



BOARD OF GOVERNORS

Minutes of the Regular Meeting Held on Monday, December 10, 2007 [Public Session]

- PRESENT:
- C. Williams, Chair
 - B. Damps, Recording Secretary
 - L. Black
 - J. Blomme
 - M. Delorme
 - J. Giesbrecht (by telephone)
 - K. Hewson
 - N. Kenward
 - G. Lackenbauer (by telephone)
 - D. Marshall
 - N. Lever
 - R. Ramsden-Wood
 - S. Savidant
 - R. Shaw (by telephone)
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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
 - M. Dobell, Acting Manager of Athletics
 - D. Hyttenrauch, President, Mount Royal Faculty Association
 - W. Glanzman, Instructor, Department of Sociology and Anthropology
 - T. Nickle, Instructor, Department of Chemical, Biological and Environmental Sciences
- ABSENT:
- R. Renaud

The Board Chair introduced and welcomed to the meeting Ruth Ramsden-Wood, who was recently appointed to the Mount Royal Board of Governors as a public member.

2.1 APPROVAL OF AGENDA

Moved by K. Hewson, seconded by L. Black

THAT the agenda be approved as distributed.

CARRIED

2.2 FACULTY PRESENTATIONS

2.2.1 Dr. William Glanzman, Department of Sociology and Anthropology

Dr. William Glanzman, Instructor, Department of Sociology and Anthropology, made a presentation to the Board of Governors on The Wadi Raghwan Archaeological Project: Initial Results and Future Directions.

2.2.2 Dr. Todd Nickle, Instructor, Department of Chemical, Biological and Environmental Sciences

Dr. Todd Nickle, Instructor, Department of Chemical, Biological and Environmental Sciences, made a presentation to the Board of Governors on Fostering Student Reflection Using a Blended Learning Approach.

2.3 APPROVAL OF MINUTES

2.3.1 Regular Meeting, Public Session, October 26, 2007

Moved by J. Blomme, seconded by N. Lever:

THAT the minutes of the Public Session of the Regular Meeting of the Board of Governors held on October 26, 2007 be approved as distributed.

CARRIED

2.4 CHAIR'S REPORT

a. C. Williams reported the following:

- There have been discussions with the Minister, Advanced Education and Technology, concerning the Roles and Mandates Policy Framework, degree program funding, and AUCC membership.
- On November 19, 2007, there were several Board-related activities: a joint meeting of the College Board of Governors and the Foundation Board of Directors; the Annual Meeting with the College Community; and, the Annual Board Dinner.
- The Student Awards Luncheon, held on November 27, 2007, honoured students from a wide range of different programs who had received various national and College awards.
- The Students' Association of Mount Royal College hosted its 40th Anniversary Gala on December 8, 2007.

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

2.5 EXECUTIVES' REPORTS

2.5.1 President

- a. Members had received the President's written report on activities since the October 2007 Board meeting, along with the list of upcoming events, in advance of the meeting. Additionally, the President reported as outlined below.
- b. Advanced Education and Technology's Roles and Mandates Policy Framework has been approved-in-principle by Cabinet. The next step is to move forward with legislation that will allow the implementation details to be put in place. The College supports the concept and is anxiously awaiting the implementation details. Mount Royal made a number of recommendations for revision to drafts of the Framework and all except one were included in the final document. The recommendation not included relates to scholarship and research and discussions are continuing. The Framework allows Mount Royal to be a baccalaureate institution according to the baccalaureate and applied institution model.
- c. The Minister, Advanced Education and Technology, has established four working groups to look at the implementation details of the Roles and Mandates Policy Framework. D. Marshall is a member of the Funding and Accountability Working Group, which has had several meetings and is looking at funding models for institutions under the new Roles and Mandates Policy Framework. The result will be a new funding model for each of the six institutional categories where institutions will be funded according to their mandates.
- d. Congratulations were extended to Board Chair C. Williams and Board member R. Ramsden-Wood for being named as two of Canada's Top 100 Most Powerful Women by the Women's Executive Network.
- e. 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:
 - The Division of Academic Affairs continues to work with the Campus Alberta Quality Council on new degree program review and approval; and, is working with the Ministry on the degree program enrolment plan and funding for the Fall Term 2008.
 - Jim Zimmer, Acting Dean, Faculty of Teaching and Learning, is working hard to get the newly-established Faculty of Teaching and Learning up and running and to implement the General Education Program.
 - A proposal for funding for a Library and Learning Centre was submitted to Advanced Education and Technology in November 2007 for consideration in government's capital budget.
- 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

