Meeting of the Board of Regents
October 25, 2019
Minutes

The fall meeting of the Board of Regents of Mount Allison University was held on Friday, October 25, 2019, beginning at 9:00 a.m. in the Windsor Hall Grand Room.

1. Call to Order

Mr. Cooper called the meeting to order.

The following Regents were present: Jean-Paul Boudreau, George Cooper (Vice-Chair) Sarah Crawford, Mark Fraser, Brent Hawkes, Cheryl Hodder, Barry Kyle, Vett Lloyd, Lynn Loewen, Brian MacLeod, Susan McIsaac, Vicki McKibbon, Dan Nowlan (by telephone), Everett Patterson, Jill Rafuse, Brent Spencer, Yana Titarenko, Andrew Wilson, Peter Winters, and Sarah Young.

Regrets were received from the following Regents: Andrew Clark, Odette Snow, Doreen Richard, and Ron Outerbridge (Chair).

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 7); Rob Hiscock, Director of Marketing and Communications; Jeff Wright, Executive Director of Development; Carolle de Ste-Croix, Director of Alumni Engagement and Giving; and Pete Lasher, Consultant from GG+A (for agenda item 8), also attended.

2. Acknowledgement of aboriginal custodianship

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

3. Approval of the Agenda

The agenda was approved as presented.

4. Approval of Minutes of the Board Meeting of May 14, 2019

Motion B19 –10:
BE IT RESOLVED that the minutes of the meeting of the Board of Regents held on May 14, 2019, are approved as circulated.

Moved by B. MacLeod
Seconded by B. Kyle
Motion Carried

5. President's Cabinet Report Information

Dr. Boudreau welcomed the Board to campus. He said that a report from President's Cabinet was included in the material circulated.

The President highlighted the following:

Enrolment, Retention, and Recruitment

The budgeted enrolment targeted was surpassed, with 700 new students versus 650, bringing the enrolment total to 2,167 full time students as of October 1.

International enrolment increased by 55% from the previous year with students coming from many countries.

The retention rate has rebounded to 80%, compared to 77% the previous year.

The annual fall Open House had a record number of participants; over 800 prospective students, parents, and guests were on campus.

We are rapidly moving forward into next year's enrolment cycle.

Academic & Strategic

A President's Advisory Committee on program development and innovation has been launched. This Committee is comprised of the deans, faculty and student representation, and key leadership representation from the Registrar, admissions, recruitment and student support.

Government funding has been received to support program development and initiatives.

There has been ongoing engagement of the campus community with the strategic plan, the four key pillars on the strategic road map.

The search for the next Provost and Vice President, Academic and Research has been launched. An external consultant has been engaged to assist with this process as well as the search for the Dean of Arts, which will be launched in the near future.

As previously reported, Mount Allison has entered into agreements / partnerships with the key colleges in New Brunswick (NBCC and CCNB). As well, our partnership with Bermuda College has moved to the next level, a two plus two program: a two year associate degree from Bermuda College followed by two years at Mount Allison.

Campus Activities / Student Life

The recent announcement, on campus, of the RBC initiative to support experiential learning, will aid in reinforcing the kinds of things that are important to our students and programs.

There has been strong engagement around our Indigenous community with a number of important events: including the red dress ceremony, a conference on Indigenous culture and language, the annual Powwow, and the creation of an Indigenous garden.

Finance, Advancement, & Administration

We had great recognition from *Maclean's*. The President noted that he is very pleased with the student satisfaction ranking and taking first place spots for course instructors, student life, and extracurricular activities for experiential learning.

The budget process is on track to be completed a few weeks earlier.

The library / innovations idea hub project is moving into the next phase which is functional programming. This phase will look at the functions that go into the space and how we innovate and develop a reimagined 21st century facility for student learning and engagement.

We are on track with $3.8 million raised of the $8 million fund raising goal for 2019-2020.

Government Relations

The University appeared before a Select Committee of the Legislature concerning universities in June and had an engaged discussion.

Questions & Comments

A question was asked about our presence in Moncton.

The President said the Moncton community is important to Mount Allison. We need to be visible in the Greater Moncton area and expand our presence. In September, a breakfast engagement event was held in Moncton with 70 plus members of the business community and different levels of government in attendance.

It was asked if the role of the Dean of Arts has changed. Dr. Boudreau said it is not a change in structure but how we look at the function and the duties of the dean. He noted that he is working in conjunction with the Provost to look at how to better align the deans' roles with faculties.

It was asked if the increase in enrolment had a positive effect on the budget. Mr. Inglis said it had, but it has not entirely eliminated the deficit.

It was asked what specifically might have been done differently this past year that led to this success.

