

**June 18, 2020**

**Open Session**

4:01 – 5:40 p.m.

City Centre Campus Room 7-218/ WebEx Video Conference

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<b>Board Members:</b>	Carolyn Graham, Chair	John McGrath, Acting President
<i>Public Members</i>	Adam Guiney	Samantha Kernahan, Vice Chair
	Janice Sarich	Cameron Barr
	Lisa Jane de Gara	Jasmine Nuthall
	Meghan DeRoo McConnan	
	Linda Banister	
<i>Academic Members</i>	Aimee Skye	Lucio Gelmini
<i>Non-Academic Member</i>	Nina Delling	
<i>Student Members</i>	Myles Dykes	Sean Waddingham
<b>Vice Presidents:</b>	Craig Monk, Provost & Vice President, Academic	
	Michelle Plouffe, Vice President and General Counsel	
	Myrna Khan, Vice President, University Relations	
<b>Resource Members:</b>	Marg Leathem, Chief of Staff	
	Sumiko Yip, Director, Strategic Initiatives	
	Gwen Bauer, University Secretary	
	Elizabeth Hay, Governance Officer (recording secretary)	
	Marco Turlione, Governance Coordinator	
<b>Guests:</b>	Wanda Costen, Dean, School of Business	
	Allan Gilliland, Dean, Faculty of Fine Arts and Communications	
	Karen Keiller, Dean, Library	
	Fred McGuinn, Interim Dean, Faculty of Nursing and Dean, Health and Community Studies	
	Cassie Prochnau, Interim Associate Vice President, Students and Teaching	
	Melike Schalomon, Dean, Faculty of Arts and Science	
	Donna Mae Winquist, President, MacEwan Staff Association	
	Rafat Alam, President, Grant MacEwan University Faculty Association and Assistant Professor, Economics	
	Rick Ellis, Associate Vice President Finance and Chief Financial Officer	
	Kevin Fitzgerald, Associate Vice-President, Alumni and Development	
	Barry Horan, Associate Vice-President, Internal Audit and Risk Management	
	David McLaughlin, Associate Vice-President, Planning and Analysis and Registrar	
	Helen Ngan-Paré, Associate Vice-President, Human Resources	
	Craig Kuziemy, Associate Vice-President, Research	
	Theresa Vladicka, Director, Government Affairs	
	Samantha Power, Media Relations Officer	

**Absent:**

Sarah Tokar, Public Member and Chair, Governance and Human Resources Committee

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#	Item
<b>1.0</b>	<b>Call to Order and Introduction of Guests</b> <p>C. Graham, Chair, called the meeting to order at 4:01 p.m. noting quorum was present and read a land acknowledgment. The Chair welcomed new members L. Banister, M. Dykes and S. Waddingham to their first Board of Governors' meeting.</p> <p>In regards to voting on motions, the Chair clarified that Members would only usually be recused or could abstain from a vote if they had declared a conflict or specifically felt they could not vote due to a lack of information. Usually Members would be expected to either vote yes or no on any motion brought forward.</p> <p>1.1 Declaration of Conflicts of Interest and Commitment (Real, Potential or Perceived) No conflicts were declared.</p> <p>1.2 Approval of Open Agenda <b>MOTION #01-06-18-2019/20:</b> Moved by L. Gelmini and seconded that the Board of Governors approves the June 18, 2020 open agenda as amended. Motion carried.</p> <p>1.3 Approval of Consent Agenda <b>MOTION #02-06-18-2019/20:</b> Moved by L. J. de Gara and seconded that the Board of Governors approves the consent agenda (and the contents thereof*) as presented. Motion carried.</p> <p>*The consent agenda included the approval of the minutes from the March 5, 2020 open session, Policy Approval: New Human Rights and Accessibility Policy and concurrent recession of Duty to Accommodate Employee Needs and Protected Grounds Policy, External Member Appointment Process, Board of Governors Advisory Committee Recommendation, Chancellor Appointment Process, and International Student Billing. The consent agenda also included the following received for information Presidential Transition Update, Policy Development Update and the Board Correspondence Report.</p>
<b>2.0</b>	<b>Reports</b> <p>2.1 Board Chair's Report C. Graham, Board Chair, reported on the events since the last Board meeting in March:</p> <ul style="list-style-type: none"> <li>• She reported that new Board Members either have or would be joining the Board (L. Banister, M. Dykes and S. Waddingham, and J. Martin and J. Stelter would join after June 28)</li> <li>• She acknowledged out-going Board Members S. Tokar and L. J. de Gara for their contributions to MacEwan University and the Board of Governors</li> <li>• She also acknowledged J. McGrath's last meeting as Acting President</li> <li>• She noted there were a number of meetings that she or other Members attended in their capacity on the Board <ul style="list-style-type: none"> <li>○ Mid-March, 2020: Meeting with the Chairs of the eight largest institutions and Minister of Advanced Education</li> <li>○ End of March, 2020: Meeting with all twenty-six Chairs and twenty-six Presidents of post-secondary institutions</li> </ul> </li> </ul>

