



MOUNT ROYAL COLLEGE

BOARD OF GOVERNORS

Minutes of the Meeting Held on Monday, April 16, 2007
[Public Session]

- PRESENT:
- H. Kvisle, Chair
 - B. Damps, Recording Secretary
 - L. Black
 - A. Boechler
 - J. Giesbrecht
 - N. Kenward
 - D. Marshall
 - B. Ravelli
 - S. Savidant
 - R. Shaw
 - C. Williams
- 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
- D. Anderson, Director, Financial Services
M. Fogal, General Manager, Students' Association of Mount Royal College
S. Gottheil, Associate Vice-President, Enrolment Management and Registrar
D. Hyttenrauch, President, Mount Royal Faculty Association
B. Lane, Dean, Faculty of Science and Technology
T. MacAlister, Chair, Department of Chemical, Biological and Environmental Sciences
M. MacMillan, Coordinator, Instruction and Information Services, Library Services
K. McBrearty, Director, Marketing and Communications, External Relations
L. Murphy, S2 Architecture
M. Rogers, Mount Royal College Foundation
R. Saint-Fort, Instructor, Industrial Ecology, Department of Chemical, Biological and Environmental Sciences
C. Simpson, Executive Director, Mount Royal College Foundation
- ABSENT:
- G. Lackenbauer
 - N. Lever
 - R. Renaud

4.1 APPROVAL OF AGENDA

The agenda was approved as distributed.

4.2 FACULTY PRESENTATIONS

4.2.1 Margy MacMillan, Coordinator of Instruction and Information Services, Library Services

Margy MacMillan, Coordinator of Instruction and Information Services in the Library, reported on her research project, "Assessing the Research Skills of Journalism Students". Next year, Ms. MacMillan will commence analyzing the five years' worth of data she has collected.

4.2.2 Roger Saint-Fort, Instructor of Industrial Ecology, Department of Chemical, Biological and Environmental Sciences

Roger Saint-Fort, Instructor of Industrial Ecology, Department of Chemical, Biological and Environmental Sciences, made a presentation to the Board of Governors on his research in the areas of soil and water (landfills, contaminant attenuation, remediation, drilling waste, norms contaminated soils, ground water, ecotoxicity, biofilters and ground/water quality issues), involving students to a great extent in these activities.

4.3 APPROVAL OF MINUTES

4.3.1 Regular Meeting, Public Session, February 5, 2007

Moved by B. Ravelli, seconded by J. Giesbrecht:

THAT the minutes of the Public Session of the Regular Meeting of the Board of Governors held on February 5, 2007 be approved as distributed.

CARRIED

4.4 CHAIR'S REPORT

- a. H. Kvisle reported that he met with the Auditor General and representatives from the Auditor General's Office earlier on this date to discuss progress on the recommendations contained in the report on "Review of Governance Processes at Mount Royal College". It was a positive meeting and the Auditor General's Office is pleased with Mount Royal's progress.
- b. The Alberta Association of Colleges and Technical Institutes (AACTI) Council of Board Chairs met recently and the major topic of discussion was the May 24, 2007 meeting of Board Chairs with the Minister, Advanced Education and Technology. S. Savidant, Vice-Chair, or another Board member will attend the meeting on the Board Chair's behalf, although H. Kvisle will be meeting with the Minister prior to that to brief him on the following issues: funding, matching money for endowments, and the need for greater resources to support Advanced Education and Technology in meeting the needs of the system.
- c. The Board of Governors received the Chair's Report for information.

4.5 EXECUTIVES' REPORTS

4.5.1 President

- a. On behalf of the Provost and Vice-President, Academic, D. Marshall reported the following:
 - A proposal has been developed to establish a Centre/Faculty for Teaching and Learning at Mount Royal and it is presently undergoing institutional review.
 - The Director of Library Services has announced his retirement and a search process for a replacement will commence in the near future.

