



Board of Governors

Meeting

December 12th, 2015

Ayamdigut Boardroom

Present: Paul Flaherty (Chair), Julia Salo, Matthew Landry, Kluane Adamek, Mary Samolczyk, Carol Geddes, Vera Holmes, Alyce Johnson, Patti Balsillie, Shawn Allen, Mike Burke, Karen Barnes (President)

Staff: Deb Bartlette (VP Academic & Student Services), Chris Hawkins (VP Research), Lacia Kinnear (Director Strategic Growth & Innovation), Kyla Piper (Executive Assistant)

Regrets: Geraldine Van Bibber (Chancellor)

Guests: Gayle Corry (Director Finance & Administration), Brian Bonia (Director Human Resources), John Reid (Chair, North Region School of Community Education and Development), Brad Martin (Chair, South Region School of Community Education and Development), Community Campus Committee Chairpersons (for joint meeting in afternoon)

REVIEW AGENDA **MOVED by Julia Salo, SECONDED by Matthew Landry to approve the agenda as amended by adding a moment of reflection at the end of the meeting today and going forward. CARRIED.**

REVIEW MINUTES OF October 16th, 2015 **MOVED by Mary Samolczyk, SECONDED by Matthew Landry to approve the minutes from October 16th, 2015 as presented. CARRIED.**

- BUSINESS ARISING**
- Director Human Resources investigated first aider requirements for field trips. All groups engaged in experiential and outdoor activities prepare a risk assessment and mitigation report prior to their activity. Both of the leading First Aid Course providers, Saint John Ambulance and Canadian Red Cross, make reference in their course materials as to the hours allocated to the courses.
 - Emergency response measures will be addressed at the February Board meeting.
 - President's Office and Director Strategic Growth &

Innovation will continue to bring forward to a future meeting the communications and timelines plan surrounding University projects.

- President's Office sent out a link to Board members for the May 2016 CICA Conference.
- Board members interested in attending any of the CICA conferences have expressed interest to the Chair. Further arrangements for travel will be made accordingly.
- President's Office added Policy #17: Board Member Selection Process and Board Skills Matrix to the annual review schedule.
- Land implementation procedures for development has been added as an information topic for the February Board meeting.
- Institutional Research will investigate with the Office of the Registrar & Director Strategic Growth & Innovation the feasibility of conducting a focus group session with students who are recent high school graduates and explore their decision process in choosing Yukon College.
- Paul updated the Board on a meeting that occurred last week whereby the Board Chair, members of Yukon College management and members of the Yukon Hospital Corporation met to discuss pension plan solvency concerns and potential solutions.

REPORT FROM FARC

Paul Flaherty provided an update on the FARC meeting held December 11th.

Paul reported that there was a joint FARC and Pension Meeting for the first part of the meeting to review pension plan performance.

Review pension plan performance

Portfolio Manager, Andrew Hoffman from Leith Wheeler, joined FARC/Pension Committee presented the investment performance review for the Yukon College Pension Plan. The full report was included in the FARC package.

Review performance and contracts for actuary, investment manager, and trustee

The service providers for the pension plan are the actuary, Morneau Shepell, the investment manager, Leith Wheeler, the trustee, RBC Investor Trust Services and the auditor, Crowe Mackay.

For 2014-2015, the College received good service from all the

service providers and no significant performance issues were noted.

Pension plan letter of credit increase

The letter of credit for the pension plan must be maintained in lieu of making solvency payments. Obtaining the letter of credit ensures that the pension plan remains in good standing.

MOVED by Julia Salo, SECONDED by Mike Burke that Board of Governors authorizes Yukon College to obtain letters of credit to a maximum of \$14,845,323 provided that the maximum amount of 15% of the market value of pension plan assets is not exceeded. CARRIED.

Action item:

President's Office will look into potential training options for the Board and FARC to provide some base knowledge of finance operations.

Review of audited financial statements

The draft audited financial statements were provided for review in the Board package.

The surplus for the year is \$124,821. The amount budgeted for this year was a deficit of \$114,671 and the effect on operating reserves for this year is a reduction of \$362,977. The accrued pension benefit asset will be increased by \$1,005,300 in accordance with our actuarial valuation. The balance of discretionary reserves will now be \$3,997,676 and the balance for the accrued pension benefit asset reserve will be \$14,819,200. The discretionary reserve target of 10% of total expenses is \$4,693,299 based on the financial results for 2014-15 leaving us below our target at the end of 2014-15 by \$695,620.

