

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

**Saturday, November 23, 2019
Louis Riel Room
8:30 a.m.**

Present: S. Chambers (Chair); D. Docherty; H. Mumin; L. Ross; K. Auriat; J. Galvin; T. Corbett; G. Jackson; K. Kerkowich; O. Akintola; W. Taylor; M. Decter (via teleconference)

Resource: S. Robinson; S. Lamont; K. Fisher; M. Lamontagne (Recorder)

Regrets: J. Davies; D. Stewart; T. Rourke; W. Hodgins; B. Zander

1.0 CALL TO ORDER

The Chair called the meeting to order at 8:33 a.m.

2.0 AGENDA AND MINUTES

2.1 Approval of Agenda of November 23, 2019

Motion: Moved and seconded (H. Mumin/T. Corbett)

BE IT RESOLVED THAT the agenda of the November 23, 2019, Board of Governors meeting (Open Session) be approved.

**112 Nov19
CARRIED**

2.2 Approval of Consent Agenda

Motion: Moved and seconded (K. Auriat/T. Corbett)

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

- a) Minutes of September 28, 2019 (Open Session)**
- b) Report from Vice-President (Academic & Provost)**
- c) Report from the Vice-President (Administration & Finance)**

- d) Report – Transactions of \$25,000 or More – September 1 – November 1, 2019
- e) Report – Agent Contracts Report – November 2019
- f) Report – New and Renewed Agreements – November 2019
- g) Report – Expired Institutional Contracts and Agreements – November 2019
- h) Report – Insurance Policies – November 2019
- i) Report – International Agreements – November 2019
- j) Report – Telephones/Computers and Maintenance/Warranty Agreements – November 2019
- k) Report – Final List of October 2019 Graduates
- l) Reports from Representatives on Committees Reporting to the Board:
 - i. Brandon University Foundation
 - ii. Brandon University Students' Union
 - iii. Brandon University Senate
 - iv. Status of Women Review Committee
 - v. Brandon University Alumni Association

**112 Nov19
CARRIED**

3.0 DELEGATIONS

3.1 Enterprise Resource Planning (ERP)

Presentation by Andrea McDaniel, University Registrar

Dr. Docherty reported that the University has been consulting with CampusWorks and has invited three different ERP companies to campus to provide presentations. It was noted that the introduction of an ERP system will impact many areas of the University and that administration will work towards choosing the best system; however, student needs are the priority. A recommendation will be brought forward to the Board of Governors in January.

Dr. Docherty introduced Ms. Andrea McDaniel, University Registrar, to provide an update on the process and impacts an ERP would have on the student experience.

The following are highlights from Ms. McDaniel's presentation:

- An ERP system is a large, complex software system that encompasses many core administrative functions of the organization (e.g. student information; finance; Human Resources/Payroll). A system may also include Alumni Relations; Advancement; and Ancillary Services etc.
- In recent years (2015-18), an urgent need to replace the current system (built in the 1970's) was identified;

- Board of Governors approved the hiring of a consultant (CampusWorks) in 2018 followed by the establishment of a BU Steering Committee;
- Official project was launched in 2018-19 followed by BU Town Halls, process redesign consultations, and needs assessments;
- RFP was issued in Summer 2019 followed by RFP submission evaluation, vendor shortlisting and vendor demonstrations in Sep/Oct 2019;
- Vendor selection & preliminary contract negotiations to occur in Nov-Dec 2019;
- A formal proposal is expected to come to the Board of Governors in January 2020 and if approved, will be followed by system implementation from 2020-22. It was noted that this will be a long, complex and extensive project;
- A project website is available online that is kept up to date for more information: <https://www.brandonu.ca/erp/>
- The project is being explored now for a variety of reasons including: legacy system instability; lack of system integration = work duplication; workaround and manual processes = inefficiency; inability to adopt industry best practices (transcripts, data access, abiding by FIPPA etc.); inability to administer innovative, revenue-generating programs, etc.;
- Many enhancements would be possible including: recruitment process; admission experience; advising & registration experience; fee payment experience; scholarships & awards experience; degree process experience; graduation experience; and student experience;
- Additional benefits include: current, professional user interface with modern functionality; integrated student records; increased opportunity for faculty and staff to engage in value-add interactions with students; ability to engage in data-informed decision-making; current system expected to operate during implementation;
- Cloud system will ensure that the system remains current throughout its whole product life.

The Chair opened the floor to questions and discussion. The following is a summary of discussion:

- It was confirmed that coaches would be provided by the selected company to assist in system implementation;
- It was confirmed that two of the three systems being explored currently work in PSE and that the third works with nonprofits. The Steering Committee is working to find out issues that those working with these systems might be experiencing. It was noted that there is a significant number of installations of all systems being explored and these are not untried systems;
- Question raised about BU's current hardware structure and its ability to accommodate an ERP. It was confirmed that the Cloud based systems allow software to be hosted off-site noting that our current problem on site is that the technology (box system) is outdated. The Cloud system will allow computing to go elsewhere and will allow the system to be constantly

updated. It was noted that the next system will be as current 40 years from now as the day it was purchased;

- Question raised if there are issues anticipated through the transition phase. A. McDaniel stated that there is a two-year implementation window, which will be invisible (i.e. looking at data, building and testing systems, etc.). Issues are anticipated when the system goes live as we will be trying new things that have not been done before. The first year and half will be to try and get everything as correct as possible.

