

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

**Saturday, June 21, 2025  
Louis Riel Room & Zoom  
8:30 a.m.**

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- Present:** Charles Adamu; Kofi Campbell; Sunday Frangi; Bryan Hill; Katheryne Lumgair; Barbara MacKalski; Mary Jane McCallum (Zoom); Joseph Pelletier; Chukwuanugo Okudo; Ayushi Patel; Quintin Pearce; Kevan Sumner (Chair); Michelle Williams-Joel
- Resources:** Bernadette Ardelli; Peter Hickey; Meghan Lamontagne (Recorder); Louise Moss; Allison Noto
- Guests:** Christine Cnossen (Incoming President); Gretta Sayers (SWRC); Lindsay McLachlan (SWRC); Etsuko Yasai (SWRC)
- Regrets:** Greg Gatien; Dean Hammond; Whitney Hodgins; Steven Soder
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**1. CALL TO ORDER & LAND ACKNOWLEDGEMENT**

The Chair called the meeting to order at 8:37 a.m.

The meeting began with a land acknowledgement, recognizing that Brandon University has campuses on both Treaty 1 and Treaty 2 lands and is a gathering place for people from many backgrounds around the world. In this way, we carry on the Indigenous customs of our home in Brandon. It was further acknowledged that Brandon is on shared territory between the Dakota Oyate, the Anishinaabeg, and the National Homeland of the Red River Métis. Today, many other Indigenous people call Brandon their home, including the Ininew, Anisininewuk, Denesuline, and Inuit.

The Chair acknowledged that the meeting was taking place on Indigenous Peoples' Day and encouraged members to attend events being held at the Riverbank Discovery Centre in recognition of the day.

The Chair welcomed guests to the meeting and noted that the external doors to the building had been locked due to summer hours and related security protocols. It was acknowledged that this may have inadvertently caused difficulty for members of the public attempting to attend the open session. The Chair offered apologies and provided assurance that, for future meetings, clear instructions for building access will be

communicated should the doors be locked, reaffirming the Board and university's commitment to public accessibility during open sessions.

**2. AGENDA & MINUTES**

2.1 Approval of Agenda of June 21, 2025

Motion: Moved and seconded (B. MacKalski/S. Frangi)

**BE IT RESOLVED THAT the agenda of the June 21, 2025, Board of Governors meeting (Open Session) be approved.**

A request was made to remove the Governance and Nominating Committee item from the Consent Agenda and to add it as Item 5.5 under the Open Session Agenda.

**054 Jun25  
CARRIED AS AMENDED**

2.2 Approval of Consent Agenda

Motion: Moved and seconded (Q. Pearce/B. Hill)

**BE IT RESOLVED THAT the consent agenda of the May 10, 2025, Board of Governors (Open Session) meeting be approved as follows:**

- 2.2.1 Minutes of May 10, 2025 (Open Session)**
- 2.2.2 Report from the Acting Provost & Vice-President (Academic)**
- 2.2.3 Report from the Vice-President (Research & Graduate Studies)**
- 2.2.4 Report from the Vice-President (Administration & Finance)**
- 2.2.5 Report – Transactions of \$100,000 or More – May 1 to May 31, 2025**
- 2.2.6 Report – Operating by Summary as at May 31, 2025 (preliminary)**
- 2.2.7 Report – Operating by Object as at March 31, 2025 (preliminary)**
- 2.2.8 Reports from Representatives on Committees Reporting to the Board**
  - 2.2.9.1 BU Foundation**
  - 2.2.9.2 Board of Trustees of the BU Retirement Plan**
  - 2.2.9.3 BU Senate**
  - 2.2.9.4 BU Students' Union**
  - ~~**2.2.9.5 Governance and Nominating Committee**~~
  - 2.2.9.6 Finance Committee**

055 Jun25  
CARRIED AS AMENDED

### 3. PRESENTATIONS

#### 3.1 Presentation from the Status of Women Review Committee

Gretta Sayers, Lindsay McLachlan, and Etsuko Yasui of the Status of Women Review Committee (SWRC) delivered a PowerPoint presentation that included an overview of the mandate of the SWRC, as well as highlights from the 2024 study, which shared archival conclusions and data related to gender equity at the university. A full report is available online, and the link was provided with the executive summary in the meeting package.

