



## **SENIOR MANAGEMENT COUNCIL (SMC)**

### **Report of November 4<sup>th</sup>, 2014**

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<b>ATTENDEES:</b>	Larry Rosia, president & CEO; Anne Neufeld, provost and VP, Academic; Deborah Meyers, CFO & VP, Administrative Services; and Reg Urbanowski, VP, Strategy & Advancement
<b>EX OFFICIO MEMBER:</b>	Ev Slavin-Scharback (recorder)
<b>Regrets:</b>	Patricia Gillies, AVP, Communications & Marketing
<b>GUESTS:</b>	Terence Carswell, AVP Human Resources; Terry Foulds, Director HR; Knightsbridge Team; Ed Lloyd, Director, Health, Safety & Security; and Sean Tucker, University of Regina.

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#### **1.0 General**

##### **1.1 October 2, 2014, Report and Action List Review**

The minutes of the October 2, 2014 SMC meeting were approved as read, and the action list was reviewed and updated.

##### **Action List Discussion – In Camera**

Re Phase II Review – responsibility now moves to Provost from CFO. Provost Neufeld and AVP Carswell noted analysis of the program coordinator piece and implementation of the faculty piece may take a significant amount of time; a project charter has been drafted; and transitional funding may be required. Consideration of each campus having a special focus (i.e. International focus at Moose Jaw Campus) must begin with a baseline of all that each campus currently provides. A Regional Colleges review is mandated for next year. A complete training system review could be recommended at the same time, 10 years since last review was completed.

- VP Urbanowski is to create this proposal for President Rosia's submission at the appropriate time.
- CFO Meyers will email President Rosia a copy of the business case list recently developed, which he'll provide to Chair Boychuk.

##### **Opening Discussion**

Dr. Rosia updated SMC on the feedback received at his recent townhalls including concerns regarding new logo access, lengthy waits for product orders, and access for instructors to Sask Polytech email accounts when done each year, were among the top three items raised. (CFO Meyers will look into instructors retaining their email access)

Dr. Neufeld reported on following up with a student request for an updated diploma.

The new Strategic Plan has been well received.

Discussion of roles for AE/UofS/SP in prep for upcoming meetings.

Discussion of Saskatoon Campus Renewal Presentation to be provided at next board meeting.

**Action Item:** Communications to create briefing note regarding the Saskatoon Campus Renewal for board members in advance of the MLA Reception on November 24<sup>th</sup>.

#### **2.0 For Decision**

##### **2.1 Sask Polytech: New Academic Model – Project Charter**

Provost & VP Academic Neufeld presented to SMC for approval the New Academic Model project charter. The process has been tightened up both in content and in structure, included comparisons with other polytechnics, and was very consultative. It's important that the focus be the benefits derived for the learner, and not about efficiencies. Several specific changes include the addition of a steering committee, the inclusion of a milestone chart, tool kits, and the refinement of the project purpose and background. CFO has requested the inclusion of an ASC member on this steering committee, which was welcomed by Provost Neufeld. A representative from Strategy and Advancement may also be added. Applied Research

may also be a strong differentiator for the institution, and consideration needs to be given to develop others. Important to note as well that the academic model does not dictate programming. Discussion also included thoughts of President Rosia & VP Urbanowski being considered external consultants to the committee. It was determined that a special one day meeting was required for SMC for strategic planning purposes, prior to the November 28<sup>th</sup> Joint Planning session already scheduled for SMC, Deans & AVPs.

**Action Item:** CFO Meyers & VP Urbanowski to provide name of Steering Committee representatives from their divisions.

**Action Item:** EA Slavin to create a one-day Strategic Planning session for SMC with external facilitator, to occur prior to November 28<sup>th</sup>.

SMC endorsed and the president approved the New Academic Model – Project Charter as presented.

## **2.2 Sask Polytech & the Students' Association Master Partnership Agreement Renewal - RFP**

Provost Neufeld presented to SMC for approval the Sask Polytech & Students' Association Master Partnership Agreement Renewal – Request for Proposal. Legal advice has been received and SMC has reviewed the master agreement. Discussion included consideration of a facilitated approach for this agreement renewal process, desired outcomes, establishment of a timeframe and agreement that it may be advantageous to begin the process with a rough draft.

