

UNIVERSITY PLANNING COMMITTEE
Wednesday, September 13, 2023 at 10:30 AM
Gilmour Hall, Council Room (Room 111)

AGENDA

Page

OPEN SESSION

- 3 - 4
- 1. Minutes of the Previous Meeting – May 31, 2023 (Open Session)**
 - 2. Chair's Comments and Update**
 - 3. Business Arising**
 - 4. 2023-2024 Meeting Dates and Membership**
Information
 - [1. UPC Meeting Schedule](#)
 - [2. 2023-2024 UPC Membership](#)
 - 5. Budget Committee Membership 2023-2024**
Information
 - [2023-2024 Budget Committee Membership](#)
 - 6. Report from Institutional Research & Analysis**
Information
 - [1. Institutional Research and Analysis Report](#)
 - [2. Institutional Research and Analysis Presentation](#)
 - 7. Other Business**
- 8 - 21
- 22 - 35

University Planning Committee 2023-2024 Meeting Schedule

All meetings are scheduled from 10:30 a.m. – 12:30 p.m.,
in the Council Room, Gilmour Hall 111, unless otherwise stated.

Wednesday, September 13, 2023

Wednesday, October 18, 2023

Wednesday, November 22, 2023

Wednesday, December 13, 2023

Wednesday, January 17, 2024

Wednesday, February 7, 2024

Wednesday, March 6, 2024

Wednesday, March 27, 2024

Wednesday, May 8, 2024

Wednesday, May 29, 2024

**University Planning Committee
2023-2024 Membership**

The University Planning Committee consists of the following members for July 1, 2023 to June 30, 2024:

Ex Officio

Chancellor	Ms. Santee Smith
Chair of the Board of Governors (or delegate)	Ms Brenda Vrkljan
Vice-Chair of the Board of Governors (or delegate)	Mr. Ryan Clarke
President & Vice-Chancellor	Dr. David Farrar
Provost & Vice-President (Academic) – <i>Chair</i>	Dr. Susan Tighe
Vice-President (Operations and Finance)	Ms Saher Fazilat
Vice-President, Research (Acting)	Dr. Andy Knights
Vice-Provost & Dean of Graduate Studies	Dr. Steve Hranilovic

Elected Members

Faculty Dean	Dr. Khalid Hassanein	(2024)
Non-Teaching Staff	Ms Arlene Dosen	(2024)
Graduate Student	Mr. Abdul Razak Alozi	(2024)
Undergraduate Student	Mr. Ori Epstein	(2024)
Faculty Member – Faculty of Business	Dr. Nicole Wagner	(2024)
Faculty Member – Faculty of Engineering	Dr. Jake Nease	(2025)
Faculty Member – Faculty of Health Sciences	Dr. Mark Larché	(2024)
Faculty Member – Faculty of Humanities	<i>vacant</i>	
Faculty Member – Faculty of Science	Dr. Lauren Fink	(2026)
Faculty Member – Faculty of Social Sciences	Dr. Karen Bird	(2026)

Consultants

Associate Vice-President, Finance and Planning (Academic)	Ms Melissa Pool
Associate Vice-President/Chief Facilities Officer	Ms Debbie Martin

Observers

Dean & Vice-President (Health Sciences) or delegate	Dr. Dina Brooks
Vice-President (University Advancement)	Ms Lili Litwin
Associate Vice-President (Students and Learning) & Dean of Students	Mr. Sean Van Koughnett
Chair of Undergraduate Council	Dr. Kim Dej
Deputy Provost	Dr. Matheus Grasselli

Budget Committee 2023-2024 Membership

The Budget Committee consists of the following members for July 1, 2023 to June 30, 2024:

Ex Officio

President & Vice-Chancellor	Dr. David Farrar
Provost & Vice-President (Academic)	Dr. Susan Tighe
Vice-President (Operations and Finance)	Ms Saher Fazilat

Other Members

Faculty Member Representative (Chair)	Dr. Nicole Wagner
Faculty Member Representative	Dr. Mark Larché
Faculty Member Representative	Dr. Jacob Nease
Non-Teaching Staff Representative	Ms Arlene Dosen
Graduate Student Representative	Mr. Abdul Razak Alozi
Undergraduate Student Representative	Mr. Ori Epstein

Consultants

Deputy Provost	Dr. Matheus Grasselli
Interim CFO	Ms Lil Scime
Associate Vice-President, Finance and Planning (Academic)	Ms Melissa Pool
Controller, Financial Affairs	Ms Lou Mitton
Budget Director, Budgeting Services	Mr. Iain Clarkson



University Planning Committee Update

Joanne Gittens, Director of IRA
September 13, 2023



Institutional
Research &
Analysis

Working Intelligently for a Brighter World

IRAs Vision

Creating impact, inclusion and transformation through evidence-based decision making.



IRAs Mission

The discovery and communication of data-driven insights. We are committed to creativity, innovation, and excellence in everything we do.