The Chair thanked Ms. McDaniel for her presentation. Members commented positively on the presentation and the positive impacts an ERP would have on the University and student experience.

4.0 REPORTS

4.1 Governance and Nominating Committee (S. Chambers, A/Chair)

- a) Report from the Governance and Nominating Committee

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

There was one item of new business, which was a review of a proposed Table of Contents for the Board of Governors handbook. The Handbook will be revised for current and new Board members

4.2 Finance and Audit Committee (K. Auriat)

- a) Report from the Finance and Audit Committee

The following regular reports were received for information:

- Financial Summary by Object as at October 31, 2019
- Financial Summary as at October 31, 2019
- Transactions of \$25,000 or More from September 1 – November 1, 2019
- Institutional Contracts & Agreements Reports

The Committee considered and recommended three motions to the Board of Governors including the Annual Distribution Rate – Endowment Funds; Borrowing Resolution; and Resolution 19/02 – Consolidation of Amendments to the Brandon University Retirement Plan.

4.3 President (D. Docherty)

a) Report from the President

Dr. Docherty's written report was provided in the agenda package for information. In addition, Dr. Docherty reported the following highlights:

- Carla Eisler, Director of Advancement & External Relations and her team did a fantastic job with Homecoming. The events were well attended;
- Dr. Docherty recognized Dr. Rick Baker and Dr. Deanna Smid for their work on coordinating the Public Library Speaker Series. Dr. Docherty participated as a speaker and Dr. Robinson will be an upcoming speaker. There has been a good turnout for these;
- Attended the Ottawa Alumni Event, which was also well attended.

5.0 NEW BUSINESS

5.1 Strategic Plan – Update & Participatory Exercise

Dr. Docherty reported the following update on the Strategic Plan:

- A fair amount of consultations has taken place, including with PEC, PAC, and academic faculties and units;
- Began weekly "what-if" emails to the campus community;
- Held first meeting with the Strategic Planning Advisory Group. The meeting went very well which included a PowerPoint presentation and the "what if" results to date. The committee also did a participatory exercise about the mission and values of the University.

Dr. Docherty asked Board members to form groups to review the motto, mission and values and address the following questions:

1. Is the motto outdated? Do we need a motto?
2. Is the mission statement too long? Too short?
3. If you were to craft a new mission statement, what would it say?
4. If we were to only value five things, what would they be?

It was confirmed that the mission statement and values were updated in 2010 with the BUILD Strategic Plan. It is uncertain as to when the motto was written noting the Archivist is looking for this information.

Each group shared their ideas on the motto, mission and values of the University. The following is a summary of comments/discussion:

Motto:

- Serving community;

- Serving through: Developing global citizens; Humanity; Student experience; Research; Personal growth; Service; Knowledge/education;
- Should be short (3 – 5 words) E.g. Wisdom, Growth, Service, Research
- “Truth” is the essence of knowledge, and “in Love” means sacrificing for the benefit of others. You could explain the meaning of the motto as something like “the sacrifices we make to provide truth and knowledge for the benefit of humanity”. This is a characteristic of all the prophets, saints and persons with noble character, e.g. Tommy Douglas (The Greatest Canadian) and Stanley Knowles. It carries a lot of tradition with it, going back to the Greek and even earlier philosophers, and embodies the great tradition of what a university is meant to be.
- Our motto speaks to a very high ideal, and if known and practiced by our students, graduates, faculty and staff, would lead us to number 1 status in the world in the hearts and minds of people.
- Motto is Greek and takes us back to our Baptist roots.
- Current motto is outdated
- Motto ought not to be forced – needs to resonate with people

Mission:

- Decent in its current state although with updates to some language (e.g., diversity, Indigenous, etc.)
- “To create and share knowledge for the enhancement and betterment of humanity especially, our community, the region and all its people.”
- Excellence in research and grad studies and acknowledgement more it
- Place of community around and within BU and connection to people who move on from BU; connection to place and people
- Regional as opposed to destination university – open access – opportunities for community to come into BU
- Nationally recognized programs – sharing expertise

Values:

- Education for all
- Research
- Service
- Development
- Diversity
- Student success
- Freedom and integrity
- Excellence in teaching and research
- Creativity, performance and innovation
- Community access
- Indigenous education

Dr. Docherty thanked Board members for participating and asked members to share their notes with himself or K. Fisher.

Dr. Docherty stated that BU is a regional university, which is our strength. The next stage will be to gather the information from the Strategic Planning Advisory Group, the Board and the “what if” emails and begin writing a discussion paper. This will be put online and submitted to the SPAC for feedback. The hope is to have a discussion paper in December or early January and engagements will continue.

