
PUBLIC SESSION MINUTES
Friday, November 28, 2014
3:15 pm – 5:30 pm

**Place: Kingbridge Conference Centre, 12750 Jane Street, King City ON and
55 Bond St, DTB 524 (via teleconference)**

GOVERNORS IN ATTENDANCE:

The Chair Raymond, Chair
Adele Imrie, Vice Chair
Nigel Allen
Doug Allingham
Rupinder Brar (*via teleconference*)
Karyn Brearley
Gary Cubitt
Don Duval
Andrew Elrick
Amirmohammed Ghandehariun
Miles Goacher
Don Hathaway
Theeben Jegatheesan
Robert Marshall
Michael Newell
Tim McTiernan
Bonnie Schmidt
Andrea Slane
Pierre Tremblay
Tyler Turecki
Valarie Wafer
Heather White

REGRETS:

Perrin Beatty, Chancellor
Jay Lefton
John McKinley, Vice Chair

BOARD SECRETARY:

Cheryl Foy, University Secretary and General Counsel (*via teleconference from 55 Bond Street*)

UOIT INVITED STAFF:

Craig Elliott, Chief Financial Officer
Andrea Kelly, Assistant to the Secretary
Murray Lapp, Vice President, Human Resources and Services
Susan McGovern, Vice President, External Relations
Michael Owen, Vice President, Research Innovation & International
Brian Campbell, Associate Provost and Dean of Graduate Studies
Michael Rostek, Program Director, UOIT Futures Forum
Cathy Pitcher, Assistant to the President

GUESTS (*via teleconference from 55 Bond Street*):
Gary Genosko, President, UOIT Faculty Association
Denise Martins, UOIT Faculty Association
John Macmillan, UOIT, Director of Communications

1 Call to Order

The Chair called the Meeting to order at 3:23 pm.

2 Agenda

It was noted that, in John McKinley's absence, Susan McGovern would address Item 11.4 on the Agenda. Upon motion duly made by P. Tremblay, and seconded by B. Schmidt, the Agenda was approved as presented.

3 Conflict of Interest Declaration

No conflicts of interest were declared.

4 Chair's Remarks

The Chair welcomed the Governors, and in particular extended a warm welcome to Doug Allingham, who is attending his first meeting. She noted that D. Allingham is also on the Durham College Board and expressed her thanks on behalf of the Board, for his willingness to serve on both Boards, noting that the co-populous role is an important one. The Chair noted that to simplify and accommodate travel, the Board meeting is being held in the same off-site location as the Board Retreat. She acknowledged that this makes public participation more challenging but noted that guests were in attendance at the Meeting at the 55 Bond Street location. She noted that the Board Secretary, Cheryl Foy was also attending the Meeting from the Bond Street location. C. Foy introduced the guests in attendance at the Bond Street location.

The Chair noted that the agenda included the approval of an exciting new program. She also noted that the search committee has commenced its work for new Chancellor. She confirmed that Don Hathaway and John McKinley serving on behalf of the Board along with herself, as proposed at the last Board meeting.

The Chair thanked those Governors who attended the recent CCOU conference on governance and noted that M. Goacher would provide a brief report.

5 Approval of Minutes of the Meeting of October 1, 2014

Upon motion duly made by V. Wafer and seconded by G. Cubitt, the Minutes of the Meeting of October 1, 2014 were approved.

[Note that there was no Item 6]

7 President's Report

The Chair introduced the President. The President confirmed that the Chancellor's Search Committee has met to review its Terms of Reference. The intent is, over the course of next few months, to do a careful search for Chancellor with the intent to install after June Convocation.

The President noted that this is a stressful time for students as it is near to the end of the term. He confirmed that it is important to continue to support UOIT's students through these difficult times. He advised that, in partnership with Durham College, UOIT had held a fundraising drive for holiday hampers for our students. He noted that the need has grown exponentially over the years, and that this was a very successful drive. He noted that this year, UOIT has agreed to use funds usually used for a Turkey on a Bun luncheon, for the benefit of students.

The President provided an overview of recent communications received from AUCC and from the UOIT HR Director, Joanne Evans. AUCC had provided a briefing note on 3 new reports that reinforce the value of a university degree in today's economy noting that the reports show university graduates doing well in labour market. He noted that university education is of value to our graduates and students – they do well relative to their peers.