IRAs Impact

Institutional Research and Analysis (IRA) creates data-driven value for McMaster University through reports, projections and dashboards that characterize McMaster in an accurate and meaningful way. IRAs stakeholders extend beyond McMaster University to government and external agencies.



IRAs Priorities

- To provide support for planning, policy formulation, and informed decisions at the University through informative data analyses and visualizations.
- To govern, integrate, discover, analyze, and disseminate high quality, useful data insights.
- To collect and share feedback from students, alumni, staff, and faculty to support inclusive, transformational impact at McMaster University.

IRA Team



Accountability provides analyses and reporting for university funding and revenue planning.

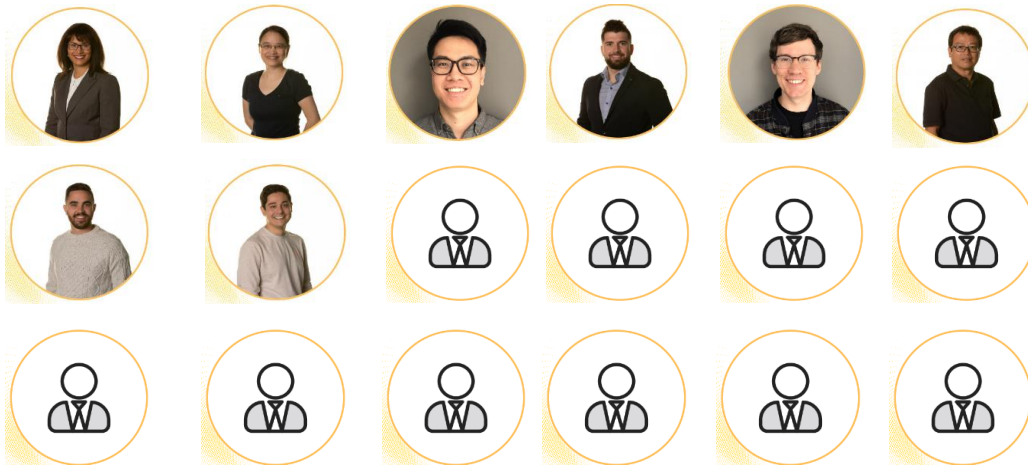
BI Analytics provides an integrated repository of institutional data assets and dashboards for McMaster University.

Data Science unleashes insights from structured and unstructured data to aid institutional strategic planning.

Strategic Projects support planning and advocacy for McMaster University, U15 universities, Ontario universities and the post-secondary education sector.

Surveys collect feedback from students, alumni, staff, and faculty to enhance data-informed planning, operational effectiveness, and practice.

Course Evaluations support innovation and improvement in the assessment and evaluation of student learning at McMaster University.





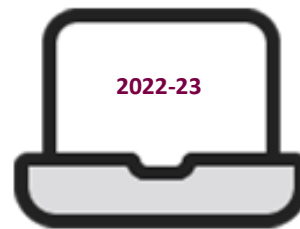
IRA supports McMaster's operating grant funding, SMA performance funding and tuition revenue.

Accountability Impact

- IRA prepares the Postsecondary Financial Information System University Statistical Enrolment and Graduation Reports (PFIS-USER) as a condition of receipt of operating grant funding.
- IRA supports the enrolment reporting for special purpose grants including those for medical and nursing as well as indigenous students and students with disabilities.
- IRA informs McMaster's tuition fee framework, tuition set-aside for need-based student financial assistance as well as fulfills requirements for ministry tuition compliance and expenditure reporting.
- IRA proposes, simulates, and reports the 2020-25 Strategic Mandate Agreements (SMA) metrics for McMaster's performance-based funding allocation including those for experiential learning, institutional strength, graduation rate, graduate employment rate, and graduate employment earnings.
- IRA reports McMaster's college to university student credit transfers to support funding allocations for student mobility.
- IRA provides information to support applications to the ministry for program approval.

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Ministry of Colleges and Universities (MCU)
Compliance Reports



Accountability Priorities

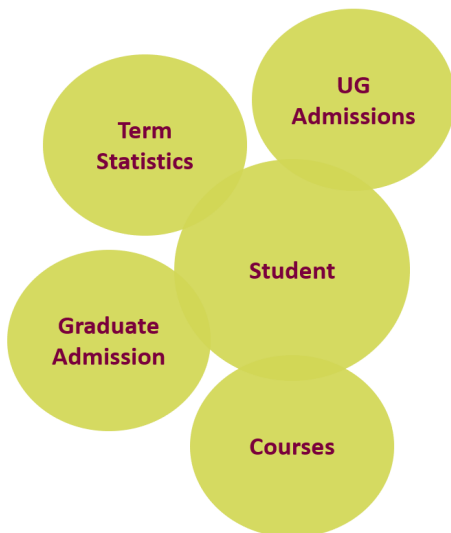
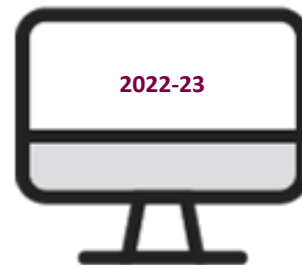
- Support compliance reporting for McMaster University so that the institution remains in good standing with the government.



