliminating redundant paperwork; strive to develop a paperless process.

Responsible Individuals: Vice President, Facilities and Ancillary Services
Milestones/Timelines: 2008
Partners: Deans; Provost; President

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

The Founding President of UOIT is also the President of Durham College. Upon his retirement in 2006, he will be replaced by two Presidents, one for each institution. This change represents a natural evolution in the history of both the University and the College. New individuals will bring fresh perspectives. As with any university the long-term ambitions of UOIT will condition the structures that govern its operations. The goal in this area is therefore to:

13.1 Consider refinements in institutional governance as new priorities emerge.

Responsible Individuals: President
Milestones/Timelines: 2007
Partners: Board of Governors; Provost; Deans

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

Given the adoption of a two-President model for UOIT and Durham College, a number of modifications will need to be brought to the organizational structure of both institutions. The following goals therefore aim to:

14.1 Provide support for the new president as UOIT and Durham College implement the new "two president model."

Responsible Individuals:	Provost
Milestones/Timelines:	2006 and ongoing thereafter
Partners:	Deans; unit Vice Presidents; Board of Governors UOIT; Board of Governors Durham College

14.2 Identify solutions to new operational challenges such as a new organizational chart and office relocation.

Responsible Individuals:	Provost
Milestones/Timelines:	2007
Partners:	Deans; unit Vice Presidents; Board of Governors UOIT; Board of Governors Durham College

Appendix 1

Moving to the Next Level: A New Strategic Plan for UOIT
(Presentation to Academic Council
by Richard J. Marceau, Provost
February 15, 2005)

University of Ontario Institute of Technology

Moving to the Next Level: A New Strategic Plan for UOIT

Richard Marceau, Provost
February 15, 2005

University of Ontario
INSTITUTE OF TECHNOLOGY

Presentation Overview

- Why a strategic plan?
- Key Planning Questions
- Planning Process Goals
- SCOT Analysis and Strategic Response
- Main Steps and Proposed Planning Process
- Conditions for Success

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Why a Strategic Plan?

- UOIT in transition:
  - not yet at steady-state, nor start-up!
- Environment has evolved:
  - Rae & Downey Reviews
  - Space vs. Learning Strategies
  - Bachelor vs. Graduate Programs
  - Short-Term Financing vs. Sustainability

3   University of Ontario
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Why a Strategic Plan?

- How can we provide the very best education to our students?
- How can we develop in a sustainable manner while remaining accountable to our mission?
- How can we focus our energies?
- How can we contribute to the evolution of society?

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Key Planning Questions

- Should the planning emphasis be on:
  - Disciplines or programs?
  - Teaching or research?
  - Areas that already exist at UOIT or areas that don't?
  - Individual unit concerns or the overall institutional environment?

5   University of Ontario

Goals of the Planning Process

- Address the overall strategic environment through an integrated diagnostic process
- Provide a mechanism whereby each unit builds its own specific plan that:
  - Contributes organically to the whole, and
  - Responds specific local issues

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SCOT Analysis

- Stands for:
  - **S**trengths
  - **C**hallenges
  - **O**pportunities
  - **T**hreats
- Neither top-down nor bottom-up: it is an *integrated* approach!

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Strength Issues

- Vision, Mission and Values
- Location
- Remarkable initial start-up
- Faculty, staff and students
- Strategic linkages with Durham College
- Program mix (market-oriented)
- Mobile learning program
- Linkage to local industries and community service organizations

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Challenge Issues

- Faculty hiring
- Completion of building construction
- Continued roll-out of new programs
- Continued development of mobile learning program
- Space/class sizes
- Research intensiveness
- Recognition and reputation
- Sustainability

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Opportunity Issues

- Teaching strategies
- Unique/strategic program offerings (Bachelor and Graduate)
- College/University transition mission
- Research niches
- Market-oriented delivery models
- Complementary/synergistic strengths of Faculties/Centres of excellence
- Capacity to innovate and be nimble

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Threat Issues

- Faculty and student retention
- Financing
- Trent Collaboration
- Outsourcing of knowledge-intensive activities to emerging economies

