

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

**Saturday, March 19, 2022
Via Video Conference
8:30 a.m.**

Present: S. Chambers (Chair); D. Docherty; J. Galvin; B. Zander; W. Taylor; M.J. McCallum; A. Li; J. Splett; E. Bach; K. Ryan; S. Omotoye; A. Kowalchuk

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

Regrets: K. Kerkowich; T. Chzyk; O. Adeleye

1.0 CALL TO ORDER

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

The Chair acknowledged that Brandon University campuses are located on Treaty 1 and Treaty 2 Lands, the traditional homelands of the Dakota, Anishinaabek, Cree, Oji-Cree, Dene, and Métis peoples.

2.0 AGENDA AND MINUTES

2.1 Approval of Agenda of March 19, 2022

Motion: Moved and seconded (J. Splett/A. Kowalchuk)

BE IT RESOLVED THAT the agenda of the March 19, 2022, Board of Governors meeting (Open Session) be approved.

**012 Mar22
CARRIED**

2.2 Approval of Consent Agenda

Motion: Moved and seconded (E. Bach/J. Splett)

BE IT RESOLVED THAT the consent agenda of the March 19, 2022 Board of Governors (Open Session) meeting be approve as follows:

a) Minutes of January 22, 2022 (Open Session)

- b) Report from the Provost & Vice-President, Academic (K. Campbell)
- c) Report from the Vice-President, Administration & Finance (S. Lamont)
- d) Report – Transactions of \$100,000 or More – January 1, 2022 to February 28, 2022
- e) Report – Financial Summary by Object as at February 28, 2022
- f) Report – Financial Summary as at February 28, 2022
- g) Report – Research and Special Purpose Funds as at December 31, 2021
- h) Final List of February Graduates
- i) Reports from Representatives on Committees Reporting to the Board:
 - i) BU Retirement Plan Trustees
 - ii) BU Senate
 - iii) BU Foundation
 - iv) BU Students' Union
 - v) Audit and Risk Committee
 - vi) Finance Committee

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CARRIED**

3.0 DELEGATIONS

- 3.1 Presentation by Grant Hamilton, Director of Marketing & Communications – Faculty Members in the News

Dr. Docherty introduced G. Hamilton to provide a presentation on BU's earned media strategy.

G. Hamilton provided a PowerPoint presentation on BU's media strategy and how it is used to tell the BU story. The following are highlights from his presentation:

- Marketing and Communications team consists of the Director of Marketing & Communications; Marketing & Communications Officer; Web Designer; and Web Content Editor noting they are a small team who wear a lot more hats than their titles reflect.
- Mission is to advance the University by expanding awareness of, advocacy for, and engagement in Brandon University.
- Communication and promotion is achieved by owned media (website, publications, social media); Purchased media (advertising, sponsorships); and Earned media (news coverage, word of mouth).
- There is risk in earned media as we cannot control it and it is not always positive as it can include criticism of the University.
- Some gaps are felt within Marketing & Communications as well as Alumni & Advancement as a result of there no longer being an Associate Vice-President (External) which leaves the team reliant on being as creative as they can.

- Marketing & Communications budget is less compared to other institutions noting a budget of approximately \$110k (approx. \$300 per day) which limits marketing opportunities for the University.
- Several high performing faculty members create BU earned media. Some examples include:
 - Dr. Christopher Schneider in Sociology who writes many opinion columns on various topics including beards, policing and social media.
 - Dr. David Greenwood in Biology who specializes in paleo climate who has brought worldwide attention from his analysis looking at the contents within a dinosaur stomach.
 - Dr. Bryan Cassone and Dr. Chris LeMoine in Biology who gained worldwide attention with their study of wax worms that eat plastic.
 - Dr. Kelly Saunders in Political Science who is a regular commentator on issues across the province.
- Support for earned media is provided by empowering people to share their story noting the two things needed for this is the authority and the ability to do it. M&C team assists by developing key messages, providing media training and building relationships with the media.
- BU has seen an increase of media mentions noting the number has doubled over the past five years with more national and international attention. It was noted that BU tracks approx. 150 media mentions per month which is a conservative estimate and regularly hits the 200 mark.
- CBC Winnipeg and Brandon are doing a better job at sharing coverage with their national audience which helps BU. In addition, the Toronto Star has done a good job with media sharing and has developed more familiarity with BU.
- Drawbacks include:
 - Not everyone is comfortable sharing noting a risk of harassment on social media. M&C is looking at ways to support faculty and staff when encountering this and how to mitigate it.
 - Media environment is changing (e.g. no longer have local T.V. station) and traditional news reporting has been shrinking which earned media relies on. There has been an increase more in opinion and analysis (e.g. micro media sites; newsletters; podcasts)
- Future plans for the department include the launch of a new news site, a refreshed events page and a new AV studio to allow for streaming and podcasting.
- Marketing & Communications strategic plan expired last year noting a new one will be developed to draw on the new BU Strategic Plan.

