



BOARD OF GOVERNORS

Minutes of the Meeting Held on Friday, October 26, 2007 [Public Session]

- PRESENT: H. Kvisle, Chair *
B. Damps, Recording Secretary
L. Black
J. Bloome
K. Hewson
N. Kenward
N. Lever
D. Marshall
R. Renaud
S. Savidant
R. Shaw
C. Williams *
- 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
C. Gatt, Library Consultant, Cohos Evamy
P. Kostouros, Instructor, Department of Child and Youth Studies
C. London, Associate Dean, Faculty of Health and Community Studies
K. McBrearty, Director, Marketing and Communications
C. Shepstone, Director, Library Services
C. Simpson, Executive Director, Mount Royal College Foundation
M. Sparrow, Consultant, Cohos Evamy
- ABSENT: M. Delorme
J. Giesbrecht
G. Lackenbauer

* In view of the timing of Cathy Williams' designation as Board Chair, Hal Kvisle Chaired the October 26, 2007 meeting of the Mount Royal College Board of Governors.

1.1 APPROVAL OF AGENDA

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

THAT the agenda be approved as distributed.

CARRIED

1.2 FACULTY PRESENTATION

1.2.1 Ms. Patricia Kostouros, Instructor, Department of Child and Youth Studies

Ms. Patricia Kostouros, Instructor, Department of Child and Youth Studies, made a presentation to the Board of Governors on the Hospital Infantil Project in Tijuana, Mexico.

1.3 APPROVAL OF MINUTES

1.3.1 Regular Meeting, Public Session, June 5, 2007

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 June 5, 2007 be approved as distributed.

CARRIED

1.4 CHAIR'S REPORT

a. H. Kvisle reported the following:

- TransCanada Corporation completed a business transaction with RBC earlier this year, following which RBC made a donation in the amount of \$20,000 to the charity of TransCanada's choice - the Mount Royal College Foundation.
- Discussion at the Board of Governors' retreat held in September 2007 focused on the following topics: faculty and staff work life in transition; government's Roles and Mandates Policy Framework discussion paper; institutional positioning; and, Mount Royal's capital campaign.

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

1.5 EXECUTIVES' REPORTS

1.5.1 President

a. D. Marshall referenced his written report on activities since the June 5, 2007 Board of Governors' meeting, noting in particular the following:

- Mount Royal was invited to make a presentation to government's Standing Committee on Public Accounts on October 16, 2007. Several individuals representing the College attended the meeting, including two Board members. The meeting went very well, with positive feedback received about Mount Royal's presentation, the quality of information provided, and that Mount Royal was the only institution presenting to the Committee with Board member participation. Questions from the Committee focused on access and affordability issues.

- D. Marshall is a member of the Funding and Accountability Working Group established in consequence of Advanced Education and Technology's Roles and Mandates Policy Framework document. The Working Group will develop principles and models for funding.
- D. Marshall has been appointed to the Higher Education Quality Council of Ontario.
- Algoma University College, an institution in Ontario transitioning from a college to a university college, invited Dr. Marshall to spend time with its Board and Senate to share with those groups what Mount Royal is doing relative to its transition and aspirations for the future.

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

1.5.2 Provost and Vice-President, Academic

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

- Discussion at the Deans' Council retreat held September 27 to 29, 2007 focused on implementing the Academic Plan and degrees, including the challenges and issues to be addressed relating to students and enrolment, faculty (and to some extent staff) recruitment and retention, resources and space, and implementation of the General Education Program.
- The College has plans to implement four new degrees as a package in the Fall Term 2008 if government provides approval and funding for the programs: Bachelor of Criminal Justice, Bachelor of Arts (4-year with 7 majors), Bachelor of Science (with 4 majors), and Bachelor of Communication. These degrees will require funding from government and funding discussions are presently occurring with Ministry officials.
- The Faculty of Teaching and Learning is being implemented. Jim Zimmer has been appointed Acting Dean and a Chair is being hired for the Department of General Education. The General Education Program does not require Campus Alberta Quality Council review as a program, but the Program is part of every Mount Royal degree program being reviewed by the Quality Council. There has been very positive feedback to the Program from the Quality Council. The Faculty of Teaching and Learning also houses a Department of Education and Schooling, which is developing a Bachelor of Education degree proposal.
- R. Fisher has been appointed to the Alberta Council on Admissions and Transfer.

