

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

**Saturday, September 23, 2017
Louis Riel Room
8:30 a.m.**

Present: Dr. S. Robinson, Mr. N. Brown, Mr. B. Schaffer, Dr. T. Corbett, Ms. K. Kerkowich, Mr. S. Chambers (Vice-Chair), Mr. M. Decter (via teleconference), Ms. S. Senkbeil, Dr. H. Mumin, Ms. C. Stitt, Mr. M. Cain, Ms. E. Simon, Mr. G. Boyd

Resource: Dr. M. Serfaty, Mr. S. Lamont, Ms. K. Fisher, Ms. M. Lamontagne (Recorder)

Regrets: Mr. D. Stewart

1.0 CALL TO ORDER

The Vice-Chair called the meeting to order at 8:36 a.m.

The Vice-Chair welcomed Dr. Serfaty, Acting Vice-President (Academic and Provost) to the Board.

2.0 AGENDA AND MINUTES

2.1 Approval of Agenda of September 23, 2017

Motion: Moved and seconded (N. Brown/H. Mumin)

BE IT RESOLVED THAT the agenda of the September 23, 2017, Board of Governors meeting (Open Session) be approved.

**104 Sep17
CARRIED**

2.2 Approval of Consent Agenda

Motion: Moved and seconded (B. Schaffer/M. Cain)

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

- a) **Minutes of June 24, 2017 (Open Session)**
- b) **Report from the Acting Vice-President (Academic & Provost)**
- c) **Report from the Vice-President (Administration & Finance)**
- d) **Report – Transactions of \$25,000 or More – June 9 to September 5, 2017**

e) **2018 Board of Governors Meeting Dates**

**105 Sep17
CARRIED**

2.3 Moved to Closed Session

Motion: Moved and seconded (G. Boyd/M. Cain)

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 Dr. Karen Rempel be granted a sabbatical leave from January 1, 2019 to December 31, 2019 and that this be considered a terminal sabbatical.

BE IT RESOLVED THAT the attached Position Description documents be revised to remove the “Associate Vice-President (Student Services and Enrolment Management) and University Registrar” position description, and replace it with the new attached Dean of Students position description and University Registrar position description.

BE IT RESOLVED THAT the Board of Governors approve the continuing appointment of Karen MacDonald as Chief Human Resources Officer, effective November 6, 2017.

CARRIED

3.0 CORRESPONDENCE

There were no items of correspondence.

4.0 REPORTS

4.1 Governance and Nominating Committee

a) Report from the Governance and Nominating Committee (N. Brown A/Chair)

The Governance and Nominating Committee met at 4:30 p.m.

One item of continuing business was discussed in regards to the Board Policy Review and there was discussion regarding a Board policy review schedule.

A draft of a new Board member orientation agenda was distributed for consideration as well as a draft of the Board Member Self-Evaluation (Skills Matrix) results. In addition, there were three motions passed including Nominations and Elections for Board Committee Representatives; Rescinding of the Respectful Environment Policy and an update to the Appointment of Non-Academic Administrators Policy.

4.2 Finance and Audit Committee (G. Boyd)

a) Report from the Finance and Audit Committee

The Finance and Audit Committee met at 5:15 p.m.

The following regular reports were received for information:

- Financial Summary as at August 31, 2017
- Financial Summary by Object as at August 31, 2017
- Research and Special Purpose Funds for the Period of April 1 to June 30, 2017
- Transactions of \$25,000 or More from June 9 to September 5, 2017

4.3 Executive Committee (S. Chambers)

a) Report from the Executive Committee

The Executive Committee met on Friday at 6:00 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 (S. Robinson)

a) Report from the Interim President

A copy of Dr. Robinson'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.

Dr. Robinson introduced Dr. Meir Serfaty as Acting Vice-President (Academic & Provost). Dr. Serfaty is a long-standing faculty member with the Department of Political Science and has previously served as Vice-

President (Academic), President of Brandon University Faculty Association, and Director of International Activities.

