

**Brandon University Board of Governors
(Open Session)**

**Saturday, November 27, 2010
Room 1-24 Brodie Building**

Present: Mr. M. Abbey, Ms S. Armstrong, Ms L. Balanko (via proxy), Ms J. Biggs, Dr. D. Brandt, Dr. R. Enns, Ms B. Jolly, Ms A. Long, Mr. R. Lonstrup (Chair), Ms K. Phillips, Dr. D. Poff, Mr. B. Schaffer, Ms J. Visser (via proxy)

Resources: Dr. S. Grills, Mr. S. Lamont, Ms K. Fisher (Recorder)

Regrets: Mrs. L. McDougald-Williams, Dr. F. Nichols

1.0 CALL TO ORDER

The Chair called the meeting to order at 8:35 a.m.

2.0 AGENDA AND MINUTES

2.1 Approval of Agenda of November 27, 2010

Motion: Moved and seconded (R. Enns/B. Jolly)

BE IT RESOLVED THAT the agenda of the November 27, 2010, Board of Governors meeting (Open Session) be approved.

**99 Nov10
CARRIED**

2.2 Move to Closed Session

Motion: Moved and seconded (K. Phillips/B. Schaffer)

BE IT RESOLVED THAT the meeting moves to Closed Session.

CARRIED

2.3 Approval of Minutes of September 23, 2010

Motion: Moved and seconded (J. Biggs/K. Phillips)

BE IT RESOLVED THAT the minutes of the September 23, 2010, Board of Governors meeting Open session be approved.

**101 Nov10
CARRIED**

2.4 Motion(s) Raised from Closed Session

No motions were raised from Closed Session.

3.0 CONTINUING BUSINESS

3.1 Board of Governors Retreat

a) Ad Hoc Committee Report on the Results of the 2010 Annual Assessment

Dr. Poff stated that the Ad Hoc Committee met to review the results of the 2010 Annual Assessment and primarily focused on the areas for improvement. As you will notice, comments made by the Committee are recorded on the far right column of the table. The Committee took their work very seriously and it is important to note that we have already begun implementing some of the changes that we feel are required.

4.0 CORRESPONDENCE

4.1 Thank You Letters – Board of Governors Early Admission Scholarship and Board of Governors Entrance Scholarship

Thank you letters were received from 68 students who received the Board of Governors Early Admission Scholarships and Board of Governors Entrance Scholarships.

4.2 AUCC: Value of a Degree for Aboriginal Canadians

Dr. Poff shared a publication issued by the Association of Universities and Colleges of Canada with the members of the Board. She noted that this is part of a series that they are producing on the value of a degree.

5.0 REPORTS

5.1 Academic Operations Committee (K. Phillips)

a) Report from the Academic Operations Committee

The Chair of the Academic Operations Committee, Ms Kristen Phillips, provided the following report:

The Academic Operations Committee met on Friday, November 26, 2010, at 4:00 p.m. Mr. Chris Hurst, Head of Automated Systems, attended as a delegation to discuss Access Copyright. Brandon University's contract with Access Copyright ends on December 31, 2010, and the proposed new tariff fee is significantly more than outlined in our current contract. The Senate will ultimately decide how the University will respond.

Committee members also engaged in a discussion regarding possible future meeting locations and presentations. Ms Fisher recorded a list and will work to coordinate the meeting locations within the different faculty buildings so that the Board can become better acquainted with the campus.

A number of motions were discussed and are included as part of this agenda package.

5.2 Finance and Audit Committee (M. Abbey)

a) Report from the Finance and Audit Committee

The Chair of the Finance and Audit Committee, Mr. Mike Abbey, provided the following report:

The Finance and Audit Committee met on Friday, November 26, 2010, at 4:45 p.m. A number of issues were discussed including an update of the 2010-2011 operating budget, the pension valuation, the 2011-2012 operating budget, and the transactions of \$25,000 or more report.

Mr. Abbey noted that the University accounting is done on a funds basis – operating fund, research and special purpose fund, special program fund, and capital fund. Research and special purpose funds are those received for particular projects and/or purposes and are restricted in use.

On a preliminary projection to year end, the operating budget will have a net surplus which will increase the unappropriated surplus by \$144,000. This calculation is reviewed and adjusted as required, on a monthly basis.

