

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

**Saturday, March 20, 2021
Via Video Conference
8:30 a.m.**

Present: S. Chambers (Chair); E. Bach; T. Corbett; D. Docherty; J. Galvin; A. Kowalchuk; B. Lawrence; W. Taylor; T. Friesen; B. Zander; O. Adeleye; T. Rourke

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

Regrets: K. Kerkowich; M. Decter; S. Montague

Absent: J. Omoregie

1.0 CALL TO ORDER

The Chair called the meeting to order at 8:32 a.m.

2.0 AGENDA AND MINUTES

2.1 Approval of Agenda of March 20, 2021

Motion: Moved and seconded (E. Bach/A. Kowalchuk)

BE IT RESOLVED THAT the agenda of the March 20, 2021, Board of Governors meeting (Open Session) be approved.

**013 Mar21
CARRIED**

2.2 Approval of Consent Agenda

Motion: Moved and seconded (T. Rourke/E. Bach)

BE IT RESOLVED THAT the consent agenda of the March 20, 2021 Board of Governors (Open Session) meeting be approved as follows:

- a) **Minutes of January 23, 2021 (Open Session)**
- b) **Report from the Vice-President, Academic & Provost (S. Robinson)**
- c) **Report from the Vice-President, Administration & Finance (S. Lamont)**

- d) Report – Transactions of \$100,000 or More – January 2 to March 1, 2021
- e) Final List of February Graduates
- f) Reports from Representatives on Committees Reporting to the Board:
 - i) Brandon University Senate
 - j) Knowles Douglas Centre
 - k) BU Retirement Plan Trustees
 - l) Brandon University Students' Union
 - m) Brandon University Foundation
 - n) Audit & Risk Committee
 - o) Status of Women Review Committee

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CARRIED

3.0 REPORTS

3.1 Report from the President (D. Docherty)

Dr. Docherty's written report was provided in the agenda package. He highlighted that BU sponsored the Chamber Speaker Series on Thursday, March 18th where an announcement was made that RBC Future Launch will be funding an increase in co-operative placements, resulting in approximately 450 placements. It was noted that this will assist in the Strategic Plan in terms of work-integrated learning.

Member questioned if the 450 new co-operative placements will occur this year or in future years.

Dr. Robinson stated that as of now, there are 49 students enrolled in the Co-op Program noting that this number has doubled each year in the three years the program has been running. It is anticipated that this number will grow over the years to come as the University pushes to fill the 450 new spaces. The new spaces have provided an opportunity for the program to grow and attract more students.

Dr. Docherty stated that BU was informed of this news in October and in consultation with RBC and the Co-Op Coordinator, Ms. Cora Dupuis, it was determined that the BU-sponsored Chamber event would be a good venue to do so. Plans are already underway noting that increasing publicity and getting the word out is important at this stage. It was noted that sometimes employers can obtain matching funds or government funding for placements.

3.2 Recommendations from Senate (D. Docherty)

Dr. Docherty reported that by way of two motions, Senate has recommended that the President pursue changes to the composition of both Senate and the Board of Governors to seek at least one designated seat for an Indigenous member. In the case of Senate, the recommendation goes further to request that the current proportion of faculty and students be maintained. It was noted that under the BU Act, Senate has the authority to make recommendations to the Board about any other matters that the Senate considers appropriate for achieving the objectives and purposes of the University. The Indigenous Education Committee of Senate is also aware of the Auditor General of Manitoba's recent independent audit report to the Legislative Assembly of Manitoba on Oversight of Post-Secondary Institutions which has drawn attention to the size and composition of PSE governing boards in the province.

Dr. Docherty stated that the Board should be ready to advocate and propose changes to the composition of the Board should the Province open up the BU Act. It was noted that the Skills Matrix (self-evaluation) indicates diversity and that Indigenous representation is important. He suggested that the Governance and Nominating Committee examine this more closely given that it is a question of representative on governance of the Board.

The Chair agreed that the Governance and Nominating Committee should look at this further and bring something forward to the Board for consideration.

Member questioned if there is a known time frame of when the BU Act could be opened and changes made. It was noted that if this happens, there are other areas that need to be looked at as well and the Board needs to be ready for when this occurs.

K. Fisher stated that Board Secretaries in Manitoba have regular meetings with government where this question has been raised. The response was that no legislation has been tabled for this session which means the earliest would be this fall.

Member questioned if it is anticipated that the Board will have the opportunity to provide input to government on suggested changes. K. Fisher stated that the feeling is that there will be an opportunity to consult, however, it is unlikely that the Board will be able to review changes or see the full slate of proposed changes before they are tabled.

