



BOARD OF GOVERNORS' 111th REGULAR MEETING

Minutes of the Public Session of Wednesday, April 24, 2019
55 Bond Street, DTB 524
Noon to 1:50 p.m.

GOVERNORS IN ATTENDANCE:

Doug Allingham, Board Chair
Nigel Allen, Chair of Audit & Finance Committee
Liqun Cao
Stephanie Chow, Chair of Investment Committee
Thorsten Koseck, Chair of Strategy & Planning Committee
Kevin Chan
Lisa Edgar
Laura Elliott
Ferdinand Jones
Kori Kingsbury
Thorsten Koseck
Dale MacMillan
Mark Neville
Jessica Nguyen
Maria Saros
Trevin Stratton
Jim Wilson
Lynne Zucker

REGRETS:

Dietmar Reiner
Noreen Taylor, Chancellor
Francis Garwe, Chair of Governance, Nominations & Human Resources Committee

BOARD SECRETARY:

Becky Dinwoodie, *Assistant University Secretary*

UOIT STAFF:

Robert Bailey, *Interim Provost & VP Academic*
Cheryl Foy, *University Secretary & General Counsel*
Doug Holdway, *Interim VP of Research, International and Innovation*

Barb Hamilton, *Assistant to the University Secretary & General Counsel*
Lori Livingston, *Dean of Health Sciences*
Brad MacIsaac, *Assistant Vice-President, Planning and Analysis, and Registrar*
Pamela Onsiong, *Acting Chief Financial Officer*
Susan McGovern, *VP External Relations & Advancement*

GUESTS:

Greg Crawford, *Dean of Faculty of Science*
Mike Eklund, *Faculty Association*
Akeisha Lari, *Administrative Staff*
Olga Marques, *Faculty*
Christine McLaughlin, *Faculty Association*
Kim Nugent, *Faculty*
Olivia Petrie, *Assistant Vice-President, Student Life*
Angelo Pineda, *Alumni Association*
Matthew Shane, *Faculty*
Peter Stoett, *Dean of Faculty of Social Science and Humanities*

1. Call to Order

The Chair called the meeting to order at 12:04 p.m.

2. Agenda

Upon a motion duly made by T. Koseck and seconded by K. Kingsbury, the Agenda was approved, as presented.

3. Conflict of Interest Declaration

There were no conflict of interest declarations.

4. Chair's Remarks

The Chair welcomed L. Livingston, the next Provost and VP, Academic, to the meeting. He reminded governors of the joint meeting with the Durham College Board of Governors scheduled for May 9. The Chair remarked on the excitement surrounding the new brand, which was launched at the end of March. He noted the significant items on the agenda for consideration, including two new programs and the 2019-2020 budget. He reminded the Board members that it is not their role to do the work, but to ensure the work is done in such a way as to come to a sound conclusion. He encouraged all members to engage and ask questions.

5. President's Report

The President formally introduced L. Livingston to the Board and provided an overview of her background. He remarked that she would be a tremendous addition to the university's senior leadership team. The President also discussed the positive reception of the university's new brand – positive comments have been received from colleagues around the world. The new brand will better position us to tell the university's story.

The President discussed the Brilliant Catalyst space, which is not another incubator but a space where we can help existing businesses with the entrepreneurship of our students. He used the example of Ontario Shores working with faculty and students in Brilliant Catalyst to examine living with dementia. The President also discussed reinventing co-op education and referred to Lakeridge Health having a team of interdisciplinary students to examine the emergency room business model.

The President also noted the recent announcement of the university's unique partnership with OCAD University. The partnership will provide our students with greater flexibility. He also discussed the importance of continuous learning. We must change the model of learning where education ends at age 25 and consider models where individuals return for 1 day/1 weekend a month. The President responded to questions from the Board.