5.2 Motion: Annual Distribution Rate

Motion: Moved and seconded (K. Auriat/G. Jackson)

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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Detailed rationale was provided in the agenda package. Mr. Lamont highlighted that the disbursement rate is being recommended by the Brandon University Foundation as part of the tri-partite agreement between the Foundation, Board of Governors and Brandon University Alumni Association. The Foundation has approved and is recommending a rate of 4.5% plus 0.5% (Office of Advancement administration rate).

Mr. Lamont provided information on the rates at other universities noting that ours is slightly higher, however, our earnings have allowed us to do this.

CARRIED

5.3 Motion: Borrowing Resolution

Motion: Moved and seconded (K. Auriat/T. Corbett)

BE IT RESOLVED THAT the Board of Governors approve the attached borrowing resolution.

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Mr. Lamont stated that the University maintains a line of credit and that this resolution is to remain at its current level of \$2M. The University has never had to use this credit noting it would only be used in the case of an emergent cash need and this is simply a renewal.

CARRIED

5.4 Motion: Resolution 19/02 – Consolidation of Amendments to the Brandon University Retirement Plan

Motion: Moved and seconded (T. Corbett/K. Auriat)

BE IT RESOLVED THAT the Board of Governors approve the attached Resolution 19/02 – Consolidation of Amendments to the Brandon University Retirement Plan, subject to the approval of the amendment by the Brandon University Faculty Association per Article F.7.4. (a) of the Collective Agreement with BUFA.

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Mr. Lamont reported that all amendments included in the document have been previously approved by the Board with the exception of five typos. All changes are non-consequential. Given that this is a change to the document, approval is required by the Board. It was noted that the introduction page provides a list of amendments and there are no substantive changes.

CARRIED

5.5 BU Early Learning Centre

a) 2018/19 Financial Statements

Mr. Lamont stated that the reason these statements are provided is due to agreement between the University and the Early Learning Centre. The Centre is an independent organization with a Board of Directors and a union; however, we are affiliated by a subsidy with children of staff/students of the University. Part of the agreement is that the Centre provides financial statements to the BU Board of Governors on an annual basis. The Board of Governors has no authority over the Centre.

Mr. Lamont reported that the Early Learning Centre has done very well and the relationship with them exceeds 30 years.

It was noted that the Early Learning Centre is different from the Junior Kindergarten program that closed due to budgetary reasons. Mr. Lamont reported that since the closure of the Junior Kindergarten program, two different community organizations have approached the University, one being the Early Learning Centre, to propose to operate in the previous Junior Kindergarten space. Their proposal is that the subsidy would be offset by any rent they would need to pay. It was noted that this would continue to be a synergistic relationship (e.g., BU to look after payroll,

accounting etc.) noting there is no financial risk to the University and the community will benefit.

Member questioned if the Faculty of Education has a need for this space. Mr. Lamont confirmed that the Dean of Education has indicated that the classroom is set up for a children's space (e.g., washrooms, shelving) and there are no concerns with making this space available for the Early Learning Centre.

Member questioned the rent linked to the affiliation. Mr. Lamont confirmed that with the current operation, BU provides a \$4,500 per year subsidy. It was confirmed that the payroll, accounting and other services currently provided by BU would continue as normal.

Member questioned if there is a possibility for the Early Learning Centre to expand their building noting a demand in the community for infants. Mr. Lamont confirmed that should they have an opportunity to expand, BU would offer them a BU owned parking lot. BU has indicated that if the Centre can find resources, that BU would make the land available to them. It was confirmed that the current building was built in the early 1990's and that should the Centre cease to operate, there is an agreement that BU would take over the land.

It was confirmed that the Centre is responsible to maintain their space (e.g., washrooms, fencing, etc.)

5.6 Motion: School of Music – Significant Modification to the Programs

Motion: Moved and seconded (G. Jackson/T. Corbett)

BE IT RESOLVED THAT the Board of Governors approve the Significant Modification to the School of Music Programs (Applied Department, Music Research Department, and the Joint Department of Music Education;

AND THAT the proposal be forwarded to the Economic Development and Training Division of the Provincial Government.

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Dr. Robinson reported that this motion has been recommended by Senate. The School of Music, in order to streamline its degree structures, proposes to offer only two undergraduate degree programs. The purpose for this proposed modification is to clarify our degree, conform to national standards, and simplify future changes to our existing programs. It was noted that this might seem like a trivial change; however, it is intended to bring degrees into alignment with others in Canada and to reduce confusion for students.

CARRIED

5.7 Move to Closed Session

Motion: Moved and seconded (L. Ross/O. Akintola)

BE IT RESOLVED that the meeting move to Closed Session.

5.8 Motion(s) Raised from Closed Session

No motions were raised from Closed Session.

6.0 ADJOURNMENT

Moved (G. Jackson/L. Ross)

BE IT RESOLVED THAT the meeting adjourn at 12:15 p.m.

CARRIED

Chair, Board of Governors

Secretary, Board of Governors