



BOARD OF GOVERNORS

Minutes of the Regular Meeting Held on Monday, March 30, 2009 [Public Session]

- PRESENT:
- C. Williams, Chair
 - B. Damps, Recording Secretary
 - L. Black
 - M. Delorme
 - J. Diakiw
 - D. Farrell
 - J. Giesbrecht
 - K. Hewson
 - N. Kenward
 - M. Koczkur
 - B. MacKenzie
 - D. Marshall
 - R. Shaw
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- R. Fisher, Provost and Vice-President, Academic
 - R. Roberts, Vice-President, Administrative Services
 - H. Wight, Vice-President, External Relations
 - B. Fleming, Executive Director, Student Affairs and Campus Life
 - J. O'Connor, Executive Assistant to the President
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- D. Anderson, Director, Financial Services
 - P. Brodsky, Director, Communications
 - M. Chikinda, Dean, Faculty of Communication Studies
 - B. Hendrickson, Dean, Faculty of Health and Community Studies
 - S. Jakubec, Instructor, School of Nursing
 - C. London, Associate Dean, Faculty of Health and Community Studies
 - P. Morton, Instructor, Department of Humanities
 - P. Nordstrom, Director, School of Nursing
 - M. Reed, Director, Business and Retail Services
 - P. Warmington, Director of Development, Mount Royal College Foundation
- ABSENT:
- R. Ramsden-Wood

4.1 APPROVAL OF AGENDA

Moved by K. Hewson, seconded by B. MacKenzie:

THAT the agenda be approved as distributed.

CARRIED

4.2 PRESENTATIONS

4.2.1 Ms. Sonya Jakubec, Instructor, School of Nursing

Ms. Sonya Jakubec, Instructor, School of Nursing, made a presentation to the Board of Governors entitled "From Global to Local: Mental Health Promotion Research and Activism".

4.2.2 Dr. Peter Morton, Instructor, Humanities

Dr. Peter Morton, Instructor, Humanities, made a presentation to the Board of Governors entitled "Perceptions of Witchcraft and Magic in Lutheran Germany, 1520-1700".

4.3 APPROVAL OF MINUTES

4.3.1 Regular Meeting, Public Session, February 9, 2009

Following a revision, it was:

Moved by L. Black, seconded by K. Hewson:

THAT the minutes of the Public Session of the Regular Meeting of the Board of Governors Held on February 9, 2009 be approved, as amended.

CARRIED

4.4 CHAIR'S REPORT

- a. The Board Chair reported that she has participated in a number of College-related events and activities of an academic, social and athletic nature since the Board's February 9, 2009 meeting. Material about the Association of Governing Boards of Colleges and Universities (AGB) upcoming conference was distributed. Mount Royal is a member of the AGB and if Board members are interested in attending the conference, they should advise J. O'Connor, Executive Assistant to the President.
- b. The Board of Governors received the Chair's Report for information.

4.5 EXECUTIVES' REPORTS

4.5.1 President

- a. In addition to the contents of his written report, D. Marshall reported the following:
 - Bill 4: Post-Secondary Learning Amendment Act is still in 2nd Reading. After the legislation passes 2nd Reading, it will go to the Committee of the Whole. After it passes Committee of the Whole, it will go to 3rd Reading. Following passage at 3rd Reading, the legislation will be proclaimed by the Lt. Governor. After the legislation has been proclaimed, the Board Chair will write to the Minister, Advanced Education and Technology, requesting to use the term "university" in Mount Royal's name.

- Copies of the Personal Assessment of the College Environment (PACE) Survey and the Noel-Levitz Employee Satisfaction Survey instruments were distributed. The PACE survey will be administered to about 200 employees this Spring and the results compared to the last PACE survey conducted in 2002. The Employee Satisfaction Survey will be distributed to all employees and will serve as the benchmark going forward. The survey instrument has changed because the PACE survey was only administered twice in the past, it is not as thorough as the Employee Satisfaction Survey, a number of the questions are no longer relevant to Mount Royal, and it focuses on the nature of work whereas the Employee Satisfaction Survey focuses on the satisfaction of the work. The PACE survey was the best survey available at the time it was administered but the Employee Satisfaction Survey is more advanced and will provide better information with which to work.

b. The Board of Governors received the President's Report for information.

