

Board of Governors September Meeting (Open Session) Agenda Package



Location: Louis Riel Room

September 26, 2026 08:30 AM

Agenda Topic	Presenter	Time	Page
1. CALL TO ORDER & LAND ACKNOWLEDGEMENT		08:30 AM-08:35 AM	
2. AGENDA & MINUTES			3
2.1 Approval of Agenda of September 26, 2026 (Open Session)		08:35 AM-08:37 AM	
2.2 Approval of Consent Agenda		08:37 AM-08:40 AM	3
2.2.1 Minutes of June 20, 2026 (Open Session)			3
2.2.2 Electronic Resolution of July 16, 2026 - Departmental Name Change - Department of Turtle Island Studies			14
2.2.3 Report from the Board Chair			16
2.2.4 Report from Interim Provost & Vice-President (Academic)			19
2.2.5 Report from Interim Vice-President (Administration & Finance)			20
2.2.6 Report from the Vice-President (Research & Graduate Studies)			24
2.2.7 Report - Transactions Over \$100,000 - June 1 to August 31, 2026			40
2.2.8 Reports from Representatives on Committees Reporting to the Board			41

2.2.8.1	BU Senate			41
2.2.8.2	BU Students' Union			42
3.	REPORTS			43
3.1	Report from the President	C. Bovis-Crossen	08:40 AM-08:50 AM	43
3.2	2026/27 Q1 Financial Report	A. Noto	08:50 AM-09:00 AM	56
3.3	Financial Sustainability Task Force Report	A. Noto/G. Gatien	09:00 AM-09:10 AM	64
4.	NEW BUSINESS			67
4.1	BU Academic Plan	G. Gatien	09:10 AM-09:30 AM	67
4.2	New Department Recommendation - Department of Learning and Teaching Support	G. Gatien	09:30 AM-09:35 AM	82
4.3	Nominations & Election of Board Officers	K. Sumner	09:35 AM-09:55 AM	
4.4	Nominations & Elections of Committee Representatives Reporting of the Board	K. Sumner	09:55 AM-10:10 AM	83
4.5	2026-27 Board & Committee Meeting Schedule	M. Lamontagne	10:10 AM-10:15 AM	85
5.	INFORMATION			
5.1	November 27 Board Professional Development & Service Recognition Event	K. Sumner	10:15 AM-10:20 AM	
6.	MOVE TO CLOSED SESSION			
7.	MOTION(S) RAISED FROM CLOSED SESSION			
8.	ADJOURNMENT			

086Jul26

MEETING: None - Electronic Motion

DATE: July 16, 2026

PROPOSED BY: Senate

SUBJECT: Departmental Name Change – Department of Turtle Island Studies

FOR: Approval ☒ Discussion ☐ Notice of Motion ☐

RECOMMENDATION:

BE IT RESOLVED THAT the Board of Governors approve the change of the departmental name from the Department of Native Studies to the Department of Turtle Island Studies, as submitted by the Faculty of Education, with support from the Faculty of Arts, and as recommended by Senate.

BACKGROUND/RATIONALE:

At its meeting of June 16, 2026, Senate approved a motion recommending that the Board of Governors approve the departmental name change from the Department of Native Studies to the Department of Turtle Island Studies, as submitted by the Faculty of Education with support from the Faculty of Arts. The Senate motion sheet, including the supporting rationale, is attached for reference.

Approval is being sought through an electronic motion due to its connection with the BU Strategic Academic Plan. The new Plan was approved by Senate at the same June 16, 2026 meeting and is currently undergoing professional design and layout. As the Plan contains a reference to the Department of Native Studies, a placeholder has been included for the new department name pending final approval by the Board of Governors.

The Provost & Vice-President (Academic) Office aims to complete the design process and prepare the Plan for digital distribution and posting to the University website during the summer months, facilitating progression to the next phase of implementation. Therefore, approval is being requested through an electronic motion in accordance with By-Law No. 1, Section 3.7.5.

Approved – July 24, 2026



BRANDON UNIVERSITY Board of Governors Report from the Board Chair

Overview of activities since June 20, 2026

Board Strategic Planning

It was with regret that we made the decision not to proceed with the Board Lunch & Priority Planning Session on September 18th. A number of key individuals, including myself, were unavailable to attend due to circumstances beyond our control, and the Province has not yet announced the new Orde-In-Council appointees for this year. We plan to hold this session at a later date.

Save the Date: Board Effectiveness Workshop & Board Service Recognition Event

I request that Board members please plan to attend the Board Effectiveness Workshop and Board Service Recognition Event planned for November 27th. We don't have many opportunities for board training during the year, and the workshop provides a valuable opportunity to improve how we work together and fulfill our duties as a board.

Meeting with BUFA President

I met with the Brandon University Faculty Association president, Gautam Srivastava, on August 15th. This was generally a casual meeting to discuss how things were going with both BUFA and the Board. We did discuss the new Research Centres and Institutes Policy and Procedures changes that were approved by the Board last March. Gautam indicated that BUFA members had some concerns with the transfer of responsibilities from the Senate to the Board under the policy. I stated my opinion that there needed to be a clear separation of the powers and responsibilities of the Board of Governors and Senate, but that I was open to considering if anything was overlooked the allocation of these under the new policy. I requested that any concerns be documented in writing and sent to the Board for consideration.

Meeting with Minister of Advanced Education and Training

On September 16th, I met virtually with the Renée Cable, Minister of Advanced Education and Training, her new Deputy Minister Ryan Klos, and other senior ministry staff.

First and foremost in our discussion was updating them on the ongoing emergency resulting from the failure of the transformer in the Brodie building and the costly temporary fix of an emergency generator. The Minister encouraged us to work with Assiniboine College to determine if a sharing of resources might be helpful in addressing situations such as these.

We spoke about the upcoming amendments to the BU Act, which will likely be similar in nature to some of the amendments made last year to the University of Winnipeg Act. The Minister's staff indicated that they will be coming out to speak with the Board and administration about the proposed changes, perhaps as early as this October. They have not drafted a new Act yet, but would like to discuss some possible changes that could be made.

The Minister inquired about the status of our security review and related initiatives. The Board may remember that the Minister was very interested in the assault that occurred on campus last winter and attended the vigil that was held for the victim. I did not have information on those initiatives at hand during the meeting, but I requested that administration send an update to the Minister's office.

Finally, I inquired about the anticipated timeline for sending out budget information that is used by BU's finance staff as they begin work on preparing next year's budget. In past years, this information has been sent out earlier in September. The Minister assured me that the information was prepared and they were "just waiting to press the button to send". Hopefully it has since been received and our staff have been able to move forward with their work.

BU Homecoming

Thank you to all of the Board members who attended BU Homecoming week events. It's important for our BU community to see that the Board is interested in events on campus.

Personal Thanks

With this meeting, I complete my second one-year term as Chair of the Board of Governors. It's been an exciting two years, during which the Board has tackled some unique challenges and welcomed a new university president. I want to thank the Board for your work over these years, and especially the Board Officers who often found themselves taking on more work than is usually expected of their positions. I've greatly enjoyed this opportunity to contribute to the Board and the university, and hope to continue to contribute in a different capacity for the remaining two years of my appointment. I wish all the best to the new Chair and hope that I can be a resource to them in their new role.

**REPORT TO THE BOARD OF GOVERNORS
SEPTEMBER 2026**

Greg Gatien, Acting Provost and VP (Academic)

- Heartfelt congratulations and a warm welcome to our newly appointed Dean of Music, Dr. Leanne Zacharias. Dr. Zacharias, who served last year as the Acting Dean of Music, began her term as Dean of Music on July 13th. Thank you to Dr. Ardelli, VP Research & Graduate Studies, for chairing the selection committee and, of course, to all of our colleagues who served on this committee.
- Following the September meeting of Senate, the Dean of Health Studies selection committee will be fully populated. A recruitment firm will be selected and consultations with the faculty, staff, and students will be scheduled as the search process begins in earnest. The search for our next Dean of Health Studies also prompts reflection on the continued service of our current Acting Dean of Health Studies, Dr. Linda Ross, who is to be thanked for her ongoing and outstanding record of service to our university.
- All members of Deans Council were admirably engaged with the routine administration of the university through the summer months. They were also actively engaged with their disciplines in ways that were interesting and quite inspiring.
- With Senate having approved the academic plan in June, our work now shifts towards implementation. During this first year of the plan, the Provost's Office will work as described in the plan (page 11 of the plan) and begin reaching out to non-academic units so that they are acquainted with the plan in ways that are useful and informative to their work and planning. To provide assistance to the units in developing their unit-specific plans (Faculties, School, Library, Student Services, and Registrar's Office), a small and focused implementation committee is being formed.
- The shutdown of Campus Manitoba proceeded through June with final reporting pieces lingering through the summer. Brandon University is hosting and holding the existing Open Education Resources through a renewal of the Pressbooks domain.
- Thank you to all of our colleagues and students who participated in Spring/Summer session and what seemed like an excellent iteration of our PENT programming.
- Curt Schoultz has been busy planning and developing a dedicated space for the Centre for Teaching, Learning, and Technology in the Faculty of Education's. The space that is in the process of being renovated is the Rowe Theatre.
- Any questions about the status of items that are being worked on in the Provost's Office, especially anything that is missing from this list, should be directed to gatieng@brandonu.ca with a copy to downeys@brandonu.ca.



**BRANDON
UNIVERSITY**

To: Board of Governors
From: Yvette Laflamme, Interim VP Finance & Administration
Date: September 26, 2026
Subject: Vice-President (Administration & Finance) Report (Open Session)

EXECUTIVE SUMMARY

Infrastructure & Facilities Risk

Recent infrastructure failures and facilities incidents have highlighted the risks associated with aging infrastructure and deferred maintenance. Immediate operational issues have been addressed, but the incidents reinforce the need for a clearer understanding of facility condition, infrastructure priorities, and future capital requirements.

Physical Plant Capacity & Stability

Leadership vacancies and staffing pressures within Physical Plant continue to create operational risk. Interim arrangements remain in place while recruitment for key positions progresses, and broader organizational and capacity issues are assessed.

Safety, Security & Business Continuity

External reviews and recent operational incidents have identified opportunities to strengthen safety, security, emergency management, business continuity, and institutional risk oversight.

Governance & Institutional Resilience

Work is underway to strengthen administrative controls, improve consistency in key processes, and address several significant projects and legacy files requiring executive attention.

BACKGROUND

This memorandum provides the Vice-President (Administration & Finance) Report to the Board of Governors for the Open Session. It highlights key financial, audit, and staffing matters intended to support Board awareness and ongoing oversight.

DISCUSSION/ANALYSIS

Over the past several weeks, several recurring themes have emerged. These include infrastructure and deferred maintenance pressures, leadership and staffing challenges within Physical Plant, opportunities to strengthen safety and security governance, and several significant projects and external matters requiring ongoing oversight.

Considerable effort has been directed toward stabilizing operations, responding to urgent issues, maintaining service continuity, and clarifying responsibilities during a period of transition. At the same time, work has begun on several longer-term initiatives intended to strengthen institutional capacity, improve oversight, and support more sustainable decision-making.

Financial sustainability initiatives and related budget measures are addressed separately through the Financial Sustainability Task Force update.

Infrastructure, Deferred Maintenance and Capital Planning

Several significant infrastructure events have occurred and have highlighted the University's exposure associated with aging facilities and deferred maintenance.

Most significantly, the failure of the main electrical transformer located in the Brodie Building and serving the entire campus, disrupted power to critical campus operations. Temporary generation was secured to maintain operations while repairs and long-term solutions were assessed. Following restoration of power, the campus cooling system experienced additional failures that affected multiple buildings, including residences and information technology infrastructure.

These events followed the exterior façade failure at the McKenzie Building and have reinforced concerns regarding asset condition, infrastructure reliability, emergency response requirements, and business continuity.

Administration is advancing plans for a comprehensive facility condition assessment intended to provide a clearer understanding of building condition, infrastructure priorities, and future capital renewal requirements. This work will support development of a more structured multi-year approach to deferred maintenance and capital planning.

Given current staffing limitations within Physical Plant, options for additional external technical and project-management support are also being assessed to assist with critical infrastructure and capital projects.

Physical Plant Leadership and Operational Stability

Physical Plant continues to operate under an interim leadership structure following significant turnover and ongoing vacancies. Recruitment is underway for both the Director, Physical Plant and Facilities Manager positions.

Interim oversight arrangements have been established to maintain continuity and ensure critical operations continue. This includes operational oversight, emergency response, project review, contractor coordination, staffing matters, and labour relations.

While these measures have maintained continuity, they rely heavily on a small number of individuals and are not sustainable over the longer term. Successfully filling key leadership positions remains a priority.

In addition to recruitment, work is underway to better understand organizational structure, operational processes, areas of key-person dependency, and broader capacity challenges within the department.

Safety, Security and Business Continuity

Recent external reviews, together with lessons learned from the recent operational incidents, have highlighted opportunities to strengthen the University's approach to safety, security, emergency management, and institutional risk oversight.

Work is underway to develop a more coordinated framework focused on governance, accountability, risk assessment, training, performance monitoring, and emergency preparedness.

Recent infrastructure incidents demonstrated that staff and external partners responded effectively to immediate operational needs. At the same time, those events identified opportunities to improve formal emergency procedures, escalation processes, communications, documentation, and continuity planning.

This work is expected to support a more consistent and institution-wide approach to risk management and operational resilience.

Governance, Controls and Administrative Capacity

Several files reviewed since July have highlighted opportunities to strengthen administrative practices, improve oversight, and reduce reliance on informal processes or individual institutional knowledge.

Areas receiving attention include procurement and contract administration, records and information governance, compliance processes, management reporting, and documentation of key administrative procedures.

The objective is not to increase bureaucracy but to ensure that critical processes are appropriately documented, responsibilities are clear, and institutional knowledge is less dependent on individual positions.

Given current workload pressures and available capacity, this work will be prioritized based on institutional risk, operational impact, and regulatory requirements.

Major Projects and External Matters

Planning for the Indigenous Peoples Centre continues, with particular attention being given to project governance, scope, costing, and project-management capacity.

Discussions also continue regarding longstanding agreements associated with the Western Manitoba Centennial Auditorium. Administration is working with internal and external parties to clarify outstanding requirements and identify a path forward.

Several additional legacy files inherited through the portfolio transition remain under review. The focus is on confirming status, identifying outstanding actions, and ensuring appropriate oversight moving forward.

Other regulatory, compliance, and external matters continue to be managed through regular portfolio operations and will be brought forward as required.

Priorities for the Next Reporting Period

Over the next reporting period, Administration & Finance will continue to focus on:

- Advancing recruitment for key leadership positions within Physical Plant.
- Completing immediate responses to recent infrastructure failures and initiating a campus-wide facility condition assessment.
- Developing recommendations to strengthen safety, security, emergency preparedness, and business continuity.
- Continuing review of major projects, legacy files, and operational risks requiring executive attention.

Conclusion

The past several weeks have required significant attention to operational continuity, infrastructure failures, staffing pressures, and leadership transitions. While immediate issues have been addressed, they have also highlighted areas where stronger planning, processes, and organizational capacity will be required moving forward.