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Strategic Response

- Maintain and build strengths
- Respond to challenges
- Seize opportunities
- Counter the threats
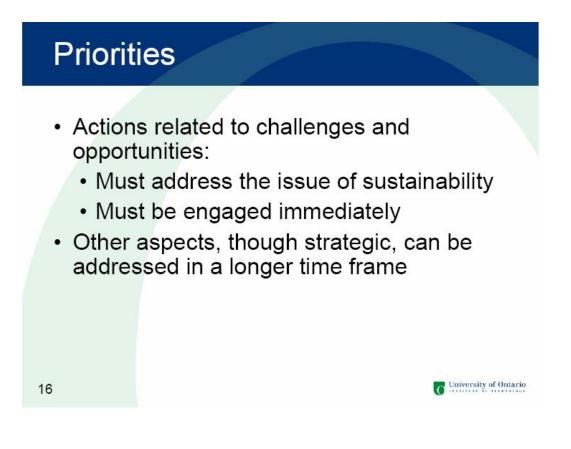- All in a manner consistent with the UOIT's Vision, Mission and Values

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Key Steps

- Perform an initial SCOT analysis
- Propose a response to each element of the strategic environment
  - More complex elements may simply require, as a first step, an action plan
  - Less complex elements may be moved on immediately
- Individual unit contributions to the whole may constitute their own strategic plan

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Action Plans

- Action plans require the following:
  - Who is responsible locally and globally?
  - Who should be doing what (strategies and deliverables)?
  - With whom (partners and stakeholders)?
  - At what cost?
  - Within what time frame (milestones and delivery dates)?

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Proposed Planning Process

Priorities

- Actions related to challenges and opportunities:
  - Must address the issue of sustainability
  - Must be engaged immediately
- Other aspects, though strategic, can be addressed in a longer time frame

Conditions for Success

- Completing strategic planning process by the end of June 2005
- Implementing a formal process for tracking the plan's progress through appropriate metrics
- Having the courage to adapt as the strategic environment evolves over time

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Appendix 2

An Essay on Preparing a New Strategic Plan for UOIT
Richard J. Marceau, Provost
March 1, 2005

An Essay on Preparing a New Strategic Plan for UOIT

Richard J. Marceau

Provost, University of Ontario Institute of Technology

March 1, 2005

Since its official creation in 2002, the faculty, management and students of the University of Ontario Institute of Technology (UOIT) have risen to the formidable challenge of giving life to a new university in Ontario for the first time in over a quarter of a century. In the short time since 2002, six Faculties have been created, more than 60 professors have been hired, some 20 programs have come on line and more than 1800 students are presently building their dreams within our walls! Though much has been achieved, much remains to be done to fulfill the expectations of its students, personnel and community, to realize its own special mission and to build a truly world-class university and its attendant environment. The present essay therefore aims to propose a framework for building a strategic plan which will guide the next phase of its development.

Strategic Planning

In such a complex environment as an institution of higher learning, how does one proceed to build a plan? On the one hand, one must never lose sight of the primary focus of any university: the student! Our ultimate objective is to respond to our students' career aspirations and requirements while contributing to the evolution of society. However, should plans be constructed on a program or disciplinary basis? Should emphasis be given to areas which are already supported or, to the contrary, should such emphasis apply to those areas which one would prefer to develop? Should plans primarily reflect individual unit (Faculties, Services, Departments, etc.) concerns and simply be compiled while eliminating redundancies? Or is there some way of embracing the overall institutional environment, establishing an integrated diagnosis and thereby identifying the appropriate types of actions which might logically follow? Ideally, one should address the strategic planning process of UOIT as a whole and construct a plan which:

- addresses the overall strategic environment

- provides a mechanism whereby each unit might build its own specific plan which contributes organically to the whole.

