

**MINUTES OF THE UNIVERSITY OF LETHBRIDGE BOARD OF GOVERNORS**  
**OPEN SESSION HELD TUESDAY, FEBRUARY 26, 2002**  
**AT 1:30 P.M. IN THE BOARD ROOM (W646)**

- Present: Terry Royer (Chair), Don Young, Bill Cade, James Horsman (telephone), John Gray, Gordon Dixon, Matthew McHugh, Dawna Coslovi, Geoff Cox, Lawrence Barany, Kevin Keith, Doug Stokes, Linda Anderson, Brad McKenzie, Rita Zaugg (Secretary), Dawn Scherer (Secretary)
- Regrets: Jill Kotkas, Michael Crowe, Dan Laplante, Aaron Engen, Ian Wishaw, Gord Rosko
- Others: Séamus O'Shea, Vice President (Academic) and Provost  
Nancy Walker, Vice President (Finance and Administration)  
Karen Clearwater, Associate Vice President, Financial Planning  
Shamsul Alam, Associate Vice President (Academic)  
Anita Ryder, Internal Audit Analyst  
Dana Andreassen, Research and Policy Analyst  
Keith Robin, former Board Member

Terry Royer commented favorably on the Theatre Tour that was conducted prior to today's meeting. He said that he appreciated the opportunity; he was surprised and impressed with the facilities and how much they can accomplish with what they have. Similar tours of the U of L facilities will occur on a regular basis, at least four tours per year. Terry encouraged all Board members to attend the tours to become more familiar with University facilities, which, in turn will help them to be more informed and better governors.

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**CONSENT AGENDA**

- 1. Approval of the February 26, 2002 Agenda**
- 2. Approval of the December 13, 2001 Open Session Minutes**

MOTION: opn.2002.02.01

Gray/Cox

That the consent agenda for the February 26, 2002 open session of the Board of Governors be approved as distributed.

Motion: Carried

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- 3. Presentation to Quintin Steynen**  
Quintin Steynen was not in attendance.

**4. Presentation to Keith Robin**

Terry Royer introduced Keith Robin and presented a plaque from the Board of Governors in recognition of his service as Chair of the LINC Capital Campaign. Terry Royer added, when he first met Keith Robin at the Lethbridge Community College, he viewed Keith Robin as a mentor. Keith Robin always had a “way of doing things with class and commitment”. Terry Royer reviewed Keith’s years of community involvement and his many years of support and friendship to the U of L. Those attending the Chancellor’s dinner recognized the esteem that the Lieutenant Governor has for Keith Robin. She presented an award for his service as Council Member of the Alberta Order of Excellence.

As Chairman of the Access To Success Capital Campaign for LINC, Keith Robin committed his time and talents to lead that campaign, raising money from across Alberta and demonstrating that “when you need Keith he is there”. A lot of the success of that campaign was a result of the personal contacts that Keith Robin has and the respect people across this province have for him.

Keith Robin responded that he is proud of everything that he tried to do in his association with the University of Lethbridge. He has achieved a unique distinction in that he served 12 years on the Senate before becoming Chancellor; the law now states a 6 year maximum Senate term. He thanked the Board and mentioned he appreciated the recognition.

**5. BOARD CHAIR REMARKS**

**5.1 Dawn Scherer**

Terry Royer recognized Dawn Scherer, explaining that she replaced Val Hill in the President’s Office as Val recently moved into Accounts Payable. He briefly reviewed her employment history and welcomed Dawn to the University.

**5.2 Meeting with Minister Oberg**

Terry Royer met with the Minister yesterday, and discussed a number of issues important to the U of L. Tuition policies: the Minister committed to having a new tuition policy for fall 2002. It is a consultative process which includes the students. The Minister is very supportive of the U of L’s attempts to achieve and further excellence. The Minister is very much in favor of the direction of the institution. Having the Minister here for the opening of LINC was very important since it was an opportunity for him to gain an understanding of the university which he perhaps did not have before.