Following the presentation, the Chair opened the floor for questions and discussion.

Members engaged in a thoughtful dialogue regarding gender equity at the university, with particular attention to hiring practices, promotion, workload distribution, and support structures. Topics included the impact of COVID-19 on equity, the role of deans in hiring and workload negotiations, and the importance of transparent and equitable processes.

Concerns were raised about the clarity and accessibility of mechanisms for addressing workload dissatisfaction, and the need for inclusive practices that support all equity-deserving groups, including non-binary individuals. The discussion also touched on parental leave policies, retention challenges, and the potential value of exit interviews to better understand reasons for departure.

Members reflected on the evolution of promotion and tenure criteria, noting the increasing recognition of teaching and service contributions. The importance of mentorship, departmental data on tenure timelines, and the nature of support received during the pandemic were also discussed.

The Chair thanked the presenters and acknowledged the significance of the committee's work, expressing hope that it would continue under the umbrella of the Equity Review Committee.

*G. Sayers, L. McLachlan, and E. Yasui left the meeting at the conclusion of this item.*

*M.J. McCallum joined the meeting at 9:15 a.m.*

#### 4. REPORTS

##### 4.1 Report from the Acting President – Dr. Kofi Campbell

In addition to the written report included in the meeting package, K. Campbell provided several key updates. He noted that a previously reported \$1.5 million scholarship has since increased by an additional \$25,000, bringing the total to over \$1.5 million.

He also addressed the recent request for BU to accommodate wildfire evacuees on campus. Although the need did not materialize, he commended staff for their exceptional preparedness and responsiveness, highlighting it as a valuable “dry run” for future emergency situations. The Critical Incident Team was acknowledged for their swift action, with readiness achieved within 30 minutes of the initial meeting.

Members also recognized a 12% increase in Indigenous student enrollment, which K. Campbell identified as the fastest growing and most consistent demographic. Collaborative efforts are underway with the Associate Vice-President, Indigenous Initiatives, and the Director of Advancement and Alumni to develop a donor package aimed at supporting Indigenous students and related initiatives. Overall, credit hours and registration numbers are up, with the exception of international student enrollment, which was anticipated.

#### 5. NEW BUSINESS

##### 5.1 Motion: 2025-26 Brandon University Proposed Budget

Motion: Moved and seconded (A. Patel/J. Pelletier)

**BE IT RESOLVED THAT the Board of Governors approve the proposed 2025 – 2026 Brandon University Budget, as recommended by the Finance Committee.**

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A motion sheet and supporting documents were provided in the meeting package.

K. Campbell opened the discussion by expressing appreciation to P. Hickey, A. Noto, and the President’s Executive Committee for their efforts in assembling the budget within a short timeframe. Initial planning began with a projected deficit of approximately \$2.1M, alongside \$1.2M in new funding requests, resulting in a total shortfall of \$3.3M. Through extensive consultation with the administrative team, the budget was refined to reflect a reduced deficit of \$450K. It is

recommended that this deficit budget be submitted to the government, with the Minister having been briefed and indicating openness to considering it. While further reductions are possible, they would be difficult to implement without significant impact. K. Campbell emphasized that the university continues to face operational challenges due to limited capacity, which often stalls progress on new initiatives. Nonetheless, the current budget will be submitted, and positive dialogue with the government has helped foster a strong foundation for the incoming president.