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An essay on preparing a new strategic plan for UOIT

The SCOT Approach

A conceptually simple process which does indeed permit such an approach is the Strengths - Challenges - Opportunities - Threats (SCOT) analysis. Once an institution has performed an exhaustive diagnosis of such elements, the strategic response (i.e. the strategic plan) then aims to:

- maintain and build the strengths,
- respond to the challenges,
- seize the opportunities, and
- counter the threats

in a manner consistent with its vision, mission and values (see Appendix 1 of the present document for UOIT's vision, mission and values statements).

According to such an approach, one constructs a strategic plan by:

1. performing an initial SCOT analysis to circumscribe the strategic environment as best one can;

2. proposing a response to each element of the environment: this usually follows directly from the SCOT analysis;

3. validating and updating, as required, the initial SCOT analysis and corresponding response to include unit-specific issues;

4. establishing who (i.e. champions) should be doing what (i.e. strategies), with whom (i.e. partners and stakeholders) and within what time frame.

Sometimes, an issue is sufficiently complex to warrant an individual planning process which will identify subsequent courses of action. A strategic plan can therefore include a few such tributary planning processes, though operational plans (as described in 4 above) are always preferable.

The completed strategic plan follows directly from step 4. Each individual administrative unit's strategic and operational plans is composed of its contributions to each of the individual component plans.

It should be pointed out that such an approach is neither top-down nor bottom-up: it is an *integrated* process for constructing a strategic plan. In our university community, this is particularly attractive as it provides a mechanism for encouraging the active participation of a maximum number of people, thereby stimulating interest while offering a means of getting many of us to know each other better! After all, so many of us are so new to our institution that we have yet to befriend many of our colleagues from other faculties!

Proposed Strategy for Building the Next Strategic Plan

Clearly, it is suggested here that UOIT build its next strategic plan according to the SCOT approach. The objective of the present essay is therefore not only to describe this process and propose milestones but to provide guidance on the building the SCOT analysis and its attendant response.

Indeed, an important issue which conditions the overall process planning is the target date: in order to implement a new plan in the next academic year (i.e. 2005–2006), the planning process must be completed by June 2005. Considering that steps 1 to 4 have no more than 4 months to be completed, it would clearly be helpful to accelerate steps 1 and 2 by putting forward a preliminary proposal, both as an example and to stimulate discussion! In Appendices 2 and 3, one therefore finds respectively an example of a possible UOIT SCOT analysis and then an example of a possible strategic response which serve to "prime the pump" so to speak of the strategic planning process!

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Milestones

Event	Target	Responsible Individuals
Strategic Planning Forum	March 18	All Faculty, Deans, Provost, Associate Provosts, Director Academic Planning, Shared Service VPs, President
Submittal of SCOT version 1	April 1	Provost, Director Academic Planning
Review of SCOT version 1	April 22	Deans, Faculty Councils, Shared Service VPs, Students
Community/Partner/Stakeholder consultation	April 22	Provost, Deans, Provost, Shared Service VPs
SCOT version 2	May 2	Provost, Director Academic Planning
Review of SCOT version 2	May 10	Provost Advisory Group
Response to SCOT version 2	May 16	Deans, Faculty Councils, Shared Service VPs
Strategic Plan version 1 (including individual Unit Operation Plans)	June 1	Provost, Associate Provosts, Director Academic Planning, Deans, Shared Service VPs, President, Students
Review Strategic Plan version 1	June 14	Provost, Associate Provosts, Director Academic Planning, Deans, Shared Service VPs, President, Students
Presentation of Final Strategic Plan and Operational Plans	June to September	Academic Council, Board of Governors, Student Groups

Conditions for Success

Three conditions are essential to achieving one's institutional strategic objectives:

1. having the support and commitment of the whole university community for preparing and implementing a strategic plan;

2. subsequently tracking the plan's progress by means of appropriate metrics;

3. being able to adapt as the strategic environment - including one's capabilities! - evolve over time (greater or fewer challenges, opportunities and threats). This means having the courage to make changes to objectives and strategies as events modify the strategic environment.

Though the Office of the Provost will assume the leadership of all of these activities, their success will ultimately depend not only on the active participation of the Office of the President, the Faculties and the administrative support units but all of the members of our university community.