The focus of the portfolio remains on stabilizing operations, addressing key risks, strengthening institutional resilience, and laying the groundwork for longer-term improvements across Administration & Finance.

ATTACHMENTS

N/A

AGENDA LINKAGE

This memo accompanies the agenda item entitled VPAF Report and is provided to the Board for information purposes.



**Report: Overview of Activities from 20 June 2026
Vice-President (Research & Graduate Studies)
Submitted to:
The Brandon University Board of Governors
September 2026**

Strategic Research Plan Renewal

Brandon University's previous Strategic Research Plan concluded in 2025, marking an important opportunity to reflect on the progress made under the Plan and to begin defining the University's research priorities for the years ahead. As an important first step in the renewal process, a comprehensive report has been prepared documenting the activities, initiatives, and accomplishments arising from the previous Strategic Research Plan. The report provides an opportunity not only to demonstrate progress against the priorities established in the Plan, but also to recognize the contributions of faculty, students, staff, research centres and institutes, and community and external partners to strengthening research at Brandon University. It also provides an important baseline from which to consider areas of continued strength, emerging opportunities, and priorities requiring further development.

With this retrospective work completed, the Senate Research Committee (SRC) is now beginning the consultation phase for the development of a new Strategic Research Plan. The consultation process will provide opportunities for members of the University community to contribute to a shared vision for the future of research, scholarship, creative activity, innovation, and knowledge mobilization at Brandon University. Engagement with external and community partners will also help ensure that the new Plan reflects both the strengths of our researchers and the evolving needs and opportunities of the communities and region we serve.

The new Strategic Research Plan will build upon the accomplishments of the previous Plan while responding to a research environment that has changed considerably in recent years, particularly following the CoVID-19 global pandemic. The goal is to establish a focused and forward-looking framework that strengthens research capacity, supports researchers and students, expands partnerships and external funding opportunities, and increases the reach and impact of Brandon University research.

Research Week

Brandon University celebrated Research Week from September 8–12, 2026. Timed to coincide with Homecoming 2026, Research Week provided opportunities to engage students, faculty, staff, alumni and members of the broader community in the University's research enterprise.

Activities throughout the week emphasized both research participation and knowledge mobilization. A student research funding information session introduced undergraduate and graduate students and postdoctoral fellows to internal and external research funding opportunities, including programs offered through the Tri-Agencies, Research Manitoba, Mitacs and other funders. The



BRANDON UNIVERSITY | **Office of the Vice-President**
(Research & Graduate Studies)

session was intended to help students understand how they can become involved in research and pursue funding to support their development as researchers.

Research was also brought directly into public and community spaces. On September 10, “Select Scandals in Manitoba Beekeeping” featured Justin Cruz, Lily Hodgson and Dr. Deanna Smid sharing findings from their research into more than 160 years of beekeeping in Manitoba. The presentation used the University's Bee U project as a backdrop and demonstrated how historical research can be communicated in an engaging and accessible way to a broad audience.

Research Week expanded further during Homecoming, providing an important opportunity to showcase BU research to alumni and visitors. Activities included the Faculty of Education Research Roundtable, providing a forum for research discussion and exchange.

The centrepiece of the week was the BU Research Showcase in the John R. Brodie Science Centre, which highlighted research, scholarship and creative activity from across disciplines. The Showcase created an opportunity for researchers to communicate their work beyond their disciplines while allowing students, alumni and community members to see first-hand the range of research being undertaken at Brandon University. The Showcase included a new competitive component recognizing outstanding work in Science, Health, Creative Arts, Humanities and Graduate Studies. Five awards of \$500 each were offered, sponsored in part by the Manitoba Medical Service Foundation and Research Manitoba. This broadened the traditional concept of a research showcase by explicitly recognizing research, scholarship and creative activity across the University's disciplinary spectrum.

Holding Research Week alongside Homecoming was particularly valuable. Homecoming already brings alumni, community members and supporters of the University back to campus, allowing Research Week to extend the visibility of BU research beyond the academic community. Research became part of the broader story being told about Brandon University, not simply something occurring within laboratories, studios and individual research projects, but an important part of the University's identity and its contribution to Manitoba.

Overall, Research Week provided a strong start to the 2026–27 academic year and demonstrated the University's commitment to building a vibrant research culture, creating opportunities for students, supporting knowledge mobilization, and connecting research with the communities we serve. The range of activities, from research funding and researcher development to public scholarship, faculty engagement, scientific outreach and the Student Research Showcase, demonstrated that research at Brandon University spans disciplines, career stages and forms of scholarly and creative inquiry.

Submitted by:

Bernadette Ardelli, Ph.D.
Vice-President (Research & Graduate Studies)
Professor (Cell Biology & Infectious Disease)
006-5 McKenzie Building

Brandon University Strategic Research Plan (SRP) 2021-2025

Accomplishments

Priority 1: Research Leadership and Administration		
Action Item	Status	Outcome
1.1 Full-Time Vice President (Research & Graduate Studies) (VPRGS)		
1. Emphasize the importance to President's Executive Council of a full-time Vice-President (Research & Graduate Studies) (VPRGS) position	Accomplished	Constant advocacy efforts and communication between senior administration and key stakeholders within the University took place regarding the need for a VPRGS. Communication was reflective of campus-wide consultations with researchers and overall need.
2. Include in 2021-2022 budget a full-time Vice-President (Research & Graduate Studies) position	Accomplished	The VPRGS salary initially approved was covered by the Research Support Fund and was then included in the operating budget in 2025.
3. Develop a job description for a full-time Vice-President (Research & Graduate Studies) position	In-progress	A general position profile was created for the VPRGS search process in consultation with key stakeholders and members of the Search Committee. The President is working on a formal and specific VPRGS job description.
4. Hire a full-time Vice-President (Research & Graduate Studies) position	Accomplished	Brandon University undertook a search for a full-time VPRGS in 2023, and the position took effect January 1, 2024.
1.2 Continued Expansion of the Office of Research Services (ORS)		
1. Continue to expand the capacity of the Office of Research Services	Accomplished	At the start of the SRP 2021-2025 development process (2019-2020), the research administrative enterprise consisted of a part-time Associate Vice-President (Research) and the Manager of Research Services MRS). Part-time administrative support was provided by the Executive Assistant to the Provost & Vice-President (Academic). While finalizing the SRP, a Research Officer (RO) was added to the team in 2020. With the new VPRGS in place the Office of the VPRGS expanded to include: • Research Finance Officer (RFO) • Knowledge Mobilization Officer (KMO) • Administrative Assistant (AA) to the VPRGS (and Office of the VPRGS) • Research Compliance and Policy Officer (RCPO)

		The MRS, RO, KMO and RCPO salaries are wholly funded through the Research Support Fund (RSF) while the AA (50%) and the RFO (20%) salaries are partially supported by the RSF.
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Priority 2: Research Funding		
Action Item	Status	Outcome
2.1 Increasing Internal Research Funding		
1. Continue to support and expand research and research dissemination through the Brandon University Research Committee (BURC) funding	Accomplished	BURC now receives annual funding from the University which is outlined in the BU-BUFA Collective Agreement (CA). The contributions increase over the four years of the CA respectively - \$20,000, \$30,000, \$40,000, and \$50,000 per year. Contributions were included in the 2019-2023 CA and again in the 2023-2027 CA. BURC grant amounts were increased in 2026: • Early Career Researcher Grant from \$7,500 to \$10,000 • Research Grant from \$5,000 to \$7,500 • Knowledge Mobilization Grant from \$2,000 to \$3,500
2. Encourage BU faculty to use BURC funding as seed funding for external research grants and to apply as Principal Investigators to external granting agencies.	Accomplished	The VPRGS team consistently advised and guided researchers to apply for external funding. This included one-on-one meetings and through hosting and leading several research funding information sessions and workshops. This was especially true for early career researchers and new faculty members.
3. Increase support for team or collaborative research projects, hosting conferences, and discretionary research costs	Accomplished	BURC created the Research Event Grant to support Brandon University faculty-led research workshops, conferences, and events hosted by Brandon University. IT Services provided foundational network and application support for research collaborations and conference hosting. Such services were continuously improved including network signal review in Education and physical reconfiguration of wireless routers, in support of research events (e.g. BYTE Conference).
4. Identify steps to create research start-up funds for newly hired faculty	Not Accomplished	
5. Increase support for student research and training of Highly Qualified Personnel (HQP)	Accomplished	Brandon University signed MOUs to help increase opportunities for students/trainees such as the Mitacs Globalink Research Awards Program and Next Generation Internet Transatlantic Fellowship Program. The Tri-Agency allocated new funding opportunities specific for Black students. As a result, the institution facilitated Undergraduate Student Research Awards (USRAs) for Black students across all disciplines and all three Agencies (CIHR, NSERC, and SSHRC). Furthermore, the Institution covered a portion of the students' salaries.

		The Research Office worked with faculties to ensure they were aware of the Canada Graduate Research Scholarships–Master’s Awards. This better understanding led to a Faculty changing its administrative requirements and guidelines to ensure their students would be eligible to apply for and receive awards. Student focussed information sessions were provided, and a research opportunity information table was set up at student orientation to create awareness and increase applications. The Library provided foundational services to support student research, including interlibrary loan services, reference and research support and instruction, and access to academic journals through consortia partnerships, including the Canadian Research Knowledge Network (CRKN).
2.2 Increasing External Research Funding		
1. Identify additional pools of funding opportunities outside of the major granting agencies	Accomplished	List of funders has increased and continues to evolve.
2. Work with Advancement to promote external awareness of BU research and establish research fundraising opportunities	Partially Accomplished	Advancement included Research as a “giving” option in 2021 in its annual funding campaign although efforts were not ongoing.
3. Host workshops on how to source research funding opportunities	Accomplished	The OVPRGS hosted several information sessions and has invited funders (to campus and virtually) to present to the campus community such as Mitacs, Research Manitoba, and the Manitoba Medical Service Foundation.
4. Explore ways to increase faculty awareness of external funding opportunities	Accomplished	The Weekly Research Report was created in 2022 and is a major email communication avenue for the dissemination of research opportunities. The Office of the VPRGS compiles relevant funding opportunities to make researchers aware of various opportunities and resources to assist them with the application process. Targeted email and outreach take place with individual faculty members and groups alerting them to specific relevant funding opportunities. Funding opportunity information was mobilized via the research website, in-person meetings, press releases, podcasts, videos, and social media.

Priority 3: Communicating Research Excellence		
Action Item	Status	Outcome
3.1 Building Communication Networks		
1. Increase the profile of research and creative accomplishments at Brandon University	Accomplished	Brandon University created a new Knowledge Mobilization Suite (KMS) with state-of-the-art equipment to facilitate the creation of podcasts and videos to promote research activities and outcomes via social media. The KMS was also upgraded to include a recording booth and an editing bay to facilitate a wider range of media formats and increase post-production capacity.
2. Create and implement a media strategy to promote and celebrate research and creative accomplishments	Partially Accomplished	There is no formal media strategy, but the KMO has an informal strategy that uses the BU website, traditional media pipelines, and multiple social media platforms for communications and to promote research accomplishments.
3. Develop an Experts List	Accomplished	The Brandon University Experts List was created to showcase faculty research expertise. Located on the institution's homepage, the List allows for media inquiries, collaborations, and community connections. Interested parties can search through the List for direct access to researchers and their areas of expertise. The Experts List is part of the formal new employee onboarding strategy; providing researchers with guidance on how to get started, including a training video. The Experts List is also used to promote researchers via a banner on the University homepage. Specifically, a researcher from the List is chosen monthly to be showcased on the BU homepage via a banner with their photo and brief research description which is linked to the List.
4. Continue to bring BU research to the community	Accomplished	Many researchers are directly involved with the local community. This is especially true of our three very active research centres/institutes: • Rural Development Institute (RDI) • Brandon University Centre for Applied Research and Education in Indigenous, Rural, and Remote Settings (BU CARES) • Centre for Critical Studies of Rural Mental Health (CCSRMS) The Library hosted many public lectures each year, connecting researchers with the Westman community at large. In the years following pandemic closures, the Library increased its capacity to host public events, including research communication.
5. Continue to publish Research Connection and the annual <i>Research Connection Magazine</i>	Accomplished	The weekly Research Connection publication was in effect until spring 2025.

		Efforts were made identify a more effective way of communicating researchers' accomplishments that targeted both the internal BU community and external community. This led to the creation of the "Illumination" podcast which was launched in spring 2026.
6. Promote research and creative accomplishments in a variety of media	Accomplished	The addition of the KMO position has enabled the Office of the VPRGS to dedicate resources to continuously highlighting the accomplishments of researchers via social media, events, press releases, and recognition events and activities.
7. Organize networking events to bring BU researchers, industry, and community together	Partially Accomplished	Events were held at Homecoming that were open to the public to attend, creating exposure to researchers and community interest. These events now conglomerate into Research Week, an annual event held in September that will continue to develop and expand.
8. Sponsor library presentations, blogs, podcasts, speaker series, etc.	Accomplished	There were several research podcasts created, speaker series and presentations occurred within most faculties/school, and Library presentations on research data management took place.
9. Explore the feasibility of a database that lists all BU research publications annually	Accomplished	A database was found not feasible and not effective enough to capture all outputs. Researchers are encouraged to inform the Office of the VPRGS of their publications so assistance with generating knowledge mobilization activities around their accomplishments can be provided. A curated list of traditional media articles related to research outputs from BU was created on the VPRGS website.
10. Provide a welcoming environment to foster external dialogue through conference hosting	Accomplished	The new BURC Research Event Grant facilitates these types of activities. A welcoming environment will be made easier with the conference/event planning guide being developed by the KMO.
3.2 Celebrating Success		
1. Increase award nominations and special recognitions for research and creative activities	Accomplished	Research award and prize opportunities are now included in the Weekly Research Report and a Nomination Form was created to help facilitate the process. There are regular nominations for Tri-Agency SSHRC and NSERC prizes as well as other for external prizes (e.g., Pierre Elliot Trudeau Foundation Fellowships). A Research Hall of Fame was created along the walls outside of the Office of the VPRGS which features plaques and posters to recognize faculty and student researchers who have received Tri-Agency funding.

