



## BOARD OF GOVERNORS' 119<sup>th</sup> REGULAR MEETING

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**Minutes of the Public Session of the Meeting of Thursday, April 22, 2021  
1:00 p.m. to 2:50 p.m., Video Conference**

### **GOVERNORS IN ATTENDANCE:**

Dietmar Reiner, Board Chair  
Laura Elliott, Chair of Audit & Finance Committee  
Stephanie Chow, Chair of Investment Committee  
Maria Saros, Chair of Governance, Nominations & Human Resources Committee  
Thorsten Koseck, Chair of Strategy & Planning Committee  
Steven Murphy, President  
Mitch Frazer, Chancellor  
Azzam Abu-Rayash  
Liqun Cao  
Kevin Chan  
Francis Garwe  
Kathy Hao  
Ferdinand Jones  
Kori Kingsbury  
Dale MacMillan  
Mark Neville  
Kim Slade  
Roger Thompson  
Jim Wilson  
Lynne Zucker

### **REGRETS:**

Lisa Edgar  
Douglas Ellis  
Trevin Stratton

### **BOARD SECRETARY:**

Becky Dinwoodie, *Associate University Secretary & Judicial Officer*

### **STAFF:**

Jamie Bruno, *Chief Work Transformation and Organization Culture Officer*  
Stephanie Callahan, *Assistant to the Provost & VP Academic*  
Les Jacobs, *VP, Research and Innovation*  
Barb Hamilton, *Assistant to the University Secretary & General Counsel*  
Krista Hester, *Assistant to the Provost & VP Academic*

Lori Livingston, *Provost & VP Academic*  
Brad Maclsaac, *Vice-President, Administration*  
Susan McGovern, *VP External Relations & Advancement*  
Pamela Onsiong, *Director, Planning & Reporting, Finance*

**GUESTS:**

Shay Babb  
Chelsea Bauer, *Faculty Association*  
Mike Eklund, *President of Faculty Association*  
Melissa Gerrits  
Candi Gogar  
Ramiro Liscano  
Niall O'Halloran  
Andrew Sunstrum

**1. Call to Order**

The Chair called the meeting to order at 1:11 p.m.

**2. Agenda**

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

**3. Conflict of Interest Declaration**

None.

**4. Chair's Remarks**

The Chair welcomed everyone and thanked everyone for taking time to participate in today's meeting. He shared that he hopes everyone is staying healthy amidst the third wave. Fatigue is setting in with the ongoing restrictions and the severity of the third wave; however, it is important to continue to observe the preventative protocols.

The Chair remarked that he continues to be proud of how the university has stepped up throughout the crisis and has continued to support our students and the broader community. These efforts demonstrate the resilience of our university community.

The Chair noted that the Board will be considering several important items during the meeting, including the budget. He encouraged the governors to engage and ask questions. He also emphasized the importance of governors reviewing the materials in advance, keeping in mind that they fulfill a role of oversight and should not cross into the realm of operations.

## 5. President's Report

The President reported that the Board had a great professional development session with several of the university's researchers. The researchers' presentations provided the Board with insight into some of the research happening at the university. He commented that it is helpful to observe how they are advancing the mission and vision of the institution.

The President discussed the planning for September. They remain focused on the future of the university. We have been dealing with COVID for over a year, including the transition to emergency online delivery. Much has been learned during this time and there is a lot of innovation happening across the campus organically. They are examining what has been working well and what has not worked so well. Every university is thinking about what it will look like post-pandemic and many are planning to offer a blended approach. The President observed that it is often difficult to motivate people to think about the end state when people are still immersed in the pandemic and emergency learning. The student experience has to be at the centre of where we go at the university. Prioritizing the student as a human first will reap a lot of benefits. Change must be driven by pedagogy, student learning, and outcomes as opposed to incorporating technology for the sake of it. This approach is consistent with the university's "Tech With a Conscience" mantra. It is important to focus on technology and how it can help improve society and the planet.

The President reported that he has been meeting with focus groups of students, staff and faculty to discuss the future of the institution. He emphasized that the conversations about what blended learning will look like at the university will continue in the context of all postsecondary institutions considering the same thing. A challenge encountered at other institutions is changing the organizational culture. Other institutions have found the transition online more difficult and, per capita, less innovation is happening. The President discussed examples of innovation at the university, including the eCampus Ontario grants for virtual learning strategies. He highlighted that the university submitted the most applications of all Ontario institutions (colleges and universities) and obtained the largest amount of funding. This is a huge accomplishment and it speaks volumes regarding the organic and innovative work happening at the institution.

