



BOARD OF GOVERNORS

Minutes of the Regular Meeting Held on Monday, December 8, 2008 [Public Session]

- PRESENT:
- C. Williams, Chair
 - B. Damps, Recording Secretary
 - L. Black
 - M. Delorme
 - D. Farrell
 - J. Giesbrecht
 - K. Hewson
 - N. Kenward
 - M. Koczur
 - B. MacKenzie
 - D. Marshall
 - R. Ramsden-Wood
 - R. Shaw
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- R. Fisher, Provost and Vice-President, Academic
 - R. Roberts, Vice-President, Administrative Services
 - 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
 - C. Brewer, Health Education Coordinator, EnCana Wellness Centre
 - C. Burke, Manager, Satellite Campuses
 - S. Gottheil, Associate Vice-President, Enrolment Services
 - K. McElary, Manager, Wellness Services, EnCana Wellness Centre
 - P. Seto, Director, Office of Institutional Analysis and Planning
 - C. Simpson, Executive Director, Mount Royal College Foundation
 - P. Warmington, Director of Development, Mount Royal College Foundation
- ABSENT:
- J. Diakiw

The Chair introduced Dawn Farrell who was recently appointed to the Board of Governors, and welcomed Mrs. Farrell back to the Mount Royal Board.

2.1 APPROVAL OF AGENDA

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

THAT the agenda be approved as distributed.

CARRIED

2.2 PRESENTATION

2.2.1 National College Health Assessment

Kandi McElary, Manager, Wellness Services, and Charmene Brewer, Health Education Coordinator, EnCana Wellness Centre, presented the results of the National College Health Assessment as they pertain to Mount Royal College students.

2.3 APPROVAL OF MINUTES

2.3.1 Regular Meeting, Public Session, October 27, 2008

Moved by K. Hewson, seconded by M. Delorme:

THAT the minutes of the Public Session of the Regular Meeting of the Board of Governors held on October 27, 2008 be approved as distributed.

CARRIED

2.4 CHAIR'S REPORT

The Chair expressed appreciation and thanks to Board members who filled in for her in various capacities during her recent extended trip out of the country.

2.5 EXECUTIVES' REPORTS

2.5.1 President

- a. In addition to the contents of his written report, the President reported the following:
 - Mount Royal has been granted full membership in the Association of Commonwealth Universities.
 - A session was held on December 1, 2008 in preparation for the AUCC site visit on January 29 and 30, 2009 which will determine if Mount Royal is recommended for AUCC membership. Board members were urged to attend the luncheon with the AUCC visiting committee on January 30, 2009.
- b. The Board of Governors received the President's Report for information.

2.5.2 Provost and Vice-President, Academic

- a. R. Fisher, Provost and Vice-President, Academic reported the following:
 - Mount Royal anticipates hearing from Advanced Education and Technology about the Bachelor of Education program next week.
 - The Bachelor of Child and Community Studies proposal is expected to be sent from the Quality Council to the Ministry before Christmas 2008.
- b. The Board of Governors received for information the Report from the Provost and Vice-President, Academic.

2.5.3 Vice-President, Administrative Services

No report.

2.5.4 Vice-President, External Relations

No report.

2.5.5 Executive Director, Student Affairs and Campus Life

- a. B. Fleming, Executive Director, Student Affairs and Campus Life, reported the following:
 - Two possible dates have been identified for Board Night at the Cougars: January 10, 2009 (Basketball) and January 31, 2009 (Hockey). J. O'Connor, Executive Assistant to the President, will poll Board members to determine the most suitable date.
- b. The Board of Governors received for information the Report from the Executive Director, Student Affairs and Campus Life.

2.6 GENERAL FACULTIES COUNCIL

2.6.1 Report on General Faculties Council Meeting, November 20, 2008

The Board of Governors received for information the Report on the General Faculties Council meeting held on November 20, 2008.

2.6.2 Minutes, General Faculties Council Meeting Held on October 16, 2008

The Board of Governors received for information the minutes of the General Faculties Council meeting held on October 16, 2008.

2.7 DECISION / ACTION ITEMS

2.7.1 Tuition Fee Consultation Committee Report and Recommendations for Tuition and Fees: 2009-2010 to 2012-2013

- a. J. Giesbrecht, who facilitated the tuition fee consultation process as Chair of the Audit and Finance Committee, reported on the consultation. The Tuition Fee Consultation Committee held three meetings, which went well. The Committee is comprised of students and administrators. According to the provincial Tuition Fee Policy, tuition fee increases are limited to the Alberta CPI, which equates to a 4.1% increase for 2009-2010. For the subsequent three years, the fees are estimated at 4.0% and that estimate is revisited each year. Government provides direction to institutions annually regarding the CPI number to be used for the calculations.
- b. M. Koczur distributed copies of the Alberta College and Technical Institute Student Executive Council (ACTISEC) policy statement with respect to the cost of post-secondary education, access, and tuition fees, dated November 6, 2008.

