

**Date:** Tuesday, May 22, 2012

**Time:** 4:00 pm – 7:00 pm

**Room:** 203 Toldo

**Members:** Ms. Penny Allen, Mr. Vince Bassman, Dr. Lori Buchanan, Mr. Tom Burton, Dr. Stanley Cunningham, Mr. Peter Farmer, Ms. Marilyn Farough, Dr. Martin Girash (Chair), Ms. Jennifer Jones, Dr. Ed King, Dr. Dietmar Lage, Rev. Paul McGill, Mr. Dave Montgomery, Mr. Vic Neufeld, Ms. Rachel Olivero, Ms. Kim Orr, Mr. Fred Quenneville, Dr. Katherine Quinsey, Mr. Osman Raza, Dr. Michael Weis, Dr. Alan Wildeman, Mr. Bill Wright.

**Regrets:** Mr. Greg Aarssen, Dr. Gordon Drake, Mr. Werner Keller, Mr. Tony Mancina, Mr. Matt Moroun, Ms. Pat Soulliere, Dr. Fouad Tayfour, Mr. Kannappan Thiagarajan

**Administration and Guest Speakers:** Ms. Sandra Aversa, Ms. Jane Boyd, Mr. Jonathan Braniff, Mr. Dave Butcher, Mr. Mark Charlton, Dr. Leo Groake, Ms. Rita LaCivita, Ms. Susan Mark, Mr. John Osborne, Ms. Holly Ward, Ms. Rose Zanutto, Ms. Renée Wintermute (University Secretary), Ms. Carol Perkes (Board Governance Officer).

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Ms. Kim Orr was welcomed to her first Board meeting.

**1 Approval of the Agenda**

**MOTION:** That the Agenda be approved.

Farmer/Weis  
**CARRIED**

**2 Minutes of the meeting of April 17, 2012**

**MOTION:** That the Minutes of the meeting of April 17, 2012 be approved.

King/Bassman  
**CARRIED**

**3 Business arising from the minutes**

Nothing to report.

**4 Outstanding Business/New Business**

**4.1 Reports**

**4.1.1 Remarks from the Chair**

- The Chair and the University Secretary recently attended a Canadian University Boards Association Conference in Newfoundland and noted that valuable discussions on germane governance topics took place.
- Bringing Boards together as cohesive assemblies is being addressed by other universities. To further underscore the importance of cohesiveness and the fact that the Board's authority derives from its meeting as an assembly, seating arrangements have been reconfigured so that the Board now sits as a group. This will also help facilitate discussion at meetings, thereby enhancing Board performance.

**4.1.2 President's Report**

- There have been a number of well-attended Alumni events over the last month.
- First year enrolment acceptances are tracking 10% ahead of last year at this time.
- The Student Recruitment team has been working hard to successfully bolster enrolment.
- Approximately 6,000 students are registered in Intersession.
- The Lumley Roast will be held next week, which is sure to be a fantastic event. There has been terrific support for this event.
- The Spring 2012 Honorary Degree Recipients were listed:
  - Dr. Paul Hebert, inventor of DNA Barcoding, former University of Windsor Biology Professor and former Director of the Great Lakes Institute.

- Mr. Nino Ricci, a resident of Leamington/Toronto, is an internationally acclaimed Canadian Novelist and was awarded the Order of Canada in 2011.
- Mr. Gordon Pinsent is considered an icon in the Canadian entertainment industry. He is a Companion of the Order of Canada, a Fellow of the Royal Society of Canada and the recipient of five Gemini awards.
- The Honourable Sandra Pupatello, is a tireless supporter of the University of Windsor and City of Windsor. She is a graduate of the University of Windsor and her unwavering service to the community is exemplary.
- The Honourable Catherine Anne Fraser, was the first woman appointed to the position of Chief Justice of Alberta and Northwest Territories. Justice Fraser has contributed to the advancement of education through Canada and Internationally.
- The Office of Human Rights, Equity and Accessibility Annual Report as well as its Annual Report on Employment Equity have now been posted online.

#### **4.2 Audit Committee**

Nothing to report.

#### **4.3 Executive Committee**

- At its last meeting, the Executive Committee provided feedback on the annual report from the Office of Human Rights, Accessibility and Equity, which is now posted online.
- The Executive Committee has had broad discussions on the importance of continued enhancements to the University's human resources services to support staff in the work they do and to provide an exceptional student experience.

#### **4.4 Governance Committee**

- The Governance Committee has begun looking at different models for evaluating Board effectiveness established at other Ontario and Canadian universities. Over the next few months, the Committee will undertake to develop a model for evaluating our Board's effectiveness. Once developed, it will be presented to the Board for review and approval.
- The Committee continues to address the matter of Board renewal and how to fill the upcoming vacancies, keeping in mind the areas of knowledge where the Board needs strengthening.

#### **4.5 Investment Committee**

- The Investment Committee met on May 4, 2012 with investment managers and received reports on fund performance as at March 31, 2012. The market saw some gains in the first quarter. However, recent heightened market volatility is having an impact.
- The Statement of Investment Policies and Procedures is being reviewed to determine whether any changes or updates are required. Any proposed revisions will go forward to the Board for approval.

