



**BOARD OF GOVERNORS**  
**Strategy & Planning Committee (S&P)**

**Minutes of the Public Session of the Meeting of Wednesday, April 8, 2020**

3:30 p.m. to 4:25 p.m.

Videoconference Only

**Members:** Thorsten Koseck (Chair), Doug Allingham, Liqun Cao, Kevin Chan, Owen Davis, Steven Murphy, Jim Wilson, Lynne Zucker

**Staff:** Becky Dinwoodie, Cheryl Foy, Andy Gallagher, Les Jacobs, Lori Livingston, Brad MacIsaac, Sue McGovern

**1. Call to Order**

The Chair called the meeting to order at 3:30 p.m.

**2. Agenda**

*Upon a motion duly made by O. Davis and seconded by L. Zucker, the Agenda was approved as presented.*

**3. Conflict of Interest Declaration**

There were none.

**4. Minutes of Public Session of Meeting of January 30, 2020**

*Upon a motion duly made by J. Wilson and seconded by L. Zucker, the Minutes were approved as presented.*

**5. Chair's Remarks**

The Chair thanked everyone for participating in the meeting given the uncertain times. He encouraged everyone to listen to the advice of our medical leaders and to continue to adhere to the social distancing guidelines, especially over Easter weekend.

**6. President's Remarks**

The President also thanked the committee members for their commitment to good governance during this time. He updated the committee on the status of the university's SMA3. He reported that all universities had submitted their plans and that none had yet received sign off by the government. With the COVID situation and continued uncertainty, institutions need to be able to reassess how the proposed measures are doing compared to how they thought they would do. A request has been made to the government to

postpone the finalization of the SMA3 for a year. Currently, institutions have until the fall to review the proposed measures and reassess them given the change in circumstances.

The President discussed the various COVID-19 response initiatives in which the university is involved. There are a large number of students looking to volunteer to assist with 3D printing and their enthusiasm must be balanced with the need to keep them safe through physical distancing.

The President also discussed the opportunity he sees to learn from the transition to online learning this semester and move to increased modes of hybrid teaching. This would differentiate us from other institutions. The faculty will be asked to prepare their courses to be entirely online for the fall. The fall courses will be rolled out using the new learning management system, Canvas. The President explained the hybrid model, which involves making as much content available online as possible and providing value add experiences for students when they are on campus. The President remarked that the pandemic will push people into the digital world and we can be leaders in that space.

The upcoming year will be a difficult one financially and otherwise as we deal with uncertainty. It is integral to plan for better times three to four years from now.

The President responded to questions from the committee. The committee discussed how to maintain a sticky campus with remote learning. While subject content will be delivered online, students will adapt to the expectation that they need to demonstrate what they have learned when on campus. There was also a discussion as to whether the transition would reduce costs for students. The President explained that the savings would be offset by the costs of resources required to support the transition. Further, there is not much cost savings to be had since 80-85% of the university's costs are allocated to salaries. There will be an opportunity to look at teacher to student ratios differently. The committee also discussed the transition to the new learning management system and its timeliness for the move online.

## **7. Planning**

### **7.1 Board Retreat Planning**

The President proposed that it would be timely to discuss the hybrid form of learning with the Board. It would be helpful to hear from governors regarding their own professional development activities, the experiences of their children, and content delivery. It would be helpful to get a sense of everyone's experiences and try to minimize blind spots, ensuring that we create something meaningful to the working world.

There was discussion as to whether there is an expert speaker that could help set the tone for the retreat. The President advised that it would be helpful to have a speaker looking at the sector in terms of disruption, possibly offering a private sector perspective.

The committee also discussed the importance of cybersecurity. It would also be helpful to think more broadly about other sectors and their innovations during this time. The committee also considered whether to proceed with the retreat in a virtual format or postpone it until the Board could meet in person.

## **8. Advancement**

### **8.1 Endowment Disbursement Report**

A. Gallagher provided an overview of the endowment disbursement report and recommendation. He provided an update on the performance of the university's investment portfolio in the recent volatile times (down approximately 7%).

(L. Cao joined at 4:08 p.m.)

A. Gallagher informed the committee that there was a discussion regarding whether the recommended disbursement level could be sustained going forward. The committee discussed whether the recommended disbursement amount should be increased in light of the pandemic crisis. A. Gallagher explained that many of the endowments have specific criteria that must be met and it is sometimes difficult to fulfill all of the criteria.

*Upon a motion duly made by K. Chan and seconded by O. Davis, the Strategy & Planning Committee recommended the disbursement of up to \$725,000 from Endowment Funds for distribution as student awards in 2020-21.*

## **9 Strategy**

### **9.1 Integrated Planning Update**

L. Livingston provided an update on the progress on the integrated academic plan, which links the university's strategic priorities with the academic side of the house, as well as research priorities. The plan is set out in two documents, a shorter external facing document and a longer internal facing one. The Integrated Academic Plan (IAP) was presented to Academic Council for consultation in February.

L. Livingston advised the committee that while going through the process of compiling the IAP, it was recognized that the university's vision, mission and values need to be updated. A similar discussion occurred in 2017 while updating the university's Strategic Plan and it was decided to roll the vision, mission and values over.

The Board of Governors is responsible for governing and managing the university, which includes the power to determine the mission, vision and values of the university subject to the duty to consult. The senior leadership team is seeking the committee's support to proceed with a reevaluation and refresh of the university's mission, vision and values. L. Livingston walked through the proposed consultation and approval pathway with the committee.

L. Livingston responded to questions from the committee. She informed them that the new format used for the IAP is that it is a rolling plan, which will allow the university to be nimble. The IAP will be actively refreshed to reflect the changing circumstances of the pandemic. There was a discussion regarding student participation in the consultation process. L. Livingston confirmed that they would actively work with the university's Student Union to solicit input, as well as receiving feedback from student members of Academic Council and Faculty Councils.

## **10. Other Business**

The Chair shared a photo of face shields being assembled at GM and being distributed through the university. He thanked the university and the leadership team for this

contribution. O. Davis advised that the Student Union will be donating \$23,000 towards student emergency food bursaries.

**11. Adjournment**

*Upon a motion duly made by K. Chan and seconded by O. Davis, the meeting adjourned at 4:22 p.m.*

Becky Dinwoodie  
Secretary