



## **BOARD OF GOVERNORS**

### **Minutes of the Meeting Held on Monday, February 5, 2007** **[Public Session]**

PRESENT: H. Kvisle, Chair  
B. Damps, Recording Secretary  
L. Black  
A. Boechler  
J. Giesbrecht  
N. Kenward  
N. Lever  
D. Marshall  
B. Ravelli  
R. Renaud  
S. Savidant

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

D. Anderson, Director, Financial Services  
J. Blomme, Vice-President, Academic, Students' Association of Mount Royal College  
D. Bratt, Instructor, Department of Policy Studies  
M. Chikinda, Acting Dean, Centre for Communication Studies  
P. Fearon, Senior Development Officer, Mount Royal College Foundation  
F. Fennig, The Reflector  
D. Hyttenrauch, President, Mount Royal Faculty Association  
N. MacIntosh, Dean, Faculty of Continuing Education and Extension  
J. Macpherson, President, Students' Association of Mount Royal College  
M. Mertin, Dean, Faculty of Arts  
M. Radzikowska, Instructor, Centre for Communication Studies  
T. Rothery, Vice-President, Student Life, Students' Association of Mount Royal College  
C. Simpson, Executive Director, Mount Royal College Foundation

ABSENT: G. Lackenbauer  
R. Shaw  
C. Williams

#### **3.1 APPROVAL OF AGENDA**

Moved by N. Lever, seconded by B. Ravelli:

THAT the agenda be approved as distributed.

CARRIED

#### **3.2 FACULTY PRESENTATIONS**

##### **3.2.1 Milena Radzikowska, Instructor, Centre for Communication Studies**

Ms. Milena Radzikowska, Instructor of Electronic Publishing in the Centre for Communication Studies, made a presentation to the Board of Governors on her research in the area of interface design providing highlights on the Nora Project, Watch My Moves, and My Health and Hope.

### **3.2.2 Duane Bratt, Instructor, Department of Policy Studies**

Dr. Duane Bratt, Instructor of Political Science in the Department of Policy Studies, discussed the development and publication of his recent book, The Politics of CANDU Exports (University of Toronto Press: Toronto, 2006). Dr. Bratt also discussed the history and tensions surrounding the CANDU initiative.

### **3.3 APPROVAL OF MINUTES**

#### **3.3.1 Regular Meeting, December 11, 2006**

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

THAT the minutes of the Public Session of the Regular Meeting of the Board of Governors held on December 11, 2006 be approved as distributed.

CARRIED

### **3.4 CHAIR'S REPORT**

- a. The Board Chair referenced the "Mount Royal International Education Update" (December 2006), noting that it was a very good report, and urging Board members to read the document if they have not already had an opportunity to do so.
- b. Members heard that Mount Royal has an international strategy which has a balanced and focused approach (exchanges for students and faculty, revenue generating programs) and International Education is a very good operation. R. Fisher, Provost and Vice-President, Academic, will arrange for the Director of International Education to make a presentation to the Board of Governors on the International Education Plan/Strategy.
- c. The Board of Governors received the Chair's Report for information.

### **3.5 EXECUTIVES' REPORT**

#### **3.5.1 President**

- a. In addition to the contents of his written report distributed in advance of the meeting, the President reported that:
  - There has been a shift within Mount Royal from transition planning to implementation with a number of initiatives moving along. The Transition Steering Committee has been dissolved and the University Implementation Committee (with membership very similar to the Transition Steering Committee) has been established. The Committee will coordinate and communicate the activities of the university implementation task teams and provide recommendations to the President on priorities, processes, procedures and policies to guide Mount Royal's transition to Canada's finest undergraduate university.
  - An Annual Board Dinner will be held on November 19, 2007, following the Board's Annual Meeting with the College community. Former Board members will be invited and retiring Board members will be honoured.
- b. The Board of Governors received the President's Report for information.

### **3.5.2 Provost and Vice-President, Academic**

- a. R. Fisher reported that:
  - All of Mount Royal's degree program proposals, with the exception of the three-year Bachelor of Arts proposal, have been forwarded by the Minister, Advanced Education and Technology, to the Campus Alberta Quality Council. The Ministry has established a panel of academic experts to consider the system implications of the three-year Bachelor of Arts degree proposal. The Bachelor of Science proposal is presently on its way to the Council. Site visits will occur during the Winter Term 2007.
  - The official opening of the Aboriginal Centre will take place on March 21, 2007 in conjunction with Aboriginal Month. The Centre has been operating since early this year. Invitations to the opening will be sent to Board members.
- b. Copies of the Academic Plan were distributed.
- c. The Board of Governors received for information the Report from the Provost and Vice-President, Academic.