- a. H. Wight, Vice-President, External Relations, distributed a written report on the following External Relations activities: Recently Held and Upcoming Events, College Archives, Alumni, Communications, and Marketing.
- b. The Board of Governors received for information the Report from the Vice-President, External Relations.

2.5.5 Executive Director, Student Affairs and Campus Life

- a. B. Fleming, Executive Director, Student Affairs and Campus Life, reported the following:
 - The Retention Sub-Committee of the Student Recruitment and Retention Planning Committee continues to meet.
 - The recent Mumps Vaccination Clinics at Mount Royal attracted approximately 4,600 individuals.
 - An update on Cougar Athletics and the performance of the Cougar teams was provided by Marc Dobell, Acting Manager of Athletics. The Cougar athletes continue to perform exceptionally well and represent the institution in an exemplary manner.
- b. The Board of Governors received for information the Report from the Executive Director, Student Affairs and Campus Life.

2.6 DECISION / ACTION ITEMS

2.6.1 Tuition Fee Consultation Committee Report and Recommendations for Tuition and Fees: 2008-2009 to 2011-2012

- a. The tuition fee consultation meetings between the College and students occurred during October and November 2007 to propose credit tuition and fee recommendations for 2008-2009 to 2011-2012. The consultation was facilitated by J. Giesbrecht, as Chair of the Audit and Finance Committee.
- b. Government has indicated that the maximum that fees can be increased for 2008-2009 is the Alberta CPI, which is 4.6%. The recommendation from the Audit and Finance Committee is that credit tuition and fees be increased by 4.6% in 2008-2009, and that credit tuition and fees be increased by 4.0% (the estimated CPI) in each of the subsequent three years - 2009-2010 to 2011-2012. The College is recommending conversion to a course-based fee model (from a credit-based model), effective for 2008-2009, and to increase the course-based fee for 2008-2009 by 4.6% as allowed under the Tuition Fee Policy. International fees are 2.25 times those of domestic fees and the parties made a

commitment to assess the international fee differential and the fee strategy for international students. The College and the SAMRC also agreed to work jointly with Calgary Transit on some innovative transit fee options for students prior to the next SAMRC referendum on the U-Pass.

- c. Moved by N. Lever, seconded by J. Giesbrecht:

THAT the Board of Governors approve the conversion to the course-based fee proposal, approve an increase to the course-based fee for 2008-2009 of 4.6%, and approve an estimated CPI increase of 4.0% for each of the next three years (2009-2010 to 2011-2012).

CARRIED

2.6.2 Banking and Signing Authority Documents

- Moved by J. Blomme, seconded by N. Kenward:

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 1, 2007.

CARRIED

2.6.3 Faculty Roles and Responsibilities Task Force Final Report

- a. N. Lever, Chair, Academic Affairs Committee, reported that the Committee reviewed the Faculty Roles and Responsibilities Task Force Final Report on December 10, 2007. The Task Force produced an excellent document and R. Fisher and D. Hyttenrauch were acknowledged for their efforts in co-chairing the Task Force. The Final Report outlines a number of recommendations relating to the nature of faculty workload at Mount Royal and will be advisory to the collective bargaining process between the Board of Governors and the Mount Royal Faculty Association (MRFA). Accordingly, the Academic Affairs Committee is recommending that the Board receive, rather than approve-in-principle, the Final Report.
- b. R. Fisher reviewed the Executive Summary of the Task Force's recommendations:
- Principles: Recommendations are based on the five principles of:
 1. The primacy of teaching.
 2. Equivalence of scholarly activities.
 3. Choice.
 4. Flexibility.
 5. Devolution.
 - Definitions and Values: The Task Force provided distinctly Mount Royal definitions and values for:
 1. Teaching.
 2. Scholarship.
 3. Service.