Dr. Robinson provided the following highlights in addition to his written report:

- enrolment has increased by 8.1% noting this is the 4th year in a row of strong growth;
- record number of students (approx. 680) participated in orientation;
- Indigenization of the campus will be a priority throughout the coming year noting that in wake of the Truth and Reconciliation Commission report, more will need to be done to promote reconciliation;
- leading a team of administrators for important events such as the Building Reconciliation Forum in Winnipeg hosted by the University of Manitoba;
- permanent art installation of a steel tipi at BU will be one of 16 being installed at public locations around the city. This is a project being led by the Friendship Centre and the University is pleased to have the opportunity to partner with them;
- the University has engaged the University of Winnipeg Community Renewal Corporation to do a pre-design feasibility study on the downtown project. They recently toured the campus and will be speaking with different departments and hosting town halls. It is expected that they will report back in the next four months;
- Budget Estimates document has been sent to government in draft form;
- working with PSE presidents to develop a plan for provincial government noting that the Province would like to demonstrate that Manitoba is the most improved province in Canada in regards to PSE. PSE presidents will be presenting to Minister and Deputy Manitoba of Education.

4.5 Brandon University Foundation (T. Corbett/M. Cain/Vacant)

Dr. Corbett reported the following:

- last meeting was held on September 14th;
- reviewed BU Foundation second quarter financial report;
- approved amounts payable to BU from the Foundation as of June 2017 in the amount of \$304,058;
- proposed BU Foundation 2018 budget of \$26,750 in expenditures;
- reviewed second quarter portfolio analysis from Heathbridge Capital;
- discussion to recommend a 5% disbursement rate (which is the existing rate) for 2017/18; and
- reviewed proposed changes in the tripartite agreement.

It was noted that the BUF Semi-Annual Meeting will be held on Friday, October 6, 2017 at 8:30 a.m. in the Louis Riel Room.

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

S. Lamont reported Knowles-Douglas Commission (KDC) met on September 21, 2017. The following is a summary of the meeting;

- presentation related to conversion of washrooms in KDC behind Forbidden Flavours to gender neutral washrooms. The current male and female washrooms are in poor condition. The proposal for gender neutral washrooms has been widely supported by the student body;
- renovations to the building were discussed including the repair of a fiber optic cable and repair of a plugged manhole; and
- KDC 2017/18 budget was approved.

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

S. Lamont reported that a meeting was held on June 8, 2017 to consider and approve the financial statements. It was noted that because the Board of Governors defeated the motion to apply an excess interest increase to pensioners in June, S. Lamont had to go back to inform the Board of Trustees and changes to the plan evaluation were required. Another meeting was held on August 10, 2017 to approve the new plan evaluation noting this did not require a change to the financial statements to the BU Retirement Plan. The next meeting will be held in October or November.

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

G. Boyd reported that Senate met on Tuesday, September 19, 2017. Elections were held for representatives of various Senate committees. In addition, Senate approved a number of motions including terms of reference for two awards; School of Music course changes; revised dates for the 2017-18 Undergraduate Calendar and revised Senate Bylaws as submitted by the Bylaws Review Committee.

4.9 Status of Women Review Committee (K. Kerkowich)

K. Kerkowich reported that the committee met on August 23rd and September 21st. The following is a summary of her report:

- a Promotion and Tenure application process session was held on September 15th;
- plans were discussed in regards to events for Women's History Month noting that a date has been set for October 26th with the theme of "Researching from the Edges"; and
- next meeting will be held on October 21st.

4.10 Brandon University Alumni Association (D. Stewart)

N. Brown provided a report in D. Stewart's absence.

BUAA met on September 18th and the main topic of discussion was in regards to the Graduway social media platform. The platform is similar to Facebook and LinkedIn but is specific to alumni. The use of the platform would allow alumni to be reachable without the use of a database noting that 6% of contact information is lost one year after students graduate.

N. Brown noted that Homecoming will be held from October 12-15.

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

N. Brown reported the following:

- Orientation activities were well-received by students and it was a successful start to the new academic year;
- numerous events such as Karaoke Night and the Clear Lake Trip attracted over 100 participants; attendance at most events was significantly higher than last year;
- BUSU is preparing for a Day of Action in response to Bill 31 on October 26th; and
- Take Back the Night saw over 100 people attend.

Additional information in regards to Item 4.4 a) Report from the Interim President was requested and discussion followed.

Member requested the terms of reference of the University of Winnipeg Community Renewal Corporation (UWCRC) feasibility study.

Dr. Robinson shared that the study will be specific to the downtown site and will look at the following: potential for investment; types of infrastructure; various purposes (e.g., student residence, academic/teaching space, commercial, etc.); possible links between residences and senior's residences; timelines and possible phasing; and possibilities for pursuing financing. After the pre-design study is complete, the Board will be in a position to determine if the University will proceed to a design phase.