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Appendix 1: UOIT Vision, Mission and Values

Vision

The University of Ontario Institute of Technology is an innovative and market-oriented institution, pursuing inquiry, discovery and application through excellence in teaching and learning, value-added research and vibrant student life.

Mission

Provide career-oriented undergraduate and graduate university programs with a primary focus on those programs that are innovative and responsive to the needs of students and employers.

Advance the highest quality of research.

Advance the highest quality of learning, teaching and professional practice in a technologically-enabled environment.

Contribute to the advancement of Ontario and Canada in the global context with particular focus on Durham Region and Northumberland County.

Foster a fulfilling student experience and a rewarding educational (work) environment.

Offer programs with a view to creating opportunities for college graduates to complete a university degree.

Values

Integrity and Respect

We will treat each other with dignity, including those with challenges.

Honesty and Accountability

Our actions reflect our values, and we are accountable for both.

Intellectual Rigour

We strive for excellence and challenge convention.

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Appendix 2: Example of a SCOT analysis

In this appendix, a preliminary SCOT analysis of UOIT is given as an example and for the purpose of stimulating discussion.

Strengths

1. **Remarkable founding vision, ambitious mission statement, far-reaching values statement (see Appendix)**

2. **Prestige of bearing the name "Ontario"**

3. **Impressive support of Durham College (through shared facilities), Government of Ontario (at startup) and City of Oshawa**

4. **Strategic linkage with Durham College:**

   ▪ UOIT's vision aims to provide a unique integrated University-College setting supporting a new model of post-secondary delivery

5. **Strong, committed start-up management team, faculty and support staff (impressive % of PhDs)**

6. **Innovative group of Faculties and School (Business and IT, Education, Engineering and Applied Sciences, Health Sciences, Science, Social Science, Energy and Nuclear Science)**

7. **Market-driven, student-oriented academic orientation**

▪ Twenty (20) programs constructed and authorized in only two years, and still others are under construction

▪ Two (2) programs which are unique in Canada (Nuclear Engineering, Radiation Science)

▪ Laptop-based teaching methods

▪ UOIT supports regional strengths: Automotive industry, Manufacturing industry, Nuclear industry, Business and information technology

▪ High linkage potential with electric power industry (AECL, OPG), auto industry (GMCL), manufacturing industry

▪ UOIT supports regional social priorities: Teaching, Health, Justice

8. **Access to traditional (high school) and niche clientèle (college students and graduates)**

9. **Successful ramp-up of research activities (CRC tier1 chair, PREA award, SHARCNET member, Anik F2 participation, etc.)**

10. **Leadership in energy conservation**

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Challenges

1. **Pursue tenure-track and part-time faculty hiring efforts**

2. **Complete and ensure delivery of all new programs**

3. **Complete existing construction projects and equipment requirements**

4. **Establish future teaching and research space requirements**

5. **Develop UOIT research capability and culture**

   - Ensure proper career start-up of numerous young tenure-track professors

6. **Make appropriately strategic institutional choices:**

   - Focus on distinctive strengths, aim for competitive advantage: resist reproducing what exists elsewhere

   - Develop innovative, market-oriented graduate programs in appropriate distinctive areas

   - Minimize redundancies: exploit complementarity, resist building local "empires"

   - Aim unconditionally for quality: resist sacrificing quality for quantity

   - Give life to UOIT's special mission

7. **Achieve sustainability. This requires balancing complex factors such as:**

   - Annual revenues and costs

   - Aggressive recruitment of high-school and college clientèle revenues

   - Bachelor- and Graduate-level revenues

   - Long-term debt management and ongoing operations

   - Program development objectives and delivery capability

- Program delivery and development of research

- Targeted and actual Graduate study time to diploma

- Academic space and research space

- Full-time vs part-time personnel

- Class size/teaching load vs research teaching credits

- Strict tenure/promotion criteria vs personnel motivation

- High expectations/work load vs personnel motivation

- Accreditation requirement costs vs revenues

Opportunities

1. **Programs and teaching strategies:**

- Develop unique value-added teaching strategies and methods employing laptop-based methods