Ms. Meade said the biggest driver, in regards to the increase in enrolment of international students over the previous year, was funding from PETL to support international recruitment. To replicate what we are doing means an investment in international recruitment. In addition, we need investments in marketing and communications to ensure we are getting our message out beyond the Maritime region. We also cannot lose sight of retention and we need to continue with our retention initiatives.

It was requested that in the future acronyms not be used in the reports as they are not necessarily known by Regents.

It was asked what the potential timeline is from when a new / revised program is identified to when it is ready to launch.

Dr. Boudreau said that they are trying to look at the entire system and procedures, including different approaches to find a clear and efficient pathway to move things forward. If external approval is required, it can take a couple of years to get programs approved. However, if not, they can move much quicker. For example, Senate approved a new structure for certificates. This is a new initiative for Mount Allison and a certificate in equity, diversity, and inclusion has been launched.

The President thanked Regents for their engagement and leadership, not just at meetings but beyond. He thanked Cabinet for their extraordinary work in helping to build and grow Mount Allison.

6. Board Advance

Mr. Fraser said the Board had held a great strategic session in September and thanked everybody who was able to participate. He noted that the report prepared by the consultants had been shared electronically earlier in the week.

He said this is a step forward on our path to ensure that long-term planning, as a Board, is embedded in our regular conversations.

Mr. Fraser said it has been agreed that an ad hoc committee will be struck, but the details have not been finalized. We want to ensure that we are able to increase engagement of Regents.

It was noted that there is a discrepancy between the main decisions of the Advance held in 2017 and the key decisions of the 2019 session, and it was asked how this will be resolved. One of the priorities of the 2017 Advance had been endowments / fund raising and it was not addressed at the recent session.

Mr. Fraser said that the answer reflects the progress that has been made in how we think about the future. Over the last couple of years there has been significant progress made in thinking longer term, the building of structures, investments in people, processes, and really thinking about the big picture when it comes to fund raising.

It was asked if the ad hoc committee would look at all the items put forward, not just the key topics, as some of them may be connected and / or ideas that could be accomplished with minor effort and / or investment.

Mr. Fraser said it is likely that there will be some sort of a mapping exercise that would indicate the cause of relationships between ideas.

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 B. Spencer;
- Human Resources, Chair P. Winters;
- Investment, Chair D. Nowlan;
- Nominating and Governance, Chair L. Loewen;
- Property and Facilities, Chair B. MacLeod; and
- University Advancement, Chair S. Crawford.

Questions & Comments

- It was asked where the motion / matter referred to the Finance and Administration Committee regarding correspondence courses stood.

  Mr. Inglis said there was some discussion at the Committee around the motion and what it meant literally and more substantially. The student representative and Chair have been tasked with bringing back direction concerning next steps.

- Concern was expressed about how to ensure alignment in the university community, the kind of conversations and community being aimed for in the future, and how that is impacted given faculty negotiations.

  The President said alignment is very important as we move forward on an inclusive vision for the University and the community and hopes that both sides, through this collective bargaining process, are mindful that we are all in this together.

- It was noted that the Divest MtA group has requested another meeting with the President and this has been arranged.

- Mr. Kyle and Ms. McKibbon said that this was their last meeting and wanted to express their enjoyment of their time on the Board.

The following motions were presented as part of committee reports

Audit

Motion B19 –11:
BE IT RESOLVED that the draft audited financial statements for the year ended April 30, 2019, as recommended by the Audit Committee, are approved.

Moved by V. McKibbon
Seconded by S. McIsaac
Motion Carried

Motion B19 –12:
BE IT RESOLVED that the Audit Committee recommends the Annual Financial Report for the year ended April 30, 2019, as recommended by the Audit Committee, is approved.

Moved by V. McKibbon
Seconded by B. MacLeod
Motion Carried

Motion B19 –13:
BE IT RESOLVED that the Audit Committee recommends the Management Discussion and Analysis for the year ended April 30, 2019, as recommended by the Audit Committee, is approved.

Moved by V. McKibbon
Seconded by J. Rafuse
Motion Carried

Nominating & Governance

Motion B19-14:
BE IT RESOLVED the Board of Regents, on the recommendation of the Nominating and Governance Committee, approves the following appointments/reappointments.