Priority 4: Building a Supportive Research Environment

Action Item	Status	Outcome
4.1 Faculty Research Support		
1. Create a mentoring infrastructure for researchers, students, and highly qualified personnel	Not Accomplished	
2. Provide workshops and training on how to be a mentor	Not Accomplished	
3. Continue to provide workshops and information sessions on external grant applications	Accomplished	Several workshops and information sessions were provided on internal and external funding opportunities for faculty members and students. Sessions were also provided on topics such as grant writing, research security, and creating a research budget. External guests included organization such as Mitacs, Research Manitoba, Manitoba Medical Service Foundation, Canada Research Security Centre, and Association canadienne-française pour l'avancement des sciences (Acfas).
4. Explore mechanisms for internal peer review for grant applications	Not Accomplished	
5. Provide professional development to meet objectives of Equity, Diversity, and Inclusion (EDI)	Accomplished	EDI training was incorporated into the BU-BUFA CA. EDI training is now required for all members serving on committees under the auspices of the Office of the VPRGS, including unconscious bias and sex and gender training. EDI has been incorporated into the BURC policy and procedures and is a component of BURC member training and the information required in an application. Furthermore, the Office of the VPRGS considers EDI and accessibility in all undertakings. Brandon University applied for and was awarded four of four EDI Stipend Grants through the Canada Research Chairs Program (CRCP) from 2020 to 2024. Stipend 1 focussed on an institutional employment systems review, workforce analysis, and self-identification promotion; Stipend 2 focussed on the creation of a BU EDI Strategy and accompanying Action Plan (completion, Fall 2025); and Stipend 3 and 4, to begin in 2026, will focus bringing EDI expertise to Brandon University to provide ongoing guidance and training and accompanying resources to the University community, to ensure BU CRC policies and procedures are in accordance with the CRCP and external guidelines, and to assist researchers with the inclusion of EDI considerations in their research grants. The EDI Toolkit for grant writing was created and distributed. On the 4th of November 2025, Brandon University became the first university in Manitoba to sign the San Francisco Declaration on Research Assessment (DORA). By signing DORA, we formally joined a global movement that seeks to improve the ways in which research and researchers are evaluated. This marked

		an important milestone in Brandon University's ongoing commitment to research excellence, integrity, and equity and affirmed our commitment to responsible and inclusive research assessment.
6. Support the hosting of conferences and workshops hosted at and by BU	Accomplished	The BURC Research Event Grant was created to support Brandon University research conferences, workshops, and events led by Brandon University researchers.
7. Develop a resource manual for hosting research conference/workshops at BU	Accomplished	The OVPRS is working on a research conference/event resources manual for hosting events at and by Brandon University.
8. Create more opportunities for researchers to communicate with one another for the development of collaborations and new research and creative projects	Partially Accomplished	The Office of the VPRGS held regular meetings with directors and members of the institutional research centres and institutes to discuss issues, common interests, challenges, collaborations, and opportunities.
4.2 Graduate and Undergraduate Research Support		
1. Increase opportunities for undergraduate and graduate student involvement in research and creative projects	Accomplished	The NSERC Undergraduate Student Research Awards (USRA) program continued to increase in popularity and expanded to include USRAs across all of the Agencies (CIHR, NSERC, and SSHRC) specifically for Black students in 2023 competition. The Tri-Agency Canada Graduate Research Scholarships- Master's Awards program went from underutilized (i.e., institutional award allocations not filled) to a competitive process with all allocated awards filled for each agency. Students were successful with Polar Knowledge Canada and the Northern Scientific Training Program (NSTP). Students regularly received Research Manitoba Graduate Studentship Awards. The Office of the VPRGS hosted representatives from Research Manitoba as well as Mitacs for information sessions. Successful Mitacs awards included Accelerate Grants and Globalink Internships and Awards. More faculty members doing research and receiving associated funding allowed for more students/trainees to be supported, trained, and mentored. This in conjunction with the increased efforts of the Office of the VPRGS to promote opportunities resulted in an increase in student support.
2. Encourage students to apply for external research funding	Accomplished	The Office of the VPRGS set up a table at student orientation in the fall to discuss research opportunities and distribute swag. Information sessions for student research awards and scholarships were provided to both students and faculty members. The VPRGS met with students and staff in the Indigenous Peoples' Centre (IPC) to discuss research, research opportunities and funding sources to encourage and increase Indigenous student participation in research.
3. Continue to provide workshops and information sessions for students applying for funding	Accomplished	

Priority 5: Catalyzing and Stewarding Research Partnerships

Action Item	Status	Outcome
1. Support and encourage economic development and diversification, education, and knowledge generation	Accomplished	Brandon University entered an MOU with Bioenterprise, Canada's Food and Agri-Tech Engine, to increase opportunities for researchers to collaborate, and share resources and expertise. Also developed relationships with Falling Walls, the Vehicle Technology Centre and the Bioscience Association of Manitoba.
2. Increase partnerships to support and encourage social, cultural, and economic development	Accomplished	Brandon University research centres and institutes worked with the community on various research projects, strengthening community relationships. The Library hosts many public lectures each year, connecting researchers with the Westman community at large. In the years following pandemic closures, the Library has increased its capacity to host public events, including research communication. Partnership and collaborations with Western Manitoba Regional Library have been established. The John E. Robbins Library has become an institutional member of Manitoba Library Association to foster advancement of the broader library sector.
3. Partner with industry and external stakeholders to provide training opportunities for graduate and undergraduate students	Not Accomplished	
4. Pursue avenues for support for research capital and research infrastructure	Partially Accomplished	Hosted representatives from PrairiesCan Regional Ecosystems and Sector Initiatives (RESI) unit and Senior Business Officers and registered Brandon University with the Prairies Defence Opportunities Gateway.
5. Host researchers and trainees from other institutions	Accomplished	Brandon University regularly hosted researchers and trainees through: • Postdoctoral fellowships supported by external awards and faculty supervisor research grants • Graduate and Undergraduate trainees through Mitacs - Accelerate Grants, Globalink Research Internships, and Globalink Research Awards, Emerging Leaders of the Americas Program (ELAP) • Numerous Research Assistants and graduate students supported by faculty research grants
6. Expand internship, co-op, and collaborative training opportunities for students	Accomplished	Internship opportunities are made available to students via the Mitacs Globalink Research Internship program. The Library and IT Helpdesk continue to offer important entry-level positions for Brandon University students who may go on to careers in Librarianship and computer science disciplines. Many of the librarians and information professionals in the unit held student assistant positions when pursuing their own undergraduate educations.

7. Host national and international research conferences and workshops	Accomplished	Brandon University hosted several research events, workshops, and conferences: • The School of Music hosted <i>Music(s) in Context</i>, a joint conference of the Canadian University Music Society (MusCan), the Canadian Network for Musicians' Health and Wellness (CNMHW), and the Eckhardt-Gramatté National Music Competition. As part of this joint conference, an undergraduate student poster presentation was included. • Mental Health on the Prairies Conference, hosted by the Brandon University Centre for Critical Studies of Rural Mental Health. • The Rural Development Institute Hosted the Canadian Rural Revitalization Foundation Conference.
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Priority 6: Data Management and Open Access

Action Item	Status	Outcome
6.1 Institutional and Researcher Data Management Policy		
1. Develop a University policy to guide data management throughout all stages of the research project life cycle	Accomplished	An institutional Research Data Management (RDM) Strategy was created in 2022.
2. Develop a researcher Data Management Plan Template	Accomplished	Various RDM plan templates, tools, and resources were made available through the Library.
3. Assist researchers with the creation of Data Management Plans to meet Tri-Agency requirements	Accomplished	The Library regularly hosted information sessions on creating data management plans.
6.2 Research Data Deposit and Data Management Infrastructure		
1. Promote research data and document deposit through IRBU	Accomplished	The Library sends out regular communications and provides training sessions. The Institutional Repository at Brandon University (IRBU) is a pathway for open access storage of research publications for Brandon University researchers. Graduate student theses started being uploading to the Institutional Repository at Brandon University (IRBU). Collaborative communication efforts continue between the VPRGS office and The Library continue so that IRBU is promoted to researchers.
2. Promote storage and provisions of access to numerical data generated by university researchers through Dataverse	Partially Accomplished	Borealis was licensed (formerly Dataverse) for institutional use.
3. Investigate research and data management infrastructure and software, such as ORCID that may aid collaboration and dissemination of research	Accomplished	ORCID was promoted, included in library research support material, and many BU researchers have the ID. Crossref digital object identifiers were enabled for the Canadian Journal of Native Studies and Journal of Rural and Community Development to support broader access.
4. Promote and facilitate the use of research publication and data deposit by researchers	Partially Accomplished	Collaborative communication efforts continue between the VPRGS office and the Library continue so that IRBU is promoted to researchers.
6.3 Open Access		
1. Investigate avenues of support for Open Access publishing	Accomplished	Brandon University has a Canadian Research Knowledge Network (CRKN) membership. CRKN has an agreement with Elsevier Publishing which enables BU researchers to publish an unlimited number of Open Access articles in over 1800 Elsevier journals at no cost to the author. The agreement adds to CRKN's growing list of read and publish agreements that allow authors to publish Open Access at no cost. Additional agreements include Sage Publications, Wiley, Cambridge University Press and Assessment, and the Institute of Physics.

		The Institutional Repository at Brandon University was a pathway for open access storage of research publications for Brandon University researchers.
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Priority 7: Infrastructure		
Action Item	Status	Outcome
7.1 Increase Capacity and Efficiency of Research Space Utilization		
1. Support campus efforts in the pursuit of a new Science building	Partially Accomplished	In Spring 2018, Prairie Architects and their team comprised of Manshield Construction, Wolfrom Engineering Ltd. and SMS Engineering were selected to undertake a preliminary assessment of the John R. Brodie Science Centre and make conceptual design recommendations related to teaching and research space needs of the Faculty of Science and broader BU community. Following extensive consultations, a final report was presented to the Board of Governors in March of 2019. In the 2023-24 budget, \$5M was received from the province for the Brodie Science Building for plans and drawings to advance to the tender stage. A further allocation of \$2.5M was received for 2024-25 to advance the project. The drawings were planned to be ready for March 2025. In July of 2025, The Province pledged a contribution of up to \$52 million toward upgrades to the building and its facilities.
2. Create flexible and shared research spaces to promote efficient space utilization and equipment use	Accomplished	The Knowledge Mobilization Suite (KMS) was completed in 2023. The KMS is located in the Faculty of Education and includes podcasting capabilities, video cameras, professional sound and lighting, green screen, podium, interview-style vignettes, etc. The Office of the VPRGS was renovated to include a meeting room with communications technology. All research meetings are held in the space which streamlines meetings and makes use of technology for hybrid meetings where videoconferencing is needed. This makes meetings more inclusive for the BU Winnipeg campus members to attend as well as for those needing accommodations. The Library completed a six-year project to right-size its space, balancing collection, event, and user study and collaboration needs.
3. Provide training and support to technical staff in space management	Accomplished	The Office of the VPRGS trains staff on how to use the equipment in the KMS. It is expected that trainees go on to train others, utilizing a train-the-trainer model.
4. Use CFI Research Facilities Navigator to publicize our CFI-funded infrastructure as an avenue for industry to connect with researchers	Accomplished	Institutional CFI Project Leaders are encouraged to create a profile on the Navigator site to promote acquired infrastructure and facilitate partnerships.
5. Develop infrastructure operations and maintenance plans for new infrastructure to ensure optimal functionality of research equipment, facilities, and laboratories	Partially Accomplished	Operations and Maintenance (O&M) Plans are required for Canada Foundation for Innovation infrastructure awards and the structure of those plans have transitioned nicely to best practices for other research grants with a significant infrastructure and equipment component. Plans are to be in

		place and receive institutional approval prior to submission of applications. Although a formal institutional O&M Plan has not been created the CFI model has been well-received.
6. Promote membership in research consortia for researchers to take advantage of group resources, opportunities, and collaborations	Accomplished	The Office of the VPGRS has entered several consortia and memberships. Brandon University is a member of: • Community-Based Research Canada • Digital Research Alliance of Canada • Association canadienne-française pour l'avancement des sciences – French Research Assistance Service (ACFAS-SARF) • Alliance of Canadian Comprehensive Research Universities (ACCRU) • Signal49 Research (formerly the Conference Board of Canada) • Bioenterprise Canada Brandon University has memberships in: • Canadian Research Knowledge Network (CRKN) • Manitoba Research and Education Network (MRnet) • Council of Prairie and Pacific University Libraries (COPPUL) • Canadian University Council of CIOs (CUCCIO) • CANARIE (Canada's National Research and Education Network)
7.2 Expand Research and Data Analysis Capacity		
1. Expand library resources for computer networks, journals, software licenses, and data collection equipment	Accomplished	The Library acquisitions budget remained static against an inflating market environment but the Library continued to take advantage of consortia pricing where available and continually assessed resources for greatest value to the research environment. When funds and publisher offerings allowed, the Library took advantage of the ability to purchase perpetual licensing of electronic resources, such as the JSTOR collection. IT Services focused efforts on maintaining and continuously improving a reliable and secure network environment, with sufficient speed and redundancy, to support research activities. Investments were made in new firewalls, core switches, and server infrastructure.
2. Provide workshops for use of qualitative and quantitative data analysis software	Accomplished	IT Services provided support to SPSS. The Library provided support to Refworks (being replaced by Zotero).
3. Expand the collaboration between Statistics Canada, SSHRC, CIHR, NSERC, CFI, and BU researchers	Not Accomplished	



**Transactions of \$100,000 or More
June 1 to August 31, 2026**

Payables

Remitted to:	Date	Amount	Details
BRANDON UNIVERSITY FOUNDATION	17-Jul-26	\$ 102,629.85	Online Donations Batch - Transfer to BU Foundation
CATTAN TECHNOLOGIES INC.	24-Jul-26	\$ 174,720.00	Computer Acquisitions for Tech Renewal - Annual Bulk Purchase
CITY OF BRANDON	19-Jun-26	\$ 145,385.01	Annual Property Taxes
CONNOR, CLARK & LUNN CANADA LTD	26-Jun-26	\$ 120,914.29	Investment Manager Fees - BU Foundation
JAMIESON JUDD LIMITED	19-Jun-26	\$ 128,733.36	QEII Fire Alarm Upgrade Project - progress payment
M.E.R.L.I.N.	24-Jul-26	\$ 101,879.96	IT Services - Annual Contract Fees
MANITOBA BLUE CROSS	31-Jul-26	\$ 127,214.89	Employee Health Benefits
MANITOBA BLUE CROSS	21-Aug-26	\$ 235,079.32	Employee Health Benefits
PRAIRIE ARCHITECTS INC	26-Jun-26	\$ 435,156.01	Brodie Building Project - progress payment
SKY CITY ROOFING	10-Jul-26	\$ 171,909.40	Clark Hall Roof Replacement Project - progress payment
SKY CITY ROOFING	21-Aug-26	\$ 179,216.90	Clark Hall Roof Replacement Project - progress payment

Net Payroll

June 12, 2026	\$	2,553,913.75
June 26, 2026	\$	2,383,223.54
July 10, 2026	\$	2,498,394.79
July 24, 2026	\$	2,483,441.06
August 7, 2026	\$	2,277,813.56
August 21, 2026	\$	2,396,873.47

Short-Term Investments

No Transactions

Receipts

Received from:	Date	Amount	Details
ROYAL BANK OF CANADA	25-Aug-26	115,158.60	Multi-Student Batch - Online Payment Remittances

Report to the Board of Governors from Senate: June 16, 2026

Senate Meeting: June 16, 2026

- The senate concluded elections to numerous positions. Senators Gretta Sayers, Matteo Di Muro, B.Hill, and N. Ahmed were acclaimed to serve as the faculty of music representative, faculty of education, faculty of science, and faculty of health studies respectively.
- An election to elect faculty of arts representative was tabled to September.
- Senator Tosin volunteered to serve as student senator representative on the Senate Executive Committee.
- Senator Bryan Hill volunteered to serve as the senate representative to the Board of Governors
- The senate discussed numerous items under new business.
- The senate approved the 2026 Strategic Academic Plan as presented by Strategic Academic Planning Committee
- The Senate approved new course 30.301/ENGL 3032 The Year Was...The Literature of a Year in Faculty of Arts
- The Senate approved the recommendation to the Board of Governors to rename the Department of Native Studies to Department of Turtle Island Studies as submitted by Faculty of Education
- The Senate approved changes to 2026-27 Fall term important dates, policy revisions to Criminal Records and Child Abuse Registry and the associated Undergraduate Calendar Revisions proposed by Undergraduate Education Committee.
- The Senate approved the Practicum Placements Policy deletion submitted by Department of Nursing and Psychiatric Nursing
- The Senate approved revisions to the courses 40:251. Hazards: Causes and Physical Dynamics and 40:253. Hazards Risk Assessment submitted by Department of Applied Disaster and Emergency Studies-Faculty of Science.
- The Senate approved new awards submitted by the Scholarships & Awards Committee: Donna (McPhail) Agnew'52 Graduate Scholarship, and Sharon Young Psychiatric Nursing Scholarship.
- The Senate received written reports from Artificial Intelligence Committee and External Review of Programs & Unit Policy Review Committee.
- The Senate received written reports from Faculty of Education, Faculty of Health Studies, School of Music, Dean of Students, Chief Information Officer, University Registrar, and President.

