

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

**Saturday, May 13, 2017  
Room 043, Health Studies Building  
8:30 a.m.**

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**Present:** Mr. G. Boyd, Dr. G. Fearon, Mr. D. Stewart, Mr. N. Brown, Ms. E. Simon, Mr. B. Schaffer, Dr. T. Corbett, Ms. K. Kerkowich, Mr. S. Chambers, Mr. M. Decter (via teleconference)

**Resource:** Dr. S. Robinson, Mr. S. Lamont, Ms M. Lamontagne (Recorder)

**Regrets:** Ms. S. Senkbeil, Mr. M. Cain, Mr. E. Strain, Ms. C. Stitt

**1.0 CALL TO ORDER**

The Chair called the meeting to order at 8:43 a.m.

Round table introductions were made. The Chair introduced Katie Kerkowich and Emily Simon to the Board.

**2.0 AGENDA AND MINUTES**

2.1 Approval of Agenda of May 13, 2017

Motion: Moved and seconded (G. Boyd/N. Brown)

**BE IT RESOLVED THAT the agenda of the May 13, 2017, Board of Governors meeting (Open Session) be approved.**

**056 May17  
CARRIED**

2.2 Approval of Consent Agenda

Motion: Moved and seconded (B. Schaffer/S. Chambers)

**BE IT RESOLVED THAT that the Consent Agenda be approved as follows:**

- a) **Minutes of March 25, 2017 (Open Session)**
- b) **Report from Vice-President (Academic and Provost)**
- c) **Report from the Vice-President (Administration and Finance)**

- d) **Report – Transactions of \$25,000 or More – March 10 to April 28, 2017**
- e) **Bi-Annual Reports (per By-Law No. 8)**
  - i) **Contracts/Agreements**
  - ii) **Telephones/Computers and Maintenance/Warranty Agreements**
  - iii) **Insurance Policies**
  - iv) **International Institutional Agreements**
  - v) **International Agents Agreement**

**061 May17  
CARRIED**

2.3 Moved to Closed Session

Motion: Moved and seconded (G. Boyd/S. Chambers)

**BE IT RESOLVED that the meeting move to Closed Session.**

**CARRIED**

2.4 Motion(s) Raised from Closed Session

The following motions were raised from Closed Session:

**BE IT RESOLVED THAT the Board of Governors approve the following applications for Sabbatical Leave as recommended by the President:**

**FACULTY OF ARTS:**

- Klonowski, Darek .....January 1 to June 30, 2019 at 80%**
- Bessant, Kenneth .....July 1 to December 31, 2018 at 80%**

**FACULTY OF SCIENCE:**

- Eberts, Derrek .....July 1 to December 31, 2018 at 80%**
- Malcom, Chris .....January 1 to June 30, 2019 at 100%**
- Somarin, Ali .....July 1, 2018 to June 30, 2019 at 80%**
- Pickering, Doug .....January 1 to June 30, 2019 at 80%**
- Richard, Gwynfor.....January 1 to June 30, 2019 at 80%**
- Carrington, Margaret .....July 1 to December 31, 2018 at 80%**

**FACULTY OF HEALTH STUDIES:**

- Clements, Karen .....January 1 to December 31, 2019 at 80%**
- Pachkowski, Katherine .....July 1, 2018 to June 30, 2019 at 80%**

Dusome, Debra.....July 1, 2018 to June 30, 2019 at 80%  
Smith, Fiona .....July 1 to December 31, 2018 at 80%

**SCHOOL OF MUSIC:**

Zacharias, Leanne .....July 1 to December 31, 2018 at 80%  
Scott, Sheila.....January 1 to June 30, 2019 at 80%  
McCallum, Wendy.....January 1 to June 30, 2019 at 80%

**CARRIED**

**3.0 DELEGATIONS**

**3.1 Brandon University Campus Master Plan Presentation by Dialog Representatives**

Mr. Lamont introduced Antonio Gomez-Palacio from Dialog (firm developing the Campus Master Plan). It was stated that the Campus Master Plan (CMP) is nearly complete and a draft of the plan will be coming to the Board for consideration and approval at the June Board meeting. In addition, the City will be providing input on the plan. It was noted that the plan has included input from many community members and organizations.

