



Board of Governors

Meeting

June 11th, 2016

Ayamdigut Boardroom

Present: Paul Flaherty (Chair), Shawn Allen, Mary Samolczyk, Julia Salo, Matthew Landry, Mike Burke, Carol Geddes, Vera Holmes, Janet Moodie (Interim President)

Staff: Deb Bartlette (VP Academic & Student Services), Clint Sawicki (VP Research), Lacia Kinnear (Director Strategic Growth & Innovation), Fabi Naves (Executive Assistant)

Regrets: Patti Balsillie, Alyce Johnson, Kluane Adamek, Geraldine Van Bibber (Chancellor)

Guests: Brian Bonia (Director Human Resources), Christine Tausig-Ford

REVIEW AGENDA **MOVED by Matt Landry, SECONDED by Carol Geddes to approve the agenda as presented. CARRIED.**

REVIEW MINUTES OF April 9th, 2016 **MOVED by Shawn Allen, SECONDED by Julia Salo to approve the minutes from April 9th, 2016 as presented. CARRIED.**

BUSINESS ARISING

- Enrollment trends data has been added to the Board meeting package;
- Revised policy BOG-02 on Board Member Responsibilities has been endorsed by the Governance Committee and is on the Board agenda for approval;
- Revised by-laws have been forwarded to the Minister of Education;
- President has informed nominator for the honorary diploma of the Board's decision on eligibility.

REPORT FROM FARC

Paul Flaherty provided an update on the FARC meeting held June 10th, 2016.

Graduate Certificate Climate Change tuition fees

The Board should consider tuition value for the Post-Graduate

Certificate in Climate Change.

- Graduate programs tend to have a cost-recovery tuition model;
- Different target audience than most Yukon College programs;
- Comparator institutions don't have graduate programs;
- Research has been done looking at similar programs at Institutions around Canada;
 - The proposed fee would put us in the middle of the group for institutions offering similar programs.
- Degrees offered by partner institutions at Yukon College have tuition benchmarked the same way as our own programs;

Review multi-year management board capital submission

Yukon College will submit to the Yukon Government management board capital requests for the years ranging from 2017 to 2022. These represent requests for projects that would require over \$100,000 in funding.

Yukon College has applied for funding through the Strategic Investment Fund (SIF) through the Federal Government. The proposals were related to three projects: renovations for the Lecture Theater, energy upgrade for Ayamdigut campus, and Learning Commons renovations.

The draft capital plan has been added to the Finance, Audit and Risk Committee meeting package for further consideration. Highlights of the discussion were:

- Science Innovation Facility presents a high cost for the years of 2018/19 so it might be important to balance the costs for other projects presented for that same year;
- Community Campus Space Usage Assessment and Renovations to be distributed as follows: \$2,500,000 in 2018-19 and \$2,250,000 in 2019-20;
- Planning work for Campus Housing;
- Haines Junction Farm needs remediation work and could be pushed out further;
- Move Lecture Theater to 2020-21
- Push Courtyard extension to the end of the five year submission.

Review interim variance report

The interim financial results for Yukon College up to March 2016 show a positive variance of \$42,975.

- Areas with higher negative variances such as IT and Learning Commons (ITLC) and the Centre for Northern Innovation in Mining (CNIM), were offset by positive variances in other departments;
- Closer monitoring of ITLC for the coming year to ensure variances are not as high;

Accounts receivable collections update

Comparing to last year's ageing reports there is a decrease in the amounts owing in student Accounts Receivable, which are mainly due to the Indian Residential School Credits. Overall, however, Accounts receivable is up significantly due to high balances owing from the Yukon Government, CanNor, and the federal Government, which will be collected and therefore not a concern.

Yukon Zinc Corporation has received a creditor protection last year; therefore the College is unable to collect the \$15,750 owing.

MOVED by Mike Burke, SECONDED by Julia Salo that the Board of Governors approves that Yukon College writes-off \$15,750 owing from Yukon Zinc Corporation as it has creditor protection. CARRIED.

Pension plan amendment

The draft pension plan text amendment can be found in the Finance, Audit and Risk Committee meeting package. The changes refer to the increase in employee contribution rates and a few housekeeping recommendations by the actuary.

