

**PUBLIC SESSION MINUTES
Wednesday, April 20, 2016
2:45 p.m. – 5:00 p.m.
Place: 55 Bond St., DTB 524**

GOVERNORS IN ATTENDANCE:

Glenna Raymond, *Chair*
Adele Imrie, *Vice-Chair*
Nigel Allen
Abdullah Al Zahrani
Jeremy Bradbury
Karyn Brearley
Don Duval
Andrew Elrick
Miles Goacher
Jonathan Hackett
Jay Lefton
Tim McTiernan, *President and Vice-Chancellor*
Bonnie Schmidt
Mary Simpson
Michael Snow
John Speers
Mary Steele
Laurie Swami
Shirley Van Nuland
Valarie Wafer

REGRETS:

Noreen Taylor, *Chancellor*
Doug Allingham
Dan Borowec
John McKinley, *Vice-Chair*

BOARD SECRETARY:

Becky Dinwoodie, *Assistant University Secretary*

UOIT STAFF:

Paul Bignell, *Executive Director, Information Technology*

Craig Elliott, *Chief Financial Officer*

Cheryl Foy, *University Secretary and General Counsel*

Andrea Kelly, *Assistant to the University Secretary and General Counsel*

Murray Lapp, *Vice-President, Human Resources and Services*

Brad MacIsaac, *Assistant Vice-President, Analysis & Planning, Registrar*

Susan McGovern, *Vice-President, External Relations & Advancement*

Michael Owen, *Vice-President, Research, Innovation & International*

Cathy Pitcher, *Assistant to the President*

Deborah Saucier, *Provost and Vice-President, Academic*

GUESTS:

Olivia Petrie

Mike Eklund

Gary Genosko

1. Call to Order

The Chair called the meeting to order at 3:21 p.m.

2. Agenda

Upon a motion duly made by D. Duval and seconded by M. Steele, the Agenda was approved as presented.

3. Conflict of Interest Declaration

None.

4. Chair's Remarks

The Chair gave regrets on behalf of several Board members and wished J. Hackett well with his exams. She reported that B. Schmidt was recently appointed as one of the Board's Lieutenant Governor in Council (LGIC) members and that we are awaiting confirmation of the appointment of one more LGIC member.

The Chair pointed out that one of the main focuses of the meeting was the 2016-17 budget, which represents a tremendous amount of work done by the staff. She commented that she was looking forward to a thoughtful and robust discussion on the topic. She also discussed the significant policy matters on the meeting's agenda, including the Safe Disclosure Policy.

The Chair remarked that as the academic year ends, there are excellent stories of student success to be shared and she looks forward to hearing them.

She ended by thanking the Board members for committing their time to the retreat scheduled for the next day and a half.

5. Approval of Minutes of the Meeting of March 9, 2016

Upon a motion duly made by A. Imrie and seconded by J. Bradbury, the Minutes were approved as presented.

6. President's Report

The President discussed the end of the academic year and the evolution of UOIT's programs. He reported that Academic Council had a full and rich discussion on an array of issues the previous day, including the proposal for an informatics program. He also reported that UOIT is one of only 30 institutions selected to submit a full proposal to the Canada First Research Excellence Fund. It is a fiercely competitive environment for funding and it is significant that we are being considered.

The President also discussed the preparations for the next symposium in a series of conferences on Higher Education in Transformation, which are jointly organized by UOIT, Trent University and Durham College (DC), along with the Technological University for Dublin Alliance. The next symposium will take place at the beginning of November 2016.

He also reported on the conversion of the tennis bubble to the Campus Field House for indoor soccer and other field sports, which will be available for use during the winter. He noted the increase in the number of our student athletes who are also high academic achievers.

The President talked about an ACE capstone project that culminated in a workshop for drones. He informed the Board that ACE has a series of videos on YouTube, including a demonstration of the use of ACE as a training facility. These are just a few examples of the array of events and accomplishments that occur on campus on a daily basis.

7. Co-Populous Report

D. Allingham sent his regrets due to a scheduling conflict. The Chair relayed D. Allingham's report to the Board. The last DC Board meeting was held on April 13, 2016, at which the annual budget was approved. They are forecasting a slight surplus for 2016-2017. The DC Board also discussed the results of the e-vote concerning the Campus Mandatory Ancillary Fee – the fee was approved by the students. The Board also endorsed the Five Year Program Plan for Quality Assurance. They also received an update on the new provincial Student Grant Program and discussed its potential impact on future college enrolment. D. Allingham advised that Research Day at the College is on April 28th and Science Rendezvous will be hosted at the campus on May 7th.

The Board was also advised of the recent funding announcement for DC made by the provincial government for a collaborative education facility, which will be built over the existing footprint

of the Simcoe Building. The programs delivered at the facility will be primarily focused on at-risk students. The infrastructure improvement will be good for the campus in general. This is also an excellent example of the value of relationships and partnerships.

COMMITTEE REPORTS

8 Audit & Finance Committee

8.1 2016-2017 Budget Approval

The Chair noted that the Audit & Finance (A&F) Committee has already spent a lot of time considering the budget. The A&F Committee's in-depth review of the budget allows the Board to focus on the highlights. She thanked the Committee members for their work on the budget.

The budget is developed through the work of both the academic and business sides of the institution. The assumptions for this year's budget are conservative, but achievable. The budget was developed in the context of the University's strategic objectives. A cooperative budget development process is important during a time of financial uncertainty. Enrolment was down this year by 230 FTEs compared to budget. The assumption is that enrolment over the next 5 years will be relatively flat. The goal will be to continue to improve the faculty to student ratio and overall student experience. We must ensure we continue to provide a high quality education to our students.

