



**Meeting of the Board of Regents
February 1, 2019
Minutes**

The winter meeting of the Board of Regents of Mount Allison University was held on Friday, February 1, 2019, beginning at 9:00 a.m. in Tweedie Hall, Wallace McCain Student Centre.

1. Call to Order

Mr. Outerbridge called the meeting to order.

Mr. Outerbridge said that this was an open meeting of the Board of Regents and welcomed members of the community to the meeting.

The following Regents were present: Jean-Paul Boudreau, Andrew Clark, Sarah Crawford, Mark Fedyk, Mark Fraser, Brian Harriman, Lynn Loewen, Brian MacLeod, Susan McIsaac, Vicki McKibbon, Emma Miller, Andrew Moreira, Ron Outerbridge (Chair), Odette Snow, and Andrew Wilson.

The following Regents joined by teleconference: Cheryl Hodder, Dan Nowlan, Jill Rafuse, Peter Winters, and Sarah Young.

Regrets were received from the following Regents: George Cooper and Barry Kyle.

The following non-Regents attended: Brent Hawkes, observer; Jeff Ollerhead, Provost and Vice-President, Academic and Research; Kim Meade, Vice-President, International and Student Affairs; Robert Inglis, Vice-President, Finance and Administration; Gloria Jollymore, Vice-President, University Advancement; and Barb MacIntosh, Controller (For the agenda items 3, 8 & 9)

2. Acknowledgement of aboriginal custodianship

Mr. Outerbridge acknowledged the Aboriginal custodianship of the land on which the University is situated.

3. Approval of the Agenda

The agenda was approved as presented.

Mr. Outerbridge welcomed new member Andrew Wilson, the new faculty representative, and observer Brent Hawkes to the meeting.

4. Approval of Minutes of the Board Meeting of October 19, 2018

It was noted that Sarah Crawford's name had been omitted from those present.

Motion B19 - 01:

BE IT RESOLVED that the minutes of the meeting of the Board of Regents held on October 19, 2018, are approved as corrected.

Moved by O. Snow
Seconded by B. Harriman
Motion carried

5. President's Cabinet Report

Dr. Boudreau said that periodically he would be distributing email updates, the President's Desk, to engage the Board of Regents. The first one had been distributed the previous week.

Dr. Boudreau said that a President's Cabinet report was circulated in the material and highlighted a number of items, while inviting discussion. Items of note included:

- A Discover MtA listening tour was held in the fall. The second phase, an on-line process, was launched in early January. This has had over 100 respondents' to-date, with over 50% students. The emerging priorities from the second phase has been around program offerings, recruiting of students, and campus accessibility. The next phase of this will be to take the previous work done, the integrated plan, and merge it with the listening tour outcomes to develop a strategic plan for Mount Allison.
- The President's Cabinet team continues to engage government.
- Budget preparation has begun on campus. A new component has been introduced where colleagues / leaders on campus were asked to generate ideas on how we can further the student experience, student recruitment, and overall services and process improvements on campus.
- Recruitment for next year is well underway. It is very early in the process, but at this point we are up in all key categories.
- Mount Allison is an instrumental partner in the Future Ready New Brunswick launch. This is an initiative to help match employers with students.
- A new architecture for the development of certificates has been developed. This is an opportunity to create new programming at the certificate / credential level. Recent submissions to the Maritime Provinces Higher Education Commission were highlighted.
- A leading international consulting firm has been engaged to conduct a review process to move our Advancement services to the next transformative level.
- The final report from the Library Visions Committee has been received by President's Cabinet. Cabinet is in the process of reviewing. It will be brought to the Board for next steps consultation.

Presentation of video viewbook

The President invited Rob Hiscock, Director of Marketing and Communications, and Nadine LeBlanc, Web Communications Officer, to say a few words about the work being done in the communication area, particularly around making an impact for our current and future students.

Mr. Hiscock spoke of the increasing role of video content in supporting the personal and direct outreach done by the recruitment office and the factors that had gone into the decision to create a new-style video viewbook, a companion to our printed material. It is a microsite dedicated primarily to prospective students, their parents, and influencers.

Ms. LeBlanc said that in the printed version of the viewbook each spread is a reason to attend Mount Allison. It includes the top 15 reasons to attend. For the video viewbook each spread was taken and a video version of it was made. For the video viewbook 20 videos were made, which included approximately 35 students, faculty, and staff.

Ms. LeBlanc proceeded to depict some of features of the video viewbook with a live-site demonstration.

The video viewbook was launched on December 19 and it was noted that the videos were also put up on social media (YouTube, Facebook, Twitter and LinkedIn).

Discussion ensued.

The President encouraged the Board to think of ways, maybe ways that have not been thought of, to further distribute and engage and propagate this excellent content.

6. Amendment to the University's By-Laws

Mr. Inglis said Senate had formed a committee to look at changes to the makeup of Senate to include Indigenous representation, a student and a member to be recommended by the Indigenous Advisory Council. In addition other minor changes were recommended.

Mr. Inglis said that the proposed changes to 21 (25) had been omitted from the 30-day notice in error and would be dealt with at the May meeting.

Motion B19 - 02:

BE IT RESOLVED that Article B – Senate, Section 20(1) of the University's By-Laws be amended as outlined in the material.