S. Lamont added that the study will provide the opportunity to take the project from an idea to a plan and will help to determine objectives noting that the project would need to be financially viable.

Member asked at what point the Board will look at the impact of the downtown project on BU (i.e., splitting the campus and students). It was expressed that before serious decisions are made, there is a need to look at how it will impact the main campus both economically and in terms of student life and demands on programs.

Dr. Serfaty noted that UWCRC will look at possibilities of what academic programs could go to the downtown development noting that as of right now, there are only general plans and no decisions have been made. He shared the idea of creating academic space that is independent from the University (i.e., creation of stand-alone programs). He stated that he does not anticipate disruption to academic, student or faculty life.

Dr. Robinson reiterated there was no commitment to classes being moved downtown. He expressed this is an opportunity that an area might wish to embrace and classrooms will only be built downtown if there is a need. These items will be included in the feasibility study so that the downtown project can work to everyone's advantage.

Member encouraged Board members to subscribe to Academica Group and shared that similar developments are occurring at other universities across Canada; this is not a situation that is unique to Brandon. It was stated that as institutions increasingly face fiscal challenges, opportunities to work with allies like the City of Brandon become ever more important for the continued advancement and development of the institution.

K. Fisher communicated that she will send the Academica Group link to Board members.

The Vice-Chair encouraged all Board members to participate in discussions and noted that this will be an important topic as times goes on.

M. Decter departed the meeting at 9:56 a.m.

5.0 NEW BUSINESS

5.1 Motion: 2018 – 2019 Budget Estimates Draft Submission

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

BE IT RESOLVED THAT the Board of Governors approve the 2018 – 2019 Budget Estimates as recommended by the Board Budget Committee.

106 Sep17

Dr. Robinson stated that the budget development process is underway and a list of priorities has been identified. The Budget Estimates submission is intended to address budget expectations and challenges as well as projections for the next year based on the current year's activities. The Province also requests a general overview of priorities.

Dr. Robinson spoke to a PowerPoint presentation and the following is a summary of the presentation:

- BU is moving from a primarily undergraduate institution to include more graduate programming in all Faculties and Schools;
- BU has experienced rapid growth in graduate student enrolment with a 30% increase in 2016-17 alone noting there is a clear demand for increased graduate programming;
- BU has maintained a steady progression in research intensity;
- Research in Ontario published by Higher Education Quality Council (HEQCO) was used in the document to show how a range of universities are fundamentally different on the basis of five aggregate performance metrics;

- HEQCO dimensions of university differentiation include: (1) Equity of access; (2) Demand (i.e., quality and selectivity of admissions); (3) Learning Journey (i.e., student completion and satisfaction); (4) Graduate Outcomes (i.e., labour market outcomes and/or advanced degrees); and (5) Research Intensity;
- Although comparative data for Manitoba post-secondary institutions is not available in Manitoba in this manner, Brandon University is becoming reflective of a “regional” university with a more balanced approach to each of the five metrics;
- Goals have been set for BU which are representative of these five dimensions as follows:
 - o Equity of access
 - Dramatically improve upon our considerable record of success
 - o Demand
 - Maintain and expand both our new and our longstanding high-demand programs
 - o Learning Journey
 - Maintain our broad range of programming and not give in to temptation to sacrifice core academic subjects to feed growth in high-demand programs
 - o Graduate Outcomes
 - Use co-op and experiential learning as widely as possible to improve employment outcomes for graduates;
 - Maintain range of excellent small undergraduate programs;
 - o Research Intensity
 - Continue to grow our research profile and success at winning external grants for leading-edge research
- Future graduate programming directions for BU could include:
 - o General Master’s degrees in Arts and Sciences
 - o Master of Nursing degree
 - o Interdisciplinary Ph.D. degree in Leadership
 - o Post-graduate diplomas in areas of professional practice and competency
- MB institutions need better ways to encourage children of lower-income parents to see the value of pursuing post-secondary education noting that Westman underperforms the provincial average of educational attainment rates;
- BU needs to find out how to convince people in Westman that PSE is worth the time and is worth coming back for a second year and beyond;
- BU is committed to addressing accessibility problems and removing barriers (i.e., first-year outreach program in Dauphin) while using outward-focused efforts of community engagement, outreach, communication and marketing;
- Activities and accomplishments from the 2016-17 year were shared which included community relations (i.e., engagement with ACC and downtown land assembly) and provincial priorities (i.e., Sexualized Violence Policy and Accessibility of Manitobans Act);
- BU will continue to focus on priorities consistent with the Academic Plan: Looking Ahead 2015-2020;
- Diversity and inclusion will remain as a priority along with program excellence, renewal and development and sustainable growth.