6. Academic Council Report

F. Jones delivered his first report as the governor member of Academic Council. He thanked the Board for appointing him as the Board representative on the university's Academic Council. The following business was accomplished at the March meeting of Academic Council:

- Council was consulted on the updated version of the Student Sexual Violence Policy & Procedures; Academic Council's feedback was considered & incorporated, where appropriate; the updated policy and procedures were being presented at the Board meeting for approval.
- An Equity Admissions procedure statement was approved for use in the Undergraduate Academic Calendar.
- Academic Council reviewed the spring election results & approved the following appointments:
 - Faculty members to Academic Council for a 3 year term:
 - Mehdi Hossein Nejad
 - Hossam Kishawy
 - Fedor Naumkin
 - Ramiro Liscano
 - Student Positions to Academic Council Committees for a 1-year term, renewable for an additional year:
 - Tudor Hociung & Farhin Mim – Academic Appeals Committee
 - Sushmitha Srinivasan – Admissions & Scholarship Committee
 - Isabelle Simard – Graduate Studies Committee (full-time)
 - Council also appointed Ami Mamolo to the Research Board for a 2-year term.
 - Council also authorized the granting of a posthumous degree to Mohamed Mohamedtaki, one of our Faculty of Business & Information Technology graduate students.

The President announced the 2019 Honorary Degree recipients:

- Al Libfeld - Thursday, June 6, 9:30 am ceremony - Faculty of Energy Systems and Nuclear Science & Faculty of Engineering and Applied Science

- Kate Beirness - Thursday, June 6, 2 pm ceremony - Faculty of Business & Information Technology & Faculty of Science
- The Honourable Beverley McLaughlin - Friday, June 7, 9:30 am ceremony - Faculty of Education & Faculty of Social Science and Humanities
- Annette Verschuren - Friday, June 7, 2 pm ceremony - Faculty of Health Sciences

The President provided a brief summary of each of the recipients' backgrounds. He thanked the Honorary Degrees Committee for their thoughtful consideration of the nomination packages.

6.1 Establishment of a Bachelor of Arts (Honours) and Bachelor of Science (Honours) in Psychology

S. Murphy provided an overview of the new program proposal and invited questions from the Board. M. Shane, an Associate Professor in the Faculty of Social Science and Humanities, responded to questions from the governors. M. Shane clarified how the Bachelor of Arts (Honours) program complements the STEM focus of the university. There was also a discussion of how the introduction of these new programs would affect other programs at the university. They anticipate synergies will exist with other programs and there will likely be opportunities for minors down the road. M. Shane explained the rationale for launching both programs at once. He clarified that they are not truly two distinct programs, as the course maps are very similar across years 2 – 4; accordingly, it would be more efficient to implement the programs concurrently. He also explained the need for having the two programs, despite the similarities between them.

M. Shane confirmed that students would be travelling between campuses for the programs, especially during third and fourth year. P. Stoett added that we lose many students as a result of not having a general psychology degree. This would allow us to offer it to local students. There was also a discussion regarding what benchmarks would be used to measure the success of the programs.

Upon a motion duly made by S. Murphy and seconded by L. Edgar, pursuant to the recommendation of the Academic Council, the Board of Governors approved the establishment of the proposed Bachelor of Arts (Honours) and Bachelor of Science (Honours) in Psychology programs, as presented.

6.2 Establishment of a Bachelor of Science (Honours) in Integrative Neuroscience

S. Murphy summarized the key aspects of the new program proposal. G. Crawford responded to questions from the Board. He advised that it is critical to promote new programs at the Ontario Universities Fair, as well as including them in the Ontario Universities' Application Centre.

Upon a motion duly made by S. Murphy and seconded by K. Kingsbury, pursuant to the recommendation of the Academic Council, the Board of Governors approved the establishment of the proposed Bachelor of Science (Honours) in Integrative Neuroscience, as presented.

(P. Stoett, G. Crawford and M. Shane left the meeting at 1:10 p.m.)

7. Co-Populous Report

J. Wilson reported that Durham College (DC) hosted its spring Open House on March 23 and approximately 3700 people attended. On April 2, DC had the grand opening of its Esports Gaming Arena. On the DC Board meeting on April 10, the Board approved a new program in Tourism – Destination Marketing, which is scheduled to start in 2020. DC's annual Research Day took place on April 11. The Chair noted the good press coverage of the opening of the Esports Gaming Arena.