He also advised the Board that J. Evans had circulated a noted advising that UOIT had achieved the gold level in healthy workplace committee from Region's Health Department. He commended the HR team for this noting that the award is recognition of UOIT's efforts to promote and support health and wellness initiatives on campus for staff and faculty in accordance with the Strategic Plan.

The Chair congratulated UOIT and thanked the President for bringing these items to the Board's attention.

8 Student Life Report

The Chair welcomed O. Petrie, AVP of Student Life, and noted last year's Retreat focussed on student life. The evaluation and outcome from that Retreat was very positive and gave Board a chance to interact with staff directly involved. One specific outcome was an annual report to the Board on Student Life. This report helps the Board understand the University's work to support students, a key stakeholder.

O. Petrie noted that it's been a good year and a busy year for Student Life. She provided an overview of the challenges faced in providing services including limited resources and space. She reminded the Board that arising from the Retreat, there several areas of focus -- ethnic/cultural diversity, mental health and wellness, retention and engagement and using IT to support learning. She provided an overview of Student Life overarching goals, noting that the main goal is to engage in students in a way that works for them, cultivating a welcoming and supportive and inclusive environment celebrating their talents, interests and cultures. She described the Student Life organization structure noting that Student Life now has six units: Student Experience Centre; Student Learning Centre, Career Centre, Student Accessibility Services, Student Mental Health Services, and Athletics and Recreation.

O. Petrie provided an overview of the highlights of 2013/14 year including: Student Life space renovations; transition of accessibility services; supporting student persistence; programming for specialized student populations; Indigenous student services, and; mental health services. She described key activities in each.

O. Petrie provided an overview of key priorities for 2014-15 and responded to comments and questions from the Board. The focus of the discussion was on the PASS student support program.

The Chair thanked O. Petrie and noted the Board's support of the Student Life team as they provide a necessary function in terms of the University's success.

9 Co-Populous Report

The Chair invited co-populous member P. Tremblay to provide his report. Mr. Tremblay noted that Durham College has seen a fair bit of transition with a number of new Board members in this year. There have thus been orientation activities. As well, the Board work plans have been reviewed and approved. He described the Higher Education Summit education session, a conference held for Ontario colleges, an opportunity for Chairs and VCs, and helpful for all Governors, noting that the highlights are the speakers who support teaching and learning, this year Chris Hadfield. He noted that Sally Armstrong also spoke powerfully about the exploitation of women, and the important role of education. Jean Chretien also spoke about changes in Canada and the positive aspects of those changes. He noted that there was also a session with Deputy Minister Newman who thanked all the Board volunteers on behalf of the Government, spoke to financial climate and challenges, provided the larger enrolment picture, directed group to the mandate letters, and addressed the funding formula. She also addressed an increased contribution for deferred maintenance, online programming and increased efficiency across the sector.

The Chair advised that we have several members who are or have been members of the DC Board: P. Tremblay, D. Allingham, M. Newell, and G. Cubitt. She noted that it is important to keep the lines of communication open with our partners and this is a good opportunity to have these discussions.

T. McTiernan noted that P. Tremblay had succinctly captured what Executive Heads have heard from Council of Ontario Universities regarding the funding formula. He noted that there is a working group at the Ministry reviewing this. He advised that Deputy Minister Newman was quite clear there will be no new money and as such a well wrought change in the funding formula weighting would be beneficial.

Mr. Tremblay concluded his remarks by noting that the timing for review and revision of the funding formula review was about a year, and added that there is a commitment to consultation.

10 Academic Council Report (M)

The Chair invited the President to speak to the Academic Council report noting that she was very pleased to see the new programs introduced after having been through a rigorous process.

10.1 Establishment of Bachelor of Engineering (Honours) Program in Mechatronics Engineering and Bachelor of Engineering (Honours) Program in Mechatronics Engineering and Management* (Additional documentation on portal)

The President advised that, on behalf of Academic Council, he is pleased to recommend that the Board approve the two programs described. He indicated that these programs are an Initiative of the Faculty that has been in the works for last couple years, vetted through Faculty Council and approved by Academic Council. The programs are among very few in the province and they meet a growing need in North America in the integration of IT and software control systems in vehicles and mechanical systems in machinery. With the expertise UOIT has, it is well poised to deliver a high quality program, applications in auto, aerospace and advanced industry sectors. T. McTiernan answered comments and questions from the Board noting that the programs would also go through external review.