A. Li joined the meeting at 8:39 a.m.

The Chair thanked G. Hamilton for the presentation and acknowledged the value in promoting BU.

Question was raised with regards to what Marketing & Communications has in mind for a future strategy.

G. Hamilton stated that BU could do better with social media and there could be more conversational social media; however, more resources would be needed to ensure responses to make this engagement effective. It was noted that BU Recruitment & Retention has social media accounts such as Snap Chat and Instagram, however, more could be done with other social media platforms. This ties into the strategy of empowering faculty and students to tell their own stories.

S. Omotoye joined the meeting at 9:02 a.m.

4.0 REPORTS

4.1 Report from the President (D. Docherty)

Dr. Docherty's written report was provided in the agenda package. In addition, the following highlights were noted:

- Province announced the lifting of restrictions in Manitoba noting that BU chose to continue with the current restrictions on campus until the end of term which has been the approach at other MB institutions and has gone well.
- Funds have been received for the Nursing program expansion and work has begun for the physical changes required such as converting the Mail Room to a classroom and lab space. In addition, BU will be leasing the 6th floor of the Rice Building in Winnipeg to support this expansion.
- Kevin McKenzie, faculty member of the IshKaabatens Waasa Gaa Inaabateg Visual Arts Department, has been commissioned to create a reconciliation art sculpture for the University. The sculpture will be approximately 28 feet tall and will be located between Darrach Hall and Flora Cowan, across the street from the Healthy Living Centre.
- The Strategic Plan now has a Metis name "Mamaawii-atooshke aakihkiwiin" which translates to "Together, Growing and Learning". The name has been gifted and the Strategic Plan has been blessed. An official launch of the Strategic Plan will be held on Friday, March 25th.

Dr. Docherty confirmed that the Strategic Plan document will be printed for distribution and posted to the BU website.

5.0 NEW BUSINESS

5.1 Motion: Brandon University 2022-2023 Budget

Motion: Moved and seconded (J. Splett/K. Ryan)

BE IT RESOLVED THAT the Board of Governors approve the 2022-2023 Brandon University Budget, as recommended by the Finance Committee.

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Dr. Docherty provided an introduction to the budget and invited S. Lamont to provide further details.

S. Lamont provided a presentation on the 2022-23 budget. The following are highlights from the presentation:

- Budget estimates for 2022-23 were submitted in August noting there is allowance for adjustments. An updated estimate was submitted to the Province in late February noting budget progress is reported to the Province on a quarterly basis.
- Assumptions:
 - BU will operate with normal in-person classes and operations for the Fall and Winter. Online teaching will be for reasons other than the pandemic.
 - The biggest impacts of this assumption are:
 - Administrative travel is minimal
 - Athletics season and travel is on
 - Residences, Food Service and Parking are back to normal
 - Separate pandemic budget is eliminated
 - Expect to be in positive position for Ancillary next year and have them contribute to operating budget rather than having a deficit as has been the case this year and last year
 - Consolidated revenues
 - Provincial Operating Grant - \$39.9M
 - Tuition and fees – \$17.2M
 - Other government – \$4.4M
 - Sales of Goods and Services - \$3.9M
 - Interest/Investment Income - \$2.3M
 - Miscellaneous/Restricted Revenue - \$1.1M
 - Donations – \$726k
 - Consolidated Expenses
 - Salaries (BUFA) – \$31.8M
 - Salaries (Support) - \$13.6M
 - Benefits - \$7.5M
 - Transportation – \$1.4M

- Other Operating - \$10.2
 - Grant/transfer payments (scholarships) - \$3.3M
 - Amortization of tangible assets - \$3.1M
- Other Operating (\$10.2 M) expenses include: Ancillary cost of goods sold; Communications; consumables; repairs and maintenance; interest expenses; and utilities.
- Provincial grant was shrinking between 2019-2022 but now looks to be growing again noting the nursing expansion will add approximately \$1M to the operating budget.
- Debt is finally paid off for McMaster Hall.
- Tuition and other fees have grown substantially over the past four years from \$14.5 to \$17.5M noting some increase has been driven by what government has allowed for tuition increases. It was noted that the growth also reflects changes to international tuition fees.
- BUFA salaries increased by approximately \$3M from 2019-2021 whereas support salaries dropped noting that this was due to how Library and Student Services salaries are accounted for.
- Balanced budget of \$71.2M for 2022-23 noting the annual operating surplus should be more or less nil.
- Domestic enrolment has been shrinking for the last three years noting both international and domestic enrolment started to decline before the pandemic.
- Planning for a rebound of domestic enrolment in budget of about half of what was lost over the last three years (approx. 4%).
- International enrolment is less certain noting that the University wants students to know classes will be in-person so they can make appropriate travel arrangements.
- Credit hours have remained unchanged for the most part.
- Projected tuition revenues for 2022-23:
 - Undergraduate domestic - \$9M
 - Graduate domestic - \$753k
 - International base tuition – \$1.1M
 - Visa student premiums - \$3.1M
 - Conservatory and PENT – \$918k
 - Student fees - \$2.2M
- Government is looking at changes in legislation for domestic tuition fees; however, will leave international fees to universities to determine what is appropriate.
- Credit hours over the years were explained in detail for members noting the City has requested information on what enrolment will look like in the future.
- Positions approved:

- 20 Academic positions (includes 6 term sabbatical replacements) noting an increase of 9 positions (8 new positions due to nursing expansion)
- 82 sessionals for workload release and sabbatical replacements
- 12.2 Support staff (decrease of 3.5)
- 7 Administration and professional (increase of 3)
- Salary increases:
 - BUFA – 1%
 - MGEU - 0.75%
 - IUOE - 0.75% (under negotiation)
 - PSAC - 0.75% (with adjustments)
 - Exempt academic and MPO – 1%
 - Exempt Support Staff - 0.75%
- Budget 22/23 changes:
 - Total increased expenses and revenues of \$2,746,000
 - Province has switched to the use of “basket funding” to allow the institution to spend the funds on operational needs as the university sees fit.
 - Basket funding total received was \$38.9M which includes the operating grant (noting a reduction of \$21k), renovations and equipment, major capital, and the nursing expansion.
 - In addition to basket funding, BU received \$450k for deferred maintenance and \$955k for Campus Manitoba.
- Funding from other sources:
 - ERP - Accounting position to support Financial & Registration Services
 - Indirect costs of research – Research Officer
- Other adjustments to balance (cuts made from previous year):
 - Travel decrease of \$400k
 - Pandemic funding decrease of \$200k
 - Library resources decrease of \$100k
 - Sessionals or Summer teaching decrease of \$200k
 - Removal of inflationary increases of \$131k
 - Ancillary Services decrease of \$100k
 - Miscellaneous salaries and benefits decrease of \$526k
 - Misc. other decrease of \$275k
- Other types of expenditures
 - ERP implementation costs - \$500k
 - Principal on loan payments - \$788k
 - Tangible capital assets \$2.5 – \$3M plus \$3.6M from nursing expansion
 - Amortization is a non-cash expense of \$3.1M
- Budget Principles:

- 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
- Fiscal and program efficiency, sustainability, accountability and transparency
- Total Net Assets of approx. \$99M (March 2021) noting University is in good shape.
- Anticipating approx. \$1.8M of surplus in 2022.
- Risks include: pandemic, Ancillary operations; enrolment (domestic and international); travel; sessionals/summer teaching; large conference bids; and surplus for ERP payments.

W. Taylor left the meeting at 9:08 a.m.

The Chair thanked S. Lamont and the Finance team for their work in preparing the budget.

CARRIED

5.2 Election of Board Representative to the Manager, Executive & Board Operations Search Committee

Dr. Docherty provided an update on the search for a new Manager, Executive & Board Operations noting K. Fisher's move to the Associate Vice-President, People & Talent position. Discussion has taken place with the Chair and Vice-Chair as to the search committee composition noting the OAG's recommendation of a dual reporting line to have the position report to both the President and Board Chair.

The Committee will include the following individuals:

1. President (Chair of Committee)
2. Chair of the Board of Governors
3. Vice-Chair of the Board of Governors
4. An additional member of the Board as selected by the Board
5. One Vice-President (representing PEC)
6. Representative from PAC
7. Staff member who reports to Manager, E and B Operations
8. AVP People & Talent as non-voting resource

Dr. Docherty stated that given the nature of the role, it made sense to have equal representation between the Board and BU staff on the committee. It was noted that any Board member is eligible to volunteer and serve on the committee.

The Chair stated that those who put their names forward would need to be available to meet in-person during University business hours.

Dr. Docherty added that some meetings may take place online, however, the final stages of the interview would require in-person attendance. It is expected that there will be approximately two or three one-hour meetings followed by interviews which will be approximately 90 minutes each noting about six meetings in total.

The Chair called for nominations or volunteers noting that none came forward. Members were asked to contact Dr. Docherty after the meeting if they are interested or have any questions.

5.3 Move to Closed Session

Motion: Moved and seconded (J. Splett/K. Ryan)

BE IT RESOLVED THAT the meeting move to Closed Session.

CARRIED

5.4 Raise Motion(s) from Closed Session

BE IT RESOLVED THAT the Board of Governors approve the selection of Kimberley Ryan as the 2022 recipient of the Board of Governors Award for Excellence in Community Service.

6.0 INFORMATION & ANNOUNCEMENTS

6.1 Annual Board Member Self-Evaluation (Skills Matrix)

A brief announcement was made regarding forthcoming Annual Board Member Self-Evaluation.

7.0 ADJOURNMENT

Motion: Moved and seconded (K. Ryan/A. Li)

BE IT RESOLVED THAT the meeting adjourn at 11:22 a.m.

CARRIED