



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

### **Report of January 7, 2015**

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**ATTENDEES:** Larry Rosia, president & CEO; Anne Neufeld, provost and VP, Academic; Deborah Meyers, CFO & VP, Administrative Services, and Reg Urbanowski, VP, Strategy & Advancement

**EX OFFICIO MEMBERS:** Ev Slavin-Scharback (recorder); & Patricia Gillies, AVP C&M (Jan. 8 & 19)

**GUESTS:** Jan. 7, 2015: Arnold Boldt, AVP Academic & Research; Cheryl Schmitz, AVP Financial Services; Terence Carswell, AVP HR; Crystal Nett, AVP Strategy (via teleconf.);  
Jan. 8, 2015: Dave Harvey, AVP Business Development, and Garth McCormick, AVP ITS

**Regrets:** January 7, 2015 Patricia Gillies, AVP Communications & Marketing

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#### **1.0 General**

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

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

#### **2.0 For Decision**

##### **2.1 Policy A 1.25 Faculty Preparation & Development: Revision**

Provost & VP Academic Neufeld presented to SMC for approval the revised Policy A 1.25 Faculty Preparation & Development as part of the regular policy review cycle. The revisions to this policy reflect an increased focus on working with faculty when first employed and after completion of the FCP.

SMC endorsed and the president approved the revised Policy A 1.25 Faculty Preparation & Development as presented.

##### **2.2 Smoking Policy: New**

CFO & VP Administrative Services Meyers presented to SMC for approval the new Smoking Policy. In follow up to an ASC request, research was conducted in this matter, including a review of the relevant policies in place at other polytechnics. This proposed policy has been endorsed by ASC and the PRC (Policy Review Committee). Legal counsel confirmed this document aligns with the PSC policy. This policy applies to all individuals on Sask Polytech premises. SMC discussion included the Reasonable Accommodation Policy, medical marijuana, medical information, etc.

SMC endorsed and the president approved the new Smoking Policy as presented.

##### **2.3 Policy 705-G Education & Employment Equity**

CFO & VP Administrative Services Meyers presented to SMC for approval the Policy 705 G Education & Employment Equity, as part of the regular policy review cycle. CFO Meyers noted that consistent wording must be used in all policies in the very clear use of the words *shall*, *will* and *should* – in keeping with each of their respective meanings.

VP Urbanowski will provide clarification and a full list of common terms to the Policy Review Committee on the use of consistent wording moving forward.

SMC endorsed and the president approved the Policy 705 G Education & Employment Equity as presented.

#### **2.4 2015-16 Operating & Capital Plan Process and Decision Criteria**

VP Strategy Urbanowski and CFO Meyers presented to SMC for approval the 2015-16 Operating & Capital Plan Process and Decision Criteria.

SMC endorsed and the president approved the proposed 2015-16 Operating & Capital Plan Process, the Decision Criteria, and the Saving Initiatives (timeline 2-Financial Services) as presented.

#### **2.5 Fundraising Initiatives**

VP Urbanowski presented to SMC for approval the Fundraising Initiatives proposal.

- VP Urbanowski will work with DAR to create a bridging action plan to the end of 14-15 to be brought to SMC for approval.
- A formal requirement will be created for the DAR Annual Fundraising Plan to be presented to SMC for approval each year, making it part of the annual planning process.

SMC endorsed and the president approved that an annual Fundraising Initiatives Plan be created which will be part of the annual planning process, and which will require SMC approval as discussed. SMC looks forward to receiving the revised 2014-15 Fundraising Action Plan for approval when completed.

#### **2.6 Freedom of Information and Privacy Roles & Responsibilities**

VP Urbanowski presented to SMC for approval the re-organization of the Freedom of Information and Privacy Roles & Responsibilities.

SMC endorsed and the president approved the re-organization of the Freedom of Information and Privacy Roles & Responsibilities as presented.

#### **2.7 Branding Resources & Messaging**

VP Urbanowski provided background and introduced AVP Gillies who presented to SMC for approval the Branding Resources & Messaging proposal.

This is a transition time and increased education and communication would be beneficial.

SMC and the president appreciated receiving the Branding Resources & Messaging proposal and requests as presented, and supported the proposal in principle but declined approval until further education and communication are provided.

## **2.8 Saskatchewan Polytechnic Degree Plan**

Provost Neufeld introduced AVP Boldt who presented the Saskatchewan Polytechnic Degree Plan to SMC for approval. AVP Boldt advised SMC that the Degree Plan presented was developed using the *Institutional Degree Plan Template* provided by the Ministry of Advanced Education. It provides strategic vision and a contextualized planning approach for degrees. The SHEQAB asked for this plan to be provided by Friday, January 9<sup>th</sup>. This plan speaks to strategy, our mission & mandate, and how degree granting is addressed.

