

**MINUTES OF THE OPEN SESSION**  
**MEETING OF THE UNIVERSITY OF LETHBRIDGE BOARD OF GOVERNORS**  
**HELD THURSDAY, MARCH 19, 2009 AT 1:15 P.M.**  
**IN THE BOARD ROOM (W646)**

Present: Bob Turner (Chair), Bill Cade, Dean Setoguchi, Kevin Nugent, Doug McArthur, Adam Vossepoel, Myles Bourke, Shannon Digweed, Heidi MacDonald, Jeremiah Merkl, Karen Bartsch, Grant Pisko, Claudia Malacrida, Jeremy Girard, Gordon Jong, Art Bonertz (by phone), Leah Fowler (by phone), Evelyn Good Striker, Rita Law (Secretary)

Regrets: Kim Kultgen, Richard Davidson

Others: Andrew Hakin, Vice-President (Academic) & Provost  
Nancy Walker, Vice-President (Finance & Administration)  
Chris Horbachewski, Vice-President (Advancement)  
Richard Westlund, Director, Government Relations  
Karen Clearwater, Associate Vice-President (Financial Planning)

The Board Chair recognized Board members who will be leaving the Board shortly: Claudia Malacrida was presented with a pronghorn plaque and a Government of Alberta certificate. Adam Vossepoel and Shannon Digweed received certificates from the University of Lethbridge and the Government of Alberta. All were thanked for their contributions as members of the Board of Governors.

Jeremy Girard was congratulated for being elected President of the Students' Union.

New Board member Heidi MacDonald, professor of History, was welcomed to the Board and presented with a portfolio and Board pin.

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1. **CONSENT AGENDA**

1.1 **Approval of the March 19, 2009 Open Session Agenda**

1.2 **Approval of the February 12, 2009 Open Session Minutes**

MOTION: opn.2009.03.01

Pisko/Nugent

That the consent agenda of the March 19, 2009 open session meeting of the Board of Governors be approved with the addition of item 4.9 Presidential Search Committee.

Motion: Carried

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**2. BOARD CHAIR REMARKS**

The Board Chair invited Bill Cade to speak. President Cade informed the Board that he had decided to not seek a third term as President. He has served nine years and is nearing the end of his second term. The President said he and his wife, Elsa, reached the decision after much thought and careful consideration. He said he loves the job and this is an example of leaving when he wants more. From the beginning of his administrative career he felt two terms was the right number of terms and is sticking to that plan. He referred to the growth at the University during his term including the completion of the new Strategic Plan, increased space, increased enrolment, and a reputation that is at an all time high in the province, country and in selected areas of the world where the University operates exchange programs. Bill Cade recognized the three outstanding Board Chairs who have served during his term and acknowledged and thanked the Board members. The President recognized the senior administrative team noting that, in his opinion, they are the best anywhere. He also recognized Debbie Bullock, a senior staff member, as a superb individual who does outstanding work. Bill Cade added that Elsa is part of the fabric of the U of L and he considers them to be the presidential team.

His future plans are to continue his NSERC funded research including expeditions in Africa. He and Elsa intend to stay in Lethbridge for the next little while. He remarked that being President at the University of Lethbridge has been the very best experience in his professional life. He noted that he will be the President for another year.

Bob Turner indicated he was pleased that Elsa Cade was able to join the Board meeting. He expressed confidence that Bill and Elsa Cade will continue to make their presence known in Lethbridge. Elsa Cade has been a large part of the University and the community and both are better of because of her contributions. There will be many opportunities to express gratitude to the Cades for their decade of commitment to the University and community. The Board Chair remarked that he looks forward to working with the President in the 15 months to come.

**3. PRESIDENT'S REPORT**

The President had no further report.

Bill Cade and Bob Turner excused themselves from the room to take media interviews.  
Gord Jong assumed the Chair

**4. ITEMS FOR ACTION**

**4.1 Business Plan 2009-10**

MOTION: opn.2009.03.02

Bourke/McArthur That the Board of Governors approve the 2009-2013 Business Plan.

Motion: Carried

Nancy Walker noted that this is an Alberta Advanced Education and Technology requirement. It sets goals and includes budget information.

**4.2 Budget Report 2009-10 to 2012-13**

MOTION: opn.2009.03.03

Bourke/McArthur That the University of Lethbridge Board of Governors approve the budget for 2009-10 and approve in principle the 2010-2011, 2011-2012 and 2012-2013 budgets.

Motion: Carried

Karen Clearwater gave a PowerPoint presentation that was provided with the agenda materials and is filed with these minutes.

She reported that an unallocated surplus is anticipated in 2009-10 but reductions of as much as \$10 million will be necessary by 2012-2013.