Mr. Gomez provided an overview of objectives of the project including the project process, what they heard, vision and principles, concept plan and plan frameworks, campus properties, Indigenization of campus, phasing and implementation strategy. Mr. Gomez provided a PowerPoint presentation on the Campus Master Plan and provided an explanation of many items that will fit into the broad vision of the university.

Dr. Fearon thanked Mr. Gomez and his team as well as Mr. Lamont and his team for their work on the plan. He stated that the CMP is part of the sequence which includes the Academic Plan, Campus Master Plan and enrollment management plan noting that 10-20 years from now, this vision will be in place for use in the long term.

Members expressed that they were impressed with the presentation and acknowledged Dialog’s time and effort given to the plan.

Mr. Lamont commented that the Board should understand that although there were discussions about Fleming and downtown in the presentation, the majority of work was done on the main campus from Victoria Ave. to Princess Ave. noting that downtown was not largely part of the plan. Mr. Lamont reiterated that the CMP is solely a framework and not a blueprint. Mr. Lamont thanked Mr. Gomez and Ms. Gail Shillingford of Dialog who assisted largely with the project and commended their approach they have taken with the plan.

## 4.0 REPORTS

### 4.1 Governance and Nominating Committee (S. Chambers)

#### a) Report from the Governance and Nominating Committee

The Governance and Nominating Committee met on Friday at 3:30 p.m.

One item of continuing business was discussed in regards to the review of Board policies. The Board policies have been sent to the appropriate departments for review and some have been received back with tracked changes and will be reviewed at the next Governance and Nominating committee meeting. Vacancies for Board representatives on committees that report to the Board were also discussed and nominations and elections for these vacancies will be held as part of the agenda for today's meeting.

### 4.2 Finance and Audit Committee (B. Schaffer)

#### a) Report from the Finance and Audit Committee

The Finance and Audit Committee met on Friday at 4:15 p.m.

The following reports were received for information:

- Financial Summary as at March 31, 2017
- Financial Summary by Object as at March 31, 2017
- Bi-Annual Reports (per By-Law No. 8)
  - Contracts/Agreements
  - Telephones/Computers and Maintenance/Warranty Agreements
  - Insurance Policies
  - International Institutional Agreements
  - International Agents Agreements
- Transactions of \$25,000 or More Report – March 10 to April 28, 2017

In addition, there was one motion passed regarding Board of Governors Entrance Scholarships and Bursaries which was recommended to the Board of Governors for approval at today's meeting.

### 4.3 Executive Committee (D. Stewart)

#### a) Report from the Executive Committee

The Executive Committee met on Friday at 4:40 p.m.

Reports were received from the Governance and Nominating Committee, Finance and Audit Committee, the President, and the Vice-Presidents. The reports and all other Executive business are included on the Board of Governors agenda for discussion and approval.

#### 4.4 President (G. Fearon)

##### a) Report from the President

A copy of Dr. Fearon's written report was included in the package and presented. A set of key priorities have been identified and a number of corresponding activities and engagements that are in support of these priorities were noted.

The following items were highlighted:

- In regards to Downtown and the Campus Master Plan, have been looking at context of broader campus development and are moving forward;
- Budget consultations have been held with faculty, staff and students;
- New unit of Institutional Data & Analysis was formed which is headed by Ms. Deb Berkan. One major initiative is the Enrollment Management Project and a strategy implementation for university that would span a ten-year period;
- Met with Sandy Trudel who is responsible for city economic development and had broad discussions on economic impact of university and more recently, downtown development. These are ongoing discussions;
- Recently attended the Vancouver alumni chapter event along with Dr. Steve Robinson, Dr. Heather Duncan, and members from the Office of Institutional Advancement and External Relations;
- Attended announcement for Bill 15 pertaining to the Sexual Violence and Awareness Protection Act along with U of M. It was a landmark item to have a stand-alone policy. Dr. Robinson was acknowledged for heading the BU SAAG committee along with work and contribution by BUSU and a wide range of consultations with external expertise. Ongoing efforts will be made as it relates to sexual violence, awareness and prevention;
- Recent Brandon Sun column submission related to the need for post-secondary institutions to be oriented to meet labour market demands and it was emphasized that building talent in the community to attract investments is important as well as preparing people for future opportunities and increasing the talent pool;
- Hosted and honoured the Bobcat's at President's home;