COMPOSITION OF THE SENATE

20. (1) The Senate shall be composed of the following voting members:

- (a) the Chancellor;
- (b) the President, who shall be chair;
- (c) the Vice-President (Academic and Research), who shall be vice-chair;
- (d) the Academic Deans, including any Associate and/or Assistant Deans;

- (e) the University Librarian **and**; the Registrar; ~~and the Director of Continuous Learning;~~
- (f) the Directors, **or designates**, of **academic programs with eponymous courses** ~~the Canadian Studies, Biochemistry, International Relations, and Women's Studies programs;~~
- (g) the two elected members of the Faculty Council Executive and the Secretary of the Senate;
- (h) one full-time faculty member from each academic department elected or appointed in accordance with section 21(1) below;
- ~~(i) one full-time faculty member from the Drama Program; elected in accordance with section 21(2) below;~~
- (j) six full-time faculty members or full-time librarians at large elected in accordance with section 21(3) below;
- (k) one full-time librarian appointed by the Library Council;
- ~~(k)~~ **Six seven** full-time students appointed by the Students' ~~Administrative Council~~ **Union, including one Indigenous student;**
- ~~(m)~~ two persons appointed by the Board of Regents; ~~and~~
- ~~(m)~~ one person appointed by the Mount Allison Federated Alumni; ~~and~~
- (n) one person appointed by the Indigenous Advisory Circle.**

Section 20 as amended: May 27, 2008.

Moved by S. McIsaac
 Seconded by C. Hodder
 Motion carried

7. Committee Reports

Committee Chairs reported on the work of various committees:

- Academic Affairs, Chair C. Hodder;
- Audit, Chair V. McKibbon;
- Executive, Chair M. Fraser;
- Finance and Administration, Chair S. McIsaac;
- Human Resources, Chair P. Winters;
- Investment, Chair D. Nowlan;
- Nominating and Governance, Chair L. Loewen;
 - Environmental Matters and Climate Change Sub-committee, Chair, S. Young
- Property and Facilities, Chair B. MacLeod;
- Student Affairs, Chair, B. Harriman;
- University Advancement, Chair, S. Crawford.

The following motions were presented as part of committee reports.

Audit

Appointment of the University auditors

Motion B19-03:

BE IT RESOLVED that the Board of Regents, on the recommendation of the Audit Committee, reappoint Grant Thornton as the University's auditors for the 2018-2019 fiscal year, and recommend to the Executive Committee that their proposed fees for their audits be approved.

Moved by V. McKibbon
Seconded by B. Harriman
Motion carried

Nominating and Governance

Committee Appointments

Motion B19-04:

BE IT RESOLVED that the Nominating and Governance Committee recommend to the Board of Regents the following appointments for a term to December 31, 2020.

Academic Affairs:	Jill Rafuse
Student Affairs:	Brent Hawkes Lisa Yarmoshuk
University Advancement:	Peter Winters

Moved by L. Loewen
Seconded by S. Crawford
Motion carried

Celebratory Comment

The Chancellor said that the Chartered Professional Accountants of New Brunswick would be inducting Ron Outerbridge as a *Fellow* at a ceremony the following evening in recognition of his outstanding contribution, commitment, giving, and support to help build the community. On behalf of the University the President presented Mr. Outerbridge with a small gift in honour of this recognition.

The open portion of the meeting concluded.

8. Ad Hoc Committee on Strategic Academic Opportunities

The Chair said at the last Board meeting it had been decided that it was important to create an ad hoc committee with Board and administration representatives. An ad hoc committee has been formed and is comprised of the following: Ron Outerbridge (Chair), Mark Fraser, Susan McIsaac, Mark Fedyk, Jean-Paul Boudreau, Jeff Ollerhead, and Kim Meade. The committee's focus is to look strategically at enrolment (fundamental items such as: programs, information, and marketing).

The President said this was a unique opportunity for the Board and administration to work together and think about strategic issues. The clear goal is to have a strategic plan or framework for the University. He said for this year they have looked at what can we do to start the process and have Board engagement. He proceeded to give examples of things that have been done and could be done: a. consultant has been engaged to prepare a white paper to help understand the labour market forces in New Brunswick, Canada, and the world; b. creation of partnerships and pursuing of opportunities; c. discussion with an external

expert, regarding institutional data, met with the ad hoc Committee and administration; d. identification of 'What is the Mount Allison experience' (core competencies); and e. how do we plan for this to create a case for investment – new programs, better data, and new people.

Dr. Boudreau said that the purpose of the exercise today was to have a conversation on how do we build a model so that we can create the reassurances for the Board and the community that we have a good plan that is smart, savvy, and sustainable for the future of Mount Allison.

Mr. Outerbridge said the Committee has been exploring the challenges and ideas to deal with the issues facing the University, recognizing that we also have to have a financial model that makes sense. This is the next stage we are going into and we are going to have to think a little bit differently about investing. How do we invest in operations and not run deficits and / or how do we have deficits but have a plan to pay back so that the Board is comfortable with what we are talking about? and How do we communicate this with key external partners and government?

Mr. Outerbridge said Mark Fraser has developed a presentation about ways of looking at this for conversation purposes. He noted the presentation summarizes all the things the committee has discussed.

Mr. Fraser proceeded to take the Board through the presentation.

Discussion ensued.

It was requested that the presentation be distributed electronically to the Regents.

9. Board Comments

Regents were provided an opportunity to comment.

10. In Camera Session

The Board moved *in camera*.

Respectfully submitted,
Heather Bembridge
Assistant Secretary