

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

**Saturday, March 18, 2023  
Room 143, Health Studies Building & Zoom  
8:30 a.m.**

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

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

**Regrets:** A. Kowalchuk; O. Adeleye; A. Nelson

**Absent:** S. Omotoye

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**1. CALL TO ORDER**

The Chair called the meeting to order at 8:37 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 the Red River Métis peoples.

**2. AGENDA & MINUTES**

2.1 Approval of Agenda of March 18, 2023

Motion: Moved and seconded (E. Bach/M. Juce)

**BE IT RESOLVED THAT the agenda of the March 18, 2023, Board of Governors meeting (Open Session) be approved.**

**024 Mar23  
CARRIED**

## 2.2 Approval of Consent Agenda

Motion: Moved and seconded (B. MacKalski/E. Bach)

**BE IT RESOLVED THAT the consent agenda of the March 18, 2023, Board of Governors (Open Session) meeting be approved as follows:**

- 2.2.1 Minutes of January 28, 2023 (Open Session)**
- 2.2.2 Report from the Vice-President, Administration & Finance**
- 2.2.3 Report – Transactions of \$100,000 or More – January 2 to February 28, 2023**
- 2.2.4 Report – Financial Summary by Object as at February 28, 2023**
- 2.2.5 Report – Financial Summary as at February 28, 2023**
- 2.2.6 Report – Research and Special Purpose Funds – April 1, 2022 to December 31, 2022**
- 2.2.7 Reports from Representatives on Committees Reporting to the Board:**
  - 2.2.7.1 Board of Directors of the BU Foundation**
  - 2.2.7.2 BU Senate**
  - 2.2.7.3 Board of Trustees of the BU Retirement Plan**
  - 2.2.7.4 Finance Committee**
  - 2.2.7.5 Audit and Risk Committee**

**025 Mar23  
CARRIED**

## **3. DELEGATIONS**

### 3.1 BU Advancement Office – Fundraising Presentation

The Chair welcomed Carla Eisler, Director of Advancement & Alumni Affairs, to present on fundraising at BU.

Dr. Docherty stated that this presentation is in response to questions raised at a previous meeting with regards to BU's fundraising activities. He reported that BU is in the early stages of a campaign, with the Brodie Building being a major priority. It was noted that the structure of the building is in good shape, however, there is a need for major renovations including windows, wiring upgrades, lab upgrades, improving the efficiency of space and creating a research annex. It was noted that discussions have taken place with the Province and the price tag will depend on the work that needs to be done, with the latest cost estimate at \$65M.

C. Eisler provided a PowerPoint presentation on BU fundraising activities. An overview of the Office of Advancement & Alumni Affairs was provided, including an introduction to the Advancement team, the mission and activities of the department, and fundraising programs. In addition, a high-level overview was provided with regards to a fundraising campaign for the Brodie Building. The campaign is currently awaiting “shovel ready” plans and meetings continue with donors, whilst sharing the BU Strategic Plan as well as the Faculty of Science’s plan. Members were provided with information on how they can help with a campaign, such as helping to identify potential donors, individuals, or businesses, and ultimately supporting the campaign and spreading the word.

A question was raised as to the length of the “quiet phase” of the campaign. It was confirmed that this varies by the size of the campaign and prospects, noting this is a substantial campaign. It was noted that capital projects cannot be done without government support, noting government typically funds up to a certain amount of the cost with the rest being the responsibility of the university.

Discussion took place with regards to the process for donor outreach. It was confirmed that centralization of donor outreach is important to ensure a coordinated approach and that multiple people are not approaching the same donor. A question was raised as to whether this information is available in a written document. It was confirmed that there is no written document in place and that this would be looked into, noting that the deans are aware of this information.

Discussion took place with regards to donor outreach for the Brodie Building campaign. A question was raised as to which businesses or corporations have been approached and whether consideration is being given to international requests. It was confirmed that several businesses have been approached and at this point, there has not been any outreach to international businesses or donors and that outreach has been done more on the community and provincial level; however, that other opportunities would be explored. Some suggestions for outreach were provided, such as Manitoba Hydro and mining groups and corporations or individuals who have a track record of funding science related capital projects.

A question was raised as to whether there is a specific group who deals with the government grant and lobbying piece. It was confirmed that this is primarily done through the President, Communications Department, Vice-President (Administration & Finance) and the Director of Advancement & Alumni Affairs. It was noted that sub-committees may be established later on in the campaign.

C. Eisler stated the importance of the President meeting with donors in other locations for stewardship.

#### 4. REPORTS

##### 4.1 Report from President

The President's written report was provided in the agenda package. Dr. Docherty highlighted that the Jazz Festival is taking place for the first time since before the pandemic, noting it is great to see many high school students on campus. He commended the School of Music for their work.

