



**Meeting of the Board of Regents
October 19, 2018
Minutes**

The fall meeting of the Board of Regents of Mount Allison University was held on Friday, October 19, 2018, beginning at 9:00 a.m. in the Tweedie Hall, Wallace McCain Student Centre.

1. Call to Order

Mr. Outerbridge called the meeting to order.

The following Regents were present: Jean-Paul Boudreau, Carol Chapman, George Cooper, Sarah Crawford, Mark Fedyk, Mark Fraser, Brian Harriman, Barry Kyle, Brian MacLeod, Susan McIsaac, Vicki McKibbon, Emma Miller, Andrew Moreira, Dan Nowlan, Ron Outerbridge (Chair), Jill Rafuse (by telephone), Odette Snow, Peter Winters (by telephone), and Sarah Young.

Regrets were received from Andrew Clark and Cheryl Hodder.

The following non-Regents attended: 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 agenda item 6, Board Committee reports).

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 the President as well as new members Emma Miller and Andrew Moreira to their first meeting and advised that this was Carol Chapman's last meeting of the Board of Regents.

4. Approval of Minutes of the Board Meeting of May 15, 2018

Motion B18-16:

BE IT RESOLVED that the minutes of the meeting of the Board of Regents held on May 15, 2018, are approved as circulated.

Moved by
Seconded by
Motion Carried

5. Report from the President's Cabinet

Dr. Boudreau said an overview from President's Cabinet was included in the Regents' materials.

Dr. Boudreau highlighted a number of items from Cabinet's reports as follows: engagement activities – leadership and governance; renewal initiatives; internal engagement undertaken – the President's Mount Allison Discover MtA Listening Tour (understanding how Mount Allison works, in order to inform the blue print of the University's strategic plan); the second annual pow wow was held the previous day; external engagement activities undertaken; student engagement; finding connections with alumni and community members; settling in the Mount Allison community.

The following topics and questions arose from the report:

- Enrolment challenges
- Retention rates

K. Meade spoke to the retention rate of students from first year to second year, historical rates, and the change in retention seen in the current year as compared to prior years.

She advised that that they were drilling down into the data and would be conducting a follow-up.

- Competitive nature of recruitment

The competitive nature of recruitment was brought up and discussion followed. This included engagement – targeting of specific students; reaching influencers and referees; whether the Mount Allison experience is not being clearly articulated; digital marketing – how is delivering our message changing; program differentiation initiatives underway; costs / price sensitivity and competition; opportunities to differentiate and recruitment initiatives.

Other topics referenced included

- Atlantic Association of University (AAU) statistics
- A signed MOU about pathways to the University via community colleges
- Grievance activity
- Director of IT recruitment
- Enrolment / reflection on the last recruitment cycle / planning targets for next year
- The future of online delivery / correspondence courses at Mount Allison including a recent motion passed at Senate and the budget development process.

The President said that the enrolment trend is significant and we need to do something about it. This will involve strategic planning, thinking very carefully about how we plan our budgets as well as more focus on programming.

Dr. Boudreau said that this is an opportunity for the management team and the Board to work together. He said that he has discussed with the Board Chair about forming an ad hoc committee of the Board and management to look at these issues. This includes looking at

long term planning and being more flexible / nimble in how we do our budgeting. Mount Allison needs a 3-5 year strategy plan with a supporting budget model.

The Chair said everyone understands the seriousness of the situation and that it is not a short one year budget issue. It is a strategic issue. He said that consideration has been given to a 2039 Committee, however we have a more pressing 5-year issue and it is a priority at this time. An ad hoc strategic group will be formed to look at this.

The President thanked the Regents for the quality of the discussion and the engagement of Regents.

7. Committee Reports

Committee Chairs reported on the work of various committees as follows:

- Academic Affairs, Chair B. MacLeod;
- Audit, Chair V. McKibbon;
- Executive, Chair P. Winters;
- Finance and Administration, Chair S. Mclsaac;
- Human Resources, Chair P. Winters;
- Investment, Chair D. Nowlan;
- Nominating and Governance, Chair L. Loewen;
- Property and Facilities, Chair B. Kyle; and
- University Advancement, G. Jollymore spoke on behalf of Chair A. Clark.

The following motions were presented as part of committee reports.

Audit

Approval of 2017-2018 Audited Financial Statements

Motion B18-17:

BE IT RESOLVED that the audited Financial Statements for the year ended April 30, 2018, as recommended by the Audit Committee, are approved.

Moved by V. McKibbon

Seconded by S. Mclsaac

Motion Carried

Approval of 2017-2018 Review of Operations

Motion B18-18:

BE IT RESOLVED that the Review of Operations 2017-2018 year, as recommended by the Audit Committee, is approved.