### **3.5.3 Vice-President, Administrative Services**

No report.

### **3.5.4 Vice-President, External Relations**

- a. H. Wight, Vice-President, External Relations, distributed copies of an updated document entitled "Enhancing Post-Secondary Access, Quality and Affordability", dated February 5, 2007, and reported that Board members had requested an updated version of this document.
- b. The Board of Governors received for information the Report from the Vice-President, External Relations.

### **3.5.5 Student Affairs and Campus Life**

- a. B. Fleming, Executive Director, Student Affairs and Campus Life, reported the following:
  - Career Fair will be held on March 7, 2007.
  - The 2007 Mount Royal Cougar Golf Classic will take place on Monday, September 10, 2007.
  - Mount Royal will host the Women's National Volleyball Championships in March 2008.
- b. The Board of Governors received for information the Report from the Executive Director, Student Affairs and Campus Life.

### 3.6 DECISION / ACTION ITEMS

#### 3.6.1 Tuition Fee Consultation Committee Report and Recommendations: 2007-2008 to 2009-2010

- a. The Tuition Fee Consultation Committee has been meeting to discuss credit tuition and other fee changes at Mount Royal College, and has reached consensus on the fee proposal for 2007-2008 for existing programs. Tuition and related fees for 2007-2008 are being recommended and fees for 2008-2009 to 2010-2011 are estimated in accordance with government policy to provide students with an indication of future fees. Fees are also being proposed for International, Cooperative Education, and Recreation and Athletics. The consultation was facilitated by the Chair of the Audit and Finance Committee. The fee proposal is supported by the administration and student representatives on the Tuition Fee Consultation Committee, including the student representative on the Board of Governors.
- b. The recommendations are in line with the government's new tuition fee policy which limits annual tuition fee increases to the Alberta CPI. The Ministry has communicated that for 2007-2008, the CPI rate applicable is 3.3%. The new policy also eliminates the mandatory differential fee for international students. A concern identified with the new policy relates to one of the definitions, which would include under the Tuition Fee Policy for the first time some non-credit programs. Discussions are on-going with the Ministry about this matter.
- c. The tuition fees for new degree programs will be tied to the funding level received from government for those programs. When program funding information is available, a further consultation will occur and recommendations will be presented to the Board of Governors in April 2007.
- d. R. Roberts reported that, with the tuition fee increase being limited to the Alberta CPI of 3.3%, government has set aside money to top-up institutional budgets in view of the loss of revenue. Details about how this will work and the top-up amount for 2007-2008 are not yet available and will be important for the College since cost increases are greater than 3.3%. Students have offered to support Mount Royal in its discussions with government about this top-up funding. It was suggested that in its written communication with government, the College note the importance of top-up funding, along with the inflation rate in Calgary in relation to the tuition fee increase.
- e. A. Boechler introduced the three other Executive members of the Students' Association of Mount Royal College who were present at the meeting and reported that tuition fees and top-up funding from government are important issues for the Students' Association. Students were concerned about a "double bump" in tuition fees, but it appears that will not be the case since government is providing top-up funding for institutions. The recent tuition fee freeze has brought Alberta down in terms of being high in tuition to being the fourth lowest amongst the provinces. Students support the recommendation from the Audit and Finance Committee that tuition fees be increased by 3.3% in 2007-2008. Moving tuition from legislation to a Regulation is of concern to students because it leaves unpredictability, and A. Boechler suggested that the College and Association work together to urge government to move the Tuition Fee Policy back into legislation.

- f. There was an inquiry about international student fees and student quota. R. Roberts explained that, under the former Tuition Fee Policy, fees for international students were to be set at a minimum of two times the domestic rate. Based on feedback from institutions, the new Tuition Fee Policy removes this requirement and it is up to each institution to determine its international student fees. Mount Royal is proposing that, for 2007-2008, the international fees remain at 2.25 times the domestic rate and that the international fee differential be assessed as part of the new degree program tuition fee strategy. The number of international students at Mount Royal is small when compared to domestic students and there is no quota for international students.
- g. Moved by S. Savidant, seconded by R. Renaud:
- THAT the Board of Governors approve the 2007-2008 credit fee schedule, as proposed, and the estimate CPI increase of 3.5% for each of the three years 2008-2009 to 2010-2011.

