

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

**Saturday, September 24, 2022  
Louis Riel Room & Zoom  
8:30 a.m.**

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**Present:** S. Chambers (Chair); E. Bach; K. Bayes-McDonald; D. Docherty; J. Galvin; M. Juce; A. Kowalchuk; A. Li (via Zoom); B. MacKalski; M. Magnusson; M.J. McCallum; A. Nelson; S. Omotoye (via Zoom); Q. Pearce; J. Splett; K. Sumner

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

**Regrets:** O. Adeleye

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**1. CALL TO ORDER**

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

Round table introductions were made.

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. AGENDA & MINUTES**

2.1 Approval of Agenda of September 24, 2022

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

**BE IT RESOLVED THAT the agenda of the September 24, 2022, Board of Governors meeting (Open Session) be approved.**

**044 Sep22  
CARRIED**

## 2.2 Approval of Consent Agenda

Motion: Moved and seconded (M. Magnusson/K. Sumner)

**BE IT RESOLVED THAT the consent agenda of the September 24, 2022 Board of Governors (Open Session) meeting be approved as follows:**

- 2.2.1 Minutes of June 25, 2022 (Open Session)**
- 2.2.2 Report from the Provost & Vice-President, Academic**
- 2.2.3 Report from the Vice-President, Administration & Finance**
- 2.2.4 Report – Transactions of \$100,000 or More – June 1 to August 31, 2022**
- 2.2.5 Report – Financial Summary by Object as at August 31, 2022**
- 2.2.6 Report – Financial Summary as at August 31, 2022**
- 2.2.7 Report – Research and Special Purpose Funds as at August 31, 2022**
- 2.2.8 Reports from Representatives on Committees Reporting to the Board:**
  - 2.2.8.1 BU Foundation**
  - 2.2.8.2 BU Senate**

**045 Sep22  
CARRIED**

## 3. DELEGATIONS

### 3.1 Brandon University Facts & Figures Presentation

Dr. Docherty provided a PowerPoint presentation with regards to Brandon University facts & figures. It was noted that numbers are per 2021/22 Regular Session. The following are highlights from his presentation:

- BU has five faculties: Arts; Science; Education; Music; and Health Studies
- 3,361 Students noting 2,974 were Undergraduate and 387 were Graduate
- BU has niche programs that are unique to BU, such as Rural Development and Masters of Psychiatric Nursing.
- Approx. 547 employees including 252 full-time BUFA employees; 127 Sessional employees; and 168 Staff (administrative and support).
- Headcount statistics:
  - Students: 71% full-time; 29% part-time
  - Faculty: 31% Arts; 21% Science; 20% Education; 16% Health Studies-Brandon; 8% Health Studies-Winnipeg; 5% Music
  - Undergraduate Students:
    - By Student Type: 72% Canadian Non-Indigenous; 15% Canadian Indigenous; 13% International

- By Location: 34% Brandon; 36% Manitoba; 13% International; 11% Westman; 6% Out of Province
- By Gender: 69% Women; 30% Men; 1% Other/Unknown
- It was noted that BU is seeing a trend where the number of women are higher than men and starting to see a better gender balance in Health Studies.
- By Age Group: 39% ages 21-25; 23% ages 19-20; 13% ages 18 or under; 12% ages 26-30; 9% ages 31-40; 5% ages 41 or over
- Graduate Students:
  - By Student Type: 80% Canadian Non-Indigenous; 12% Canadian Indigenous; 9% International
  - By Location: 51% Manitoba; 20% Brandon; 14% Out of Province; 9% International; 7% Westman
  - By Faculty: 72% Education; 13% Health Studies; 7% Science; 5% Arts; 4% Music
  - By Gender: 75% Women; 25% Men
  - By Age Group: 43% ages 31-40; 33% ages 41 and up; 18% ages 26-30; 6% ages 21-25
- It was noted that numbers reflect closely with other universities of our size.
- The top 3 reasons that students selected BU (CUSC 2022) were: because they wanted to live closer to home; BU has the program they wanted; and cost of tuition fees.
- Top 5 Feeder Countries for International students: Nigeria; Ghana; Jamaica; Philippines; India
- International students are charged more for tuition; however, the cost is still lower than other universities which makes BU attractive.
- Retention rates are higher for international students because once students are here, they stay whereas rural students spend one year and may go somewhere else. It was noted that international students were able to take their first year online during the pandemic to count towards their first year, however, BU did not see as many come.
- BU has seen enrollment decline due to the pandemic; however, this has been the case with all Manitoba PSI's and it could take a year or two before we see the numbers start to settle.