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

1.5.3 Vice-President, Administrative Services

No report.

1.5.4 Vice-President, External Relations

- a. H. Wight, Vice-President, External Relations, reported the following:
- Mount Royal representatives met with the Calgary Caucus on September 21, 2007. There was discussion concerning funding for degree program implementation, the Foundation's capital campaign, the transition timetable, and other transition-related matters. Copies of the College's presentation to the Caucus were distributed to Board members. H. Wight and D. Marshall continue to meet individually with MLA's to advocate for and position Mount Royal for advancement.
 - Work continues on the College Archives Project and the Yearbooks from 1910 through 1967 have been digitized.
 - In External Relations, work is occurring on a number of fronts: website enhancement project, institutional positioning, program launches and announcements, and development of the Crises Communication Plan.
 - Upcoming Events: 1950's reunion dinner, November 10, 2007; Open House, November 17, 2007; Foundation Legacy Dinner, November 20, 2007; and, Christmas in Song, December 14, 2007.
- b. The Board of Governors received for information the Report from the Vice-President, External Relations.

1.5.6 Executive Director, Student Affairs and Campus Life

- a. B. Fleming, Executive Director, Student Affairs and Campus Life, reported the following:
- The Cougar Classic Golf Tournament, organized by a group of alumni, raised \$30,000 for scholarships.
 - The student residences are fully occupied and the operation continues to meet and exceed its budget targets. The fill rate is due to the current tight rental market in Calgary and because more second year students are staying on in the residences.
 - A gap analysis of student services readiness for transition was undertaken and a report will be forwarded to the Board of Governors. There are no significant gaps in student services, although there is work to be done to yield improvements in the services provided and prepare Mount Royal students for academic and personal success.
- b. The Board of Governors received for information the Report from the Executive Director, Student Affairs and Campus Life.

1.6 DECISION / ACTION ITEMS

1.6.1 Board of Governors' Priorities: 2007-2008

a. The Board of Governors' Priorities for 2007-2008 have been revised as discussed at the Board's retreat in September 2007 and are presented for approval.

b. Moved by C. Williams, seconded by J. Blomme:

THAT the Board of Governors approve the revised Board Priorities for 2007-2008, as proposed.

CARRIED

1.6.2 Library and Learning Centre Proposal

a. The Campus Development Committee met with the Library consultants on October 18, 2007 to review the functional program plan and preliminary building and site renderings for a Library and Learning Centre. The Committee is recommending to the Board of Governors that the program plan, site and initial building design be used as the basis for a proposal to government, which the College is targeting to submit in November 2007.

b. Carmel Gatt, Consultant for the Library and Learning Centre project, Cohos Evamy, made a presentation on the proposed Library and Learning Centre. The presentation and discussion during the presentation are summarized below.

- Total area distribution: 170,000 square feet; 110,000 square feet of the 170,000 square feet is actually Library space.
- Location: Adjacent to the Centre for Continuous Learning on the east side of the campus where a parking lot presently resides. The Library and Learning Centre would "fill-in the missing tooth of the Grand Plaza".
- Four components: Learning Resources; Library Collection Resources; Library and Building Support; and the Faculty of Teaching and Learning.
- Learning Resources: Wireless Environment; Concourse and Library Café; Library Entrance and Access Services; Learning Commons; Learning Skills Centre and Library Instruction.
- Library Collection Resources: Main Collections; Periodicals; Seating and Study Stations; Mount Royal Archives.
- Library and Building Support: Library Administration and Staff Office Area; Technical Services; Library Systems; Shipping and Receiving, Maintenance and Building Services.
- Faculty of Teaching and Learning: Academic Development Centre; Department of Education and Schooling; Dean's Office; Department of General Education; and Institute for Research in Teaching and Learning.