The ACTISEC is lobbying government to strike a commission to look at the affordability of accessing a post-secondary education and develop a strategy for reducing tuition in real terms. Students are lobbying government regarding tuition fees and realize that any decrease in tuition fees requires a corresponding increase in the institutional grants from government. Although they would prefer not to experience a 4.1% tuition fee increase, students support the increase. As a student, M. Koczur is concerned about the increase in cost to students, but as a Board member, understands the need for the increase. The current Tuition Fee Policy places institutions in a position where they are obligated to increase tuition by the maximum amount and this negatively impacts students. At the end of the day, students want a high quality education and value added, such as the pilot project for an undergraduate teaching assistants program implemented at Mount Royal.

The ACTISEC's policy statement is intended to get government to take another look at the Tuition Fee Policy and what future debt levels will mean for students. Board support in conveying the ACTISEC's message would be appreciated when opportunities arise.

- c. M. Koczur commented on the positive experience for students who served on the Tuition Fee Consultation Committee.
- d. R. Roberts, Vice-President, Administrative Services, distributed the Students' Association's Fee Schedule for 2009-2010. The fees were approved by the Students' Council and are presented to the Board of Governors for information; the Association's fees do not require Board approval.
- e. There was an inquiry regarding international student fees. Fees for international students are 2.25 times the domestic rate. The international student fee differential will be reviewed as the College continues to implement the Academic Plan and new degrees. Institutions require additional services to support international students and this will be discussed during the review process as well as the level of international activity, tuition fees, etc.
- f. The Audit and Finance Committee has reviewed the tuition fee recommendations and is recommending approval to the Board of Governors.
- g. Moved by J. Giesbrecht, seconded by R. Shaw:

THAT the Board of Governors approve an increase to the course based fee for 2009-2010 of 4.1% and to approve an estimated CPI increase of 4.0% for each of the next three years (2010-2011 to 2012-2013).

CARRIED

2.7.2 2007-2008 Annual Report

- a. The Audit and Finance Committee has reviewed the draft Annual Report and is recommending approval to the Board of Governors, as amended by the Committee and substantially as in its current form. Institutions are required to submit annually to the Minister, Advanced Education and Technology, a report that includes the audited financial statements and an indication of institutional accomplishments based on the Business Plan for the fiscal year.

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

THAT the Board of Governors approve the 2007-2008 Annual Report, as amended and substantially as in its current form.

CARRIED

2.7.3 Updated Banking and Signing Authority Documents

- Moved by J. Giesbrecht, seconded by R. Shaw:

THAT the Board of Governors approve the CIBC and Apex Credit Union Banking Resolutions and approved signing officers for Mount Royal College as at December 8, 2008; and,

THAT the Board of Governors approve the listing of Authorized Signing Officers for Mount Royal College as at July 1, 2008.

CARRIED

2.7.4 Institutional Access Plan

- a. The Academic Affairs Committee has reviewed the Institutional Access Plan and is recommending approval to the Board of Governors. The Institutional Access Plan is a new Advanced Education and Technology requirement of all post-secondary institutions in the province. The Plan relates to a number of planning and policy documents issued by the Ministry, particularly the Roles and Mandates Policy Framework for Alberta's Publicly Funded Advanced Education System, which will soon be in legislation.
- b. Access Plans provide a means for institutions to articulate their access goals (student access to learning) for a three-year period. There will be 1,100 new spaces available across the system in 2009-2010 which is less than half the number of new spaces available in 2008-2009.
- c. Mount Royal's draft Plan commences with the 2009-2010 academic year and projects out two additional years. For the 2009-2010 year, the College's Access Plan essentially focuses on implementing the new degrees and is based on planning already completed and discussed with Ministry officials. Mount Royal is very fortunate to have already received funding for the new degree programs implemented in the Fall of 2008.
- d. Moved by L. Black, seconded by K. Hewson:

THAT the Board of Governors approve the Institutional Access Plan for submission to Advanced Education and Technology substantially in its current form.

CARRIED

- e. Board members commented on the quality of Mount Royal's Access Plan, noting how well the document outlines the institution's academic plans going forward.