**5.3 Government Relations**

The Board was challenged by Dan Laplante in an earlier Board Meeting to continue the development of relationships with the government. There is now one Board member from Edmonton and three from Calgary which gives broader distribution across the province and access to other politicians. There has been commitment from some politicians to attend the Retreat in May.

## **6. PRESIDENT'S REPORT**

### **6.1 Letter from Deputy Minister re Energy Cost Relief**

### **6.2 Response from Deputy Minister re Budget Issues Including tuition cap and lights on for LINC and CCBN**

### **6.3 Confirmation of Lights On for LINC and CCBN**

### **6.4 Congratulations on Maclean's Ranking**

Items 6.1 - 6.4 were received and filed for information.

### **6.5 Canada Foundation for Innovation (CFI)**

U of L scientists did very well in the CFI competition. We expect matching dollars from the Province of about \$1.8M.

### **6.6 Natural Sciences and Engineering Research Council (NSERC)**

The NSERC awards have not been announced. The committees were in Ottawa in January and those up for renewal this year are anxiously awaiting the outcome of the competition which happens every 4 years.

### **6.7 Ian MacLachlan's Book**

Ian MacLachlan from Geography has just published his book, "A Chill to a Kill", about the beef industry in Canada.

### **6.8 John Woods - New York Academy of Science**

John Woods, who is retiring at the end of this year, has recently been elected to the New York Academy of Sciences, the oldest academy of sciences in the continent. This is an extremely prestigious recognition for John Woods.

### **6.9 35<sup>th</sup> Anniversary Kickoff**

The 35<sup>th</sup> Anniversary Kickoff, which was attended by Peter Lougheed was extremely successful. It was a pleasure to have the former Premier on campus, and hear him speak very sincerely about the special place the U of L has in his heart. He challenged the U of L to be a partner in water issues. Bill Cade indicated he was very happy to be able to say that WISE (Water Institute for the Semi-arid Ecosystem) has recently been organized in partnership with Alberta Agriculture, Ag Canada, Health Canada and a variety of other organizations.

### **6.10 Management Students**

Dan Kazakoff, Faculty of Management, reports that his students recently won 2<sup>nd</sup> and 4<sup>th</sup> place at a case competition at Queen's University. U of L students did very well against large universities.

### **6.11 Macbeth**

Macbeth just finished a most successful run in the theatre. It was a fabulous performance and guests from Calgary commented that this was one of the best Shakespeare presentations they have seen. The costuming and the make-up were well done.

**6.12 Toni Nelson**

Toni Nelson, Associate Dean in the Faculty of Management, was recently recognized by the Institute of Chartered Accountants with the distinguished service award for this year.

**6.13 Management Scholarship Dinner**

Richard Davidson will be honored at the Management Scholarship Dinner March 15 for his many contributions to our community.

**6.14 Budget Committee**

The Budget Committee is concluding deliberations. The GFC will review the budget on Monday and it will be brought to the Board of Governors for consideration at the March meeting. A balanced budget is being presented again this year but it becomes more and more difficult all the time to do so.

**6.15 Faculty of Management Dean Search**

A Search Committee to replace Dean Ali Dastmalchian has been struck and is meeting. A list of suitable candidates is being reviewed. Individuals will be invited to campus for interviews in the near future. The Advisory Committees in both Calgary and Lethbridge will be invited to comment to the search committee on candidates.

**6.16 Lethbridge Collegiate Institute**

Bill Cade indicated he is pleased with the relationship between LCI and U of L. In the LCI January 2002 newsletter, it indicates there are currently 517 students enrolled from LCI at U of L; graduates of LCI who are enrolled in the U of L Masters programs total 24. In fall 2001 the U of L received 94 applications from LCI students. In the fall 141 scholarships were given to 99 LCI students totaling over \$100,000. The LCI principal is Carol Steen who is a member of U of L Senate and also an alumna.

