



**Meeting of the Board of Regents  
October 21, 2022  
Minutes**

The fall meeting of the Board of Regents of Mount Allison University was held on Friday, October 21, 2022, beginning at 9:00 a.m. in the Windsor Grand Room, Windsor Hall.

Regents' present: Gita Anand, Jean-Paul Boudreau, Suhjung Chun, George Cooper (Chair), Sarah Crawford, Brent Hawkes, Paul Henry, Vett Lloyd, Lynn Loewen, Zac McIsaac (virtually), Rohin Minocha-McKenney, Dan Nowlan (virtually), Dale Noseworthy (virtually), Jill Rafuse, Martine Savoie (virtually), Dave Shastri (virtually), Brent Spencer, Andrew Wilson, Peter Winters (virtually), and Lisa Yarmoshuk.

Regrets were received from Michael Gibbons, Cheryl Hodder, and Phil Tibbo.

Non-Regents present: 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 and Colleen Keyes, Legal Counsel Stewart McKelvey.

1. Call to Order	The Chair called the meeting to order.  The Chair welcomed Ms. Savoie to her first meeting of the Board of Regents.	
2. 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.	
<b>I. Consent Agenda</b>		
3. Approval of Agenda	The consent agenda was adopted as presented.	
4. Minutes of Meeting of May 17, 2022	That the Board of Regents approve the minutes of the meeting of May 17, 2022 as presented.	Approved by <b>CONSENT</b>
	Included in consent agenda: Reports from Board Committees – Audit, Finance and Administration (Review of Results as of July 31, 2022), Executive, Human Resources, Investment, Property and Facilities, Student Affairs, and University Advancement; Meeting Dates for 2023 and 2024; 2023-2024 Budget Time-line Infographic; and Quarterly Report from the Maple League of Universities.	

II. Decisions and Actions Items		
5. Nominating and Governance Committee Report	<p>The Chair, Chancellor Loewen, said the report covers four matters: Board evaluations, recommendations for the adoption of terms of reference for the standing Committees of the Board, scheduling and planning for standing committee meetings for 2023, and Board Orientation.</p> <p>The Chancellor introduced the consultant engaged, Ms. Colleen Keyes, to assist the Committee.</p> <p>Ms. Keyes said the objective has been to build upon the governance work done by Ms. Pearson.</p> <p>Ms. Keyes provided an overview of the results from the Board evaluation; spoke to the processes undertaken to revise the terms of reference for the Board committees-noting that they were standardized and codified to the University by-laws; the work with committee chairs on developing scheduling and meeting planning for 2023; and the Board Orientation materials and plans for a meeting with new Regents as of 2022 and incoming Regents for 2023.</p> <p>Comments, and questions were asked and answered regarding a. Concern expressed for the potential for Executive Committee members having a better understanding of University affairs than other Regents. \; b. Appreciated the improvement and standardization n of the terms of references. c. Noted inconsistency in the HR Committee terms of reference; d. The appointment process /mechanism of faculty and student members to committees is not specified; and. E. Benefits when new Regents are active participants as soon as they start their term. rather than recipient in the structure.</p>	
	<p><b>Motion B22 - 05:</b>  BE IT RESOLVED that the Board of Regents, on the recommendation of the Nominating and Governance Committee, approve the Terms of Reference for the following committees of the Board of Regents in accordance with Section 6(2) of By-law Number 94-1:</p> <ol style="list-style-type: none"> <li>1. Academic Affairs Committee;</li> <li>2. Audit Committee;</li> <li>3. Finance and Administration Committee;</li> </ol>	<p>Moved by  L. Loewen  Seconded by  G. Anand  Motion Carried</p>