4.5.2 Provost and Vice-President, Academic

a. R. Fisher, Provost and Vice-President, Academic, reported the following:

- Colleagues in the institution worked very hard to implement new degrees and the second year of the Bachelor of Nursing program in the Fall 2008; thanks to their efforts the process, has gone very well.
- Advanced Education and Technology has confirmed that there is no new Enrolment Planning Envelope (EPE) funding available for Fall Term 2009. The EPE is a province-wide fund for new programs. The College is working with government to move some of Mount Royal's degrees from the Ministry to the Campus Alberta Quality Council so that the degrees are on the table if funding becomes available for Fall Term 2010. Programs must be a priority for the Ministry or another Ministry in order to be considered for funding.
- The New Director of the Iniskim Centre is Mr. Larry Gauthier, who comes to Mount Royal with extensive experience working in student services for Aboriginal students at the University of Alberta, University of Saskatchewan and most recently at the First Nations University of Canada in Regina.
- Faculty recruitment for Fall Term 2009 is going well both in terms of the quantity and quality of applications. Mount Royal appears to be benefiting from a combination of factors, including the impact of the economic downturn on institutions in other provinces, the new degrees, government support to Alberta institutions during the past year, institutional transformation, and the qualities that make Mount Royal a distinct institution with an emphasis on teaching and learning.
- Application and registration data for the Fall Term 2009 is being monitored. The target is to achieve the same enrolment level as in 2008-2009.

b. The Board of Governors received for information the Report from the Provost and Vice-President, Academic.

4.5.3 Vice-President, Administrative Services

- a. R. Roberts, Vice-President, Administrative Services, reported that Mount Royal made a submission recently to the federal government's Knowledge Infrastructure Program for funding for the following projects: Science and Technology Wing expansion, HVAC upgrade; Nursing Labs; additional classrooms and offices relating to the rollout of degree programs; safety and security issues; and, electrical and mechanical upgrades. The College worked with Advanced Education and Technology to review and gain support for these projects.
- b. The Board of Governors received for information the Report from the Vice-President, Administrative Services.

4.5.4 Vice-President, External Relations

- a. H. Wight, Vice-President, External Relations, reported the following:
 - Peter Brodsky has rejoined the College as Director of Communications. Mr. Brodsky was present at the meeting and was introduced to Board members.
 - Pat Roome of the Archives Project, is working with a Committee regarding art placement in the College. Four stained glass windows have been hung in the knuckle of the Arts Building and additional pieces of art will be displayed throughout the institution in the months to come.
- b. The Board of Governors received for information the Report from the Vice-President, External Relations.

4.5.5 Executive Director, Student Affairs and Campus Life

- a. B. Fleming, Executive Director, Student Affairs and Campus Life, reported the following:
 - A self-study of Learning Consultant Services has been completed, the report has been received, and a draft Advancement Plan has been developed. Three external reviewers will be at the College on April 8, 2009 and a report from them is expected by the end of April 2009 to provide feedback for the area Advancement Plan.
 - Cougar Athletics teams had a very successful year, with several teams winning medals and/or championships; Cougar athletes continue to represent the College in an exemplary manner.
- b. The Board of Governors received for information the Report from the Executive Director, Student Affairs and Campus Life.

4.6 GENERAL FACULTIES COUNCIL

4.6.1 Report from General Faculties Council

The Board of Governors received for information the written report on the March 19, 2009 meeting of the General Faculties Council.

4.6.2 Minutes, General Faculties Council Meeting Held on January 22, 2009

The Board of Governors received for information the minutes of the General Faculties Council meeting held on January 22, 2009.