IRA prepares institutional dashboards and analytics derived from certified sources of integrated institutional data to enable secure, self-service reporting.

BI Analytics Impact

- **19** Oracle BI dashboards across **6** Data Governance domains
- **1216** unique Oracle BI users
- **143** Oracle BI dashboard pages
- **292** Oracle BI Analyzes and Reports
- **1580** Oracle BI emails per month
- **174** Oracle BI labs
- **41** one-to-one training sessions
- BI Data Warehouse



- The **Courses** dashboard provides data to make informed decisions for course planning, including current course enrolment, capacity and utilization rates, instruction mode, as well as views to the students enrolled.
- The **Term Statistics** dashboard provides real-time enrolment by term, cumulative GPA, units taken, academic standing, academic awards, degrees awarded, as well as in-time/over-time counts for graduate students.
- The **Undergraduate (UG) Admission** dashboard provides reports and KPIs on the undergraduate student admission cycle as well as admission data reported by the Ontario Universities' Application Centre (OUAC).
- The **Graduate Admission** dashboard provides reports on graduate student admission and enrolment cycle.

- The **Institutional Quality Assurance Process (IQAP)** dashboard facilitate continuous undergraduate and graduate program enhancement in compliance with the Quality Assurance Framework (QAF) through the data provided for use in the IQAP review process.
- The **Faculty** Dashboard provides headcount and full-time equivalent (FTE) enrolment as well as funding-related weighted grant units (WGU) as reported to the Ministry of Colleges and Universities (MCU) each year. It also provides the number of units taught by each course faculty as well as the instructor associated with each course.



- The **Statement of Operations** dashboard provides information on many different financial reports in one place, including those for fiscal and multi-year statements, labor distribution, accounts payable and receivable, as well as travel and expenses.
- The **Capital Projects** dashboard provides reports that display project summary, statements, and journal entries to facilitate the tracking and management of capital projects.

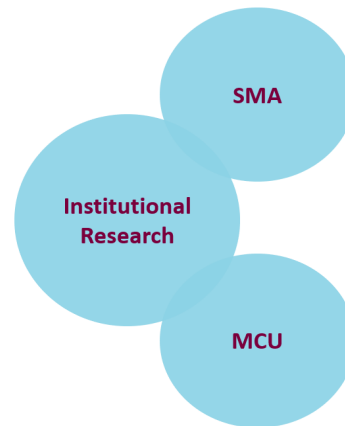
- The **Payroll** dashboard provides several KPIs and visuals to measure payroll changes over time and facilitate intra- and inter-departmental comparisons.
- The **Workforce** dashboard provides essential information and metrics about McMaster's employees, employee life cycle and benefits.





- The **Research Awards** dashboard provides reports to view the research being funded at McMaster. Reports show the number and value of grants applied for by faculty or department and at the level of an individual faculty member.
- The **Principal Investigator (PI)** and **Research Project Statement (RPS)** dashboards aid the research year-end by providing reports on a researcher’s entire research portfolio, including accounting statements, transaction details, labour distribution, and the Tri-Agency F300 with drill-down capability to the level of a single account.
- **Research Centres & Institutes (RCI)** dashboard provides membership data for McMaster’s Research Centres and Institutes.

- The **Strategic Mandate Agreement (SMA)** dashboard allows for SMA monitoring of achieved values against metric targets as well as the financial impacts of failing to meet targets.
- The **Government Reporting (MCU)** dashboard provides the headcount and full-time equivalent (FTE) enrolment as well as funding-related weighted grant units (WGU) as reported to the Ministry of Colleges and Universities (MCU) each year.



BI Analytics Priorities

- Migrate McMaster’s Oracle Business Intelligence Applications (OBIA) and Dashboards (OBIEE) to Oracle Cloud to modernize and streamline systems and processes.
- Expand the set of dashboards that currently span six of the 12 data governance domains to provide dashboards to serve more Data Governance domains and the McMaster community.

Data Science Impact

- IRA extracts and transforms data into useful data models to reveal business insights.
- IRA uses predictive analytics and machine learning algorithms to support undergraduate admission predictions.
- IRA prepares enrolment projections, enrolment sensitivity analyses, and student units taught projections to support financial strategic planning.
- IRA prepares tuition fee revenue projections and conducts scenario analyses to inform decision making.
- IRA uses natural language processing to transform qualitative information from surveys into quantifiable themes and actionable insights.