2.7.5 Proposal to Establish an Institute for the Scholarship of Teaching and Learning

- a. The Academic Affairs Committee has reviewed the proposal to establish an Institute for the Scholarship of Teaching and Learning at the institution and is recommending Board approval. The General Faculties Council has recommended to the President that the Institute be established.
- b. R. Fisher reported that the Institute for the Scholarship of Teaching and Learning would be a flagship Institute fundamental to the type of institution Mount Royal aspires to become and underscores the importance of research and scholarship at Mount Royal. The role of the Institute would be to encourage, facilitate and support the engagement of Mount Royal faculty in teaching-learning related scholarship, and to advance the existing body of research in this area.
- c. The Institute will be expected to operate horizontally, across the institution, to build a culture of scholarship related to teaching and learning, cultivate communities of practice, and encourage interdisciplinary collaboration in this area. While the principle focus of its work will be internal to Mount Royal, it is anticipated that the Institute will, over time, assume a leadership role in building the profile of the scholarship of teaching and learning provincially and nationally. College policy also mandates that institutes must be financially self-sustaining.
- f. The plan is to establish the Institute and then seek funding through the capital campaign for the Institute. Since the capital campaign has not yet been launched, the College will be putting seed money into the Institute to get it up and running. Dr. Richard Gale, a recognized scholar in teaching and scholarship, will be a visiting scholar half-time on the campus this year.
- g. Moved by L. Black, seconded by J. Giesbrecht:

THAT the Board of Governors approve the proposal to establish an Institute for the Scholarship of Teaching and Learning.

CARRIED, with one abstained
(K. Hewson) in view of a conflict of interest

2.7.6 Expansion of the Centre for Continuous Learning and Science and Technology Wing

- a. The Campus Development Committee met on December 8, 2008 to consider proposals for the expansion of the Roderick Mah Centre for Continuous Learning and the Science and Technology Wing. The Committee is recommending that the projects proceed.
- b. R. Roberts provided an overview of the two expansion projects, which are intended to respond immediately to two critical space needs.

The main purpose of the Centre for Continuous Learning expansion is to accommodate faculty and program growth resulting from launch of the Bachelor of Business Administration program. The current Bissett School of Business building houses the Bissett School of Business, Faculty of Continuing Education,

and International Education. Expansion of the Centre will allow the Faculty of Continuing Education to relocate to the expanded facility and provide the Bissett School of Business with the facilities it needs for a full launch of the Bachelor of Business Administration program. The second key component of the expansion is the addition of classroom space for all credit and non-credit academic activity. The College is expecting classroom/space challenges as the new degree programs are fully implemented, and this will provide some additional classrooms. Finally, the addition will allow the current programs that are run out of the Holy Cross Centre to be delivered on the main campus.

Expansion of the Science and Technology Wing will provide the critical science labs to support the launch of the Bachelor of Science degree, and will provide additional lab facilities and faculty office space in support of the Bachelor of Arts degree.

- c. These two projects will provide the College with critical classroom, lab and office space by year four of the degree roll-out. Cost estimates and a business case have been developed. The projected cost estimates from the cost consultant, construction manager, and design consultant varied from \$51 to \$58 million. The College proposes to build these two projects with a combination of donated and matching funds, government grants, and internally allocated funds. This financial plan for the projects is more favourable to the Campus Development Committee than the proposal considered by the Committee in May 2008.
- d. The College has established an overall budget of \$53 million and is proposing that the projects proceed to the tender process with this budget maximum. The College will also be evaluating the option of a fixed price contract in view of recent changes in the economic environment. The Campus Development Committee will be provided with information about both options in the February/March 2009 timeframe.
- e. Moved by M. Delorme, seconded by K. Hewson:

THAT the Board of Governors approve the budget and project plan for the expansion of the Roderick Mah Centre for Continuous Learning and the expansion of the Science and Technology Wing.

CARRIED

2.7.7 Planning for Vehicle Parkade

- a. On December 8, 2008 the Campus Development Committee reviewed a proposal to commence the detailed design for a vehicle parkade and is recommending to the Board of Governors that the project proceed.
- b. R. Roberts reported that the Campus Transportation Strategy report in 2006 identified the potential need for a parkade if the College's plans for degree implementation and new buildings were approved; and, in 2007 a parking structure feasibility study was completed. A number of events have come together to solidify the need for a parkade on the campus: approval and implementation of new degrees, an increase in the campus population, loss of

300 parking spaces leased from Canada Lands, the planned construction of new buildings on existing surface lots, and the need to demonstrate to the City of Calgary that the College has sufficient parking supply on campus to meet current and future needs.