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	<ul style="list-style-type: none"> <li>○ She noted that she attended a meeting to discuss the Investment Management Agreements with the Minister of Advanced Education in March</li> <li>○ She also noted that she will be meeting with Chairs from MRU, SAIT and NAIT and the Minister of Advanced Education; she noted that the Vice Chair attended a meeting at the end of May, 2020 and the Chair attended a meeting at the beginning of the week of June 15, 2020.</li> <li>○ She also reported that she has been having on-going meetings with Dr. Trimbee as Dr. Trimbee prepares to come to MacEwan University on August 1, 2020.</li> </ul>

## 2.2 Acting President's Report

J. McGrath, Acting President, reported on the impact of the COVID outbreak:

- He reported on the impacts of the COVID 19 outbreak, noting that all classes moved online for the completion of the winter 2020 term to online classes, as well moving the Spring and Summer 2020 delivery online, noting as well that the focus now is to determine the best strategies for the fall 2020 term. He commended the faculty for their quick response to moving the classes online in such short notice.
- He reported that a MacEwan Relaunch Strategy Team has been created which will look at the details around the services and supports and instructional model to be used in the fall. He noted that reopening of some services could happen on July 15, 2020.
- He reassured the Board that, with the relaunch, MacEwan University would be putting the safety and wellness of students, staff and faculty first while planning to open the university for students, staff and faculty.
- He reminded the Board that MacEwan University (including the residence) has remained open, in a limited capacity, during the COVID 19 crisis as it is considered an essential service
- For Fall 2020, he commented that out of the scenarios reviewed, instruction would still primarily be taught online, with approximately 25 % of instruction to occur in face to face situations considering the guidelines for post-secondary institutions and other services offered through the university
- He reported that the shut down in March impacted revenues, and to address this, many staff are on leave without pay but that they will be starting to return to work
- He reported that they have managed to contain the projected deficit reported at the last meeting.
- Finally, he noted that COVID 19 is the primary risk that is being managed in developing the budget for the upcoming fiscal year.

J. McGrath then continued regarding the events since the last Board meeting on March 5, 2020:

- He reported that a main focus over the past few months has been the budget, and the new outcomes-based funding model and COVID 19, noting that the expenditure reduction targets were removed.
- He hosted a virtual town hall on March 7, 2020 with 700 attendees, and he will be hosting an additional town hall during the week of June 22.