A full valuation of the Brandon University Retirement Plan is required for December 31, 2010. The Plan Actuary anticipates that valuation will indicate an unfunded liability of approximately \$22.5 to \$30 million. The cause is a reduction in long-term interest rates that increase the cost of annuities and therefore the liabilities of the Plan, the increase in life expectancy of society in general, and the lack of investment income for the Plan investments since the last valuation of December 31, 2007.

With the additional Retirement Plan payments, the costs to operate the University may increase by approximately \$4.5 million on a total operating budget of approximately \$40 million. This is significantly higher than the usual \$1.5 million increase. Since this is more than can reasonably be addressed through normal adjustments in a single year, the University proposes to use surplus funds to assist with balancing the budget and making sustainable adjustments over approximately three years. This is a very different approach to budgeting and a Town Hall meeting will be scheduled in December to inform the University community of the new approach.

All documents pertaining to the 2011-2012 budget will be posted on the Administration and Finance website and Drs. Grills and Poff and Mr. Lamont will visit the various budget units throughout the month of January to explain the three-year plan and to address any concerns.

Dr. Poff affirmed that this is a very different approach to budgeting at Brandon University and open, clear communication will be key. She noted that the University would not be able to sustain its current productivity if we were to try to manage such a large cut in one year.

Ms Jolly questioned what the University's approximate surplus is.

Mr. Lamont stated that there is approximately \$1 million in ancillary enterprises, \$1.4 million unappropriated and \$2 million in carry-forward. However, some carry-forward funds will go back to the units who generated them so we will not know a final balance until March 31, 2011.

5.3 Executive Committee (R. Lonstrup)

a) Report from the Executive Committee

There was no report.

5.4 President (D. Poff)

a) Report from the President

Dr. Poff reported on the following:

- Fleming School Property – met with Her Worship, Mayor Shari Dector-Hirst, local seniors and community representatives. Have been in contact with Mr. Brugger, the new property owner, to arrange a meeting to discuss a possible partnership.
- Medical School Feasibility Study – met with members of the Council on Post-Secondary Education (COPSE) on November 22, 2010, to discuss the revised feasibility proposal for medical education. Dr. Poff is remaining optimistic that the proposal will receive funding in the very near future.
- Attended a series of meetings in Toronto and Ottawa on October 26 through October 28 which included members of Brandon University's alumni, donors, prospective donors, members of our capital campaign cabinet, Health Canada and the Governor General.
- Why Universities Matter Symposium – Premier Selinger has agreed to participate as a speaker and the Governor General is considering it.
- Attended, on November 24, as the keynote speaker at the Brandon Regional Health Authority Ethics Committee's workshop entitled The

Ethical Journey in Healthcare: Building on Our Strengths. The BRHA provided Dr. Poff with a \$500 honorarium which has been donated to the University.

- Agreed to serve as Chair of the Tri-Agency (Canadian Institutes of Health Research (CIHR), Natural Sciences and Engineering Research Council of Canada (NSERC) and Social Sciences and Humanities Research Council of Canada (SSHRC)) Research Integrity Advisory Group. This external advisory group was formed to provide advice to the agencies on recommended changes to research integrity policy documents and operational procedures.

b) Motion: Amendment of Appointment and Review of Academic Administrators Policy

Motion: Moved and seconded (K. Phillips/S. Armstrong)

BE IT RESOLVED THAT the Board of Governors approve the proposed amendments to the Appointment and Review of Academic Administrators Policy.

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Ms Phillips advised that the policy is being revised to include a search committee for the new position of Associate Vice-President/Dean of Graduate Studies. It also clarifies, in the composition of the University Librarian Search Committee, that any BUFA member in the library can serve on this committee.

Amendment: Moved and seconded (J. Visser/B. Schaffer)

THAT the Brandon University Students' Union (BUSU) appoint the Graduate Student Representative on the Associate Vice-President Research and Dean of Graduate Studies Search Committee instead of the President.

The Chair read aloud the following rationale, as provided by Ms Visser:

“BUSU is made up of representatives elected by students, this includes a Graduate Studies Commissioner. This would be the most appropriate method of selecting a graduate student for this search committee.”

Dr. Poff stated that scholarly academic appointments are done through the bicameral governance structure (Senate and the Board of Governors) and not through union constituencies.