The degree list, which was based on labour market demand, was approved by the organization and by the Board of Directors last year.

SMC endorsed and the president approved the Degree Plan as presented with inclusion of the 2 revisions discussed.

## **2.9 Applied Research Action Plan**

Provost Neufeld introduced AVP Boldt who presented the Applied Research Action Plan to SMC for approval. This plan was initially created as an action plan for the division internally, so adjustments incorporated to ensure its relevance to the entire organization. Clearly defined sectors will include: Agriculture & Biotechnology; Health & Human Services; Manufacturing; Mining & Minerals; and Oil & Gas.

SMC endorsed and the president approved the draft Applied Research Action Plan with incorporation of the revisions discussed, and requested the final version (with input from Deans, PHs & President's Circle) be returned to SMC for approval once secondary input is completed.

## **3.0 For Information/Endorsement**

### **3.1 Strategic Plan Rollout Strategy – Phase I**

VP Urbanowski introduced AVP Nett who presented to SMC for information and endorsement the Strategic Plan Rollout Strategy – Phase I. This plan will be rolled out both externally and internally. It was noted that it may be of value to add one or two academic representatives to the project team.

SMC received for information and the president endorsed the Strategic Plan Rollout Strategy – Phase I as presented.

### **3.2 Business Analytics Phase I Project Charter**

VP Urbanowski and CFO Meyers introduced AVP McCormick who presented to SMC for information and endorsement the Business Analytics Phase I Project Charter. The document presented is a draft which needs to be approved by the steering committee. The intent is to define a long-term business analytics program, to improve and optimize the use of data and information in support of decisions and institutional performance.

Phase 3 is program adoption.

The length of time it takes to proceed through these phases is up to SMC and the resources which are committed to it. As we change the culture across the organization, we also have to change current processes. Data analysis and really understanding and analysing the trends is very important. Data scientists for instance, and recognition of the capabilities required in relation to a staffing perspective.

SMC received for information and the president endorsed the Business Analytics Phase I Project Charter as presented.

### **3.3 Project Charter: Management Structure Review Phase II Implementation**

Provost Neufeld presented to SMC for information and endorsement the Project Charter: Management Structure Review Phase II Implementation. In continuation from Phase I of the organizational review which began in 2013-14, the second Phase of the review was conducted by Conroy Ross in the spring and winter of 2014, which focused on supervisory positions below the Dean/AVP level.

SMC received for information and the president endorsed the Project Charter: Management Structure Review Phase II Implementation as presented.

## **4.0 Discussion**

### **4.1 Board Information Items**

#### **4.1.1 Board Agenda Items (January: Video-conference)**

Regular Reports                      Open Session

### **4.2 2014 Employee Engagement Survey Results**

CFO Meyers and AVP Carswell introduced the ClearPicture representative, Paul Sanchez, who presented the 2014 Employee Engagement Survey Results confidential Executive Overview. Paul provided an overview of the types of questions asked (Likert-type, etc.), the survey design, and the Key Drivers Analysis.

SMC received for discussion the 2014 Employee Engagement Survey Results as presented.

### **4.3 Continuing Education & Cost Recovery Programming Roles & Responsibilities**

VP Urbanowski introduced Dave Harvey who presented to SMC the Continuing Education & Cost Recovery Programming Roles & Responsibilities proposal for discussion, which was compiled by AVP Harvey and Project Leader John Erickson. SMC's input was requested prior to the proposal being submitted to Deans' Council. Delivery of corporate training - Business Development will focus on employers and setting the corporate standards.

SMC received for discussion the Continuing Education & Cost Recovery Programming Roles & Responsibilities proposal as presented and with the revisions which have resulted from this discussion.

### **4.4 Recruitment Process**

In light of recent requirements for increased fiscal restraints, SMC discussed the considerable impacts to the organization, in an effort to have a second sobering look at all these positions. Discussion included: a clear set of criteria is required; it's a matter of good business practices; clear communications across the organization and to every level is essential; and the need to consider the impacts to our stake-holders.

**5.0 Consent Agenda**

**5.1 Major Revision: Program Proposals – Deans’ Council December 10, 2014**

Provost Neufeld provided to SMC for approval the Business Human Resources diploma major revision proposal, effective July 1, 2015, and the Victim services Coordination applied certificate major revision proposal effective July 1, 2015.

SMC endorsed and the president approved the Major Revision: Program Proposal as presented.

**5.2 Minor Revision: Program Proposals – Deans’ Council December 10, 2014**

Provost Neufeld provided to SMC for approval the minor revision program proposal to change admission requirements of the Food Services Cook applied certificate.

SMC endorsed and the president approved the Minor Revision: Admission Requirements as presented.