The President shared that he anticipates that the next year will be a "wonky" year, as it will depend on what the public health guidelines allow. They are working to make it as normal a year as possible in the context of change. The President commended the Provost on emphasizing flexibility in the planning for the 2021-2022 academic year.

The Chair commented that he supports the focus on putting students first and continuing the discussions of what blended learning looks like. Further, the preparations for a "wonky" year ahead are of paramount importance.

## 5.1 Strategic Discussion: Strategic Role of Research on Campus

L. Jacobs delivered a brief presentation on the success indicators for research partnerships and the emerging innovative research opportunities for partners. The Board had a robust strategic discussion regarding the strategic role of research on campus. The discussion included the following comments and questions:

- Impressive improvements over a short period of time.
- Any data on post-graduation student hiring coming out of these initiatives?
- Are there administration fees involved?
  - L. Jacobs discussed the success of the Mitacs program - it is an effective program for graduate students, particularly in relation to creating job opportunities; much of it is anecdotal evidence (e.g. ACE students and their work on Capstone projects).
  - L. Jacobs also discussed the related costs – there are overhead charges that are applied for industry partners – these are characterized by flexible rates.
  - L. Jacobs noted that one of the advantages of the Mitacs programs is that it provides a means to attract work and employ talent locally – he provided the example of becoming involved in the advanced manufacturing consortium – one of the attractions of the initiative is that it is based in Ontario.
- Suggestion to provide students with a real world problem to solve from an industry partner – the governor was involved in a similar initiative at another institution and it led to job offers.
- Autonomous vehicles – application of 5G research in order to improve information communication.
- Are there open houses to show off the work being done at the university for industry partners?
  - L. Jacobs shared that one of the successful initiatives at the university is the Reverse Career Fair and that they do something similar with industry; it is important to get the right audience for the right people.
- Capacity of stationary electric vehicles to generate power.
- A. Abu-Rayash shared that he participated in the Mitacs program as a student, which accelerated his experience; he suggested that the Mitacs achievements be celebrated and success stories shared, which will help to continue to build the university's brand.
- Suggestion to host a “hackathon” to work on real world problems, which could then turn into funding proposals.
- Consider incorporating ESG into the value add proposition by looking for solutions to reaching ESG targets – could unlock opportunities and funding that were not available before.

- L. Jacobs added that much of the energy sector is thinking along ESG frameworks.

The Chair commented that the research revenue growth, as well as the scale and breadth of research being done, is very impressive. Benefits will flow from this (e.g. attraction of faculty, students, staff, and industry). He added that there is likely opportunity for the university to leverage its stakeholder network, similar to the approach being taken for advancement, Ontario Tech Talent, and Brilliant Energy, which include focused branding, outreach, marketing, and communication. The President noted that the establishment of the Partnership Office has been helpful in connecting the right people.

## **6. Co-Populous Report**

J. Wilson reported on the last Durham College (DC) Board meeting, which was held on April 14. The DC Board approved several new programs: Wireless Telecommunications - Internet of Things and Interactive Media Design – Web Development (Diploma). He also shared that DC was named one of Canada's 2021 greenest employers for the 5<sup>th</sup> time, which links to the university's commitment to sustainability. DC will also be launching two new degree programs in September 2021, Honours Bachelor of Construction Management and Honours Bachelor of Artificial Intelligence. J. Wilson also reported on joint initiatives of DC and the university:

- the 2020 campus food drive raised over \$22,000 to help 384 students; and
- the vaccination clinic at the Campus Ice Centre.

## **7. Academic Council**

F. Jones delivered the Academic Council report. As one of the governance bodies, Academic Council (AC) continues to hold strategic discussions focused on blended learning. In March, the strategic discussion focused on the key opportunities associated with blended learning and the April session focused on reviewing all of the feedback from the previous four sessions and the next steps. Academic Council will have at least another two sessions focused on the next steps, with the next session taking place in May. Overall, feedback on the sessions has been very positive. An overview of the outcome of the sessions will be provided to the Board.

AC met once since the last Board meeting. At that meeting, AC renewed the delegation of authority to its Steering Committee and received an update on the university's Integrated Plan. The results of the Academic Council elections were presented for approval. AC also approved an updated Undergraduate Scholarship Policy and received the Program Review 18-Month Follow-up Report for the Bachelor of Science in Chemistry.