- c. The anticipated capacity of a parkade on the campus is in the range of 1,000 to 1,200 stalls. Parkades are much more expensive than surface lots and must be paid for from parking revenues as the government will not fund parking structures. Funding a parkade will require that the College borrow funds to finance the project and then pay off the debt over time from parking revenues. This will result in the need to substantially increase the current parking rates. It is estimated that a parkade will cost \$40 to \$50 million at about \$35,000 per stall. A vehicle parkade would be available by late 2010. The College is in discussion with the City about how to improve transit services to Mount Royal. The west extension to the LRT will help in the long-term, but will come too late to address the immediate need to reduce the number of vehicles and parking demand through improved transit service.
- d. The proposal being recommended to the Board of Governors is that the College proceed with phase two of the parking structure project which will provide the design development and construction documentation and a detailed business plan. A budget of \$1 million is proposed for this work.
- e. There was discussion concerning process. Once the cost of a parkade and revenue required are known, the campus community (students, support staff, faculty, management) will be engaged in discussions about the parking rate structure in relation to the revenue that needs to be generated and how to move forward. It was noted that the College will have to address the City of Calgary's concern about sufficient parking on the campus and mitigate the impact on the surrounding community.
- f. There was an inquiry about the impact of the west extension to the LRT on parking at Mount Royal. R. Roberts responded that a parkade will provide some short-term relief and provide some additional capacity, but over the long-term the parkade won't meet the institution's needs and the west LRT and improved transit service will be required.
- g. Concern was expressed that a parkade might be a band-aid solution and the College is not addressing the sustainable transportation needs and looking at a strategy for sustainability going forward. Concern was also expressed about a 100% increase in parking fees for staff, coupled with other increases such as the City of Calgary property tax increase over the next three years, and the related financial impact.
- h. There was an inquiry about the loss of existing parking spaces during construction of a parkade. R. Roberts responded that there would be a short-term loss of parking and the desire would be to keep the timeframe as short as possible. There might be some space available at the former CFB facilities or at a local casino with shuttle service to and from the campus.

- i. Moved by M. Delorme, seconded by R. Shaw:

THAT the Board of Governors approve a budget of \$1 million, to be funded from the Parking and Transportation Reserve, for the detailed design and development of a business plan for a parkade.

CARRIED, with one opposed
(N. Kenward)

2.8 DISCUSSION / INFORMATION ITEMS

2.8.1 2009-2010 Budget Development: Institutional Priorities and Strategies, Budget Assumptions, Projections, Process and Schedule

- a. R. Roberts made a presentation on 2009-2010 budget development, which is summarized below.
- b. 2009-2010 Budget Objectives
- Update institutional priorities and strategies with a focus on continuing our transition.
 - Operating budgets for new degrees and transition will be incorporated into the ongoing budget; includes the funded degrees.
 - Sustain enrolment and current programs and services.
 - Review and refine revenue targets for earned revenue units.
 - Must achieve a balanced budget when budget is finalized in April 2009.
- c. 2009-2010 Institutional Priorities
- Implement the Academic Plan.
 - Implement the Bachelor and Applied Studies Institution model.
 - Manage institutional growth and change.
 - Employer of choice.
 - Expand and upgrade facilities to meet future needs.
 - Ensure a stable financial base.
 - Implement the Strategic Information Technology Plan.
- d. Preliminary Revenue Assumptions – Change from 2008-2009 Supplemental Budget
- 2009-2010 Preliminary Revenue Changes – 5.6% increase, excluding \$10.9 million one-time grant.
 - Grant increase - \$3.5 million.
 - Tuition and other fees - \$4.7 million.
 - Other revenues - \$1.8 million.
 - Total Increase: \$10.0 million.