#### **4.6 Pension Committee**

Nothing to report.

#### **4.7 Resource Allocation Committee**

- In addition to the review of the proposed 2012/2013 Operating Budget, RAC was provided at its last meeting with a verbal update on capital and renovation projects underway this summer. The projects include:
  - Relocation of the Graduate Student Society in the renovated Student Awards and Financial Aid offices. The Awards and Financial Aid office will be moved to new space within the Education Building.
  - A Bookstore/Cafe will move into the Thirsty Scholar space.
  - Upgrades to Ambassador Auditorium, upgrades to classrooms in Dillon Hall and the Odette School of Business, renewal of outdoor space.
  - Demotion of Cody Hall and old Drama
  - Work will begin in September 2012 on the Chilled Water Upgrade Phase III.
  - Construction on the Integrated Parking Innovation commences May 2012.
  - Cody Hall land will be used as a temporary site for parking.
  - The new Engineering Building will be completed for September 2012.
  - The 3<sup>rd</sup> Floor of the Medical Building is complete, only signage and keys to be done.

**4.7.1 2012/2013 Proposed Operating Budget, *Thinking Forward ... Taking Action***  
(See document BG120522-4.7.1 and BG120522-4.7.1a for further information)

**MOTION: That the Board of Governors approve the proposed 2012/2013 Operating Budget.**

Allen/Raza

Dr. Wildeman and Ms. Aversa delivered the presentation on the proposed 2012/2013 Operating Budget.

It was NOTED that:

- The 2012/13 Budget is balanced. This budget is all about people: students, faculty, staff and community.
- 2012/13 is the 5<sup>th</sup> year of budget realignment and to date, \$34.7m has been realigned.
- The enrolment projections for Fall 2012 are 13,589 full time and 2,550 part time. Detailed statistics were provided.
- A snapshot of enrolment by Faculty was presented.
- Items that will contribute to an Exceptional Student Experience include: new academic programs, curriculum enhancement, on-line learning initiatives, service enhancements, improvements to campus, and recruitment and retention initiatives.
- The Strategic Research Plan was approved by Senate February 10, 2012. The University receives \$27m research funding annually (the revenue and expenditures are outside of the operating budget). The University also receives a federal indirect cost grant of \$3.1. It was noted that research impacts institutional reputation.
- \$180m or 79% of total operating is salary and benefit costs.
- A multi-phased Capital Transformation Plan was approved by the Board in April 2012. The principles of the capital funding strategy were provided.
- An increase to the base budget of \$785,000 will be required to operate the Centre for Engineering Innovation (CEI) commencing September 1, 2012.
- Investments in the Strategic Priority Fund in 2012/13 totalled \$2,744,000. The base budget was \$2,453,000, carry forward funds from 2011/12 were \$225,000 and one-time required funding in 2012/13 is \$66,000.
- The 2012/13 Operating Revenue and Expenditure categories were given.
- With regard to the Faculty Pension Plan, \$5.4 – annual deficit repayment is required as of July 1, 2012. With regard to the Employees' Pension Plan, \$94,000 – annual going concern deficit repayment of \$961,400 is required and \$360,500 annual solvency deficit is repayment is required as of July 1, 2012.
- The total budget realignment for 2012/13 is \$4.2 which includes an operating budget shortfall of \$3.4m and pension contributions of \$0.8.
- In planning ahead for 2013/14, key assumptions have been established: Operating Revenue, Enrolment, Salary Costs, Pension Costs, New Capital-Operating Cost and the Strategic Priority fund.
- The focus is on long-term fiscal stability and factors include efficient and productive use of resources, strategic enrolment growth and flattening the cost escalation curve.
- The 10% increase in enrolment acceptances relates to 1<sup>st</sup> year students (101's) and not to the overall enrolment numbers.
- A conservative approach is taken when calculating projected enrolment numbers.
- Given current fiscal constraints, faculty renewal is largely dependent on faculty retirements. Efforts are underway to find ways to encourage more faculty members to retire at 65. Consideration should be given to voluntary early retirement initiatives.
- In response to a question, it was noted that the Faculty Agreement allowed for a 1.5% annual PTR scale adjustment at a cost of \$4.3M over three years.
- It would be beneficial if the government would reconsider its strategy on international enrolment, which would see universities pay back \$750 for each international student they recruit.
- The University is looking at using several recruiting firms to assist with international enrolment, as appropriate.
- The University was congratulated for providing a balanced budget under difficult circumstances. It was stated that realignment decisions become increasingly difficult

with each year of budget realignment.

- Concern was raised with regard to pensions. It was noted that many universities are facing the same difficulties regarding pensions. It was suggested a different pension plan model be used for new hires.
- No money was provided for the Windsor Work/Study Program by the provincial government in Ontario's budget.
- Alternate parking arrangements during construction are being considered. Among others, Cody Hall land will be likely be used as a temporary parking site.
- The Pension and Endowment Funds are managed well.
- Most universities are facing the same financial challenges as the University of Windsor.

**CARRIED**

**5 In Camera**

**6 Adjournment**

**MOTION: That the meeting be adjourned.**

Weis/Raza  
**CARRIED**