- A search process is well underway for a Dean, Centre for Communication Studies.
 - Degree program development continues for programs that could be implemented in the Fall Term 2009.
- b. In addition to the information provided in his written report, D. Marshall reported that officials from the Ministry of Advanced Education and Technology will be meeting individually with institutions concerning Campus Alberta roles and responsibilities. A government process, led by Phil Gougeon, Assistant Deputy Minister, Adult Learning, will examine the system to see how it could be more efficient, collaborative, and leader centered. The institutional meetings will be followed by another consultation in August 2007. D. Marshall distributed copies of his draft submission to the Minister, "Roles and Responsibilities in Campus Alberta: The Case for the Undergraduate Institution", and noted that the paper proposes some concrete solutions to government. Comments or observations should be forwarded to D. Marshall as soon as possible so that the paper can be finalized and submitted to P. Gougeon. The President may share the paper with the college and university community.
- c. The Board of Governors received the President's Report for information.

4.5.2 Vice-President, Administrative Services

No report.

4.5.3 Vice-President, External Relations

- a. H. Wight, Vice-President, External Relations, reported on the following:
- Breakfast with the President Series: Four or five breakfasts have been held, more are scheduled, and they have been received positively. Board members should contact the Vice-President if they are aware of individuals who should be invited to attend one of the breakfasts to hear about Mount Royal.
 - The Bachelor of Nursing program launch on March 15, 2007 was very successful.
 - The Aboriginal Centre opened on March 21, 2007 and the facility is a great addition to the institution.
- b. The Board of Governors received for information the report from the Vice-President, External Relations.

4.5.4 Executive Director, Student Affairs and Campus Life

- a. B. Fleming, Executive Director, Student Affairs and Campus Life, reported that Advanced Education and Technology has provided funding in the amount of \$172,000 for a second year to support students with disabilities.
- b. The Board of Governors received for information the report from the Executive Director, Student Affairs and Campus Life.

4.6 DECISION / ACTION ITEMS

4.6.1 Tuition Fee Consultation Committee Report and Fee Recommendations for Bachelor of Nursing Program – 2007-2008 to 2009-2010

- a. R. Roberts, Vice-President, Administrative Services, reported that the Tuition Fee Consultation Committee is recommending tuition fees for the Bachelor of Nursing program. The consultation was facilitated by the Chair of the Board's Audit and Finance Committee. The guiding principle the College has been utilizing for determining tuition for the new degree was consistent with discussions with government about funding for new degree programs: equal funding for equal programs; therefore, university-level tuition for university-level programs. The Tuition Fee Consultation Committee considered the tuition fee from two perspectives: the program budget and Mount Royal's competitive situation, including a review of the tuition fees for some of the comparable Nursing programs in the province.
- b. For the Bachelor of Nursing program, the recommendation is that the College assess a supplemental program fee of \$190.00 per course for all students registered in that program. The fee would be calculated based upon the number of courses taken by the student times \$190.00 per course. This strategy would allow Mount Royal to move forward with the degree program for Fall Term 2007 implementation. The \$190.00 per course supplemental fee would bring the average cost per course for new students going into the Bachelor of Nursing program to \$535.64 and would only apply to students in that program.
- c. This is Mount Royal's first degree program to be assessed a university-level tuition fee and the fee will have to be reviewed going forward as the College moves to standardize its fees. The ratio/split of program funding to tuition is 79%/21% (program funding/tuition).
- d. Moved by R. Shaw, seconded by L. Black:

THAT the Board of Governors approve the supplemental per course program fee of \$190.00 per course for the 2007-2008 and subsequent academic years for the new Mount Royal Bachelor of Nursing degree.