**6.17 Camp During ATA Strike**

A camp for the children of U of L employees and students was offered during the recent work stoppage by the Alberta Teachers' Association. Although it was not heavily subscribed, the people who took advantage of it appreciated this service.

**6.18 Destination Exploration**

There is a new summer camp planned called, "Destination Exploration". The flyer was recently sent to the schools. The program includes four chaperoned days and nights on campus with full accommodation, meals, snacks, workshops, recreation, tee-shirt. "Science Sizzle 2002" allows participants to work supervised in various science labs; "Cyberspace Concepts" explores the use of multimedia technology in life.

**6.19 Universidad Panamericana**

Bill Cade traveled with the Dean of Management, Ali Dastmalchian, and Hiroshi Shimazaki, a faculty member, to Mexico to visit the campuses of Universidad Panamericana. This University has 4 campuses in Mexico with which our Faculty of Management has pioneered exchange agreements. Over the last several years 69 students have participated in the exchanges as well as some faculty. The purpose in going was to see if it is possible to enlarge and enhance the exchange agreement. Bill Cade was impressed with the arrangements that Universidad Panamericana has managed to fashion. He read a sentence in a letter from Mexican exchange students, primarily Management students, who were on our campus for the fall semester. It said, "We came to Canada as Mexicans but left as Canexicans".

**6.20 Board Room Renovation**

Bill Cade continued that with Terry Royer's encouragement work has been done to improve the appearance of the boardroom. Rita Zaugg coordinated the work. The carpets have been cleaned, walls painted, portraits rehung, and the old couch removed and replaced with a credenza which was donated by Terry Royer. Braman furniture, a local manufacturing firm specializing in high quality hotel furniture, is donating a very nice table.

**7. CHANCELLOR'S REPORT**

**7.1 Alberta Ingenuity Fund**

Jim Horsman attended as an observer, the meeting of the Alberta Ingenuity Fund Science and Engineering Advisory Committee as they went through a number of proposals for Centres of Excellence. The U of L WISE proposal was well received; however, the advisory committee felt that it should be meshed with the U of C proposal. It is unlikely that the Water Institute would be named as a Centre of Excellence this year but may receive favourable consideration if this is resolved satisfactorily.

**7.2 Minister of Learning**

Jim Horsman attended a meeting January 14 that the Minister of Learning had called as a result of a request from the U of A and U of C. The Minister insisted that the U of L be included so the Chancellor and Séamus O'Shea attended. The three institutions were asked to do a number of things, including greater collaboration, which is welcome and perhaps indicates a greater willingness on the part of the two larger universities to include the U of L in their deliberations.

**7.3 35<sup>th</sup> Anniversary**

The kickoff of the 35<sup>th</sup> Anniversary was very positive and included the naming of University Hall as "Medicine Rock" by the elders of the Blackfoot Nation. Peter Lougheed's presentations in the afternoon and evening were very well received and, additionally, Lieutenant Governor Lois Hole attended which was quite an honour.

**7.4 Senate**

The Senate meeting on February 2 included the naming of honorary degree recipients which had been previously reviewed by two committees. Acceptance has been received from four of the nominees and one person has declined the honor. It is likely that the remaining nominee will also decline. This is a confidential matter until the news release.

The theme of the April Senate meeting will be a look at the electronic and information technology available to the University community.

The Senate Outreach Committee is very active under the chairmanship of Myles Bourke who held a meeting in Medicine Hat with key community leaders including the Mayor, City Commissioner, representatives from various school boards, Medicine Hat College Board Chair and President, local Senator Cliff Wright, and U of L President and Mrs Cade.

Another Outreach effort will be held March 19<sup>th</sup> which involves the agricultural producing and processing community of Southern Alberta. We look forward to additional outreach activities in Cardston and in various communities west of Lethbridge in the near future.

**7.5 Chancellor's Circle**

The Chancellor's Circle will be meeting March 20. The program is being put into place by Patrick Machacek and Alice Takacs has volunteered to assist.

