

STRATEGIC PLAN 2008-2011

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UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY

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EXECUTIVE SUMMARY

This strategic plan represents six months of intensive consultation, introspection and discussion involving all university faculties and units. Building upon UOIT's first strategic plan in 2005, which provided UOIT with an exceptionally strong foundation, this plan serves to chart UOIT's course over the next three years as it continues on its quest to become one of the finest universities in Canada.

UOIT's Strategic Plan centres on five key priorities that establish the parameters for our collective activities over the next three years. These priorities are:

1. TO GROW STRATEGICALLY

Since UOIT first opened its doors in 2003, the number of undergraduate students has grown by 500 per cent as we work toward achieving our enrolment target of 5,500 Fiscal Full-Time Equivalents (FTE) by 2009. During that time, UOIT has demonstrated success in recruiting faculty, staff and students, built a state-of-the-art campus, and developed over 30 innovative undergraduate programs inclusive of unique pathway programs that promote the mobility of students between the college system and UOIT. Continuing to forge unique academic pathways that improve access to university for college-educated students will be essential to UOIT's growth plans. Nevertheless, without a significant investment in capital infrastructure, the university's growth will be severely hampered. UOIT currently does not have enough infrastructure to support its research objectives, student space is severely limited, and very soon it will outgrow classroom and lab space. Thus, this Strategic Plan sets out 13 goals for achieving strategic growth that will centre on the continued development of our human resources, physical plant and academic capital in a very focused way.

2. TO CONSOLIDATE GOVERNANCE AND MANAGEMENT

As the UOIT management structure crystallizes with regard to the academic operation, we will need to closely examine and define our needs with regard to the management of finances, ancillary services and external relationships. With Durham College and UOIT becoming increasingly more independent of one another as a result, a significant strategic goal will be the negotiation and stewardship of service agreements between UOIT and Durham College. At the same time, the need for additional high-quality staff continues to grow and we need to ensure that the university's personnel policies and practices continue to make UOIT an attractive employer. With this in mind, the plan centres on six goals for consolidating governance and management.

3. TO STRENGTHEN IDENTITY AND PARTNERSHIPS

To become a world-class institution, UOIT must broaden and provide value to its ever-expanding network of influential contacts in education, business, industry, government and research. The university





must also begin to strategically expand its horizons internationally. UOIT is already an extraordinarily diverse campus with faculty, staff and students from countries across the globe. Building upon that diversity, we will pursue internationalization through student exchanges, study-abroad opportunities, research collaborations, off-shore program delivery, international student recruitment, and international development projects. To this end, the Strategic Plan identifies seven goals for strengthening our identity and partnerships domestically and internationally.

4. TO BUILD RESEARCH AND GRADUATE INTENSIVENESS

Over the past four years, UOIT has achieved extraordinary growth in research revenue, been awarded five Canada Research Chairs and two industrial chairs, established two research units and one research group, launched its first spin-off company, and filed its first two patents. To support that research, UOIT has allocated significant space resources for research laboratories, provided generous start-up grants, and offered the highest level of mentorship and support to all faculty members. Building on this research capacity and infrastructure, UOIT has successfully launched seven Master's-level programs and will continue to develop new and innovative programs at both the Master's and PhD ranks to achieve an overall enrolment profile comprised of 15 per cent of graduate students over seven years. As the newest university competing for graduate program spaces, UOIT must demonstrate that it has the infrastructure, the people and the ability to deliver unique programs that are aligned with government priorities. Failure to obtain more graduate spots will not only impede UOIT's research intensiveness but will limit its ability to grow the institution as a whole. As such, this Strategic Plan sets out eight goals for building research and graduate intensiveness.

5. TO INNOVATE IN TEACHING AND LEARNING

UOIT is committed to enabling and enhancing the quality of teaching and learning with the use of multidisciplinary software and multimedia. UOIT's leading-edge, laptop-based learning environment enables students to connect with professors and peers at any time and from anywhere. Students and faculty collaborate in the classroom, the lab and the field, turning innovative ideas into real solutions. While UOIT has clearly distinguished itself from other universities through its innovative use of technology in teaching, opportunities to evolve the way we teach and the technologies we use to enhance that teaching are many. This plan outlines four strategic goals for continued innovation in teaching and learning.

The 2008-2011 Strategic Plan also provides the detailed plans of the 20 UOIT faculties and units that link directly to the five strategic priorities and 38 goals identified above. Through these efforts UOIT will be well-positioned in three years' time to achieve its longer-term planning priorities and to fulfill its ultimate goal of becoming one of the finest universities in Canada.

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.





CONTEXT FOR A PLAN

On June 27, 2002, the University of Ontario Institute of Technology (UOIT) came into being with the provincial legislature's passage of Bill 109, Schedule O, and the University of Ontario Institute of Technology Act. At the time, UOIT was nothing more than a legal entity: it had no students, no buildings and no legacy. Since then, UOIT has come a long way. UOIT has grown to a student population of over 5,000 undergraduate and graduate students, compiled an exceptional roster of scholars from around the world, and earned millions of dollars in research grants. Through comprehensive surveys such as the National Survey of Student Engagement and the Canadian University Survey Consortium, along with The Globe and Mail's University Report Card, our students continually reaffirm to us that our professors, programs, high-tech buildings and environment, research opportunities and student-life experiences set UOIT apart from more established universities.

It is evident that since the passage of Bill 109, UOIT has achieved phenomenal success in an extremely competitive post-secondary environment. It has become a highly sought-after destination for students, faculty and administrators. Through hard work, strong leadership and a committed focus, UOIT has differentiated itself from other post-secondary institutions in the province and in the country. Its success, however, has not been accidental. It has been strategically planned and it is because of UOIT's commitment to staying focused on its plan that its success comes as no surprise.

In the fall of 2005, UOIT's Board of Governors approved a strategic plan to guide the activities and direction of the university until 2010.

Encompassed within this plan were 14 strategic priorities as follows:

1. Recruit and retain excellent students.
2. Attract and retain outstanding faculty members and staff.
3. Deliver a quality learning experience.
4. Create a vibrant student and university life on campus.
5. Make technology a true differentiator for our academic programs.
6. Launch graduate programs in all faculties.
7. Build research intensiveness.
8. Enhance our partnership with Durham College.
9. Develop a higher external profile.
10. Establish and improve community/industry alliances.
11. Seek equitable funding for UOIT compared to other Ontario universities.
12. Ensure the availability of adequate space on campus especially for teaching, research and students.
13. Address governance issues that emerge from the next phase of the university's development.
14. Adapt the university's organizational structure to the introduction of a university president not shared with Durham College.

In order to accomplish these strategic priorities, the university's faculties and units established a set of 58 goals and developed 578 associated action items to fulfill these objectives. The Office of the Provost was responsible for tracking the fulfillment of these goals and action items on an ongoing basis. During the first two years of the plan, UOIT reached several major milestones, including:

- :: The proclamation of Section 6 of the UOIT Act providing UOIT with full degree-granting authority;
- :: UOIT hired its own president, separate from Durham College;
- :: UOIT was granted membership in the Association of Universities and Colleges of Canada;
- :: UOIT launched graduate programs in half of its faculties and is positioned to launch its first PhD program two years earlier than anticipated;
- :: UOIT was awarded five Canada Research Chairs and two industrial chairs; and
- :: UOIT achieved equitable Basic Income Units (BIU) funding from the provincial government.

By the spring of 2007, with over 70 per cent of action items already achieved, it became clear that UOIT was surpassing its strategic milestones at a rapid pace and would quickly exhaust the plan well before 2010. While not all of the aforementioned strategic priorities had been fulfilled, other strengths, challenges, opportunities and threats were beginning to emerge. In addition, some strategic priorities such as ensuring the availability of adequate space on campus for teaching and research have become exacerbated by UOIT's growth. In that context, the president and provost, in consultation with the chair of the Board of Governors, decided that a new strategic plan was needed to face the challenges posed by an ever-changing strategic landscape.

As we embark on a new fiscal year in April 2008, we do so with renewed focus. We have developed tremendous competencies in our abilities to attract and retain students, faculty and staff; we have developed innovative, career-oriented programs responsive to government and societal priorities; we have begun to build extraordinary research-intensiveness; and we have created an innovative, technologically enhanced learning and social environment for all members of our community. The accomplishments guided by the previous plan have provided UOIT with an exceptionally strong foundation from which to build and positions us well to tackle our next set of focused, strategic priorities.