P. Hickey delivered a budget presentation outlining key financial assumptions and projections for the 2025–26 fiscal year. The budget is built on a 2% annual increase in provincial grants and a 3.5% annual tuition increase. The overall operating grant is \$51.3M, inclusive of \$955K for Campus Manitoba funding. There is also \$1.25M of deferred maintenance project funding. While student revenue is currently favourable by \$280K, this is being offset by a decline in international enrollment. The proposed budget reflects a projected deficit of \$453K, largely due to \$4.2M in salary and benefit adjustments.

Total planned capital spending for 2025–26 is approximately \$2.07M, including allocations for equipment, security infrastructure, and deferred maintenance. Operating revenues are projected at \$69.5M, with 71% coming from provincial funding and 24% from tuition and fees. Expenses are estimated at \$69.9M, with salaries and benefits accounting for 83.9% of total costs.

Looking ahead, the university faces increasing financial pressure. Forecasts show a potential deficit of \$3M in 2026–27 and \$4.7M in 2027–28 if no corrective actions are taken. A growing gap between grant funding and salary-related expenditures is contributing to a structural deficit, with a projected three-year shortfall of \$8M.

Key risks to future budgets include lower-than-expected funding, rising labour costs, and potential changes affecting student enrollment. Opportunities to address these challenges include advocating for increased provincial funding, strengthening student recruitment and retention, implementing tighter expenditure controls, and exploring new revenue streams. The 2025–26 budget, including the \$453K deficit, is being presented to the Board for approval.

Following the budget presentation, the floor was opened for questions and discussion. Members expressed appreciation for the clarity and transparency of the presentation, noting it was one of the most straightforward and honest representations of the budget to date. The work of P. Hickey, A. Noto, and their team was acknowledged, with particular recognition of the presentation style and effort involved.

While the projected deficit was noted as a concern, members emphasized the importance of seeing the full picture and moving toward a balanced budget without overreliance on government support. The value of open communication and collaboration throughout the budget process was highlighted. Discussion focused on student recruitment and retention as a key opportunity area. Questions were raised about the strategic use of resources to support increased enrollment and whether current capacity should be expanded before pursuing growth. K. Campbell responded by emphasizing a shift toward a student-centered approach, including greater involvement of current students and alumni in recruitment efforts. A proposal is being developed by Student Services to address both domestic and international recruitment strategies.

Barriers to student recruitment were also discussed, including housing availability and the condition of campus residences. It was noted that investment in ancillary services may be necessary to support enrollment growth, particularly for out-of-province students.

Further questions addressed the definition of “critical hiring,” with K. Campbell identifying key areas such as Finance, Human Resources, Physical Plant, and the absence of associate deans as priorities. The need to update outdated policies and procedures was also raised, with plans to hire a dedicated policy staff member to support this work.

Finally, the importance of data-driven decision-making was discussed. While the university has access to valuable data, gaps remain, particularly in program-level cost analysis. Strengthening Finance and HR functions, along with improved technology infrastructure, was identified as essential to enabling more informed planning and resource allocation.

**CARRIED**

5.2 Motion: Brandon University 2024-25 Audited Financial Statements

Motion: Moved and seconded (C. Adamu/C. Okudo)

**BE IT RESOLVED THAT the Board of Governors approve the audited Financial Statements for Brandon University for the year ended March 31, 2025, as recommended by the Audit & Risk Committee.**

A. Noto reported that the Audit and Risk Committee met two days prior to the Board meeting. At that time, the external auditor presented the audit results and the Committee received a detailed review of the financial statements. The Committee was informed that the audit resulted in an unqualified opinion.

A. Noto reminded members that the financial statements under review are consolidated, which includes full consolidation with the Foundation. It was also clarified that the pension plan financial statements, which were provided separately for information, are not consolidated in the same manner. Members were advised that any differences noted may be due to this distinction.

A. Noto provided an overview of the audited financial statements, highlighting notable variances and key financial information.