MOVED by Julia Salo, SECONDED by Mary Samolczyk that the Board of Governors approves the Yukon College pension plan text amendment as presented. CARRIED.

Reserve contingency plan

In order to meet Quality Assurance standards and demonstrate adequate financial backing to sustain a university program, a reserve contingency plan is needed. It could be helpful to document that reserves could be available for use if needed to sustain a program to enable students to complete a credential that is developed and offered through the university.

Our current goal is to maintain 10% of our operating expenditures as

reserves, but this is not in writing.

Strategic Investment Fund

Yukon College has applied for funding through the Strategic Investment Fund (SIF) through the Federal Government. The proposals were related to three projects: renovations for the Lecture Theater, energy upgrade for Ayamdigut campus, and Learning Commons renovations.

The federal government has informed YG that the Lecture Theatre project is not eligible, and that it requires further information on the other two so that they can move forward.

Should the proposals be accepted, board approval will be required. The expenses are as follows:

- Lecture theatre renovations - \$601,498
- Energy upgrade for Ayamdigut campus - \$2,000,000
- Learning commons - \$2,588,617

MOVED by Julia Salo, SECONDED by Shawn Allen that the Board of Governors approves the expenditures of the following projects, on the condition that they are jointly funded by the federal and territorial governments and will be substantially complete by April 30, 2018:

Lecture theatre renovations	\$601,498
Energy upgrade for Ayamdigut campus -	\$2,000,000
Learning commons -	\$2,588,617
Total	\$5,190,115

CARRIED.

Risk Assessment

The Finance, Audit and Risk Committee assessed the risks associated with the university transition, and more specifically the quality assurance process, financial resources, and tuition:

- Reputation risk in terms of the amount of work that needs to be done;
- Further incremental work will be required;
- Low enrollment in the programs that will be offered;
- New programming that maintains the uniqueness of the University of the North;
- Staff feeling disengaged;
- Community campus feeling disconnected to Ayamdigut;
- Potentially seeking international students to be able to cover costs;

Mandate for Collective Bargaining

The current Collective Agreement expires at the end of June 2016. The College will continue working under the terms of the expired contract until negotiations are finished.

Yukon College Bargained members in the Board of Governors have been excused from this portion of the meeting due to potential conflict of interest.

MOVED by Vera Holmes, SECONDED by Carol Geddes that the Board of Governors accepts the mandate for negotiations on the Collective Agreement, as presented by the Director of Human Resources. CARRIED.

EXTERNAL RELATIONS COMMITTEE UPDATE

Mike Burke provided an update on the External Relations Committee meeting held May 17th.

Presidential Search

The tender is anticipated to go out in August. In early October, the RFPs will be reviewed and the firm selected. At the Board retreat in October, the search firm will work with the Board to develop attributes, characteristics and a profile for a desired candidate.

It was requested that the search firm be asked to provide general information on the level of interest in the competition and the types of people interest as part of its reports.

Director of Human Resources provided to the External Relations Committee a rough draft of the terms of the RFP; the abovementioned request will be added to the RFP.

Advisory Selection Committee

The draft Terms of Reference document for the Advisory Selection Committee (ASC) was reviewed by the ERC.

There would be representation of three Board members in the Selection Committee, and it was agreed that the selection committee would meet together prior to the retreat for an introduction to the process and each other.

Review Chancellor Recommendations

It was agreed that the Board and the College should strive, where

possible, for balance between First Nation and non-First Nation candidates on an alternating basis, and also to give consideration to gender balance.

It was agreed that consideration be given to recommending an individual who can be a champion for the college through its transition to a university.

MOVED by Matt Landry, SECONDED by Julia Salo that the Board of Governors accepts the ERC recommendations with respect to the selection of a new Chancellor. CARRIED.

GOVERNANCE COMMITTEE UPDATE

Julia Salo provided an update on the Governance Committee meeting held June 10th.

University Governance

External consultant Christine Tausig Ford presented to the Governance Committee on University Governance models.

The presentation focused on Canadian models and some current and historic information regarding boards, senates, and their engagement on university governance.