- The Research Manitoba Board has indicated they would like to get the message across to PSE intuitions that continuance of research funding is important for PSE institutions;
- Recently met with COPUM and discussions have taken place regarding implications of fiscal realities facing universities;
- Black Canadian Studies Association conference is being held this weekend. Mayor Chrest had the chance to speak at the event and the Mauritius community had an opportunity to perform noting it is gratifying to see the diversity and inclusion of the Brandon community;
- A workshop on Islamophobia was recently held on campus and it was noted at the workshop that Brandon citizens do not feel that Islamophobia is an issue at Brandon University;
- BUAPC has been pleased about the level of engagement with the university and a strategic plan is being developed. They feel education is the future.

4.5 Brandon University Foundation (G. Boyd/M. Cain/Vacant)

Mr. Boyd reported the following:

- May 12<sup>th</sup> was the Annual General Meeting. Representatives from came Heathbridge (BU investment managers) came to present.
- Order of the Sheaf Luncheon was held recognizing donors of significant donations and was well attended with about 160 attendees;
- Mr. Jeff Cristall reached his two-year term and will stay as Past-President of the Foundation and Dr. William Myers will be the new President.

4.6 Knowles-Douglas Student Centre (S. Lamont/Vacant)

Mr. Brown reported that SUDS is physically closing but will be kept on paper. There has been a tenancy change and Forbidden Flavours will move over to where SUDS was located hopefully by September 2017.

4.7 Board of Trustees of the BU Retirement Plan (S. Chambers/S. Lamont)

No meeting held since the last Board of Governors meeting. No report.

4.8 Brandon University Senate (G. Boyd/M. Cain)

No report.

4.9 Status of Women Review Committee (Vacant)

Dr. Fearon reported that the President's Office provided a report on gender breakdown of those who received Promotion and Tenure. This document is submitted as part of the regular accountability that is reported to Senate. Overall, this university is quite unique with gender balance across faculty in totality. In addition, the President's Office has provided annual funding towards the SWRC which is jointly funded by BUFA.

4.10 Brandon University Alumni Association (D. Stewart)

Mr. Stewart reported that at the last meeting, upcoming vacancies were discussed. There was nothing additional to report.

4.11 Brandon University Students' Union (N. Brown/E. Simon)

Mr. Brown reported the following:

- Family Fun Week was held and about 60 children per day attended;
- Press release was issued in regards to SUDS closure after 30 years due to a \$40,000 deficit that could not be handled. SUDS will close permanently and Forbidden Flavours will move to the old SUDS location, noting that this is only a verbal agreement at this point;
- Great Escape from Finals event was held which included free massages and therapy dogs;
- Work Study Committee met on April 18<sup>th</sup>. The committee funds student jobs on campus and 29 out of 44 requests were funded which is the highest number of applications seen in the last 4 years;
- Canadian Federation of Students held their Annual General Meeting on April 27<sup>th</sup> on campus at BU for the first time in seven years. A vote resulted in no strike to take place this Fall, although a strike could happen in September 2018 similar to the strike that took place in Quebec. The meeting also discussed direct action and the All-Out Day of Action. Something similar will probably be planned for this year;
- May 12<sup>th</sup> was the new council orientation day.

**5.0 NEW BUSINESS**5.1 Motion: Brandon University Operating Budget

Motion: Moved and seconded (S. Chambers/G. Boyd)

**BE IT RESOLVED THAT the Board of Governors approve the 2017 – 2018 Operating Budget (including the 2017 – 2018 Fee Schedule and budgets relating to Renovations & Equipment, Eckhardt-Gramatte Conservatory of Music, Ancillary Services and Campus Manitoba), as recommended by the President.**

**049 May17**

Dr. Fearon and Mr. Lamont provided a PowerPoint presentation. Dr. Fearon stated that the priority is to have the budget align with the Strategic Plan. It was noted for new members that the University uses a bicameral system where the Board makes decisions on financial matters and Senate makes decisions on academic matters.

The following is a summary of Dr. Fearon's budget highlights:

- Provincial education trends and developments were considered including: transition to PSE, Indigenous education for increased enrollments and degree completion rates; labour market outcomes; partnerships with community and business (regional university); public sector and university budget management;
- Consideration was given to student experience and community engagements; academic programs and student services and the future institutional direction;
- Academic Plan and priorities were discussed which guide activities, highlighting that the aim is to foster sustainable growth and development in academic programs and university services.