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	<ul style="list-style-type: none"> <li>• He acknowledged the work of the University Relations team to prepare materials and advocate on behalf of MacEwan University and he also acknowledged the work of the Board Chair to raise concerns of the University directly with the Minister of Advanced Education.</li> <li>• He reported meeting with the Council of Presidents on a semi-regular basis on the topics of policy and the role of the post-secondary sector in the province's economic recovery as well as to discuss the upcoming post-secondary sector review being conducted by the Minister.</li> <li>• He also noted that there has been direction sought through the Provincial Bargaining Coordination Office which offers direction on collective bargaining expectations</li> <li>• He reported that there was a meeting with Senators Doug Black and Paula Simons to understand MacEwan University's situation regarding COVID 19 and how the federal government might assist.</li> <li>• He noted that Spring 2020 Convocation was cancelled, but students will be acknowledged through the Curbside Convocation and on July 15 they will be encouraged to celebrate virtually, and achievement medals will be presented in-person.</li> <li>• He acknowledged the following awards: <ul style="list-style-type: none"> <li>○ Dr. Diane Symbaluk – 3M National Teaching Fellow Award</li> <li>○ Dr. Christina Anton and Dr. Fernando Angulo-Ruiz – Board of Governors Research Chairs</li> <li>○ Tanya Heuver, Dr. Samuel Mugo, Neeraj Prakash and Dr. Andrea Wagner – 2020 Distinguished Teaching Awards</li> <li>○ Dr. Christopher Streimer – 2020 Dr. Sherrill Browne Distinguished Research Award</li> <li>○ Terry Suntjens, Director of Indigenous Initiatives - 2020 Esquao Award (an award on outstanding achievement of Aboriginal women in Alberta)</li> </ul> </li> <li>• Presidential Transition: <ul style="list-style-type: none"> <li>○ J. McGrath noted that he has regular discussions with Dr. Trimbee to help with her transition to MacEwan University; he noted that because of the COVID 19 response, it is likely that her first visit to campus will be for her start date of August 1.</li> <li>○ He noted that introductory meetings have been set-up between Dr. Trimbee and the Vice-Presidents, the General Faculty Council executive and other key external stakeholders, elected officials, including student leaders and representatives from the staff and faculty associations and there will be an opportunity for Dr. Trimbee to meet with the Chairs of the Board Committees.</li> <li>○ He noted that there will be communications online about Dr. Trimbee's arrival in mid-July</li> <li>○ He also reported that the search for the new Vice President, Finance and Administration has commenced, noting that the Acting President will be chairing a selection committee to start the search, and that Dr. Trimbee would be taking over the search once she starts.</li> </ul> </li> <li>• He concluded his report noting it was likely his last as Acting President and his last as an executive of MacEwan University, and he expressed his thanks to the leadership team and his colleagues and the University community for the support as they worked through some considerable issues in the past year; he</li> </ul>

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	<p>also thanked the Board of Governors' for their availability and their advice through the challenges and he also thanked the Board Chair specifically for being a tireless advocate for the University.</p> <ul style="list-style-type: none"> <li>Questions from the Board were answered about the Fall Convocation (no specifics decided as of yet) and the requirements for expenditure reductions from the Government (J. McGrath noted that the University would be expected to not run a deficit, but that more detail would be discussed later in the meeting).</li> </ul> <p>The Board Chair asked that it be noted that she thanked everyone at MacEwan University who has been involved in the COVID 19 response, noting it is a unique ability to adapt to the quickly changing landscape.</p> <p>2.3 General Faculties Council Report Craig Monk, Vice President Academic and Provost reported on items of note regarding the General Faculties Council since the last Board meeting:</p> <ul style="list-style-type: none"> <li>Firstly, he noted that regarding Fall Convocation, there would be the need for an installation ceremony for the new President and Vice Chancellor, and considering the restrictions for COVID, the ceremony would need to be flexible</li> <li>He reported that when COVID 19 struck, the GFC Executive assumed responsibility for the business of the GFC for the remainder of the academic year.</li> <li>He noted that there was a meeting on May 11, 2020, where the following occurred: <ul style="list-style-type: none"> <li>Revisions came forward regarding the admission criteria, relating specifically to responding to changes amongst partner institutions reacting to COVID 19 and proactively assessing COVID 19 changes (for example, grading schemes)</li> <li>Review and robust discussion of the IMA, he noted that this discussion will hopefully allow for a finalization of the discussion around mandate</li> <li>Recommendation for approval of the Human Rights and Accommodation Policy Suite, and he commended the work of Irfan Chaudry for his work on this suite.</li> </ul> </li> </ul> <p>2.4 Audit and Risk Committee Chair's Report J. Nuthall, Chair of the Audit and Risk Committee, did not submit a report.</p> <p>2.5 Governance and HR Committee Chair's Report There no report made in absence of the Chair of the Committee.</p> <p>2.6 Finance, Property and Investment Committee Chair's Report M. DeRoo McConnan, Chair of the Finance, Property and Investment (FPI) Committee, reported on the discussion at the last FPI Committee and the last Foundation meetings:</p> <ul style="list-style-type: none"> <li>She reported that the Foundation meeting as on May 20, 2020 and the quarterly reports were reviewed, and there was an update to the Directors and Signatories based on the change in the FPI Committee Membership and the 2020/21 and 5-year Financial forecast was approved.</li> </ul>

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- She reported that at the Finance, Property and Investment Committee meeting on May 20, 2020, the third quarter reports were reviewed as well as the Campus Master Plan, Investment Reports, Q3 Financial information was also reviewed.
- She noted there was also a June 17, 2020 FPI Committee open meeting, noting that the meeting mainly was made up of discussions surrounding the budget and capital plan.