SMC endorsed and the president approved the Students Association Master Agreement – RFP in conjunction with this discussion.

## **2.3 SATCC Over/Under Agreement**

Provost Neufeld presented to SMC for approval the finalized SATCC Over / Under Agreement. A draft of this document was provided to SMC on July 24<sup>th</sup>. SATCC would like average class sized to equal 100% utilization; to achieve this mutually beneficial arrangement, Sask Polytech will accept an additional student or two per group when feasible and the SATCC will credit those seats to classes that are not full. This will allow the SATCC to report better usage and cancellation of fewer classes. For Sask Polytech, cancelled classes result in financial loss. This agreement will stand for one year, at the end of which an evaluation will be completed by the Academic and Financial Services teams to determine if costs and revenues have averaged out for Sask Polytech.

SMC endorsed and the president approved and the SATCC Over/Under Agreement as presented.

## **2.4 Sask Polytech Balanced Scorecard 2013-14**

Provost Neufeld presented to SMC for approval the Sask Polytech Balanced Scorecard 2013-14. The BSC was chosen as the planning and management framework for the institution. This approach translates Sask Polytech's vision into measurables including Operational goals, initiatives and key performance indicators. These measures align with the strategy map and its strategic goals. It provides a four-year trend and assessment of actual versus targeted performance for AY 2013-14. New is the creation of fact sheets for each measure, providing explanations, specific details and a status summary of effectiveness, all linking back to the initiatives of the OCP. This item will be presented at the November meeting of the Board of Directors.

SMC endorsed and the president approved the Balanced Scorecard 2013-14 as presented.

## **2.5 Aboriginal Balanced Scorecard**

Provost Neufeld presented to SMC for approval the Aboriginal Strategy Balanced Scorecard. In keeping with the Balanced Scorecard being Sask Polytech's planning and management framework, the Aboriginal Strategy BSC measures align with the current BSC, strategy map and our 18 strategic goals. It provides a three year historical trend and an assessment of actual versus targeted performance, reinforcing the importance and priority given to the ASAP plan and encouraging increased buy in across Sask Polytech. This item will be presented at the November meeting of the Board of Directors.

SMC endorsed and the president approved the Aboriginal Balanced Scorecard as presented.

## **2.6 Census Student Statistics 2013-14 AY**

Provost Neufeld presented to SMC for approval the Census Student Statistics 2013-14 AY. Specifically this was statistical information was presented for SMC's approval of the addendum to the Saskatchewan Polytechnic Student Statistics section, of the 2013-14 Annual Report and the series of standardized student reports on applications, enrolment, graduate student activity and general release of these document on the Sask Polytech website. This item will be also presented at the November meeting of the Board of Directors.

SMC endorsed and the president approved the Census Student Statistics 2013-14 AY as presented.

## **2.7 Proposed Quarterly Review Process**

CFO & VP Administrative Services Meyers presented to SMC for approval the newly proposed structure for the Quarterly Review Process. The intent of the recommendations for this new process are to: identify budgetary surpluses, deficits and emergent needs systematically throughout the year; ensure reallocation of available resources is aligned with strategic priorities and emerging needs of the organization; increase transparency and discussion between divisions; increase accountability of budget owners for strategic budget utilization and forecasting; increase commitment to stewardship and enterprise-wide thinking; support timely comparison of emerging needs to available resources; allow flexibility for VP's to approve intra-divisional redistribution of resources; and demonstrate a commitment from senior leadership towards allocation of Sask Polytech resources.

Additionally it was requested that SMC approve a threshold below which VPs may reallocate net surpluses to fund emergent needs within their divisions. Within the Management Authorities Grid, Deans and AVPs are authorized to spend up to \$300K within available resources, while VPs may authorize up to \$500K. A lower amount of \$100K is recommended.

SMC discussed the recommendations at length. It was suggested that a fair balance is essential. A long term corporate vision or shift needs to be brought in softly, with the creation of a plan by SMC, with the possibility of a percentage going back into the organization.