Mr. Lamont provided the following highlights to the presentation:

- Consultations have been held with faculty, staff and students;
- Approximately \$60M total annual expenditures, noting that the operating budget, which is a portion of the total, is what is being proposed today;
- The operating budget consists of Academic Salaries and Benefits (68 percent), Administrative Salaries (25 percent) and travel, consumables, equipment and cost recoveries which make up the remaining 7 percent;
- Sources of revenue include operating grants, tuition fees and enrolment;
- Approximately 80% of revenues come from grants and 17% from tuition fees;
- University received a zero percent provincial grant increase which is the first time since 1999. This has implications for the university as we rely on provincial funding;
- New legislation was introduced by the province which will allow the university to increase tuition fees up to 5 percent plus the Consumer Price Index noting a safeguard that fees need to remain the lowest in Canada noting that it will be the Board's responsibility to decide how much tuition fees will increase;
- At BU, tuition will need to increase by approximately 5% in order to equal the 1% loss in operating grant whereas other universities only have to increase by 2% meaning that the implication for BU is much greater than other universities;
- In addition to tuition fees, enrollment is another key source of tuition revenue and it is imperative that the university achieves anticipated enrolment growth;
- Majority of tuition dollars come from Science (29%); Arts (26%), Health studies (21%), School of Music (5%), and Visa premiums (5%);
- 67-70% of student body are female students;
- Self-declared Indigenous student population has seen a modest increase;
- There are currently more full-time students than part-time;
- International students are steadily increasing as 8% of students are now international students;

- University has relied on carry forward funds to balance budget since 2010 noting that this is when a significant increase in pension special payments began;
- Provincial government has allowed a maximum tuition increase of 1.3%;
- Enrolment is assumed to increase by 4%;
- Salary increases alone will be \$1.2M next year noting that cost increases for salaries is twice the revenue increases;
- BU retirement plan special payments have been making progress (reducing);
- Surplus funds used last year totaled \$1.4M whereas this year, surplus funds used will be over \$1.659M which will be the highest use of surplus in a long while but is required to balance the budget;
- Difficult decisions will need to be made to discontinue managing with surplus funds;
- Budget adjustments included savings from positions temporarily not filled and vacancy savings; revenue increases for EAP and GETR;
- Investments need to be made for Accessibility for Manitobans Act implementation (\$50,000)
- PENT subsidy of \$45,000 will be required so that over the next five years, students will be paying same tuition as students on campus in Brandon;
- “I am Well” is 24 hours support service which will cost \$20,000 for online support after hours;
- Library elevator and egress will require \$50,000 to fix paid over a few years;
- IT Security upgrades \$15,000;
- Physical Plant cost increases \$50,000;
- Winnipeg Lease \$56,460;
- Pension special payment additional savings of \$45,000;
- Total deficit of \$1.998M with \$1.659M of this amount to be covered by surplus funds (University enrolment growth beyond budget target amount and effective budget management has provided the University with the financial capacity reflected by these surplus amounts). University will have \$414,000 unappropriated surplus at the end of this process;
- Positive outlook going into the new budget year with enrolments.

Dr. Fearon noted that the university needs to be compliant with human rights requirements and other requirements set out by government which may involve hiring staff.

Dr. Robinson commented on the strategic enrollment management approach and explained that it is to distribute and integrate holistically all of the resources on campus in regards to enrolment management. It was further noted that universities that have adopted this are few and far between because it is a new initiative.

It was noted that enrollment management would be part of the Board retreat. Dr. Fearon stated that Institutional Data & Analysis (IDA) is part of this process and they will be presenting at the next Board meeting.

It was noted that Dr. Robinson is heading Indigenization and Internationalization of campus.

Mr. Lamont noted there are currently more international applications this year than domestic noting that the international student population is growing.

Mr. Decter questioned what the rate of growth will need to be over 3-5 years to resolve the use of surplus funds issue. Mr. Lamont stated that Deans are being surveyed on how they can positively affect the enrollment projections and that more work will be done on expense management. Dr. Fearon noted that IDA has done some runs on this question and are looking at a growth rate of 3-6% while holding costs and taking into consideration provincial legislation resulting in a projection that in about 5 years, the natural process could get the issue resolved. However, there is a need to view from a risk management standpoint and there is a need to look at a range of actions.

