



**BOARD OF GOVERNORS  
Strategy & Planning Committee**

**Minutes of the Public Meeting of Wednesday, March 28, 2018  
12:30 p.m. to 2:05 p.m., ERC 3023**

**Attendees:** Valarie Wafer (Chair), Jay Lefton (*via teleconference*), Steven Murphy, Bonnie Schmidt (*via teleconference*), Mary Steele, Shirley Van Nuland, Jim Wilson

**Staff:** Robert Bailey, Becky Dinwoodie, Craig Elliott, Cheryl Foy, Douglas Holdway, Brad Maclsaac, Susan McGovern

**Guests:** Mike Eklund and Christine McLaughlin

**Regrets:** Doug Allingham, Don Duval, Mike Snow

**1. Call to Order**

The Chair called the meeting to order at 12:35 p.m.

**2. Agenda**

*Upon a motion duly made by S. Van Nuland and seconded by M. Steele, the Agenda was approved as presented.*

**3. Conflict of Interest Declaration**

There were no conflict of interest declarations.

**4. Minutes of the Meeting of January 24, 2018**

*Upon a motion duly made by S. Van Nuland and seconded by M. Steele, the minutes were approved as presented.*

**5. Chair's Remarks**

The Chair welcomed President Steven Murphy to his first Board Committee meeting. She is pleased that there is a Presidential Transition Committee (PTC) in place to support the

President. Although none of the members of the Strategy & Planning Committee are serving on the PTC, she affirmed that all members of the Board are available for the President at any time.

## **6. President's Remarks**

### **Pilot Agenda Format**

The President discussed the pilot agenda format, which includes both the public and non-public sessions. In support of the goal of transparency, the committee will continue to discuss as many items as possible in the public session. By combining both sessions into one agenda, we are hoping to reduce duplication and contribute to the smooth running of the meeting.

### **Strategic Discussion/Update**

As part of his transition, the President has started attending Faculty Council meetings. He is receiving positive feedback and great insight into what the internal community believes it means to be a great technology university. He shared that there is a lot of enthusiasm on campus regarding refocusing on the university's core mission. He described it as "a listening and strategy formulation tour".

### **COU/UC Strategic Initiatives**

The President has an introductory meeting with the President of the Council of Ontario Universities (COU) on April 2<sup>nd</sup>. He will also be attending his first COU meeting in April at the University of Windsor. He discussed attending the session conducted by Universities Canada for new university presidents earlier in the year.

### **Strategic Risk**

The President reported that the senior leadership team is reviewing the draft strategic risk registry later that month. Many universities tend to focus on mitigating obvious risks (e.g. laboratory animals). If an institution is effectively considering risks, it can be a driver for opportunities. He hopes to integrate the consideration of opportunity risk at the Board level.

### **International Strategy**

There is a review underway of the portfolio of the VP of Research, Innovation and International. A peer review will be conducted at the start of May. He expects to have the review report back in June and will provide an update to the Board. Student international exchanges are being handled through Student Life. The university is examining how to form strategic alliances internationally.

There was a discussion regarding the timing of the finalization of the list of the university's key strategic risks. C. Foy confirmed that there is a draft list of strategic risks, which will form the basis of the senior leadership team's discussion later that month. The senior leadership team's list will be presented at the Board retreat. V. Wafer asked for a report at the committee's June meeting on the process for identifying and finalizing strategic risks.

The President was asked if he has had any surprises while on campus and what is worrying him right now. The President responded that he has discovered many hidden gems on campus, including the nature of work being done by researchers. During his first few weeks he has been gaining insight into the capacity of the university and will then think about how to leverage those assets. His worry is developing a vision for the university and balancing it with what he is hearing from everyone. He will be sharing the start of his vision as part of his Installation speech.

## **7. Endowment Disbursement Report**

C. Elliott reviewed the disbursement report that was included in the meeting material. He clarified that the donations reflect the actual donations received to date. There is a healthy balance in endowment investments of \$25M. The university is required to disburse at least 3 - 4% of the endowed funds. This year, the Disbursement Committee is recommending distribution of 5%.