CARRIED

4.6.2 Student Residence Update

- a. Several changes were made to the student residences operating model to improve the financial performance of the operation. Where possible, variable costs were reduced, bed fill rates improved with greater numbers of returning students, and new income is being created from the entrepreneurial use of its excess capacity. Moderate operating surpluses are now anticipated over the next few years. The operation has also developed a lifecycle plan and determined that \$3.6 million is needed over the next five years to refurbish its older units in order to continue to generate income. Approximately \$1 million will be available to set aside annually and that amount has been factored into the 2007-2008 Budget Plan.
- b. The Board of Governors received for information the Student Residence Update.

4.6.3 Budget Plan – 2007-2008

- a. R. Roberts presented the 2007-2008 Budget Plan. The budget has gone through broad institutional consultation and was considered by the Board's Audit and Finance Committee earlier on this date. The 2007-2008 Budget Plan is essentially a status quo, rollover budget. R. Roberts' presentation is summarized below.
- b. 2007-2008 Budget Outcomes
- Updated institutional priorities and strategies.
 - Balanced budget.
 - 2007-2008 budget sustains current programs and services.
 - Investing \$2 million in one-time funding to address priority needs, transition and create budget flexibility.
 - Residence occupancy up to 85%.
 - New Bachelor of Nursing program funding is included.
- c. Institutional Priorities
- Institutional Priorities updated for 2007-2008 with supporting Strategies:
- Transition Planning.
 - Institutional Growth.
 - Employer of Choice.
 - Ensure Facilities for Delivery of Academic Plan.
 - Enhance Financial Base.
 - Ensure IT Support for Delivery of the Academic Plan.
- d. Enrolment
- Student enrolment dropped in 2006-2007 by approximately 3.5%.
 - Largest enrolment change has occurred with the Unspecified students.
 - A number of strategies are being put in place for Fall 2007 to mitigate the enrolment change, no adjustment to the budget is being made at this time.
 - 2007-2008 enrolment will be carefully monitored and the budget will be reviewed again in September 2007.
- e. 2007-2008 Revenue Assumptions
- Revenue change: +5.9% from 2006-2007 supplementary budget.
 - Grant increase, \$4.8 million.
 - Tuition and Related Fees, \$2.5 million.
 - Other Revenues, \$1.3 million.
 - Total: \$8.6 million.
- f. 2007-2008 Expense Assumptions
- Expense change: +5.8% from 2006-2007 supplementary budget.
 - Salary and Benefits, \$7.3 million.
 - Supplies and Services, \$1.7 million (includes \$2 million in one-time money).
 - Amortization, \$.6 million.
 - Total: \$8.4 million.

The increase in Salaries and Benefits from 2006-2007 to 2007-2008 is due primarily to Access Funded growth, negotiated salary settlements, and an adjustment in faculty workload.

g. 2007-2008 Recommended Budget

Revenue:

- Grants, \$71,000,078.
- Tuition and Fees, \$50,742,635.
- Other Revenues, \$32,747,633.

Total: \$154,490,346.

Expense:

- Salaries and Benefits, \$103,121,267.
- Non-Salary, \$48,085,361.
- Institutional One-Time, \$2,000,000.

Total: \$153,206,628.

Net: \$1,283,718.

Reserve Appropriations: (\$2,410,000).

h. Institutional One-Time Investments

- \$2 million one-time money: \$1 million for degree transition; \$1 million priority projects (MRC web page, audit/compliance, IT strategic plan, sustainability, supply chain project).

i. 2007-2008 Capital and Reserve Budget

- \$2.6 million for capital replacement and Library acquisitions.
- \$932,000 for debt payments for the residences and capital leases.
- \$960,000 allocation for east residences deferred maintenance/upgrade.
- \$1.45 million in Reserve appropriations: Parking, \$1.25 million; Recreation Equipment, \$200,000.

The AACTI Council of Board Chairs will be recommending to the Minister, Advanced Education and Technology, that funding be provided to institutions for deferred maintenance and facilities.