	<p>4. Human Resources Committee;  5. Investment Committee;  6. Nominating and Governance Committee;  7. Property and Facilities Committee;  8. Student Affairs Committee;  9. University Advancement Committee; and  10. Executive Committee.</p>	
	<p>Ms. Keyes noted that in consultation with the committee chairs, in an effort to create greater standardization, macro agendas have been created. The next phase will be to work with the various committees and the administration to provide support – to dedicate resources that have commonality across all the committees.</p>	
<p>6. Audit Committee</p>	<p>The Chair, B. Spencer said the Audit Committee was recommending approval of the draft audited financial statements, the accompanying annual financial report and the management discussion and analysis report (Noted that this is a private confidential document for the Board and Senior Management only).</p> <p>G. Roy, Controller-Director of Finance, said the Annual Financial Report focuses on the overall financial results of the University for the year ending April 30, 2022, providing additional information of the financial affairs which might not be included in the financial statements. The draft audited financial statements, are an unqualified opinion, audited by Grant Thornton. There were no changes to significant accounting policies or standards and no new disclosure.</p> <p>G. Roy said the unrestricted net deficit at year-end was \$380,000, from a deficit of \$1.6 million as a result of the use of the contingency fund to mitigate the previous year’s financial impact of COVID by \$824,000 The operating fund had a deficit of \$370,000, and the ancillary fund contributed almost \$850,000 to the reduction of the unrestricted net deficit. The University had no external debts. However, had \$14 million in internal loans at the end of the year.</p> <p>The Board Chair said management has assured Regents that government remittances including any HST source deductions or provincial remittances have all been made when due and any</p>	

	other thing that could form a personal liability for Directors.	
	<p><b>i. Annual Financial Report including Draft Audited Financial Statements for the Year Ended April 30, 2022.</b></p> <p><b>Motion B22 -06:</b> BE IT RESOLVED that the draft audited financial statements for the year ended April 30, 2022, as recommended by the Audit Committee, are approved.</p> <p><b>Motion B22-07:</b> BE IT RESOLVED that the Annual Financial Report for the year ended April 30, 2022, as recommended by the Audit Committee, is approved.</p>	Moved by B. Spencer, seconded by J. Rafuse. Motion Carried
	<p>The Vice-President, Finance and Administration, R. Inglis, said the University has financial and operational sustainability challenges, as seen in the financial results.</p> <p>In addition to the traditional information, relative to finances, the report includes information on people and culture.</p>	
	<p><b>ii. Management Discussion and Analysis 2021-2022</b></p> <p><b>Motion B22-08:</b> BE IT RESOLVED that the Management Discussion and Analysis for the year ended April 30, 2022, as recommended by the Audit Committee is approved.</p>	Moved by B. Spencer, seconded by L. Yarmoshuk. Motion Carried
	The Chair advised that an Enterprise Risk Management (ERM) project is underway. The project has a defined timetable and is implementation focussed, and includes continuing monitoring, and follow up.	
<b>III. Discussion Items</b>		
7. President's Update	The President provided an update from President's Cabinet and highlighted the following: a. New students are struggling academically – after coming from high school in an online learning environment; b. Dedicating time to government, federal and provincial, funding files. c. The	

	<p>President speaker series for 2022-23 launches this week; d. Mount Allison was ranked the #1 undergraduate University in Canada by <i>Maclean's</i> for the 23rd year; and E. Professors Dr. F. Black and Dr. S. Andrews were recipients of Atlantic Association of University teaching Awards recognizing educational leadership and innovation.</p>	
<p>8. Sexualized Violence Prevention Policy Update</p>	<p>Vice-President Student Affairs and International, A. Comfort, said the draft <i>Sexualized Violence Policy</i> has been posted to the University website, as agreed to by the Board Chair.</p> <p>A. Comfort spoke to the process undertaken to garner community feedback on the draft policy – direct solicitation of Unions, in person sessions, and / or anonymous online feedback form. The next step is to review the feedback and integrate relevant editing suggestions. She noted that there were questions / concerns expressed of how to enforce the mandatory training.</p> <p>Regents were reminded that the University has allotted additional resources to this area –on the ground support.</p> <p>Comments, and questions were asked and answered regarding a. It is about changing a culture and the policy is a foundation to build on. b. The challenge of while the new policy is being developed to let it be known (regular updates / communications) that it is important, a high priority, and work is being done. c. Methods of communicating to reach students. d. Developing a Coles Notes version of the policy for general consumption e. Plans to proactively arrange for educational opportunities for areas where sexual violence culture is deeply entrenched.; and f. Has consideration been given to paring down and / or clarifying some of the policy as it is a bit dense.</p>	
<p>a. Board Strategy Session Follow-up</p>	<p>The President said as part of the Board Strategy Session held on September 16<sup>th</sup> the need to better understand the enrolment pathway was discussed and the Administrations plans to address this. The Provost and Vice-President University Advancement spoke to some of key steps that have been initiated and others in progress</p>	