It was confirmed that the Board should be ready to provide any other proposed changes when this happens.

B. Zander stated his support for the record to address this recommendation when filling the currently vacant Order-in-Council seat. It was suggested that Board members make a concerted effort to encourage Indigenous members in their networks to apply and this could be a good informal first step.

K. Fisher suggested that Board members let her know of any individuals who express interest as after the Board completes the Skills Matrix, a report will be submitted to government which will help identify the skills needed as well as an opportunity to recommend individuals. If the recommendations are in line with those applying through the OIC portal, this could be very helpful.

4.0 NEW BUSINESS

4.1 Motion: 2021-2022 Budget

Motion: Moved and seconded (T. Corbett/J. Galvin)

BE IT RESOLVED THAT the Board of Governors approve the 2021-2022 University Budget, as recommended by the Finance Committee.

015 Mar21

Dr. Docherty stated that the budget is being considered earlier this year as timing from the Province has been moved up noting the budget typically comes before the Board in May. It was noted that this is another fiscal cycle that will be impacted by COVID and the budget reflects this. The University saw increased expenses moving online, however, there was also a decrease in expenses in other areas. It was further noted that the next budget cycle will be starting fairly soon given that the Province will be looking to receive Budget Estimates in August. Consultations with the Budget Advisory Committee will begin in the near future.

S. Lamont shared a PowerPoint presentation. The following are highlights from the presentation:

- Administration was able to propose a budget earlier this year as government decided to make decisions on grants and tuition fees in January noting that in the past, these decisions would normally be part of the March or April provincial budget.
- Budget estimates were submitted to the Province in August noting that although this is a high-level summarized document, there are challenges with providing this information at such an early time. It was noted that an updated budget estimates document was submitted in January.
- Province has indicated that they may be looking to receive budget submissions earlier in the future noting that the University can certainly work towards this.

- Assumptions include: continued hybrid delivery with more in-person during fall and even more in winter; minimal administrative travel; Athletics season with related travel resuming; and Residences, Food Services and Parking not back to normal but better than 20/21.
- Consolidated revenues include:
 - Tuition and fees - \$16.3M
 - Provincial operating grant - \$39.4M
 - Donations and investments - \$4.3M
 - Other Government sources - \$3.7M
 - Sales of Goods and Services - \$3.9M
 - Other - \$633k
- Operating Revenues:
 - Provincial operating grant - \$37M
 - Tuition and fees - \$15.4M
 - Other - \$876k
 - Vast majority of revenue is grants and fees.
 - Operating is 81% of consolidated revenues.
- Consolidated Expenses:
 - Salaries - BUFA - \$29.8M
 - Salaries - Support - \$13.7M (approx. 60% support staff and 40% management)
 - Benefits – \$7.4M
 - Other cash expenses - \$14.6M
 - Amortization - \$2.8M
- Operating Expenditures:
 - BUFA Salaries - \$26.5M
 - BUFA Sessionals - \$2M
 - Support Salaries - \$11M
 - Benefits - \$6.9M
 - Total Non-Salary - \$7.3M
- Progress over last 5-6 years:
 - Total revenue has gone from \$47.6M to \$53M
 - Revenue has grown mostly in Tuition & Fees, driven by enrolment, increases in domestic students and a much larger increase in international students.
 - Provincial operating grant has shrunk and is not growing by rate of inflation.
 - Salaries continue to increase in order to teach courses and offer services.
 - Pension Plan is now funded on a going concern basis which has reduced a percentage of the budget.
- Ancillary Services:
 - Objective is to break even noting there would normally be a surplus that goes back towards maintenance.

- Budgeted in 2020-21 to have \$139k in surplus, however, lost approximately \$921k largely due to less students in residence and minimal use of parking.
- Expenses were reduced as much as possible, however, revenues dropped by about \$2.3M.
- Going forward, assumptions include more students in residence in the fall and winter and parking returning to normal.
- Revenues are budgeted to be less than normal noting that expenses are more manageable and will allow to cover fixed costs.
- Positions approved include:
 - Academic – 23.5
 - Support staff – 5
 - Management – 6
 - Note: not all of the above positions are new and many were vacant
- Academic position criteria was developed for considering and approving positions; nine academic positions were not approved.
- Some administrative positions are funded from other sources (e.g. ERP; Indirect costs of research)
- Budget 21/22 v 20/21 projection:
 - Provincial grant decrease: -\$180k
 - Tuition and fees: \$955k
 - Salaries – Academic: -\$1.1M
 - Salaries – Support: -\$725k
 - Benefits: -\$322k
 - Ancillary Services: \$921k
- Other approvals:
 - EmpCentre software fee (\$100k); travel expenses (\$450k); non-salary inflation (\$135k); Sessionals (\$56k);
- Other information: Transition funding (\$1.1M); MSBI funding (\$455k, noting \$830k in total); and deferred maintenance funding (\$450k)
- Other types of expenditures include: deferred maintenance (\$450k); ERP implementation (\$500k); Principal on loan payments (\$384k); tangible capital assets (\$2.5M-3.5M); and amortization is a non-cash expense (\$2.8M).