Review of Policy BOG-02 Board Member Responsibilities Governance Committee reviewed

Changes noted:

- Ensure opportunities exist and are exercised for the appointment of two co-Vice Chairs when appropriate, and ensure balanced representation referring to one First Nation and a non-First Nation vice-chair.

MOVED by Shawn Allen, SECONDED by Matt Landry that the Board of Governors approves policy BOG-02 Board Member Responsibilities as amended. CARRIED.

Review of Policy BOG-01 Board Responsibilities

Policy BOG-01 Board Responsibilities was added to the Governance Committee for further review.

Changes noted:

- ‘Create the vision for Yukon College as well as the strategic directions and goals that support the vision’ to substitute ‘create the vision, set the goals, establish the desired results’.

Changes to item 4 under ‘*Board will concentrate on the following*’ (as two separate items):

- New wording to #4: Creating, communicating and demonstrating a commitment to the College’s mission and vision and its strategic directions and goals;
- Revised to be a stand-alone clause: Using a consultative approach to the governance process.
- Added ‘Ensuring the mission and vision are reviewed in conjunction with the strategic planning process’;
- Added the word ‘values’ to current item #5, to be renumbered because of other changes, so that it reads ‘understanding the organization, its climate, values, culture and operations’.

MOVED by Mary Samolczyk, SECONDED by Vera Holmes that the Board of Governors approves policy BOG-01 Board Responsibilities as amended. CARRIED.

Board evaluation results

Further discussion regarding the results and the evaluation tool itself will be looked at the September Governance Committee meeting

Board Chair evaluation update

Deferred to next Governance Committee meeting in September.

OH&S REPORT

The OH&S April and May 2016 and year to date statistics update were provided by Brian Bonia and can be found in the Board package for June 11th.

Discussion arose regarding confidentiality and disclosure of students that currently have plans with support services.

Action Item:

Director of Human Resources to follow up with Board member, Carol Geddes, regarding a concerning Campus Housing incident. Director of Human Resources is to bring back a report to the Board in September.

Vice-President Academic and Student Services to discuss with the Registrar regarding communication with agencies of support (i.e., social workers) regarding future/possible students in order for Yukon College staff to be better able to provide support services for

students of concern.

**REVIEW
SUMMARY OF
MOTIONS FOR
CURRENT YEAR**

A summary of Board motions from September 2015 to May 2016 was provided for information, as well as motions and resolutions made by the Governing Councils.

**2016-17 BOARD
ANNUAL
PLANNING CYCLE**

The Board of Governors reviewed the annual planning cycle for the coming year to familiarize themselves with items to be expected at each of the meetings for 2016/17.

It was noted that the item regarding External Relations Committee bringing a recommendation to the Board on the Chancellor appointment at the September meeting should be removed, as this has been discussed in June.

Action Item:

Executive Assistant to remove the External Relation Committee item regarding the Chancellor appointment from the Annual planning cycle.

**UNIVERSITY
GOVERNANCE**

Consultant Christine Tausig-Ford joined the Board meeting to discuss Governance models with the Board of Governors.

The Board's governance committee would like for Yukon College to explore bi-cameral models, and the institution has the ability to decide what will work best in regards to the decision-making powers of the Board and Senate.

A few points to note are:

- Educational institutions contribute to the communities they are in;
- Financial sustainability concerns for Universities – in Canada, they are not for profit institutions;
- Enrollment challenges particularly in universities in northern parts of the provinces;
- Consideration should be given to the branding;
- Growing pathways between colleges and universities;
- Focus on research and innovation is important;
- Emphasis on student experience;
- Focus on internationalization;
- Growing number of hybrid universities and colleges transitioning to universities;
- Growing commitment on Indigenization of post-secondary

- education;
- Universities are seen as offering the ability for graduates to become leaders;
- Opportunity to position in combining the best aspects of both colleges and universities;
- Shared governance: common direction for decision-making;
- Academic Council requires greater power and decision-making abilities to ensure a proper shared governance, as well as ensuring faculty understands the institutions' fiduciary responsibilities;
- Most universities in Canada are bi-cameral;
- Generally Boards have oversight on administrative matters, while Senates have jurisdiction on academic issues;
- Larger boards and senates make it harder to develop engagement;
- It is important for the Board of Governors to be independent of government to meet criteria to reach university status;
- Typically the University president chairs senate; however, if elected chair, it can build greater trust and president would then be able to participate in discussions;
- University secretaries have a governance role and help manage effective relationships between the Board and Senate;
- Important for Board members to engage in orientation sessions.

