



**Meeting of the Board of Regents  
February 5, 2021  
Minutes**

The winter meeting of the Board of Regents of Mount Allison University was held on Friday, February 5 at 9 a.m. AST via Microsoft Teams.

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

The following non-Regents attended: 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, and Barb MacIntosh, Controller.

Regrets were received from Cheryl Hodder.

**Call to Order**

Mr. Cooper called the meeting to order.

Mr. Cooper said that this is the annual open meeting of the Board of Regents and is being broadcasted on the Mount Allison YouTube Channel for members of the community to view the meeting.

Mr. Cooper noted that Sarah Young has resigned from the Board of Regents and Gita Anand has been appointed. He welcomed Ms. Anand to the Board of Regents and to her first meeting.

**Acknowledgement of Aboriginal custodianship**

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

**A) Consent Agenda**

The report from the Finance and Administration Committee was moved to the Issues agenda.

The consent agenda was approved as revised.

Included in the consent agenda were the following items:

1. The approval of the minutes for the meeting held October 23 and November 6, 2020
2. Board committees' reports:
  - a. Audit

- Appointment of Auditors
  - c. Human Resources
  - d. Investment
  - e. Nominating and Governance
    - Appointments to committees
    - Board committees' membership list
  - f. Property and Facilities
  - g. University Advancement
  - h. Ad hoc Advisory Committee on the Prevention of Sexual Violence
3. 2021-2022 Budget Time-line infographic

## **B) Issues Agenda**

### **2.b Report from the Finance & Administration Committee**

Mr. Inglis said the Committee reviewed the quarterly report, received a multi-year projection of the operating fund based on specific assumptions as well a multi-year cashflow contemplating certain capital projects –Harper Hall renovation, the HIL project, which is the renovation and revitalization of the Library, and the Athletic Centre.

The cashflows projections are high level. The University is in good shape regarding meeting its obligations.

Mr. Inglis highlighted the following items from the quarterly report: a positive variance projected in tuition and other fees of \$285,000; the operating budget is projected to have a deficit of approximately \$1.2 million; the residence budget is projected to have a deficit of approximately \$1 million; challenges in the Residence system due to lower occupancy as a result of COVID; the Province has been moved to a more restrictive COVID colour phase, such that classes are almost all virtual at this time; and there is no Memorandum of Understanding with the provincial government for fiscal 2021-2022.

### **4. Report from President's Cabinet**

The President welcomed Regents and thanked those Regents taking on new leadership assignments.

The President said the University has been guided by its commitment to the health and safety of the campus community. Fall academic programming was successfully delivered and the winter term has a solid start –with programming being offered across three modes of course delivery. Dr. Boudreau acknowledged that Mount Allison's success has been due to its staff, faculty, students, alumni, Regents, the Town of Sackville, GNB, and the Community.

The President referred to the written report on behalf of President's Cabinet.

The President provided updates on:

The response to the concerns related to Sexual Violence.

Academic Matters – tenure track searches underway, Senate approval of new academic majors, pathway agreement with UNB, Senate approval of compassionate COVID grading,

working group on student recruitment and academic programming, external reviews being conducted, experiential learning activities and the Maple League.

Student Matters – enrolment and recruitment for 2021-2022, the decline in residence occupancy in the winter term, support to student athletes on campus, internships opportunities, Summer Pathway Program to be launched June 2021, and external review of the student University's International Travel Policy.

Finances, Facilities and Advancement – Senior administrator searches underway for the Vice-President International and Student Affairs, Dean of Arts, and Vice President of University Advancement; the significant financial impact of COVID-19 on the operating fund and residence operations; development of the 2021-2022 budget planning and development of a number of major facilities projects; the support provided by Computing Services (IT), Human Resources and Facilities management to core academic activities; an update on the development of the new website/CMS; fundraising for 2020-2021 – on track to surpass the fundraising goal, and the quiet phase of the capital campaign.

Following the report President's Cabinet responded to questions on the Pathway Agreement with UNB, experiential learning, the status of the Registrar's position, intentions with respect to summer layoffs – as compared to last year, the plans for new multi-year projects to support the University's strategic plan, and asked to speak to institutions that had better enrolment as to why and what can be learned from them?

## 5. President's Strategic Update

Dr. Boudreau highlighted four areas of strategic thinking for 2021.

**Post COVID readiness** – In preparation for the post COVID environment important discussions are being held across the campus community regarding the following questions: "What do we retain, change and not do again to address what the campus learning environment will look like in the Fall and beyond? How will the current three delivery modes of academic programs be modified and how will departments and programs change as a result of what has been learned from this year?"

**Strategic Planning Reboot** – The strategic planning process has resumed. The key pillars of the road map –Program Innovation, Extraordinary Student Experiences, Infrastructure around Learning and Innovation, and Social Change and Community Engagement– will be translated into a detailed strategic document with key milestones and links to multiyear budgeting. The next step will include community consultation and discussions.

The Plan will be taken to Senate and the Board.

**Towards 2,500 Plus** – The importance of building Mount Allison to 2,500 full time students.

A lot of work has been done toward program development and innovation and exceptional progress has been made over the past 18-24 months in this area. New markets are being explored, including a cautious intentional approach to international growth. Thinking beyond COVID, after travel restrictions are lifted, we will be able to bring students back to campus.

Financial modeling to 2026-2027 will consider investments to achieve growth.

University Advancement is expanding student and scholarship support which will aid in growth and enrollment at both the domestic and international levels. Areas for investment will be considered in the upcoming budget 2021-2022 cycle. Pilot project investments have included targeted recruiting and advanced technology for teaching and learning– all with a goal of supporting strategic enrollment growth.

**Innovation at MtA** – Innovation infuses everything that we do –it is about ideas, people, communication, learning, community and the future of liberal arts.

The Hub for Innovation and Learning (HIL), a re-imagined library, will be a signature project that will help galvanize innovation at Mount Allison. It will be the largest capital project in over 50 years and a key plank in the University's next advancement campaign. The HIL project will be a major, transformative, innovative engine for Mount Allison and will affect all divisions, departments and faculty.

The President said these four key areas are foundational to advancing the larger goal of envisioning Mount Allison's long-term future.

## **6. Other Business and Board Comments**

Mr. Cooper opened the floor to comments at this time.

## **7. In Camera Session**

The Board moved in camera.

Respectfully submitted,

Heather Bembridge  
Assistant Secretary