- There would be parking underneath the building and possibly stacked parking behind the building. Mount Royal would have to fund parking as government will not provide money for this purpose. Parking would have to be addressed as part of the comprehensive campus plan for parking and transportation.
 - The current roadway would have to be elevated to slow traffic movement; the roadway would resemble a European street and accommodate pedestrian traffic and transit. It would be difficult to relocate that portion of the campus ring road and connect it back again at a later date, but that would have to be a future consideration in campus development.
- c. There was an inquiry regarding cost. R. Roberts responded that the project will be in the range of \$100 million. The present estimate is \$94 million and cost consultants are reviewing the details. Although the design is fairly standard, there are some architectural features that make the Library space more expensive (e.g., Libraries require structures to support books). The most expensive component of the design is the atrium. The intent upon which the design is proceeding is that the Library would be LEED certified (definitely silver and possibly gold). The building will be more expensive to construct than the Centre for Continuous Learning, although that building could not be constructed today for the same cost as it was a few years ago.

It was noted that the cost of a new Library and Learning Centre building is separate from renovating the current Library space to accommodate other functions, which is estimated at \$60 million. The College will be exploring funding for renovations to repurpose that 100,000 square foot space with government, which has asked the College to submit linked proposals.

With respect to operating funding to support new facilities, government has a formula that it uses to calculate "lights on money" and the College's proposal will factor that cost into the proposal.

- d. The cost of the Library is higher than initially estimated because there have been changes to the scope of the project. The Library project initially started with the possibility of renovating and expanding the existing Library, but that option would not work and achieve the College's objectives. A separate building would accommodate the Library and other functions (Faculty of Teaching and Learning) and free up the current Library space to be re-purposed for other uses. It was suggested that the College's proposal to government include reference to the changes in the project since the initial discussions with government and there should also be reference to the construction cost index.
- e. Moved by R. Renaud, seconded by C. Williams:

THAT the Board of Governors approve the program plan, site and preliminary building design as the basis for the proposal to government for a new Library and Learning Centre.

CARRIED

1.6.3 Mount Royal College Consolidated Audited Financial Statements for the Fiscal Year Ended June 30, 2007, Financial Statement Overview, Reserve Fund Appropriations, and Endowment Interest Capitalization

- a. The Audit and Finance Committee met with representatives from the Office of the Auditor General, including the Provincial Auditor General, on October 25, 2007 to receive the consolidated audited financial statements for the fiscal year ended June 30, 2007. The consolidated financial statements include the financial results for Mount Royal College, the Mount Royal College Foundation, and the Mount Royal College Day Care Society for the 2006-2007 fiscal year. The meeting with the Auditor General's Office was very positive and the Auditors made several complimentary comments about the College's internal controls, systems, accounting procedures, compliance, the cooperation received from management, etc.
- b. R. Roberts reviewed the actions required of the Board of Governors: approval of the recommendations for reserve fund appropriations, approval of the recommendations for endowment interest capitalization, and approval of the audited consolidated financial statements at June 30, 2007. At a future date, detailed expenditure plans for the reserve fund appropriations will be forwarded to the Board of Governors.
- c. Moved by C. Williams, seconded by R. Shaw:

THAT the Board of Governors approve the Mount Royal College Year-End Appropriations and Reserve Fund Transfers for the year ended June 30, 2007.

Specifically:

Annual Appropriations Approved Through the 2006-2007 Budget Process –

Athletics/Mount Royal Recreation Equipment Reserve Fund	\$ 200,000
MRSSA Professional Development Carry Forward	3,400
Executive Professional Development Carry Forward	17,758
Board of Governors Scholarships Reserve	2,360
Parking Reserve	1,395,000
Research Reserve	41,876
Current Year Net Operating Spending from Internally Restricted Net Assets	<u>\$(1,944,175)</u>
	\$ (283,781)

Appropriations Approved Through the 2006-2007 Budget Process –

Residence Reserve – matching the Revised Business Plan	\$ 1,200,000
Long-Term Disability (LTD) Management Reserve	<u>75,957</u>
	\$ 1,275,957

New Appropriation Requests –

Additional Allocation to Residence Reserve	\$ 800,000
Capital and Renovations and Alterations Projects	3,000,000
Divisional and Special Projects	2,700,000
Degree Transition Implementation	<u>3,000,000</u>
	\$ 9,500,000
Total	<u>\$10,492,176</u>

CARRIED

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

THAT the Board of Governors approve the Mount Royal College Audited Consolidated Financial Statements for the year ended June 30, 2007.