There has been a \$350,000 increase in the Library Acquisitions budget to allow the Library to build its collections, consistent with the report of the Library Transition Task Force. A project team is working on the Library expansion project and is presently interviewing design consultants.

j. Capital Funding Gap

- As equipment that was originally funded by external/government grants becomes fully amortized and needs to be replaced, the cost/burden to replace the equipment falls on the operating budget.
- The order of magnitude of capital replacement that will fall to operations for renewal and replacement of this type of equipment will be approximately \$.5 to \$1.5 million annually.
- This is a system-wide issue.

k. Unmet Needs

- Divisions identified \$5.4 million in priority operating and capital needs that were not addressed in the budget.

l. Financial Risks/Opportunities

- System-wide enrolment trends and long-term effect on funding.
- Capital funding gap.
- Additional funding – new degree approvals, other?
- Use of Reserves – one-time only.

m. Budget Timelines

- Budget Plan approval – Board of Governors, April 16, 2007.
- Publication of approved Budget Plan on Mount Royal College web site.

- n. Mount Royal's enrolment is down in 2006-2007. Students are taking fewer courses, partially in view of the economic circumstances in the province. This is translating into fewer full load equivalent (FLE) students and less revenue. The situation is being analyzed and enrolment strategies are being developed for 2007-2008 to address the situation rather than reduce the budget at this time.

S. Gottheil, Associate Vice-President, Enrolment Management and Registrar, reported that applications are down about 100 students in the "unspecified" category when compared to the same time last year. Across North America, college enrolment is decreasing and university enrolment is increasing. Mount Royal's University Transfer applications are up, reinforcing Mount Royal's position that students want degree programs, and the targets have been increased for University Transfer Arts and Science. The target ceiling for the "unspecified" student group has been lifted as the College does not know their intentions and they are taking courses for a variety of different reasons. This is part of an overall institutional enrolment strategy, which also includes communicating better with the pool of applicants and improving institutional processes. Mount Royal is considering making a submission to the Minister, Advanced Education and Technology, explaining that students want to attend Mount Royal but are unable to do so because they want to take degree programs.

- o. Moved by C. Williams, seconded by S. Savidant:

THAT the Board of Governors approve the 2007-2008 Budget Plan.

CARRIED

4.6.4 Wyckham House Expansion and Renovations Project

- a. In R. Renaud's absence, R. Roberts reported that the revised Wyckham House expansion and renovations project plan was reviewed by the Campus Development Committee on March 26, 2007, and the Committee is recommending approval of the project plan to the Board of Governors.

- b. A revised project plan was necessary because the cost estimates came in at approximately \$20 million, compared to a project budget of \$14 million. A revised project plan has been developed to meet the budget available. The revised project scope preserves the main components of the original Business Plan, while retaining the square footage and using the space more efficiently. There is a contingency to deal with cost escalation and the project could be scaled back further, if necessary.
- c. The project plan is based on a construction start date of June 2007, with project completion (expansion and renovations) by September 2008. The new building is scheduled to be commissioned in early December 2008.
- d. C. Williams noted that the Students' Association has been extremely responsible in its approach to the project, in changing the scope of the project, and for developing processes to manage both the project and expectations.
- e. Moved by C. Williams, seconded by A. Boechler:

THAT the Board of Governors approve the revised project plan, including scope, budget and schedule, for the Wyckham House expansion project and authorization to proceed with construction.

CARRIED

4.6.5 Faculty Centre Renovations Plan

- a. Preliminary discussion of the Faculty Centre renovations plan occurred at the February 5, 2007 Board of Governors' meeting. Since that time, a number of details about project financing have been worked out and a recommendation is coming forward from the Board's Audit and Finance Committee that the project be approved. The project combines two things: the need to do some remedial work to address problems with the existing space; and, the Mount Royal Faculty Association's (MRFA) need to redesign the facility to meet its future requirements for increased office, meeting, and social spaces.
- b. The College has a 20-year lease with the MRFA for the Faculty Centre space, which was constructed in the mid-1970s and has only received minor renovations since then. The lease requires the MRFA to obtain Board approval for renovations to the space. The renovations proposal fits within the general framework of the lease whereby the Board would pay to address maintenance issues and the Association would pay for furniture, redesign, etc.
- c. The scope of the work has been estimated at \$635,000.