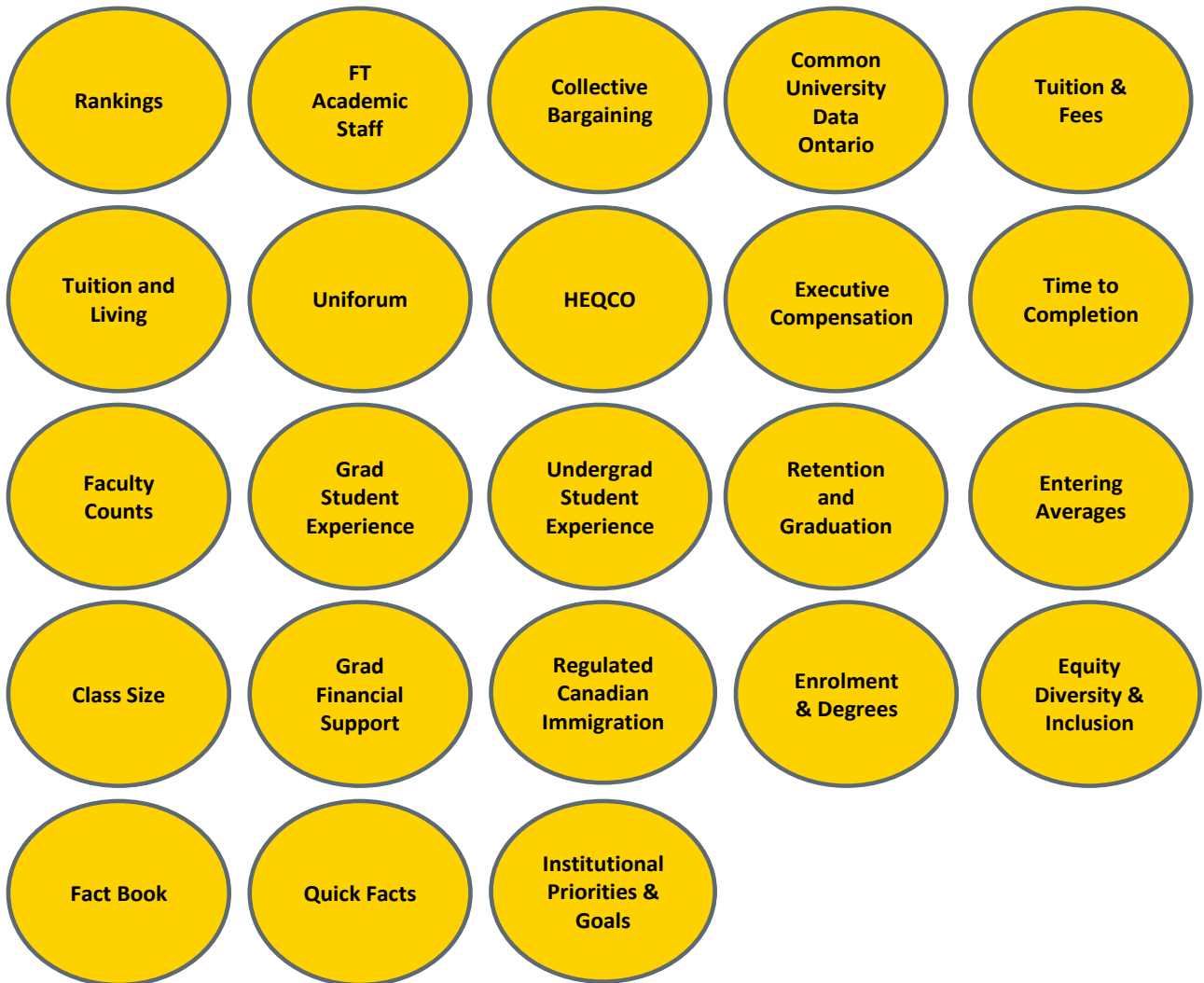
Data Science Priorities

- Partner and collaborate with faculties and departments to create innovative analyses that shape our collective understand of the evolving university landscape.



IRA enables the formal exchange of data sets and information with Ontario universities, U15 universities, rankings agencies and other partner institutions for inter-institutional and inter-jurisdictional performance and reputation comparisons.

Strategic Projects Impact



Strategic Projects Impact

- IRA conducts analyses to support leadership on matters of importance to McMaster University and the Ontario education sector.
- IRA prepares reports to monitor McMaster’s performance relative to local, national and global peers.
- IRA communicates official university data and statistical information in the annual McMaster University Fact Book and Quick Facts.
- IRA produces McMaster’s Institutional Priorities and Strategic Goals (IPSG) Annual Report in collaboration with the President’s Office and Communications, Marketing & Public Affairs.
- IRA partners with the School of Graduate Studies (SGS) to produce the SGS Annual Report.



