

Attendance: J. Kalra (Chair). See appendix A for listing of members in attendance.

The chair called the meeting to order, observing that quorum had been attained.

Dr. Sandy Ervin from the Department of Religion & Culture presented a tribute to Professor Emeritus Bob Williamson (Archaeology & Anthropology), who passed away February 12, 2012. Dr. Williamson joined the university on July 1, 1965 and retired on July 1, 1999.

1. Adoption of the agenda

PROCTOR/BELAND: That the agenda be adopted as circulated.

CARRIED

2. Opening remarks

Dr. Kalra welcomed members and guests to Council and reminded members of Council that elections are currently underway. He also encouraged members to consider allowing their names to stand for membership on Council committees in 2012-13. He thanked members for turning out in such large numbers to the special meeting of Council on March 1, where the university's Third Integrated Plan was unanimously approved. He then provided a summary of the items on the agenda before Council today, and particularly two items directly related to the integrated plan, the Multi-year capital plan and the Multi-year budget framework for the next planning cycle.

3. Minutes of the meetings of February 16, 2012 and March 1, 2012

KULSHRESHTHA/PROCTOR: That the minutes of the meeting of February 16, 2012 be approved as circulated.

CARRIED

BELAND/TYLER: That the minutes of the meeting of March 1, 2012 be approved as circulated.

CARRIED

4. Business arising from the minutes

No business was identified as arising from the minutes.

5. Report of the president

Professor Kalra invited Provost Brett Fairbairn to present this report in President MacKinnon's absence. Dr. Fairbairn commended members to the president's report and invited questions. There being no questions, the chair then invited the provost to deliver his own report.

6. Report of the provost

The provost reported that the Board of Governors unanimously approved the Third Integrated Plan at its meeting on March 6. He also indicated that the TABBS consultation session mentioned in the report has now been rescheduled to April 19 at 10 am in the Neatby-Timlin Theatre.

A Senate representative to Council rose to commend the provost for his opinion piece on the university's planning in today's *StarPhoenix*. The member then asked for further background on the university's current Strategic Enrolment Management initiative. The provost defined the principles of strategic enrolment management, characterizing it as an encompassing way of thinking about enrolment planning that goes beyond the numbers and includes considerations related to the institution's priorities, such as community and culture, diversity, the student experience and providing innovative programming and services. He invited David Hannah, Associate Vice-president Student Affairs, to comment further on the involvement of deans; Dr. Hannah described the consultations with colleges about what the institution should look like ten years from now, including decisions about the ideal size and composition of the student body and identifying strategic opportunities to achieve the institution's enrolment goals.

7. Student societies reports

7.1 Report from the USSU

The report was presented by Scott Hitchings, USSU President, and Kelsey Topola, Academic Vice-President. Mr. Hitchings reported on this round of elections, which will conclude on March 29 and which for the first time are being run entirely by the USSU. Ms. Topola reported on the teaching excellence awards, noting that ten winners have been identified. She congratulated Dr. Richard Florizone for having been awarded the Doug Flavell Staff Spirit Award.

Dr. Kalra thanked the student members for having submitted a written report and thanked both Scott and Kelsey for their outstanding leadership over the past year.

7.2 Report from the Graduate Students' Association

The report was presented by Xue Yao, President of the GSA. Ms. Yao commended members to her written report and highlighted a number of items including the upcoming GSA 2012 conference and the election of new executive members.

The chair recognized the GSA's submission of a written report and thanked Ms. Yao for providing such excellent leadership of the graduate students over the past year.

8. Planning and Priorities committee

Dr. Bob Tyler presented this report as committee chair. He began by emphasizing the importance of the two planning documents, which are both presented for information, and stressed the integration of the plan with the resources available to implement it. He also explained the role of the Planning and Priorities Committee in development of institutional budgets and other documents such as the annual operations forecast as well as these two four-year plans before inviting the provost to comment on each separately.