1. Board Appointees to the Board of Regents

- that Paul Henry be appointed to the Board of Regents for a four-year term, January 1, 2020 – December 31, 2023
- that Susan McIsaac be reappointed to the Board of Regents for a four-year term, January 1, 2020 – December 31, 2023
- that Brent Spencer be reappointed to the Board of Regents for a four-year term, January 1, 2020 – December 31, 2023
- that Lisa Yarmoshuk be appointed to the Board of Regents for a four-year term, January 1, 2020 – December 31, 2023

2. Chairpersons of Board Committees
(Term – January 1, 2020 – December 31, 2021)

- that Paul Henry be appointed Chair of the Audit Committee
- that Brent Spencer be appointed Chair of the Finance and Administration Committee

3. Members of Board Committees

		Appoint	**Reappoint**
i.	Academic Affairs	Brent Hawkes Phil Tibbo	Odette Snow
ii.	Audit Committee	Brent Hawkes Lisa Yarmoshuk	
iii.	Finance and Administration	Ian Sutherland *(Independent)*	
iv.	Investment	Paul Henry	
v.	Property and Facilities	Jeff Paikin *(Independent)* Andrew Wilson	Sarah Crawford

vi.	Student Affairs	Phil Tibbo Mike Roberts *(Independent)* Ian Sutherland *(Independent)*	Jill Rafuse Doreen Richard Lisa Yarmoshuk
vii.	University Advancement	Paul Henry	Andrew Clark

4. Members of Other Committees
(Term – January 1, 2020 – December 31, 2021)

		Appoint	**Reappoint**
i.	Joint Board/Alumni Nominating		Cheryl Hodder
ii.	Board Service Medal	Jill Rafuse Peter Winters	
iii.	Emeriti Appointments		Peter Winters

Moved by L. Loewen
Seconded by C. Hodder
Motion Carried

As a result of resignations to committees the following appointments are being recommended:

Faculty /Librarian appointment to Finance and Administration Committee

Motion B19-15:
BE IT RESOLVED that the Board of Regents, on the recommendation of the Nominating and Governance Committee, approves the appointment of James Kalyn, as nominated by Mount Allison and Faculty and Librarians [all full-time faculty and librarians (with tenure or probationary appointments) and part-time faculty and librarians on continuing appointments], be appointed to the Finance and Administration Committee for a term to 31 December 2019.

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

Student appointment to the Property and Facilities Committee

Motion B19-16:
BE IT RESOLVED that the Board of Regents, on the recommendation of the Nominating and Governance Committee, approves the following appointment of Emelyana Titarenko, as nominated by the Mount Allison Students Union, to the Property and Facilities committee for a term to 31 May 2020.

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

8. Campaign Planning Study Presentation and Q & A

Mr. Pete Lasher, Senior Vice President, Grenzebach Glier and Associates (GG+A), consultants in philanthropic management, joined the meeting and led this agenda item.

Mr. Lasher said that first phase of the work undertaken was to obtain an understanding of internal capacity of the University to raise private support. Phase two was to get a feel of the interest amongst the external community – the institution's top donors. He said the purpose of a feasibility study is to understand the perceptions and attitudes of the key stakeholders toward Mount Allison.

He explained the parameters of the work undertaken.

Mr. Lasher remarked that overwhelmingly what had come across from the interviews was the affection, loyalty, and value the individuals interviewed put on their Mount Allison experience.

Mr. Lasher proceeded to review the high-level findings, recommendations, goal analysis, and how they reached their conclusions.

- Reviewed the objectives
  - critical elements/ key questions of campaign success
  - Is there a strong image and reputation
  - Is there strong and stable institutional leadership
- Is there a capable fund raising program?
- Is there a compelling case for support?
- Is there volunteer leadership?
- Is there a sufficient number of potential donors?
- What timing is going to be required?

Mr. Lasher reviewed the key questions the Board needs to consider and address to ensure a successful campaign.

- This is not only going to be an Advancement exercise. The President needs to be the face of the campaign and lead it.

- Challenged the Board to think about their role in philanthropy.

- Ensure that the Advancement program is structured appropriately, going in the right direction, and is funded appropriately. The feasibility study assessment indicated that the program is underfunded. In addition, the Vice-President, University Advancement will need to devote focus and attention to the campaign.

- It is felt that there is a compelling message, but need to ensure that the message is communicated in a clear and compelling way.

- Ensure the Board understands what it is going to take to achieve a goal of $75 million.

- The need to have policies that clearly define campaign counting rules (i.e. to exclude government support and to include estate gifts).

Discussion ensued, the following items were discussed:

- Inclusion of pledges:

  It was noted that pledges would be included in fundraising progress under cash and commitments.

- Strategy to not include public funds in the specific campaign metrics:

  Mr. Lasher said this would have to be decided / confirmed as what Mount Allison would want to be included for the upcoming campaign. He pointed out that the thinking behind not including this would be to emphasize that they are trying to raise private support.

- Participation rate:

- Metrics to be developed to measure the success of a campaign, and

- Implications of embarking on a large campaign.
  - Commitment required by the President
  - The Board
  - Cost and budget
  - The University Advancement department

Ms. Crawford said the purpose of this presentation was to gain the Board's feedback as we move forward. This is an ongoing process, a journey that we are going to be on for some time, and this conversation is needed to inform opinions and decisions.

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