	<p>The Provost, J. Hennessy, commented on the following: a. The need to diversity the learner profile. b. Development of a new division of distance education is underway which will provide the ability to create opportunities with special programs, micro credentials, etc.; c. Need for investment /upgrades to the CRM system; d. Allow time for new programs to germinate /take hold; e. The need to create new pathways for students – looking at new pathway agreements; f. Certain areas require attention to better sell what they do and how the BA program links to students’ futures. g. Receipt of PETL funding for specific items. h. Focus groups held with first year students - to get a sense of their pathway to Mount Allison. i The need to optimize the relationship between marketing, recruitment, the website, the CRM system responses, and staff.; and j. The University’s financial aid strategy—an analysis of how the University uses it financial aid funding is underway.</p> <p>The Vice-President University Advancement, C. Pringle-Carver, said an RFP has been issued to undertake research, obtain quantitative data, regarding 1. What accounted for the lower than predicted conversion rate this year, subset might that continue in coming years; and 2. what accounts for the year over year decline in enrolment in the specific programs.</p> <p>C. Pringle-Carver said it is known that there are digital marketing challenges with the CRM system. An experiment in market was done for the past couple of weeks and what that directional data is indicating. She said they will continue to do the following a. Look for ways to refine the message; b. Looks for ways to improve the conversion path; and c. Look for opportunities to do AB testing on specific pages of our website.</p> <p>Comments, and questions were asked and answered regarding a. There are substantial usability issues with the new program that need to be worked out to ensure what is being promised at the outset is being delivered. b. Wondered if click through rates provides geography information.; c. Is there a resolution to the CRM gap; and d. Need to understand the Fine Arts student intake.</p>	
--	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

<p>b. Finance and Budget Update</p>	<p>The Vice-President, Finance and Administration, R. Inglis, provided a high-level snapshot of University finances as follows: The University has a revenue shortfall as a result of lower tuition revenue than budgeted – lower enrolment. As well as, concerned of the impact of inflation on departmental budgets, one-time costs due to the temporary gym closure –rental and transportation fees, and uncertainty with the 1% provincial grant increase included in the budget.</p> <p>R. Inglis said the preliminary planning for the 2023-2024 budget is underway and includes the following assumptions: 3% tuition increase, 2% government grant increase, and some small inflationary increases.</p> <p>Comments, and questions were asked and answered regarding: a. as an organization we have tapped into all the other sources of revenue that are offered in the different buckets of the provincial government b our international students, how many do you think we missed out on because of the visas? C. technology investment we need to be able to do that. – international of</p>	
<p>Harper Hall Update</p>	<p>The Vice-President, Finance and Administration, R. Inglis, said that Property and Facilities and Finance and Administration committees held meeting in September at which time they received detailed updates on the Harper Hall project.</p> <p>R. Inglis said that RPFs had been issued for the financing, which is complete, and for the construction. The Construction component is not complete. At this time Facilities Management is looking at the pros and cons to ensure the project is set up for success.</p> <p>The next step, in a matter of a few weeks, will be to complete this work and take recommendations for consideration the Finance and Administration and Property and Facilities committees, to recommend to Executive Committee to finalize approval for the project.</p>	
<p><b>IV. Other Business</b></p>		
	<p>The Board Chair noted that this was Jill Refuse’s last regular meeting of the Board as a Regent. He</p>	

	thanked her for service and many contributions to the Board. .	
<b>V. In camera</b>		
	The Board moved in camera.	
<b>VI. Adjournment</b>		
	The adjourned at 12:40 pm	

Respectfully Submitted,

Heather Bembridge  
Assistant Secretary