4.7 DECISION / ACTION ITEMS

4.7.1 New Policy 960-8.5: Distinguished Scholarship Awards

- a. This new policy is intended to recognize outstanding performance by faculty for their scholarship work as part of the Distinguished Awards Program. This new policy is consistent with the Policy on Distinguished Teaching Awards. The categories for assessment of applications for the award focus on academic excellence, sustained scholarly output, performance of scholarship responsibilities, professional leadership and integrity, and contributions to student development.
- b. The nomination process was opened up to coincide with the timelines in place for other Distinguished Awards processes to enable presentation of a Distinguished Faculty Scholarship Award at the Employee Awards Ceremony in May 2009. There were 19 nominations for the Award and the nominees were very excited about the introduction of this Award.
- c. The policy is being recommended for approval by the General Faculties Council and the Academic Affairs Committee.
- d. Moved K. Hewson, seconded by D. Farrell:

THAT the Board of Governors approve Policy 960-8.5: Distinguished Scholarship Awards.

CARRIED

4.7.2 Proposal for Continuation of Institute for Non-Profit Studies

- a. The Institute for Non-Profit Studies was established in 2000 and has turned out to be a very successful and well-funded Institute. The operation is engaged in some remarkable initiatives and Mount Royal is a leader in this field with the only baccalaureate degree in Non-Profit Studies in Canada.
- b. When the Institute was established, different rules were in place. With the introduction of Policy 586: Institutes at Mount Royal College, the Institute was asked by the Institutes Review Committee to provide a full application to demonstrate that it meets all of the requirements of the new policy. The Institute

submitted an application that was reviewed by the Institutes Review Committee. The Committee is of the opinion that the Institute not only meets the requirements of the new policy, but should be used as an example for other potential institute nominators. The recommendation is that the Institute continue, but under Policy 586: Institutes at Mount Royal College, for a period of five years, after which a review process would commence should the Institute desire renewal.

- c. The Academic Affairs Committee reviewed the recommendation on March 30, 2009 and is recommending approval.
- d. Moved by L. Black, seconded by K. Hewson:

THAT the Board of Governors approve the continuation of the Institute for Non-Profit Studies for a period of five years.

CARRIED

4.7.3 Fee for Work Experience Component of New Degree programs

- a. The College's new degree programs include both credit and non-credit work based experiential learning components (work experiences). The non-credit work experiences do not currently have an approved fee level for 2009-2010. A committee was convened to review all of the credit and non-credit work experience components of the new degree programs and recommend a fee for the non-credit work experience courses in the new degrees. The committee's recommendations were reviewed by the Tuition Fee Consultation Committee and by the Audit and Finance Committee and are being recommended for approval.
- b. The recommendations for 2009-2010 are as follows:
 - The current approved cooperative education work term fee for 2009-2010 of \$517.20 be rescinded.
 - A new non-credit work experience fee for all non-credit work experiences, including cooperative education diploma programs, of \$475.20 be implemented, which is equal to the fee charged for one three-credit course in the new degrees.
 - A new non-credit professional development work experience fee of \$237.60 be implemented, which is one-half of the fee charged for a full course in the new degrees.
- c. Mount Royal's work experience model provides a variety of support services to students on work experience. Mount Royal's Career Services provides support to students to find work placements and under the model Mount Royal secures the placement for students.
- d. Moved by J. Giesbrecht, seconded by R. Shaw:

THAT the Board of Governors approve the non-credit work experience fee of \$475.20 and the non-credit professional development fee of \$237.60 for 2009-2010.