In the Statement of Financial Position, it was noted that overall financial assets decreased by approximately \$900K, primarily due to changes in employee future benefits. Cash balances reflected unspent provincial funding for capital projects, and portfolio investments remained stable, with restricted research funds held separately. Liabilities increased by approximately \$2M, largely due to deferred revenue and long-term debt associated with provincially funded capital projects. A significant variance in portfolio investments restricted for endowments was attributed to market performance and new contributions. Tangible capital assets increased by \$4M, primarily due to ongoing capital improvements.

Net assets totaled \$106M, with approximately \$83M attributable to the Foundation. The accumulated operating deficit improved from \$4.6M to \$1.9M, largely due to a \$7.4M increase in the provincial operating grant and higher investment income.

In the Statement of Operations, revenues exceeded expectations in tuition and grants, while ancillary revenues were consistent with budget. Variances in other revenue lines were within normal ranges. Expenses increased by approximately \$6M from the prior year, with the majority related to salaries and benefits. One-time items, including a prior-year ERP write-down and changes in employee future benefit liabilities, were noted. An increase in supplies and consumables was primarily related to deferred maintenance and system stabilization costs.

The Chair opened the floor to questions. There were no questions raised.

**CARRIED**

*The meeting paused for a brief break from 10:57 a.m. to 11:10 a.m.*

5.3 Motion: Annual Public Sector Compensation Disclosure Report

Motion: Moved and seconded (C. Okudo/S. Frangi)

**BE IT RESOLVED THAT the Board of Governors approve the attached document as prepared in accordance with the Public Sector Compensation Disclosure Act as recommended by the Audit & Risk Committee.**

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The Public Sector Compensation Disclosure Act document, along with supporting background and rationale, was included in the meeting package.

A. Noto provided an overview, noting that the Act requires disclosure of all employees who received compensation exceeding \$85,000 in the calendar year. The report includes all forms of compensation and discloses only those above the threshold. It was noted that over 275 individuals met this criterion, while Brandon University employs approximately 1,500 individuals annually across various roles, including student and contract academic staff.

The report was prepared by Payroll. Hard copies will be made available in the President's Office and the Library, and the document will be publicly posted on the Vice-President (Administration & Finance) webpage. The Act requires public disclosure by June 30.

**CARRIED**

5.4 Motion: Compliance with Specified Audit Procedures for 50/50 Raffle

Motion: Moved and seconded (Q. Pearce/J. Pelletier)

**BE IT RESOLVED THAT the Board of Governors approve the Auditor's Report regarding the University's compliance with the Liquor, Gaming, and Cannabis Authority of Manitoba Specified Audit Procedures for 50/50 Raffles, for the year ended March 31, 2025, as recommended by the Audit & Risk Committee.**

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The Auditor's Report regarding compliance with the specified audit procedures for 50/50 raffles was provided in the meeting package.

A. Noto reported on the compliance audit conducted as required by the Manitoba Liquor and Lotteries Corporation regarding 50/50 raffle ticket sales throughout the year. The audit confirmed compliance with applicable regulations governing raffle sales. There were no reportable findings.

**CARRIED**

5.5 Governance and Nominating Committee Report

The Chair noted that this item was removed from the consent agenda as a new addition to the full agenda, with the related report located on page 29 of the meeting package.

J. Pelletier, Chair of the Governance and Nominating Committee, provided an overview of two ongoing matters previously discussed by the Committee.

The Committee is exploring the inclusion of Indigenous Elders and Knowledge Keepers on the Board of Governors. A resolution was passed to formally pursue this discussion.

K. Sumner, who initiated the discussion, emphasized that reconciliation is not a checklist but an ongoing dialogue with Indigenous communities. He met with the Indigenous Advisory Circle, who shared continued concerns and expressed interest in having Indigenous Elders and Knowledge Keepers advise the Board on decisions affecting Indigenous staff and students.

The Board Secretariat has reached out to other institutions for insight into similar practices. K. Sumner also engaged with Agencies, Boards, and Commissions to explore the possibility of formal representation, noting that appointments to Board seats fall under provincial jurisdiction.

