



**BOARD OF GOVERNORS
Strategy & Planning Committee**

**Minutes of the Public Meeting of Thursday, January 31, 2019
2:00 p.m. to 3:40 p.m., ERC 3023**

Attendees: Thorsten Koseck (Chair), Doug Allingham, Kevin Chan (*videoconference*), Steven Murphy, Jessica Nguyen, Jim Wilson, Lynne Zucker

Staff: Robert Bailey, Becky Dinwoodie, Craig Elliott, Cheryl Foy, Brad MacIsaac, Pamela Onsiong, Susan McGovern

Regrets: Liqun Cao

1. Call to Order

The Chair called the meeting to order at 2:06 p.m.

2. Agenda

Upon a motion duly made by D. Allingham and seconded by J. Nguyen, the Agenda was approved as presented.

3. Conflict of Interest Declaration

There were no conflict of interest declarations.

4. Minutes of the Meeting of November 1, 2018

Upon a motion duly made by J. Nguyen and seconded by K. Chan, the minutes were approved as presented.

5. Chair's Remarks

The Chair discussed a recent innovation relating to auto safety and linked it to the research being done at the university. He also referred the committee members to the Mission, Vision and Values handout, which will be available at all future meetings for ease of reference.

6. President's Remarks

The President discussed the recent government announcement of the 10% domestic tuition cut, ancillary fee changes, and changes to the OSAP program. The OSAP changes will likely have negative consequences for many of our students, as approximately 76% of our students receive OSAP under the current system. The university is reviewing the budget to try to find immediate efficiencies. The tuition cuts will result in a reduction of approximately \$8.8-\$9M for the 2019-2020 budget. The President confirmed that the international student tuition fees have not been reduced, which disproportionately impacts the university as we have fewer international students. The university's budget holders have been asked to find 8% savings across the board.

Strategy

7. Strategic Discussion: Advancing Strategic Priorities in Times of Fiscal Constraint

The President emphasized the importance of maintaining the university's momentum in achieving its strategic priorities. He observed that often universities can remain insular during a time of budget cuts and do not examine the opportunities available in the sector.

The President responded to questions from committee members regarding changes to the OSAP program. There was a discussion regarding the rationale for the OSAP changes. The President clarified that tuition cuts must be in place for September 2019. The committee also discussed the potential consequences of the student ancillary fee changes. The President advised that the priority will be to preserve the student educational experience. However, there will likely be cuts to services that the students will notice. University students have organized to rally against the OSAP and ancillary fee cuts. Ancillary fee changes will affect student life on campus.

The committee was informed that modelling has been done to try to determine how the OSAP changes will affect future enrolment. Many factors are being considered, such as the likelihood of current students returning versus the estimate of future students enrolling. The committee members expressed concern about student activities being cut due to the option of opting-out of ancillary fees. It was suggested that the university develop a plan to help support student activities that might be negatively affected by the ancillary fee changes. The President emphasized the importance of educating incoming students and parents on the value of ancillary fees and the services they help support. The Student union, student clubs, and student societies help create the culture on campus. The university will work together with the Student Union on an education campaign on what opting out of ancillary fees really means.

There was a discussion regarding the university's strategy to increase the revenue side of the budget. S. Murphy confirmed that they are examining continuing education programs.

8. Strategic Risk

C. Foy summarized the strategic risk update report included in the meeting material. She reviewed the process followed in identifying and assigning the strategic risks. There was a discussion regarding the assignment of strategic risks, with a focus on mental health risk, in particular.

(R. Bailey arrived at 2:36 p.m.)

Compliance and financial sustainability have been identified as foundational risks. The next step will be to meet with each risk owner and ensure there is a risk mitigation plan in place.

9. Standard & Strategic Performance Indicators

R. Bailey introduced the performance indicators discussion. B. MacIsaac presented the metrics dashboard. A suggestion was made by the Chair to include a benchmark category – a level the university should strive towards.

Planning

10. Board Retreat Planning

C. Foy reviewed past retreat topics with the committee, as well as some suggested topics for the Spring Retreat. One of the suggestions was to focus the retreat on Design-Thinking and apply it to a strategic problem. One of the main goals would be to learn about what design-thinking is. The recommended dates for the retreat are May 28-29, to be scheduled close to the Strategy & Planning meeting. The committee supported holding the retreat on campus without external facilitators in order to help reduce costs.

Other suggestions included:

- another conversation about Advancement, given the number of new governors on the Board;
- session on operating in an environment of restrained funding (could use design-thinking to discuss topic);
- continuing education & needs of industry;
- the future of Durham Region and the university;
- navigating institutional governance with the new government; and
- future of Ontario economy.

It was suggested that the Board be canvassed with a few options for retreat topics.

11. Other Business

There was no other business.

12. Adjournment

There being no other business, upon a motion duly made by J. Nguyen and seconded by J. Wilson, the public session of the meeting adjourned at 3:04 p.m.

Becky Dinwoodie, Secretary