### 2.7 Strategy and Stakeholder Relations Committee Chair's Report

J. Sarich, Chair of the Strategy and Stakeholder Relations (SSR) Committee reported on the discussion at the last SSR Committee meeting:

- She reported that there was a meeting on May 20, 2020 at which the Investment Management Agreement (IMA) was discussed, with hopes that direction provided would inform the Terms of Reference for the Committee.
- She noted that with the deferral of the IMA, the focus of the SSR Committee would be on the transition of the President to her new role, and the expectation that the new President will be building a framework for strategic direction for the University. She also noted that the Terms of Reference for the committee would be reviewed in consideration of the above.

### 3.0 New Business

#### 3.1 Five-Year Financial Plan – Operating and Capital

The Board Chair noted that there was a detailed discussion of this item at the FPI Committee meeting on June 17, 2020, with additional information being available in the agenda package from FPI Committee meeting for members' review. She also noted that while the Board is being asked to approve the Operating Budget for the five years, that years four and five should be considered for information. She also noted that the plan as presented is one piece to consider in the planning pieces for MacEwan University, noting that other reviews will be taking place this year which may also impact the operations of the University. The Board Chair reminded Members that every Member is equal, and that the consideration for Members should be for the well-being of the institution.

J. McGrath, Acting President and R. Ellis, Associate Vice President Financial and Chief Financial Office presented the material that was made available to Members in their agenda packages from the previous FPI Committee meeting.

The Board Chair welcomed comments from the nominated members. A. Skye (on behalf of herself and L. Gelmini), N. Delling and S. Waddington (on behalf of himself and M. Dykes) who discussed the general concerns of the budget as it was presented. The nominated members who spoke all recognized the work that has been done to present a balanced budget, but there were still significant concerns voiced.

The overarching concerns were:

- Less value for dollar and a reduced student experience
- The University will become less accessible to students considering a greater impact on their employment in recent months, less available scholarships and bursaries and reductions in tax credits
- A reduced commitment to tenure-track hires
- An apparent focus on facilities instead of a focus on student experience



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	<ul style="list-style-type: none"> <li>○ An increased workload for staff and faculty, potentially resulting in lower morale and increasing mental health issues</li> </ul> <p>Other themes of the questions posed by the Members include:</p> <ul style="list-style-type: none"> <li>○ The outcome of discussion of budget with the GFC; executive noted that while the GFC was consulted regarding the IMA, the budget process did not have a consultation with the GFC</li> <li>○ The cost of tenure-track faculty hires versus contract hires; executive responded that the move to increase tenure-track hires was to place MacEwan University at a sector average of contract to tenure-track faculty, which also reduces risk to the University regarding planning and the impact of contract negotiations</li> <li>○ The surplus noted in the budgets in year four and five; executive noted that the projections in year four and five amount to approximately 4% of the overall budget, and would more than likely be offset by further Campus Alberta Grant reductions</li> </ul>

**MOTION #03-06-18-2019/20:** Moved by M. DeRoo McConnan and seconded that the Board of Governors approves:

- 1) That the Board of Governors approve the appropriation of the accumulated surplus from operations balance at June 30, 2020 to the Campus Development internally restricted accumulated surplus, or if the accumulated surplus from operations balance is a negative at June 30, 2020, the Campus Development internally restricted accumulated surplus will be decreased to result in a zero balance in the accumulated surplus from operations.
  - 2) That the Board of Governors approve the Financial Plan for 2020/21 to 2022/23, subject to administration making minor edits to the document.
- 2 Opposed (M. Dykes, S. Waddington). Motion carried.

### 4.0 Adjournment of Open Session

The open session was adjourned at 5:35 p.m. and, after a short recess, moved into the closed session.