There is flexibility within the Board By-laws to invite Indigenous Elders and Knowledge Keepers in an advisory capacity. The Board has the authority to extend ceremonial invitations, such as offering tobacco and requesting their presence to open and close meetings, in alignment with traditional practices.

K. Sumner also consulted with the Chancellor to seek her perspective on this initiative.

Following the Governance and Nominating Committee update, the Board engaged in a thoughtful discussion regarding the inclusion of Indigenous Elders and Knowledge Keepers in the University's governance processes.

The Chancellor emphasized the importance of recognizing Elders as deeply knowledgeable about the issues affecting both Indigenous and international students. She highlighted the significance of consultation and accommodation, particularly in light of Bill C-5 currently before the Canadian Senate.

The Chancellor advised that Elders be invited to participate in an advisory capacity, rather than as voting members, to ensure their perspectives are heard and respected. She underscored the value of traditional knowledge, cultural heritage, and the role of Elders in guiding the Board through a more inclusive and community-centered approach to education.

Board members expressed support for meaningful consultation and acknowledged the importance of reconciliation. It was noted that formal appointments to the Board would require legislative changes, but there is flexibility to engage Elders and Knowledge Keepers in advisory roles. The potential to invite Elders to open and close meetings with ceremony was discussed as a way to honor Indigenous traditions and foster respectful dialogue. The conversation also touched on existing structures within the University Senate and the limitations faced by Indigenous representatives in those settings. The possibility of future legislative amendments was raised, with members noting that broader consultations would be necessary once the relevant post-secondary Acts are opened.

The Board affirmed its commitment to ongoing dialogue with Indigenous communities and recognized the importance of incorporating diverse perspectives into decision-making processes.

The Chancellor reminded members to approach this initiative with care, ensuring that participation is meaningful and not symbolic, and that the wisdom shared by Elders is treated with the respect it deserves.

## **6. INFORMATION**

### **6.1 Brandon University 2024-25 Retirement Plan Annual Report**

This item was provided for information. There were no questions or discussion.

### **6.2 Report on the Public Interest Disclosure (Whistleblower Protection) Act**

P. Hickey, who prepared the report included in the meeting package, noted that the University is a designated government body under the Public Interest Disclosure (Whistleblower Protection) Act and is therefore required to report

annually on disclosures. It was confirmed that no disclosures were received, acted upon, or left unaddressed during the reporting period.

*A. Noto left the meeting at 11:45 a.m.*

*C. Clossen left the meeting at 11:47 a.m.*

**7. MOVE TO CLOSED SESSION**

Motion: Moved and seconded (M. Williams-Joel/C. Adamu)

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

**CARRIED**

**8. RAISE MOTION(S) FROM CLOSED SESSION**

The following motions were raised from Closed Session:

**BE IT RESOLVED THAT the Board of Governors approve the extension of Dr. Linda Ross's term as Acting Dean, Faculty of Health Studies, to September 30, 2025.**

The following motion was raised from the June 2, 2025 Special (Closed Session) meeting:

**BE IT RESOLVED THAT the Board of Governors approve the recommendation of the Presidential Search Committee that Dr. Christine Clossen be appointed to the position of President and Vice-Chancellor of Brandon University for a term of five (5) years, commencing September 1, 2025, and ending August 31, 2030;**

**AND THAT the Board approve the terms and conditions as negotiated and set out in the employment agreement presented to the Board.**

Separately, it was announced that L. Moss has accepted a position with another organization. Her last day with the University will be August 29, and this meeting marks her final attendance at a Board meeting.

**9. ADJOURNMENT**

Motion: Moved and seconded (C. Okudo/Q. Pearce)

**BE IT RESOLVED THAT the meeting adjourn at 12:29 p.m.**

**CARRIED**

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Chair, Board of Governors

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Board Secretariat