CARRIED

4.7.4 Proposal and Business Plan for a Vehicle Parkade

- a. In December 2008, the Board of Governors provided approval for the College to proceed with the detailed design and development of a business plan for a vehicle parkade. That work is now complete and the detailed business case, design information and draft borrowing resolution are presented for consideration. The parkade would provide sufficient flexibility for parking on the campus to service the Phase 1 projects in the Campus Master Plan and additional parking would not be needed until commencement of Phase 2 of the Campus Master Plan. The College has shared a copy of the business plan for a vehicle parkade with Advanced Education and Technology to ensure government awareness of the College's plans and requirements and to allow the government processes to commence as several Ministries are involved.
- b. A 1,200 to 1,500 stall parkade is proposed for construction on the east side of the campus on the current site of some parking, the grounds building, and some construction trailers. The structure would be five storeys high and be mixed use: students, staff, faculty, the general public and visitors to the campus. The design will incorporate several important built-in security features. The parkade is complementary to Mount Royal's Transportation Demand strategy.
- c. The order of magnitude cost for the proposed parkade is in the range of \$34,000 per stall for the parkade and associated site work for a total of about \$40 million. The previous estimate for a parkade was \$50 million and the College is anticipating a further price break in view of the current economic circumstances. Since government will not fund parking structures and will not permit tuition or core funding to be used to subsidize parking operations, the project must be self-funded. Capital costs would be financed through a \$5 million contribution from the College's Parking Reserve Fund, with the balance of \$35 million borrowed from Alberta Capital Finance Authority (ACFA). Ongoing operating costs, including debt servicing, would be fully covered through parking revenues. Parking rates at the College must increase substantially and the College's Transportation Committee is recommending an increase in parking rates for 2009-2010. Rates will increase again in 2010-2011. The Committee is also working on a number of related transportation strategies for the campus to address parking demand in the long-term.
- d. The Campus Development Committee has reviewed the proposal and is recommending approval to the Board of Governors. If approved by the Board, the College would then make application to government to borrow the required funding for the project.
- e. A question arose about borrowing this amount of money. Members heard that requests to borrow funds are fairly common. The ACFA will want to review the business plan to ensure that there are sufficient revenues to support the loan, and want to know that Treasury and Advanced Education and Technology are supportive of the request before lending Mount Royal the money. Mount Royal currently has two loans with the ACFA: one to finance the west student residence project and one to finance the Wyckham House expansion and renovations project.

- f. There was an inquiry about the impact of the parkade on the existing parking stalls available at the College. The parkade, expansion of the Centre for Continuous Learning, and expansion of the Science and Technology Wing will displace 250 to 300 parking stalls but the parkade will then add back 1,200 to 1,500 stalls when the project is complete. The parkade is a short-term measure only and will not address the College's parking needs in the long-term. In the long-term, the College will require programs and strategies to change transportation behaviour.
- g. The issuance of development permits to the College for future projects by the City of Calgary is contingent upon the College having parking strategies in place that are adequate to meet the immediate and longer-term institutional needs without pushing parking out into the neighbouring communities. The construction of a parkade is part of a more comprehensive campus transportation plan. Other key initiatives include hiring a Transportation Demand Management Coordinator to promote more sustainable commuting options, revising the College's existing parking Policy, and negotiating with Calgary Transit to enhance the level of transit service to and from the College.
- h. Eventually, the College would like to see improved transit services that will result in more students and employees taking public transit to and from the College with the objective of having fewer vehicles on the campus. Mount Royal is anticipating that it will be 2013 before the west LRT will have a major station at Bow Trail and 37th Street S.W. with frequent express buses to and from Mount Royal. Mount Royal continues to work with Calgary Transit to convince Calgary Transit that the College requires improved service before 2013. M. Koczur and M. Reed, Director of Retail and Business Services, are working with Calgary Transit to identify the challenges and secure better service for the College. The College will follow up with respect to a suggestion that there be discussions concerning possible transit improvements in consequence of development of the former CFB Calgary site combined with daily commuting to and from the Westmount Corporate Campus.
- i. Moved by M. Delorme, seconded by B. MacKenzie:
- THAT the Board of Governors approve the Business Plan for and the construction of the vehicle parkade, as presented; and,
- THAT the Board of Governors approve the Borrowing Resolution, as presented in Appendix 3 of the Parkade Business Plan.