In relation to the Strategic Plan, a question was raised as to whether there has been interest from other regional university presidents in Canada to meet. Dr. Docherty confirmed that a meeting has been scheduled in Toronto to align with the Universities Canada meeting.

#### 5. NEW BUSINESS

##### 5.1 Motion: Brandon University 2023-2024 Budget

Motion: Moved and seconded (Q. Pearce/K. Sumner)

**BE IT RESOLVED THAT the Board of Governors approve the 2023 – 2024 Brandon University Budget as recommended by the Finance Committee.**

**026 Mar23**

Dr. Docherty reported that it has been an interesting budget process this year, noting that government grants and tuitions are key drivers. He further reported that the university received an operating grant increase and as well as an increase in funds for capital deferred maintenance, and a balanced budget is being presented. He thanked the budget team for their work.

S. Lamont provided a PowerPoint presentation. The following are highlights:

- Revenues:
  - Provincial operating grant - \$42M
  - Tuition and fees – \$17.8M
  - Sales of goods and services – \$3.8M
  - Other government – \$4.6M
  - Interest/Investment income – \$2.5M
  - Endowments - \$1.4M
  - Donations - \$730k
  - Miscellaneous/restricted revenue - \$1.2M
- Expenses
  - BUFA salaries – \$31.8M
  - Support salaries – \$15.1M
  - Benefits – \$7.8M

- Other operating – \$11.2M
- Grants/transfers/scholarships - \$3.6M
- Other operating consists of: Ancillary Services cost of goods sold (e.g., Food Services, Parking); communications; consumables; repairs and maintenance; interest expenses; and utilities.
- Key sources of revenue include:
  - Provincial operating grant will increase by 3.9% (approx. \$1.5M). It was noted that this will not offset the loss of \$1.6M in tuition in the 2022-23 year. In addition, \$665k will be received for the nursing expansion which will cover the corresponding increase of expenses.
  - It was noted that other MB universities got significantly larger operating grant increases (8-20%).
  - Enrolment (head count)
    - Net change of domestic enrolment indicates there is an 18.7% decrease since 2019-20 to 2022-23, which is significant. International enrolment increased 9.4% and Indigenous enrolment decreased 1% in this same time frame.
    - 2023-24 budget projects a 6% increase in both domestic and Indigenous enrolment, and a 5% increase in international enrolment.
    - \$50k has been provided to Student Services for outreach and recruitment, particularly for domestic and non-Indigenous students. It was noted that in-person recruitment was not possible during the pandemic which impacted recruitment efforts.
    - It was noted that domestic student applications have increased significantly. Overall applications are up 40%.
    - It was noted that other PSIs are also down in domestic student enrolment and this trend is not unique to BU.
  - Tuition fees
    - Max. allowable increase for domestic tuition is 2.75% (down from 3.75% in 2022-23).
    - International students pay 3.7x the domestic rate for undergraduate studies and 2.0x for graduate.
    - It was noted that many international students are from Nigeria and Ghana, which represents a risk should something happen in one or both of those countries, BU would be vulnerable.
  - Student Tuition and fees
    - Undergraduate domestic - \$8.9M
    - International - \$4.5M
    - Graduate domestic - \$652k
    - Conservatory & PENT - \$1.1M

- Student fees - \$2.4M
- Credit hours
  - First time students increased in 2022-23 and are expected to increase in 2023-24.
- Budget changes 2023-24:
  - Revenue increase of approx. \$4M, which covers additional expenses as a result of nursing expansion, bargained increases and leave replacements.
  - Expenses increase of approx. \$4M (includes salaries and benefits, transportation and PENT subsidy)
  - PENT subsidy was reduced by \$225k noting this is the first time it has been reduced. However, this will not impact the program as they had a \$400k surplus.
  - Student Tuition and Fees (includes allowable increase for tuition and increases for Ancillary Services incl. room rates, meal plans, parking, and Air Cadet summer camp)
  - Government provides “basket” funding, which allows for the university to use portions of the \$41M operating grant for: renovations and equipment (\$330k); major capital (\$488k); nursing expansion (\$665); and the remainder for general purpose (\$39M).
  - Separate government grants are received for:
    - Campus Manitoba (\$955k)
    - Deferred Maintenance (\$7.2M) to be used for McMaster Hall (\$6.8M) and General Purpose (\$480k)
  - 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’s regional strengths
    - Fiscal and Program efficiency, sustainability, accountability and transparency
  - Risks identified include enrolment (domestic non-Indigenous; international students and visa processing); Ancillary Services (renovation of McMaster and pandemic recovery); Chinese summer student program; Business Certificate program; ERP completion; cyber security; recruitment of senior leaders; and collective bargaining.