Dr. Grills noted that, if this amendment is approved, it would create an odd procedure where one student would be selected by BUSU and one

student would be elected as a member of Senate. Dr. Grills expressed his support for Dr. Poff's principle statement.

Mr. Abbey agreed that this would create some inconsistencies with how the other processes outlined in the policy work.

Ms Long felt that faculty deans would be more suited to recommend graduate students. She noted that BUSU interacts with a specific pool of students and graduate students are somewhat removed from the rest of the student body.

**AMENDMENT
DEFEATED**

CARRIED

5.5 Vice-President (Academic and Research) (S. Grills)

a) Report from the Vice-President (Academic and Research)

Dr. Grills reported the following:

- Candidates for the position of Dean of Education will be interviewed between November 25th and December 9th.
- Position postings are issued for the next University Librarian and Dean of Science and the University's first Director, Aboriginal Initiatives and Associate Vice-President Research and Dean of Graduate Studies. Dr. Grills noted that his office will be hiring temporary support staff to assist with the search processes.
- Met with ACC on November 15 to discuss possible cooperation on a joint proposal for an access program to COPSE.
- Met with the Manitoba First Nations Education Resource Centre (MFNERC) to discuss language and graduate programs.
- Two deans are proceeding with filling Canada Research Chair (CRC) vacancies – one in support of graduate programming in Psychiatric Nursing and one, an interdisciplinary appointment in Science.
- Representatives from Mount Royal University recently met with representatives from our School of Music which will hopefully result in the signing of a 2+2 agreement.
- Will attend the upcoming leadership meetings for the Social Sciences and Humanities Research Council (SSHRC).

5.6 Vice-President (Administration and Finance) (S. Lamont)

a) Report from the Vice-President (Administration and Finance)

Mr. Lamont reported the following:

- B.J. Hales Museum – a meeting was held with the CEO, CFO and facilities managers of Brandon University and the Brandon School Division to discuss the setup and operation of the Museum. The collection is currently boxed up and in storage at Earl Oxford School. A proposed agreement was drafted by Brandon University in follow-up to the discussion and the Brandon School Division is now considering the matter.
- Healthy Living Centre Campaign – there has been no word yet on approval of the business case. The design development stage of the project is complete and a submission was received by MCM Architects in November. The project pricing seems to be consistent with the \$24.3 million estimate received earlier. The University will begin work on a Community Access Agreement with the City of Brandon. A consultant has been appointed to assist in this process.
- Graveline Human Rights Complaint – the University submitted a response to the report which found fault with how we handled the issue of accommodation. Accommodation is the issue where someone has a disability or a characteristic that is rooted in human rights prohibited grounds. The report found that the University, at the time of the complaint, failed to accommodate the Aboriginal community on the basis of ancestry with regard to the use of the ceremony room. It further found that the issue has since been rectified. The University is now considering whether to respond to the Investigation Assessment Report.

With respect to the fundraising campaign, Dr. Poff stated that two additional components will be included: an integrated approach to the recruitment and retention of Aboriginal students and fundraising for scholarships and bursaries. Donations for the first initiative would help to add student services staff through endowed funds and may include a full-time counsellor, a full-time remedial coordinator of tutors (peer tutors, mentors, etc.), healing circles and elder in residence programs and infrastructure re-building so that we can create a community within the community. This initiative has an approximate target of \$8 - \$10 million. The second initiative, with an approximate target of \$5 million, would build-up scholarships and bursaries so that more significant awards are available to students throughout their education.

Dr. Poff noted that this will be a fairly significant campaign for Brandon University with a total target of approximately \$20 – \$23 million. Three individuals have agreed to take on the role of honorary chair – Douglas Peters, Gary Filmon and Kevin Kavanagh.

Mr. Abbey questioned whether or not the large tree on the proposed site would stay.

Mr. Lamont noted that, because of the size of the roots, too large of a space would be required for the tree to remain. With a limited life expectancy, the tree will be removed and new trees will become part of the landscaping design.

Dr. Poff noted that consideration is being given to using the lumber from the tree to commission a piece of art for display in the new building.

5.7 Board Budget Committee (R. Lonstrup)

There was no report.