Upon motion from T. McTiernan, seconded by D. Hathaway, the Board approved the two new programs in Mechatronics Engineering. The Chair reiterated the Board's congratulations.

11 Committee Reports (public items)

The Chair introduced the Committee reports noting that this is an opportunity for the Committee Chairs to update the Board on key items of work undertaken by the Committees.

11.1 Audit & Finance Committee

A. Imrie advised that the Audit & Finance Committee received an interesting presentation from P. Bignell regarding the University's laptop program. She noted that a key part of the program is the software that is made available to the students through this program. She noted that employers are impressed by the students' skills in this area. She advised that students are interested in bringing their own devices to the university and as such, P. Bignell presented plans and three main options: 1) continue as is; 2) optimize the current program, and extend the hardware life, and; 3) enable and allow students to bring their own devices and consider the ways in which the University could provide the necessary software. She noted that analysis of the options was ongoing in consultation with the faculties, and pilot programs were underway. The plan for now is to continue with existing program for this academic year but by Spring 2015 they hope to have a recommendation, with the announcement of the new strategy in Summer of 2016. The IT group will be coming back to A&F. She noted that A&F sees this as a strategic item with an opportunity for the University to differentiate itself.

11.1.1 Second Quarterly Report*

Ms. Imrie reported that the Committee also received 2Q Finance update, included in package. She noted that total enrolment for the University is up, but that enrolment compared to budget has decreased, noting that this trend is being seen by colleges and university across province. The resultant drop in revenue (as against target), has been offset by savings in expenses and the use of contingency funds. She reported that the budget will be on plan.

The Committee also received UOIT pension plan audit statement and there were no audit issues. She noted that the Plan is doing very well having increased by \$4.8M this year to a total holding of \$39M. Ms. Imrie also noted the majority of retirees stay in the plan.

Ms. Imrie advised that the CFO had provided a budget update as well as an update on the five-year budgeting model, noting that she will continue to update the Board on these two ongoing projects.

11.2 Investment Committee**11.2.1 Second Quarter Investment Review**

M. Goacher delivered the Investment Committee report noting that on September 30, 2015, the Endowment Fund had just under \$18.5M in assets. He reported that the quarter return is 1.14%. He noted that there are some changes to investments coming forward. Also, the Committee received a report from C. Elliott on the Expendable Funds Policy - he will provide a semi-annual report on these funds. The Committee has responsibility to manage the Investment Manager and they are moving to an annual review process and this will result in an amendment to the SIPP.

11.3 Governance, Nominations and Human Resources Committee**11.3.1 Election Procedures**

M. Newell introduced the Election Procedures. He provided overview of policy noting that Academic Council had approved an almost identical version of these Procedures. He provided an overview of the Committee's discussion.

M. Newell proposed a motion to approve the Procedures. T. Turecki seconded the motion.

R. Brar and A. Slane raised several issues with the Procedures both suggesting that Faculty and non-academic staff do not require the same procedures as students. R. Brar noted that the Faculty and non-academic staff do not campaign. A. Slane expressed the concern that the procedures might suggest a requirement to campaign and if so, they may discourage faculty and staff volunteers for board positions. M. Newell and G. Raymond both noted that the Procedures do not require campaigning but regulate campaigning if candidates choose to campaign. T. Turecki noted that the process and the procedures worked well for the student elections. A. Slane suggested that the Procedures should recognize that Faculty and non-Academic staff do not campaign. She also advised that in her view it would be inappropriate for them to campaign.

M. Newell indicated that he would be content to take the Procedures back to the Committee. The Chair agreed and asked the Committee to consider two things: one is extent of whole campaign and the second is about whether all internal governors should be covered by the same procedures. M. Newell and T. Turecki agreed to withdraw the motion to approve the Procedures.

11.3.2 Policy Framework

M. Newell introduced three documents comprising the Policy Framework: Policy Framework, Policy Procedures and a description of the Policy Advisory Committee. He noted these are structurally important for the institution and pleased to provide a consistent framework for development of policy. The documents underline the importance of preliminary consultation with key stakeholders, and strategic institutional partners and he noted a need to be mindful of all these important consultations.