A formal letter confirming the amount of the grant from Alberta Advanced Education and Technology has not been received but all indications are that for 2009-10 the grant will be increased by 6%, but there is uncertainty going forward. The budget has been prepared based on 3% grant increases in each of 2010-2011, 2011-2012, and 2012-2013. There is a possibility that there will be no grant increase for the 2010-11 fiscal year and the two subsequent years. Confirmation of the grant allocation for 2009-10 is expected by April 7. Karen Clearwater indicated that a 5% grant increase in 2009-10 would be manageable and a 4% increase would mean capital money would have to be used for operating. If the increase is 3%, then the Budget Committee would be reconvened. Meetings will be held in with individual units to determine how to address a \$10 million deficit. A plan will be developed and brought to the Board at the October meeting. Joint Council (Deans and Executive Directors) has been meeting weekly to discuss budget

issues. A hiring freeze has not been imposed but faculties are looking very closely at hiring options.

It was noted that utilities and salaries are the areas with the largest cost increases. It was explained that U of L physical plant operating costs include commissioning done in house. This is generally contracted out at other institutions and shows as part of the capital projects budget rather than as operating costs.

Workload is being addressed through individual units setting priorities to give consideration to important things first and secondary issues later.

The allocated positions in Information Technology and scholarships will be filled only if the budget can be maintained over the next four years. Some faculty positions that are vacant through attrition will not be filled. The Archivist position is tied to Envelope funding and will not be filled until that money is received. The \$45,000 to fund a tutoring program is from the Student Quality Initiatives allocation.

Karen Clearwater explained that the students determine the allocation of funds in the Student Quality Initiatives programming (QIP).

Tuition will increase by 4.1% (Alberta CPI) the maximum allowed under the Alberta Government Tuition Policy. Student attraction and retention has been identified as a budget pressure point. Several faculties are budgeting for zero or reduced enrolment. Work is being done to grow graduate programs. Faculties are allowed to budget at 98% of the previous year's enrolment to ensure a cushion in case enrolment targets are not met. Recruitment has been aggressive and it is hoped that enrolment will be at or higher than last year but budgeting is done conservatively.

Deferred maintenance and equipment replacement will be delayed to provide operating funding if necessary. Unallocated funds this year are anticipated to be about \$400,000. Unfilled position fund moneys could also be used if the government grant is not at the anticipated level.

Karen Clearwater was thanked for the budget presentation and appreciation was expressed that it was in the right amount of detail and in a very readable format. The work of the Budget Committee was also recognized.

Bob Turner resumed the Chair.

### **4.3 Research Policy**

MOTION:    opn.2009.03.04

Bourke/Jong

That the Board of Governors approve the revised Research Policy effective immediately.

Motion: Carried

The revised policy has been reviewed by Deans and Executive Directors Councils as well as the faculty Financial Officers.

It was pointed out that intellectual property (IP) considerations for student are not mentioned in the policy. There is some mention of IP rights of students in the Faculty Handbook but it was felt that undergraduate student research projects with human subjects needs to be addressed in a more formal way. Research services does not vet student projects and the onus is on the faculty member, which is somewhat worrisome. Claudia Malacrida said her department has a requirement for some instruction to be included in course outlines. It was felt there was a need for a formal policy addressing IP considerations for students.

#### **4.4 Board Compensation Policies**

MOTION: opn.2009.03.05

Bourke/Merkl

That the Board of Governors approve rescinding the following policies, effective immediately:

- i. Contractual Arrangements for Senior Administrative Officers
- ii. Board of Governors Compensation Policy
- iii. Market Supplements for Faculty Members

And further,

That the Board of Governors approve the Policy – Philosophy to Select, Evaluate and Compensate Senior Administration, effective immediately

And further,

That the Board of Governors approve the Policy – Employee Compensation Philosophy, effective immediately.

Motion: Carried

The new policies were approved by the Compensation Committee of the Board and recommended to the Board for approval.

**4.5 MA/MFA Graduate Student Fee**

MOTION: opn.2009.03.06

Bourke/Jong

That the Board of Governors approve the proposed 2009-10 fees as presented in the table below and that the fee increases for 2010-11 to 2011-12 be approved in principle.

M.F.A. and M.Mus. per Course Fees

	Actual 2008-09	% Inc.	Proposed 2009-10	% Inc.	Proposed 2010-11	% Inc.	Proposed 2011- 2012	% Inc.	Proposed 2012-13
Canadian	-	-	560	3	577	3	594	3	612
Foreign	-	-	1,249	3	1,286	3	1,325	3	1,395

Motion: Carried

It was pointed out that these fees are the same as the per course fee charged in the M.A./M.Sc. programs at the U of L and are competitive with those charged at the U of C and U of A.