**8. STUDENTS' UNION PRESIDENT REPORT**

Matthew McHugh reported that the General Assembly of Students' Union has had their photo taken around the Bronze Pronghorn statue in LINC. A copy of the photo will be sent to Ingrid and Ray Speaker, who donated the Pronghorn.

April 5 is the Students' Union transition dinner where incoming and outgoing councils get together with Administration. The Lawrence DeCore award and the first ever Students' Union awards, marking the Students' Union 35<sup>th</sup> Anniversary, will be presented.

This is the last Board meeting that Matthew McHugh will be attending as Students' Union President. Next month he will be in Ottawa attending CASA meetings. He will try to attend the Retreat.

Matthew McHugh reported the Students' Union has a lot to be proud of this past year. One of the biggest accomplishments was raising awareness on campus which should be reflected in the Students' Union elections on March 12/13. Nominations opened yesterday and more nominations were received in one day than ever previously.

Students' Union made significant internal changes and Matthew McHugh thanked Geoff Cox for his help with decisions.

Matthew McHugh was proud the Students' Union adjusted to meet students' needs, and mentioned dealing with a number of concerned students following September 11, and being able to help those students who needed to have their children taken care of during the recent teacher's strike.

Matthew McHugh stated that it has been great working with Administration and outgoing council will work with the incoming council to ensure the cooperation is maintained.

Terry Royer indicated he hoped that Matthew McHugh would be at the Retreat. Terry Royer remarked that he felt Matthew McHugh's leadership as Students' Union President has been outstanding. Matthew McHugh was seen as a very capable representative of the students while recognizing his Board responsibilities. Terry Royer added it has been a great pleasure having Matthew McHugh involved with the Board this last year and stated success will find him wherever he goes.

Bill Cade stated also that it has been a pleasure working with Matthew McHugh and expressed the view he will go far. Bill Cade looks forward to being proud of Matthew McHugh's accomplishments over the many years to come.

## 9. ITEMS FOR ACTION

### 9.1 Risk Management for Off-Campus Student Field Work and Other University-Sponsored Activities

Bill Cade introduced Anita Ryder, CA, Head of Internal Audit, who is responsible for auditing different aspects of University finances. Bill Cade explained that, in the absence of a policy, he asked Anita Ryder and Dana Andreassen to survey other universities and develop a Risk Management Guiding Principles policy that would be workable at this university.

Anita provided an in-depth review of the "Guiding Principles" for the "Risk Management for Off-Campus Student Field Work and Other University-Sponsored Activities" document. Anita Ryder reported that the underlying motivation of this undertaking is that the University has a legal obligation to maintain reasonable safety of its students and this obligation extends beyond the confines of this campus to any off-campus activity in which students engage that are a normal part of their educational experience [athletic competitions, field trips, foreign exchanges, etc]. This document is the result of revised drafts, consultation with and feedback from faculty and staff specifically involved in planning off-campus trips, Deans and Directors, and Administration. The Enclosure with the Agenda is the "Guiding Principles" of these guidelines and procedures. These represent the fundamental or essential principles and issues that faculty need to address when students go off-campus. Anita Ryder encouraged all to access the supporting documents to these guiding principles under *Student Travel* on the University Insurance and Risk Management website.

It was noted that the consequences for breaching these principles are not outlined in the supporting documents as disciplinary procedures are contained in other documents.

Whoever is involved in the function must sign off that they are aware of the policies, to meet legal obligations. For high risk trips, including international trips, faculty and staff planning the trip have to use checklists and the person in charge signs off, as well as their Dean or Director, and the person performing insurance and risk management function, which is Anita Ryder.

The primary goal is to minimize the possibility of individuals being injured but, should that happen, we want to be able to say that everything possible has been done to inform the participants of what they should and should not do while out in the field.

These documents are intended to give participants and organizers the resources to meet their legal responsibilities to protect their interest and the University.