2022-23

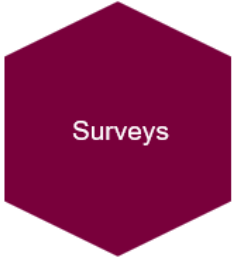
- **16** Council of Ontario Universities (COU) projects
- **14** U15 Data Exchange projects
- **21** Rankins submissions and analyses
- **170** ad hoc analyses

Strategic Projects Priorities

- Broaden the communication of data insights gleaned from special projects so that the McMaster community has more information at their disposal to make time sensitive decisions.

Operational Excellence

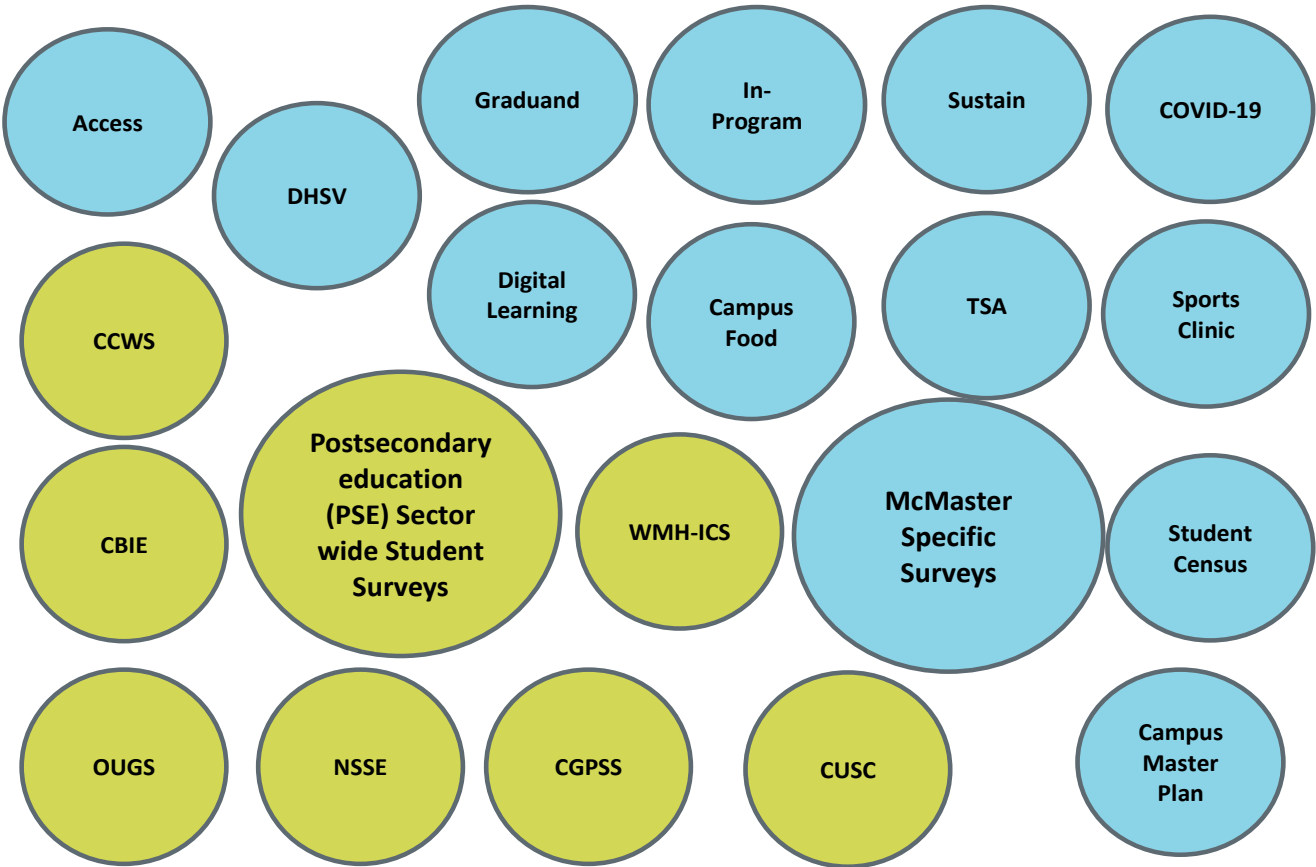
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Plan, administer, and report on several university-wide surveys common to the postsecondary education (PSE) university sector and unique to McMaster University.

Survey Impact

- In 2022-23, **13** surveys were administered, and **43** custom survey reports were prepared.



Survey Priorities

- Enhance partnerships and the use of data collected through surveys to support data informed, inclusive and transformational planning and decision-making.



Enhance the holistic reflection of teaching and learning in undergraduate and graduate courses as well as monitor for changes in student course experience trends.

Course Evaluations Impact

- Support instructor and learner experiences by automating the integration of data from Mosaic and the reporting of student course experience feedback for undergraduate and graduate level courses.
- Support instructor reflections, professional development, and student agency by developing and providing summary reports on the summative question: "Overall for this course, how would you describe your learning experience?" and entire question set. The reports include the number of students selecting each response, the number of students responding, the number of students registered in the course.
- Foster the inclusion of the student voice to support a vibrant teaching and learning environment.
- Create summary reports to identify student course experience themes of importance to the department, faculty and university.