Prepared by

Bryan Hill
Ravi Dwivedula

BRANDON UNIVERSITY STUDENTS' UNION

Report to Board of Governors

September 17th, 2026

Submitted by: **Oluwatosin Salau, BUSU President**

Orientation and Student Engagement

We have worked on preparations for student orientation, including coordinating the involvement of BUSU representatives. This work has focused on ensuring that incoming students have an opportunity to connect with their representatives, learn about BUSU, and understand where they can turn for support. Orientation is an important opportunity to establish those connections early and help students feel welcome within the university community.

Policy and Bylaw Review

We have been working with the Policy and Bylaw Committee on reviewing BUSU's governance documents. The focus is on identifying areas that require clarification or improvement and supporting clearer responsibilities, consistent procedures, and organizational continuity. This work remains ongoing.

International Student Healthcare Advocacy

We attended the Canadian Federation of Students' Black Students' Caucus, where discussions focused on improving healthcare for international students. This provided an opportunity to engage with concerns about healthcare access and consider how student advocacy can help address those barriers. Access to healthcare remains relevant to students' well-being and their ability to participate fully in their education.

Community Collaboration

We worked with BMCC on organizing a celebration of Dr. Gervan Fearon in connection with Emancipation Day. This collaboration provided an opportunity to strengthen connections between BUSU and the broader community while recognizing Black leadership and achievement.

Longer-Term Planning

We have also been considering potential priorities for BUSU over the next several years. Areas under consideration include governance, financial sustainability, student advocacy, service delivery, campus engagement, and continuity between successive student leadership teams. These remain preliminary planning ideas rather than formally adopted mandates. As the academic year begins, my focus is on carrying this work forward while remaining responsive to students' needs. I look forward to working with the board of governors and university partners to support a welcoming and accessible student experience.

Report to Board

Dr. Christine Bovis-Cnossen, President & Vice-Chancellor

September 2026

Internal Engagement and Collaboration Updates

Listening Tour

Another Listening Tour is beginning as we welcome a new academic year at Brandon University. The initial goal of the tour, to gain a deep understanding of our university community and the important work taking place across campus, has been successfully achieved.

As we look to the future, I am excited to hear everyone's aspirations, ideas, and visions for Brandon University. Our BU community's perspectives are invaluable as we continue to build on our strengths, embrace new opportunities, and shape the future of our institution together.

I look forward to meeting with many members of our community and engaging in meaningful conversations about what lies ahead.

Dean of Music Search

On Saturday, June 20, 2026, Brandon University's Board of Governors approved the appointment of Dr. Leanne Zacharias as the next Dean of Music. Dr. Zacharias's 5-year term officially begins on July 13th.

Dr. Zacharias has been a member of the School of Music's faculty since 2008, teaching cello, directing the BU Orchestra, and, at various times, serving as the Chair of both the Applied Department of Music and the Music Graduate Department. She is internationally admired as performer and curator, crossing genres and collaborating across disciplines in creative and compelling ways. Since September of 2025, Dr. Zacharias has been serving as the Acting Dean of Music. Congratulations Leanne, it has been a pleasure working with you the past months as Acting Dean, and I look forward to the years to come.

Provost & Vice-President (Academic) Search

We are working with search consultants KBRS to cast a wide net, we have fully populated our search committee I am pleased to share that we have begun advertising the role across a variety of websites and distribution lists. You can view the ad by [clicking here](#).

The Search Committee encouraged all members of the Brandon University community to share the ad with their networks by email and through social media.

President Report
September 2026
Pg. 2

The search continues to be on time. Our next milestone will be when the committee meets in mid-September to review candidate applications and select a short list of applicants to participate in first interviews.

Changes in Administration and Finance

We said farewell to our Vice-President (Administration & Finance) Peter Hickey. His last day with us was Friday, July 24. It's a return to Ontario for Peter, where we wish him well in his new role at Lakehead, and we thank him for his contributions here at Brandon University.

A search for a new Vice-President (Administration & Finance) has been put on hold until the Provost & Vice-President (Academic) Search is completed.

I am also delighted to let you know that Ms. Yvette La Flamme, who was currently serving as the special advisor in Finance has agreed to take up the role of Interim Vice-President (Administration & Finance). She commenced her role on Monday, July 27. Yvette brings a wealth of experience in post-secondary leadership, and I am looking forward to working with her as a member of the president's executive team as we move forward with developing and implementing our new university strategy.

Fall Campus Address and Welcome Back Gathering

The Fall Campus Address and Welcome Back Gathering was held on Thursday, September 3, 2026.

This special occasion offered an opportunity to reconnect with colleagues and celebrate the start of a new academic year together. This year, the address felt less like a formal presentation and more like a campus conversation, there was no PowerPoint. Instead, it was a fireside chat with an opportunity to reconnect, get on the same page, and look ahead together.

The conversation also moved from the traditional Room 212 to the Lorne Watson Recital Hall. The warm, welcoming atmosphere of the Lorne Watson felt particularly well suited to this kind of gathering. It's where I first spoke to the campus community while being considered for the role of President, so returning there brings back fond memories for me.

On the agenda were some of the big-picture priorities and opportunities ahead for BU, including my annual objectives as President, our budget and enrolment, leadership searches, major campus projects, fall activities, and the inclusive strategic planning process we will soon begin. Most importantly, it was a chance to reflect on what makes BU special and how we can carry those strengths forward together.

Everyone was encouraged to fill the Lorne Watson with blue and gold by wearing their favourite BU or Bobcats gear, or by simply adding some campus colour to their outfit. I

President Report
September 2026
Pg. 3

donned my custom Converse for the occasion. Lastly, due to the weather the Welcome back gathering was moved to Harvest Hall, keeping guests warm and dry.

Brodie Building open for Autumn 2026 Term

Thanks to tremendous efforts from BU employees and contractors over the Labour Day weekend, power had been restored to the Brodie Building and connected areas in time for Orientation and the start of Fall Term. Starting Tuesday morning, Brandon University was fully open with normal business operations, ready to welcome everyone for teaching, learning, and working.

The loss of a transformer inside the Brodie building on the long weekend was a major disruption, especially coming during Move-In at Residence. We thanked those who responded so swiftly and thoroughly with such resilience and resourcefulness, especially T. James, C. Cels, C. LeMoine, A. Trotz, B. Newitt, T. Kalinowich, M. Sucha, G. Hamilton, G. Gaten, and Y. Laflamme. Their Herculean efforts made such a difference in mitigating the impacts of this stressful and challenging incident. This weekend saw Team BU at its finest and my eternal thanks goes to those who were front and centre problem-solving and working tirelessly to find solutions so we can start the new term and welcome new and returning students.

We have now completed the installation of mobile generators on the east side of Brodie Building near 18th Street, which will be our interim power solution. Note that this is a different location than originally planned, which will reduce the impacts to daily life on campus. The east Brodie stairwell is closed; however, the north and south stairwells will remain open. Generators, fencing, and fuel delivery may encroach on the 18th Street sidewalk. Signage has been posted with security instructions, including updated fire and emergency exit procedures.

MPN Orientation

On August 25, 2026, I welcomed new and returning students Master of Psychiatric Nursing students. It is always a pleasure to interact with our students.

Student Orientation

Student Orientation came later this year, Tuesday, September 8, 2026. In the morning, I welcomed participants in the Amazing Educator Adventure – Approximately 110 fourth-year education students moved through the stations in rotations every 10 minutes from 10:15 am to noon, with one stop being the President's Office. Their task was to download BU's Ready app and take a selfie with me before receiving their next clue.

President Report
September 2026
Pg. 4

Then I quickly made my way to the Healthy Living Centre and welcomed an amazing group of new students to Brandon University and then served pizza on the front lawn, East of Clark Hall. It was a rewarding day filled with student interaction and excitement.

Bobcats to host 2027 men's soccer nationals

I attended the media conference and participated in sharing the announcement that the Brandon University will host the 2027 men's national Canadian Collegiate Athletic Association soccer championships. This will be the first time soccer nationals will be hosted in Manitoba. Did I also mention the championship will be held outdoors in November.

Homecoming Weekend

This year with the later start of classes the Homecoming weekend rounded out the week/weekend. I attended the Wine and Cheese Welcome Back Reception on Friday, September 11, 2026. Although the day was filled with excitement, I also took a moment to reflect on the significance of the day, it was the 25th anniversary of September 11th.

The Homecoming Alumni Awards Banquet was an enjoyable evening of celebration, connection and recognition. Every year, the Homecoming alumni Awards Banquet brings together alumni, supporters, and community leaders to celebrate the lasting legacy of a BU education, to honour the outstanding achievements of our alumni, and to recognize incredible award winners. This year, we are proud to [recognize Jim McManes and David Halstead](#), whose accomplishments have positively impacted our communities and beyond.

Upcoming events

September 15, 2026 - BU to Welcome Dr. Jessica Riddell as the Stanley Knowles Distinguished Visiting Professor

September 25, 2026 – Fall Equinox Feast – hosted by Library, Archives, and IT Services in Partnership with Indigenous Peoples' Centre.

September 30, 2026 - National Day for Truth and Reconciliation

Government and Post-Secondary Relations

Due to the summer break, I have had fewer opportunities to engage with Government and Post-secondary contacts and institutions.

- July 29, 2026 – PrariesCan, President Gray
- September 4, 2026 – Minister Glen Simard
- September 10, 2026 – Government Relations Committee, Brandon Chamber of Commerce

President Report
September 2026
Pg. 5

Premier's Business and Job Council Education, Training and Workforce Development Subcommittee

I have been asked to Chair the K-12 working group and we are currently working with the committee to establish our meeting dates.

Community Engagement

Indigenous Peoples Day

Recently, I attended the Indigenous Peoples' Day celebrations at the Riverbank. It was a beautiful day, filled with meaning, and I could go on and on about it, but there's one small anecdote that perhaps sums the message of day up best.

While watching the dancers, my eye caught sight of a majestic bird soaring overhead. It was an eagle — a very good omen. When the drummers were informed, an offering of tobacco was made, and it felt like the day paused as the eagle above and the people below shared a brief, powerful moment. What message can we draw from the eagle's appearance? For me, it was a reminder to look around, and see what the world is trying to share with you. Those moments of connection with the natural world are important.

Advancement & Alumni Affairs

Fundraising Priorities

- **Gulliver Astronomical Observatory**
The new dome has arrived and has been installed. Once the power, network cabling and the telescope is reinstalled, we will secure a date for the plaque unveiling and celebration.
- **Indigenous Peoples' Centre Expansion**
We expect to have a draft plan ready this fall and eventually will engage a small working campaign cabinet. Naming opportunities are available at various levels. Should you know of businesses or individuals who may be interested in supporting this project, please let us know.
- **Brodie Science Centre**
Brandon University is currently in the process of hiring a Project Coordinator to oversee this renovation. Last July, the province committed \$52M towards upgrades to the Brodie Science Centre, adding to the \$2.5M investment for design and planning work.

President Report
September 2026
Pg. 6

Annual Fund

- Plans for this year's Annual Fund are underway. This year's highlighted priorities will include the Brodie Science Centre, IPC Expansion, Indigenous Peoples' Transition Program and the Co-op Program. Annual Fund letters are sent to alumni and donors in October with a reminder sent in the new year. Last year, the Annual Fund raised over \$465,000.

Gifts & Awards

- The Brandon Area Community Foundation has provided the following: \$100,000 towards the Jack & Evelyn Gabel Memorial Scholarships; \$5,000 towards the Milton C. Holden Memorial Bursaries; and \$477 towards the John G. & Olive Diefenbaker Scholarship (Canadian History)
- Received a gift of stock from an estate gift towards the Hon. William & Elizabeth Ferguson Memorial Entrance Scholarship
- The IPC Expansion Fund has received a gift of \$25,000
- Received \$25,000 towards the Shirley Syslak Piano Scholarship
- The Garry Atchison Scholarship-Bursary in Science received a gift of shares in the amount of \$19,254
- Received \$12,000 in gifts towards the Grace Agnes Maillet Scholarship-Bursary Fund
- Received \$12,014 towards the Southern Chiefs' Organization Every Child Matters Scholarship
- Received \$10,000 towards the Volleyball Program and \$10,000 towards Men's Volleyball Award
- Received an estate gift of \$10,000 directed towards the Robert Brockway Memorial Scholarship
- Student Emergency Fund received a gift of \$5,000
- Received a gift of \$5,000 towards the Men's Volleyball Program
- Student Food Bank received a gift of \$3,000

Events

- Homecoming was held September 11 – 13. There were several events scheduled for the weekend. See schedule [here](#).

[David Halstead '60](#) received the Community Service Award and [Jim McManes '75](#) received the Career Achievement Award at the Saturday evening Dinner and Awards.

President Report
September 2026
Pg. 7

Brandon University 'names in the news'

BU orientation sees 'more engaged' cohort

Brandon University welcomed new students to campus Tuesday morning during its fall orientation. The event gave incoming students opportunities to familiarize themselves with the university and learn about the resources and services available to them. It featured an orientation fair where students could connect with university departments, student groups and other campus services before beginning their regular classes. It was designed to ensure students know they have support throughout their university experience, said Joan Garbutt of BU Student Services.

[Brandon Sun](#)

BU aids hike in Indigenous enrolment

If education paves the road to success, it's a path that increasingly leads to Brandon University for Indigenous students. The school announced this week that it has a 12.5 per cent increase from last year as of Sept. 1, which is an outstanding achievement for everyone involved, with about 17 per cent of the total student population self-declared as Indigenous, the BU website says. The growth didn't happen by accident. Brandon University appointed a new Indigenous recruitment and transition officer position within student services, providing a full-time staff member dedicated to Indigenous student outreach.

