



**Meeting of the Board of Regents
May 18, 2021
Minutes**

The spring meeting of the Board of Regents of Mount Allison University was held virtually on Tuesday, May 18, 2021, beginning at 9:30 a.m. ADT.

Mr. Cooper called the meeting to order.

The following Regents were present: Gita Anand, Jean-Paul Boudreau, George Cooper (Chair), Jane Craighead, Sarah Crawford, Jonathan Ferguson, Mark Fraser, Brent Hawkes, Paul Henry, Cheryl Hodder, Vett Lloyd, Lynn Loewen, Susan McIsaac, Dan Nowlan, Jill Rafuse, Odette Snow, Brent Spencer, Phil Tibbo, Andrew Wilson, Peter Winters, and Lisa Yarmoshuk.

Regrets were received from the following Regents: Brandon Blakeney and Brian MacLeod.

The following non-Regents attended: Charlie Burke and Nicholas Nauss (incoming student Regents); Jeff Hennessy, Provost and Vice-President, Academic and Research; Anne Comfort, Acting Vice-President International and Student Affairs, Robert Inglis, Vice-President, Finance and Administration; Gloria Jollymore, Vice-President University Advancement, Chris Milner, Budget Director (for agenda item 8) and Jeff Wright, Executive Director of Development University Advancement (for agenda item 9).

Acknowledgement of aboriginal custodianship

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

A) Consent Agenda

Mr. Fraser asked that the report from the Property and Facilities Committee be moved to the issues' agenda.

The consent agenda was adopted as revised.

Included within the consent agenda were the following items:

- Minutes of February 5, 2021.
- Board committees Reports for:
 - Academic Affairs,
 - Finance and Administration,
 - Executive,
 - Investment,
 - Student Affairs, and
 - University Advancement.
- Quarterly Report from the Maple League of Universities.

- *University Affairs* op-ed on Innovation by President Boudreau; and
- Update on the University Strategic Plan.

B) Issues Agenda

6. President's Cabinet Report

Dr. Boudreau welcomed Regents to the meeting and said he is looking forward to a time once again where they can meet in person.

The President referred to his written report and highlighted several items, as follows.

- Planning is underway for the fall and COVID impacts –the University has committed to providing incoming students with an update by June 15.
- Ongoing initiatives in responses to concerns of Sexual Violence and Prevention procedures and practices in place, noting that the working group completed most of their work during the term and the third-party review final report is due in late June.
- Racism complaints received in the winter term, the responses taken to address them, and the subsequent actions.
- A relaunch of the University strategic plan process and the Community consultation undertaken.
- Updates on academic matters and the ongoing work with new and revised programs offerings, completed and under development - destination programs. A new academic plan is being developed for the liberal arts of the 21st century.
- The enrolment outlook for fall 2021 is cautiously optimistic.
- Student opportunities and experiences provided last year in the face of restrictions e.g. student athletes on campus, internships.
- Fiscal year 2021 was the single most successful fundraising year on record.
- Senior administrator appointments as of July 1: Dean of Arts, Dr. Vicki St. Pierre; Vice-President International and Student Affairs Anne Comfort and Vice-President University Advancement Courtney Pringle-Carver.
- Encouraged the Board to consider holding another summer Town Hall in August with the University community.

Following the report, President Boudreau responded to questions regarding funding in the draft budget to support anticipated recommendations in the reports from the Sexual Violence Prevention Working Group and the third-party review of sexual violence prevention. Ms. Comfort said that the Student Affairs budget includes a place marker for supports for sexual violence prevention and EDI.

It was suggested that the University may wish to find a way to disclose the approach and processes undertaken to address concerns related to allegations of racism involving a faculty member and in response to press coverage. The Chair said as the matter is still subject to a union grievance it would be inappropriate to do so.

It was noted that a process is required that would inform / communicate with Regents of situations that are in the public – traditional news formats and social media. Also, a forum be held at the committee level for a robust and meaningful conversation of broader issues of academic freedom and freedom of expression.

It was noted that Town Halls are a useful communication tool between Regents and the Community.

The Chair said the Town Halls provide Regents an opportunity to be accountable to our communities.

7. Property and Facilities Report

Mr. Fraser, Chair of the Property and Facilities Committee, said he wished to draw Regents' attention to two items on the horizon.

Mr. Fraser said the two items are: 1). the Harper hall renovation -systems have outlived their useful life. This is a large residence on the north side of campus and the planned renovation is intended to also reflect the changing expectations of incoming students; and 2). the Hub for Innovation and Learning, HIL, project. At this time the Administration is working to finalize the functional programming and the associated draft budget. Both projects are strategically important and are interconnected with consideration and conversations across several committees of the Board.

Regents expressed the desire to have a holistic picture to better understand the situation.

Mr. Henry, the Chair of the Finance & Administration Committee, said that work has begun on a long-term financial forecast and the development of a 5-year rolling financial plan that ties in the day-to-day operations – sustainable enrolment, capital expenditures and the capital requirements and how these interconnects with Advancement / fundraising.