- Evaluation Model: That faculty be evaluated on the basis of either a 60/30/10 (teaching, scholarship and service) pattern, or a 90/10 (teaching and service) pattern, with the nature of the patterns and the evaluation priorities informed by the principles, definitions and values.
- Academic Rank: The establishment of academic rank at Mount Royal with the traditional titles of Instructor, Assistant, Associate and Full Professor but with somewhat less traditional expectations of performance within rank.
- Tenure: Lengthening the time before application for tenure to enable faculty to establish a record of scholarly achievement. Faculty could apply for tenure after three to five years of tenurable service.
- Evaluation: Evaluation every year prior to tenure and every three years after tenure.

c. Moved by N. Lever, seconded by M. Delorme:

THAT the Board of Governors receive the Faculty Roles and Responsibilities Task Force Final Report.

CARRIED

2.6.4 Report of the Joint Board/Mount Royal Faculty Association Committee on Cross Faculty Appointments

- a. R. Fisher reported that in a Memorandum of Understanding in the current Collective Agreement between the MRFA and the Board of Governors, both parties agreed to establish a committee to study the feasibility of extending cross-appointment to tenurable and term-certain faculty. The committee examined the issues surrounding such appointments and made recommendations about how to include the necessary provisions for this purpose in future Collective Agreements should the MRFA and the Board of Governors wish to do so. The Academic Affairs Committee reviewed the Report on December 10, 2007 and is recommending that the Board receive, rather than approve-in-principle, the Report.
- b. Moved by K. Hewson, seconded by J. Blomme:

THAT the Board of Governors receive the Report of the Joint Board/Mount Royal Faculty Association Committee on Cross-Faculty Appointments.

CARRIED

2.6.5 New Degree Program Proposals

2.6.5.1 Bachelor of Science

- a. The Academic Affairs Committee has reviewed the proposal for a Bachelor of Science and is recommending approval-in-principle to the Board of Governors. Mount Royal has been advised that the Campus Alberta Quality Council (CAQC) will be recommending the program to the Minister, Advanced Education and Technology, for approval.

- b. Moved by L. Black, seconded by N. Lever:

THAT the Board of Governors approve-in-principle a Bachelor of Science.

CARRIED

2.6.5.2 Bachelor of Computer Information Systems

- a. The Academic Affairs Committee has reviewed the proposal for a Bachelor of Computer Information Systems and is recommending approval-in-principle to the Board of Governors. The proposal is presently before the Quality Council but the review team has not yet visited the institution to conduct the program review.

- b. Moved by L. Black, seconded by N. Lever:

THAT the Board of Governors approve-in-principle a Bachelor of Computer Information Systems.

CARRIED

2.6.5.3 Bachelor of Arts in Criminal Justice

- a. The Academic Affairs Committee has reviewed the proposal for a Bachelor of Arts in Criminal Justice and is recommending approval to the Board of Governors as a Mount Royal degree program. The program has gone through the Quality Council process, it has been approved by the Minister of Advanced Education and Technology, and is presently awaiting government funding so that implementation can occur. The program would not be implemented in the Fall Term 2008 unless funding becomes available.

- b. Moved by K. Hewson, seconded by J. Blomme:

THAT the Board of Governors approve a Bachelor of Arts in Criminal Justice.

CARRIED

2.7 DISCUSSION / INFORMATION ITEMS

2.7.1 2008-2009 Budget Development: Assumptions, Projections, Process and Schedule

- a. Mount Royal is embarking upon a tri-budget process for 2008-2009 comprised of the following components: core budget, new degrees (growth) budget, transition budget. The institution's core budget will be developed (essentially a status quo budget), and as degree programs are funded, those budgets will be handled separately. R. Roberts made a presentation on 2008-2009 budget development, which is summarized below. An electronic version of the presentation will be forwarded to Board members.