CARRIED, with one opposed –
N. Kenward

4.7.5 Presentation of 2009-2010 Budget Plan: Mount Royal College Foundation and Mount Royal College

Mount Royal College Foundation

- a. The Foundation's operating budget was approved by the Foundation Board of Directors on March 25, 2009. The Budget Plan is based on the objectives and assumptions outlined by the Foundation in order to achieve the fund raising targets for 2009-2010 in support of the overall campaign goals for the \$105 million capital campaign. The cost of the campaign is \$207,000 over and above the cost of fund raising efforts. The important change to note for the Budget Plan is that the levy on gifts received by the Foundation has been eliminated.
- b. The Board of Governors received for information the Mount Royal College Foundation Budget Plan for 2009-2010.

Mount Royal College

- c. R. Roberts presented the Mount Royal College Budget Plan, as summarized below.
- d. 2009-2010 Budget Outcomes
 - Updated institutional priorities and strategies.
 - Balanced budget.
 - 2009-2010 budget sustains current programs and services and incorporates new degree funding and program costs.
 - \$5 million in one-time funds remains unallocated until budget assumptions are confirmed in the provincial budget.
- e. 2009-2010 Institutional Priorities

The following Institutional Priorities have related Strategies:

 1. Implement the Academic Plan.
 2. Implement the Bachelor and Applied Studies Institution model.
 3. Manage institutional growth and change.
 4. Employer of choice.
 5. Expand and upgrade facilities to meet future needs.
 6. Ensure a stable financial base.
 7. Implement the Strategic Information Technology Plan.
- f. Enrolment
 - Student enrolment assumptions are limited growth – enrolments for 2009-2010 at 2008-2009 levels except for small growth related to the Bachelor of Nursing degree.
 - Forecasting 8,409 full load equivalent (FLE) students for 2009-2010.

g. 2009-2010 Revenue Assumptions

- 6.9% increase from 2008-2009 supplementary budget.
 - Grant increase, \$4.8 million.
 - Credit tuition and related fees, \$5.2 million.
 - Non-credit, sales, etc., \$2.4 million.
- Total: \$12.4 million.

h. 2009-2010 Expense Assumptions

- 7.3% increase from 2008-2009 supplementary budget.
 - Salaries and benefits, \$10.7 million.
 - Increase to one-time pool, \$2 million.
 - Supplies and services, (\$1.2 million).
 - Utilities, \$.5 million.
 - Cost of goods sold, \$.8 million.
- Total: \$12.8 million.

i. 2009-2010 Draft #2 Budget

Revenue:

- Grants, \$91,520,344.
 - Tuition and fee, \$61,003,954.
 - Other revenues, \$38,632,504.
- Total: \$191,156,802.

Expense:

- Salaries and benefits, \$130,905,276.
 - Non-salary (including \$5 million one-time), \$58,711,526.
- Total: \$189,616,802.

Net: \$1,540,000.

Reserve Appropriations: (\$1,540,000).

j. Institutional Budget Allocations

- \$5 million in one-time funds to address one-time priority initiatives which remains unallocated at this time until the provincial budget confirms the grant assumptions. These funds not allocated to on-going operating initiatives because of uncertainty of future grant increases from government beyond 2009-2010.
- No inflation adjustment for supply costs.

k. 2009-2010 Capital and Reserve Budget

- \$4.2 million – capital replacement and library acquisitions.
- \$1.1 million – debt payments for the residences and capital leases.
- \$1.54 million – Reserve Fund appropriations (Parking, \$1.3 million; Recreation Equipment, \$240,000).

I. Unmet Needs

- Divisions identified significant amounts of unmet needs for priority operating and capital needs that were not able to be addressed in the budget.
- One-time and capital budget allocations to be finalized once provincial budget has been finalized.

m. Key Assumptions

- Provincial government funding levels to be confirmed in budget to be issued in April 2009.
- Enrolments in new degrees and overall enrolment targets and trends and their effects on funding.
- Salary settlements from contract negotiations.
- Capital funding gap continues to be an issue.

n. Budget Timelines

- Budget Plan approval by Board of Governors, March 30, 2009.
- Three-year plan to follow.
- Approved budget documents to be posted on MyMRC.