8. Draft Budget 2021 – 2022

The President said the draft 2021-22 budget was presented to a joint meeting of Senate and Faculty Council and a Community Town Hall with opportunities to provide feedback.

The President said the budget before the Board is a deficit budget and recognizes the seriousness of this. Deficits have to be paid down, not overextend the University and there must be a realistic and comprehensive plan for sustainability.

The Chair of the Finance and Administration Committee spoke to the situation of the deficit budget position, the fixed cost structure of the operating budget, the restrictive sources of revenue, the need to increase student enrolment and the Board's situation – it cannot underwrite deficits in perpetuity. He said that the Finance and Administration and Executive committees has requested management come back to the Board and articulate their strategy of increasing enrollment both domestically and internationally.

Mr. Inglis, the Vice-President Finance and Administration, provided a high-level summary of changes in the 2021-2022 draft operating fund budget as follows:

- A \$ 886,000 deficit,
- no budget for COVID costs,
- return to travel for recruiting and sports teams,
- salary adjustments,
- tuition fees increase of 3%.

- government grant increased of 1%.
- a modest change increase in enrolment,
- new items
 - an increase in support for fundraising,
 - support for new initiatives, and
 - additional support for financial aid.

Mr. Inglis said the motions include exceptions to the budget policy.

A discussion was had, and the following matters were touched upon:

- A conservative budget,
- very little flexibility in the budget,
- wish to have a more fulsome vision around the strategy, obstacles and things fit that together,
- the need for inclusion of investments to support strategy – balancing the need to be cautious but also investing in the future,
- it will take a few years for sustainability to be achieved,
- a request that the charts that depict projections of when a balanced budget would be achieved and when the deficit would be paid off, and
- an enrolment management group, co-chaired by the Vice-President International and Student Affairs and the Provost, has been struck and are at work on planning a strategy.

The Chair of the Finance and Administration Committee said that the current cost structure is not sustainable. The Administration has initiated the development of an enrolment plan which will provide more structure to build out the long-term financial plan.

Motion B21-01:

BE IT RESOLVED that the draft budget for the 2022 fiscal year, with exceptions to principles ii, iv, vii, viii and ix of the Budget Development Principles and Guideline policy, as recommended by the Finance and Administration and Executive Committees, be approved.

Moved by P. Henry
 Seconded by L. Yarmoshuk
 Abstained J. Ferguson
 Motion Carried

Mr. Ferguson clarified that he was abstaining from voting due to MASU's objection to the 3% tuition increase at this time.

9. University Advancement Presentation on the Campaign

The Chair said given the time an abbreviated Campaign presentation would be presented with a more fulsome presentation in the fall.

The President said the Board just approved the budget with important support for the campaign. The University has been investing in this campaign since 2017 and the focus going forward will be on the Hub for Innovation and Learning. This is a very ambitious project - the biggest project in the history of the university- a cornerstone of the future and a 21st century library.

Ms. Jollymore, Vice-President University Advancement, explained that the Board is connected to the development of the campaign both through the Board's university advancement committee and regular campaign updates with the Chair of the University Advancement committee and the chancellor.

Ms. Jollymore and Mr Wright, executive Director of Advancement, proceeded to outline the key campaign elements and spoke to goal setting, \$75 million dollar goal at this time, but is to be reviewed to ensure alignment with the University's aspirations and maximizes opportunities; the timeline is tied to the finalizing of the business plan for the HUB; the public phase of the campaign is identified for 2023-24. The three pillars of the campaign have been identified as: financial aid, elevating the signature experience – supporting both academic innovation and experiential learning; and the capital project the Hub for Innovation and Learning. As of May 1st, the campaign has surpassed \$39 million –these are new commitments, pledges, and donations to the university.

Mr. Wright spoke to new gifts and pledges and remarked on some significant gifts and initiatives this past year: The Lassonde School of Fine Arts, the McKenna School of Philosophy, Politics and Economics.

The President said this is very exciting and speaks to the future sustaining and building a foundation for a liberal arts education at Mount Allison.

10. Other Business and Board Comments

The Chair said that this is the last meeting for the student Regents, Brandon Blakney and Jonathon Ferguson. He thanked them for being active participants and wished them well. He thanked MASU for providing engaged and passionate representatives who broaden the perspective of the Board.

The Chair shared a letter he had received from Kim Meade, the former Vice-President International and Student Affairs.

The Chair said this is the Vice-President Advancement, Gloria Jollymore, last Board of Regents meeting as she will be retiring this summer. He opened the floor to comments. Members thanked her for her talent, leadership, commitment to engaging alumni, ability to connect with people, and accomplishments.

Ms. Jollymore thanked everyone for their kind words.

Mr. Cooper said this is not goodbye, it is a see you soon and heartfelt thank you from of behalf of all Regents.

11. In Camera

The Board moved in camera.

Respectfully submitted,

Heather Bembridge
Assistant Secretary