FIGURE 1: UOIT'S RESPONSE TO ITS STRATEGIC ENVIRONMENT

UOIT STRATEGIC PRIORITIES AND GOALS

BUILD ON THE STRENGTHS:

- | | |
|-----|---|
| 1.1 | Continue successful ramp-up of unique undergraduate programs |
| 1.2 | Continue successful domestic and international student recruitment and retention to achieve 5500 FTEs in 2009 |
| 1.3 | Continue successful mentoring and assistance of students on financing, programs, career choices and job placement |
| 1.4 | Continue successful recruitment of faculty members, deans, and staff |
| 1.5 | Continue enhancing the student-life experience for student development |
| 1.6 | Pursue acquisition of additional land for expansion |
| 2.1 | Maintain motivation of management team, faculty and support staff |
| 2.2 | Continue the innovative relationship with Durham College concerning shared services |
| 3.1 | Continue to nurture and expand strong relationships with key opinion and business leaders, and the community |
| 3.2 | Continue to build strong relationships with the Ministry of Training, Colleges and Universities at the provincial level |
| 5.1 | Continue successful mentoring of faculty members in teaching and learning |
| 5.2 | Continue to research, develop and implement a technology-intensive teaching and learning environment |

SEIZE THE OPPORTUNITIES:

- | | |
|-----|---|
| 1.7 | Develop innovative pathways for students to facilitate access between UOIT and the colleges, especially Durham College, in either direction |
| 1.8 | Develop new and innovative sources of revenue |
| 3.3 | Build a unique university culture based on UOIT's values |
| 3.4 | Develop innovative industry or government partnerships with potentially significant complementary impact on university programs |
| 3.5 | Increase the university's visibility in Ontario, Canada and internationally |
| 3.6 | Aim to internationalize UOIT to strengthen the institution |
| 4.1 | Increase the depth and breadth of the research infrastructure and funding |
| 4.2 | Expand industry and community partnerships with significant potential impact on graduate studies and research |
| 4.3 | Expand partnerships with significant potential impact on the university's capacity to foster innovation and technology transfer |
| 4.4 | Develop innovative Master's and PhD programs based on best practices |
| 5.3 | Develop and implement a distance learning infrastructure, including appropriate learning strategies |

RESPOND TO THE CHALLENGES:

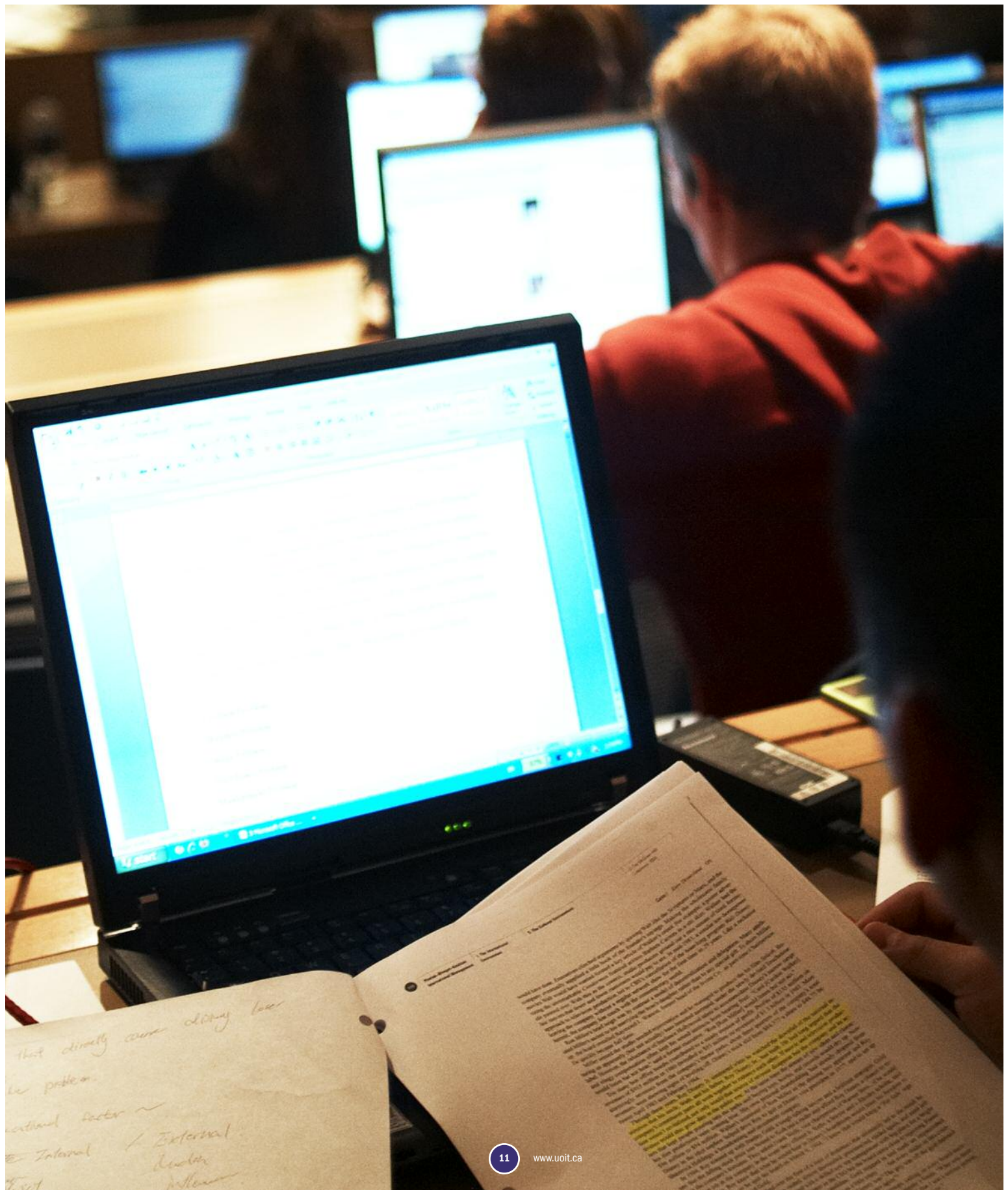
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|------|---|
| 1.9 | Plan and build new space for growing needs in research, teaching, graduate studies, students, services and cultural activities |
| 1.10 | Obtain ministerial approval for academic growth (i.e. new programs, graduate allocations, etc.) |
| 1.11 | Provide bursaries and scholarships for undergraduate students |
| 1.12 | Improve strategic financial planning of operating and capital requirements |
| 2.3 | Consolidate university management including internal university decision-making and follow-up reporting processes |
| 2.4 | Renew institutional fundraising objectives and strategies |
| 3.7 | Develop a greater sense of community within the institution |
| 4.5 | Ensure success of the Automotive Centre of Excellence (ACE) project |
| 4.6 | Provide adequate bursaries, scholarships and financing for graduate students |
| 4.7 | Plan for growth of graduate student population to 500 FTEs in 2010 |
| 4.8 | Develop policies and procedures to support research and graduate studies |
| 5.4 | Improve quality and timeliness of IT mission-critical services to faculty members, students and staff involved in undergrad and grad studies and services |

COUNTER THE THREATS:

- | | |
|------|--|
| 1.13 | Partner with key university institutions to achieve institutional goals |
| 2.5 | Find and implement new strategies for dealing with the debenture |
| 2.6 | Assess institutional risks and implement appropriate mitigation strategies |

STRATEGIC PRIORITIES

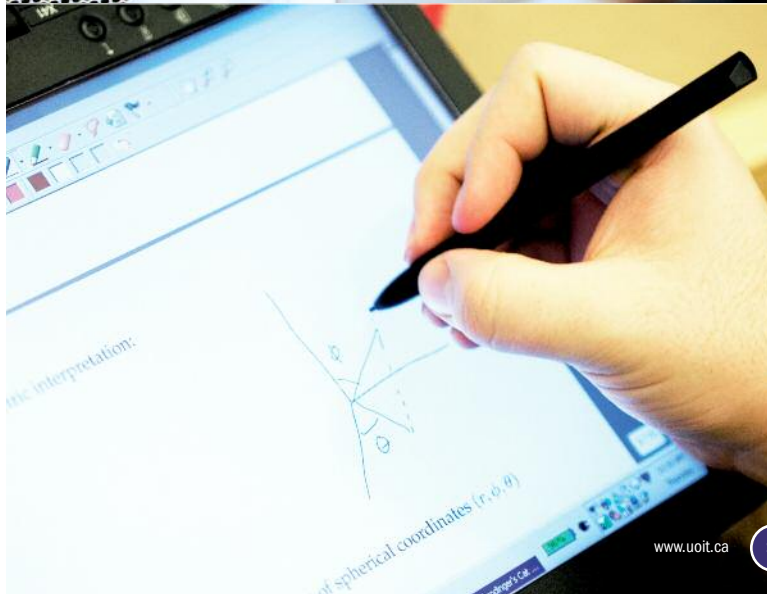
- | | |
|---|---|
| 1 | Grow strategically |
| 2 | Consolidate governance and management |
| 3 | Strengthen identity and partnerships |
| 4 | Build research and graduate studies intensiveness |
| 5 | Innovate in teaching and learning |



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BUILDING THE PLAN

Initiated in August 2007 by the provost at the behest of the president and chair of the Board of Governors, this strategic plan represents six months of intensive consultation, introspection and discussion involving all university faculties and units. Building upon experience gained in developing UOIT's first strategic plan in 2005, a SCOT (Strengths, Challenges, Opportunities and Threats) analysis was used once again to identify the issues that UOIT would need to build on or overcome in its quest to become one of the finest universities in Canada.



