



**BOARD OF GOVERNORS
Strategy & Planning Committee**

Minutes for the Public Meeting of Wednesday, May 17, 2017

Attendees: Valarie Wafer, Don Duval (*via teleconference*), Adele Imrie, Tim McTiernan, John McKinley, Ololade Sanusi, Bonnie Schmidt (*via teleconference*), Mary Steele, Shirley Van Nuland

Staff: Robert Bailey, Becky Dinwoodie, Craig Elliott, Douglas Holdway, Brad MacIsaac, Susan McGovern

Regrets: John Speers

Guests: Denise Martins (Faculty Association)

1. Call to Order

The Chair called the meeting to order at 2:02 p.m.

2. Agenda

Upon a motion duly made by D. Duval and seconded by S. Van Nuland, the Agenda was approved as presented.

3. Conflict of Interest Declaration

There were no conflict of interest declarations.

4. Chair's Remarks

The Chair invited the guest to introduce herself. She welcomed everyone to the last meeting of the year and noted it was a busy year for the committee.

5. Approval of Minutes of the Meeting of March 22, 2017

Upon a motion duly made by T. McTiernan and seconded by A. Imrie, the Minutes were approved as presented.

6. President's Remarks

- **SMA**
- **COU/UC Strategic Initiatives**

The second round of discussions regarding the next Strategic Mandate Agreement (SMA) would be taking place with the Ministry negotiator over the next few weeks.

The President reported on the recent meeting of the Universities Canada (UC) Standing Committee on Education. He had an excellent conversation with the National Chief of the Assembly of First Nations, Perry Bellegarde, on how universities can indigenize activities and support Indigenous students. The President also discussed a presentation given to UC by the Executive Director of Magnet. Magnet is an initiative coming out of Ryerson, which provides a platform that matches job opportunities with skills as opposed to resumes.

7. Standard & Strategic Performance Indicators

R. Bailey summarized the main points set out in the Key Performance Indicators report. He responded to questions from the committee. He was asked to consider whether the report can be updated to include longer-term objectives. He was also asked whether the metrics are still appropriate in light of the updated Strategic Plan. R. Bailey responded that other metrics would likely be helpful given the implementation of the new Strategic Plan, the next SMA, and a new Research Strategy. The next SMA will include university-wide metrics, as well as Faculty-specific metrics. Additional information would help the Board understand how well the university is doing. R. Bailey also stressed that these are internal metrics and not intended to be compared against other institutions. There was also a brief discussion regarding the definition of “experiential learning”.

8. Programs

R. Bailey delivered a presentation entitled “Programs and Quality Enhancement”. He noted that since 2011-2012, the university has closed 2 programs and 12 specializations. Closing programs is something that institutions are typically not good at doing.

He advised that pathways enrolments are growing. There was a discussion regarding the reason for the dip in 2014. The university is developing strategies to address the slight decrease in retention in pathways programs, such as students completing courses at Durham College to bolster their success strategies for university.

R. Bailey also provided an update on Continuing Education (example of professional development for OPG employees). The university offers a wide variety of continuing education programs, some of which are good alternative revenue sources while others are geared towards community engagement. R. Bailey advised there is opportunity for growth.

R. Bailey discussed the program review process. He clarified that a review includes both an internal and external component. Reviews present an opportunity to improve programs. He also reported on the trends emerging from the program reviews. There was a discussion regarding how risks identified in program reviews are addressed during budget planning.

B. MacIsaac also explained how pathways programs are developed with colleges.

9. Board of Governors' Pathways Awards Program

S. McGovern provided an update on the Board of Governors' Pathways Awards Program. She clarified that the award goes toward a student's tuition. S. McGovern confirmed that the governors have until July 1 to increase the value of the award. There was a discussion regarding the allocation of governors' contributions and how to ensure their donations are directed to the Board's Pathways Awards Program.

10. Alumni Engagement

S. McGovern delivered a presentation entitled "Alumni Update – Engagement Strategy, Milestones, and Achievements." She reviewed the alumni engagement strategic priorities. The alumni continue to be ambassadors for the University. She identified the milestones from 2012-2015, as well as the alumni achievements from 2016-17. The Faculty of Business of Information & Technology has established a Council as a subset of the Alumni Association and the Faculty of Education is working on one, as well. S. McGovern advised that the alumni mentor program is growing and is a great success.

(V. Wafer left at 2:55 p.m.)

11. Strategic Research Plan

D. Holdway delivered a presentation entitled "Office of Research Services Strategic Research Plan Update". He reviewed the fundamental approach to research. He also discussed the consultation process for the updated strategic research plan ("Research Roadshow"). The Strategic Research Plan is an important document, which is often referred to for grants, advancement, etc. In developing the plan, they have tried to balance inclusivity with strategic planning and allocation of resources.

D. Holdway reviewed the university's four primary research clusters: the human condition, energy & environmental sciences, data & information sciences, and engineering & material sciences. Discovery research and graduate education link all of the clusters. Since the plan will

be implemented in 2019, there is time to continue to develop the plan. The Strategic Research Plan also encompasses many of the UN Sustainable Development Goals.

(B. Schmidt left at 3:09 p.m.)

There was a discussion regarding research funding for faculty at the university, as well as efforts to improve the diversity of faculty. A. Imrie reported on discussions had at the recent CUBA conference regarding targeted hiring at other institutions. R. Bailey discussed current recruitment strategies for faculty positions at the university aimed to improve the diversity of candidates.

12. Other Business

13. Termination

There being no other business, upon a motion duly made by T. McTiernan and seconded by A. Imrie, the public session of the meeting terminated at 3:21 p.m.

Becky Dinwoodie, Secretary