- e. Preliminary Expense Assumptions Change from 2008-2009 Supplemental Budget
- 2009-2010 Preliminary Expense Changes – 8.0% increase, excluding \$10.9 million one-time grant.
 - Salary and benefits - \$5.6 million.
 - Non-salary: \$8.5 million.
 - Includes funding for new degrees.
 - Total increase: \$14.1 million.
- f. Capital Budget
- Furnishings and Equipment and Minor Renovations:
Furnishings and Equipment, Instructional Equipment Fund, Library Acquisitions - \$4.0 million.
Deferred Maintenance budget - \$2.6 million.
 - Planned Major Capital Projects:
Centre for Continuous Learning addition - \$25 million (estimate).
Science and Lab upgrades - \$25 million (estimate).
Learning Centre and Library Retrofit - \$187 million+.
Parkade – TBD.
Conservatory Building - \$60 million.
- g. 2009-2010 Preliminary Budget Forecast
- Revenue:
Grants - \$90,177,000.
Tuition and Other Fees - \$60,241,000.
Other Revenues - \$38,315,000.
Total Revenue: \$188,733,000.
 - Expense:
Salaries and Benefits - \$125,740,000.
Non-Salary - \$61,098,000.
One-Time Transition Fund - \$4,000,000.
Total Expense: \$190,838,000.
Deficiency of Revenue over Expense: (\$2,105,000).
Planned Contribution to Reserves: \$1,500,000.
Net: (\$3,605,000).
- h. Assumptions to be Clarified during Core Budget Process
- Funding assumptions and announcements.
 - Tuition decision (Board of Governors, December 8, 2008).
 - Collective bargaining outcome.
 - Supplies and services inflationary impact.
 - Earned revenues and investment income targets and sustainability to be finalized.
 - Outcomes of task force reports and other transition/transformation implications.

i. Budget Conclusions and Directions

- Sustain current operations within available resources.
- \$4.0 million (one-time money) to support transition.
- Revised targets for revenue areas.
- Some assumptions will change as information becomes available during budget process.
- Monitor effect of current economic environment.

j. Timelines

- 2009-2010 Budget Assumptions – Board of Governors, December 8, 2008.
- Direction to Budget Managers – December/January 2009.
- Budget Consolidation – February/March 2009.
- Budget Approval – March 30, 2009.
- Consultation throughout process.

k. Some of the budget assumptions still need to be clarified but the College is confident that the projected budget shortfall can be addressed without asking departments for budget cuts. The highest risk areas relate to the government grant being less than 6% (although government has made a commitment to post-secondary institutions), and another area of risk concerns the endowments. There should be clarity about the assumptions by the February/March 2009 timeframe.

l. There was an inquiry regarding growth in enrolment in view of the economic downturn. Members heard that Mount Royal is not anticipating enrolment growth beyond that already planned with implementation of the degrees over the next few years. Student growth would have to be funded by government although there would be pressure on facilities. The College does have the ability to grow significantly in Continuing Education if individuals want to upgrade their qualifications.

m. The Board of Governors received for information the presentation on 2009-2010 Budget Development.

2.8.2 Operating and Capital Budget Report to October 31, 2008

- a. R. Roberts reported that the operating and capital budget are tracking as expected to October 31, 2008. There are no major issues to be addressed and performance to date is consistent with other years. It was important that the College achieved its enrolment targets for the new degree programs and enrolment is positive. The financial report at December 31, 2008, which is the mid-point in the fiscal year, will provide a more meaningful picture of how the budget is tracking and year-end forecast.
- b. The Board of Governors received for information the Operating and Capital Budget Report to October 31, 2008.

2.9 COMMITTEE REPORTS

2.9.1 Governance and Nominating Committee

The Board of Governors received for information the written report on the activities of the Governance and Nominating Committee since the Board's October 27, 2008 meeting. K. Hewson will forward comments about the Instructor Emeritus process to D. Marshall.

2.9.2 Human Resources and Compensation Committee

The Board of Governors received for information the written report on the activities of the Human Resources and Compensation Committee since the Board's October 27, 2008 meeting.

2.9.3 Campus Development Committee

The Board of Governors received for information the written report on the activities of the Campus Development Committee since the Board's October 27, 2008 meeting.

2.10 CONSENT AGENDA

2.10.1 Items Removed from Consent Agenda

There were no items removed from the Consent Agenda.

2.10.2 Consent Agenda

Moved by K. Hewson, seconded by R. Ramsden-Wood:

THAT the Board of Governors approve or receive for information, as recommended, the Consent Agenda items for the December 8, 2008 meeting of the Board of Governors.

2.10.2.1 Information Items

2.10.2.1.1 Consolidated Audited Financial Statements for the Year Ended June 30, 2008 – Signed

THAT the Board of Governors receive for information the final signed version of Mount Royal's Consolidated Audited Financial Statements for the year ended June 30, 2008.

2.10.2.1.2 Report of the Task Force on the Role of the Chair – Executive Summary

THAT the Board of Governors receive for information the Executive Summary of the Report of the Task Force on the Role of the Chair.

CARRIED

2.11 OTHER BUSINESS

There were no other items of business.

2.12 NOTICES OF MOTION

There were no Notices of Motion.

2.13 MOTION TO RECESS

Moved by D. Farrell:

THAT the Board of Governors' meeting recess.

CARRIED

C. Williams, Chair

Date