Action Items:

Director Strategic Growth & Innovation will obtain from Consultant (Christine Tausig-Ford) contact information on university secretaries.

Executive Assistant to share the governance presentation with the Board of Governors.

**VALUES
COMMITTEE**

In order to comply with the external Quality Assurance requirements as determined by the Campus Alberta Quality Council, Yukon College needs to have institutional values that communicates what is important to the college.

A consultation was done with staff, faculty and students to determine what Yukon College's institutional values should be. The final draft of these values can be found in the Board meeting package for June.

- There was a concern regarding having too many values and not being specific and reflective of the most important

aspects for Yukon College;

The Board of Governors endorses that the presented Institutional Values be shared.

Action Item:

Director of Strategic Growth & Innovation to ensure Institutional values are made public and shared on the college website.

**CONTINUING
EDUCATION
UPDATE**

The School of Continuing Education and Training has had some finance issues in the past four years, which affected operations of other schools in the Applied Science and Management division. On that respect, Vice-President Academic and Student Services, Dr. Deb Bartlette provided an update on the financial and management structure of the School to the Board.

- Staffing changes have been made;
- Emphasis on program pricing that covers that cost of each program delivery;
- Some programs have been contracted on a contingency basis to support the model;
- Contract and business related training are still offered.

**PRESENTATION
ON 2016/17
WORKPLAN**

A high level presentation summarizing the Senior Executive Committee work plans for 2016/2017 was presented by the President. The PowerPoint document can be found in the meeting package. A few points of discussion were:

- Use of language to reflect the differing stages of development of various potential future degrees;
- Campus Committee members and campus coordinators to work together in developing a work plan objectives;

Action Items:

President to provide the Board with more information regarding the National Green Campus Designation.

President to bring back work plan 2016/2017 in September 2016 for further discussion.

**AGENDA ITEMS
FOR FUTURE
MEETINGS**

The Board is responsible for providing input for additional Agenda Items.

The following topics should be considered for future Board

meetings:

- Presentation on the new ABE model (COW);
- Board participation in the Board evaluation process;
- Board evaluation tool efficacy;
- Graduate Certificate Climate Change tuition fee discussion;
- Presentation on the new customer excellence service model: L.U.N.A.;
- Academic Model;
- Presentation on National Green Campus Designation (COW);
- Discussion on the university communication and branding/marketing.

**BOARD
EVALUATION
RESULTS – IN
CAMERA**

In Camera discussion commenced at 2pm.

MOVED by Matt Landry, SECONDED by Julia Salo to approve that an In Camera discussion commences at 2pm. CARRIED.

**BOARD CHAIR
EVALUATION
RESULTS – IN
CAMERA**

MOVED by Julia Salo, SECONDED by Carol Geddes to approve that the In Camera discussion ends at 3:00pm. CARRIED.

**PRESIDENT'S
EVALUATION
DEBRIEF – IN
CAMERA**

MOVED by Matt Landry, SECONDED by Carol Geddes that the Board of Governors approves an extension to Karen Barnes' contract until June 30, 2019. CARRIED.

ADJOURNMENT

Meeting was adjourned at 3:00pm.

SUMMARY OF ACTION ITEMS:

- Director of Human Resources to follow up with Board member, Carol Geddes, regarding a concerning Campus Housing incident. Director of Human Resources is to bring back a report to the Board in September.
- Executive assistant to remove the External Relation Committee item regarding the Chancellor appointment from the Annual planning cycle.

- Director Strategic Growth & Innovation will obtain from Consultant (Christine Tausig-Ford) contact information on university secretaries.
- Executive Assistant to share the governance presentation with the Board of Governors.
- Director of Strategic Growth & Innovation to ensure Institutional values are made public and shared on the college website.
- President to provide the Board with more information regarding the National Green Campus Designation.
- President to bring back work plan 2016/2017 in September 2016 for further discussion.