A member raised a question as to how many students BU could fully enroll.

Dr. Docherty stated that it would depend on the program. For example, some programs could absorb more students whereas Nursing could not, as nursing programs are regulated by the Province.

S. Lamont added that BU has never reached 4,000 due to different factors noting that the decision was made during the Campus Master Plan process that BU could go up to 4,500 students with the facilities that currently exist.

#### 4. REPORTS

##### 4.1 Report from President

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

- Returning to in-person classes has created a positive feeling on campus and it is nice to have students and faculty back on campus.
- Student orientation was a success and was well run noting that BUSU did a great job for Welcome Week.
- Dr. Docherty has returned to his habit of spending time in Harvest Hall and will soon spend time in The Den once it opens (former Forbidden Flavours location).

##### 4.2 Report from BU Students' Union & BUSU Grocery Program

BUSU's written report and letter with regards to the BUSU Grocery Program were provided in the agenda package.

S. Omotoye reported that BUSU has made changes to their Food Bank program as it was determined that the food bank was not meeting the needs of students. For example, there was no control over what was donated which created issues with expired products. Some students also felt stigma using food hampers and did not always feel comfortable approaching BUSU for hampers. In addition, there are cultural differences noting that some cultures may not enjoy or know how to prepare the donated food items. As a result, BUSU has made the decision to move to gift cards and they plan to provide \$15 gift cards from participating grocery stores to students on a bi-weekly basis to purchase what they want themselves. Board members were encouraged to donate, noting that the attached letter provides more information.

A question was raised as to why BUSU does not have charitable status.

S. Lamont stated that BUSU was a charitable organization, however, lost their status and BU has been cooperating with them and the Knowles-Douglas Commission to assist them through the process of going from a charitable organization to a not-for profit. It was noted that BUSU also has money set aside for a building, which the University has acquired, and money will be given back to BUSU. It was further noted that the University itself and the BU Foundation are charitable organizations, and the University is looking at ways to assist BUSU by

allowing donations to channel to students such as through BUSU's food programs or Food Services.

## 5. NEW BUSINESS

### 5.1 Motion: Budget Estimates 2023-2024

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

**BE IT RESOLVED THAT the Board of Governors approve the 2023-2024 Budget Estimates.**

**046 Sep22**

Dr. Docherty provided context for the Budget Estimates for new members noting that this is the first step in the budget process and estimates typically come before the Board annually in September. It was stressed that they are an estimate as there are several unknown figures such as enrolment, government grants, and the allowable tuition increase. It is anticipated that these figures will be known by March 2023 when the budget comes to the Board for consideration.

The Budget Estimates document was provided in the agenda package. S. Lamont provided a PowerPoint presentation, and the following are highlights from his presentation:

- Fiscal year is from April 1, 2023, to March 31, 2024
- The government requests the estimates in early-July noting they have already been submitted, subject to approval by the Board of Governors.
- Presenting a balanced position, however, it is not possible to indicate how we will get there without the needed figures such as staffing plans, government grants and tuition fees.
- A balanced budget will be brought forward to the Board for consideration in March 2023 when these figures are known, noting that the approved budget is what is used for accountability.
- Consolidated Revenues include: \$39.9M from Provincial Operating Grant; \$17.2M from Tuition & Other Students Fees; \$4.4M from Other Government (e.g., provincial, and federal research funds); \$3.9M from Sales of Goods & Services; \$2.3M from Interest/Investment Income; \$1.1M from Miscellaneous/Restricted Revenue; and \$726k from Donations.
- Consolidated Expenses include: \$31.8M for Salaries (BUFA); \$13.6M for Salaries (Support); \$7.5M for Benefits; \$10.2M for other operating; \$3.3M for Grants/Transfer Payment (Scholarships); \$1.4M for Transportation; \$3.1M for Amortization of tangible assets/ARO.

- Sources of Tuition and Fees include: \$9M from Undergraduate domestic; \$4.3M from International; \$2.2M from Student fees; \$918k from Conservatory & PENT; and \$753k from Graduate domestic.
- It was noted that although international students make up only 13% of the student body, they make up 25% of tuition revenue as they pay 3.8 times what a Canadian student pays for undergrad programs and 2 times for graduate programs.
- Assumptions (2022/23 and 2023/24):
  - That BU is operating 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 that: administrative travel is minimal; Athletics season and travel is on; Residences, Food Services and Parking are back to normal; and separate pandemic budget is eliminated.
  - It was noted that BU has been unable to travel to high schools for recruitment.
- Budget Principles (in no specific order) 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
  - Fiscal and Program efficiency, sustainability, accountability and transparency
- Assumptions (2023/24)
  - No government grant increase
  - Tuition – 3.75% rate, 5% enrolment, new programs in Business, Nursing and summer (based on numbers from past couple of years as advised by the Province until further guidance received)
  - Salaries – negotiated, Nursing expansion
  - Travel – reduced
  - Ancillary Services back to normal, plus summer
  - Sewer and water up 20%
  - General inflation – 2.9%
- As of September 2022, student credit hours were down 8.2% from September 2021. It was noted that credit hours over the past 40 years have been relatively static.
- We are approximately \$1M behind this year in tuition, which has a large impact; however, there are some places where recovery is possible as we are early in the process. It is anticipated that savings will cover half of this amount.

- Province has advised to assume a 2.9% inflation increase with no grant increase.
- Revenue risks include domestic enrolment; provincial grants; tuition fee caps; Ancillary Services; Investment earnings and inflation.
- Expense risks include infrastructure failures; massive cost swings accrue (PSAS); and return of pandemic.
- Capital Requests:
  - Brodie Science Building
    - Costs to be tender ready - \$5.5M noting construction inflation since 2019. It was further noted that some lobbying has occurred and there is some interest from the government on this project.
  - McMaster Hall Residence
    - Remaining 5 of 10 plumbing risers - \$5-7M noting a need to push to finish the job.
- Summary Net Assets – March 31, 2022
  - Total accumulated deficit from operations is \$2.7M due to employee future benefits liability of \$4.5M (accounting standard) however, total net assets are \$101.9M (equity by accounting standards)
  - In addition to the above, the Pension Plan has approximately \$230M, and is now fully funded from a going concern point of view.

A question was raised as to why PENT is listed as separate in tuition revenue. S. Lamont confirmed this is due to PENT being a cost-recovery program and all money that goes into the program stays in the program. For example, any surplus earned would not be allocated back to the operating budget.

It was confirmed that the normal range of students in residence is approximately three hundred.

It was confirmed that the budget estimates presentation slides would be provided to Board members after the meeting.

It was confirmed that the normal range of inflation that is typically built into the budget is approximately two percent.

A question was raised as to whether the University has full control over the University's assets. S. Lamont stated that in theory, the University has control; however, is a controlled entity by the Province and operates under legislative acts. Ultimately, the Province reserves the right to control the University if they feel the need, as they believe this is for the public good.

A member questioned if the University could appeal a decision made by the Province with regards to setting tuition fees. S. Lamont stated that in theory, the University could set their fees differently; however, would be at risk of a grant reduction by doing so.