- b. 2008-2009 Budget Objectives
- Updated institutional priorities and strategies with a focus on degree implementation.
 - Operating budgets for new degrees and transition will be handled separately – tri-budget process.
 - Sustain enrolment and current programs and services – core budget.
 - One-time funding available to invest up-front in new degree implementation and transition priorities including task force reports.
 - Review and refine revenue targets for earned revenue units.
 - Must achieve a balanced budget once budget is finalized in April 2008.
- c. 2008-2009 Institutional Priorities (have been updated, with supporting strategies)
1. Implement the Academic Plan.
 2. Implement the Baccalaureate and Applied Institution Model.
 3. Manage Institutional Growth.
 4. Implement Institutional Positioning Strategy.
 5. Employer of Choice.
 6. Expand and Upgrade Facilities to Meet Future Needs.
 7. Enhance the Financial Base.
 8. Implement the Strategic Information Technology Plan.
- d. Preliminary Revenue Assumptions Change from 2007-2008 Budget
- 2008-2009 Revenue Changes – 5.9% increase.
- Grant Increase, \$5.2 million.
 - Tuition and Other Fees, \$2.3 million.
 - Other Revenues, \$1.9 million.
- Total: \$9.4 million.
- e. Preliminary Expense Assumptions Change from 2007-2008 Budget
- 2008-2009 Expenditure Changes – 7.6% increase.
- Salary and Benefits, \$8.5 million.
 - Supplies and Services, \$3.5 million.
- Total: \$12.0 million.
- f. Capital Budget
- Furniture and Equipment, Instructional Equipment Fund, Library Acquisitions – \$4 million.
 - Renovations Budget – TBD.
 - Centre for Continuous Learning Addition - \$6 million.
 - Lab Upgrades - \$10 million.
 - Library and Learning Centre Proposal - \$99.5 million.

g. 2008-2009 Preliminary Budget Forecast

Revenue –

- Grants, \$80,249,000.
 - Tuition and Other Fees - \$53,012,000.
 - Other Revenues - \$34,818,000.
- Total: \$168,079,000.

Expense –

- Salaries and Benefits - \$113,341,000.
 - Non-Salary - \$53,108,000.
 - One-Time Transition Fund - \$3,000,000.
- Total: \$169,449,000

Contribution to Reserves - \$1,400,000.

Net: (\$2,770,000).

h. Assumptions to be Clarified during Core Budget Process

- Enrolment targets and assumptions.
- Tuition decision – December 2007.
- Collective bargaining outcome.
- Supplies and services inflationary impact.
- Earned Revenues and Investment Income targets to be finalized.
- Outcomes of task force reports.

i. Budget Overview

- Sustain current operations within available resources.
- \$3 million (one-time money) to support transition and other one-time funding priorities.
- Revised targets for revenue areas.
- Some assumptions will change as information becomes available during budget process.
- New degree implementation and transition will be budgeted for separately.

j. Timelines

- Review 2008-2009 Budget Assumptions with Board of Governors – December 10, 2007.
- Direction to Budget Managers – January 2008.
- Budget Consolidation – February/March 2008.
- Budget Approval – April 7, 2008.
- Consultation throughout process.

k. The Board of Governors received for information the 2008-2009 Budget Development Presentation on Assumptions, Projections, Process and Schedule.

2.7.2 Major Capital Projects Report

- a. R. Roberts reported on the major capital projects:
 - Wyckham House Expansion: The project is proceeding on schedule, with no lost time accidents reported, and will likely be completed on budget.
 - A proposal for the Library and Learning Centre was submitted to Alberta Advanced Education and Technology in November 2007 for consideration in government's capital budget process.
- b. The Board of Governors received for information the Major Capital Projects Report.