8. Student Union Report

J. Nguyen, the Student Union President, presented the Student Union (SU) report. She thanked S. Murphy, O. Petrie, B. MacIsaac, R. Bailey, and Scott Barker for their support throughout the year. She reviewed the accomplishments of the SU during 2018-2019, which included:

- UCHELLA;
- record attendance at the Campus Cup (sold out);
- Polonsky Commons Pumpkin Patch;
- skating rink on Polonsky Commons;
- hosted a hockey night, where students had an opportunity to win tuition;
- ended the year with the Annual Pangaea event with the DCSI – included cultural entertainment;
- broke attendance record for attendance at SU AGM;
- engaged in a lot of consultation & engagement through social media;

Although there will likely be changes as a result of the government's changes to the ancillary fees funding, the SU will not allow funding obstacles to distract them from their strategic priorities. The SU is focused on improving the student experience.

The Chair thanked J. Nguyen and the SU for all of their hard work this year. There was a discussion regarding connecting to students through Instagram, which highlighted the importance of giving people a voice.

Committee Reports

9. Audit & Finance Committee (A&F) Report:

N. Allen thanked the team who worked on developing the 2019-2020 budget, particularly in the context of the tuition reduction announced at the beginning of the year. At the last A&F meeting, the committee received updates on the ACE Enhancement project, Campus Recreation & Wellness Centre expansion and AVIN project, which have been included in the meeting material for information. He reminded the Board that they approved the updated 2019-2020 ancillary fees at the February meeting, accompanied by a commitment from the senior leadership team to provide a further breakdown once the Ministry guidelines were finalized. The ancillary fees breakdown is included in the meeting material for information.

A&F also received an update on the status of the land exchange with the City of Oshawa. The university has been continuing to work with the City on the land diligence and finalizing the agreement. The archaeological site conditions have been completed and as soon as an

updated valuation is received, the university and City will be in a position to finalize the agreement and close the deal. The committee received a compliance and risk management update, which is also included in the meeting material.

Finance

9.1 2019-2020 Budget

N. Allen introduced the budget presentation. The budget is driven by strategy as opposed to numbers only. R. Bailey presented an overview of the 2018-2019 strategic initiatives. Given the significant change to the tuition environment, the university adopted a 2-year approach to budget development. There is \$3.7M more allocated to people in the 2019-2020 budget despite \$3.4M less in revenue than the 2018-2019 budget. In face of the revenue challenges, the university remains focused on strategy and its core values. R. Bailey noted the increased accountability and focus on metrics by the provincial government, which is becoming an increased priority across the country.

P. Onsiong presented the budget framework. The model is an incremental budget (2018-2019 budget rolled over as base for 2019-2020). All “asks” were considered in light of the university’s strategic priorities. P. Onsiong reviewed how the university bridged the gap of \$9M in 2019-2020 and \$12M in 2020-2021. She emphasized that cuts were strategically made as opposed to implemented across-the-board. P. Onsiong reviewed the key budget assumptions. She highlighted that the decrease in part-time labour was mostly attributed to a transition from part-time to full-time positions. Since the budget has been presented, the university has learned of a few more downsides and will be working to address those.

(F. Jones left the meeting at 1:55 p.m.)

R. Bailey and P. Onsiong responded to questions from the Board. They explained the reduction of outsourcing of electives – the university now has the capacity to deliver the electives on its own. There was a discussion regarding ensuring the culture of the university is not negatively affected by the budget cuts. The President advised that the university is focused on regular communication with the community. R. Bailey confirmed that there would be no lay-offs associated with the budget development. R. Bailey also confirmed that the new programs were included in the budget as part of academic planning. A question was raised about the increase in budget for the Office of the University Secretary and General Counsel (USGC). B. MacIsaac advised that the amount that had been set aside in the Planning Office for a compliance review was reallocated to the USGC to hire a Compliance Officer. Further, there is a need for a Dispute Resolution Officer and it makes sense to have that position situated in the USGC. These form part of the university’s strategic allocations.

The Board also discussed SMA3 and focusing on negotiating with the Ministry to establish appropriate metrics for the institution. A comment was made that if the correct metrics are established, they will make the university stronger.

Upon a motion duly made by N. Allen and seconded by T. Koseck, pursuant to the recommendation of the Audit and Finance Committee, the Board of Governors approved the 2019-2020 budget, as presented.