As a first step, the provost and the team in the Office of the Provost began a dialogue to identify the numerous SCOT inputs that were influencing UOIT in the present or were anticipated to be factors in the future. A suitable response to these inputs was then assigned to the following four categories:

1. **Building on strengths.**
2. **Responding to challenges.**
3. **Seizing opportunities.**
4. **Countering threats.**

From these discussions in early September, a draft SCOT analysis (or “straw dog”) was developed and distributed to the University President's Policy Committee (PPC) for review and commentary. Each of the university's faculties and units had an opportunity to comment on the straw dog and new ideas or inputs were added as a result. Through this categorization of inputs, it became evident that a number of key strategic priorities had emerged from this exercise. Unlike the previous strategic plan that had 14 strategic priorities spread across a broad spectrum of university activity, this straw dog revealed five focused, strategic priorities for UOIT. They are as follows:

1. **To grow strategically.**
2. **To consolidate governance and management.**
3. **To strengthen identity and partnerships.**
4. **To build research and graduate studies intensiveness.**
5. **To innovate in teaching and learning.**

Not surprisingly, this narrowing of strategic priorities is indicative of a maturing university and it is anticipated that these strategic priorities will provide the road map for UOIT's next stage of development.

At the end of September, the provost presented the revised straw dog to PPC for endorsement with a view to building the next strategic plan around the emergent strategic priorities. Having received unanimous approval, the straw dog was then distributed to all faculty and staff for commentary. Subsequent revisions were made and by early October, the straw dog had evolved from a strategic conceptualization to a call to action. The final version of the SCOT analysis identified a series of strategic priorities and goals that were used by faculties and units in the development of local strategic plans (see Figure 1).

During the months of October and November, the faculties and units engaged their own teams with a view to drafting a strategic plan that would directly guide their respective activities over the next three years but would have institutional impacts over a five-year horizon. At a landmark meeting of PPC in late November, all the faculties and units submitted their plans to the Office of the Provost and presented their proposed strategic agendas to the group for input and commentary. From this meeting, the Office of the Provost, working with the faculties and units, began its own review of the submissions with the aim of finalizing all of the plans by mid-January. In mid-January, the Office of the Provost conducted a comprehensive review of all the individual plans to develop a master strategic plan for the university. In late February 2008, the final strategic plan was presented to PPC and upon PPC's recommendation, the plan was then sent to UOIT's Board of Governors for approval in April. With the Board's endorsement, UOIT's direction and focus, embodied in this strategic planning document, was formalized for the next three years.

STRATEGIC PRIORITIES

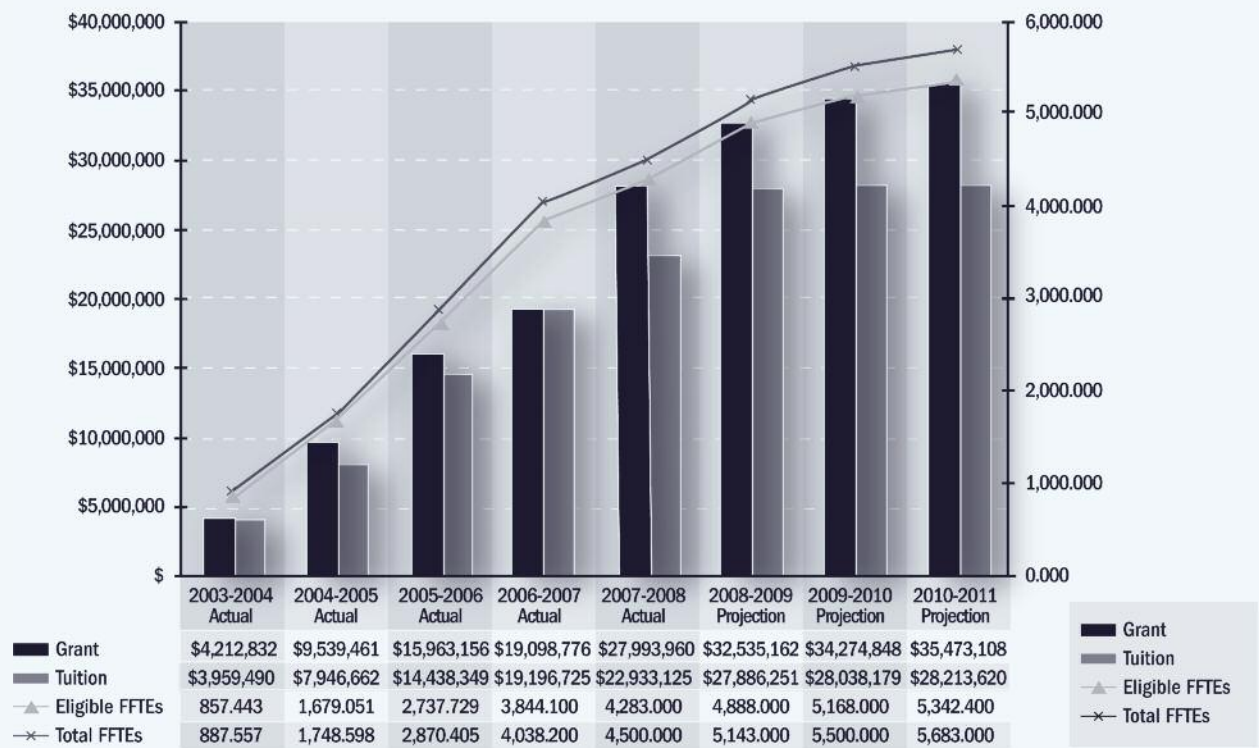
UOIT's strategic plan centres on five key priorities that set the parameters for our collective activities over the next three years. Again, they are: to grow strategically, to consolidate governance and management, to strengthen identity and partnerships, to build research and graduate studies intensiveness, and to innovate in teaching and learning. This section provides an elaboration of each of these planning priorities, and sets out the individual goals that will contribute to achievement of each priority. These planning priorities link directly to the plans of each faculty and unit, where specific actions to be undertaken are outlined in detail at www.uoit.ca/strategicplan.

STRATEGIC PRIORITY 1: GROW STRATEGICALLY

UOIT came into existence near the end of a 10-year growth period between 1995 and 2005 that saw undergraduate enrolment in the Greater Toronto Area (GTA) and central Ontario universities increase by 62 per cent. Population growth in Ontario through 2015 is projected to increase enrolment in Ontario universities by approximately 35,000 to 40,000 students, assuming no change in the current participation rate, with at least 30,000 due to a higher population in the GTA (Steenkamp, 2007). Situated on the eastern fringe of the GTA, future enrolment projections for the GTA suggest that UOIT has a unique opportunity to continue its rapid expansion.

Since its beginning, UOIT has been in a perpetual and rapid state of growth that has involved all faculties and units. We have demonstrated success in recruiting faculty, staff and students; we have built a state-of-the-art campus (which, unfortunately, has not kept pace with the growth of our student population); and we have developed an innovative undergraduate and graduate program mix inclusive of unique pathway programs that promote the mobility of students between the college system and UOIT.

Figure 2: Undergraduate Student Growth



In 2003, UOIT opened its doors to a cohort of just over 940 full-time students. Since 2003, the number of undergraduate students at UOIT has grown more than 500 per cent to over 5,000 full-time students (see Figure 2). Preliminary domestic undergraduate application numbers released by the Ontario University Application Centre (OUAC) in January 2008 revealed that first-choice applicants to UOIT had increased 24 per cent over the previous year. This was the highest percentage increase of any university in the system during this period. These results come on the heels of higher-than-expected first-year enrolments at UOIT in the fall of 2007. Clearly, this is a signal that UOIT's reputation has grown and UOIT has in its short history become a desirable post-secondary destination for prospective students.

With expected growth in student enrolment, UOIT must continue to recruit faculty members and support staff at an aggressive rate. Within the time frame of this plan, the current core faculty complement is expected to almost double and the hiring of staff is also expected to increase dramatically (see Figure 3).

In five years, UOIT has brought over 30 four-year undergraduate program offerings to steady-state enrolment targets and led to the successful graduation of our first cohort of students in 2007 (see Figure 4). While new undergraduate programs are still expected to be launched in almost every faculty over the next three years, UOIT will not be introducing new programs at the same pace to which it has over the previous five years. Using tools such as the National Survey of Student Engagement (NSSE) and formalized program reviews, we will continue to monitor and improve upon our existing offerings while bringing new programs to their steady-state enrolment targets.