CARRIED

1.6.4 Supplementary Budget: 2007-2008

- a. Since approval of the 2007-2008 Budget Plan by the Board of Governors in April 2007, the College has received additional funding from government sources to support two major program expansions in Nursing education. Funding was received to expand the Bridge to Canadian Nursing (BCN) program and to create a new Internationally Educated Nurses (IEN) Assessment program in Calgary and Edmonton. The IEN program assesses internationally trained nurses and the BCN program addresses any gaps or deficiencies they might have to meet Canadian nursing standards. The College is presently looking at options for space for the programs, either leasing or working cooperatively with another institution.
- b. The total amount of funding coming to the College for these programs is \$4.2 million. There is no net effect on the institution's operations - \$4.2 million in revenue (conditional grants) and \$4.2 million in expenditures.
- c. Moved by C. Williams, seconded by R. Shaw:

THAT the Board of Governors approve the Supplementary Budget for 2007-2008 that includes conditional funding in the amount of \$4.2 million for the Bridge to Canadian Nursing Program and the Internationally Educated Nurses Assessment Program.

CARRIED

1.6.5 Revised Endowment Management Policy

- a. A revised Endowment Management Policy, as a result of the Audit and Finance Committee review on October 25, 2007, was distributed. The policy will be reviewed annually and the Audit and Finance Committee has requested that the review process include the Committee.

- b. The College has a conservative policy with respect to distribution of earnings that evolved as a result of historically poor investment returns. Earnings and rates of return are substantially higher and more stable and the College was accumulating more than required in the Endowments and allocating less. A revision to the method of distributing the investment earnings on Endowed Scholarship funds is recommended for 2006-2007 and subsequent academic years and will result in more money being available for allocation to students. With respect to allocations to support operating programs, the revision will allow the College to utilize more funding and capitalize less, pending the outcome of the Towers Perrin review. The objective is to maximize distribution while still holding a reserve.
- c. Moved by C. Williams, seconded by R. Shaw:
- THAT the Board of Governors approve the revised Endowment Management Policy, as amended by the Audit and Finance Committee.

CARRIED

1.6.6 Revised Policy 270: Alumni Association of Mount Royal College

- a. The College's existing Policy 270: Alumni Association of Mount Royal College was developed in 1985 and has become outdated in view of changes in the Alumni Association's organizational structure, strategic focus, expanded scope, and activities over the years. The revised policy and associated operating guidelines reflect the changes that have occurred.
- b. Moved by K. Hewson, seconded by S. Savidant:
- THAT the Board of Governors approve revised Policy 270 governing the Mount Royal College Alumni Association.

CARRIED

1.6.7 Revised Policy 425: Legacy Awards

- a. Policy 425: Legacy Awards replaces existing Policy 425: Distinguished Citizen and Distinguished Alumnus(a) Awards. The latter policy was established in 1990. Since that time the College and the College's alumni membership have grown significantly and the timing and structure of major College ceremonies have changed. The existing policy no longer provides appropriate recognition opportunities for these important members of the College community. The revised policy expands the scope of the awards, defines clear nomination and selection processes, and introduces new methods of recognition.
- b. Moved by K. Hewson, seconded by S. Savidant:
- THAT the Board of Governors approve revised Policy 425: Legacy Awards.

CARRIED

1.6.8 Banking Resolution, Borrowing Resolution, and Signing Authority Policy Update

a. The Audit and Finance Committee has reviewed the Banking Resolution. The College has completed the change to its new investment custodian, RBC Dexia, and the custodian has requested a formal resolution of the Board of Governors designating the signing officers for all custody transactions with its organization.

b. Moved by C. Williams, seconded by R. Shaw:

THAT the Board of Governors approve the RBC Dexia Banking Resolution, with an amendment to the Authorized Signing Officers list to reflect the recent Board Chair and Board Vice-Chair appointments.