9.2 10-Year Financial Plan

At the last A&F meeting, the committee also reviewed the 10-year forecast. The forecast process is more of a top-down process. A&F reviewed the common elements of the long-term forecast, as well as the variable factors. The committee was presented with the worst case, best case, and most likely scenarios. These scenarios are in the context of a conservative envelope.

9.3 2019-2020 Tuition Fees Amendment

N. Allen provided an overview of the proposed tuition fees amendments. The tuition fee framework, released by the provincial government in December 2018, regulates all publically funded programs and allows for tuition fee differentiation based on program and program year. The verbal feedback from officials was that the decrease by 10% from the 2018-19 rates for all ministry eligible funded students would follow normal compliance process. Based on this feedback, the university updated the domestic tuition fees for 2019-2020 and presented them to the Board for approval at the meeting on February 28, 2019.

On March 29, 2019, the framework was released that provided for a new methodology in calculating the tuition decreases. This change only affects the domestic undergraduate rates. International or cost recovery programs are not included in the limits imposed by the provincial framework. The committee reviewed the updated tuition fees at the last meeting and recommended their approval.

Upon a motion duly made by N. Allen and seconded by J. Wilson, pursuant to the recommendation of the Audit & Finance Committee, the Board of Governors approved the updated 2019-2020 tuition fees, as presented.

(F. Jones returned at 2:07 p.m.)

Project Updates

9.4 New Building

N. Allen reminded the Board that at the February Board meeting, they were advised that Eastern had provided preliminary costing, which along with other institutional expenses, brought the total budget above the initial project target of \$48M. Eastern engaged vendors in a value engineering exercise by creating design-assist tender packages for major project components, such as, mechanical, electrical and form works, in an effort to bring the cost within the approved amount. N. Allen was pleased to report that through the design-assist process, the new building project was now within the \$48M budget. The university will be working hard to minimize changes once the project begins. The portables were beginning to be moved and the move was expected to be completed over the next two months.

Policy

9.5 Student Sexual Violence Policy & Procedures

N. Allen reminded the Board that under the Policy Framework, the Board is the approval authority for this category of policy. After considering the updated policy and procedures at the last meeting, A&F is recommending the Student Sexual Violence Policy and Procedures for approval as the deliberative body under the Policy Framework. A summary of the key changes were set out in the accompanying report.

O. Petrie answered questions from governors. She advised that the in-person training would be updated and there is also online training available. A. Lari listed some of the training conducted for students, including the RISE (Respecting Individuals and Supporting Equity) program, and training for student ambassadors and student leaders. A representative of the Durham Rape Crisis Centre was also brought in for training. The goal is to move past sexual violence training and focus education on healthy sexuality. A comment was made that when training is optional, individuals who are already supportive are the ones who participate. It was suggested that training should be mandatory. O. Petrie clarified that DC and Trent are referred to in the policy because we share a campus with them.

There was a brief discussion regarding the planned review for the following year. It was suggested that a longer time frame would allow the university to have a better idea of how the policy and procedures operate before conducting another review. The proposed review period was requested by the students in light of the updated policy instruments being tremendously different from what was previously in place.

Upon a motion duly made by N. Allen and seconded by L. Edgar, pursuant to the recommendation of the Audit and Finance Committee, the Board of Governors approved the amended Student Sexual Violence Policy and Procedures, as presented.

The Chair thanked O. Petrie and the Advisory Committee for their work on the updated policy documents. He commended them for the extensive consultation process and the level of engagement.

10. Governance Nominations & Human Resources Committee (GNHR) Report

L. Elliott delivered the GNHR report in F. Garwe's absence. The committee was pleased to report that the new Board portal has been introduced to each committee for their most recent meetings. Each committee received an introductory session to the portal immediately before their meeting. So far, the feedback has been very positive and governors are excited about the portal's functionality. One of the portal's features is the option to conduct the annual Board practices assessment online. Rather than conducting the assessment by e-mail this year as has been done the past several years, we will be relying on the portal to complete the 2018-2019 assessment. The governors will receive a notification once the assessment form is uploaded and available for completion. L. Elliott asked the Board to make it a priority to complete the assessment by May 10, which would allow the results to be compiled and presented to the committee at its meeting on May 16.

