



**Meeting of the Board of Regents  
October 23 and November 6, 2020  
Minutes**

The fall meeting of the Board of Regents of Mount Allison University was held on Friday, October 23 at 9 a.m. AST, and November 6, 2020 at 10 a.m. AST via Webex.

The following Regents were present: Brandon Blakney, 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, Lisa Yarmoshuk, Andrew Wilson, Peter Winters, and Sarah Young.

The following non-Regents attended: Robert Inglis, Vice-President, Finance and Administration; Gloria Jollymore, Vice-President, University Advancement; Barb MacIntosh, Controller; and Chris Milner, Budget Director.

**Call to Order**

Mr. Cooper called the meeting to order.

**Acknowledgement of Aboriginal custodianship**

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

**A) Consent Agenda**

The consent agenda was approved as presented.

Included in the consent agenda were the following items:

1. The approval of minutes of the meeting of May 22, 2020.
2. Board committees' reports:
  - a. Audit, which included the Legal, Ethical and Policy Requirements Report;
  - b. Finance & Administration, which included
    - i. Review of Results as of September 30, 2020 and the
    - ii. Interim budget tables — May 1, 2020 to October 31, 2020;
  - c. Executive;
  - d. Investment;
  - e. Nominating & Governance;
  - f. Property and Facilities; and
  - g. University Advancement, which included the Policy for Campaign Counting and Reporting.
3. Meeting Dates: Board and Executive for 2021 and 2022
4. Deck from Financial Town Hall held October 16.

## **B) Regular Agenda**

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

Dr. Boudreau welcomed Regents to the meeting. He remarked that there has been numerous touch points with the Board in recent weeks — Board information sessions and Community Town Hall sessions hosted by the Board.

He said included in the material is a snapshot and timeline of activities since the last full Board meeting as well as a summary report from the Maple League of Universities.

The President highlighted the following:

- **Enrolment, Retention, and Recruitment**

Enrolment outlook for this year, as reported to Senate and at the Financial Town Hall, is much stronger than envisioned in April.

The current overall enrolment is 2,192 compared to 2,167 the prior year.

Returning student numbers are up compared to the prior year, including returning international students. However, returning VISA students are 30% online only and new VISA students are 73% online only.

An increase was seen in students from New Brunswick and Newfoundland and Labrador. All other provinces saw a decrease.

Student enrolment is up in Sciences, Commerce & Aviation, and slightly in Fine Arts.

The President said this is a testament to all groups working together — senior administration, faculty, departments, administrators, staff, unions, students and their families.

The President said they must remain vigilant and mindful of student retention over the next weeks and months — student experiences and retention need to be taken into careful consideration.

- Mid-term check-in is underway to better understand the issues/pressure points and address those in a timely manner. Surveys have been conducted of students and faculty and a Campus Check-in Town Hall for Faculty & Staff was held this week. This data is being tabulated.
- The annual Fall Open House was held virtually from October 12-15 and there were over 500 registrants.
- A President's Task Force on Diversity and Inclusion has been established.
- Planning and programming was developed by the Alumni Engagement Office, Residence Life, and Student Life for students self-isolating for the start of the Fall term.

- University Advancement / Fund raising:
  - On track to achieve the fund raising goal for 2020/2021 — \$9 million.
  - The capital campaign is in the quiet phase.
  - The Mountie-to-Mountie campaign, for direct support to students, has raised \$385,000.
  - The Frank McKenna School of PPE was launched in September — over \$5 million has been fund raised to date.
- Academic matters — the President noted the approval of several new majors, minors, and certificates, and the development of new programs is underway.
- Three searches have been launched for senior administrative roles: Dean of Arts, the Vice-President International & Student Affairs, and the Vice-President University Advancement.
- Budget — the draft budget for 2020-2021 is much better than predicted in early spring as a result of enrolment.

The President said the budget is before the Board today, but asked that the Board not table the motion and instead adjourn and reconvene the meeting following the budget town hall session that he would be hosting for the community on October 30. He noted that this will provide the community an opportunity to have additional and meaningful input.

The President said that COVID-19 provides an opportunity for us to think about our critical needs to advance our strategic work.

A fulsome discussion was held on the impact on students and how they are doing. The following matters were raised:

- Results of the student survey
- The need to continue to find ways to find a balance
- Communication challenges — importance of two-way communication
- Social isolation
- Mental and physical health impacts
- Workload — students feeling overwhelmed
- Trade-offs of less face time with instructors
- Demands upon student leadership
- Concerns of parents
- Need to look at the survey outcomes and potential modifications

The Board said they would be interested in the results from the faculty survey.

## **6. Audit Committee**

The Chair, Paul Henry, reported on the work of the Committee. The Controller, Barb MacIntosh, joined the meeting for this agenda item and provided brief highlights on the reports.

The following motions were presented as part of committee reports

- i. Annual Financial Report including Draft Audited Financial Statements for the Year Ended April 30, 2020.