C. Elliott was invited to deliver the budget presentation. He highlighted the differences between the 2015-16 and 2016-17 budgets. He also reviewed the 2016-17 budget process. He explained the FAST process, which was previously done manually. FAST improves the efficiency of the budget process, as well as the experience of users. There was also increased engagement of Academic Council this year.

C. Elliott provided an overview of the key budget assumptions dealing with: enrolment, government grants, new tuition rates, salary/wage estimates, standard COU space measurement averages, student/faculty ratio, and contingency. There was a discussion regarding the risk associated with not meeting the targets set out in our Strategic Mandate Agreement.

C. Elliott reviewed the Resource Allocation Model, which was implemented this year. He also explained the concept of carry forwards. He discussed the resource allocation to faculties and confirmed that they are considered strategic allocations. He provided detailed explanations of the items set out in the 2016-17 proposed draft budget.

He highlighted the improved results for ACE and the Child Care Centre over the last year. He also confirmed that the conversion of the tennis bubble to soccer fields has a long term forecast of profitability. He discussed the negative impact of the availability of digital books on the revenues from the book store.

C. Elliott highlighted the capital projects planned for 2016-17. He reviewed the concept of Restricted Funds and their importance in budget planning. The Board has the discretion to

restrict surplus funds at year end. As circumstances change, the Board is able to vary the restrictions.

There was a discussion regarding how the 2.5% budget reduction was achieved. C. Elliott confirmed that there was consultation with each department as to how the cuts would be implemented. The Board also inquired about the approval process for using contingency funds.

C. Elliott answered additional questions from the Board.

D. Saucier provided an update on strategic budgeting and planning, including the accomplishments completed during 2015-16. She highlighted the plans for 2016-17, which include improving student retention. She confirmed that increasing retention would be an important source of revenue for us. She reviewed the metrics of the core performance targets, as well as the strategic initiatives. C. Elliott clarified that there also strategic initiatives included in the general budget, which are not considered part of the strategic initiatives budget.

Upon a motion duly made by A. Imrie and seconded by V. Wafer, pursuant to the recommendation of the Audit & Finance Committee of the Board, the Board of Governors approved the 2016-17 Budget as presented.

A. Imrie thanked C. Elliott, D. Saucier and their teams for the collaborative effort in putting the comprehensive material together.

8.2 Safe Disclosure Policy

The Chair invited C. Foy to present the Safe Disclosure Policy. C. Foy advised that this is the first of several policies that will be coming forward as part of a suite of policies that will help clarify UOIT's dispute resolution processes. C. Foy delivered a presentation providing an overview of the policy, including the consultation path. She reviewed the key policy elements, which include expanding the scope of the whistleblower policy to become a general safe disclosure policy. The Safe Disclosure Policy should be used when a policy is not followed within the University. It will form part of the University's response to the Ombudsman's expanded jurisdiction over universities.

Upon a motion duly made by A. Imrie and seconded by D. Duval, pursuant to the recommendations of the Governance, Nominations & Human Resources Committee and Audit & Finance Committee, the Board of Governors approved the Safe Disclosure Policy as presented.

8.3 Contract Management Framework

(a) Contract Management Policy

C. Foy delivered a presentation on the Contract Management Framework. She reviewed the consultation process and demonstrated how the Contract Management Policy fits in with other policies and procedures. She advised that her team is continuing to develop legal contract templates.

The policy underscores the need for diligence when entering contracts. One of the key goals of the policy is to identify who is responsible for managing a contract within the University. She reviewed the key roles defined in the policy.

Under the procedures, a legal review results in a legal opinion that identifies the risks as opposed to providing approval to enter into a contract.

Upon a motion duly made by A. Imrie and seconded by J. Bradbury, pursuant to the recommendation of the Audit & Finance Committee, the Board of Governors approved the Contract Management Policy as presented.

8.4 University Risk Management Report

C. Foy provided the Board with a University Risk Management implementation update. She outlined the roles of the A&F Committee and the Board with respect to risk management. She also reviewed the planned activities of the A&F Committee for 2016-2017.

She confirmed that the Board must approve the University's risk appetite statement, which will be an ongoing process. She explained how the process will assist the Board in fulfilling its oversight functions. She also reviewed the planned activities for the Board over the next two years.

The senior leadership team will develop a list of strategic risks to be considered by the Board. C. Foy went over the steps that will be taken by June 2016 and advised that the risk register will likely be considered by the Board annually.

8.5. 2016-2017 Ancillary Fees Addendum

B. Maclsaac presented the ancillary fees addendum report to the Board. He explained that the change came about as a result of the Faculty of Education deciding to rejoin the University's TELE program.

Upon a motion duly made by A. Imrie and seconded by L. Swami, pursuant to the recommendation of the Audit & Finance Committee of the Board, and further to the Audit & Finance Committee's review and approval of the 2016-17 ancillary fees, the Board of Governors approved the 2016-17 ancillary fees addendum as presented.

9. Alumni Association

The Chair invited C. Andrews to speak to the Board. S. McGovern introduced C. Andrews, a graduate of the Faculty of Business & Information Technology who now works at the Faculty.

C. Andrews delivered a presentation on the Alumni Association. She emphasized that alumni are brand ambassadors of UOIT. She advised the Board of several of the Association's initiatives, including the Student Alumni Mentorship Program (STAMP). They try to get alumni on campus as much as possible. She provided an overview of the types of events that alumni attend. They will be hosting receptions across the country for alumni. She advised that steps are taken to

ensure their efforts are consistent with the UOIT brand. She also discussed the Association's idea to raise funds to contribute to the construction of an Alumni Hall.

The Chair thanked C. Andrews for her presentation.

10. Other Business

None.

11. Termination of Meeting

Upon a motion duly made by S. Van Nuland and seconded by T. McTiernan, the public session of the meeting was terminated at 5:40 p.m.