2.7.3 Gift Acceptance Policy

- a. Mount Royal is developing an overarching gift acceptance policy, which will include a sub-policy on the acceptance of donated shares. It was suggested that the Executive Director of the Foundation and the Director of Financial Services contact other organizations to determine the policies that are already in place governing gift acceptance.
- b. The Board of Governors received for information the update on the development of a Gift Acceptance Policy.

2.7.4 The Globe and Mail "2007 University Report Card" – Where Mount Royal Ranks

- a. The Board of Governors received a breakdown of information presented at the September 2007 retreat on the results of The Globe and Mail "2007 University Report Card". Mount Royal participated in the University Report Card but its results are not reported as Mount Royal is a college, not a university. If Mount Royal had been a university, it would have ranked #1 in this Report Card. In addition to identifying where Mount Royal excels, the detailed information also indicates where Mount Royal needs improvement, such as the Library. It was suggested that the report be forwarded to the Minister, Advanced Education and Technology, and it was noted that the results have been referenced in the Library and Learning Centre proposal that has been submitted to government.
- b. The Board of Governors received for information the breakdown of Mount Royal's results on The Globe and Mail "2007 University Report Card".

2.8 COMMITTEE REPORTS

No reports.

2.9 CONSENT AGENDA

2.9.1 Items Removed from Consent Agenda

Item #2.9.2.1.6, Policy 550-1: Credit Curriculum Approval Process was removed from the agenda, but not for discussion at this time.

2.9.2 Consent Agenda

Moved by J. Blomme, seconded by N. Lever:

THAT the Board of Governors approve or receive for information, as recommended, the Consent Agenda items for the December 10, 2007 meeting of the Board of Governors.

2.9.2.1 Action / Decision Items

2.9.2.1.1 Proposed Amendment to Academic Council Constitution: By-Law 2: Library Advisory Standing Committee

THAT the Board of Governors approve amendments to the Academic Council Constitution and By-Law 2: Library Advisory Standing Committee, Sections 2.1 and 2.2.

2.9.2.1.2 Proposed Amendment to Academic Council Constitution: By-Law 3: General Education Standing Committee

THAT the Board of Governors approve revisions to the Academic Council Constitution and By-Law relating to Section 3.3 Composition to include: Dean, Faculty of Teaching and Learning [or designate] (ex officio) and one faculty member elected from each Faculty/School/Centre/Library.

2.9.2.1.3 Convocation

THAT the Board of Governors approve the Academic Council conferral of credit degrees, diplomas and certificates.

2.9.2.1.4 Revised Policy 507: Grades and Examinations

THAT the Board of Governors approve Policy 507(A): Grades and Policy 507(B): Examinations.

2.9.2.1.5 Revised Policy 512: Academic Standing and Graduation

THAT the Board of Governors approve revisions to Policy 512: Academic Standing and Graduation.

2.9.2.1.6 Revised Policy 550-1: Credit Curriculum Approval Process

This item was removed from the agenda.

2.9.2.1.7 Revised Policy 585-6: Research Overhead and Indirect Costs

THAT the Board of Governors approve Policy 585-6: Research Overhead and Indirect Costs.

2.9.2.2 Information Items

2.9.2.2.1 Minutes, September 20, 2007 Academic Council Meeting

THAT the Board of Governors receive for information the minutes of the Academic Council meeting held on September 20, 2007.

2.9.2.2.2 Minutes, October 18, 2007 Academic Council Meeting

THAT the Board of Governors receive for information the minutes of the Academic Council meeting held on October 18, 2007.

2.9.2.2.3 Mount Royal College Institutes' Annual Report

THAT the Board of Governors receive for information the 2006-2007 Annual Report on Mount Royal College Institutes, in accordance with Policy 586, Institutes at Mount Royal College.

CARRIED

2.10 OTHER BUSINESS

There were no other items of business.

2.11 NOTICES OF MOTION

There were no Notices of Motion.

2.12 MOTION TO RECESS

The December 10, 2007 Board of Governors' meeting recessed.

C. Williams, Chair

Date