Figure 3: Faculty and Staff

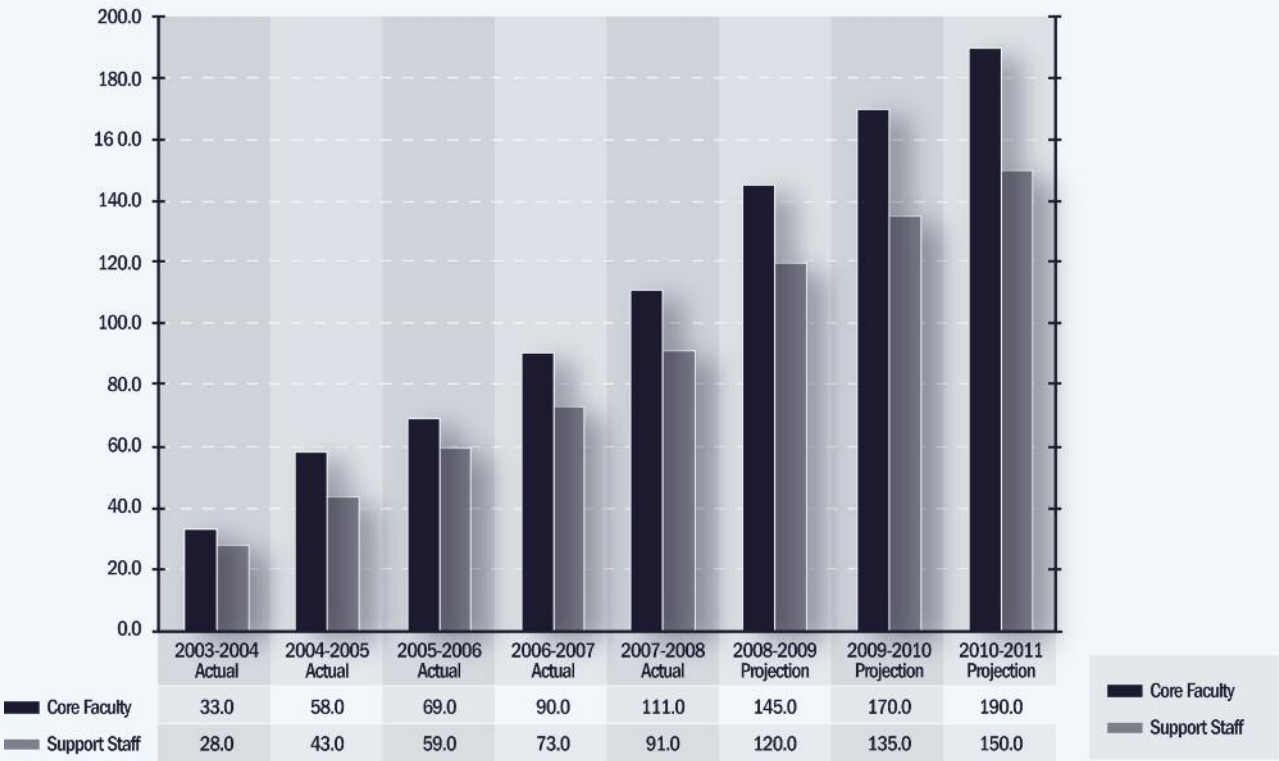
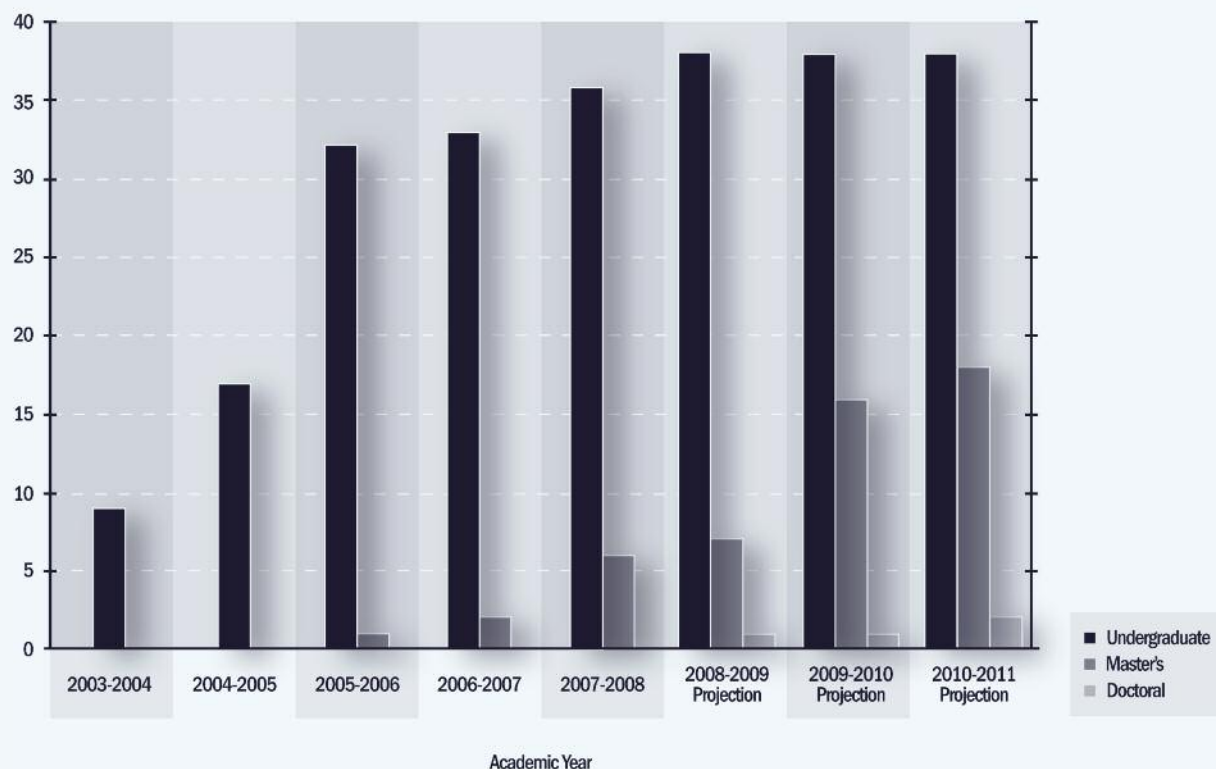


Figure 4: Degree Program Offerings



At the same time as the numbers of post-secondary students are growing, students are also moving between college and university sectors in significant numbers. In Ontario, efforts are being made to ease barriers to movement between the sectors (Steenkamp, 2007). In response to this government priority and building on the success of existing pathways, UOIT will actively engage with Durham College and other community colleges in Ontario to supplement our existing inventory of pathway programs with new and innovative offerings and other mobility opportunities. The provision of college-to-university pathways not only helps the government achieve its own strategic priority, but also provides additional academic options for college graduates while assisting UOIT in achieving its enrolment target of 5,500 FTEs by 2009.

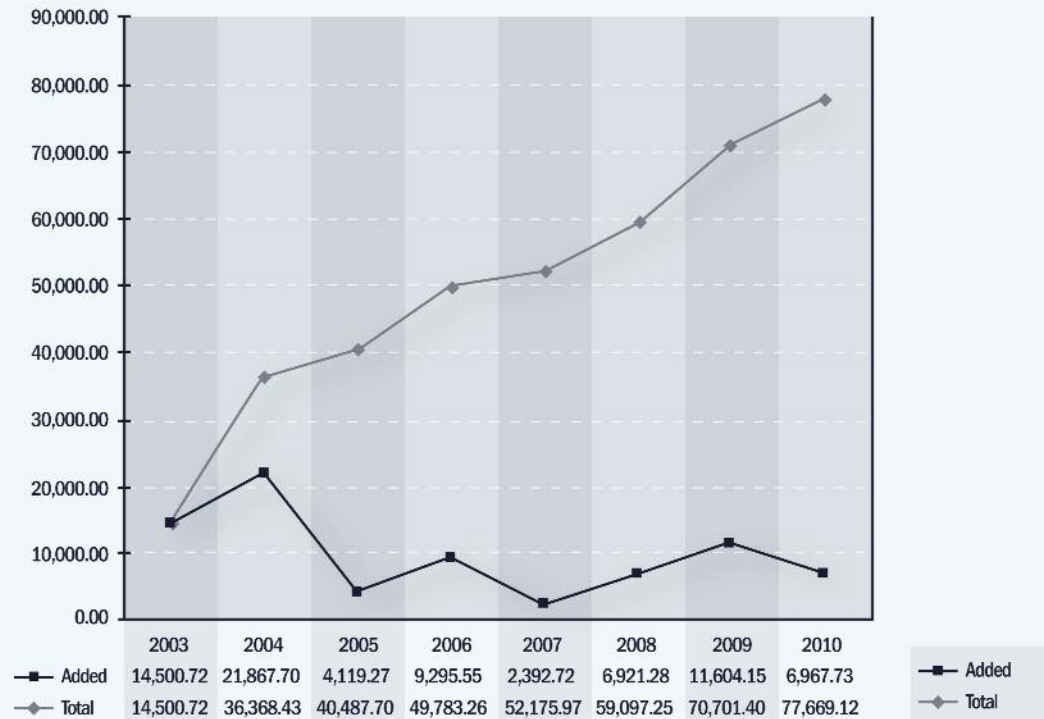
UOIT's current space inventory is the primary impediment to future growth. While we have been very creative in developing new space and judicious in the allocation of space we currently possess, without a significant investment in capital infrastructure our growth will be severely hampered. Very soon, we will outgrow classroom and lab space to teach students, and we already do not have enough infrastructure to support all of our current research ambitions. In addition, student space is severely lacking.