[Brandon Sun \(editorial\)](#)

Alumni assemble to celebrate decades of memories at Homecoming

Old friendships were rekindled and new connections were made as Brandon University (BU) staged a successful Homecoming celebration over the weekend. The welcoming energy of the first week of the fall term carried over into the weekend as alumni of BU and Brandon College returned, just days after hundreds of new students set foot on campus for the first time.

[BU News](#)

Brandon University Homecoming honours pair of distinguished alumni

Two accomplished Brandon University alumni were honoured for their contributions to their communities and profession during BU Homecoming 2026. David Halstead (BSc '60, BEd) received the Distinguished Alumni Award for Community Service, while Jim McManes (BA '75) received the Distinguished Alumni Award for Career Achievement.

[BU News](#)

President Report
September 2026
Pg. 8

Bobcats to host 2027 men's soccer nationals

The wait will be much shorter than last time for the Brandon University Bobcats to host another national championship. Less than 18 months after BU welcomed the top U Sports men's volleyball teams in the country to the Wheat City and ran the table to their first national title, the Bobcats men's soccer team was named host of the 2027 Canadian Collegiate Athletic Association championship on Thursday. It's BU's third national tournament, after staging the 2016 women's volleyball championship.

[Brandon Sun](#)

Donors stand by BIRT Cup following cancellation

Torrential rain kept golfers off the course at the 2026 BIRT Cup last Friday, but the Brandon University Bobcats still managed to raise \$85,000 for student-athletes and local charities. Established in 2008 by Brandon University Bobcats alumni Scott Hlady and Dwayne Gylywoychuk, the BIRT Cup — so named by Hlady's baseball coach Neil Andrews as an acronym for basics, intensity, respect and team — is an event that aims to raise funds for BU athletics and local charities. Since 2018, BU Athletics has organized the BIRT Cup and raised more than half a million dollars in that time. The 2024 BIRT Cup set a record, raising \$100,000 in a single event.

[Brandon Sun](#)

Coach Bonhomme grows through busy summer

Ilarion Bonhomme could have taken some well-deserved downtime last summer, but opted for the complete opposite. After leading the Brandon University women's basketball team to its first Canada West playoff berth since 2017 — not counting the 2021-22 season when all 17 teams participated in the post-season — Bonhomme accepted an offer to assistant coach the Winnipeg Sea Bears. He was certainly rewarded, as the team won its first Canadian Elite Basketball League championship in just its third season, defeating the Brampton Honey Badgers 98-84 in the final. "It was super busy but obviously super fun, and an unbelievable learning experience to work with that calibre of players, be around different coaches and see how different coaches do things," Bonhomme said.

[Brandon Sun](#)

President Report
September 2026
Pg. 9

BU to welcome Dr. Jessica Riddell as Stanley Knowles Distinguished Visiting Professor

Brandon University will welcome internationally recognized scholar, public intellectual and civic leader Dr. Jessica Riddell as this year's Stanley Knowles Distinguished Visiting Professor in Public Policy. Riddell will be hosted by the Department of English, Drama and Creative Writing in the Faculty of Arts. Through virtual and in-person activities, she will contribute to classes in English literature and drama, the Faculty of Arts Speaker Series, the Faculty of Arts Teaching Circle and workshops focused on topics including the implementation of BU's Academic Plan and the renewal of key university policies.

[BU News](#)

Loy Excellentia picnic offers newcomers a start

For some international students, arriving in a new country can mean navigating an unfamiliar city, school system and culture while trying to build a new circle of friends. A summer picnic organized by the Loy Excellentia Initiative is helping make that transition a little easier for African and Caribbean post-secondary students in Brandon. The annual event brought together students from Brandon University and Assiniboine College at Rideau Park on Sunday for an afternoon of food, music, games, cultural connection and networking as students prepare for the new academic year. The picnic is designed to bring incoming and returning students together before classes begin, said Aloy Anyichie, a BU professor and founder of the Loy Excellentia Initiative.

[Brandon Sun](#)

Workshop gives Black students tools to succeed

Loy Excellentia Initiative hosted its first "Beyond The Classroom" to help post-secondary students navigate life, school and careers in Canada on Saturday. The event, held in Brandon University's Faculty of Education, was a professional development and community-building workshop designed to help Black, African and Caribbean post-secondary students navigate life in Canada. The full-day event brought together professionals from areas that included banking, writing, academic success, career development and mental health to share their knowledge with students.

[Brandon Sun](#)

BU begins search for new chancellor

Brandon University is searching for a new chancellor to take on the position next spring following the end of Mary Jane McCallum's second term in the role. Nominations are being accepted through the BU Senate until Nov. 30, the university said in a news

President Report
September 2026
Pg. 10

release. The chancellor serves as the formal head of the university and is chosen based on their ability to provide high-level vision, guidance and wisdom. They act in an advisory and supportive role to the president. McCallum is in the final year of her second term and has been a “thoughtful” and “considerate” chancellor, said BU president Christine Bovis-Crossen in the release.

[Brandon Sun](#)

E-learning hub finds home at Brandon University

Brandon University has absorbed all the public resources created by a defunct online education hub that promoted free textbooks and coordinated remote learning courses. After 35 years of facilitating collaboration between local post-secondary institutions, Campus Manitoba was shut down at the end of June. "Brandon University now serves as the records custodian, but all of the open educational resources are still available (to the public)," Advanced Education Minister Renée Cable said. Campus Manitoba, a consortium of post-secondary institutes, supported the creation of more than 20 digital resources as part of the Open Education Manitoba PressbooksEDU Network. It is estimated to have saved students upwards of \$6 million.

[Winnipeg Free Press/Canadian Press](#)

Dupuis seeks NDP nomination for Brandon West

Brandon University's co-operative education program co-ordinator seeks to become the Manitoba NDP candidate for Brandon West. Cora Dupuis said her years of community-building and public service have prepared her to represent the constituency. Dupuis, who has led the co-operative education program for seven years, said the community leadership she witnessed while growing up in rural Manitoba inspired her decision to enter provincial politics.

[Brandon Sun](#)

Linda Ross seeks another term on Brandon school board

Brandon School Division board chair Linda Ross is seeking another term as a school trustee. Ross, who is the acting dean of the Faculty of Health Studies at Brandon University, said she is running in the Oct. 28 election because she has more to contribute to a school system that has changed considerably during her more than three decades on the board. Ross, who has been board chair for roughly eight years during her current stint, said education remains one of her most important values and continues to be work she considers worth pursuing.

[Brandon Sun](#)

President Report
September 2026
Pg. 11

New Algoma U president prepares to start role

An academic noted for his work in equity, diversity, inclusion and decolonization is Algoma University's new president. Kofi Campbell starts his leadership role Sept. 1. Campbell joins Algoma after serving as provost and vice-president academic at Brandon University for five years. He was recently interim president at the Manitoba post-secondary institution for six months. Campbell also held academic leadership roles at Renison University College at the University of Waterloo and Wilfrid Laurier University.

[Timmins Press](#)

CIGI Welcomes Six Emerging Scholars to Explore the Future of Quantum Technology, Security and Governance

The Centre for International Governance Innovation (CIGI) has selected six emerging scholars from across Canada for a new research and mentorship program bringing multidisciplinary perspectives to critical policy questions surrounding quantum technologies, artificial intelligence (AI) and national security. The scholars make up the inaugural cohort of The Quantum Nexus Emerging Scholars Program. The 2026 emerging scholars include Katlego Khoza, a student in Applied Disaster and Emergency Studies at Brandon University, who will draw on lessons from nuclear verification and Arctic governance to examine quantum-AI doctrine and procurement through the least trade-restrictive, security-sufficient, innovation-preserving (LSI) framework.

[BNN Bloomberg](#)

Road crew discovers human remains near Virden

Human remains were found in a ditch by a road maintenance crew last week in the rural municipality of Wallace-Woodworth, Mounties say.

The crew was cleaning out ditches following recent flooding in the area and stopped working when they found the human remains, RCMP said in a news release on Wednesday.

Forensic anthropologist Emily Holland and her team were called to the scene the following morning and located a partial skull, right shin bone and lower left femur, police said.

Holland, who is also an anthropology professor at Brandon University, said her team had to search through a lot of soil and gravel to ensure they collected all the remains.

[Brandon Sun](#)

President Report
September 2026
Pg. 12

'A perfect tool for abuse.' Why experts are concerned about ICE's \$17 million electric shock gloves contract

U.S. Immigration and Customs Enforcement agents may soon be outfitted with electric shock gloves that can deliver painful jolts when they come in contact with a person's skin. While ICE says the new gear will help agents deescalate situations with detainees or protesters without relying on "higher levels of force," Democrats in Congress and civil rights advocates are pushing back, in no small measure because of the agency's history of deadly clashes. Christopher Schneider, a sociology professor at Brandon University who studies policing, described the technology's rollout as "problematic." He said ICE hasn't explained how its officers who are out in the field will know whether someone is pregnant or has a pacemaker and therefore should not have the gloves used on them. This could lead to "adverse consequences," he said.

[PBS](#)

Winnipeg's 1st female mayor wants to see a 2nd. That's not likely in this fall's election

Susan Thompson is the first woman to serve as Winnipeg's mayor. Nearly three decades after she left office, she says it's taking too long for a second to be sworn in. But it doesn't appear that will change soon. As of Saturday morning, none of the 11 people who had registered to run for mayor in the city's upcoming October election are women. Barriers are still excluding many women from entering - or even considering entering - the Canadian political sphere, said Kelly Saunders, a political science professor at Brandon University. They may be choosing not to run due to the harassment, threats and personal attacks that politicians can face, both online and in person. These attacks can be more vicious and sexist when women and other gender-diverse people run for office, Saunders said.

[CBC](#)

Rivers restoration projects get funding boost

The provincial government is kicking in \$98,000 to help restore the Rivers train station, develop a bicycle museum on the site and expand bike trails in the community. Municipal and Northern Relations Minister Glen Simard made the announcement in Rivers on Wednesday, saying the train station is an important part of the province's history. Some of the funding is being allocated for a research project to determine how best to develop rural communities in other parts of the province. The director of the Rural Development Institute at Brandon University, Wayne Kelly, who is leading the research project, said the funding is split between the community and researchers, who will be on the ground in Rivers. "As we work with community groups that are doing this type of work on the ground, we're going to be developing the training and some of those

President Report
September 2026
Pg. 13

techniques to sort of train other community groups around research skills on the ground, so that they don't necessarily need a PhD to come in and do community research," Kelly said.

[Brandon Sun](#)

Conservatory of Music student wins international piano competition

Fourteen-year-old Brandon pianist Haoyu "Jason" Jiang, a student at Brandon University's (BU) Eckhardt-Gramatté Conservatory of Music (E-Gré), has won First Prize at the PETROF Fest Piano Competition in Durango, Mexico. The international competition brought together musicians representing 10 countries. Jason travelled from Brandon to Durango with an ambitious program spanning more than three centuries of piano music. Jason studies piano with concert pianist Dr. Daniel Tselyakov, who teaches at the E-Gré Conservatory and is also a member of the academic staff at BU's School of Music.

[BU News](#)

Alumna artist shares stories of women she met at BU in Winnipeg exhibition

Mending with Tradition, an art exhibition by Brandon University alumna Jessie Jannuska featuring a comic inspired by three women she met at BU, will be on display this fall and winter at Winnipeg's Graffiti Gallery. The exhibition will run from Sept. 4, 2026 to Jan. 22, 2027 at the Gallery, located at 109 Higgins Ave. Jannuska, a member of Canupawakpa Dakota Nation, is a Bachelor of Fine Arts graduate from BU's IshKaabatens Waasa Gaa Inaabateg Department of Visual Art. She was the creator of Brandon University's Convocation artwork presented to graduates in 2024.

[BU News](#)

Virden Theatre Productions to stage Manitoba premiere of 'Dear Evan Hansen'

Virden Theatre Productions will present the Manitoba premiere of the award-winning musical Dear Evan Hansen over two weekends this fall. Performances will run from Sept. 25 to 27 and Oct. 2 to 4 at the Aud Theatre in Virden. Dear Evan Hansen won six Tony Awards, including Best Musical, a Grammy Award and the Olivier Award for Best Musical. The lead role of Evan Hansen will be shared by Aaron Cox of Brandon and Dylan Southam of Virden. Both are vocal majors studying music at Brandon University.

[Moosomin World-Spectator](#)



To: Board of Governors

From: Allison Noto, Director of Financial & Registration Services

Date: September 14, 2026

Subject: Provincial Reporting 2026/27 – 1st Quarter

BACKGROUND

As an other reporting entity (ORE) of the Government of Manitoba, Brandon University is required to submit quarterly financial reports to the Province. This memo provides the Board of Governors with the Q1 provincial reporting submission for information.

Reporting Deadlines:

- Q1: Due June 30th – Reporting as of May 31st
- Q2: Due September 30th – Reporting as of August 31st
- Q3: Due December 31st – Reporting as of November 30th
- Q4: Due July 15th – Reporting as of March 31st

SUMMARY

The Province creates the reporting template, including populating the budget figures included for their reporting purposes. We complete the year-to-date actuals, year-end forecast, position FTE reporting, and required explanations or updates.

As part of Q1 reporting the 2026/27 Budget figures are based on our Preliminary Budget submission from the previous Fall. We provide the Final Budget figures as part of this submission, and provide variance explanations for the more significant changes.

ATTACHMENTS

- ORE Quarterly Report - Q1 Provincial Reporting Submission (6 pages)
- Preliminary to Final Budget – Variance Explanations (1 page)

ORE QUARTERLY REPORT

2026/27 BUDGET & FORECAST

BRANDON UNIVERSITY

Contact Person	Name: Allison Noto	Position: Director, Financial & Registration Services
	Telephone: 204-727-7341	Email: NotoA@brandonu.ca
	Signature: 	Date: July 16, 2026

INSTRUCTIONS:

1. Kindly ensure this template is completed as thoroughly and accurately as possible.
2. If the requested information is captured in other materials, it may be attached as an Appendix. Any such material must be cross-referenced with the Appendix # and page # where the information can be found noted in the appropriate section.
3. This template is a companion document to the excel template "ORE BUDGET & FORECAST 2026-27 TEMPLATE". *Complete the excel template first.*

Section 5 of this template is to be completed by the Department, following review of the content prepared in this template and the excel template.