5.8 Brandon University Foundation (S. Armstrong/R. Enns/J. Visser)

Ms Armstrong circulated a draft copy of the minutes from the semi-annual meeting of the Brandon University Foundation for information.

a) Motion: Annual Distribution Rate – Endowment Funds

Motion: Moved and seconded (K. Phillips/D. Brandt)

BE IT RESOLVED THAT the Board of Governors approve the endowment earnings disbursement rate of 5.0% as recommended by the Brandon University Foundation.

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Mr. Lamont stated that, if approved, this would set the rate of distribution for the endowments managed by the Brandon University Foundation. At their October 15, 2010, meeting the Foundation recommended that the rate be maintained at 4.5% plus a 0.5% administration fee, creating a total rate of 5.0%. Mr. Lamont noted that the Board is required to approve what the Foundation recommends, however, should the Board disagree with the recommendation, they are able to send it back to the Foundation for further consideration.

Mr. Lamont noted that the long-term objective of the Foundation is to have a distribution rate that is sustainable and to have the endowments grow at the rate of inflation. They believe that this rate will satisfy both objectives.

CARRIED

5.9 Knowles-Douglas Student Centre (S. Lamont/M. Abbey)

There was no report.

5.10 Board of Trustees of the BU Retirement Plan (S. Lamont/A. Gulliver)

a) Motion: Amendments to the Brandon University Retirement Plan

Motion: Moved and seconded (R. Enns/K. Phillips)

BE IT RESOLVED THAT the attached Amendment No. 10/01 to the Brandon University Retirement Plan be approved, conditional on receiving the approval of the Brandon University Faculty Association (BUFA), in accordance with Article F.7.4(a) of the Collective Agreement with BUFA.

109 Nov10

Mr. Lamont stated that this motion amends the Brandon University Retirement Plan to include the changes that were approved by the Board of Governors and BUFA following collective bargaining in October 2008. This amendment was delayed while a disagreement was resolved between BU and BUFA regarding the application of the negotiated changes.

The first amendment made “joint and 2/3 survivor” the normal form of pension for married retirees, effective November 10, 2008. The second amendment increased the defined benefit limit of the Plan from \$1,722 to \$1,975 per year of service, effective April 1, 2009.

Mr. Lamont stated that a defined benefit plan means that each employee is entitled to a specified pension for the remainder of their life and the remainder of their spouse’s life. This type of plan is very good for our employees but it can create some difficulties in tough financial times.

Mr. Lamont noted that BUFA approval is required and therefore, the Board’s motion is conditional on receiving approval from BUFA. Both parties are required to approve the amendment prior to December 31, 2010.

CARRIED

Agenda item 6.0 occurred at this time.

5.11 Review Committee on the Status of Women (Vacant)

There was no report.

5.12 Senate (D. Brandt/R. Enns)

a) Motion: Amendment of Dan McNeill Memorial Scholarship

Motion: Moved and seconded (K. Phillips/R. Enns)

BE IT RESOLVED THAT the Board of Governors approve the change in the name of the Dan McNeill Memorial Scholarships to the Daniel and Jan McNeill Memorial Scholarships in Geography.

103 Nov10

Dr. Poff noted that there are minor amendments to the terms of reference for the scholarships and bursaries presented at 5.12 a) through 5.12 c). These items have come forward for approval from the Senate Scholarship Committee and the Senate.

Dr. Poff reminded members that the terms of reference of the Academic Operations Committee includes a review of scholarships arising at Senate.

CARRIED

- b) Motion: Amendment of Mary Cunningham (Babuik) Memorial Scholarship

Motion: Moved and seconded (K. Phillips/R. Enns)

BE IT RESOLVED THAT the Board of Governors approve the new Terms of Reference for the Mary Cunningham (Babuik) Memorial Scholarship: To be awarded to an entering student on the basis of academic proficiency, demonstrated leadership ability and financial need. Two letters of reference attesting to the student's leadership ability must support the application. One (1) scholarship x annual income allocation (not to be shared).

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CARRIED

- c) Motion: Amendment of Anne and Angela Thompson Memorial Bursary

Motion: Moved and seconded (K. Phillips/R. Enns)

BE IT RESOLVED THAT the Board of Governors approve the new Terms of Reference for the Anne and Angela Thompson Memorial Bursary: To be awarded to any undergraduate or graduate piano major in financial need. One (1) x \$2,250.

