



**BOARD OF GOVERNORS
Strategy & Planning Committee**

Minutes of the Public Meeting of Monday, October 16, 2017

Attendees: Valarie Wafer (Chair) (*via teleconference*), Tim McTiernan, Bonnie Schmidt (*via teleconference*), Mike Snow (*via teleconference*), John Speers (*via teleconference*), Mary Steele, Shirley Van Nuland (*via teleconference*)

Staff: Robert Bailey, Becky Dinwoodie, Craig Elliott, Cheryl Foy (*via teleconference*), Douglas Holdway, Susan McGovern

Regrets: Doug Allingham, Don Duval, Jay Lefton

1. Call to Order

The Chair called the meeting to order at 12:30 p.m.

2. Agenda

Upon a motion duly made by J. Speers and seconded by T. McTiernan, the Agenda was approved as presented.

3. Conflict of Interest Declaration

There were no conflict of interest declarations.

4. Minutes of the Meeting of May 17, 2017

Upon a motion duly made by T. McTiernan and seconded by V. Wafer, the minutes were approved as presented.

5. Chair's Remarks

The Chair welcomed the committee to the new Board year. She noted that the order of the non-public and public sessions were switched at the direction of the Executive Committee. The committee has a busy work plan for the year. The Chair encouraged the committee members to have a copy of the strategic plan with them at each meeting, as it will assist with

focusing the discussion. She also encouraged active engagement of the members, including reviewing the meeting material in advance and engaging in informed discussions.

6. President's Remarks

6.1 Strategic Discussion/Update

The President noted that it was the first day of the college faculty strike and that there were picket lines at the university entrances. While there were delays due to having to cross the picket lines, there were no reported incidents and the university will continue to conduct business as usual.

Over the last several months, the committee has had several discussions regarding the principles and approach to the second Strategic Mandate Agreement (SMA). He confirmed that the university received the final draft of the SMA signed by the Deputy Minister and that it is being reviewed for minor editorial changes. The SMA reflects the key principles presented to the committee and Board for endorsement. The President discussed the university's ten program areas of strength and five areas of expansion. He also reviewed the next steps in the process to finalize the agreement and how the updated SMA will affect collaborations and student support.

The President advised that Maclean's released its 2018 university rankings and that the university moved up three places from last year to the eighth ranked position nationally among primarily undergraduate schools and improved in a number of other categories. He credited the improvement to the work of faculty and staff.

The President also reported on the Canadian Olympic alpine team testing out ski apparel in the ACE wind tunnel. He commented that it is a great example of how the ACE research facilities can be used for proof of principle in design.

7. Strategic Mandate Agreement

R. Bailey reminded the committee that the university's Strategic Plan guided the development of the SMA, supplemented by consultation with the university community. The SMA and Strategic Plan are being used to develop an integrated academic plan. A draft integrated academic plan will be presented at a future committee meeting.

8. Strategic Enrolment Management: Environmental/Competitive Scanning

R. Bailey advised that the item will be deferred until the next meeting.

9. Risk Management: Strategic Risks

C. Foy presented the report setting out the proposed process to finalize the list of the university's strategic risks. She reviewed the proposed process and asked for the committee's direction. She also noted that strategic risk would make a good topic for this year's Board retreat.

There was a discussion regarding the anticipated timeline for completing the categorization of strategic risks. C. Foy advised that the target is to complete the process by early in the New Year. She clarified that she anticipated it would be more of a check-in process as opposed to a full consultation. The purpose of the check-in is to take into account the refreshed Strategic Plan and the new SMA. She confirmed that although the Strategic Plan was amended, its concepts were not entirely new and much of the work already done by the Risk Management Committee remains relevant. The committee also discussed the nine key areas of strategic risk.

The committee expressed support for the proposed approach to finalizing the list of strategic risks.

10. Other Business

11. Termination

There being no other business, upon a motion duly made by T. McTiernan and seconded by M. Steele, the non-public session of the meeting adjourned at 1:00 p.m.

Becky Dinwoodie, Secretary