- **50,421** Student Course Experience Surveys (SCES) were completed across **4,267** course sections in the fall and winter terms of the 2022-23 academic year.
- **8,786** SCES reports were delivered in the fall and winter terms of the 2022-23 academic year.

Course Evaluation Priorities

- Continue to transition the University to using Blue by Explorance for Student Course Experience Surveys (SCES) and provide training resources as well as small group or one-to-one workshops to familiarize administrators and faculty members with Blue's Data Integrity Gateway (DIG) and reporting dashboards.
- Support the testing and introduction of a new set of questions for SCES and the exploration of mid-term evaluations.
- Support a positive, inclusive user experience for instructors and students with disabilities by working with experts within McMaster's Accessibility community to ensure the Blue student survey platform meets the Accessibility for Ontarians with Disabilities Act (AODA).
- Enhance data quality and work towards a smoother reporting process for cross-listed courses.
- Integrate Blue with Avenue to Learn so that students can have access to SCES directly from McMaster's Learning Management System and McMaster can receive stronger SCES response rates.
- Use natural language processing (NLP) and analytical tools to summarize open-text responses.



University Planning Committee Update

Joanne Gittens, Director of IRA

September 13, 2023



Institutional
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Analysis

Working Intelligently for a Brighter World



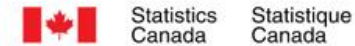
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Who We Impact



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How We Create Impact



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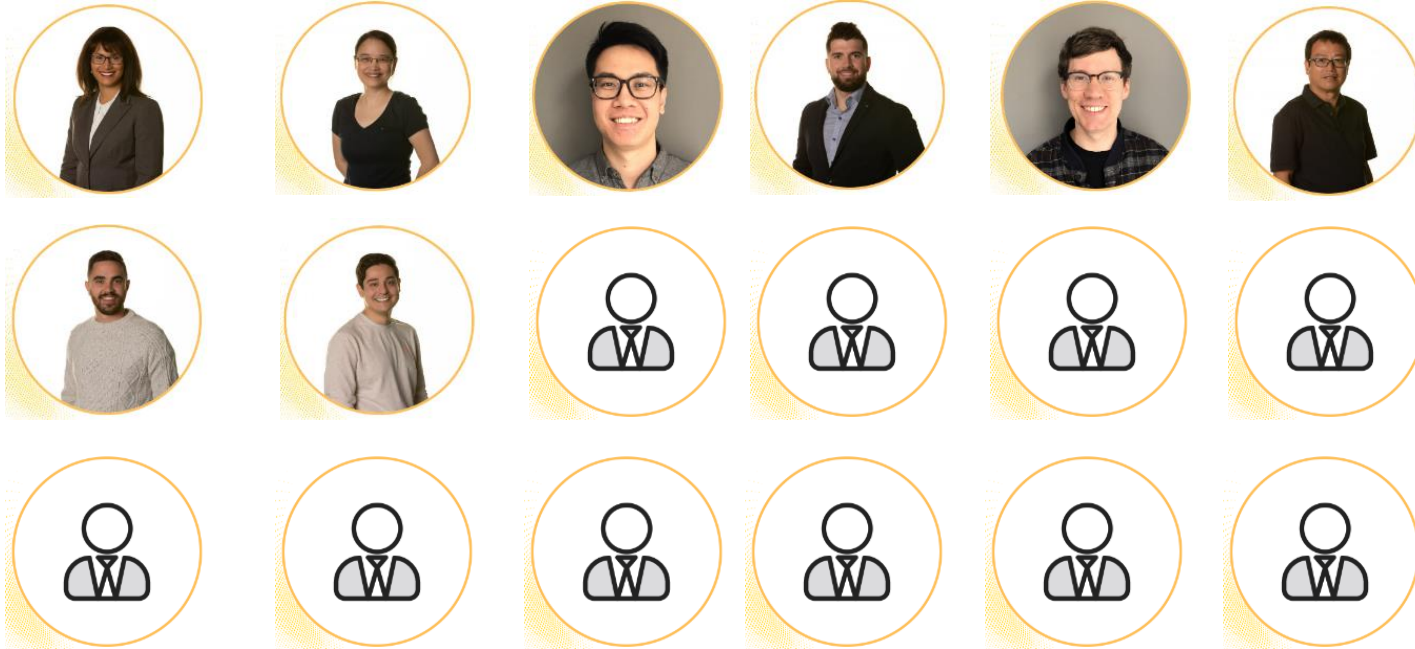
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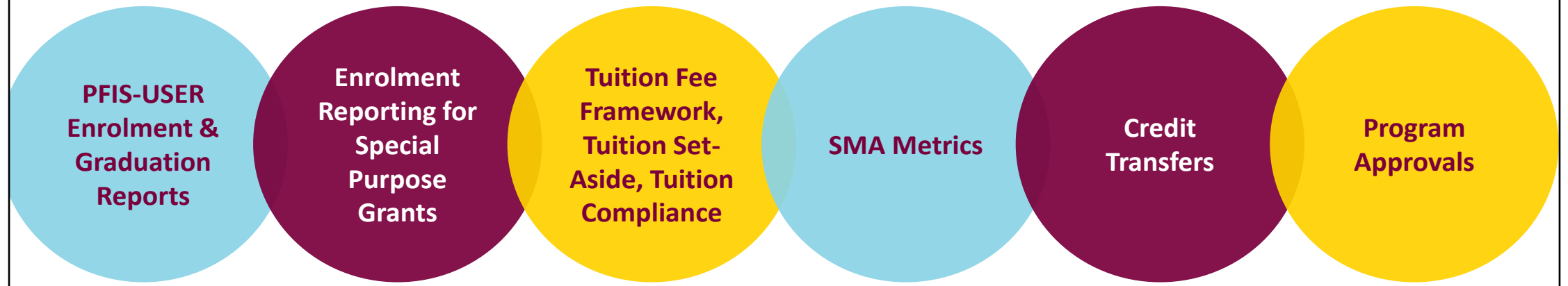