**CARRIED**

5.2 Motion: Board of Governors Entrance Scholarships and Bursaries

Motion: Moved and seconded (N. Brown/G. Fearon)

**BE IT RESOLVED THAT the Board of Governors approve the allocation of unrestricted endowment funds for the 2017/2018 fiscal year as follows:**

**Faculty Research (BURC) 61,891**

**Entrance Scholarships:**

- Tier I Average greater than or equal to 95% - 2000.00**
- Tier II Average greater than or equal to 92.5% 1700.00**
- Tier III Average greater than or equal to 90% 1400.00**
- Tier IV Average greater than or equal to 87.5 1100.00**
- Tier V Average greater than or equal to 85% 800.00**

**Total available from endowment funds for Entrance Scholarships 58,219**

**TOTAL 120,110**

**050 May17**

Mr. Lamont reported that the amounts from a number of endowments that are listed on the attached document with the motion sheet. Endowments specify that the amounts can be used for research only or research and scholarships. Research only is allocated to BUREC. Other money available from research or scholarships are used to fund Board scholarships.

**CARRIED**

5.3 Motion: Brandon University NSERC and SSHRC General Research Fund Policy

Motion: Moved and seconded (N. Brown/G. Fearon)

**BE IT RESOLVED THAT the Board of Governors approve the Brandon University Natural Sciences and Engineering Research Council (NSERC) and Social Sciences and Humanities Research Council of Canada (SSHRC) General Research Fund (GRF) Policy.**

**053 May17**

Dr. Robinson stated that this new policy has been codified from the current practice of residual funds for research from Tri-Agency grants. A recent audit by Tri-Agency was conducted and operations were approved, however, they required this proposed policy to show ongoing compliance.

**CARRIED**

5.4 Nominations and Elections for Board Committee Representatives

- a) Brandon University Foundation – Student Board Representative
- b) Brandon University Foundation – Board Representative
- c) Knowles-Douglas Commission – Board Representative
- d) Status of Women Review Committee – Board Representative
- e) Finance and Audit Committee – Student Board Representative

Motion: Moved and seconded (N. Brown/S. Chambers)

**BE IT RESOLVED THAT the Board of Governors appoint the following individuals to the indicated committee(s) for the 2016-2017 period:**

**Board of Directors of Foundation**

**Ethan Strain (Student Representative)  
Trudy Corbett (OIC Representative)**

**Knowles-Douglas Commission**

**Vacant**

**Status of Women Review Committee**

**Katie Kerkowich (OIC Representative)**

**Finance and Audit Committee**

**Emily Simon (Student Representative)**

062 May17

The Chair noted that a vacancy still exists for the Knowles-Douglas Commission. The position will stay vacant until a member puts their name forward. It was noted that there are currently three Board members sitting on the Commission and so it is not underrepresented.

**CARRIED**

5.5 Nominations & Election of Vice-Chair

Motion: Moved and seconded (N. Brown/S. Chambers)

**BE IT RESOLVED THAT Mr. Shawn Chambers be nominated for the position of Vice-Chair of the Board of Governors.**

Mr. Chambers volunteered his name for the position of Vice-Chair. The Chair made three calls for nominations. No additional nominations were made.

It was noted that a vacancy now exists for Secretary of the Board and nominations and election for the Secretary position will be conducted at the June Board meeting.

**CARRIED**

**6.0 ANY OTHER BUSINESS**

**7.0 INFORMATION**

7.1 Convocation Announcement (G. Fearon)

Dr. Fearon announced that Convocation will be held on May 26<sup>th</sup> and Board members are encouraged to attend. This year's Honorary Doctorate will be Coach Andy Murray and Dr. Dennis Anderson will receive conferral of President Emeritus.

Mr. Boyd noted his regrets for the June Board meeting.

**8.0 ADJOURNMENT**

Moved (N. Brown)

**BE IT RESOLVED THAT the meeting adjourn at 12:57 p.m.**

**CARRIED**

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Chair, Board of Governors

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Secretary, Board of Governors