ORE QUARTERLY FORECAST

1 SUMMARY OF QUARTERLY FORECAST

1.1 QUARTERLY FORECAST NUMBERS

QUARTERLY FORECAST		Q1		
(\$000s)	2026/27 Budget	2026/27 Forecast	Inc/(Dec)	% change
REVENUES				
<i>Province of Manitoba</i>	54,566	54,705	138	0.3%
<i>Federal Government</i>	2,562	2,536	(25)	-1.0%
<i>Interest Revenue</i>	2,176	2,946	770	35.4%
<i>Other Revenue</i>	10,261	10,675	415	4.0%
<i>Tuition Fees</i>	18,410	18,934	524	2.8%
<i>Net Income of GBEs</i>	-	-	-	0.0%
Total Revenues	87,975	89,796	1,822	2.1%
EXPENSES				
<i>Salaries and Benefits</i>	68,226	67,374	(852)	-1.2%
<i>Other Expenditures</i>	13,529	13,434	(94)	-0.7%
<i>Grants/Transfer Payments</i>	4,114	4,383	269	6.5%
<i>Amortization</i>	3,197	3,138	(59)	-1.8%
<i>Interest</i>	650	1,467	817	125.6%
Total Expenses	89,715	89,796	81	0.1%
Net Income or (Loss)	(1,741)	-	1,741	100.0%
Capital Asset Acquisitions	11,544	4,894	(6,650)	-57.6%

1.2 SUMMARY OF SIGNIFICANT VARIANCES - REVENUES

Please explain any variances that exceed the thresholds identified in Tab 4 – Quarterly Forecast of the excel template.

n/a

1.3 SUMMARY OF SIGNIFICANT VARIANCES - EXPENSES

Please explain any variances that exceed the thresholds identified in Tab 4 – Quarterly Forecast of the excel template.

n/a

1.4 MITIGATION PLANS

If the variance is expected to result in a deficit or significantly lower net income, please explain proposed measures to offset the impact of the expected variance. What is the related impact on clients, programs/services?

n/a

ORE QUARTERLY FORECAST**1.5 YEAR-TO-DATE**

YEAR-TO-DATE RESULTS		Q1		
(\$000s)	2026/27 YTD Budget	2026/27 YTD Actuals	Inc/(Dec)	% change
REVENUES				
<i>Province of Manitoba</i>	13,676	14,179	503	3.7%
<i>Federal Government</i>	634	-	(634)	-100.0%
<i>Interest Revenue</i>	737	21	(715)	-97.1%
<i>Other Revenue</i>	2,669	567	(2,101)	-78.7%
<i>Tuition Fees</i>	12,307	11,827	(480)	-3.9%
<i>Net Income of GBEs</i>	-	-	-	0.0%
Total Revenues	30,023	26,594	(3,428)	-11.4%
EXPENSES				
<i>Salaries and Benefits</i>	16,844	14,399	(2,445)	-14.5%
<i>Other Expenditures</i>	-	-	-	0.0%
<i>Grants/Transfer Payments</i>	1,096	88	(1,008)	-92.0%
<i>Amortization</i>	784	799	15	1.9%
<i>Interest</i>	367	357	(10)	-2.7%
Total Expenses	19,091	15,643	(3,448)	-18.1%
Net Income or (Loss)	10,932	10,952	19	0.2%

1.6 SUMMARY OF YEAR-TO-DATE VARIANCES

Please explain any variances that exceed the thresholds identified in Tab 10 – YTD Results of the excel template.

Most of the variances can be attributed to timing at this time, since we only prepare our budget on an annual basis.

ORE QUARTERLY FORECAST

2 CAPITAL ASSET ACQUISITION PLAN

Please provide an update on capital projects, including the status of projects planned for this fiscal year, and any related variances. Please also explain any changes in estimated costs for future years. Please see tab 2 – Input Tab- Capital.

We are experiencing transition in leadership positions on our Physical Plant team, which impacts project plans and execution. While key projects are in progress and being overseen by other management, at this time we are unable to provide a meaningful update at what may be executed in the 2026/27 fiscal.

3 ORGANIZATIONAL UPDATE

Please identify any updates that may impact the organization's results, which are NOT YET reflected in the forecast or variance analysis. For example, this may include new trends or emerging issues, new or changing risks, new opportunities, developments regarding contingent liabilities, etc.

A Financial Sustainability Task Force has been recently established to provide regular and structured opportunities to provide strategic advice in support of Brandon University's ongoing financial sustainability. This advice will be based on the university's financial context and forecasting, rooted in institutional priorities and planning, and will critically consider identified key pressures, opportunities, and risks.

The Task Force serves as a confidential senior advisory body to support informed, evidence-based decision-making, by the President.

ORE QUARTERLY FORECAST

4 FTE ANALYSIS

Brandon University
FTE Analysis

FTE Budget vs Actual								
Program Areas / Branch / Division	June 30, 2026				Year-end Projections			
	Budget	Actual	Vacancies	Vacancy %	Budget	Projection	Vacancies	Vacancy %
Learning	246.6	229.2	(17.4)	(7.0%)	246.6	246.6	0.0	0.0%
Academic & Student Support	78.1	69.1	(9.0)	(11.5%)	78.1	78.1	0.0	0.0%
Institutional Support	54.0	48.0	(6.0)	(11.1%)	54.0	54.0	0.0	0.0%
Facility Operations & Maintenance	41.1	39.1	(2.0)	(4.9%)	41.1	41.1	0.0	0.0%
Ancillary Services	8.9	8.9	0.0	0.2%	8.9	8.9	0.0	0.0%
Insert additional rows if necessary								
Total by Program Area	428.7	394.3	(34.4)	(8.0%)	428.7	428.7	0.0	0.0%
Brandon University Faculty Association (B	255.4	231.0	(24.4)	(9.5%)	255.4	255.4	0.0	0.0%
Manitoba Government and General Emplo	82.2	81.2	(1.0)	(1.2%)	82.2	82.2	0.0	0.0%
International Union of Operating Engineers	10.0	9.0	(1.0)	(10.0%)	10.0	10.0	0.0	0.0%
International Union of Operating Engineers	22.1	22.1	(0.0)	(0.1%)	22.1	22.1	0.0	0.0%
Non-Union	59.0	51.0	(8.0)	(13.6%)	59.0	59.0	0.0	0.0%
Insert additional rows if necessary								
Total by Union/Exempt	428.7	394.3	(34.4)	(8.0%)	428.7	428.7	0.0	0.0%
Difference (must be zero)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0

4.1.1 Please explain the current levels of staffing against the approved budget.

While we have all positions approved for the 2026/27 budget are projected to be filled, the Financial Sustainability Task Force will be reviewing possible vacancy management strategies, so this projection may be adjusted in later reporting.

4.1.2 Please explain the expected changes in the level of staffing.

ORE QUARTERLY FORECAST

5 DEPARTMENTAL REVIEW OF ENTITY REPORT

5.1.1 Please identify any significant variances that may be a cause for concern.

5.1.2 If the net effect of all variances will result in a deficit or significant reduction in net income, please comment on the organization's measures to offset the expected changes.

5.1.3 Please comment on any future pressures or other potentially sensitive issues related to the entity's quarterly forecast.

5.1.4 Please provide any other comments on the department's review of this forecast and related discussions with the organization.

Department Contact	Name:
	Position:
	Telephone No.:
Signature:	Date:

Board of Governors September Meeting (Open Session) Agenda Package - REPORTS

BRANDON UNIVERSITY	2026/27 Preliminary Budget	2026/27 Final Budget	\$ Inc/(Dec)	% change	Variance Explanation
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STATEMENT OF REVENUES AND EXPENSES (in 000's)

A. Revenue

Province of Manitoba	54,566	54,704	138	0.3%	adjusted primarily for grant increase, less Campus Manitoba grant
Federal Government	2,562	2,536	(25)	-1.0%	
Interest Revenue	2,176	2,946	770	35.4%	increase based on analysis of 3 year average earnings
Other Revenue	10,261	10,675	415	4.0%	increase based on analysis of 3 year average earnings
Tuition fees	18,410	18,934	524	2.8%	
Domestic	15,082	15,070	(12)	-0.1%	
International	3,328	3,864	536	16.1%	enrolments adjusted based on 25/26 experience, plus additional 2% rate increase applied (6% total)
Total Revenue	87,975	89,796	1,821		

B. Expense

Salaries and Benefits (Personnel Services)	68,226	67,374	(852)	-1.2%	combination of savings from confirmed position turnover (salary level and vacancy period savings), and review of anticipated savings from position turnover being built in
Other Expenditures	13,529	13,434	(94)	-0.7%	
Transportation	2,357	2,213	(144)	-6.1%	
Communication	708	609	(99)	-14.0%	
Supplies and Service	8,115	8,176	61	0.7%	
Minor Capital	395	396	1	0.3%	
Other Operating	1,955	2,041	87	4.4%	
Social Assistance and Related Costs			-	0.0%	
Grants/Transfer Payments	4,114	4,383	269	6.5%	
Amortization Expense	3,197	3,138	(59)	-1.8%	
Interest Expense (Debt Servicing)	650	1,467	817	125.6%	preliminary budget estimates interest calculations were not correct (for example, 25/26 actuals were \$1.4m)

Total Expense	89,715	89,796	81
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Net Revenue	(1,741)	(0)	1,740
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**BRANDON
UNIVERSITY**

To: Board of Governors
From: Yvette Laflamme, Interim Vice-President (Administration & Finance) and
Greg Gatien, Provost & Vice-President (Academic)
Date: September 2026
Subject: Financial Sustainability Task Force Update

EXECUTIVE SUMMARY

- The Financial Sustainability Task Force's Terms of Reference were approved by the President's Executive Team on September 1, 2026, establishing its mandate, governance, and reporting expectations.
- The Task Force has completed its foundational work, including defining the University's financial sustainability challenge, identifying required data, and establishing priority expenditure areas for review.
- Current work is focused on targeted in-year spending controls, vacancy review, stronger budget governance, and analysis of structural cost drivers such as infrastructure, technology renewal, compensation-related pressures, and institutional programs.
- The Task Force is developing standardized, evidence-based processes to assess budget requests, reductions, staffing decisions, risks, and strategic investments through both financial and strategic lenses.
- Near-term work will focus on implementing appropriate controls, deepening analysis, engaging the campus community, and developing recommendations to support multi-year planning and reduce structural budget pressures.

BACKGROUND

The Financial Sustainability Task Force was established to provide strategic advice and recommendations in support of Brandon University's long-term financial sustainability. The Task Force's work is intended to complement the University's planning and budget processes by identifying financial pressures, opportunities, efficiencies, and risks, and by developing a structured framework for informed decision-making.

The Terms of Reference were developed during summer 2026 and approved by the President's Executive Team (PET) on September 1, 2026. The Task Force is co-chaired by the Provost & Vice-President (Academic) and the Interim Vice-President (Administration & Finance), with support from Human Resources and Finance leadership.

DISCUSSION/ANALYSIS

Purpose

The purpose of this memorandum is to provide the Board with an update on the work of the Financial Sustainability Task Force (FSTF), including its mandate, activities completed to date, current priorities, and anticipated next steps.

Work Completed

Since July, the Task Force has focused on establishing a common understanding of financial sustainability and developing an evidence-based approach to its work.

Key activities completed include:

- Defining the University's financial sustainability challenge, including consideration of future collective bargaining pressures, workforce requirements, contingency needs, capital and infrastructure demands, and the objective of maintaining balanced operating budgets.
- Identifying the data and analysis required to support informed decision-making, including multi-year revenue and expenditure forecasts, spending trends, staffing data, vacancy information, position inventories, and cost-of-education metrics.
- Identifying key expenditure categories for review, including vacancy management, staffing models, and non-salary expenditures.
- Beginning development of a decision-making framework and standardized processes to evaluate budget requests, reductions, staffing decisions, and strategic investments.
- Establishing governance and reporting expectations, including regular updates to PET, the Board of Governors, and the campus community.

Current Work

The Task Force is now transitioning from problem definition and information gathering into evaluation and recommendation development.

Spending Mitigation and Budget Controls

The Task Force is evaluating measures intended to contain in-year expenditures while avoiding unnecessary impacts on core academic and administrative operations. Current discussions include:

- Review of discretionary and non-essential spending;
- Vacancy review processes in lieu of a blanket hiring freeze;
- Enhanced review of commitments extending beyond the current fiscal year;
- Establishment of approval thresholds for significant expenditures and commitments; and
- Strengthened forecasting and budget oversight with budget unit leaders.

Budget Governance and Decision-Making

Work is underway to create standardized processes and templates to support consistent budget decisions across the institution. This includes development of an institutional framework that evaluates proposals through both financial and strategic lenses.

Analysis of Structural Cost Drivers

The Task Force has begun reviewing several areas with long-term financial implications, including:

- Deferred maintenance and facility condition pressures;
- Technology renewal and replacement costs;
- Cell phone and technology allowance practices;
- Collective bargaining cost drivers and sector trends.

Data and Risk Assessment

A significant focus has been placed on gathering and analyzing institutional data needed to support evidence-based recommendations. The Task Force has also begun examining broader institutional risks and business continuity considerations associated with ongoing financial pressures.

Next Steps

Over the coming months, the Task Force will continue developing recommendations intended to strengthen the University's long-term financial sustainability.

Near-term priorities include:

- Implementation of selected in-year expenditure controls where appropriate;
- Development of a structured budget request and evaluation process;
- Continued analysis of expenditure trends, staffing models, and institutional cost drivers;
- Prioritization discussions relating to deferred maintenance and infrastructure risks;
- Enhanced engagement and communications with the campus community regarding financial sustainability; and
- Preparation of recommendations that support multi-year financial planning and reduce projected structural budget pressures.

Conclusion

The Financial Sustainability Task Force has completed the foundational phase of its work and is now moving into recommendation development. While much work remains, the Task Force has established a structured, evidence-based approach focused on balancing immediate financial pressures with the University's academic mission, institutional priorities, and long-term sustainability goals.

ATTACHMENTS

n/a

2026 BU Strategic Academic Plan

Acknowledgements

Like Brandon University itself, this strategic academic plan is distinct, unique, ambitious, and remarkable. Our previous academic plan, *Looking Ahead*, came to the end of its Senate-approved five-year lifespan in 2020. At that time, Brandon University's students, faculty, and staff were in the initial stages of navigating a global pandemic. Emerging from that period, as we returned to our beautiful campuses situated on Treaty 1 and Treaty 2 lands and located within the National Homeland of the Red River Métis, it took time to consider our academic priorities moving forward. This plan's creation is a powerful example of our collective resilience, commitment to shared values in service of a greater good, and capacity to work in ways that are iterative and flexible.

This thoughtful, balanced, and inventive plan reflects a staggering amount of work by the extraordinary students and colleagues who comprise our university. Through multiple rounds of consultation, the Strategic Academic Planning Committee received feedback from individuals and units across our community. What we heard was foundational to this plan and consistent with the compassion, dedication, creativity, and intelligence for which our university is known. The themes and priorities identified herein will shape the academic future of Brandon University and are expected to effectively interact with the forthcoming renewal of our institutional strategic plan as well as inform and engage with our other institutional plans, strategies, and objectives.

Through untold hours, the members of the Strategic Academic Planning Committee listened critically to feedback, engaged in challenging discussions while always respectfully working towards consensus, and put the best interest of their university and those people whom they serve ahead of their own. To a person, they were admirable for the ways in which they brought integrity, skill, courage, expertise, and goodwill to our many meetings. They are to be commended for this service. Mrs. Shannon Downey's role in supporting the work of this enormous project cannot be understated, especially in recognition of the challenges presented by changing chairs midstream. Dr. Kofi Campbell, whose term as Provost concluded in 2026, is also to be thanked for his contributions to the work of this committee as its initial chair.