The provost began by reminding Council that the multi-year capital plan and budget framework are necessarily based on the information currently available to the university as it goes into the next four years. He then addressed each document separately.

8.1 Multi-Year Capital Plan 2012/13 – 2015/16

The provost reminded Council that this plan is intended as a strategic document, not an operational one. He placed the plan in the context of related documents that also inform the university's vision for capital investment, such as *Vision 2057* and the *Information and Communications Technology Foundational document*. He also reminded Council that capital governance includes creating a steering committee for each capital project; the capital plan can be thought of as an overlay for all capital projects. Dr. Fairbairn then reviewed the principles that have been developed to inform capital planning, the key drivers for planning, and the priorities of the current planning cycle that will require capital resources and infrastructure.

The provost invited comments and questions; the only question was for clarification regarding the black-shaded boxes that appear in Appendix 4. The shading unintentionally obscures the text in these boxes, which reads "in progress."

8.2 Multi-Year Budget Framework 2012/13 – 2015/16

The provost then moved to a presentation on the multi-year budget framework. He began by describing matters relating to the overall budget first, and then moved to a discussion of matters related particularly to the operating budget. He stressed that this is a framework, not a budget; it is used as a tool for budgeting and management of the university to assist in looking forward several years as annual budgets are developed.

Dr. Fairbairn then reviewed some highlights related to the economic climate, the scenario analysis undertaken following the 2008 recession, and the landscape of the post-secondary sector in Canada including major science funding. He cautioned that until the provincial budget is tabled next week, the numbers in the multi-year framework are necessarily based on the assumptions and requests that were in the operations forecast; once the details of the budget are known these will need to be 'plugged in' to the relevant places in the multi-year budget framework. The provost also spoke about risks, opportunities and trends. He led

members through slides related to the actual and projected consolidated revenues of the institution and the actual consolidated expenses. He singled out three critical budget pressures relating to a mismatch between revenues and the hiring strategies, projected pension deficits, and the cost of deferred maintenance and infrastructure renewal. The financial context he presented highlighted the university's considerable recent rates of growth compared with other institutions across the country. He then outlined next steps, which will include analysis of what is learned from the releases of the provincial budget on March 21 and the federal budget on March 29, and continuing consultation with deans and senior administrators. He stressed the importance of making choices focused on the goals and priorities that the university has identified in its planning, and invited members of Council and the university community to a financial town hall on April 3 at 11am in Convocation Hall.

The provost then invited advice, comments, discussion and questions.

A member of Council pointed out that the graph on p. 5 is missing a key to indicate units; the provost confirmed that the units should be indicated as thousands of dollars. The same member pointed out a discrepancy within the document about the number of faculty at the university, and expressed the hope that operating costs are taken into account when the university budgets for capital expenditures. She also recalled the cutbacks that her college had to make a number of years ago in response to pension shortfalls, including the loss of several key staff positions and the effect of that on students, and sought assurances that the forthcoming austerity measures would not lead to further deterioration in the institution's service to students. The provost indicated he shared her concern and that he expected there would be an opportunity to explore this further at the April town hall and to begin discussions about the best way to achieve further cuts. He recalled that in the last round of budget cuts, there was a search for savings that could be made centrally, and then colleges and units were given a set of targets ranging from zero to fifty percent that varied according to a set of criteria based on capacity and other factors. A variety of different strategies were taken by the various colleges and units involved. People across the campus did their very best to make the necessary cuts and still maintain service to students. The approach had advantages but is not necessarily that way that the institution will respond to future budget adjustments.

A member of Council asked how well the university had estimated the budget projections (including costs and levels of usage) for major science facilities such as CLS and InterVac in the last multi-year budgeting exercise. The Vice-president Finance and Resources clarified that the CLS is not part of the university's operating budget, though its financial statements are consolidated with the university's statements. The vast majority of the CLS's budget comes from federal and provincial sources. Users are from all 10 provinces and 19 countries, and development has moved along well. The risk to the institution is not high unless the federal government changes its funding commitments. The member followed up with a question about whether industry is using the facility in ways that will replace the university's contribution; Dr. Florizone responded that part of the synchrotron's mandate was to engage industry, but that the target that has been reported of 25% was never part of the university's vision nor that of the synchrotron's board, and that the world standard is much lower. While it may be possible to aspire to 15% on some beam lines, not

all of them are likely or expected to achieve this. However, the levels of scientific and industrial usage have been gratifying.