Budget principals for the 2021/22 & 2022/23 were shared noting that the Budget Advisory Committee and President's Administrative Committee will continue to consult on these and recommend any necessary changes. Suggestions include:

- Student success - access, progression, graduation, integration and transfer
- Indigenous student success and Indigenizing the curriculum and environment
- Strategic and Academic Plan initiatives
- Supporting BU regional strengths
- Pandemic management and recovery

- Fiscal and Program efficiency, sustainability, accountability and transparency

S. Lamont provided an overview of how BU compares to other similar sized Canadian universities and Manitoba counterparts in terms of salaries and benefits, instruction and research, library resources, computing and communication, administrative and academic support, student services and external relations as a percentage of budget expenditures.

Member raised question in regards to consolidated data and where this information is being pulled from. S. Lamont confirmed this could be found on page 2, noting that it is broken down slightly differently.

Question was raised in regards to facility expenses (e.g. Plexiglas; cleaning; supplies) related to COVID noting this will be a huge piece of logistics on campus. S. Lamont stated that a good amount of money has been spent to date for COVID related expenses and an extra \$200k has been budgeted in the current year (in addition to what was spent last year). The Province has also provided transition funding to cover these expenses, including technology.

Member asked for confirmation about costs associated with approved leaves. S. Lamont confirmed that this is dependent on the type of leave noting that those approved for sabbatical leave will typically receive 80% of their salary while on leave and that these are costs in addition to hiring replacements. In response to a follow up question, S. Lamont stated that he believes that there are four sabbatical replacements that are included in the budget.

Dr. Docherty added that the sabbatical replacements are built into the budget and noted that a sabbatical leave is separate from teaching, however, faculty on leave are still responsible for fulfilling other duties (e.g. research and development).

Question was raised in regards to supplies and services noting that repairs and maintenance show a 93% difference. S. Lamont stated that he will look into this and report back to the Board.

Member questioned why there is an increase of 70% for legal and audit. S. Lamont confirmed that this was due to legal fees noting that audits tend to be fairly similar in cost from year to year.

Question was raised in regards to the significant increase (\$270k) in interfund transfers. S. Lamont stated that he will look into this and report back to the Board.

Member commented on the increase in first-time enrolments and questioned what this will mean for the fall noting that with low employment, there could be higher enrolment.

Dr. Docherty stated that although it is early days, it would not be surprising to see increased enrolment given that there was a decrease of approximately 6% last year largely due to the pandemic and there has been some question as to whether there will be an increase in enrolment if students chose to take a year off. Administration is monitoring this carefully for both domestic and international students.

Member commented on the comparison between universities noting that BU spends on the lower end on external relations. Question was raised as to whether there is a plan to reallocate money to external relations noting this has been raised during Strategic Planning discussions and there is a need to invest in these areas.

Dr. Docherty stated that BU does run a lean external relations department and that moving into a campaign would need to ensure that we are properly resourced. It was confirmed that this would be looked into as part of Strategic Planning.

Member commented that communicating messaging for recruitment, fundraising and campaigning moving forward would help to put BU on the map.

Member stated they get a lot of feedback from the community about sending out the "BU message" noting that more funding is needed which could be done through partnerships and donations. BU needs to create a story and there are many ways to do this.

CARRIED

4.2 Move to Closed Session

Motion: Moved and seconded (E. Bach/T. Friesen)

BE IT RESOLVED that the meeting move to Closed Session.

CARRIED

4.3 Raise Motion(s) from Closed Session

5.0 ADJOURNMENT

Motion: Moved and seconded (E. Bach/A. Kowalchuk)

BE IT RESOLVED THAT the meeting adjourn at 12:26 p.m.

CARRIED

Chair, Board of Governors

Secretary, Board of Governors