Extensive discussion took place regarding BU's plans for increasing enrolment and retention. The following is a summary of the discussion:

- The University has entered into an agreement with a Chinese institution and will see upwards of 1,000 students enrolled as part of the program. In addition, there has been an expansion to the Nursing program and a multi-year contract with the Cadets which will increase revenues.
- Work is being done to re-introduce a Business certificate program, which could potentially bring upwards of 100 international students, noting this could take a few years to implement.
- Other certificates are being explored to generate revenue and a committee will be established to evaluate these initiatives for uniformity.
- Some other opportunities were noted such as micro credentials with pre-nursing and attracting more students through English for Academic Purposes programming.
- PSI presidents have discussed enrolment trends noting that BU's numbers are not out of line with other institutions nor is BU being hit harder because it is a rural institution.
- Consideration is being given to additional spring and summer programs, outside of PENT, to bring more options for students and this would also be of benefit to allow for a year-round Co-op program.
- Gender imbalance within the University is a concern and is evident across the entire system noting a need to do more recruitment within high schools.
- University could look at how to capitalize on courses that could be utilized within the trades.
- Advanced placement students at BU should be tracked and more discussions with the community regarding advanced placements could be beneficial.

It was suggested that a presentation on BU's recruitment strategy be provided at a future Board meeting.

A question was raised regarding capital expenditures and how they are managed. S. Lamont confirmed that money for capital needs must be approved by the Province and money is borrowed by way of a promissory note from the Province.

**CARRIED**



5.2 Motion: Borrowing Resolution

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

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

**047 Sep22**

S. Lamont reported that this is an annual resolution, which allows the University to borrow up to \$2M by way of a line of credit. It was noted that the University has never utilized the line of credit and if it ever needs to be used, it would be for urgent matters only.

**CARRIED**

5.3 Motion: Deferred Maintenance Promissory Note

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

**BE IT RESOLVED THAT the Board of Governors agree to borrow four hundred and fifty thousand dollars (\$450,000) by way of a promissory note from the Province of Manitoba to support deferred maintenance capital needs of the University.**

**048 Sep22**

S. Lamont reported that the promissory note represents how the provincial government chooses to fund capital initiatives and deferred maintenance projects. As part of this arrangement, the Province will allocate additional resources to the University which will be used to make the loan payments. These funds will be used to complete a number of high priority projects. It was noted that the interest rate is not yet known, however, the motion is being brought forward for consideration now, as there is a short turnaround time to return to the agreement once requested by the Province. It was further noted that there are no concerns about the uncertainty of the interest rate as this will be the responsibility of the Province.

**CARRIED**

5.4 Motion: Revisions to the Appointment of Academic Administrators Policy

Motion: Moved and seconded (M. Magnusson/K. Sumner)

**BE IT RESOLVED THAT the Board of Governors approve the revisions to the Appointment of Academic Administrators Policy.**

**049 Sep22**

Dr. Docherty stated that the revisions to the Appointment of Academic Administrators Policy are reflected in the agenda package noting that policy revisions are approved by the Board given their oversight responsibility of ensuring that the University's processes are sound. It was reported that the search for a Vice-President (Research & Graduate Studies) will soon be underway, which resulted in some required changes within the policy.

A question was raised regarding the requirement that recruitment training be taken within 12 months, rather than 48 months, noting this could be restrictive. Dr. Docherty stated that the requirement was considered in consultation with various bodies and that it was determined necessary for selection committees within this policy. It was noted that the training is available online and is tracked.