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Ministry of Colleges and Universities (MCU)
Compliance Reports



BI Analytics

Data Governance Domain	Dashboards
Academic and Teaching & Learning	Institutional Quality Assurance Process (IQAP) Faculty Dashboard
Financial Affairs	Statement of Operations Finance Capital Project Financials Reconciliation
Human Resources	HR Payroll HR Workforce
Institutional Research	Strategic Mandate Agreement (SMA) MCU - Government Enrolment
Research Administration	Research Awards Research Accounting Research Administration Research Centres & Institutes Principal Investigator Research Project Statement
Student	Student Records - Courses Student Records - Term Statistics Student Admission - Graduate Students Student Admission - Undergraduate Students

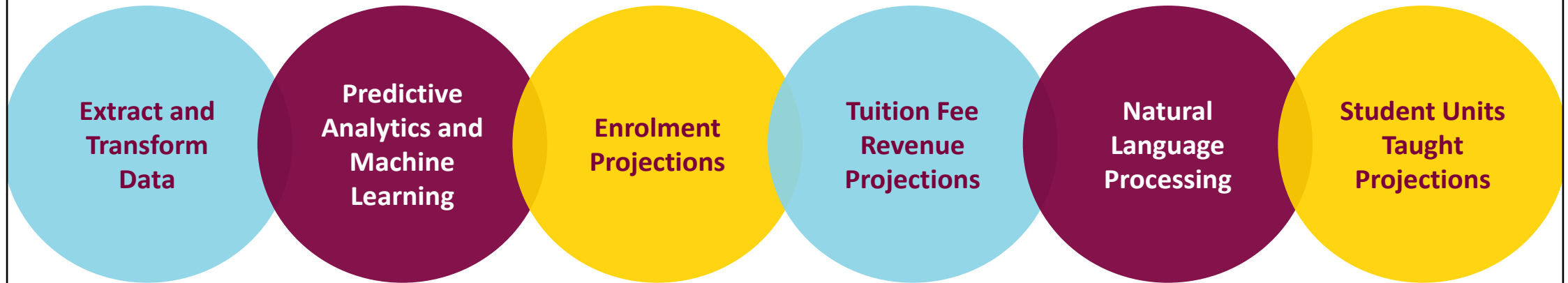
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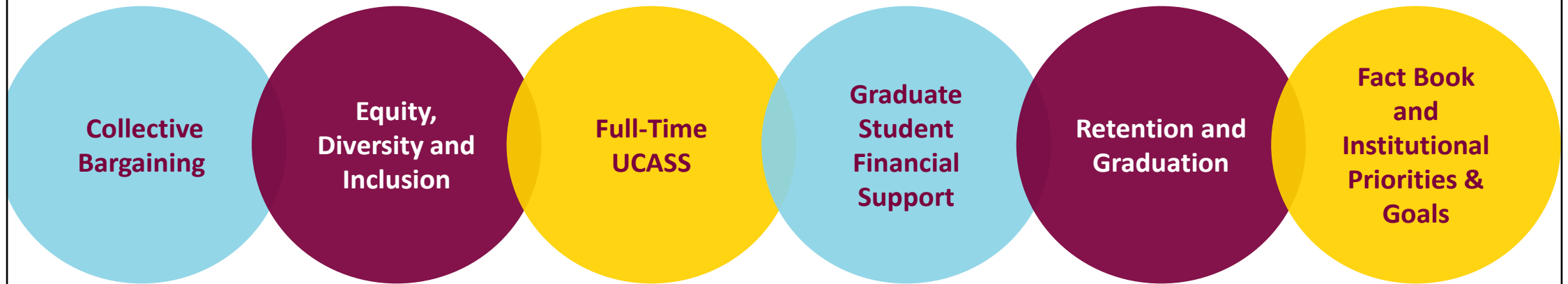
Data Science

- IRA prepares annual projections that drive budgets and business value.



