

**Board of Governors**  
**Policy/Strategy Meetings 2012-2013**  
April 15, 2012

Objective of Policy/Strategy Meetings

In 2011, the Board of Governors approved moving to a model of having six Board meetings each year, with three of those meetings devoted primarily to in-depth Policy/Strategy discussions in which the Board would discuss, consider and provide guidance on one or possibly two items of broad, long-term significance to the University.

The goals of this new model are to:

- enable the Board to organize its work around deliberately advancing the mission and strategic priorities of the institution;
- foster increased engagement of Board members;
- allow the Board to consider issues facing the institution in a broader context, further in advance of a specific decision point
- provide opportunity to hear from the President and other members of Management regarding their broad vision for the institution.

What is involved in a Policy/Strategy meeting?

Policy/Strategy meetings are three hours in length, with approximately 2.5 hours being devoted to the policy/strategy discussion and half an hour dealing with routine approvals that are required by the Board. Topics for Policy/Strategy meetings will be chosen to focus on matters of broad strategic importance that management knows will have to go to the Board at some point in the future for a major decision or that are of major importance to advancing the mission and strategic priorities of the institution. Having in depth Policy/Strategy meetings will serve to educate the Board while at the same time providing an opportunity for Management to benefit from directional feedback from the Board.

The following elements are essential to a Policy/Strategy meeting:

1. Management will prepare written materials and provide additional background reading on the topic up for discussion well in advance (at least one month to six weeks) of the meeting.
2. Board members will take time to read and consider the issues at hand and be prepared to engage in a detailed discussion.
3. Depending on the issue up for discussion, additional information, presentations or submissions may be made during the Policy/Strategy discussion by Management or other experts or individuals.
4. The Board will engage in a dialogue, amongst itself and with Management, in small groups and in a full Board setting, in an effort to provide guidance, advice and a broad sense of direction to Management on the issues at hand.
5. Where appropriate, a facilitator will be brought in to assist in moderating Policy/Strategy discussions.

Draft Upcoming Policy/Strategy meetings for 2012-2013

<u>Meeting Date</u>	<u>Topic</u>	<u>Management Lead</u>	<u>Due Date for Pre-Reading Materials</u>
May 22, 2012	a) Budget	David Barnard/Debbie McCallum	April 30, 2012
	b) Capital Campaign	John Kearsey	May 11, 2012
September 25, 2012	Student Experience: Innovations in Teaching and Learning	Joanne Keselman with Susan Gottheil and Mark Torchia	August 24, 2012
January 29, 2013	Metrics: Performance Measures and Indicators	David Barnard/David Collins	December 18, 2012
May 21, 2013	a) Budget	David Barnard/VP(Admin)	April 26, 2013
	b) Innovation, Research Partnerships and Commercialization	Digvir Jayas	April 12, 2013
September 24, 2013	5-year business Plan	David Barnard, Joanne Keselman and VP (Admin)	August 23, 2013

Possible future topics:

Student Experience  
 Customer Approach to Service  
 Relationship between Research and Teaching  
 Strategic Enrolment Management (in depth)  
 Campus Planning/Capital Space use/needs