MOTION:     opn.2002.02.02

Cade/Young

That the Board of Governors approve the Guiding Principles for Risk Management for Off-Campus Field Work and Other University-sponsored Activities with the following amendments:

- 4.b)     advise participants of their role *expected of them* in minimizing these risks prior to the activity, and
- 11.3<sup>rd</sup> • Drivers must NOT consume alcoholic beverages for a reasonable amount of time before and while driving a vehicle for field work or other university-sponsored activities, *and be fit to drive while operating a vehicle.*

Motion: Carried

## **9.2     Personal Security Policy**

MOTION:     opn.2002.02.03

Cade/Gray

That the Board of Governors rescind the existing Ethical Behavior Policy.

Motion: Carried

MOTION:     opn.2002.02.04

Cade/Gray

That the Board of Governors approve the Policy on Personal Security with the wording “Governors of the University” in 3.1, and “University Board” in 3.6 changed to “University Board of Governors”.

Motion: Carried

Bill Cade explained that this policy was developed through extensive consultation process which included AUPE, ULFA, Students' Union, Grad Students' Association, and Administration. GFC recommended the policy to the Board for approval. This approval by the Board is a vehicle for launching an educational campaign. It provides for complaints to be handled in a consistent and fair fashion for those involved as well as addressing risk management concerns.

**9.3 Conflict of Interest Acknowledgment**

Terry Royer addressed Items 9.3 to 9.5 together. He indicated that although, over the years, there has been a general understanding of expected behavior there has been no formal sign-off. The issue came up in Audit Committee where the Auditor General's office considered it reasonable to have the Board members recognize that the confidentiality and conflict of interest responsibilities exist.

Terry Royer pointed out that people are appointed to the Board from various groups and when they accept a role on the Board, they commit themselves to acting in the best interests of the Institution as a whole, not only a faction of it. Don Young noted that these motions are not as a result of any problems.

MOTION: opn.2002.02.05

Cox/Gray

That the Board of Governors members are required to sign the "Conflict of Interest Acknowledgment".

Motion: Carried (Gord Dixon abstained)

**9.4 Bylaw Amendment Re: Confidentiality**

MOTION: opn.2002.02.06

Cade/Cox

That the University of Lethbridge Board of Governors General Bylaws be amended as follows:

4. During the term of the Member and anytime thereafter, Members shall not disclose to any person any information concerning the confidential business or affairs of the University of Lethbridge.

Motion: [Tabled]

MOTION: opn.2002.02.07

Cade/Horsman

That the Bylaw Amendment Re: Confidentiality Motion be tabled.

Motion: Carried

There was concern expressed that the proposed bylaw revision was in conflict with 8.4 of Section II, and further that the proposed revision precluded a Member from discussing a confidential matter with another Board Member.

The range of penalty for noncompliance was discussed. Penalty would be directly related to the severity of the transaction. If a breach of confidentiality leads to serious consequences for the university, the Minister may be requested to remove the Member from the Board or there may be legal or criminal action.

### **9.5 Confidentiality Agreement**

MOTION: opn.2002.02.08

Horsman/Gray That the Board of Governors members are required to sign the "Confidentiality Agreement".

MOTION: opn.2002.02.09

Horsman/Gray That the Board of Governors table the Confidentiality Agreement Motion.

Motion: Carried (Bill Cade opposed)

### **9.6 Employment of Relatives**

MOTION: opn.2002.02.10

Cade/Cox That the Board of Governors approve the revised "Employment of Relatives" policy.

Motion: Carried

It was pointed out that the revised policy does not preclude spouses being hired in the same department. Supervision arrangements would be put in place which would avoid conflict of interest.

## **10. COMMITTEE REPORTS**

### **10.1 Audit Committee**

John Gray summarized the topics of the February 12 Audit Committee meeting, which is the first one of two Audit Committee meetings held each year. The Audit Committee is made up of three groups of people: the Auditor General from Edmonton, Auditor General Agent (YPM), and university personnel. The purpose of the first meeting is to get time-lines in order, clarify guidelines and point out issues that the Auditor wants to focus on in the universities area. The two issues this year are internal controls on the computer

systems and endowments.