C. Elliott responded to questions from the committee. He advised that each endowment agreement has a specific purpose, generally scholarships and bursaries. The Disbursement Committee's recommendation of distributing 5% would meet the requirements of all agreements. S. McGovern also discussed the process of setting up donor agreements. She confirmed that there are no endowment funds for capital.

*Upon a motion duly made by M. Steele and seconded by B. Schmidt, the Strategy & Planning Committee recommended the disbursement of up to \$750,000 from Endowment Funds for distribution as student awards in 2018-19 for approval by the Board of Governors.*

## **8. External Relations**

S. McGovern delivered the presentation entitled "External Relations Update". She reviewed the overarching objectives of External Relations and the variety of responsibilities of the External Relations Team. She discussed their work with an external consultant to determine the best communication model for the institution. They are working with the President to build his brand and the university's brand.

The External Relations Team is working to cultivate and strengthen government and community relationships. She discussed the municipal roadshow and the improvement of the university's relationship with Northumberland County.

S. McGovern reported on the establishment of the Partnership Office and its key activities and strategic initiatives. As a young university, we are effective at connecting corporate partners with all Faculties.

S. McGovern also discussed the products available on campus and the efforts to improve the quality of the products (e.g. ADIDAS and Under Armour clothing). Individuals can go online and

purchase branded products for each Faculty. She highlighted that SHOP 61 is now profitable. They are also looking at a business case for SHOP Library, which would be convenient for Faculty of Engineering students. She also reviewed the Communications & Marketing Team's results and accomplishments.

S. McGovern responded to questions. With respect to the strategic allocation of resources in Communications & Marketing, they are focusing on recruitment, retention and revenue.

## **9. Integrated Planning – Budget**

C. Elliott delivered the budget presentation. He confirmed that he and R. Bailey have been presenting the budget across the university for the last month. He confirmed that the budget is essentially balanced at this point. He discussed the surplus of approximately \$14.5M, from which non-discretionary items (e.g. Bill 148, TELE, building maintenance, etc.) must be deducted.

C. Elliott explained the forecasted reduction in FTE (enrolment for a number of programs are capped; exceeded retention for current year and unsure whether that retention level will be maintained for 2018-19). He discussed the percentage of the budget allocated to administrative expenses.

B. Maclsaac discussed the strategic allocation of the budget. Of the \$11.3M in additional revenue, \$9M is being allocated towards people. He also reviewed the connection between the budget allocation and the pillars of the strategic plan. He discussed an initiative implemented following the major hurricanes that hit the Caribbean – the senior leadership team set aside funds to bring six students from the devastated regions to the university.

B. Maclsaac reviewed future funding opportunities involving increasing investment in:

- supporting student engagement;
- attracting & retaining highly qualified personnel;
- university recognition/reputation;
- organizational effectiveness;
- technology; and
- space, infrastructure & capital refurbishment.

B. Maclsaac responded to questions. He discussed the number of sessional instructors at the university and advised that there is a specific section in the integrated academic plan that addresses the number of courses taught by sessionals.

## **10. Board Retreat**

C. Foy provided an update on the planning for the Board Retreat, which V. Wafer has been driving. C. Foy discussed the selection of retreat dates in light of the date of the President's Installation and next Board meeting.

The plan is to have a speaker on the evening of May 16, with a focus on governance in disruptive times. They are considering arranging for external facilitators to run the retreat. The governors will be asked to read material in advance to allow more time for discussion and active engagement. She reviewed the proposed objectives of the retreat and emphasized the importance of engaging Board members.

**11. Other Business**

**12. Adjournment**

*There being no other business, upon a motion duly made by S. Van Nuland and seconded by M. Steele, the public session of the meeting adjourned at 1:55 p.m.*

Becky Dinwoodie, Secretary