To respond to some of the pressure on space needs UOIT is planning, subject to Board approval, a number of actions, such as:

- :: Renting sizeable space in a new office building presently under construction at the corner of Conlin Road and Simcoe Street in order to concentrate administrative services and free space for academic use within the university buildings;
- :: Moving the Faculty of Education to an off-campus location; and
- :: Increasing campus student residence capacity by up to 450 beds.

The Automotive Centre for Excellence building, expected to be complete in 2009, will also help to provide UOIT with much-needed teaching, research and student space, yet it will still not be enough to fulfil our needs resulting from anticipated growth (see Figure 5).

Figure 5: Space



Thus, our planning parameters for the next three years must focus on the continued development of our human resources, physical plant and academic capital in a more focused way. To that end, we have compiled the following 13 strategic goals for growth to guide our planning:

1.1 Continue successful ramp-up of unique undergraduate programs

Having built the core of its undergraduate program offerings in all faculties, new programs will be launched that are on mandate, are complementary to existing offerings and meet specific market demands.

1.2 Continue successful domestic and international student recruitment and retention to achieve 5,500 FTEs in 2009

While UOIT has achieved significant success in achieving our enrolment targets each year, it will need to continue to cultivate its domestic market of high-quality students and develop innovative strategies for increasing its brand awareness in international markets.

1.3 Continue successful mentoring and assistance of students on financing, programs, career choices and job placement

The provision of solid mentoring and support for students in their studies and career planning is essential to the effective retention of students in all programs.

1.4 Continue successful recruitment of faculty members, deans, and staff

Parallel with the student enrolment growth, UOIT's faculty and staff complement will need to keep pace in an increasingly competitive market. Also during this period, UOIT will embark on at least two dean searches where the hiring of visionary leaders is essential to the future of those faculties.

1.5 Continue enhancing the student-life experience for student development

According to the 2006 NSSE results of first-year students, UOIT has outperformed not only the overall NSSE average but also the overall Ontario system average in almost every category of the survey. However, other universities, on average, scored higher in engaging their first-year students in extracurricular activities or participating in co-curricular activities. The engagement of our students in extracurricular and co-curricular activities is a goal shared by all faculties and most units and each has developed specific actions to ensure an enriching student experience.

1.6 Pursue acquisition of land for expansion

For UOIT to respond to demographic pressures and the resulting need for more spaces in GTA universities and to become a world-class institution over time, it needs more land. UOIT will work with the Province, the Region, the City, developers and private donors to acquire land for future expansion both on the North Oshawa campus and elsewhere.

1.7 Develop innovative pathways for students to facilitate access between UOIT and the colleges, especially Durham College, in either direction

Building on the success of existing pathways and existing relationships, Durham College and UOIT will develop additional pathway opportunities for students concurrently and consecutively at both institutions.

1.8 Develop new and innovative sources of revenue

Tuition revenues and government grants are the primary sources of revenue to UOIT. While these revenues will continue to increase as the Ministry of Training, College and Universities (MTCU) allows UOIT to grow, they are not sufficient to fully fund all aspects of the university operation. As such, additional sources of revenue from new programs, ancillary operations, patents, intellectual property, spinoff companies, satellite operations, international teaching and learning initiatives and venture funding will be necessary to provide the financing required to take UOIT to the next strategic level.

1.9 Plan and build for new space for growing needs in research, teaching, graduate studies, students, services and cultural activities

UOIT's three-year plan for enrolment growth must be accompanied by new capital acquisitions. Our current space needs remain critical, and significant additional teaching, research and student space requirements will need to be addressed to maintain UOIT's rich and vibrant campus community.

1.10 Obtain ministerial approval for academic growth (i.e. new programs, graduate allocations, etc.)

With the Ministry's proclamation of Section 6 of the UOIT Act, funding for new programs at both the undergraduate and graduate level is contingent upon criteria that UOIT's programs are consistent with our stated mandate and they do not duplicate those offered by other publicly funded institutions. These criteria, while challenging to meet, force UOIT to be innovative in its program development and in doing so allow UOIT to create niche areas within the academic landscape in Ontario.

1.11 Provide bursaries and scholarships for undergraduate students

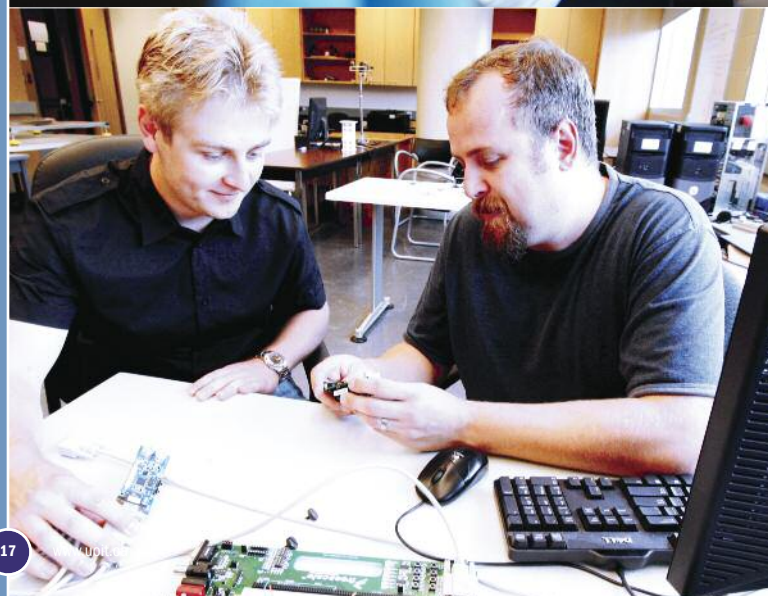
As the cost of post-secondary education increases, it becomes increasingly important for UOIT to grow its bursary and scholarship pools for domestic and international undergraduate students. The government-mandated tuition set-aside, earmarked for domestic students, is expected to assist in putting more resources into scholarships, bursaries, work-study programs and work-between-terms programs. It will be necessary to supplement these resources through advancement activities.

1.12 Improve strategic financial planning of operating and capital requirements

As UOIT enters steady state in most of its undergraduate programs it must begin to align the allocation of resources to strategic institutional priorities. It must develop planning tools and models that connect the need for future growth to existing institutional obligations.

1.13 Partner with key university institutions to achieve institutional goals

Recognizing the competitiveness that exists among post-secondary institutions in Ontario, UOIT has leveraged its strengths to develop a number of unique partnerships with universities in the province. To date, UOIT enjoys a strong partnership with Trent University at the undergraduate level, whereby Trent provides elective courses for UOIT students. In addition, UOIT and Trent have joined forces to offer a joint Master of Science degree in Materials Science, which was successfully launched in the fall of 2007. In the summer of 2007, UOIT also signed a memorandum of understanding with the Ontario College of Art and Design (OCAD) to explore programming in the area of digital media. By continuing to align efforts with other universities, UOIT can minimize inter-institutional competition while maximizing specific synergies to develop innovative program offerings that it may not otherwise be able to do on its own, thereby continuing to expand its academic footprint.



STRATEGIC PRIORITY 2:

CONSOLIDATE GOVERNANCE AND MANAGEMENT

UOIT is beginning a new era of governance and management. With the inauguration of its own president in 2006, it has become necessary to redefine the relationship that UOIT has with Durham College and to adjust internal administrative practices as a result. As the UOIT management structure crystallizes with regard to the academic operation, UOIT will need to closely examine and define its own needs with regard to the management of its own finances, its ancillary services and its external relationships. With Durham College and UOIT becoming increasingly more independent of one another as a result, UOIT's interactions with and resourcing of services shared with Durham College will become increasingly important. As such, a significant strategic goal for UOIT in this regard will be the negotiation and stewardship of service agreements to define shared services with Durham College.

In the process of defining UOIT's governance and management structures, UOIT recognizes and appreciates the incredible tenacity, creativity and leadership shown by all members of its managerial team, faculty and staff. Having motivated, committed and competent personnel at all levels remains critical to UOIT's ongoing success. At the same time, the need for additional high-quality staff continues to grow and UOIT needs to ensure that its personnel policies and practices continue to make it an attractive employer.

