



**Meeting of the Board of Regents
May 17, 2022
Minutes**

The spring meeting of the Board of Regents of Mount Allison University was held on Tuesday, May 17, 2022, beginning at 9:00 a.m. in the Windsor Grand Room, Windsor Hall.

Mr. Cooper called the meeting to order.

The following Regents were present: Gita Anand, Jean-Paul Boudreau, George Cooper (Chair), Sarah Crawford, Brent Hawkes (virtually), Paul Henry, Cheryl Hodder, Vett Lloyd, Lynn Loewen (virtually), Zac McIsaac, Dan Nowlan (virtually), Dale Noseworthy, Jill Rafuse, Odette Snow, Dave Shastri, Brent Spencer, Phil Tibbo, Andrew Wilson, Peter Winters, and Lisa Yarmoshuk.

Regrets were received from Charlie Burke and Nicholas Nauss.

The following non-Regents attended: Jeff Hennessy, Provost and Vice-President, Academic and Research; Anne Comfort, Vice-President International and Student Affairs, Robert Inglis, Vice-President, Finance and Administration; Courtney Pringle-Carver, Vice-President University Advancement; Incoming Student Regents - Rohin Minocha-McKenney, MASU president and Suhjung Chun, MASU Vice President Academic & University Affairs and guests Michael Nolan and Michael Hart.

Territorial Acknowledgement

Mr. Cooper acknowledged that Mount Allison is located within the traditional territory of Mi'kma'ki, the unceded ancestral homelands of the Mi'kmaq.

I. Consent Agenda

The Consent agenda was adopted as presented. Included within the consent agenda were:

- Minutes of the February 4 and April 11 meeting
- Motion to amend the Naming of Asset Policy 8920
- Reports from Board Committees
 - Academic Affairs
 - Audit
 - Finance and Administration (Review of Results as of January)
 - Executive
 - Human Resources
 - Investment
 - Student Affairs
 - University Advancement
- Quarterly Report from the Maple League of Universities

It was asked if there was an estimate as to when the Investment Committee would receive the report on the divestment research.

The Chair of the Investment Committee, Mr. Nowlan, said the Committee has reviewed a

preliminary report, additional work is required, and they do not have an estimate at this time as to when the final report will be completed.

II) Discussion Items

4. **Board Engagement: Student Voices**

The President said that two students were invited to tell about their pathway to Mount Allison, their programs, diversity between the programs and their A+ experience –not just what happens in the classroom, the lab or the library, but what happens outside these spaces –the experiential learning piece.

The President introduced Michael Nolan, a 2022 graduate with a Bachelor of Arts with a honours in Philosophy, Politics & Economics (The Frank McKenna School of Philosophy, Politics, & Economics founded in 2015).

Mr. Nolan spoke of the Philosophy, Politics and Economics program, his personal experience with the program, what students learn, the range of opportunities while studying and coming out of it. His extracurricular involvement in sport, MASU, local government, and independent research projects. Noting that he feels that Mount Allison gives students the opportunity to pursue external activities to their fullest.

The President introduced Michael Hart entering his third year of a Bachelor of Science majoring in Biology and a Loewen Health Intern.

Mr. Hart spoke of his non-traditional pathway to University as a mature student, how and why he chose Mount Allison and the opportunities that he has been provided on his pathway to pursue his overall dream of becoming a family physician in rural New Brunswick. He commented on working with three other students in an independent study this past semester and his Loewen Health internship.

A fulsome discussion followed each of the presentations.

Dr. Boudreau thanked both Michaels for agreeing to attend the meeting and providing additional insight into what happens at Mount Allison University with our students.

5. President's Cabinet Report

The President referred the Board to his written report and highlighted several items, as follows:

- Collective agreements with CUPE local 2338 (Facilities Management Employees) and CUPE Local 3433 (Mount Allison Staff Association) have both been ratified to June 30, 2025. As well as previously reported the collective agreements with the Faculty Associations (Full-time and Part-time) have been extended to June 30, 2024.
- Appointments have been made for the new Dean of Science and Graduate Studies, Dr. Jennifer Tomes, as well as the new Deal of Libraries and Archives, , Dr. Rachel Rubin..
- Search processes are underway for an Athletics Director, and a Director of Facilities Management. As well as undertaking a search to recruit a new Director of Development.