105 Nov10

CARRIED

- d) Motion: Amendment of BU Board of Governors Entrance Scholarship

Motion: Moved and seconded (K. Phillips/M. Abbey)

BE IT RESOLVED THAT the Board of Governors approve the new Terms of Reference for the Brandon University Board of Governors Entrance Scholarships: To be awarded to graduates of accredited Canadian high schools who are entering first year at Brandon University. Students who are entering Brandon University with advanced university standing obtained through International Baccalaureate, Advanced Placement, dual credit, or university courses completed concurrently while full-time high school students are also eligible for this award. Students with grade 11 or grade 12 marks of 85 – 89.9% will be offered \$800; students with grade 11 or grade 12 marks of 90 – 94.9% will be offered \$1,400; and students with grade 11 or grade 12 marks of 95 – 100% will be offered \$2,000. Scholarship eligibility shall include grade 11 marks if students apply before March 1 of the year they graduate from high school. Students who apply after March 1 shall have their scholarship eligibility assessed on final (i.e. June) grade 12 grades. Students are automatically considered for BOG scholarships upon admission and do not need to specifically apply for them. Note: Students who are awarded Brandon University Board of Governors Entrance Scholarships on the basis of one or more grade 11 (30s) courses may have their award increased should grade 12 averages at graduation result in a higher award. In no case shall the award be reduced.

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Ms Phillips noted that, the way our current entrance scholarships are structured, we are not communicating with our prospective students until the summer following their grade 12 year. By modifying our processes, we can use our entrance scholarships as a recruitment tool and we will be able to commit to students based on their grade 11 grades.

Dr. Grills noted that this proposal was unanimously supported by all of the academic deans and, if approved, letters will immediately be sent to all Manitoba schools to advise of this change.

CARRIED

- e) Motion: Brandon University Board of Governors Entrance Scholarships: Advanced Placement Courses and International Baccalaureate Courses

Motion: Moved and seconded (R. Enns/B. Schaffer)

BE IT RESOLVED THAT the Board of Governors approve the following new Terms of Reference:

**Brandon University Board of Governors Entrance Scholarships:
Advanced Placement Courses**

Terms of Reference

To be awarded to graduates of accredited Canadian high schools entering first year at Brandon University who have completed one or more Advanced Placement (AP) courses as part of their high school program. Students will be awarded \$250 for each AP course with a grade of 5 and \$175 for each AP course with a grade of 4. These amounts will be in addition to any amounts awarded under the Brandon University Board of Governors Entrance Scholarships.

**Brandon University Board of Governors Entrance Scholarships:
International Baccalaureate Courses**

Terms of Reference

To be awarded to graduates of accredited Canadian high schools entering first year at Brandon University who have completed either the full International Baccalaureate (IB) Diploma or individual IB courses as part of their high school program.

Students who have completed the entire IB Diploma will receive scholarships in the following amounts. Depending upon their aggregate IB score, they are eligible for this scholarship amount or a Board of Governors Entrance Scholarship, whichever is higher, but not both.

Score	Amount
43-44	\$2,800
40-42	\$2,500
37-38	\$2,200
34-36	\$1,900
31-33	\$1,600
28-30	\$1,300
26-27	\$1,100

Students who have completed one or more individual IB courses will receive a scholarship for excellence in individual courses according to the following scale:

For each grade of 7 on the higher level:	\$250
For each grade of 6 on the higher level:	\$200
For each grade of 5 on the higher level:	\$150
For each grade of 7 on the standard level:	\$200
For each grade of 6 on the standard level:	\$100

These awards are in addition to any amounts granted for completing the IB Diploma Program or for students receiving a Brandon University Board of Governors Entrance Scholarship.

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Dr. Grills stated that, by adding awards for Advanced Placement and International Baccalaureate programs, we increase our recruitment potential in the province. By implementing these awards, we articulate clearly that we want these high performance students to come and study at Brandon University.