With this in mind, our strategy for consolidating governance and management centres on the following six goals:

2.1 Maintain motivation of management team, faculty and support staff

With a history of continued growth and the likelihood of further growth in the foreseeable future, the pressure on management, faculty and support staff will continue to mount. UOIT's success to this point has been largely attributable to the collective efforts of managers, faculty and staff who are motivated and committed to the idea of being pioneers in the building of a new university. While arguably UOIT is no longer a new university, it is one that will be evolving, changing and growing for some time in the future. As such, UOIT needs to maintain that same level of commitment among its people to ensure success in the future. To do this, UOIT will continue to hire in all areas, must continue to compensate its people well relative to the sector in Ontario and Canada, and must continue to provide a value-added employment experience.

2.2 Continue the innovative relationship with Durham College concerning shared services

Two areas of strategic importance for UOIT that directly involve Durham College are the development of innovative academic pathways and the development and successful implementation of service agreements between institutions. With regard to academic pathways as pointed out in Goal 1.7, while several pathways already exist between institutions, a number of unique initiatives between Durham College's schools and UOIT's faculties are currently being discussed and show great promise for expanding the collective pathways

portfolio. As for service agreements, UOIT will establish various agreements with Integrated Services, which are both responsive to UOIT's needs (driven specifically by UOIT's academic mandate) and which maximize efficiencies between institutions.

2.3 Consolidate university management, including internal university decision-making and follow-up reporting processes

Driven by UOIT's administrative and academic operations, greater reporting, transparent accountability, results-based management and data-driven decision-making in all areas will define how UOIT conducts its business in the years ahead.

2.4 Renew institutional fundraising objectives and strategies

While tuition and ministry grants account for the majority of UOIT's revenue, these sources of revenue are barely adequate to sustain UOIT's academic operation. UOIT will need a greater reliance on advancement activities to provide funds for scholarships, capital investments, new programs, research initiatives, and student services.

2.5 Find and implement new strategies for dealing with debenture

In ongoing discussions with the Ministry of Training, Colleges and Universities and through innovative financing vehicles, UOIT will minimize the impact of debenture-related costs on the academic operation.

2.6 Assess institutional risks and implement appropriate mitigation strategies

As UOIT grows its academic programs, physical plant and research capacity, it will become increasingly important to continue to identify and mitigate risks associated with all university operations.



STRATEGIC PRIORITY 3:

STRENGTHEN IDENTITY AND PARTNERSHIPS

Even though UOIT has achieved much in its six years of existence, the UOIT brand is far from a household one. This is as much true in Oshawa as it is in other parts of Canada. Brands become household if they provide a unique function or service like none other; if they are an invaluable and unavoidable part of everyday life; or if they solve one of the world's great problems. To become a world-class institution, UOIT has every ambition to solve some of the world's great problems. To do so, it must broaden and provide value to its own ever-expanding network of influential contacts in education, the community, business, industry, government and research. UOIT's quest for greatness as a university cannot and will not happen in isolation, but rather will require concerted and committed partnerships with stakeholders internal to UOIT and external partners from many societal sectors.

To strengthen its identity, UOIT must also begin to strategically expand its horizons internationally. The internationalization of education is the process of integrating an international dimension into the teaching/learning, research and service functions of a college or university (Knight, 1994). As an institution committed to the provision of career-oriented undergraduate and graduate programs that are innovative and responsive to the needs of students and employers, internationalization cannot be ignored. For UOIT to fulfil its mandate, it will need to develop graduates with international experience and a subsequent sensitization to different cultures in order to compete in a world that has flattened as the global marketplace has expanded. UOIT is already an extraordinarily diverse campus with faculty, staff and students from countries across the globe. Building upon that diversity, UOIT will pursue internationalization through student exchanges, study-abroad opportunities, research collaborations, offshore program delivery, international student recruitment, and international development projects. UOIT intends to seize such opportunities not only to improve the quality of the education provided to its students, but also to develop new and innovative revenue streams.

Thus, our strategy for strengthening our identity and partnerships centres on the following strategic goals:

3.1 Continue to nurture and expand strong relationships with key opinion and business leaders, and the community

As an institution committed to the provision of market-driven, career-oriented education, it is imperative that UOIT maintain strong relationships with key opinion and business leaders and the broader community to support current activities and to help shape future program directions.

3.2 Continue to build strong relationships with the Ministry of Training, Colleges and Universities at the provincial level

One of UOIT's greatest allies in the pursuit of growth is the MTCU. As UOIT approaches its target of 5,500 FTEs in 2009-2010 and as its graduate studies ambitions grow, a strong relationship between UOIT and MTCU will be necessary to lend support to UOIT's position in discussions with Ministry officials regarding the role UOIT will play to relieve impending enrolment pressures in the GTA.

3.3 Build a unique university culture based on UOIT's values

While the UOIT culture is unique in that it widely embraces technology, it is also one built upon a foundation of integrity, diversity, respect, honesty, accountability and intellectual rigour. These values have underpinned every endeavour and accomplishment at UOIT and will continue to do so in the future.

3.4 Develop innovative industry or government partnerships with potentially significant complementary impact on university programs

The Automotive Centre of Excellence (ACE) is a perfect example of how UOIT has worked with industry, government, and the community to create unique opportunities for itself. ACE will have a profound effect on UOIT's teaching in engineering and its research output in related fields. Given the niche nature of many UOIT programs, significant opportunities exist for UOIT to partner with government and industry to further the goals of all parties and, most importantly, to create innovative teaching and research opportunities that are unique in Ontario, Canada and the world.

3.5 Increase the university's visibility in Ontario, Canada and internationally

UOIT must be proactive in its overall media and recruitment strategies. UOIT must leverage its results on NSSE, CUSC, The Globe and Mail University Report Card and other publicly reported measures to promote the UOIT brand. Through sponsorships of strategic community, research-based or industry-led initiatives, UOIT can further broaden its brand cachet in specific markets.

3.6 Aim to internationalize UOIT to strengthen the institution

For UOIT to be a world-class university, it must think and act globally. UOIT's students must be globally competitive as well. To achieve this it is important to actively internationalize the curriculum and for students to experience different cultures through exchange, research and study-abroad opportunities. While the development of the domestic operation remains a top priority, UOIT is well-positioned to begin to offer a limited number of its programs offshore. By establishing an international presence through partnership, UOIT can create awareness of the UOIT brand in foreign markets (eventually leading to increased international student enrolments and even industry and research linkages), and also differentiate and promote itself internationally through the use of innovative, technology-enhanced teaching strategies.

3.7 Develop a greater sense of community within the institution

As UOIT grows, it cannot lose sight of the necessity to develop a fulfilling student experience and a rewarding educational and work environment. Students, staff and faculty members need to have spaces to collaborate, gather and interact and through specific programming, opportunities will be made available to do so. It is important for UOIT to connect with its people to create an ongoing sense of affinity. UOIT needs to be memorable not just for its excellence in teaching and research but also in the opportunities it provides for its people to have meaningful interactions with one another.

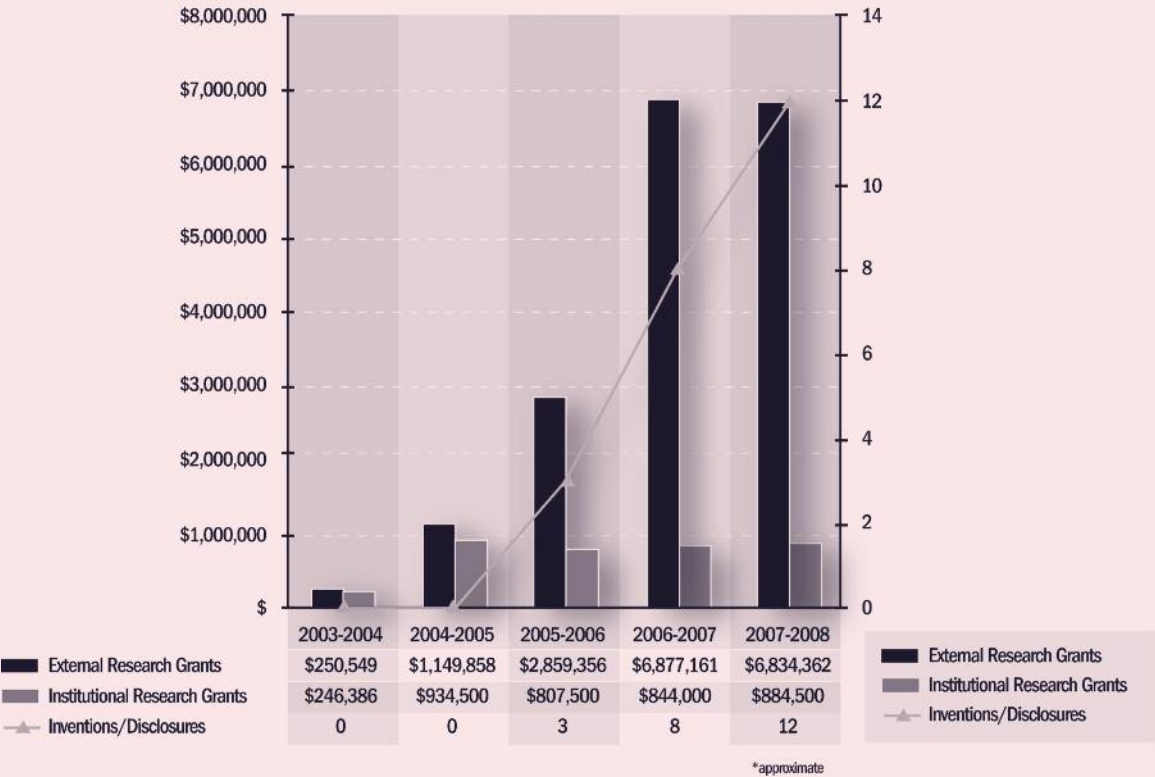
STRATEGIC PRIORITY 4:

BUILD RESEARCH AND GRADUATE STUDIES INTENSIVENESS

At UOIT, research is a learning strategy that reinforces the quality of learning in both undergraduate and graduate studies. To increase the opportunities that can arise from successful research outcomes, we have chosen a path that focuses on both fundamental and applied research topics that directly impact end users, whether they are a large multinational organization, a small business or a community. Our research and scholarly activities are well-positioned to contribute to the health, wellness and economic development of Durham Region and Northumberland County, the province of Ontario, and the country as a whole.