Moved by V. McKibbon

Seconded by B. Harriman

Motion Carried

Approval of Management Discussion and Analysis

Motion B18-19:

BE IT RESOLVED that the Management Discussion and Analysis Report 2017-2018, as recommended by the Audit Committee, is approved.

Moved by V. McKibbon

Seconded by S. Crawford

Motion Carried

Finance and Administration

Approve use of unrestricted expendable funds

Motion B18-20:

BE IT RESOLVED that the Board of Regents, on the recommendation of the Finance and Administration Committee, authorize the allocation of \$93,000 of unrestricted expendable funds to support the replacement of the University's CMS.

Moved by S. McIsaac

Seconded by C. Chapman

Motion Carried

Motion B18-21:

BE IT RESOLVED that the Board of Regents, on the recommendation of the Finance and Administration Committee, authorize the allocation of \$25,000 of unrestricted expendable funds to support additional marketing initiatives related to student recruitment.

Moved by S. McIsaac

Seconded by B. Kyle

Motion Carried

Nominating and Governance

A typo was noted in the material circulated.

Approval of a number of appointments and reappointments.

Motion B18-22:

BE IT RESOLVED that the Board of Regents, on the recommendation of the Nominating and Governance Committee, approves the following appointments and reappointments.

1. BOARD APPOINTEES TO THE BOARD OF REGENTS

- that Dan Nowlan be reappointed to the Board of Regents for a four-year term, January 1, 2019 – December 31, 2022
- that Sarah Young be reappointed to the Board of Regents for a four-year term, January 1, 2019 – December 31, 2022

2. CHAIR – EXECUTIVE COMMITTEE

- that Mark Fraser be appointed Chair of the Executive Committee for a four-year term, January 1, 2019 – December 31, 2021

3. Chairpersons of Board Committees

(Term – January 1, 2019 – December 31, 2021)

- that Cheryl Hodder be appointed Chair of the Academic Affairs Committee.
- that Peter Winters be appointed Chair of the Human Resources Committee
- that Dan Nowlan be reappointed Chair of the Investment Committee.
- that Brian MacLeod be appointed Chair of the Property and Facilities Committee.
- that Brian Harriman be appointed Chair of Student Affairs Committee.
- that Sarah Crawford be appointed Chair of the University Advancement Committee.

4. Members of Board Committees

(Term – January 1, 2019 – December 31, 2020)

** (1-year term – January 1, 2019 to December 31, 2019)

	<u>Appoint</u>	<u>Reappoint</u>
i. Academic Affairs		Odette Snow Brian MacLeod**
ii. Audit Committee	Barry Kyle Sarah Young Jill Rafuse	Mike Roberts Brent Spencer
iii. Finance and Administration	Sarah Crawford Brian Harriman	Cheryl Hodder
iv. Investment	Andrew Clark	Jane Craighead Dan Murray Richard Price
v. Nominating and Governance	Cheryl Hodder Peter Winters	
vi. Property and Facilities	Andrew Clark	Barry Kyle**
vii. Student Affairs	Odette Snow	Lynn Coveyduck
viii. University Advancement	Dan Nowlan	Andrew Clark**

5. Members of Other Committees

(Term – January 1, 2019 – December 31, 2020)

*** (3-year term to June 30, 2021)

	<u>Appoint</u>	<u>Reappoint</u>
i. Joint Board/Alumni Nominating		Brian MacLeod Jill Rafuse

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| ii. Marjorie Young Bell Faculty Fund | | Felix Baerlocher
Pravin Varma |
| iii. Board Service Medal | Brian Harriman
Vicki McKibbon | |
| iv. Emeriti Appointments | Cheryl Hodder | |
| v. Honorary Degrees | Sarah Crawford | Sarah Young |
| vi. Senate*** | | Alex Fancy
Nancy Vogan |
| vii. Environmental Matters sub-committee**** | Odette Snow | |

****Different term

Moved by L. Loewen
Seconded by J-P. Boudreau
Motion Carried

University Advancement

Approve revisions to the Policy on the Naming of University Assets (Policy 8920)

Motion B18-23:

BE IT RESOLVED that the Board of Regents, on the recommendation of the University Advancement Committee, approves the revisions to the Policy on the Naming of University Assets as documented in the attached draft.

Moved by M. Fraser
Seconded by C. Chapman
Motion Carried

8. Meeting Dates: Board and Executive

Receive meeting dates for Board of Regents and Executive Committee meetings

2019

Board of Regents

February 1
May 14
September 20*
October 25

2020

Board of Regents

February 7
May 12
September 18*
October 23

Executive Committee

April 26
August 23
December 9

Executive Committee

April 17
September 4
December 7

*Scheduled Board strategic sessions

9. Other business

There was no other business at this time.

10. Board Comments

Regents were provided an opportunity to comment

11. In Camera Session

The Board moved in camera.

Respectfully submitted,
Heather Bembridge
Assistant Secretary