



**BOARD OF GOVERNORS
Strategy & Planning Committee**

**Minutes of the Public Meeting of Thursday, November 1, 2018
2:00 p.m. to 3:35 p.m., ERC 3023**

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

Staff: Robert Bailey, Becky Dinwoodie, Craig Elliott (*teleconference*), Cheryl Foy, Brad Maclsaac, Pamela Onsiong, Susan McGovern

Regrets: Doug Allingham

1. Call to Order

The Chair called the meeting to order at 2:08 p.m.

2. Agenda

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

3. Conflict of Interest Declaration

There were no conflict of interest declarations.

4. Minutes of the Meeting of March 28, 2018

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

5. Chair's Remarks

Terms of Reference Review

C. Foy presented the proposed amendments to the committee's Terms of Reference and responded to questions from the committee members.

Upon a motion duly made by L. Zucker and seconded by J. Nguyen, the Strategy and Planning Committee (S&P) recommended the proposed amendments to the S&P Terms of Reference, as presented, for approval by the Board of Governors.

6. President's Remarks

Research Office Review

The President advised that it is common for universities to conduct reviews on a regular basis. The review of the Research Office was done by two external reviewers. The Research Office portfolio currently consists of research, innovation and international. One of the recommendations coming out of the review is to remove international from the portfolio. The international component would likely be assigned to an Assistant VP, International, who would report directly to the President. Other recommendations and observations include:

- foster entrepreneurship & innovation;
- streamline processes of the Research Ethics Board;
- Office could use additional resources; and
- unique opportunities exist with respect to researchers' IP; and
- there are opportunities to differentiate the university.

COU/UC Strategic Initiatives

The President provided a brief overview of the COU and UC organizations. He discussed the dynamics relating to the recent transition of the provincial government. The President emphasized the importance of thinking big and collaborating with the private sector on projects. There was a discussion regarding how to approach skill shortages through the university's strategy. Since learning does not stop at the age of 25, we must think about how to accommodate educating full-time workers. We must also examine how to integrate continuing education into regular academic life, which might involve different methods of delivering courses.

(P. Onsiang arrived at 2:36 p.m.)

Strategy

7. Strategic Discussion: 5 Strategic Priorities

The President provided an overview of the five strategic priorities, summarized as follows:

Sticky Campus:

- continue to improve the student experience (student space, relaxation, intramurals, varsity sports – focus on student activities outside of the classroom)
- create an environment where people want to stay around longer (e.g. increasing part-time employment opportunities for students on campus)
- continuing to improve the experience of students and staff will create even stronger ambassadors for the university

Tech University:

- focus on strengthening technological capabilities across campus
- learn from other institutions – integrating platforms
- opportunity to differentiate the university
- key is for the university to lead in technology – return the institution to its roots

Entrepreneurial Culture

- focus on engaging in entrepreneurship every day

Reimagined Partnerships

- work on solving industry problems
- working with industry partners will equip students with highly transferable skills
- gives students an opportunity to learn whether they want to work for the industry partner, spin off an idea, or prefer to work in another industry

Sharing Our Story

- challenge of sharing the many positive stories of the university
- story telling would be made easier by improving the university's handle – the full name of the university will remain the same

(J. Wilson left at 2:44 p.m.)

Planning

8. Integrated Operating Plan & 2019 Budget Development

R. Bailey reviewed the presentation entitled “Linking Strategy to Budget”, which was included in the meeting material. He emphasized that strategy and planning are driving budget development. Strategic planning is filtering down to annual, as well as longer term, goals. He discussed the budgeting process, which starts at the academic and unit plan level. R. Bailey also reviewed how new resources are allocated: new base resources with existing or new revenue; new base resources with increased net cost; or strategic pot for one time only allocations. The university must conduct strategic prioritization regardless of whether more or less revenue is anticipated.

Strategic Pot Allocation

Priority actions require sufficient resources. It is important to focus on continuous improvement and to look for savings in current processes. This is accomplished through actions, such as: unit reviews, approach to carry-over allocations, and approach to succession planning.

R. Bailey responded to questions from the committee. Although the university does not quantify efficiency savings, there are reviews done and efficiencies found. It was suggested that it might be helpful for the university to set targets (e.g. goal of 2% energy reduction),

which would provide an opportunity to develop creative approaches to reach the goals and allow for the sharing of success stories.

(R. Bailey and L. Cao left at 3:15 p.m.)

Advancement

9. Board of Governors' Pathways Awards

S. McGovern delivered the Pathways Awards presentation, which was circulated in advance of the meeting. She will be meeting with the Board Chair and Chair of the Strategy & Planning Committee to discuss the awards and to review their role in encouraging the participation of new Board members. Pathways Award recipients usually attend at least one Board meeting a year to share their success stories. The awards will likely be launched at the November Board meeting. S. McGovern noted that it is important for all governors to participate in some way, as it is a key question asked by donors.

10. Other Business

11. Adjournment

There being no other business, upon a motion duly made by J. Nguyen and seconded by L. Zucker, the public session of the meeting adjourned at 3:23 p.m.

Becky Dinwoodie, Secretary