**CARRIED**

5.5 Motion: Revisions to the Research Contract and Overhead Policy

Motion: Moved and seconded (A. Kowalchuk/A. Nelson)

**BE IT RESOLVED THAT the Board of Governors approve the revisions to the Research Contract and Overhead Policy.**

**050 Sep22**

Dr. Campbell reported that the two major changes to the policy are as follows:

- In the Principal Investigator section, procedural information was added to guide researchers on their responsibilities and the steps required to facilitate negotiations.
- The BU overhead rate is 30% for all contracts. This amount has been in place since 2013 and is on par with other institutions in Manitoba, as well as Canada. Previously, the Policy included different overhead amounts for Government of Canada and contracts under \$10,000.

In addition, there were several minor edits noting that the revisions were included as part of the agenda package.

**CARRIED**5.6 Motion: 2023 Board of Governors Meeting Schedule

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

**BE IT RESOLVED THAT the Board of Governors approve the 2023 meeting schedule as follows:**

| <b>Board of Governors - Meeting Dates</b> |
|---|
| <b>Saturday, January 28, 2023</b>         |
| <b>Saturday, March 18, 2023</b>           |
| <b>Saturday, May 13, 2023</b>             |
| <b>Saturday, June 24, 2023</b>            |
| <b>Saturday, September 23, 2023</b>       |
| <b>Saturday, November 25, 2023</b>        |

**051 Sep22**

The Chair stated that in addition to the proposed meeting schedule, special meetings of the Board may be required from time to time. It was further noted that committee meetings are currently scheduled on an as needed basis, however, efforts will be made to establish a committee schedule.

**CARRIED**5.7 Motion: Nominations and Elections for Board Committee Representatives

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

**BE IT RESOLVED THAT the Board of Governors approve the appointment of the following individuals to the indicated committee(s) for the 2022-2023 period:****Knowles- Douglas Student Centre**

**Michael Juce (Board Representative)**  
**Scott Lamont (Administration Representative)**  
**Kayvon Razzaghi (BUAA Representative)**

**Board of Trustees of the BU Retirement Plan**

**Scott Lamont (Administration Representative)**  
**VACANT Shawn Chambers (Board Representative)**

Review Committee on the Status of Women

Kristal Bayes-McDonald (Board Representative)

Board of Directors of the Brandon University Foundation

Quintin Pearce (OIC non-student Representative) – *also member of the Foundation Management Committee*

Ainsley Nelson (Student Representative)

Michelle Magnusson (Faculty Senator)

Brandon University Senate

Barbara MacKalski (Board Representative)

Governance and Nominating Committee

Ed Bach (Faculty Senator)

Olufunke Adeleye (Student Representative)

Michael Juce (OIC Representative)

Finance Committee

Michelle Magnusson (Faculty Senator)

Adam Kowalchuk (Student Representative)

Kevan Sumner (OIC Representative)

Audit and Risk Committee

April Li (External Board Member-at-Large Representative)

Kristal Bayes-McDonald (External Board Member-at-Large Representative)

Human Resource Committee

April Li (External Board Member-at-Large Representative)

Executive Committee

Ed Bach (Faculty Senator)

Olufunke Adeleye (Student Representative)

052 Sep22

The Chair stated that a call for volunteers was issued to members of the Board regarding Board Committee representatives and that the list within the proposed

motion is indicative of their responses. The Chair thanked those who volunteered to serve on various committees.

As there were no Board members who volunteered to serve on the Board of Trustees of the BU Retirement Plan, S. Chambers volunteered to serve on that committee.

**CARRIED AS AMENDED**

**6. MOVE TO CLOSED SESSION**

Motion: Moved and seconded (J. Splett/K. Bayes-McDonald)

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

**CARRIED**

**7. Raise Motion(s) from Closed Session**

The following motions were raised from Closed Session:

**BE IT RESOLVED THAT Julee Galvin be elected for the position of Chair of the Board of Governors.**

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

**BE IT RESOLVE THAT Jason Splett be elected for the position of Treasurer of the Board of Governors.**

**8. ADJOURNMENT**

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

**BE IT RESOLVED THAT the meeting adjourn at 12:45 p.m.**

**CARRIED**

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Chair, Board of Governors

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Secretary, Board of Governors