Assets are approx. \$32 million and liabilities are approx. \$14 million. Net assets are approx. \$17 million.

MOVED by Patti Balsillie, SECONDED by Mike Burke that the Board of Governors approves the audited financial statements for the year ended June 30, 2015 as presented, and authorizes the Board Chair and one other Board member to sign the Statement of Financial Position on the Board's behalf. CARRIED.

Review management letter for previous fiscal

The auditors of the College issue a management letter after the audit is completed. The purpose is to make recommendations that the

College can adopt to improve processes both for future audits and for operations. The letter has been reviewed and management will respond to it. Yukon College will be making some recommendations which will be outlined in our response and will be doing further follow up on the management letter in the coming months.

Action Item:

President's Office to add to next FARC agenda the management response to the Management letter for previous fiscal.

Review of audit results with Office of the Auditor General (OAG)

Auditors Lana Dar and Charlene Taylor joined FARC via teleconference to review the audit results.

One point that the auditors raised is that our policy on President responsibilities states that the President will not expend more funds than will be received in the fiscal year. The OAG has recommended that the policy be reviewed to allow for exceptions to this requirement. Policy BOG-03 Yukon College President Responsibilities will be placed on a future Governance Committee agenda to address the concern.

Overall the audit process went well and the OAG was pleased with the College's performance and compliance over the year, and no major concerns were noted.

Review draft of Yukon College Annual Report

The Annual Report Draft 2014-2015 was included in the Board package for review.

Follow up report on Continuing Education

The School of Continuing Education and Training (SCET) has made increasingly large draws on core funding over the past four years which has not been sustainable for the institution. The College has been working to be on budget for this year resulting in significant changes to SCET in relation to programming and staffing.

Needed programming will still be offered and some will be relocated to other areas within the College, as well as continuing to offer self-study programming through Ed2Go. Programming for First Aid, trades and safety training, kid's camps, and leadership training will continue. Alternative to lay-off and lay-off meetings, or alternative assignment meetings, have been held with all SCET employees who are currently working within the department, and all

affected staff have been accommodated as a result of these meetings. The College will be assessing the impact of the changes in staffing on the CE operations and services to the community and will come up with an operational plan by June 2016.

Approve proposed tuition fees for next academic

In October 2015 the Yukon College Board of Governors endorsed a 0.8% tuition (\$1/credit) fee increase for programs except Practical Nursing, Culinary and Renewable Resource Management and trades programs (which remain unchanged). During the consultation process 13 notes of feedback were received and there was no fervent opposition to a fee increase.

Policy BOG-15 Credit Program Tuition Fee Adjustment will be placed on the Governance Committee annual review cycle again for 2016-17 to address program fee reviews and university updates as needed.

MOVED by Carol Geddes, SECONDED by Julia Salo that the Board of Governors approves a credit tuition fee increase of .8% (\$1/credit) for the 2016/17 academic year for programs except Practical Nursing, Culinary Arts, Renewable Resources Management and trades programs (which remain unchanged). CARRIED.

Review interim variance report

Interim financial results were reviewed. The interim financial results for July to October 2015 show an operational surplus of \$435,658 and a negative operational variance of \$440,555. The main reason for this variance is outstanding revenue owing on CNIM and delays in receiving funds from CanNor.

Risk Management – Investment in Campus Housing

Risk management is a standing item on the FARC agenda.

There is a demand for more campus housing for the College and private investment should be considered as a means of financing the infrastructure. A risk assessment was conducted at the FARC meeting as part of planning for the project.

**GOVERNANCE
COMMITTEE
UPDATE**

Patti Balsillie provided an update on the Governance Committee meeting held December 11th.

Review of Policy BOG-14: Annual Planning Cycle

Policy BOG-14 Annual Planning Cycle was brought forward to the

Governance Committee for review.

MOVED by Julia Salo, SECONDED by Alyce Johnson that the Board of Governors accepts BOG-14: Annual Planning Cycle as amended with the once change referring to the correct policy under item 1d. CARRIED.

Action item:

President's Office will update policy BOG-14: Annual Planning Cycle with correct references and post on MyYC and the Yukon College website.

Results of BOG Evaluation Tool

The Board Chair Evaluation Tool and Board Member Evaluation Tool were brought forward to the Governance Committee for review.