A question was raised as to whether there is an appeal mechanism for government regarding their decision on BU's operating grant. It was agreed that this discussion would be deferred to Closed Session.

A question was raised about the removal of the PENT subsidy in the budget. S. Lamont stated that PENT is a cost recovery program and that the program has generated a surplus which will allow students in the program to continue to have their tuition subsidized. It was confirmed that the PENT subsidy has been removed from the budget for one year only, as the surplus is able to cover costs of the program for the 2023-2024 fiscal year.

A question was raised as to whether other institutions in Manitoba are seeing a reduction in domestic recruitment. Dr. Docherty confirmed that it is being seen nationwide at universities as well as other institutions.

Discussion took place regarding student recruitment efforts towards the younger immigrant population in Brandon. Dr. Campbell reported that this is top of mind and recruitment is targeted towards youth, particularly in grades 9 and 10. He noted that one of the biggest realities for first generation immigrants is not remembering their language and culture over time, noting that language and cultural training is an initiative that is being explored.

A question was raised as to whether BU's expenses are in the same range as other universities. It was confirmed that this is typical, and most institutions see a large portion of their budget allocated to salaries and benefits.

The Chancellor reported that in meeting with students on campus, there have been comments about the lack of affordable housing in Brandon for families, noting that this could be a challenge for student recruitment. S. Lamont stated that this is a valid concern, not just in Brandon but across the country. He noted that BU awards approximately \$3.6M worth of scholarships on an annual basis to help with affordability and that 15% of student visa premiums for international students go towards scholarships which are only available to international students.

Dr. Docherty added that BU competes very well with many other institutions in Canada.

A question was raised as to how BU can help increase the chances of international students being accepted. Dr. Docherty stated that effort is made to do what we can from our end, noting that there are external challenges such as issuance of student visas and whether the country of origin will allow students to leave. It was noted that discussions have taken place as to whether universities

could be responsible for issuing student visas, however, there are major risk factors to this.

**CARRIED**

5.2 Motion: Revisions to the Violence Prevention Policy

Motion: Moved and seconded (M. Magnusson/E. Bach)

**BE IT RESOLVED THAT the Board of Governors approve the proposed revisions to the Violence Prevention Policy.**

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S. Lamont stated that the revised policy includes revisions that were proposed at the last meeting that have now gone through the Workplace Safety and Health Committee.

A question was raised about Item 3 of the procedures, as to whether the revisions to have the DHRA report the incident and complete the WSH report form, came from the Board or was recommended by another group. It was confirmed that the revision was brought forward by Human Resources, noting concerns of sharing personal information as WSH only requires statistical information. A concern was raised about the wording of the section, and it was suggested that this section goes back to the committee to look at re-wording.

It was confirmed that the Board is only responsible for approving the policy portion of the document, noting this allows for more flexibility in altering the procedures portion if needed.

**CARRIED**

5.3 Motion: Promissory Note – Borrowing Funds for Deferred Maintenance

Motion: Moved and seconded (Q. Pearce/K. Sumner)

**BE IT RESOLVED THAT the Board of Governors agree to borrow seven million two hundred and fifty-two thousand dollars (\$7,252,000) by way of a promissory note from the Province of Manitoba to support deferred maintenance capital needs of the University.**

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S. Lamont provided background information on the promissory note. It was noted that the terms of the loan, such as the interest rate, are not known yet. It



was noted that Board approval is required for the loan, however, the university does not have the ability to change the terms which are set out by the government. Therefore, the Board is being asked to pre-approve the loan to ensure that appropriate arrangements can be made once the documentation is provided by the government, noting that when the time comes, they typically require a quick turnaround time hence the need for pre-approval.

**CARRIED**

**6. INFORMATION/ANNOUNCEMENTS**

**6.1 Annual Board Evaluation**

L. Moss thanked members for completing the Self-Evaluation (Skills Matrix) evaluation, noting that the results of the evaluation will be reviewed by the Governance and Nominating Committee at the end of the month.

L. Moss reported that another evaluation will be published in Diligent for board member completion, which is an evaluation of the board as a whole. The survey will be available in April once the Governance and Nominating Committee has reviewed.

**7. MOVE TO CLOSED SESSION**

Motion: Moved and seconded (K. Bayes-MacDonald/B. MacKalski)

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

**CARRIED**

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

There were no motions raised from Closed Session.

**9. ADJOURNMENT**

Motion: Moved and seconded (E. Bach/B. MacKalski)

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

**CARRIED**