The MRFA contribution to the project (\$352,000) will come from cash reserves (\$115,000) and a faculty levy (\$237,000). The MRFA is requesting an interest-free cash advance from the College of \$237,000 that will be paid back over four to five years through the monthly faculty levy. The faculty levy can be extended to seven years, although the repayment plan is for 4.5 years. The Board contribution to the project will come from the Infrastructure Maintenance Program (IMP) grant for deferred maintenance projects and an allocation from the College's renovations budget.

- d. There was an inquiry as how cost overruns will be handled.

Members heard that the College is mindful about cost overruns on all of the capital projects it undertakes. There is a risk in the deferred maintenance area, but an item such as roof repairs would need to be accommodated in any event. Cost overruns could be handled by reducing money spent on other areas of the project that have more flexibility, and/or extending the levy beyond the currently planned 4.5 years. There would be no net effect on the institutional operating budget.

- e. Moved by C. Williams, seconded by B. Ravelli:

THAT the Board of Governors approve the Faculty Centre Renovations Plan, the Board contribution and cash advance.

CARRIED

4.7 DISCUSSION / INFORMATION ITEMS

4.7.1 Institutional Positioning Task Force Report

- a. Established in 2006, the Institutional Positioning Task Force had a mandate to develop a seven-year plan to position and adequately support, in the marketplace, Mount Royal's unique undergraduate university vision. The Task Force has prepared an Institutional Positioning Development Plan which provides the framework for effective positioning of Mount Royal.
- b. K. McBrearty, Director, Marketing and Communications, who chaired the Task Force, presented the Institutional Positioning Development Plan, as summarized below.
- c. Key Definitions
- "Positioning": *Desired perception of Mount Royal in the minds of our target audience relative to the competition.*
 - "Position": *A strategic choice – a careful decision about the one main thing that we stand for, as opposed to a recitation of our assets.*
 - "Brand": *The actual experience of Mount Royal by our target audience, based on their interaction with us; a "way of being".*
- d. Core Principles
- Student success and enrichment.
 - Excellence in teaching and learning informed by scholarship.
 - Build on history and existing strengths.
 - Proactive in our approach.
 - Collaborative and collegial.
 - Extremely competitive environment.
 - Purposeful community relationships.
 - Community where everyone has value.
 - Lifelong connections.
 - Practical, achievable and rooted in reality.
 - Enabling access to post-secondary education.
 - Minimize negative impacts.

e. Anticipated Key Positioning Milestones – 2009-2012

- AUCC membership application.
- Centennial Capital Campaign public release.
- AUCC membership approval.
- Mount Royal Centennial.
- Centennial Capital Campaign target reached.
- 85% of students enrolled in university programs.

A number of additional activities have been identified that do not have timelines attached.

f. Positioning Influences

- Mount Royal mission, mandate, strategic priorities and Academic Plan.
- Base data and document review.
- Internal and external surveys.
- Best practices references.

g. Three Pillars of Positioning

- Categories of Analysis.
- Primary Target Audience.
- Points of Distinction and Vivid Descriptors.

h. Target Audience

- Priority target: prospective students.
- Secondary targets: current students, influencers, faculty, and other stakeholders.

i. Points of Distinction

- Belief in student success.
- Excellence in teaching and learning (student-centred, teaching-focused).
- Experiential learning.
- Pioneering spirit/sense of momentum.
- Access to post-secondary education.

j. Vivid Descriptors for the Points of Distinction

Mount Royal:

- Empowers every student to reach their highest potential.
- Has inspirational teachers whose passion galvanizes the learning process.
- Is where learning comes alive in and outside the classroom.
- Is infused with a daring, “can do” spirit which results in a vibrant, relevant, innovative and inspiring educational community.
- Is an inclusive institution that takes pride in maximizing access to a post-secondary education.

k. Engagement and Next Steps

- Institutional Positioning Development Plan presentations.
- RFP process: engaged Academica for positioning summit; finalizing selection of brand/positioning expert.
- Strategic platform development and brand essence testing.
- Tandem work.
- Results of positioning summit and research – September 2007 Board of Governors' retreat.

l. H. Kvisle commented positively on the quality of the Institutional Positioning Development Plan and inquired about plans for reaching other target audiences, such as government.

K. McBrearty responded that the institution needs to focus on the target audience first and then look at different ways of depicting the institutional position and message going forward.

m. R. Shaw indicated support for the "vivid descriptors", suggested that the list be shortened from five to three descriptors, and inquired about the target (timeline) for rolling out the Plan.

K. McBrearty responded that the Task Force was cautious about identifying a timeline and noted that, ideally, the Plan should be rolled out in the Fall. The trigger for rolling out the Plan is degree program approvals and the academic implementation schedule.

n. The Board of Governors received for information the presentation on the Institutional Positioning Development Plan.

4.7.2 Students' Association of Mount Royal College – Audited Financial Statements to June 30, 2006

a. Members heard that the SAMRC received a clean audit with no recommendations for improvement of management practices. The Association is in a healthy financial position.

b. The Board of Governors received for information the Students' Association of Mount Royal College Audited Financial Statements to June 30, 2006.

4.7.3 Auditor General's Office Report on Mount Royal College Construction Audit

a. The Auditor General's Office has conducted a general construction audit during which the College's processes and procedures associated with major capital construction projects were reviewed. The Auditors utilized the most recently completed major capital project, the Centre for Continuous Learning, as the project to be reviewed. The Auditor General's Office has indicated that the key criteria have been met. Mount Royal has received a good report with some recommendations for improvement, primarily relating to documentation.

b. The Board of Governors received for information the Auditor General's Office's Report on Mount Royal's General Construction Audit.

4.7.4 Financial Report to February 28, 2007 Year to Date and Major Capital Projects Report

- a. R. Roberts reported that the year to date results are following a pattern similar to the results of previous years, and that the year-end projection is that there will be a small excess of revenues over expenses. The capital budget is tracking on target.
- b. The Board of Governors received for information the Financial Report to February 28, 2007 Year to Date and Major Capital Projects Report.

4.7.5 Auditor General's Office: 2006-2007 Fiscal Year Audit Plan

- a. The Audit and Finance Committee met with representatives from the Auditor General's Office earlier on this date to discuss the 2006-2007 Fiscal Year Audit Plan. The Auditors are already on site and the interim audit has gone very well.
- b. The Board of Governors received for information the report on the Auditor General's Office 2006-2007 Fiscal Year Audit Plan.

4.8 CONSENT AGENDA

Moved by B. Ravelli, seconded by A. Boechler:

THAT the Board of Governors approve or receive for information, as recommended, the Consent Agenda items for the April 16, 2007 meeting of the Board of Governors.

4.8.1 Information Item

4.8.1.1 Students' Association of Mount Royal College – Licensed Premises Report: 2005-2006

THAT the Board of Governors receive for information the Students' Association of Mount Royal College Licensed Premises Report: 2005-2006.

CARRIED

4.9 ITEMS REMOVED FROM CONSENT AGENDA

There were no items removed from the Consent Agenda.

4.10 OTHER BUSINESS

There were no other items of business.

4.11 NOTICES OF MOTION

There were no Notices of Motion.

4.12 MOTION TO RECESS

Moved by J. Giesbrecht, seconded by L. Black:

THAT the April 16, 2007 Board of Governors' meeting recess.

CARRIED

H. Kvisle, Chair

Date