The Governance Committee has asked the Board to include a closing round/moment of reflection at the end of each meeting.

Board bylaw review and recommendation

The President's Office has identified all of the bylaw changes that have occurred over the past decade for approval of the Board.

The Governance Committee is now in the position to bring forward recommendations to the Board for approval at the February meeting.

Action item:

President's Office will forward the bylaws to the Board for review prior to the holiday season in early preparation to the February meeting.

OH&S REPORT

The OH&S monthly and year to date statistics update were provided by Brian Bonia and is in the Board package for December 12th.

**ALICE FROST
COMMUNITY
CAMPUS UPDATE**

Chris Hawkins and John Reid provided an update to the Board in response to a letter the Board received regarding the Alice Frost Community Campus.

**PROGRAMS AND
SERVICES REVIEW
UPDATE**

Deb Bartlette provided an overview and update to the Board on the Programs and Services Review (PSR) process for Yukon College, learnings and next steps.

The outcome of the Program and Services Review resulted in several recommendations:

- Approximately 2/3 of Services Review and Program Review recommendations are already in progress or plans are in place to address this year
- Most of others addressed through Quality Assurance work-likely in 2016/17
- Some recommendations will not be feasible to implement
- 5-10% of the recommendations are longer term or need more discussion

Next steps include:

- Senior Academic Leaders Team (SALT) and Senior Executive Committee (SEC) working with recommendations needing further discussion
- Some specific projects are underway (Continuing Education, Information Technology Learning Commons, Drop-In Centre/Upgrading)
- Regular reports to Yukon College community

The Communities Program and Services Review process is currently underway with an anticipated final report produced in May-June 2016.

AGENDA ITEMS FOR FUTURE MEETINGS

The following topics should be considered for future Board meetings:

- Land implementation
- BOG Bylaws review
- Election of co-vice Chair
- Quarterly BOG-CCC updates
- Communities PSR update
- Finance/Pension education topic
- Planning for Board vacancies
- Board buddy system
- Meeting structure and schedules

CCC – WCC APPOINTMENT

As per the College Act, proposed CCC members are required to be officially appointed to the CCC by the Board of Governors.

There is one proposed appointment to the WCC CCC for the Board to consider:

- Julie Anne Ames.

MOVED by Matthew Landry, SECONDED by Carol Geddes that the Board of Governors appoints Julie Anne Ames to the Whitehorse Correctional Centre Community Campus

Committee. CARRIED.

**INTRODUCTION
TO GOVERNANCE
PART 1**

Karen Barnes provided a high level overview to the Board on aspects of institutional governance.

Karen has proposed that the Board consider the following as next steps for governance:

- Governance Committee spend February 2016 meeting looking at these three questions:
 1. What is desired relationship between three bodies? (values)
 2. What structure will best encourage and maintain that relationship? (organization)
 3. What key decisions should rest with each body? (authority)
- Governance Committee meet with key ‘experts’ in Alberta and BC through February 2016
- Expert/s/ speak to Governance Committee and Board in March 2016
- Director Strategic Growth and Innovation work with Governance Committee and internal committees through September 2016 to develop 3 possible answers to these questions
- Board retreat in October 2016 to be focused on legislation

**REVIEW AGENDA
FOR CCC JOINT
MEETING**

Chris Hawkins provided an update and reviewed the agenda for the afternoon joint Board of Governors and Community Campus Committee Chair meeting.

Focus of the joint meetings is:

- Update from Board of Governors on Strategic Planning process and University Transition
- CCC Chairs meet with Board “buddy” for open discussion (e.g., campus activities, going forward, other)
- CCC Chairs and Board meet together to identify ways to improve CCCC – Board of Governors’ “buddy” system
- CCC evolution over the next 5 years by way of presentation to Board by the CCC Chairs

JOINT BOG – CCC

The Board of Governors joined the Community Campus Committee

MEETINGS Chairs for the afternoon.

ADJOURNMENT Meeting was adjourned at 3:00pm.

SUMMARY OF ACTION ITEMS:

- President's Office will look into potential training options for the Board and FARC to provide some base knowledge of finance operations.
- President's Office to add to next FARC agenda the management response to the Management letter for previous fiscal.
- President's Office will update policy BOG-14: Annual Planning Cycle with correct references and post on MyYC and the Yukon College website.
- President's Office will forward the bylaws to the Board for review prior to the holiday season in early preparation to the February meeting.