- Develop unique, strategic Bachelor and Graduate programs

- Develop market-oriented delivery models: i) cooperative (in appropriate areas) ii) 3 or 4 yearly semesters (as opposed to 2: reduces time to market)

- Develop combined university-college model of post-secondary delivery (sequential, bridging, collaborative)

- Exploit complementary and synergistic strengths of the different faculties to offer unique, quality programs

2. **Research:**

- Develop new, synergistic, multi-Faculty, market-oriented research (i.e. "IT" or "bio" or "health" or "nano" combined with any traditional discipline). Examples: Criminology and IT (computer crime); Crimi-

nology and Business (fiscal evasion, money laundering); Business and Health; Health and IT and Robotics (telehealth, tele-surgery); Biology, Chemistry and Criminology, etc.

- Partner with electric power, nuclear and automotive industries in major projects

3. **University Management:**

- Establish a solid student- and faculty-management relationship based on UOIT values, dialogue and a problem-solving approach

- Aim for personnel motivation and faculty retention

- Establish a solid university management culture based on: i) integrated strategic-financial-academic-operations planning and follow-up, and ii) consensual team-based decision-making processes

- Ability to innovate, and be creative and flexible must remain UOIT hallmarks

- some countries produce 100s more graduates working for 10 times less pay: outsourcing to other countries is already a reality (India for Software, China for Piping, etc.)

- UOIT programs must aim for high value-added graduates

Threats

1. **Obtain adequate transition funding: UOIT is not being treated fairly in the context of other Ontario universities**

2. **PEQAB: the approval of UOIT programs by PEQAB is unique to UOIT. This slows the process of starting the programs which are essential to UOIT's sustainability**

3. **Professor retention: must avoid becoming a teaching ground for more established institutions**

4. **The UOIT relationship with Trent University: the difficulties in this relationship must be clarified and dealt with**

5. **Overseas competition and Canada's ability to compete:**

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Appendix 3: Example of a possible strategic response

In order to address the strategic environment, one must aim to maintain and build the strengths, respond to the challenges, seize the opportunities, and counter the threats. Taking into account the SCOT analysis of Appendix 2, the present appendix provides a possible set of responses as an example.

The strategic response does not constitute the plan. In its final form, the strategic plan integrates each Faculty's and administrative unit's individual contribution to each component of the strategic response. Each contribution to each component must establish who (i.e. champions) should be doing what (i.e. strategies) with whom (i.e. partners and stakeholders) within what time frame.

Maintain and Build Strengths

1. **Continue to develop and improve student and administrative services and work tools with Durham College**

- Aim for the personal and professional success of our students (Ex. i) increase student perseverance through 1st-year mentoring and establishing measures to reduce the drop-out rate; ii) provide tools to new students which favour their success; iii) offer psychological assistance to students in such need)

2. **Promote UOIT among university stakeholders, government and municipal circles, and the community at large**

- Improve the visibility of UOIT activities in the Durham and Northumberland regions through strategic communications

- Aim to become a reference for promoting science and technology in the secondary school system

3. **Recognize our personnel's and students' achievements:**

- Give greater visibility to our personnel's and students' successes

- Encourage our personnel's participation in activities which honour our students' successes (i.e. awards ceremonies, commencement exercises, etc.)

- Establish awards for our personnel's and students' accomplishments

- Establish rigourous and transparent tenure criteria and processes of faculty

- Establish rigourous and transparent promotion criteria and processes of faculty

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4. **Support our personnel and students in obtaining the recognition they deserve in the community at large:**

- Assist our personnel and students in obtaining awards offered by prestigious organizations

5. **Aim for an exceptional quality of university life:**

- Nurture a feeling of belonging among personnel and students

- Nurture the emergence of a vibrant university- and faculty-sponsored cultural life.