From the onset, as required by its mission, UOIT set out to be a research-intensive university and our track record of success demonstrates that commitment. As depicted in Figure 6, since 2003-2004, UOIT's research revenue per annum is expected to grow from \$250,449 to over \$6.8 million per annum in 2007-2008. In its short history, UOIT has been awarded five Canada Research Chairs and two industrial chairs. We have established two research centres and one research unit. We have already launched our first spinoff company and we have filed our first two patents. With each new faculty member who joins UOIT, we continue to expand our research possibilities. Supporting that research culture is very important and to that end UOIT has allocated significant space resources for research laboratories, provides generous start-up grants and, through the Office of the Associate Provost, Research, provides the highest level of mentorship and support to all faculty members in proposal writing, grantsmanship and technology transfer.

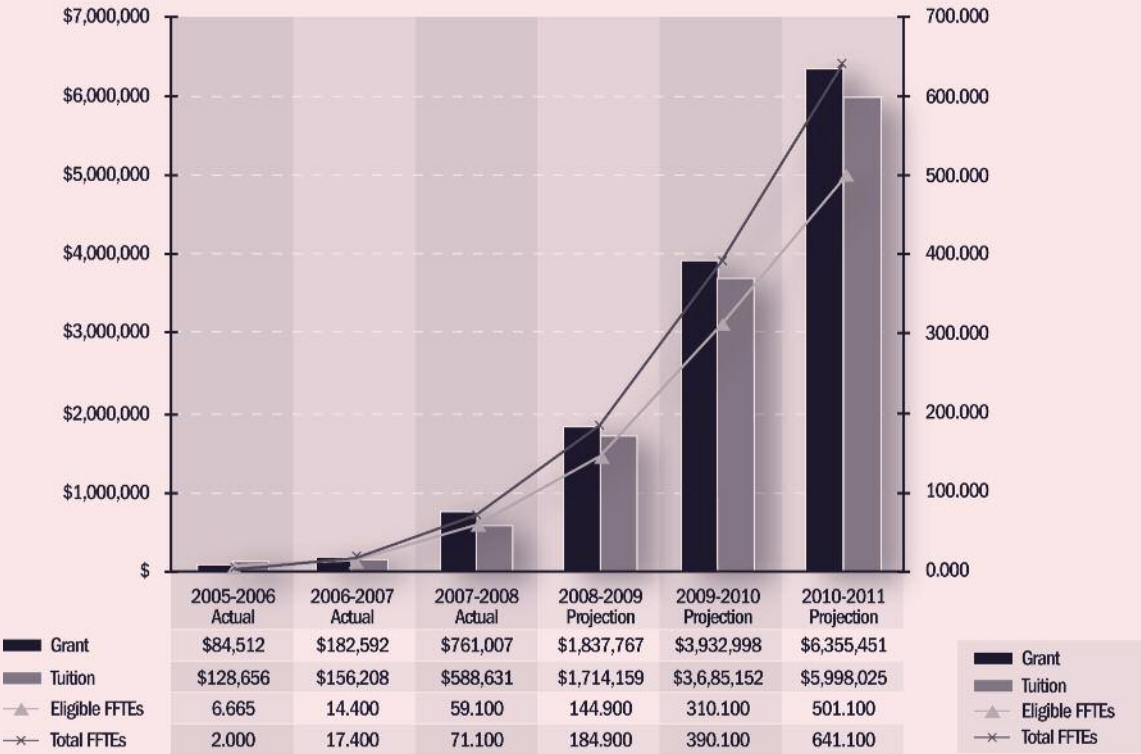
Figure 6: Grant Performance



UOIT's graduate studies programs build upon this research capacity and infrastructure. As UOIT's suite of undergraduate programs reaches steady state enrolment, we must begin to aggressively focus our efforts on developing and expanding our graduate program offerings. In 2005, only two years after admitting its first undergraduate students, UOIT launched its first graduate program, a course-based Master of Information Technology Security (MITS) offered through the Faculty of Business and Information Technology. Since then, UOIT has successfully graduated its first cohort of MITS students and has launched six additional Master's-level programs through the faculties of Engineering and Applied Science, and Science. While a core of graduate programs exists at UOIT, some faculties have yet to launch a graduate-level program and we need to continue to develop new and innovative programs at both the Master's and PhD levels. Our future expansion of graduate programs and projected enrolments are ambitious but attainable under the right set of circumstances (see Figure 7).

With a seven-year goal of achieving an overall institutional enrolment profile comprised of 15 per cent graduate students, and subject to the narrow funding approval criteria imposed by the MTCU, UOIT must meet numerous challenges. The most significant challenge faced by UOIT is extraordinary competition from other more established Ontario universities for funded graduate spots. As the newest university competing for graduate program spaces, UOIT must demonstrate to the MTCU that it has the infrastructure, the people and the ability to deliver unique programs that are aligned with government priorities. Failure to obtain more graduate spots will not only impede our research intensiveness but will also limit our ability to grow the institution as a whole.

Figure 7: Graduate Student Growth





As such, UOIT's goals for building research and graduate intensiveness are as follows:

4.1 Increase the depth and breadth of research infrastructure and funding

Having a well-established research infrastructure is key to our future success as a world-class university. Our facilities, equipment, services, and policies must continue to facilitate and support the ever broadening research agenda. At the same time, we must continue to attract external research funding in terms of grants, contracts and Tri-Council awards.

4.2 Expand industry and community partnerships with significant potential impact on graduate studies and research

UOIT has already established some notable partnerships with sector leaders in industry, the community and the government, which enable faculty and students to engage in multidisciplinary research with real-world applications. We must continue to identify key problems and opportunities and look for ways to bring together public and private resources to address them.

4.3 Expand partnerships with significant potential impact on the university's capacity to foster innovation and technology transfer

At the same time, we must continue to foster partnerships that will take research and innovation from the laboratories, classrooms and the workplace through commercialization and into the marketplace.

4.4 Develop innovative Master's and PhD programs based on best practices

Over the next three years, we plan to launch graduate programs in all faculties. In addition to the seven Master's-level programs currently offered in the faculties of Business and Information Technology, Engineering and Applied Science, and Science, another six programs are expected to be launched during this planning period. In addition, UOIT's first PhD program has recently been submitted for appraisal by the Ontario Council on Graduate Studies, and we anticipate that additional doctoral programs will be developed as we strengthen our research capacity.

4.5 Ensure success of the Automotive Centre of Excellence (ACE) project

The ACE project is a substantial undertaking involving UOIT, industry, the community and government. The ACE facility will prominently represent UOIT's place as a leader in engineering but just as important, ACE will also represent what universities can achieve through partnerships with industry, the community and government. ACE will provide UOIT with a state-of-the-art climatic wind tunnel facility, which will give UOIT students and faculty unique opportunities for research; it will strengthen existing relationships between UOIT and industry in some cases; it is likely to create many new industry linkages with substantial spinoff benefits to the university; and it will provide much-needed teaching, research and student space on the North Oshawa campus. Its success is fully dependent on the continued co-operation and collaboration of all stakeholders.

4.6 Provide adequate bursaries, scholarships and financing for graduate students

Student financial support is a priority for recruitment, quality, accountability and accessibility. UOIT needs to be able to offer competitive financial packages to attract high-quality candidates to our programs and to have sufficient resources to support qualified students with cases of genuine financial need.

4.7 Plan for growth of graduate student population to 500 FTEs in 2010

UOIT will develop and implement a strategic graduate studies enrolment and recruitment plan, including a plan for distribution of graduate enrolment among faculties, so we can reach our growth goals and maximize the quality of our graduate student body.