Member asked how enrolment in Dauphin is looking and if any Dauphin students have transitioned to BU. Dr. Robinson stated that enrolment has not been much better than the first year and noted there were minimal students who have transitioned to BU from Dauphin.

Member stated that BU is not seen as relevant to those with agriculture roots, noting that Brandon is an agricultural-based community. He expressed that the University should be asking themselves how they can become relevant to those people.

Member asked if the 6.5% proposed tuition increase will be enough to support the budget deficit. S. Lamont confirmed that even with the increase, there will still be a budget shortfall. For the purpose of Budget Estimates, the government asks that we not assume a grant increase and they do not allow the university to include requests for additional government funding. S. Lamont confirmed for members that the international tuition premium has been 0% for graduate students.

Members expressed concern with the budget deficit and noted the likely possibility that the government may once again provide a zero percent operating grant increase for the 2018-19 budget year.

Member stated they would like to see the Board look at the short-term impacts on the institution as a result of the deficit as well as long-term impacts and consider ways to structure the budget so that we are not always in this fiscal position.

S. Lamont stated that the President's Executive Council (PEC) is working on looking at possibilities of budget sustainability and that this is crucial for them.

Discussion took place in regards to the budget challenges ahead. The following is a summary of the discussion:

- University should go to the public for suggestions on revenue generating opportunities noting that public may have ideas for continuing education options;
- consideration could be given to tuition premiums given that BU is a smaller university and provides more classroom attention to students;
- revenue generating opportunities could be sought in downtown development;
- BUSU shared concerns of tuition premiums and articulated the challenge that would be faced by students if this were to occur;
- technology capital budget has stayed the same since 1973 and it was suggested that the Board look at why this has not changed;
- short- and long-term exploration should be done to see how the Board can better the University's financial situation.

CARRIED

5.2 Motion: Rescinding of Respectful Environment Policy

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

BE IT RESOLVED THAT the Board of Governors approve the rescinding of the Respectful Environment Policy.

096 Sep17

Dr. Robinson reported that the Respectful Environment Policy was approved in 2008 and has had mixed success. Two stand-alone policies (Sexualized Violence Policy and Discrimination and Harassment Prevention Policy & Procedures) have been developed and approved with a third stand-alone policy currently being developed (Violence in the Workplace Policy) that will come to the Board for approval in the near future. These three policies will replace the REP. It is being proposed that the REP be rescinded to avoid any conflicts and overlap.

CARRIED

5.3 Motion: Appointment of Non-Academic Administrators Policy Update

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

BE IT RESOLVED THAT the Board of Governors approve the proposed revisions to the Appointment & Review of Non-Academic Administrators Policy.

095 Sep17

Dr. Robinson stated that the policy was approved by an electronic motion in August. Since then, it was discovered to have an erroneous selection procedure and the revision will involve access of members of Student Services to Serve on the committee.

CARRIED

5.4 Annual Signing of Acknowledgement and Undertaking of Fiduciary Duty and Avoidance of Conflict of Interest Agreement

The Vice-Chair spoke to a PowerPoint presentation which reviewed the Brandon University Act. It was noted that members are asked to sign the agreement annually.

Member raised a question in regards to protocol in a situation where a member is approached by the media with questions.

The Vice-Chair advised members to acknowledge the question, however, to respond that all questions are best directed to the Chair of the Board who serves as the Board's spokesperson.

5.5 Nominations and Elections of Executive Officers

K. Fisher stated that By-Law No. 11 states that Executive Officers normally hold a position for two years. It was noted that S. Chambers and G. Boyd have recently been appointed as Vice-Chair and Treasurer and therefore, those positions will not be considered as part of the election.

K. Fisher reported that D. Stewart has expressed interested in letting his name stand as Chair once again. It was noted that there is also a vacancy for the position of Secretary.

The Vice-Chair called for nominations or volunteers three times for the position of Chair.

N. Brown nominated D. Stewart for the position of Chair.

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

BE IT RESOLVED THAT Derrick Stewart be nominated for the position of Chair of the Board of Governors.

CARRIED

The Vice-Chair called for nominations or volunteers three times for the position of Secretary.