- Aim for an agreeable work and study environment

- Aim to be an ecologically-aware campus

Respond to the Challenges

1. **Develop strategies to recruit the most promising, motivated full-time and part-time professors, committed to UOIT vision, mission and values**

2. **Complete and ensure delivery of all programs presently starting up**

3. **Complete existing construction projects and equipment requirements**

4. **Establish long-term teaching and research space requirements, including financing strategies**

5. **Nurture the emergence of a research culture:**

- Create faculty-sponsored research seminars

- Create university-sponsored seminars

- Create a yearly university debate

6. **Create a strategic research organization:**

- Establish consensus-based mechanisms and processes for defining institutional and Faculty research orientations where i) synergy within and among the Faculties and ii) broader social and economic issues are primary objectives

- Establish a mentoring process for new professors initiating their career

- Introduce professors to the strategic planning of their academic career; encourage them to work on great problems as opposed to incremental research

- Introduce professors to the concepts of "grantsmanship" and encourage professors to request grants from granting councils and agencies

- Assist professors in creating research chairs

7. **Establish processes for transfering and effectively exploiting our personnel's and students' intellectual property which:**

- Processes which identify promising IP for technology transfer (through licensing & spinoffs)

- Mechanisms and processes which permit the licensing of appropriate IP

- Mechanisms and processes favouring the creation of spin-offs (through appropriate counselling, incubation, financing, etc.)

8. **Prepare integrated, consensus-based institutional and Faculty strategic research plans**

9. **Aim for sustainability through appropriate planning and follow-up:**

- Develop bachelor-level recruitment strategies aiming for the best possible students and to increase market share of very good first-choice students. Examples: i) develop privileged linkages with certain high schools and colleges; ii) ensure visibility in secondary school major recruitment

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events; iii) ensure visibility in Science Fair activities; iv) develop Faculty-specific recruitment kits; v) develop a bursary program to attract the best students.

- Develop a long-term graduate-level recruitment strategy aiming for the best possible students. Examples: i) aim for increased visibility in all Canadian universities; ii) develop an internship program for bright undergraduate students; iii) develop a bursary program in order to attract the best graduate students; iv) develop a financial assistance program based on teaching assistant or stipendiary budgets.

- Plan for a balanced, complementary bachelor and graduate program set for the next *n* years recognizing that a total of 6500 students limits the number of viable programs

- Define the affordable tenure stream that defines the allocated student numbers and program offerings

- Institute ongoing control processes ensuring the follow-up of all plan objectives and target dates

Seize the Opportunities

1. **Aim to offer the best programs and teaching strategies:**

- Establish a consensus for the appropriate integration and management of IT-based student teaching strategies

- Continue to develop value-added learning-friendly teaching strategies employing laptop-based methods in addition to the infrastructure to support them

- Enhance all programs with value-added and unique teaching strategies (i.e. outcome-based? coop-based?, etc.)

- Integrate the development of transversal competencies in all of our new Master's and Ph.D. programs

- Offer new Bachelor or Graduate programs only in strategic areas

- Continue to develop combined the different collaborative university-college models of post-secondary delivery (sequential, bridging, collaborative)

- Examine the possibility of implementing yet more market-oriented delivery models (Ex. i) coop-based? ii) reducing time to diplomation through 3 or 4 yearly semesters and appropriate student financing?)

- Exploit complementary and synergistic strengths of the different faculties to offer unique, quality joint programs

- Establish a strategy for optimizing classroom use

2. **Develop synergistic research avenues in strategic areas based on complementary Faculty strengths (i.e. "IT" or " bio" or "health" or "nano" combined with any discipline supported by UOIT). Some examples:**

- Criminology and IT (computer crime)?

- Criminology, Business and IT (fiscal evasion, money laundering; financing of terrorism, drug cartels, organized crime)?

- Health and IT and Robotics (telehealth, tele-surgery)?

- Business and Health (distributed health management models to support tele-health)?

- Biology and Criminology? etc.

3. **Develop strategic partnerships with regional industry:**

- Electric power, nuclear, auto, manufacturing, IT industries?

- Local hospitals, schools, police forces, justice system?