CARRIED

5.13 Brandon University Alumni Association (R. Lonstrup)

Mr. Lonstrup reported the following:

- BUAA has held two planning sessions to review the types of events/programs that they offer. They plan to refocus their efforts to better serve younger alumni and engage them while they are still studying at BU.
- A new athletics “letter” program was approved where graduating Bobcats will receive a letter “B” to attach to a jacket or a degree frame.
- Providing financial support in the amount of \$1,000 to World University Service of Canada (WUSC).
- Held a successful Homecoming weekend in October celebrating the class years of 1940, 1950, 1960 and 1970.
- Presented the first Outstanding Young Alumni Award to alumna Dr. Tara Klassen from Houston, Texas, for her research on sudden death in people with epilepsy. Also presented was the Excellence in Teaching Award to Professor Megumi Masaki (School of Music), the Distinguished Service Award to alumni Dick and Verda McDonald, and the Alumni Award to Mr. Michael Czuboka.
- Hosted “An Evening with Henry Champ” where he spoke on the US Mid-Term Elections.

5.14 Brandon University Students’ Union (J. Visser/L. Balanko)

There was no report.

6.0 DELEGATION (10:30 a.m.)

- 6.1 Members of the Faculty of Science
Dr. Bernadette Ardelli, Assistant Professor
Dr. Janet Koprivnikar, Assistant Professor
Dr. Austin Gulliver, Dean

Dr. Gulliver thanked the Board for the opportunity to meet with members and encouraged everyone to come and tour the facility and meet with faculty whenever they wish.

Dr. Gulliver provided a brief overview of the Faculty of Science, highlighting such items as personnel, budget, facility, programs and current research projects and initiatives.

Dr. Gulliver introduced Dr. Bernadette Ardelli and Dr. Janet Koprivnikar, two successful researchers who have recently obtained large research grants.

Dr. Ardelli, of the Department of Biology, presented on her research on the control of infectious disease and tropical disease.

Dr. Koprivnikar, also of the Department of Biology, presented on her research on the ecology of host-parasite interactions.

Following the presentations on their research, Drs. Ardelli and Koprivnikar highlighted some of the rewarding aspects of research at Brandon University and also some of the associated challenges.

Members of the Board then toured through the research laboratories of Drs. Ardelli and Koprivnikar.

The Chair and members of the Board thanked Drs. Gulliver, Ardelli and Koprivnikar for their time and their presentations.

7.0 NEW BUSINESS

7.1 Election of OIC Representative to the Associate Vice-President/Dean of Graduate Studies Search Committee

Motion: Moved and seconded (B. Jolly/)

BE IT RESOLVED THAT Ms Bea Jolly be nominated as the OIC Representative on the Associate Vice-President Research/Dean of Graduate Students Committee.

Dr. Grills stated that the time commitment includes one initial committee meeting, one committee meeting to short-list candidates, two meetings with each candidate (a public presentation and a formal interview) and one final committee meeting for selection. He further noted that there are typically three short-listed candidates.

ACCLAIMED

7.2 Election of OIC Representative to the Dean of Science Search Committee

Motion: Moved and seconded (A. Long/)

BE IT RESOLVED THAT Ms Amy Long be nominated as the OIC Representative on the Dean of Science Search Committee.

ACCLAIMED

7.3 Election of OIC Representative to the University Registrar Search Committee

Motion: Moved and seconded (M. Abbey/)

BE IT RESOLVED THAT Mr. Mike Abbey be nominated as the OIC Representative on the University Registrar Search Committee.

ACCLAIMED

7.4 Appointment to the Status of Women Review Committee for 2010/2011

Motion: Moved and seconded (D. Poff/R. Enns)

BE IT RESOLVED THAT Ms Bea Jolly be appointed to the Status of Women Review Committee for 2010/2011.

CARRIED

8.0 ANY OTHER BUSINESS

8.1 Confidentiality and Conflict of Interest Agreement

The Confidentiality and Conflict of Interest Agreement was circulated for signature to all members.

9.0 INFORMATION

- 9.1 Library Acquisitions Report
- 9.2 Transactions of \$25,000 or More – September 4, 2010 to October 31, 2010
- 9.3 Final List of October 19, 2010 Graduates
- 9.4 Report of Staff Changes – September
- 9.5 Report of Staff Changes – October
- 9.6 Contracts/Agreements Report
- 9.7 International Agreements Report
- 9.8 Telephones/Computers and Maintenance/Warranty Agreements Report
- 9.9 Insurance Policies Report

Items 9.1 through 9.9 were received for information.

10.0 ADJOURNMENT

Motion: Moved and seconded (K. Phillips/S. Armstrong)

BE IT RESOLVED THAT the meeting adjourn (12:09 p.m.)

CARRIED

Chair, Board of Governors

Secretary, Board of Governors