AC was also consulted on the following:

- Undergraduate Academic Appeal Policy & Procedures
- Draft Faculty Council Vice-Chair Selection Procedures
- Updated Faculty Council Terms of Reference
- Updated Academic Council Procedures for the Election of Teaching, Non-Academic Staff and Student Representatives

## **Committee Reports**

### **8. Audit & Finance Committee (A&F) Report**

L. Elliott delivered the A&F report. At the last A&F meeting, the committee engaged in a strategic discussion on alternate revenue sources, keeping in mind that any new revenue sources must align with the university's mission and the associated costs of implementing the new initiative. The committee members provided many suggestions during the discussion. The Board may assist by helping make connections between industry and the university. The budget was also presented to the committee for recommendation. There was a robust discussion of the budget, including questions about the capital reserves, the risks associated with presenting a balanced budget, the impact of frozen tuition, and what the return to campus will look like. The committee also discussed the ACE project budget proposal and suggestions were made to enhance the material, which are reflected in today's meeting material. The committee also recommended the Controlled Goods and Radiation Safety Policies for approval.

## **Finance**

### **8.1. 2021-2022 Budget**

B. Maclsaac and L. Livingston presented the budget for consideration. They responded to questions and comments from the Board, which included:

- In every industry, we are seeing that what was envisioned one or two years ago will be completely different from what we will see going forward – understanding the value of the sticky campus as a strategic pillar, they appreciate the opportunity to rethink learning – it might be worthwhile examining the university's strategic priorities in light of the new circumstances.
- How do we now think about the brick and mortar business of learning in light of the new circumstances?
  - L. Livingston advised that a couple of years ago, the university developed a rolling integrated plan – the value of implementing a rolling plan came through wholly when COVID hit – the integrated plan identified goals and action plans that had to be rethought in light of the pandemic – discussions have begun on campus about how space can be repurposed (Space

Planning Paper). A paper on technology reimaged has also been developed.

- L. Livingston confirmed that they are engaging the entire university community in these conversations, as we understand that the future will look very different.

(T. Koseck left the meeting at 2:21 p.m.)

- Is there anything keeping you up at night in order to achieve a balanced budget?
  - B. Maclsaac responded that a month ago, he would have said that since all contingency and reserves were removed, it would have been a concern – on March 19, the university received \$4.8m in COVID relief funding, which has given us the ability to plan for COVID contingencies as we bring people back to campus, as well as the ability to set aside \$1m to be invested in learning infrastructure. The university will also be able to invest in more TAs and other supports.
  - B. Maclsaac assured the Board that he feels very confident with the budget as presented.

*Upon a motion duly made by L. Elliott and seconded by M. Saros, the Board of Governors unanimously approved the following motion:*

*WHEREAS the budget has been prepared based on a forecast using the best information available at this time;*

*WHEREAS the COVID-19 pandemic necessitated the effective closure of most of the university's physical operations in 2020-2021 and we are working on numerous scenarios for 2021-2022; and*

*WHEREAS there is additional risk to the budget this year because of the economic uncertainty precipitated by the COVID-19 pandemic (i.e. international travel) and the expenses required to offer safe partial return to campus in compliance with safety protocols;*

*NOW THEREFORE, pursuant to the recommendation of the Audit and Finance Committee, the Board of Governors hereby approves the 2021-2022 balanced budget of \$191,903 million, as presented.*

## **8.2. 2021-2022 Tuition & Ancillary Fees**

L. Elliott presented the tuition fees for approval.

*Upon a motion duly made by L. Elliott and seconded by R. Thompson, pursuant to the recommendation of the Audit & Finance Committee, the Board of Governors unanimously approved the 2021-2022 tuition fees, as presented.*

L. Elliott presented the ancillary fees for approval. There was a discussion regarding the university's ancillary fees as compared to those of other institutions. B. Maclsaac clarified that when the university started, it was not receiving the same funding as other institutions. He also explained that the students are paying off two buildings (CRWC and a portion of the new building) and we are not at the size to be at an economy of scale yet. He also clarified that the fees include the technology enhanced learning fee, as the university provides students with bundles of software, whereas students at other institutions have to purchase that on their own.

*Upon a motion duly made by L. Elliott and seconded by K. Kingsbury, pursuant to the recommendation of the Audit and Finance Committee, the Board of Governors unanimously approved the 2021-22 ancillary fees as presented.*

### **8.3. ACE Enhancement Project**

L. Elliott presented the proposal for approval. The Board had a discussion about the remaining risks of completing the project on time and the potential additional costs. B. Maclsaac provided an overview of the risk mitigation measures being implemented to avoid further delays and increased costs.