#### **10.2 Finance Committee**

John Gray reported that Kim Kertland from Jarislowsky Fraser reviewed investment performance to-date and felt that for 2002 we probably would see 8-9% returns. The Finance Committee also discussed getting a second Investment Manager who is a growth manager (Jarislowsky Fraser is a value manager); however, it was felt that this would cost more in fees and the current value manager has given good returns over the years. Financial statements for December 31<sup>st</sup> were reviewed and a small surplus is anticipated again this year. The Investment Management Policy was revised by approving an increase on the limit on bonds rated "A or lower" from 50% to 70%.

#### **10.3 Retreat Committee**

Dawna Coslovi indicated that RSVP's have received from Jim Dinning and Clint Dunford. As the retreat is going to be held in the Crowsnest Pass, Doug Stokes will be acting as "Host" and Thursday night will include a tour of the Bellevue Mine; dress is casual and warm. Terry Royer met with the Minister yesterday and it is the Minister's hope to be at the Retreat.

### **11. VICE-PRESIDENT (ACADEMIC)**

Séamus O'Shea distributed his report which is filed with these minutes. Because of reference to the Alberta Future Summit, Terry Royer read an excerpt from the Throne Speech press release, "A Healthier Alberta Through Learning • discuss a renewed vision for kindergarten to Grade 12 system and ensure accessible and affordable port-secondary learning".

Séamus O'Shea indicated that in all the Alberta Learning meetings he has attended recently, there is a fairly strong emphasis on accessibility and affordability. The Minister has expressed his commitment to moving on the legislated fee cap. Our interaction with Alberta Learning has been very positive. Terry Royer encouraged all members to interact with MLA's and not miss an opportunity to support the University by reminding them their help and support is needed on an ongoing basis.

### **12. VICE-PRESIDENT (FINANCE and ADMINISTRATION)**

Nancy Walker's written report was received as information.

### **13. OTHER ITEMS FOR DISCUSSION**

#### **13.1 Strategic Planning**

Bill Cade referred the board to the Draft Policy Statements which was distributed and is filed with these minutes. He asked for comments over the next two weeks about ways that these policy statements could be revised. Consultation with the groups in the university community will commence shortly. Existing policy statements were reviewed to keep them current, and areas without policy statements were identified where the Committee believed the University should have established policy. The polished document including Policy Statements, Mission and Vision Statements will be brought

back to the Board of Governors at the March meeting, with the finished document ready for approval at the Retreat. The document will go to GFC for a recommendation for Board approval.

The completed planning document is intended as a five-year guide. Various units will be charged with developing goals consistent with these policies. For example, if there is a commitment to gender equity in hiring practices, then the central administration may have as one of its goals to negotiate a positive hiring policy with the Faculty Association. If one of the goals is to enhance educational opportunities for native students, it falls to the faculty to establish their goals of how they would accomplish that.

Nancy Walker, co-chair of the Committee with Séamus O'Shea, reported that the process is going very well. Fifteen meetings have been set up with University groups.

Séamus O'Shea added that the key informants interviewed were very useful and gave surprising insight on how people view the University. The information was interesting and positive, for the most part.

The background document will soon be available on the website.

Terry Royer reminded the Board that the objective of the committee with this undertaking was to develop high-level policy statements. The Board needs to consider if it can accept the challenge and opportunity of moving to a new level. He added that the U of L is one of perhaps a thousand outstanding small universities in North America and has the opportunity to become one of the very few, select, unique, excellent universities. In order to do that there has to be a vision and an assurance that the direction is going to achieve that vision.

#### **14. ADJOURNMENT**

MOTION:    opn.2002.02.11

Keith/McHugh

That the February 26, 2002 Open Session of the University of Lethbridge Board of Governors meeting be adjourned.

Motion: Carried