**Action Item:** CFO Meyers will prepare a draft trial run, with an increased threshold amount, along with an increase in the responsibility portion, and will re-present the proposal to SMC in December.

SMC endorsed and the president supported the continued work on this Proposed Quarterly Review Process item and re-presentation of it to SMC in December for approval.

## **3.0 For Information/Endorsement**

**Note: Original items 3.1 (Policy #1002 Procurement – Sole Sourced Purchases) and 3.2 (Standard Academic Year 2015-16) were moved to the Consent Agenda section of the meeting agenda.**

### **3.1 Capital Budget & Capital Budget Carry Forward Process Enhancements**

CFO Meyers presented to SMC for endorsement the development of a plan to enhance Sask Polytech's approach to the Capital Budget & Capital Budget Carry Forward Process. The timeline proposed is to develop the plan and begin the consultation process in preparation for implementation and utilization of the new approach for capital budget development in the 2016-17 AY.

SMC received for information and endorsed the plan to develop a new approach to Capital Budget & Capital Budget Carry Forward Process Enhancement as presented.

### **3.2 Leadership Competencies Development Project Plan**

CFO Meyers, AVP Terence Carswell, Director Foulds and the Knightsbridge Team presented to SMC for information and endorsement the Leadership Competencies Development Project Plan. This plan has been created to develop these leadership competencies along with the behavioural indicators for SMA and leaders across the organization. The Knightsbridge Team presented a detailed background of their organization, their relevant experience with other PSEs, and the steps created to ensure successful integration of these refreshed competencies as the institution moves through its organizational restructuring.

**Key aspects include:** building accountability; personal ownership; the belief that everyone is a leader regardless of position; ultimate focus is on student success; and the goal to have the model done and back to SMC for approval by the end of January 2015 (first phase).

**Required:** Identification of 4-6 key competencies; Knightsbridge to add Associate Deans to this process; and SMC members will participate in one-on-one interviews to begin this process.

President Rosia inquired as to the level of information that has been provided to the Board of Directors, and that the full board will need to be advised of this plan prior to it being enacted, first in person, and by email. AVP Carswell noted that HR Committee Chair Heid and the HR Committee have been advised of this plan. The Board Chair and the HR Committee Chair may be the BOD representatives to be interviewed. President Rosia noted that it is critical to provide leadership training, but cannot lose sight of management responsibilities too.

**Action Item:** President Rosia will advise Chair Boychuk regarding this plan, beginning with the VPs down, and inquire if the exercise would be of value for the BOD.

**Action Item:** AVP Carswell will create an email of explanation of this plan for Dr. Rosia which Chair Boychuk may then provide to the Board of Directors.

SMC received for information and endorsed the Leadership Competencies Development Project plan as presented.

### 3.3 Skills Canada National Competition – Request for Volunteers

Provost Neufeld presented to SMC for information and endorsement that a request for Skills Canada National volunteers to be sent to the Saskatchewan Polytechnic community. This national competition requires support from our organization, and this support has been provided in the past.

SMC received for information and endorsed that a request for Skills Canada National volunteers should be sent to the Sask Polytech community as presented.

## 4.0 Discussion

### 4.1 Board Information Items

#### 4.1.1 Board Agenda Items

Regular Reports	For Information	All		
Policy G 2.6 Program Advisory Committees: Revision		For Decision	Vanstone	
Balanced Scorecard	For Information	Neufeld		
Aboriginal Balanced Scorecard		For Information	Neufeld	
Census Student Statistics	For Information	Neufeld		
Con-Ed / Earned Revenue	For Information (was first sent in Sept)			
Degree Approval Process	For Information	Urbanowski/Boldt (Neufeld?)		
Presentation - Saskatoon Campus Renewal	For Information	Rosia/Meyers	1 hr.	

Celebrating Excellence: 4 carpentering instructors putting program on lines.