4.8 Develop policies and procedures to support research and graduate studies

The Office of Graduate Studies and the Office of the Associate Provost, Research will continue to develop, revise and implement policies and structures that support the needs and goals of UOIT's graduate students, research enterprise and faculties. We will establish/strengthen working relationships with service departments to provide support to graduate students and research initiatives to establish efficient and complementary processes.

STRATEGIC PRIORITY 5:

INNOVATE IN TEACHING AND LEARNING

UOIT is dedicated to integrating and implementing the latest technologies into the classroom for the specific purpose of enhancing student learning. We are committed to enabling and enhancing the quality of teaching and research with the use of multidisciplinary software and multimedia. UOIT's leading-edge, laptop-based learning environment enables students to connect with professors and peers at any time and from anywhere. Students and faculty collaborate in the classroom, the lab and the field, turning innovative ideas into real solutions.

In the fall of 2007, following a comprehensive survey of more than 43,000 students across Canada, The Globe and Mail's University Report Card awarded UOIT a grade of A+ for the quality of its technology, and listed the university on its top-five list of universities in Canada leading the technology wave. While UOIT has clearly distinguished itself from other universities in its innovative use of technology in teaching, opportunities to evolve the way we teach and the technologies we use to enhance that teaching, and ultimately to enhance the student learning experience, are many.

With this in mind, our strategy for the continued innovation in teaching and learning centres on the following four goals:

5.1 Mentoring of faculty members in teaching and learning

Faculty mentorship and ongoing support is critical to successful teaching and learning outcomes. Successful mentorship must be evidence-based. All full-time faculty members are mentored by the Office of the Associate Provost of Teaching and Learning (OAPTL) during their first year at UOIT and their efforts regarding learning innovation are actively supported. The OAPTL will also continue to provide and improve upon training opportunities for new sessional instructors and teaching assistants, and will continue to improve the mentorship program available to UOIT's faculty and teaching complement. In addition, UOIT, using new data-mining strategies, will examine teaching and learning success indicators, promising practices, knowledge/skill gaps and staff utilizing this data to enhance the teaching and learning environment.

5.2 Design, implement and evaluate a technology-intensive teaching and learning environment

The web-centric learning environment at UOIT involves the purposeful use of information and communication technologies (ICT) to support and enhance teaching and learning. Major components include the Mobile Learning program; online teaching environment, combined with innovative teaching practices; and ubiquitous Internet connectivity. UOIT will continue to foster and support practice-based research focused on the use of new and emerging ICT for teaching and learning.

5.3 Design, implement and evaluate a distance learning infrastructure, including appropriate learning strategies

UOIT will continue to play a lead role in the development and co-ordination of online courses, programs and degrees at the university, in close partnership with faculties, faculty members, the Innovation Centre, the Registrar's office and Information and Technology Services. In addition to providing overall leadership and direction to guide the development of UOIT's online learning capabilities, OAPTL will continue to be responsible for building and sustaining a shared environment for online learning.

5.4 Improve quality and timeliness of IT mission-critical services to faculty members, students and staff involved in undergraduate and graduate studies and services

Increasingly, the use of ICT for teaching and learning is a central differentiator of UOIT. The use of ICT relates to all aspects of the university organization. UOIT will support the expansion of ICT at the undergraduate level and build new technology programs to support both graduate studies and graduate students' use of ICT for learning and research.

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LOOKING FORWARD

As we look beyond the current planning period, UOIT can look forward to a second decade that will bring more stability and maturity and enable the university to focus more on enhancing its quality priorities, building new areas of strength, and forging new ties with the community. As described in the preceding sections, the challenges in getting there are considerable. Over the next three years, we will need to achieve aggressive enrolment targets, address critical space shortages, attract and retain more excellent faculty and staff in an increasingly competitive environment, and achieve clarity in our infrastructure arrangements. Our success in achieving these goals depends very much on the ongoing collaboration and support of our partners in government, industry and the broader community. It also depends on our ongoing agility in seizing new opportunities when they present themselves. And most importantly, our success depends on the dynamic, creative and dedicated campus community that has proven many times over that the impossible can be achieved.

Through these efforts we will be well-positioned in three years' time to achieve our longer-term planning priorities. We will be ready to move from accelerated enrolment growth to more strategic development based on quality and areas of strength. We can shift our focus from the rapid expansion of our academic programs toward refining and enriching our teaching and curriculum. We can move from building our research infrastructure to addressing great problems and strengthening our community's industry and economy through discovery, innovation and technology transfer. And we can move from establishing UOIT's presence in the academic landscape toward the creation of interconnections and synergies between and among faculty, staff, students and the broader community. We can look toward the fulfilment of our mission in new ways and becoming a dynamic and vital instrument of public policy for the Ontario and Canadian governments.

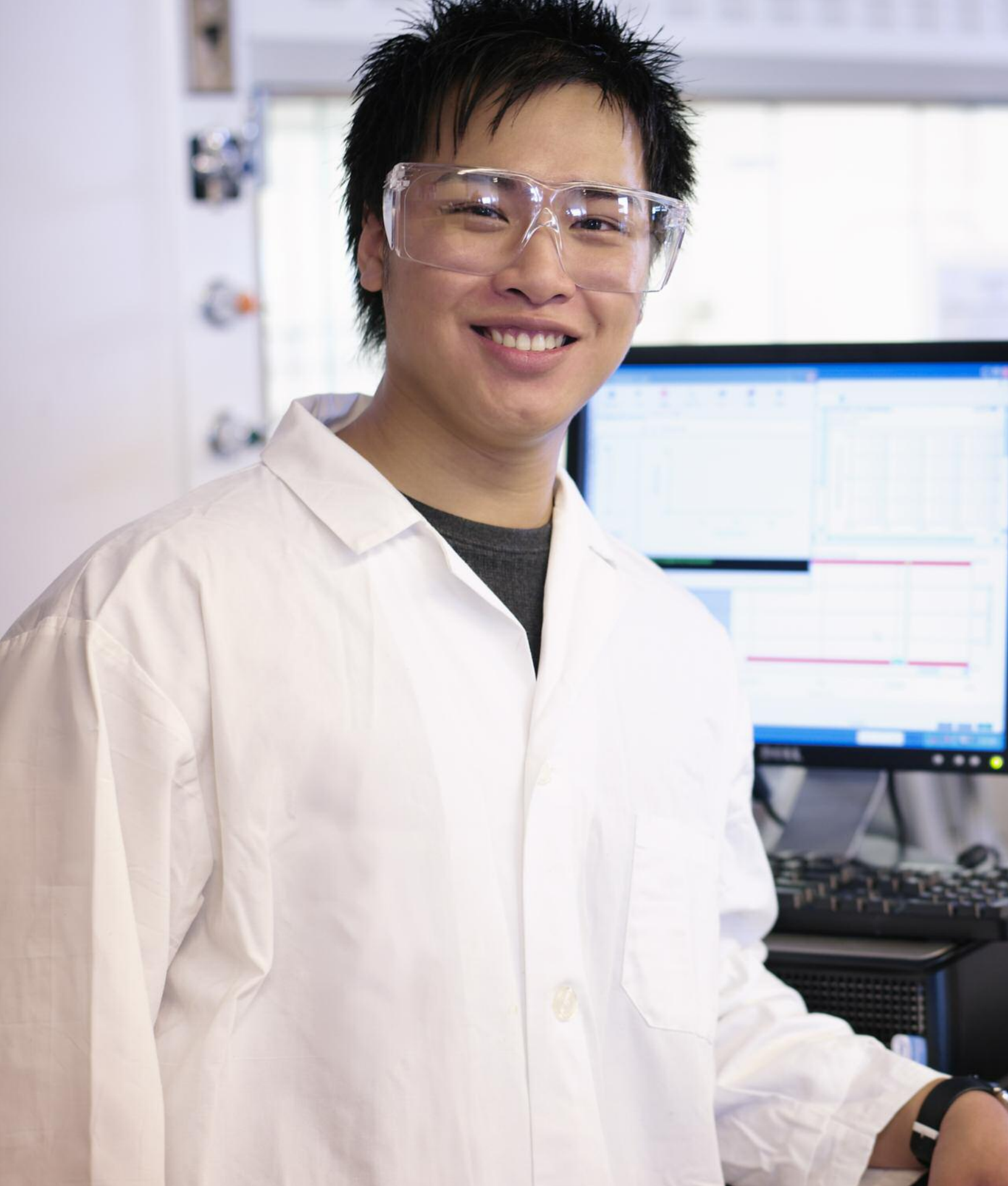
This comprehensive strategic plan could not have been achieved without the collaboration and commitment of so many faculty and staff who contributed to its development. We have ahead of us a challenging agenda and can work toward its achievement with a shared sense of direction. Thank you to all who contributed so greatly to this plan and, indeed, who are key to realizing our ultimate goal of becoming one of the finest universities in Canada.



FACULTY AND UNIT ACTION PLANS

Faculty and unit action plans can be found in their entirety at www.uoit.ca/strategicplan/unitplans.







CHALLENGE INNOVATE CONNECT