Motion: Carried

**4.6 Governance Committee Chair Position Description**

MOTION: opn.2009.03.07

Pisko/Girard

That the Board of Governors approve the Governance Committee Chair Position Description.

Motion: Carried

The Governance Committee Chair position description had been approved previously by the Governance Committee and will serve as a template for position descriptions for other Board Committee Chairs.

**4.7 “Rules of Operation of the Board of Governors”**

MOTION: opn.2009.03.08

Pisko/Malacrida

That the Board of Governors approve the revisions to the “Rules of Operation of the Board of Governors of the University of Lethbridge”.

Motion: Carried

#### **4.8 Governance Committee Terms of Reference**

MOTION: opn.2009.03.09

Pisko/Digweed

That the Board of Governors approve the revised Terms of Reference of the Governance Committee.

Motion: Carried

#### **4.9 Presidential Appointment Committee**

MOTION: opn.2009.03.10

Malacrida/Digweed

That the Board of Governors authorize the Chair of the Board to strike the Presidential Appointment Committee in accordance with General Faculties Council Bylaws.

Motion: Carried

The Board Chair remarked that work needs to start right away on the process to find the replacement for President Bill Cade who will serve the balance of his second term to June 30, 2010. Notices will go out to unit heads immediately to have them start the process for naming members to the Appointment Committees. There are six persons appointed by the Board on the Appointment Committee. Board members were invited to let the Board Chair know if they are interested or would recommend someone to be on the Presidential Appointment Committee. The intent is to have the Committee staffed by the middle of April. The General Faculties Council Bylaws set out an elaborate process that asks for the Committee to seek the views of persons within and external to the University. The Committee is chaired by the Board Chair. The work of the Committee will be rather demanding over the next nine months. A consultant will be engaged, based on an RFP, to assist with the search. The goal is to have a candidate to recommend to the Board at the December meeting.

It was noted that this is a highly secretive search since there are potential candidates who would not let their name stand in a public forum. Confidentiality is paramount.

The Committee will seek the advice of others, including the Board, regarding priorities and qualities of the individual being sought, either by mail or in discussion around the Board table. There will be as much opportunity to provide input as the Board wishes. The Board was invited to offer any suggestions about how they might want to contribute more information to the Appointment Committee. Bob Turner noted that coming up with the description of what is needed in a President is nearly as important as finding that individual. The consultant will assist in the preparation of an extensive position profile and Board members will have the opportunity to participate in that process.

It was noted that the upcoming retreat includes a session on President succession.

Board members expressed an interest in approving certain milestones along the way. The Board Chair suggested that the Board develop a process and reporting benchmarks. It was recognized that this is one of the most important decisions a Board makes.

**5. ITEMS FOR INFORMATION**

There were no items for information.

**6. VICE-PRESIDENT (ACADEMIC)**

A major student recruiting campaign has seen some success in February and March. A Faculty of Education campaign was launched in Calgary on buses, bus stops and radio. Recruitment staff are moving into a Faculty of Management “Earn and Learn” campaign for the 40 course major, on both the Calgary and Edmonton campuses.

A proposal is being prepared for submission to Advanced Education and Technology for a Bachelor of Science, Multidisciplinary Major in Remote Sensing . This will use existing resources in the Departments of Geography and Physics and Astronomy in the Faculty of Arts and Sciences.

The Strategic Plan launch in Calgary was held at the U of L Calgary campus at SAIT. The Strategic Plan launch event in Edmonton will be held March 30.

International recruitment initiatives are being undertaken in Malaysia and Mexico. Dean Skinner, who is on leave and in Malaysia, is assisting with recruitment in that country. Recruitment work in China will be directly with schools rather than through agents to avoid students being charged extra fees. Scholarships will be provided to sending schools. Some returns on this strategy are being seen.

**7. VICE-PRESIDENT (FINANCE & ADMINISTRATION)**

Nancy Walker’s written report was received for information.

**8. VICE-PRESIDENT (ADVANCEMENT)**

Chris Horbachewski referred to the new Strategic Plan banner that has been added to the wall in the Boardroom. Pocket strategic plans were distributed to the Board. The Vice-President (Advancement) report included with the agenda materials was received for information.

**9. CHANCELLOR'S REPORT**

The Chancellor's report was received for information.

**10. BOARD MEMBER REPORTS**

Jeremiah Merkl said he signed up for the head shave for cancer research fundraiser and hopes to raise \$1,000. It has been almost three years since his last participation in this fundraiser, which was his last hair cut.

**11. ADJOURNMENT**

MOTION: opn. 2009.03.11

MacArthur/Jong

That the March 19, 2009 open session meeting of the University of Lethbridge Board of Governors be adjourned.

Motion: Carried