CARRIED

### **3.6.2 Access to the Future Fund Application**

- a. Under the Access to the Future Fund, Advanced Education and Technology has set aside \$3 million for Mount Royal for 2006-2007 from the Renaissance Fund Component. Mount Royal's application for these matching funds requires Board of Governors' approval. The Board will also be requested to approve a recommendation that the College administration be authorized to prepare and submit applications in future years.
- b. Mount Royal's submission for matching funds totals \$3 million. In order to maximize the benefit of several significant donations received during the eligibility period, the College will be requesting Advanced Education and Technology to match in excess of \$9 million outside of the Access to the Future Fund and has indicated priority uses in the event that additional funding becomes available. The total of these other priorities is \$9,947,710. Members received a revised Part 3 and Part 4 of the application to reflect a change to move \$50,000 earmarked for the Conservatory to the "equipment for program delivery" category. It was suggested that Part 4 of the application be amended to clarify the request for matching funds for \$7 million which is to go towards the Library in the category "Facilities for Learning".
- c. There was an inquiry about the implications for the institutional budget. R. Roberts responded that the matching funds will add both revenue and expenditures to the budget when the programs are finalized and rolled out. Funding for large projects would be held until the expenditure is made in the next or subsequent fiscal year, but funds for Scholarships could be expended sooner.
- d. Moved by N. Lever, seconded by J. Giesbrecht:
- THAT the Board of Governors approve the Access to the Future Fund Application, as amended (item b., above).

THAT the Board of Governors delegate authority for Mount Royal College management to prepare and submit applications in future years.

CARRIED

### **3.6.3 Draft Charter – Audit and Finance Committee**

- a. The Charter for the Audit and Finance Committee reflects the changed mandate and obligations of the Committee and is being recommended for approval by the Audit and Finance Committee and the Governance and Nominating Committee.
- b. Membership of the Audit and Finance Committee will be reviewed to ensure clarity and consistency with other Board Sub-Committees. Quorum is based on voting members.
- c. Moved by S. Savidant, seconded by J. Giesbrecht:

THAT the Board of Governors approve the Charter for the Audit and Finance Committee.

CARRIED

## **3.7 DISCUSSION ITEMS**

### **3.7.1 Faculty Roles and Responsibilities Task Force: Draft Report and Academic Ranking**

- a. The Faculty Roles and Responsibilities Task Force has developed a draft report, which requires additional work but which is fairly close to completion. The draft report is the result of many Task Force meetings and two academic community consultations. The Task Force was co-chaired by R. Fisher and D. Hyttenrauch, President, Mount Royal Faculty Association.
- b. R. Fisher reviewed the Task Force's draft report:
  - Core Principles that guided the Task Force's work/thinking regarding faculty roles and responsibilities were the following:
    - Flexibility.
    - Choice.
    - Primacy of Teaching.
    - Equivalence of Scholarly Activities.
    - Devolution.
  - Faculty Responsibilities – Definitions and Values:
    - Teaching: learning relationship between students and faculty.
    - Scholarship: peer-to-peer communication of knowledge.
    - Service: the essential obligation and responsibility attached to collegial governance and the underpinning of academic freedom and autonomy.
  - Faculty Roles and Responsibilities Model:
    - Teaching/Scholarship Pattern: 60% (teaching), 30% (scholarship) and 10% (service).
    - Teaching-Intensive pattern: 90% (teaching) and 10% (service).

In an informal straw poll conducted at the January 5, 2007 consultation, 75% to 80% of participants indicated they would choose the 60%/30%/10% workload pattern/model.

- Evaluation of Faculty Responsibilities:

- Criteria: The basis for the evaluation will be the overall instructional description of teaching, scholarship and service as outlined in the Faculty Responsibilities Model document, supplemented by a more detailed criteria document developed at the Faculty level.
- Faculty criteria documents will describe expectations for colleagues in the three areas of faculty roles and responsibilities.
- Process: Annual evaluation prior to tenure. Evaluation every third year following receipt of tenure.
- All faculty will submit an annual report to their Chair and Dean. In the year of evaluation, the annual report will be supplemented by other relevant documentation.