*Upon a motion duly made by L. Elliott and seconded by R. Thompson, the Board of Governors unanimously approved the following motion:*

*WHEREAS on November 29, 2018, the Board of Governors approved the award of the ACE Enhancement Project (AEP) contracts in an amount not to exceed \$14.5M (including building modifications, \$4.1M and integration, \$10.4M) and is targeted for completion by March 31, 2020;*

*WHEREAS the AEP is being funded through FedDev Ontario (up to \$9.465M), provincial grant (\$1.5M), Magna contribution (\$1M) and the remainder from Ontario Tech unless other gifts are received;*

*WHEREAS on November 28, 2019 the Board of Governors approved increasing the budget by \$575,000 to \$15.075M. The increase was based on initial quotes received where inflation, tariffs, and obsolete controls have increased costs;*

*WHEREAS on April 14, 2021 administration presented to A&F a request for additional budget of \$1.45M (compared to Nov 2019) to \$16.525M and a revised commissioning date of September 2021 due to COVID restrictions. The additional project expenses include twelve months of further labour (including internal project management and US*



*company), a new contract for a local mechanical company and enhancements to existing infrastructure (i.e. leveling floor, maintenance of turntable equipment);*

*WHEREAS these additional expenses will be offset by \$390K of earned revenues for a total net ask of \$1.06M;*

*NOW THEREFORE, pursuant to the recommendation of the Audit and Finance Committee, the Board of Governors hereby:*

- approves increasing the total project budget from \$15.075M to \$16.525M; and*
- authorizes and directs the President and/or the Vice-President, Administration, for and in the name of the university, to execute and deliver (under the corporate seal or otherwise) all such other documents and do all such other acts as may be necessary or desirable to give effect to this resolution.*

## **9. Governance Nominations & Human Resources Committee (GNHR) Report**

M. Saros delivered the GNHR report. She reported that the committee engaged in a robust discussion about EDI and there is much enthusiasm about getting this right. The committee also acknowledged the importance of ongoing EDI education for governors. The committee members want to avoid making symbolic statements and ensure the statements are meaningful. They will also endeavour to update the Board's annual assessment to incorporate EDI questions to gain the perspectives of all Board members. She informed the Board that the annual assessments will be posted in OnBoard soon and she encouraged the governors to complete the assessments as the committee is aiming for a 100% participation rate.

## **10. Strategy & Planning Committee (S&P) Report**

L. Zucker delivered the S&P report. She reported that at the last meeting, the committee had an engaged discussion about the sticky campus strategic priority. She commented that it was great to go into a deep dive and learn about how the pillars are starting to shape the university's strategy and activities. The committee also received an update on the university's strategic risks. The committee also had a discussion regarding updating the university's metrics and L. Livingston will be returning with a proposal. The committee was also updated on the university's research strategy, which included the Mitacs program, and feels that there is quite a bit of momentum. The Board Retreat planning also continued during the last meeting. Members are enjoying the continuous board education that has been happening throughout the year in addition to the retreat.

## **11. Consent Agenda:**

*Upon a motion duly made by K. Kingsbury and seconded by D. MacMillan, the Consent Agenda was approved.*

- 11.1. Controlled Goods Program Policy**
- 11.2. Radiation Safety Policy**
- 11.3. Minutes of Public Session of A&F Meeting of February 17, 2021**
- 11.4. Accommodation Policy**
- 11.5. Respectful Campus Policy**
- 11.6. Committee Assignments**
- 11.7. Minutes of Public Session of GNHR Meeting of January 28, 2021**
- 11.8. Minutes of Public Session of S&P Meeting of January 14, 2021**
- 11.9. Minutes of Public Session of Board Meeting of February 25, 2021**

**12. Information Items**

**A&F**

- 12.1. Risk, Compliance & Policy Updates**
- 12.2. New Building Project Update**
- 12.3. AVIN Project Update**
- 12.4. Strategic Risk Update**
- 12.5. Research Strategy Update**

**GNHR**

- 12.6. Annual Pension Plan Report**

**13. Other Business**

**14. Adjournment**

*Upon a motion duly made by D. MacMillan, the public session adjourned at 3:12 p.m.*

Becky Dinwoodie, Secretary