o. Members discussed the College's financial circumstances and the general financial environment. Mount Royal is in a situation where it will experience growth at the same time that the core budget is going to be under pressure and shrinking. The College will need to have effective strategies in place for addressing that situation. Following approval of the 2009-2010 Budget Plan, the College will embark upon an exercise that involves modelling anticipated revenues and expenditure assumptions for 2010-2011 and beyond and developing corresponding strategies in response to the various scenarios. In the Fall 2009, a supplemental budget for 2009-2010 will be brought back to the Board of Governors that will prepare the institution for 2010-2011 and beyond. The College will have to proceed cautiously and ensure that budget actions taken in 2009-2010 will not result in budget cuts in 2010-2011 and 2011-2012.

p. Mount Royal is fortunate in that there will be a 6% grant increase for 2009-2010, the College has been setting aside some funding for the past few years from the operating grant, the institution does not have an accumulated operating deficit, it does not use endowment revenue for operating purposes, and the College does not have a deficit from a self-funded plan. Many institutions have added students/grown to help address their deficits but this is no longer possible, particularly in many parts of Ontario. Mount Royal is not in that position. With respect to the endowments, the College is not anticipating that the markets will recover in time to allow the institution to address its scholarship commitments in 2009-2010 (\$1.5 million shortfall) and the shortfall is being accommodated in the 2009-2010 Budget Plan.

q. The Board credited the College administration for implementing a transparent budget process and for having the foresight to set funds aside during the past few years to provide some budget relief during difficult financial times.

- r. Moved by J. Giesbrecht, seconded by M. Delorme:

THAT the Board of Governors approve the 2009-2010 Operating and Capital Budget Plan.

CARRIED

4.8 DISCUSSION / INFORMATION ITEMS

4.8.1 Application and Enrolment Report: Fall Term 2009

The Board of Governors received for information the Fall Term 2009 Application and Registration Report.

4.8.2 Operating and Capital Budget Report to February 28, 2009

- a. The financial report to February 28, 2009 is positive until the anticipated losses from the investment portfolio are factored in. When that is done, the College will be close to breakeven; however, when contributions to Reserve Funds are taken into account the College will be in a deficit position. The College continues to monitor its revenues, which are positive in all areas except Investment Income. Salaries and Benefits continue to track under budget.
- b. The Board of Governors received for information the Operating and Capital Report to February 28, 2009.

4.8.3 2008-2009 Fiscal Year Audit Plan

- a. On March 30, 2009 the Audit and Finance Committee met with representatives from the Office of the Auditor General to review the 2008-2009 fiscal year audit plan. From an audit standpoint, there are no significant issues. The audit will include a review relating to the investment manager transition.
- b. Going forward, the Auditor General will be releasing a report every six months. The next report is expected April 2009 and the focus will be on the post-secondary institutions.
- c. The Board of Governors received for information the report on the 2008-2009 Fiscal Year Audit Plan.

4.9 COMMITTEE REPORTS

4.9.1 Governance and Nominating Committee

The Board of Governors received for information the written report on the March 4 and March 18, 2009 meetings of the Governance and Nominating Committee.

4.9.2 Campus Development Committee

The Board of Governors received for information the written report on the March 23, 2009 meeting of the Campus Development Committee.

4.10 CONSENT AGENDA

4.10.1 Items Removed from Consent Agenda

There were no items removed from the Consent Agenda.

4.10.2 Consent Agenda

Moved by K. Hewson, seconded by J. Giesbrecht:

THAT the Board of Governors approve or receive for information, as recommended, the Consent Agenda items for the March 30, 2009 meeting of the Board of Governors.

4.10.2.1 Revised Policy 517: Academic Accommodations for Students with Disabilities

THAT the Board of Governors approve the amendments to Policy 517: Academic Accommodations for Students with Disabilities, as presented.

CARRIED

4.11 OTHER BUSINESS

There were no other items of business.

4.12 NOTICES OF MOTION

There were no Notices of Motion.

4.13 MOTION TO RECESS

The March 30, 2009 Regular Meeting of the Board of Governors recessed.

C. Williams, Chair

Date