4. **Develop a solid student-management and faculty-management partnership**

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based on UOIT values, dialogue and problem-solving approaches:

- Organize regular university- and Faculty-level personnel and student information meetings including strategic plan progress follow-up

- Codify our official instances and processes, including strategic, academic and financial planning and regular follow-up

- Empower our students with respect to their environment through the creation of an honour code

5. **Establish a policy favouring the development of all our personnel**

6. **Establish a university management culture based on integrated strategic-financial-academic-operations planning and follow-up:**

- Identify and establish a strategy for developing integrated strategic and operational management tools for effective planning, implementation and follow-up of university operations

Counter the Threats

1. **Perform the advocacy needed to obtain transition funding and obtain fair treatment of UOIT**

2. **Aim to free UOIT from PEQAB approval**

3. **Aim for high retention rates of professors and other highly-qualified personnel:**

- See S*espond to challenges: Create a strategic research organization*)

- See M*aintain and build strengths: Aim for an exceptional quality of university life*

- Favour access of part-time teachers to the status of adjunct professors

4. **Negotiate a fair agreement with Trent University**

5. **Contribute to increasing Canadian competitiveness by developing and delivering innovative, market-oriented, value-added teaching models for all Bachelor and Graduate programs**

- See *Seize the opportunities: Aim to offer the best programs and teaching strategies*

- Establish the opportunity of developing market-oriented university-level "continuing education" activities

Appendix 3

Summary of Strategic Responses Arrived at during the March Strategic Planning Forum

The following is a summary of the responses from the March 18th Strategic Planning Forum including ranking.

	Ranking (# Dots)
Strengths	
appropriate admissions standards – set GPA	7
build a tradition of high quality undergrad research	6
use technology to enhance reputation	4
maximize our technology and adapt it to our space	4
including international students	4
improve university life student centre and faculty club	3
make the Durham Region and Oshawa the place to be	2
partnership locally and international	2
produce successful leaders (alumni)	1
market driven	1
attract more research money	1
emerging instructional technologies (teaching whenever wherever)	1
Challenges - Group 1	
align resources for research facilities	9
align resources for shared services	6
need a project like Beacon for all areas	6
align resources for: student services	4
align resources for: classroom facilities	2
need a secure and stable long term plan	2
Challenges - Group 2	
buildings built to hold 6,500 students including graduate and research facilities	18
distinct student association and vibrant student life	14
finances on par with other Ontario institutions	12
entrance average at 75% minimum while attracting the 6500 students	9
"University of Choice" for faculty	7
solid reputation and respect among peers and community	6
graduate programs in place with appropriate resources for all faculties	6
formal mentoring for faculty (integration, teaching, research)	5
at least 75% of teaching done by tenure-stream Faculty, for research and grad student supervision	5
virtual classrooms	4
self-learning, where appropriate such as on-line courses	4
50% of acceptances are 1st choice applicants	4
laptop integral to in-class teaching	3
linkages with local and international high schools (feeders)	2

internal program review (no PEQAB)	1
decent scholarship funds	1
at most 20 – 25% of teaching by non-tenure highly-qualified specialists	1
100% retention of existing faculty	1

Opportunities - Group 1	
strategies – link between Durham College and UOIT put to use	14
create courses for college and university students together	7
strategies – ex. Faculty of Ed taking IT students and using their skills and provide credit for this	6
goal: every program instigate one college-university linkage, link technical resources and expertise of UOIT and Durham	3

Opportunities - Group 2	
to be a leader in interdisciplinary teaching and research	7
to be richer for having a college associated with UOIT	6
to be internationally recognized for teaching and research using the technological advantage	4
Oshawa and area as a "Knowledge City"	4
to be a good community partner and resource	4
exemplary reputation	3
excellent student life	2
carrying out research using both graduate and undergraduate students	1

Threats	
change the membership/representation on the Board – maximize the difference of membership on both Boards	15
branding ourselves, building on a brand in 3 years, something to get to students to attract the best and the brightest	13
renegotiate a new funding model available when UOIT has its own president	5
maintain presence with Ministry	5
continuously advocate to governments, community, regarding funding issues for creating a new university	5
semi-annual meetings between Board and deans	3
communication through the ranks	3
create an innovative model to enable inclusive participation in day-to-day planning and problem-solving of the university	3