The committee also allocated time for a strategic discussion, focusing on community and the Board, which was particularly relevant considering the launch of the new brand. It is important to think about ways in which management and the Board can work together to synergize opportunities for partnerships. As a result of the committee's discussion about the ways in which governors can connect the university with their communities and promote partnership opportunities, a template will be developed with questions that will assist governors with identifying how they can help further the university's strategic priorities. GNHR also received a policy activity update, which is included in the meeting material for information. The committee was pleased to learn that the university seems to have experienced a turning point in 2018 with respect to policy, as the university community now understands the policy framework and people are more engaged in policy development.

10.1 2019-2020 Election Result

L. Elliott presented the 2019-2020 election result for approval.

Upon a motion duly made by L. Elliott and seconded by F. Jones, pursuant to the recommendation of the Governance, Nominations and Human Resources Committee, the Board of Governors approved the appointment of Owen Davis to the Board of Governors as the elected Student Governor for the term of September 1, 2019 until August 31, 2020.

11. Strategy & Planning Committee Report (S&P)

T. Koseck delivered the S&P report. At the last S&P meeting, the committee received a presentation on Student Success, which was included in the meeting material for information. The changes being implemented to improve student success are never made in isolation, so it is difficult to narrow down which factors are more effective than others. The university is focusing on creating connections (academic advisors, learning support centre, better communicating the services available).

The committee also received an update on the new brand launch – the roll out will be slow and methodical. The new brand has had a very positive reception. T. Koseck reminded the Board that the official name of the university remains the same. The committee also allocated time to having a strategic discussion focused on “living the brand” and the importance of people promoting the university itself. He encouraged Board members to live the brand. He also provided an update on retreat planning.

11.1 Endowment Disbursement

T. Koseck reviewed the endowment disbursement report. He advised that the committees considered the government cuts in OSAP funding when making the endowment disbursement recommendation.

Upon a motion duly made by T. Koseck and seconded by L. Zucker, pursuant to the recommendations of the Investment Committee, Audit & Finance Committee, and the Strategy & Planning Committee, the Board of Governors approved the disbursement of up to \$600,000 from Endowment Funds for distribution as student awards in 2019-20.

12. Consent Agenda

Upon a motion duly made by L. Elliott and seconded by D. MacMillan, the following items on the Consent Agenda were approved, as presented:

- 12.1 Minutes of Public Session of Board Meeting of February 28, 2019
- 12.2 Minutes of Public Session of Audit & Finance Committee Meeting of February 20, 2019
- 12.3 Minutes of Public Session of Governance, Nominations & Human Resources Committee Meeting of January 17, 2019
- 12.4 Minutes of Public Session of Strategy & Planning Committee Meeting of January 31, 2019

13. Information Items (also available on the Board portal)

The Chair noted the dates of the Board retreat and Convocation ceremonies. He strongly encouraged governors to attend both, as they are important aspects of service on the Board. The Chair also commented that given the government's focus on college and university collaborations, we have an opportunity to lead the league in terms of collaboration with DC. The joint Board meeting on May 9 will be a great opportunity to meet with the DC Board and learn more about the Presidents' visions for the future. J. Wilson shared that the DC Board is looking forward to the upcoming meeting and the timing is good to examine opportunities for additional synergies.

- 13.1 2019-2020 Ancillary Fees Breakdown
- 13.2 ACE Enhancement Project
- 13.3 Campus Recreation & Wellness Centre Expansion
- 13.4 AVIN
- 13.5 Compliance & Risk Management Update
- 13.6 Annual Pension Plan Governance Report
- 13.7 Policy Activity Update
- 13.8 Student Success
- 13.9 Joint Board Meeting with Durham College: May 9, 2019
- 13.10 Board Retreat: May 28-29, 2019

14. Other Business

A governor inquired as to whether campus life slows down over the summer months. The President advised that the university is busy with camps and educational programs over the summer. Graduate students also work throughout the summer months. It was suggested that governors could act as ambassadors at outreach events. A list of activities taking place over the next few months will be compiled and distributed to the Board, including alumni events.

15. Adjournment

Upon a motion duly made by F. Jones and seconded by L. Zucker, the public session adjourned at 2:37 p.m.

Becky Dinwoodie, Secretary