K. Fisher read the responsibilities of the Secretary position for members.

S. Senkbeil volunteered to let her name stand for the position.

Motion: Moved and seconded (B. Schaffer/N. Brown)

BE IT RESOLVED THAT Stacy Senkbeil be nominated for the position of Secretary of the Board of Governors.

CARRIED

5.6 Nominations and Elections of Presidential Search Committee Representatives

K. Fisher provided the following information for items 5.6 to 5.8:

- Presidential Search Committee requires two OIC Board members;
- Dean of Science Search Committee requires one OIC Board member;
- Dean of Students Search Committee requires one OIC Board member;
- commitment to each search committee would require that members participate in all intersections of the search process including: development of position profiles and advertisements; shortlisting; interviews; and other components that the search committee deems necessary;

- time length of each search varies noting that the Dean of Science search will be an internal approach whereas the Dean of Students will be more external;
- the Presidential Search will be a lengthier process and require a larger time commitment;
- the Board Chair serves as the Chair of the Presidential Search Committee.

B. Schaffer nominated S. Chambers to serve on the Presidential Search Committee.

Motion: Moved and seconded (B. Schaffer/M. Cain)

BE IT RESOLVED THAT Shawn Chambers be nominated to serve on the Presidential Search Committee.

CARRIED

K. Kerkowich asked about timing of the search committee noting that as a teacher, it is difficult to commit time during the week days.

K. Fisher stated that it can be difficult to meet everyone's needs with the number of participants and that most committee meetings and interviews take part in the day. It was further noted that all search committee members are required to take part in all interviews in order to vote on a final recommendation.

M. Cain nominated G. Boyd to serve on the Presidential Search Committee.

Motion: Moved and seconded (M. Cain/H. Mumin)

BE IT RESOLVED THAT Garnet Boyd be nominated to serve on the Presidential Search Committee.

CARRIED

5.7 Representative on Dean of Students Search Committee

T. Corbett nominated K. Kerkowich to serve on the Dean of Students Search.

Motion: Moved and seconded (T. Corbett/S. Robinson)

BE IT RESOLVED THAT Katie Kerkowich be nominated to serve on the Dean of Students Search Committee.

CARRIED

5.8 Representative on Dean of Science Search Committee

H. Mumin nominated T. Corbett to serve on the Dean of Science Search Committee.

Motion: Moved and seconded (H. Mumin/B. Schaffer)

BE IT RESOLVED THAT Trudy Corbett be nominated to serve on the Dean of Science Search Committee.

E. Simon nominated C. Stitt to serve on the Dean of Science Search Committee.
C. Stitt kindly declined to have her name stand for the election.

CARRIED

5.9 Nominations and Elections of Board Committee Representatives

Motion: Moved and seconded (B. Schaffer/G. Boyd)

BE IT RESOLVED THAT the Board of Governors approve the appointment of the following individuals to the indicated committee(s) for the 2017-2018 period:

Foundation Management Committee
Trudy Corbett (OIC Representative)

Board of Directors of Foundation
Hamid Mumin (Senate Representative)
Caroline Stitt (Student Representative)
Trudy Corbett (OIC Representative)

Knowles-Douglas Commission
Vacant (Board Representative)
Derrick Stewart (Alumni Association Representative)
Scott Lamont (Administration Representative)

Board of Trustees of the BU Retirement Plan
Scott Lamont (Administration Representative)
Shawn Chambers (Board Representative)

Brandon University Senate
Garnet Boyd (Board Representative)

Review Committee of the Status of Women
Katie Kerkowich (Board Representative)

Board Executive Committee
Nick Brown (Student Representative)
Michael Cain (Faculty Senator)

Finance and Audit Committee
Michael Cain (Faculty Senator)
Emily Simon (Student Representative)
Stacy Senkbeil (OIC Member-at-Large)

Governance and Nominating Committee
Nick Brown (Student Representative)
Stacy Senkbeil Vacant (OIC-at-large)
Michael Cain (Faculty Senator)

S. Senkbeil volunteered to let her name stand on the Finance and Audit Committee.

CARRIED AS AMENDED

Members agreed that the Board will wait to attempt to fill any remaining vacancies until new Board members are appointed by the Province.

6.0 ANY OTHER BUSINESS

7.0 INFORMATION

8.0 ADJOURNMENT

Moved (M. Cain)

BE IT RESOLVED THAT the meeting adjourn at 12:36 p.m.

CARRIED

Chair, Board of Governors

Secretary, Board of Governors