### 4.2 Sask Polytech Participants – AE Value Stream Mapping Exercise

Following the SMC meeting President Rosia presented to SMC by email the background and details of the Advanced Education joint Lean Value Stream Mapping event – Budget Development Process to be held in Regina from November 17<sup>th</sup> through 20<sup>th</sup>. Through e-discussion SMC determined that the following representatives would attend the event:

- Brenda Suru, Associate Dean, School of Mining, Energy and Manufacturing, & School of Natural Resources and Built Environment,
- Sean Engemoen, Director of Financial Planning, and
- Lawrence Boehm, Director, Lean Promotion/Project Management Office

### **4.3 2013-14 Health & Safety Survey Results**

CFO Meyers, AVP Carswell, Director Lloyd and guest Sean Tucker, from the University of Regina, provided a presentation to SMC on the 2013-14 Health & Safety Survey Results. This is the second Health and Safety Leadership Survey that has been made available to SIAST/Sask Polytech free of charge as a signatory of the WorkSafe Saskatchewan Health and Safety Leadership Charter. This survey provides valuable information on our Health and Safety at a time with Sask Polytech is in the initial stages of formalizing this program. The next survey is scheduled to take place in January 2015. This report benchmarked the safety climate, employee engagement, and employee turnover intention scores with scores from 55 other Saskatchewan-based organizations. Your overall safety climate score: didn't change between 2012 and 2013; ranked 47<sup>th</sup> among the 55 participants; and ranked 14<sup>th</sup> among the 19 participants in our sector.

The recommendations to strengthen Sask Polytech's safety climate include:

1. Careful analysis of our safety climate scores over time, by location, and in relation to the scores of other participating organizations in our sector. Using the information in this report, develop and improve processes to address low scoring safety behaviours and actions;
2. Demonstrate your commitment to safety and including safety performance as part of the senior management performance evaluation process;
3. Establish safety-related performance goals and annually measure the safety climate in our organization to identify successes and areas for improvement;
4. Calculate the return on investment of health and safety investments. Over time these investments in safety will pay for themselves through savings from lower employee turnover, reduced absenteeism, and lower WCB premium costs, to name a few;
5. Utilize information on best safety management practices available through your industry safety association.

In comparison to government data, we are currently behind the trends. The results are from over 60 organizations, with over 4800 people involved. Some of our divisions (Technology) are diligent in providing and ensuring safety training with their students and faculty. Workplace safety now includes threats of violence, psychological health and occupational stress. The scope continues to broaden. Two of these questions have been included in the current Employee Engagement survey. Recommendations for application of these findings, and ways to increase our current safety ratings will now be the responsibility of the committee which is already in place. Safety itself is everyone's responsibility. Being the safest Polytech could be just another one of the differentiators that make us stand out. SMC can continue to lead the education and emphasis on safety (ie. training is a necessary component, begin each meeting with a safety message).

SMC received for discussion the 2013-14 health & Safety Survey Results as presented.

## **5.0 Consent Agenda**

### **5.1 Minor Revision Program Proposals – Deans' Council October 8, 2014**

Provost Neufeld presented to SMC for approval notification of the minor revision program proposal to change the admission requirements of the Critical Care Nursing advanced certificate program, effective July 1, 2014.

SMC endorsed and the president approved the minor revision program proposal to change the admission requirements of the Critical Care Nursing advanced certificate program as presented.

### **5.2 Psychiatric Nursing Re-entry Applied Certificate: Program Deletion**

Provost Neufeld presented to SMC for approval notification of the program deletion, Psychiatric Nursing re-entry applied certificate, effective October 8, 2014.

SMC endorsed and the president approved the program deletion, Psychiatric Nursing re-entry applied certificate as presented.

**5.3 Policy #1002 Procurement – Sole Sourced Purchases (Moved from section 3.)**

CFO Meyers presented to SMC for information and endorsement Policy #1002 Procurement – Sole Sources Purchases greater than \$75,000.

SMC received for information and the president endorsed Policy #1002 Procurement – Sole Sources Purchases as presented.

**5.4 Standard Academic Year 2015-16 (Moved from section 3.)**

Provost Neufeld presented to SMC for information and endorsement the dates for the Standard Academic Year 2015-16.

SMC received for information and the president endorsed the Standard Academic Year 2014-15 as presented.

**In Camera Discussion with AVP Carswell**