A member asked what proportion of the university's revenues relates to land holdings, and what growth might be anticipated from these holdings. Dr. Florizone estimated the value of the current land holdings at approximately one billion dollars, but the revenues from real estate, while significant, are small. For example, Preston Crossing has been a huge success in terms of providing undesignated revenue, and generates up to \$2M for scholarships, but in the scheme of things this amount is fairly small. He reminded Council that *Vision 2057* lays out a vision for the university's land holdings for the next 50 years. The provost added that projects like the college quarter will be less about raising cash and more about subsidizing some of the university's priorities for activities related to research, athletics and the overall student experience.

The chair thanked Professors Tyler and Fairbairn for their presentation, and members of Council for a healthy and productive discussion.

9. Bylaws Committee

The report was presented by Professor Carol Rodgers, member of the committee, on behalf of the chair, Gordon Zello.

9.1 Request for Decision: Change to Council Bylaws re Membership of the Engineering Faculty Council

RODGERS/TYLER : That Council approve the changes indicated in the agenda materials to the membership of the Engineering Faculty Council.

CARRIED

9.2 Request for Decision: Change to Council Bylaws re Membership and Terms of Reference of the Teaching and Learning Committee

RODGERS/TYLER: That Council approve the changes indicated in the agenda materials to the membership and terms of reference of the Teaching and Learning Committee.

CARRIED

9.3 Request for Decision: Change to Council Bylaws re Name change for the Bylaws Committee of Council

RODGERS/TYLER : That Council approve a change of name for the Bylaws Committee of Council, to the Governance Committee of Council, as well as consequential changes to the Bylaws of Council.

CARRIED

10. Academic Programs Committee

This report was presented by Professor Len Proctor, chair of the Academic Programs Committee.

10.1 Edwards School of Business: Revision to admission requirements and related program changes for the Aboriginal Business Administration Certificate

PROCTOR/RIGBY : That Council approve revisions to admission requirements and related program changes for the Aboriginal Business Administration Certificate, effective September 2012.

CARRIED

10.2 Academic Courses Policy: Late withdrawals from courses and Withdrawal Failure (WF) grade comment

PROCTOR/RIGBY : That Council approve a change to the academic courses policy to prevent late withdrawals from courses and delete the Withdrawal Failure (WF) grade comment.

CARRIED

10.3 Report for Information:

The following items were received for information:

- Agriculture and Bioresources: Change of name of Minor in Food and Bioproducts Entrepreneurship to Minor in Agribusiness Entrepreneurship
- Pharmacy and Nutrition: Temporary change in Nutrition admission quota
- Medicine: Change in program credit units due to change in genetics course (it was noted that this item has gone through the course challenge process).

11. Other Business

The chair reminded Council members that the June meeting of Council will be Peter MacKinnon's last and that there will be a short reception following that meeting. A letter of invitation will be going out to Council members shortly.

No other business was raised by Council members.

12. Question Period

The dean of Agriculture and Bioresources raised a question about the timing of the leave granted to the Vice-president Finance and Resources, given the number of financial issues facing the university, and asked for reassurances about the steps the university will take to ensure the quality of fiscal leadership during this leave. Dr. Florizone responded in the absence of the provost, who had stepped out for an interview with the press; he expressed confidence in his acting replacement and reinforced the point that strong academic and planning leadership from the deans and the provost will also be required in the face of the current budgetary challenges.

13. Adjournment and next meeting

The meeting adjourned at 4:35 p.m. Next meeting is at 2:30 p.m. on April 19, 2012.