CARRIED

1.7 DISCUSSION / INFORMATION ITEMS

1.7.1 Application and Enrolment Report: Fall Term 2007

a. In 2006-2007, Mount Royal's enrolment decreased 3.2% and had budget (revenue) implications for the institution. Enrolment Services analyzed application and enrolment trends and implemented several initiatives (including removing some of the barriers for students) that resulted in increased enrolment for Fall Term 2007 – up 5.8% overall from Fall Term 2006. There was a big increase in “Open Studies” and an increase in demand for 4-year degree programs – a 6.4% increase in enrolment for applied degrees and an 8.3% increase in university baccalaureate programs.

b. The Board of Governors received for information the Application and Enrolment Report: Fall Term 2007.

1.7.2 Mount Royal College Foundation Audited Financial Statements for the Fiscal Year Ended June 30, 2007

The Board of Governors received for information the audited financial statements for the Mount Royal College Foundation for the year ended June 30, 2007.

1.7.3 Mount Royal College Day Care Society Audited Financial Statements to June 30, 2007

The Board of Governors received for information the draft audited financial statements of the Mount Royal College Day Care Society for the year ended June 30, 2007.

1.7.4 Investment Reports to June 30 and September 30, 2007

a. The Audit and Finance Committee met with Bissett Investment Management on October 25, 2007 to receive the Investment Reports. Bissett is outperforming the benchmark of other like funds in like institutions.

b. The Board of Governors received for information the Investment Reports to June 30 and September 30, 2007.

1.7.5 2007-2008 Budget: Quarterly Operating and Capital Report to September 30, 2007

- a. The Audit and Finance Committee has reviewed the quarterly operating and capital report to the end of the first quarter of the fiscal year. There are no major items requiring attention at this time and the budget is tracking as expected to September 30, 2007.
- b. The Board of Governors received for information the Quarterly Operating and Capital Report to September 30, 2007.

1.8 COMMITTEE REPORTS

1.8.1 Campus Development Committee

- a. R. Renaud, Chair, Campus Development Committee, reviewed the written report on the Committee's activities since the June 5, 2007 Board of Governors' meeting.
- b. The Board of Governors received for information the Report from the Campus Development Committee.

1.8.2 Governance and Nominating Committee

- a. H. Kvisle, Chair, Governance and Nominating Committee, reviewed the written report on the Committee's activities since the June 5, 2007 Board of Governors' meeting.
- b. The Board of Governors received for information the Report from the Governance and Nominating Committee.

1.8.3 External Affairs Committee

- a. R. Shaw, Chair, External Affairs Committee, reported on the Committee's activities since the June 5, 2007 Board of Governors' meeting, and recognized the efforts of C. Simpson, Executive Director, Mount Royal College Foundation, with respect to a naming opportunity for the Centre for Continuous Learning.
- b. The Board of Governors received for information the Report from the External Affairs Committee.

1.9 CONSENT AGENDA

1.9.1 Items Removed from Agenda

There were no items removed from the Consent Agenda.

1.9.2 Consent Agenda

Moved by K. Hewson, seconded by N. Lever:

THAT the Board of Governors approve or receive for information, as recommended, the Consent Agenda items for the October 26, 2007 meeting of the Board of Governors.

1.9.2.1 Action / Decision Items

1.9.2.1.1 Revised Policy 501: Program Definitions and General Education

THAT the Board of Governors approve Policy 501: Program Definitions and General Education.

1.9.2.1.2 Revised Policy 502(L): Length of Semester

THAT the Board of Governors approve revised Policy 502(L): Length of Semester, as amended by the Academic Affairs Committee.

1.9.2.2 Information Items

1.9.2.2.1 Academic Council Minutes, May 24, 2007

THAT the Board of Governors receive for information the minutes of the Academic Council meeting held on May 24, 2007.

1.9.2.2.2 Academic Council Annual Report: 2006-2007

THAT the Board of Governors receive for information the Academic Council Annual Report: 2006-2007.

CARRIED

1.10 OTHER BUSINESS

H. Kvisle reported that Cathy Williams has been designated Chair of the Mount Royal College Board of Governors for a two-year period; and, that Ruth Ramsden-Wood has been appointed as a member of the Mount Royal College Board of Governors.

1.11 NOTICES OF MOTION

There were no Notices of Motion.

1.12 MOTION TO RECESS

Moved by S. Savidant, seconded by N. Lever:

THAT the Board of Governors' meeting recess.

CARRIED

C. Williams, Chair

Date