**Motion B20-10:**

BE IT RESOLVED that the draft audited financial statements for the year ended April 30, 2020, as recommended by the Audit Committee, are approved.

Moved by P. Henry

Seconded by J. Rafuse

Motion Carried

**Motion B20-11:**

BE IT RESOLVED that the Annual Financial Report for the year ended April 30, 2020, as recommended by the Audit Committee, is approved.

Moved by P. Henry

Seconded by J. Rafuse

Motion Carried

- ii. Management Discussion and Analysis 2019-2020

**Motion B20-12:**

BE IT RESOLVED that the Management Discussion and Analysis for the year ended April 30, 2020, as recommended by the Audit Committee, is approved.

Moved by P. Henry

Seconded by J. Rafuse

Motion Carried

## **7. Budget 2020-2021**

The Chair, George Cooper, said that this agenda item would be dealt with at a single meeting, which would be held over two different days: today, Friday, October 23, and Friday, November 6. The goal is to include as many voices as possible. To accomplish this, a Budget Town Hall session for the University Community will be held on Friday, October 30.

The Chair of the Finance and Administration Committee, Brent Spencer, proceeded to outline the processes undertaken in the development of the draft budget.

The following items were highlighted within the budgets:

- The General Operating Fund has:
  - a \$1.1 million deficit
  - COVID costs of \$1.5 million
  - expenses increased by 5.5%
  - budgeted enrolment of 2,085
  - a tuition fee increase of 4.5% for all Canadian students and 2% for international students.
- The Ancillary budget has:
  - a \$1.2 million deficit
  - COVID costs of \$200,000, and



- 676 students in residence.

Mr. Spencer commented on the budget waterfall chart depicting budget projections from spring 2020 to the present time.

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

- The status of the work force adjustments and impact.
- The *Maclean's* ranking in relation to student's satisfaction.
- Support for strategic planning — the need to allow flexibility to support change and long-term priorities.
- Flexibility within the budget to support investment and innovation.
- Planning for capital projects.
- The need for ongoing support/investment in University Advancement.
- The expectations in the interim period.
- Capital campaign — priorities, ability to be responsive to changes due to COVID-19.
- The provisions to deal with challenges identified in the student and faculty surveys.
- Options available to deal with the deficits.

The Chair said that consideration of the 2020-2021 Budget was adjourned and would reconvene on Friday, November 6, 2020 at 10 a.m. AST.

#### At the meeting of November 6

The meeting reconvened on Friday, November 6 at 10 a.m. AST.

Regrets were received from: Cheryl Hodder, Lynn Loewen, Brian MacLeod, and Sarah Young.

The following non-Regents attended: Jeff Hennessy, Provost and Vice-President, Academic and Research; Robert Inglis, Vice-President, Finance and Administration; Barb MacIntosh, Controller; and Chris Milner, Budget Director.

The President said that the Budget Town Hall session held on October 30 was well-attended and provided the community an important opportunity to have an engaged discussion. There were no required changes as a result of the consultation. The questions received were in regard to the following: the impact on students, student fees, consultation with MASU, endowments, "How do we pay for the deficit?", the workforce adjustments and when might these employees be brought back, how is the University going to segue forward, and the strategic opportunities for thinking about next year and beyond.

The President commented that the conversation is shifting to planning for the next budget, 2021-2022.

Mr. Inglis said that some good suggestions have been made for changes to the tables and Financial Services is looking to add this to their workplan for January in preparation for next year's budget.

Mr. Inglis said in response to the Board's request on what things look like going forward for the next few years, a graph depicting five years — fiscal 2019 to fiscal 2023 — was

prepared, of the operating fund annual deficit and accumulated deficit using simple assumptions if we do not do anything.

Mr. Inglis spoke to the revenue and costs issues facing the University — too few students for the cost structure, the need to increase revenue or decrease costs or do both. He remarked that one way to approach this is to divide the problem up into smaller chunks: ongoing/continuous problems and one-time problems due to one-time expenses. He proceeded to speak to potential ways to approach these problems over time.

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

- Provincial government funding related to COVID expenses.
- Strategies to address the Ancillary Fund deficit — generate additional income.
- Concerns/challenges in retaining students for next term.
- Flexibility within the budget to make change and/or investments needed to retain and attract students.
- Student and faculty surveys have identified mental health as a priority issue and additional resources have been allotted to this.
- Next 3-4 months are critical — management is not only looking at the day-to-day tactical issues, but trying to figure out how to look at the resources and get to the bigger issues.
- Flexibility in the 2021-2022 budget to support things like program development.

**Motion B20-13:**

BE IT RESOLVED that the Board of Regents, on the recommendation of the Executive Committee, approve:

- 1) The draft budget for 2020-2021.
- 2) Exceptions to principles ii, viii, and ix of the Budget Development Principles and Guidelines policy.

Moved by B. Spencer  
Seconded by S. McIsaac  
Motion Carried

**5. Other Business and Board Comments**

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

**6. In Camera Session**

The Board moved in camera.

Respectfully submitted,

Heather Bembridge  
Assistant Secretary