C. Foy provided policy framework history noting that there had been significant consultation as there is a plan to enshrine this notion of consultation with stakeholders. She noted that all feedback has been incorporated into these documents. She outlined the framework principles, which include clarity and consistency, noted that these documents are tools to support effective University governance. The Framework contemplates annual reporting to the Board.

C. Foy described the four main types of policy instruments falling into five categories. She reviewed the policy development, amendment and review procedures. She described the approval processes for different instruments. She advised that the Policy Advisory Committee will be struck, reviewed the purpose and membership, as well as the Academic Policy approval process.

Upon motion made by M. Newell and seconded by P. Tremblay, the Board accepted the recommendation of the GNHR to approve the Policy Framework, Procedures and Terms of Reference for the Policy Advisory Committee as presented.

The Chair noted this is important work for GNHR as well as the governance of the University. M. Newell thanked C. Foy and her support team for all the work undertaken on this initiative.

11.4 Advancement Committee

The Chair invited Susan McGovern to present the Advancement report on behalf of John McKinley.

11.4.1 Second Quarterly Report

S. McGovern reported on the Advancement Office dashboard. She noted that two individuals have been hired to assist with this activity. She noted two major gifts in second quarter. She reported on cash received and the Student Success Fund, noting matching grants are at 50/50. She reported on the official opening of the UOIT Baagwating Indigenous Student Centre. She advised of other advancement

activities underway, advising of preparation and cultivation development and reminded Board members of the activities necessary to cultivate donors.

The Chair reminded the Board members of the request for donation to the Board of Governors donor fund of the Student Success Fund.

11.5 Strategy & Planning Committee

B. Schmidt reported that the Committee had a good discussion regarding current and strategic issues. She advised that M. Lapp reported on the community consultations regarding the Campus Master Plan, noting another one will be held in New Year. The Committee learned that parking is an issue arising from these discussions, and noted that the Committee had discussed creating a balance of space on campus. Meeting discussion also focussed on planning for the Retreat and on the focus on scenario planning. She noted that the Retreat will offer opportunities to consider future states and how we can contribute to the University's success. She noted a presentation from the Provost on Strategic Enrolment Management (SEM). This discussion helped the Committee understand the environment, what SEM is and related trends and forecasts. The Committee discussed changes in accountability and compliance in the university sector. She noted the Minister is committed to speaking to the funding formula. D. Allingham noted the importance of parking and the potential to generate revenue with parking. The Chair stated that the issue of transportation and what we know about our students' transportation needs is a focus at the S&P Committee.

12 For Information:

The Chair referred the Board to the material provided for information including the Academic Council - UOIT Program Reviews 2013-14* and the Academic Council Synopses - September, October 2014. The Chair advised that the Canadian University Boards Association Conference is to be held April 30 - May 2, 2015 in Montreal. She noted that this conference is national in scope and typically the University sends two Board 2 attendees. She asked the members to advise C. Foy if interested in attending. She noted that this is part of ongoing professional development for Board members.

13 Other Business

The Chair noted that she was pleased at number of attendees at the Council of Ontario Universities Annual Governance Conference. She invited M. Goacher to provide an overview, which he did. M. Goacher highly recommended that Governors attend noting that it's an excellent chance to hear what's happening in Ontario university sector. He advised that a key theme is that there is no money and funding is going to remain an issue. He noted that, as previously discussed, the funding formula would be reviewed. He advised that the focus on funding will be on differentiation and government-mandated initiatives. The need to find other revenue streams was discussed at the conference.

M. Goacher advised that in response to a question raised, the Government indicated that it is not looking to run universities. The Government will manage the system and oversee the outcomes. He advised that unfunded pension liabilities were also discussed, noting that this is a liability in the sector but not for UOIT. He advised that deferred maintenance is also an issue for the sector. M. Goacher advised that there was a discussion about faculty salaries with H. Weingarten saying that government needs to step in. B. Schmidt advised that entrepreneurship was another key them. P. Tremblay advised that H. Weingarten's presentation was very compelling. C. Foy noted that B. Schmidt has asked that the H. Weingarten presentation be discussed at the next S&P meeting and so she anticipates that it will come back to the Board.

14 Termination of Meeting

Upon motion duly made by R. Marshall and seconded by T. McTiernan, the Board agreed to terminate the meeting at 5:33 p.m.