



2012

STRATEGIC PLAN

2016



President's message



From 10 to 20

The University of Ontario Institute of Technology (UOIT) is entering its second decade. Its story to this point has been one of extraordinary innovation and achievement. This milestone anniversary also proved to be an ideal catalyst to develop a new strategic plan and under the guidance of our Board of Governors to refresh our vision, mission and values. This strategic plan will lay the foundation to take UOIT from 10 to 20 – into the next decade and beyond.

Maintaining our focus on science, technology and excellence in professional practice, we'll strive for quality and challenge convention as we modify learning strategies in order to prepare our graduates for the evolving 21st-century workplace. We'll grow our enrolment in targeted areas to 10,000 by 2016, on our way to 20,000. We'll enhance our capacity to develop academic and research partnerships with industry, community and other institutions, at home and abroad, that engage students, create knowledge, solve problems and contribute to Canada's economic and social development. We will be distinguished as a technology-enriched, inclusive and innovative institution where student-centered practices are deployed across a well-planned, forward-looking and accountable university.

A campus master plan, currently in development, will include both a land use component, in collaboration with our partners at Durham College, as well as an infrastructure development plan to address our academic and student needs. Taken together, the strategic and campus master plans will inform and guide our decision making, growth and development and clearly convey our priorities for the next three to five years.

This document reflects the input gathered during numerous in-person and online consultation sessions and includes insights provided by students, faculty, staff, alumni, our Academic Council and Board of Governors, and community and government partners. It will serve as our touchstone. We will continue to seek input as the plan unfolds, to measure our progress and to ensure we remain on track. We are committed to realizing our overarching priorities and achieving our strategic outcomes.

Sincerely,

Tim McTiernan, PhD
President and Vice-chancellor

The 2012 – 2016 Strategic Plan is guided by three overarching priorities.

1

Prepare our graduates for the evolving 21st-century workplace.

UOIT prepares graduates who have deep disciplinary knowledge and related competencies, an ability to use technology in creative ways, and a keen understanding of the world.

2

Build strength and capacity through research, innovation and partnerships.

UOIT contributes to Canada's economic and social development and its global competitiveness by solving real-world challenges in collaboration with our communities.

3

Be distinguished as a healthy 21st-century workplace.

UOIT collaborates across all academic and administrative areas to create and implement a forward-looking, technology-intensive, people-centred campus environment.

1

Prepare our graduates for the evolving 21st-century workplace.

Students engage in active learning that is technology-enriched and practice-integrated both inside and outside of the classroom

- Modify learning strategies to enhance student empowerment, intensify the use of technology and strengthen learning outcomes;
- Create virtual and physical spaces where student teams, faculty, alumni, and partners can gather, create and learn from each other;
- Ensure all students have an experiential learning opportunity to develop skills and increase knowledge;
- Create a formal **Think Tank** that drives the UOIT Technology-Enriched Learning Environment and anticipates future trends;
- Increase access through the creation of certificates that are innovative, relevant and promote life-long learning; and
- Manage growth to 10,000 students by 2016 in market-oriented and technology-based programs with an emphasis on college university transfers.

Students experience quality through integrated support for learning and discovery

- Strengthen peer mentorship programs to support students through all transitions from acceptance to post graduation;
- Establish an Innovation Opportunities Fund to create and implement advanced learning and discovery strategies;
- Create entrepreneurial and professional skills development programs to strengthen graduate attributes for the global workplace;
- Build interdisciplinary teams that promote the adoption of innovative models for student learning and development;
- Increase recruitment and retention by developing a cohesive plan that strengthens all aspects of the student experience; and
- Strengthen administrative partnerships across the university to facilitate a seamless student service experience.

2

Build strength and capacity through research, innovation and partnerships.

Faculty, staff and students contribute to multi-disciplinary projects that address important societal and scientific challenges

- Broaden student engagement in academic conferences and professional organizations at both the graduate and undergraduate levels;
- Boost public awareness and student engagement by offering a great problems symposium;
- Enhance knowledge mobilization through increased sponsored research, grants, technology transfer and commercialization;
- Improve professional and research services to strengthen institutional support for research and scholarship;
- Establish a flagship research unit that builds on our strengths in information and communication technologies; and
- Expand the research park beyond the Automotive Centre of Excellence and Energy Research Centre to enhance research opportunities and business incubation.

Faculty, staff and students engage in partnerships that build on disciplinary and programmatic strengths

- Increase the number of research opportunities for undergraduate and graduate students;
- Create a mentorship program hosted by the Alumni Association that helps students transition to the workplace;
- Implement a comprehensive internationalization strategy with a focus on joint exchanges, collaborative programs and high-quality research links;
- Strengthen Durham Region research partnerships in health and community services;
- Secure additional funding sources to support students through greater connections with foundations and private donors; and
- Enhance relationships with government, non-government and business leaders that are informed by common priorities.

3

Be distinguished as a healthy 21st-century workplace.

Faculty and staff experience a positive, healthy and inclusive environment characterized by respect and innovative thinking

- Develop programs that address mental health awareness, intervention and other wellness initiatives;
- Engage faculty and staff in programs that enhance teaching development, professional practice and continuous learning;
- Build a reputation for our creative and progressive approach to attracting faculty and staff, developing careers and retaining talent;
- Recognize and reward faculty and staff who deliver service excellence and achieve strategic milestones;
- Improve navigational tools and create a point of entry that will facilitate access to the university; and
- Facilitate the effective exchange of information among faculty and staff to enhance knowledge of university services, policies and procedures.

Faculty and staff employ technology-enriched, student-centered practices in a well-planned, accountable and sustainable university

- Implement an effective operating model based on a diverse mix of income sources and integrated resource management;
- Enhance business processes to realize increased productivity and continuous improvement;
- Support students, faculty and staff in the effective use of technology systems and processes;
- Expand student-life programming to address specific areas of need within our diverse population and support student success across multiple sites;
- Conduct a detailed infrastructure study and develop a master plan to support growth and development at the university, in collaboration with Durham College; and
- Ensure donors and alumni have a lasting connection with our university and are well informed of how their contributions support students, research and capacity building.