We heard clearly that our community expects this plan to result in action, not merely sit on our shelves. What comes next, therefore, is most important. The implementation of this plan is a serious and shared responsibility. It is also another extraordinary opportunity to work together in the best interest of our students and colleagues, our community partners, and our university in pursuit of academic excellence. Using the Strategic Academic Planning Committee as inspiration, we can certainly meet this challenge and hold one another accountable with collegiality and kindness.

Brandon University, which is so fortunate to have such amazing students, faculty, staff, and alumni, is ready for this plan and its implementation. I am enormously grateful to have participated in this process and look forward to seeing this work unfold in the years ahead.

Heartfelt thanks and appreciation is extended to all members of the Strategic Academic Planning Committee (2023-2026) for their exemplary service: Mr. Charles Adamu, Dr. Karen Batson, Dr. Kofi Campbell, Ms. Joy Chikezie, Mrs. Shannon Downey, Dr. Jon-Tomas Godin, Prof. Sarah Hall, Dr. Emily Holland, Mr. Christopher Hurst, Dr. Candy Jones, Dr. Alex Koiter, Mr. Chris Lagimodiere, Dr. Christophe LeMoine, Dr. Mousumi Majumder, Ms. Genevieve Maltais Lapointe, Dr. Velvet Maud, Ms. Andrea McDaniel, Dr. Burcu Ntelioglou, Mr. Anugo Okudo, Ms. Simi Omotoye, Mr. David Rowland, Dr. Kim Ryan, Dr. Deanna Smid, Ms. Melanie Sucha, and Prof. Andrea Thomson.

DRAFT

Introduction

Brandon University is committed to academic excellence. This 8-year Strategic Academic Plan, provides a clearly articulated vision of our university's context, identity, and priorities for the purpose of guiding academic decision making. This plan was informed by [*Looking Ahead*](#), the 2015-2020 Academic Plan, as well as BU's Strategic Plan, [*Mamaawii-atooshke aakihkiwiin*](#) (2022-2027), and BU's [*Equity, Diversity, and Inclusion Strategic Plan and Action Plan*](#). This process involved several stages of consultation with our university community and external stakeholders.

As plans, both *Looking Ahead* and *Mamaawii-atooshke aakihkiwiin* speak to the importance of Brandon University's connections to its place and its commitment to the many people who contribute to its academic mission. In *Looking Ahead*, this is articulated in describing the many important societal contributions that Brandon University, through its myriad academic endeavours, makes to our city, our surrounding communities, and our province (*Looking Ahead: Academic Mission and Key Strategic Priorities*). In *Mamaawii-atooshke aakihkiwiin*, this is captured through its recognition of the critical role our university plays in our community and its commitment to positive and reciprocal relationships with the communities we serve. Brandon University's *Equity, Diversity, and Inclusion Strategic Plan and Action Plan* reinforces our commitment to having principles of equity, diversity, inclusion, indigenization, decolonization, reconciliation, and accessibility permeate and underscore the academic work of our institution.

Reflecting what was heard in our consultations, the language of this plan is written with the intention of being inclusive. For example, when our plan references programming, that reference is inclusive of all programming at our university, both graduate and undergraduate. References to students, unless otherwise stated, are intended to be inclusive of all students (graduate and undergraduate, domestic and international, etc.). Similarly, references to research and creation are intended to be inclusive of the wide range of scholarship and creative endeavors in which our faculty and students engage.

The consultation process for this academic plan demonstrated that our university, by virtue of both its size and place, must define itself and its goals so that its work builds upon core values and strengths while remaining a sustainable institution that continues to serve its community/region long into the future. In keeping with findings from other plans, our consultations confirmed the importance of meaningful, accurate, and accessible institutional data in making decisions that build upon our values, strengths, and goals. Our consultations also revealed a clear recognition that our university's future is reliant upon the complex and interwoven connections between individuals, Departments, Faculties/Schools, and communities. Resonating throughout this plan is the importance of relationality and the importance of respectful, collegial, and reciprocal engagement with one another, in ways that are mindful of our shared commitment to EDI, Indigenization, Reconciliation, Decolonization, and Accessibility, and our shared responsibilities to serve the best interest of our students and our academic disciplines.

In consideration of our university's past, our current context, the consultative process, and our place within Manitoba's post-secondary system, this plan recognizes three primary interwoven components that define who we are as a university and, therefore, form the basis of Brandon University's academic identity.



In addition to identifying these foundational components of our identity, this plan identifies six interwoven thematic areas that exist within each of the components. These thematic areas provide clearly articulated academic direction and priorities for the years ahead. It is important to note that one of our foundational components shares a name with a thematic area. This intentional duplication reiterates that Indigenization and Decolonization are central to our university's identity while also remaining a concrete academic priority in all aspects of our programming.

Transformative Post-Secondary Education

With its main campus located at the heart of Western Manitoba, Brandon University provides a transformative student experience, welcoming students with a variety of academic histories into its programs while seeking to make the process as seamless and transparent as possible for students at whichever point in their lives they are seeking admission. As an open-access university, Brandon University has long distinguished itself as a place that seeks to address and remove barriers for students.

With the exception of some academically specialized or heavily subscribed professional programs, our University is accessible to all students seeking admission to undergraduate studies who have completed a high school diploma in Manitoba and Canadian students over 21 who did not complete high school. Our university has the potential to reduce admission barriers for secondary school graduates applying after high school completion in other Canadian provinces and territories. While providing access and reducing admission barriers for international students is important, given their vital contributions to our campuses, we must continue to include responsible and meaningful entrance requirements that serve to best support those students and those faculty and staff who serve them. As an open-access university, we acknowledge our shared

responsibility to provide ongoing supports to all students throughout their chosen educational pathways.

By fostering faculty research and creation, pedagogical excellence, and its commitment to academic freedom, Brandon University focuses on undergraduate education. This emphasis on undergraduate studies sits alongside our commitments to graduate programming, both future and ongoing, where opportunities for excellence align with the best interest of our students, faculty, and community. In a supportive, inclusive, and accessible atmosphere, students experience meaningful connections and mentorship with world-class pedagogues and researchers. This learning environment facilitates immersive research, creative exploration, professional preparation, and community engagement. Through these activities, students develop their abilities to think critically, creatively, ethically, and independently for engaged citizenship in our local and global community.

Indigenization and Decolonization

Our university has campuses located on both Treaty 1 and Treaty 2 territories and has long-standing and well-established connections to and relationships with First Nations, Métis, and Inuit communities. Our university remains firmly committed to Truth and Reconciliation, the Manitoba Collaborative Indigenous Education Blueprint, and, recognizing Indigenous ways of knowing, as well as other non-Western knowledge systems, as essential to our academic context.

For reasons related to its history, its size, and its location, Brandon University has a unique opportunity to serve First Nations, Métis, and Inuit communities in the rural and northern parts of Manitoba and to become the university of choice for members of those communities.

Professional Programming

Our university plays a vital role in preparing public professionals to meet the needs of Manitobans primarily in the fields of education and health care but also through our commitment to scientific and business professions. In addition to meeting the certification standards of those professions and helping Manitoba meet critical needs in the education and health care sectors generally, Brandon University is unique in preparing its students for the distinct experiences of serving in rural and northern communities.

The university's commitment to and role in the education of these vital professionals extends to providing access to important, targeted graduate programming that prepares individuals to advance into critical professional roles, such as educational and health care leadership without needing to leave our region.

Themes and Priorities



Emerging from consultations with faculty councils, the Indigenous Peoples' Centre, Library Council, Student Services/Registrar's Office/Senate Office, Deans' Council, the Faculty Association (through a BUFA group's submitted feedback), and others (Director of CTLT, Director of Co-Op), the Strategic Academic Planning Committee identified six themes that speak to our university's academic priorities in our current context and extending into the future: Equity, Diversity, and Inclusion (EDI) & Accessibility; Sustainability; Community (Relationship); Teaching and Learning; Research and Creation; Indigenization and Decolonization.

Themes

The following themes have significant areas of overlap. This overlap is understood to significantly reinforce the strength and importance of each theme.

Teaching & Learning

The reciprocal sharing of knowledge, ideas, and information that occurs amongst faculty and students is fundamental to the mission and purpose of a university. This requires that our

professoriate is supported and engaged in their research and creation as this work underpins and informs our university's curricula, pedagogy, and assessment practices. In the context of Brandon University, we prioritize the education of undergraduate students while also acknowledging our opportunities and obligations to offer excellent and transformative graduate education in specific disciplines and areas.

We prioritize supporting faculty in their efforts to master and adapt their pedagogies and academic programming to respond to ever-changing contexts and meet the best interests of our students. The Centre for Teaching and Learning Technology (CTLT), through the dedication of its faculty and steering committee, provides support for faculty in their pursuit of teaching excellence. While currently small, the CTLT provides a foundation for our university to further develop clear, transparent, and sustainable ways to better support teaching and learning on our campuses. In addition, the rich resources provided by the John E. Robbins Library form a strong base for teaching and learning at Brandon University.

With equal commitment, we prioritize supporting students in their efforts to access transformative learning experiences on our campuses. Stemming from its rich traditions, location, and size, our university is uniquely well-positioned to provide students opportunities to study with faculty members in settings that offer higher degrees of interaction, often resulting in profoundly rich relationships that positively change students' lives. Through the Indigenous Peoples' Centre and Student Services, our university has existing frameworks to provide students with supports for learning, for accessibility, and for managing their well-being throughout their educations and as life-long learners. Our thriving program in cooperative education engages students by connecting classroom learning with community and societal needs.

Through the life of this plan, we will build on our existing strengths and aim to fulfill our potential as a centre of teaching excellence.

<i>Priorities:</i>	<i>Cross-sectioned with:</i>
a) Establish clear, transparent mechanisms to enhance support for innovation and initiatives in teaching and learning excellence.	• <i>Research & Creation</i>
b) Establish clear, transparent mechanisms to support academic program development and renewal, and interdisciplinary academic program collaboration and coordination that contribute to the complete student lifestyle.	

c) Support excellence in student experience and academic success through enhancement of student supports (e.g., Student Services, Indigenous Peoples' Centre, John E. Robbins Library and McKee Archives, Information Technology, Office of International Activities, Residence Services).	• <i>Research & Creation</i> • <i>EDI & Accessibility</i>
d) Strengthen the attractiveness and quality of our programs, aligning programs with student and societal needs.	• <i>Sustainability</i> • <i>Research & Creation</i>
e) Support current experiential learning opportunities designed to enhance student learning and experience, and support departments in exploring and developing work-integrated learning (WIL) opportunities.	• <i>Community</i> • <i>Sustainability</i> • <i>Research & Creation</i>

Research & Creation

Excellence in research and creation is directly linked to excellence in teaching and learning. Continued ongoing supports for research and creation, for faculty and students alike, are crucial to Brandon University's future and the ways in which it will meaningfully contribute to society. One of our greatest strengths and opportunities is our university's unique capacity to link faculty research excellence to student learning and research engagement. Our undergraduate students directly experience and engage with research-active faculty, affirming research and creation as being at the heart of what is being taught and providing undergraduate students with experience and skills normally reserved for graduate students at larger universities. Similarly, graduate students are presented with research, creation, and leadership opportunities that prepare them for success whether in career or further advanced studies.

Brandon University continues to value its role as a centre for research and creation excellence. This includes providing ways to connect Brandon University researchers and creators with the world, enhancing collaboration and also enhancing society's understanding of the importance of research and creation. It also includes bringing research and creation leaders onto our campuses (visiting scholars, for example), providing venues to share and debate ideas, advancing understandings, and building research/creation relationships and partnerships. This academic plan is intended to work in concert with Brandon University's [*Strategic Research Plan*](#).

<i>Priorities:</i>	<i>Cross-sectioned with:</i>
a) Enhance Brandon University's growing reputation as an institution engaged in innovative research, scholarly, and creative activity.	• <i>Community</i>

b) Continue to support and enhance faculty members' scholarly activity, research, and creation.	• <i>Teaching & Learning</i> • <i>EDI & Accessibility</i> • <i>Community</i>
c) Continue to support and enhance excellence in undergraduate research and creation.	• <i>Teaching & Learning</i>
d) Continue to develop and support strategic graduate research and creation opportunities.	• <i>Teaching & Learning</i>

Community (Relationship)

Our university is committed to those communities it serves, noting our shared aspiration to prioritize ways of better and more respectfully serving those communities. Recognizing that our concept of community can be expansive, making decisions about when, how, and to what extent we engage in reciprocal, respectful, and sustainable relationships will be important. These decisions will be informed by commitments to Truth and Reconciliation; Equity, Diversity, Inclusion; Indigenization and Decolonization; evolving student needs; evolving societal needs; and the priorities of our province.

<i>Priorities:</i>	<i>Cross-sectioned with:</i>
a) Seek and respond to opportunities to engage in respectful relationships with diverse communities (local, national, and international) to support reciprocal relationships in teaching, research, and service.	• <i>Teaching & Learning</i> • <i>Research & Creation</i>
b) Identify and respond to community learning needs (such as bridging/transition education, continuing education, professional development).	• <i>Teaching & Learning</i>
c) Engage with communities and prospective students to value and recognize non-traditional pathways to education and to improve student outcomes, with an emphasis on under-represented communities.	• <i>Indigenization & Decolonization</i> • <i>EDI & Accessibility</i>
d) Increase alumni engagement with current students and faculty so that BU is a community of lifelong learners.	

Sustainability

This academic plan offers a framework through which Brandon University can make informed, strategic and transparent decisions to build a sustainable academic life in full consideration of the human energies through which all universities strive to create success. This includes caring for the well-being of our environment, caring for the well-being of our people, and contributing to education of future generations.

Our university must carefully select where it invests its financial resources so that our overall operation remains viable and capable of focusing on its core mission. Sustainability goes hand-in-hand with improving data collection and reporting and necessitates transparency.

Priorities:	Cross-sectioned with:
a) Establish a clear, transparent, multi-year academic budget model and institutional information framework to facilitate integrated and effective multi-year planning.	• Teaching & Learning • Research & Creation • EDI & Accessibility
b) Establish clear, transparent mechanisms to review and adjust resource allocations in support of institutional academic priorities.	• Teaching & Learning • Research & Creation • EDI & Accessibility
c) Support and promote well-being of students, faculty, and staff.	• Teaching & Learning • Research & Creation • Community • Indigenization and Decolonization • EDI & Accessibility
d) Create and implement a Strategic Enrolment Management Plan which properly takes account of the diversity of students who call BU home and the supports they require to be successful at BU.	• Teaching & Learning • Indigenization & Decolonization • EDI & Accessibility
e) Create an academic infrastructure plan, which ensures that our academic spaces and technology properly support the institution's academic and student support work.	• Teaching & Learning • Research & Creation • EDI & Accessibility
f) Respect and give consideration to the deep influence of the plants and animals who share their history and traditions on the land and water of this area in academic decision making.	• Indigenization & Decolonization

Indigenization and Decolonization

Acknowledging the clear need for our university to do better, Brandon University has been a leader in its commitment to recognizing Indigenous ways of knowing and being and providing post-secondary pathways for Indigenous students and communities. The Department of Turtle Island Studies, the first of its kind in Western Canada, is in its sixth decade of academic programming. The IshKaabatens Waasa Gaa Inaabateg Department of Visual Art is an increasingly renowned leader in Indigenous art. The PENT Indigenous Teacher Education Program has long provided community-based opportunities for aspiring educators in remote and northern Manitoban communities.