In an informal straw poll conducted at the January 5, 2007 consultation, there was 75% support for post-tenure review and the evaluation process.

- Ranks and Titles:

- Typically three academic ranks: Assistant professor, associate professor, professor (or full professor).
- Other ranks and titles vary but tend to indicate teaching-only, lesser-qualified, or casual academic employees.
- Initial Appointment: Most universities appoint new tenure track faculty at assistant professor rank. Faculty moving laterally between institutions may receive initial appointment at a higher rank.

Academic rank was supported by 75% of participants at the academic community consultation.

The Task Force will now be looking at how rank might look at Mount Royal as well as the criteria and process for moving from one category to another.

- c. It is anticipated that the Task Force's report will be finalized by the end of the Winter Term 2007. The results of this work will have to be discussed during negotiations between the Board and the Mount Royal Faculty Association, commencing with the next round of negotiations between the parties.
- d. D. Marshall commented on the draft report, noting that it is an exceptional piece of work of significant importance to Mount Royal and its faculty. Dr. Marshall expressed appreciation to Drs. Fisher and Hyttenrauch for their role in leading that process.
- e. The Board of Governors received for information the Faculty Roles and Responsibilities Task Force Draft Report and Academic Ranking.

### **3.7.2 Investment Report to December 31, 2006**

- a. R. Roberts reported that the Audit and Finance Committee met with a representative from Bissett Investment Management earlier on this date and received the Investment Report to December 31, 2006.
- b. Investments performed close to the benchmark during the last quarter of 2006 but were off the benchmark annually in view of Canadian Equities. Over the long term, Bissett tends to perform well but because of the weighting in Canadian Equities the benchmark will beat Bissett's return.
- c. The Audit and Finance Committee is in the process of sending out an RFP for a consultant to assist with the evaluation of the investment portfolio.
- d. The Board of Governors received for information the Investment Report to December 31, 2006.

### **3.7.3 Second Quarter Financial Report to December 31, 2006**

- a. R. Roberts reported that the second quarter financial report includes operating, capital and a year-end projection. The only concern at this time relates to credit tuition revenue, which is down, and the situation is being analyzed to determine whether there are revenue implications for the 2007-2008 budget. The total number of credits being taken by students has decreased and conversion of credits to full load equivalent students (FLEs) also shows a decrease in FLEs.
- b. The residence operation is performing well financially compared to budget and a \$950,000 positive position is projected for the fiscal year. The 2007-2008 Budget Plan being presented to the Board of Governors in April 2007 will include a revised Business Plan for the residences. B. Ravelli acknowledged the work undertaken by R. Roberts and B. Fleming to turn the financial situation around in the residences.
- c. The Board's Campus Development Committee will be meeting in March 2007 to deal with a number of capital projects, including Wyckham House expansion and renovations, the Library, and a parkade.
- d. There was an inquiry about the budget for the Centre for Continuous Learning. R. Roberts responded that the project was \$100,000 over budget when the unbudgeted audio visual system was included so, essentially, the \$14 million project can be considered to be on budget. The project is going through the final audit and may even qualify for the LEED gold classification and, in any event, is guaranteed LEED silver classification.
- e. The Board of Governors received for information the Second Quarter Financial Report to December 31, 2007.

## **3.8 CONSENT AGENDA**

Moved by N. Lever, seconded by A. Boechler:

THAT the Board of Governors approve or receive for information, as recommended, the Consent Agenda for the February 5, 2007 meeting of the Board of Governors.

**3.8.1 Information Items**

**3.8.1.1 Academic Council Minutes, Meeting Held on November 16, 2006**

THAT the Board of Governors receive for information the minutes of the Academic Council meeting held on November 16, 2006.

**3.8.1.2 Academic Council Minutes, Meeting Held on December 7, 2006**

THAT the Board of Governors receive for information the minutes of the Academic Council meeting held on December 7, 2006.

CARRIED

**3.9 ITEMS REMOVED FROM CONSENT AGENDA**

There were no items removed from the Consent Agenda.

**3.10 OTHER BUSINESS**

There were no other items of business.

**3.11 NOTICES OF MOTION**

There were no Notices of Motion.

**3.12 MOTION TO RECESS**

Moved by R. Renaud, seconded by L. Black:

THAT the February 5, 2007 Regular Meeting of the Board of Governors recess.

CARRIED

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H. Kvisle, Chair

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Date