Strategic Projects

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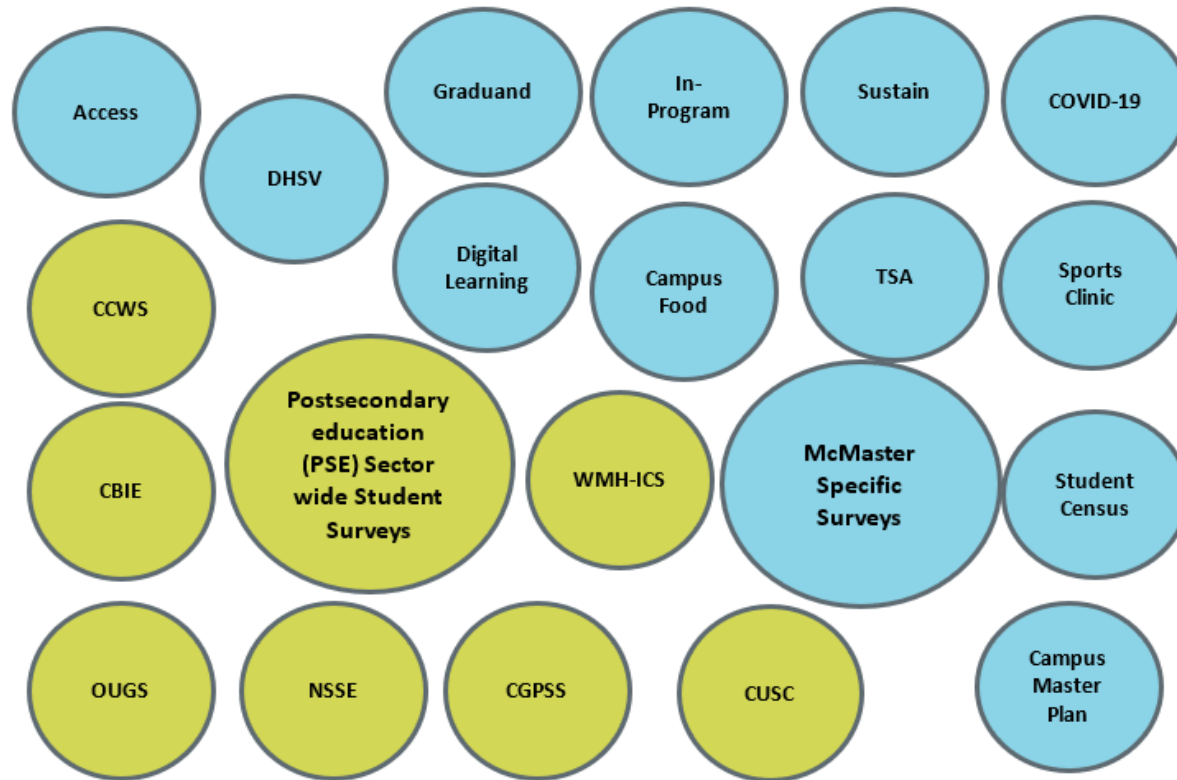


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Surveys

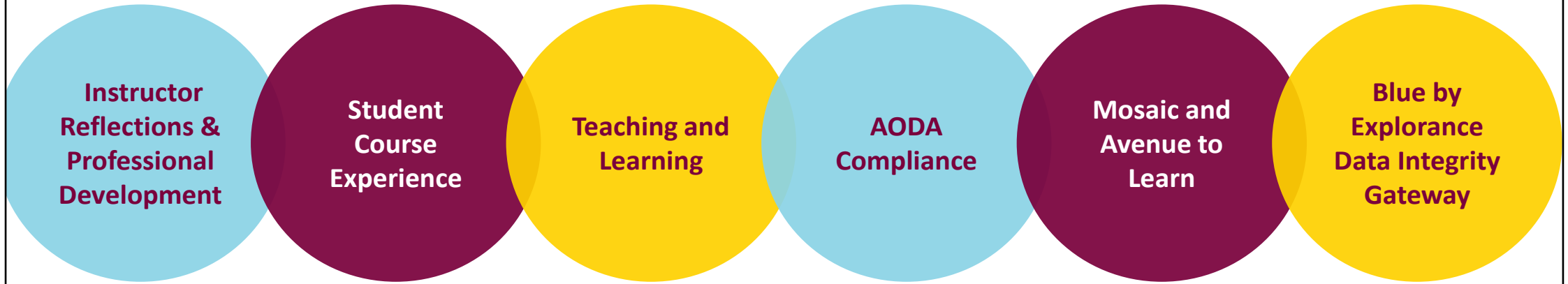
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