Brandon University has made specific commitments under Truth and Reconciliation and is a signatory to the Manitoba Collaborative Indigenous Education Blueprint. Understanding the richness of Indigenous ways of knowing, doing, and being, and in recognition of historical and ongoing injustices and inequities, we prioritize the importance of Indigenous education. We will work respectfully and reciprocally with Indigenous communities to better serve the needs of those communities and their students. Our university, through a sincere commitment to decolonization, must be a place where Indigenous knowledge is fully and equally valued, supported, and reflected in all programming.

Priorities:	Cross-sectioned with:
a) Work closely with institutional and provincial Indigenous leaders to strengthen our position as a top choice university for Indigenous students in Manitoba and its surrounding areas.	• <i>Community</i> • <i>Sustainability</i>
b) Collaborate with Indigenous Elders, Knowledge-Keepers, and community partners to continually recognize, value, and integrate Indigenous knowledge, language, culture, and worldviews into all aspects of our academic work through education, research, and skill development.	• <i>Community</i> • <i>Teaching & Learning</i> • <i>EDI & Accessibility</i>
c) Partner with First Nations, Inuit, and Métis communities and organizations to create reciprocal learning relations aimed at: enhancing the accessibility of post-secondary educational opportunities; improving student experience and academic success; and engagement in research, scholarly, and creative activities with potential benefits to Indigenous communities.	• <i>Community</i> • <i>Teaching & Learning</i> • <i>Research & Creation</i> • <i>EDI & Accessibility</i>

d) Support Indigenous language reclamation and revitalization in course offerings, research and scholarship, and community engagement initiatives.	• <i>Teaching & Learning</i> • <i>Research & Creation</i> • <i>Community</i>
e) Create space and opportunity to celebrate, support, and promote the contributions of Indigenous students and faculty.	• <i>Teaching & Learning</i> • <i>Research & Creation</i>

Equity, Diversity, and Inclusion (EDI) and Accessibility

Equity, Diversity, and Inclusion (EDI) and Accessibility are core to the academic priorities of Brandon University and are fundamental to the ways in which we interact as faculty, staff, and students. As an open-access institution, we seek to provide safe and supported spaces for all students who pursue their education on our campuses. As a university that is committed to the communities we serve, we recognize that the inclusion of multiple and diverse conceptions, experiences, and perspectives leads to richer, deeper understandings and forges more meaningful and inclusive relationships to disciplines, to our place, and to one another. This commitment, which includes the university's EDI plan, is imagined to include the invitation of visiting scholars and experts to inform our ongoing work in these important areas, supports for units in reviewing their academic programming through EDI and Accessibility lenses, and work on developing meaningful data sets to inform transparency in how EDI and Accessibility infuses and informs our decision-making.

<i>Priorities:</i>	<i>Cross-sectioned with:</i>
a) Create a culture in which EDI and accessibility permeate all of our academic work and processes.	• <i>Teaching & Learning</i> • <i>Research & Creation</i> • <i>Community</i>
b) Diversify our institution at all levels by advancing meaningful representation and belonging of equity-deserving groups, and by understanding EDI and accessibility as broad intersectional concepts that include visible and invisible dimensions of identity.	• <i>Teaching & Learning</i> • <i>Research & Creation</i> • <i>Community</i>
c) Identify, examine, and address potential and existing systemic barriers and embedded inequities to accessibility, equity, and diversity within institutional processes, academic spaces, teaching, and research to proactively mitigate injustices.	• <i>Teaching & Learning</i> • <i>Research & Creation</i>

- d) Expand sustained opportunities for students, faculty, and staff to engage in experiences and initiatives on and off campus that are grounded in equity, diversity, and inclusion.

- Teaching & Learning
- Research & Creation
- Community
- Sustainability

Implementation

In addition to affirming our shared commitment to academic excellence, articulating our priorities with the specific context of Brandon University, and guiding our university's academic decision making, this plan is also intended to guide priorities, actions, and decisions at the institutional, faculty, school, and unit levels.

At the institutional level, strategic planning will require consultation, collaboration, and coordination with an expectation that all parts of our university's academic vision and mission are given full consideration. The Provost's Office will lead institutional-level academic planning efforts related to priorities under the Teaching & Learning, Sustainability, Community, and EDI & Accessibility themes. The Provost's Office will support the Office of the VP Research and Graduate Studies in its development of institution-wide planning associated with the Research and Creation theme and its priorities. Likewise, the Provost's Office will support the Office of the AVP Indigenous Initiatives in institution-wide planning associated with the Indigenization and Decolonization theme and priorities. Consultative and transparent institutional-level planning will begin within 3 months of this plan's approval.

To be effective, therefore, this plan requires academic planning exercises in each academic unit (Faculty/School/unit), organized and led by the leaders of those units, and informed by strategic institutional data. This includes the Faculty of Arts, Faculty of Education, Faculty of Health Studies, Faculty of Science, School of Music, Library and Archives, Student Services, the Indigenous Peoples' Centre, the Registrar's Office, the Office of the Vice-President (Research & Graduate Studies), and the Provost's Office. These unit-specific strategic academic plans will:

- Reference, respond to, and interact with this plan (addressing the priorities listed in each thematic area) with an aim to improve student outcomes, articulate academic program review and renewal, inform student recruitment and retention strategies, guide academic staffing priorities, and shape facility planning (inclusive of technology, equipment, and physical spaces);
- Identify clear goals and priorities to inform and guide unit level recommendations and decisions that are made within and by those faculties/schools/units as well as recommendations that are made by those faculties/schools/units for university-wide deliberations and decisions;
- Where unit-specific strategic plans impact the operations of units across the university (for example, the Provost's Office in developing a unit-level plan for the Centre for

Teaching, Learning, and Technology), consultation and collaboration with impacted units is expected;

- Articulate unit-specific implementation plans, including regular reporting requirements that identify measures of how plans are being implemented and how goals are being met, and built-in opportunities for review.

Unit specific plans, in keeping with Section VI (11(c)) of Brandon University Senate By-Laws, are expected to be approved by Faculty Councils (or their equivalents) within 12 months of this plan's approval and sent to Senate for final approval.

Non-Academic Unit Consideration

Effective implementation of this plan requires meaningful, consistent, and collaborative engagement with units that, while not reporting through Senate, are fundamental to the success of our students, faculty, staff, and academic programming.

It is recommended that the Provost, working with the University's senior leadership, develop a report that speaks to ways in which the themes and priorities articulated in this plan can be used to inform the work of other units and offices, as well as the ways in which ongoing reporting on the Academic Plan can and should reflect, or otherwise incorporate, the work being done in those units/offices. These units/offices include but are not limited to (in no particular order of priority) Marketing and Communications, Information Technology Services, Ancillary Services, Financial and Registration Services, Alumni Relations and Advancement, Physical Plant, and Finance and Administration.

Accountability

The Provost and Vice-President (Academic) will be responsible for overseeing the implementation of the academic plan and supporting Deans and their equivalents in the development of their faculty/school/unit specific academic plans. As Research and Graduate Studies factor prominently into the academic work of our university, it is understood that the Provost will, wherever appropriate, include the Vice-President (Research & Graduate Studies) in the implementation of this plan. Similarly, as Indigenization and Decolonization factor prominently in our university's priorities and identity, the Provost will consult and include the Associate Vice-President (Indigenous Initiatives) in this plan's implementation. In overseeing this work, the Provost will be expected to provide bi-annual updates to Brandon University's Senate. The first report will be received in September and will focus on the planned work for the upcoming academic year. The second report will be received in May and will describe the progress that was made during the academic year. These reports, upon Senate's approval, will be electronically distributed to faculty and made available to students, and uploaded to the [Provost's website].

Deans/Directors will provide annual progress reports to their respective faculty councils (or equivalents) and the Provost's Office. These reports will be delivered in April. By August,

Deans/Directors will provide planning briefs to the Provost's Office, reflective of consultation with their units and outlining their unit's goals and priorities, that will inform the Provost's September report to Senate.

During the fourth year of the plan, the Provost will Chair a committee that will review the academic plan and its efficacy. This committee will consult with the campus communities and make a report to Senate. This report, to be delivered in May, may include recommendations to Senate of changes to the approved plan.

During the fifth year of the plan, Deans/Directors will lead reviews of their unit-specific plans. Should these reviews result in recommended changes, those changes would be presented to the appropriate Faculty Councils for deliberation and any recommendations forwarded to Senate for final approval.

During the seventh year of the plan, Senate will form a Strategic Academic Planning committee to review this plan and its impacts and to embark upon the work of renewing or replacing this plan.



Board of Governors Submission

TO: Board of Governors

DATE: September 26, 2026

FROM: Senate

SUBJECT: New Department Recommendation – Department of Learning and Teaching Support

FOR: Approval ☒ Discussion ☐ Notice of Motion ☐

RECOMMENDATION:

BE IT RESOLVED THAT the Board of Governors approve the creation of a new Department of Learning and Teaching Support that will be composed of members of the faculty whose roles serve the broader university community (rather than a single faculty or unit), as recommended by Senate.

BACKGROUND/RATIONALE:

At its September 15, 2026 meeting, Senate passed a motion to recommend to the Board of Governors, for approval, the creation of a Department of Learning and Teaching Support. The following rationale has been provided by Senate:

This new department would, at inception, consist of the Director of Cooperative Education, the Director of the Centre for Teaching, Learning and Technology (CTLT), the Learning Technology Specialist, the Prior Learning Assessment and Recognition Coordinator, and the Indigenous Curriculum Specialist, with room to welcome any additional members whose roles meet the criteria specified in the motion. It will provide access to a community of practice for the purpose of program design/redesign, academic planning, and professional development. It also provides a structure for faculty to more fulsomely participate in collegial governance, resource planning, and career progression.



Board of Governors Submission

TO: Board of Governors

DATE: September 26, 2026

FROM: Board Secretariat

SUBJECT: Committee Appointments – Committees Reporting to the Board

FOR: Approval ☐ Discussion ☐ Notice of Motion ☒

RECOMMENDATION:

BE IT RESOLVED THAT the Board of Governors approve the appointment of the following individuals to the indicated committee(s) for the 2026-2027 period:

Knowles- Douglas Student Centre

Katheryne Lumgair (Board Representative)
Allison Noto (Administration Representative)
Keith Edmunds (Teaching Faculty Representative)
VACANT (BUAA Representative)

Board of Trustees of the BU Retirement Plan

Yvette Laflamme (Administration Representative)
Quintin Pearce (Board Representative)

Board of Directors of the Brandon University Foundation

Quintin Pearce (OIC non-student Representative) – *also member of the Foundation Management Committee*
VACANT (Student Representative)
Bryan Hill (Faculty Senator)

Brandon University Senate

VACANT (Board Representative)

Governance and Nominating Committee

Ravi Dwivedula (Faculty Senator)

VACANT (Student Representative)

Katheryne Lumgair (OIC Representative)

Finance Committee

Bryan Hill (Faculty Senator)

VACANT (Student Representative)

Joseph Pelletier (OIC Representative)

Audit and Risk Committee

VACANT (External Board Member-at-Large Representative)

VACANT (External Board Member-at-Large Representative)

Human Resource Committee

VACANT (External Board Member-at-Large Representative)

BACKGROUND/RATIONALE:

A call for volunteers was issued to the members of the Board of Governors. This list is indicative of their responses. There will be an opportunity for members to put their name forward at the September 26th Board of Governors meeting for any of the above positions/vacancies. If more than one individual puts their name forward to serve in one of the listed positions, the Board will hold an election.



Board of Governors Submission

TO: Board of Governors

DATE: September 26, 2026

FROM: Board Secretariat

SUBJECT: 2026-27 Board of Governors Meeting Schedule

FOR: Approval ☒ Discussion ☐ Notice of Motion ☐

RECOMMENDATION:

BE IT RESOLVED THAT the Board of Governors approve the 2026-27 meeting schedule as follows:

Board of Governors Meetings

Date	Time
Saturday, November 28, 2026	8:30 a.m.
Saturday, January 23, 2027	8:30 a.m.
Saturday, March 20, 2027	8:30 a.m.
Saturday, May 15, 2027	8:30 a.m.
Saturday, June 19, 2027	8:30 a.m.
Saturday, September 25, 2027	8:30 a.m.
Saturday, November 27, 2027	8:30 a.m.

Governance and Nominating Committee Meetings

Date	Time
Thursday, October 8, 2026	2:00 p.m.
Tuesday, December 8, 2026	1:00 p.m.
Wednesday, March 3, 2027	2:00 p.m.
Thursday, May 27, 2027	2:00 p.m.
Wednesday, October 13, 2027	2:00 p.m.

Audit and Risk Committee Meetings

Date	Time
Friday, October 16, 2026	10:00 a.m.
Wednesday, February 24, 2027	1:00 p.m.
Wednesday, June 9, 2027	3:00 p.m.
Wednesday, October 20, 2027	2:00 p.m.

Finance Committee Meetings

Date	Time
Wednesday, November 18, 2026	10:00 a.m.
Wednesday, January 13, 2027	10:00 a.m.
Thursday, March 11, 2027	2:00 p.m.
Wednesday, May 5, 2027	2:00 p.m.
Wednesday, June 9, 2027	2:00 p.m.
Wednesday, September 15, 2027	2:00 p.m.
Wednesday, November 17, 2027	2:00 p.m.

Human Resources Committee Meetings

Date	Time
Wednesday, December 2, 2026	2:00 p.m.
Thursday, March 4, 2027	2:00 p.m.
Monday, June 7, 2027	2:00 p.m.

BACKGROUND/RATIONALE:

As required by the General By-Laws of the Board of Governors, the annual meeting schedule is presented to the Board for approval each September. The proposed schedule for the upcoming governance year includes Board of Governors meetings and Committee meetings, with Committee meeting dates and times formally incorporated into the annual schedule to support enhanced planning and coordination.

The Board of Governors will meet six times annually, typically on the fourth Saturday of the scheduled month unless adjusted due to statutory holidays, significant institutional events, scheduling conflicts, or other operational considerations. Board meetings will generally commence at 8:30 a.m.

Committee meeting dates and times have been established following consultation with relevant members of the senior leadership team to ensure alignment with key institutional planning, financial reporting, budgeting, audit, and governance timelines.

Committee meetings are typically held virtually unless otherwise requested by the Committee Chair or determined necessary based on agenda requirements. Additional Board of Committee meetings may be scheduled as required to address emerging matters or business needs.

All meeting dates and times are subject to change, with reasonable notice provided to Governors and Committee members, as appropriate.