- Enrolment - Applications to date are up 9%, deposits up 10% and housing deposits are up 25%. On the right path to meet the enrolment target for 2022-23.
- Residences booking for the fall are almost full. There are only a few beds available in the smaller residences. Great progress is being made on renovations to the Charlotte Street residence for intake in the fall.
- More than \$5 million in financial aid has been offered to new and returning students.
- University Advancement is progressing well in fundraising for the annual fund. The updated figure, as recently discussed with the University Advancement Committee of the Board, is \$11.2 million.
- Provincial government funding has increased for 2022-23. In addition, there is over \$870,000 in other government funding, grants, being received.
- External research funding of over \$2.5 million have been received by faculty members of that over \$300,000 will directly support student research assistants.
- The development of a new sexual violence prevention policy, led by Vice President International and Student Affairs, is moving forward.

III Decisions and Actions Items

6. Draft Budget 2022 – 2023

The President said the budget process had begun last fall and a lot of time and effort has gone into it.

Mr. Henry, Chair of the Finance and Administration Committee, said that as the University has gone through a tumultuous time with COVID, the scope of the presentation was expanded to include a more holistic approach. The material circulated included the detailed deck considered by the Executive and Finance & Administration committees at their meeting of May 9th. The material included the process, timeline, the historical financials result for the last four-years, a summary of departmental budget asks, and choices made for fiscal 2023; the incremental additions included for 2023, and the draft fiscal 2023 budget.

M. Henry proceeded to highlight the following:

- Internal loans are broken out to show the surplus / deficit before and after payments.
- Fiscals 2021 and 2022 were materially impacted by COVID (direct COVID costs), including the decision in the summer of 2020 to have in-person and online programs and students in residences for the fall.
- The deficit in fiscal 2021 was the first year of a cash loss.
- The impact on fiscal 2021 due to financial aid cost was driven by two items i. an initiative to increase offers; and ii. the one-time pass / fail option adopted in the spring of 2020 resulting in a higher rate of students maintaining scholarships.
- Funding for University Advancement i. short-term one time funds have been exhausted and ii. the budget has increased funding for Marketing & Communications.

- Increase in salaries and the benefits in fiscal 2022 as a result of increased support for staff for academics and student services.

A fulsome discussion ensued.

- Components of the draft budget for 2022-23 were reviewed along with a summary of budget asks at the various stages, highlighting the financial pressures and realities.

The President highlighted some of the areas of budget investments – core support positions in student services – support to sexual violence, mental health, and athletics; academic - support for stipends, lab technicians, the library, research office, academic programming and planning and key areas in facilities management. Digital marketing and the UA budget.

A fulsome discussion on short-and-long-term impacts of not making investments and critical risks ensued.

- Financial sustainability – The sustainability model included provides a high-level forecast-proforma only, as a plan has not been developed. A lot of work needs to be done as the current model is not sustainable. As part of this body of work the cost structure, student composition will be reviewed. Work is required to tie the strategic plan to the financial model. There is a path forward, but a lot of work needs to be done to deliver against this path.

The President said that work is ongoing to create a balanced outcome for the Academic Plan and how it ties into faculty, staff, and support. In addition, increased enrolment requires a commensurate increase in student services.

Mr. Cooper said the budget is the product of prodigious effort and recognized Mr. Henry, for the time and effort to delving into these issues for the past few years, and all who were involved.

Motion B22-03:

BE IT RESOLVED that the draft budget for the 2023 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 D. Shastri

Motion Carried

7. Nominating and Governance Committee Report

Ms. Hodder said the Committee has been moving forward in response to the recommendations and findings of the Board Effectiveness Review. Circulated in the material were nine documents developed in accordance with the recommendations.

Ms. Hodder noted that over the next few months work would continue on the development of the Board policy manual and regent orientation process. Also, the board evaluation process will be initiated in July with the results compiled for the October meeting.

Motion B22-04:

BE IT RESOLVED that the Board of Regents, on the recommendation of the Nominating and Governance Committee, approve the following: Role of the Board of Regents; Responsibilities and Expectations of Regents; Chair Roles and Responsibilities; Vice-Chair Roles and Responsibilities; Board Policy Manual - Table of Contents; Orientation – Table of Contents; Regent Orientation Process; Board Evaluation Process and Board Evaluation.

Moved by C. Hodder
Seconded by G. Anand
Motion Carried

11. In Camera

The Board moved in camera.

12. Adjournment

Respectfully Submitted,

Heather Bembridge
Assistant Secretary