



**Meeting of the Board of Regents
February 4, 2022
Minutes**

The Board of Regents met on Friday, February 4, 2022, beginning at 9:30 a.m. ADT via Microsoft Teams

The following Regents were present: Gita Anand, Jean-Paul Boudreau, Charlie Burke, George Cooper (Chair), Sarah Crawford, Michael Gibbens, Brent Hawkes, Paul Henry, Cheryl Hodder, Vett Lloyd, Lynn Loewen, Zac Mclsaac, Nicholas Nauss, Dale Noseworthy, Dan Nowlan, Jill Rafuse, Doreen Richard, Odette Snow, Dave Shastri, Brent Spencer, Phil Tibbo, Andrew Wilson, Peter Winters, Lisa Yarmoshuk

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

Call to Order

The Chair 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.

He welcomed new Regents Michael Gibbons, Zac Mclsaac, Dale Noseworthy and Dave Shastri.

Acknowledgement of aboriginal custodianship

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

1) Consent Agenda

It was noted that budget timeline does not provide an opportunity for Board committees to make recommendations, and wondered if it would be possible, to include reaching out to Board committees for input.

Mr. Inglis said they will take this under advisement for next year. He pointed out that Board committees have links via vice-presidents to the budget process.

Independent Governance Effectiveness Review

The Chair asked Ms. Hodder to provide an overview of an independent governance effectiveness review being undertaken by the Nominating and Governance Committee.

Ms. Hodder said in November a consultant was engaged, a recognized governance professional, Hillary Pearson, to conduct a governance effectiveness review. This review will

cover impressions of the recruitment process, orientation process, how Regents work together as Board colleagues, the culture of the Board of Committee effectiveness and good governance practices.

The initial consultation has begun. As part of the process all Regents will be invited to meet with the Consultant and will be asked to complete a brief survey.

Reports from Board Committees

The Committee reports for the Audit, Finance and Administration, and Investment committees were moved to the regular agenda.

The consent agenda was adopted as revised.

1. Minutes of Meeting of October 23 and December 22, 2021

Included within the consent agenda were:

Minutes of the October 23, 2021 and December 22, 2021 minutes

Reports from Board Committees – Academic Affairs, Executive, Human Resources, Nominating and Governance, Property and Facilities, Student Affairs, University Advancement, Quarterly Report from the Maple League of Universities, and 2022-2023 Budget Timeline Infographic.

Approved by CONSENT

II. Presentation

5. Presentation on Recruitment and Admissions at Mount Allison

The President introduced Kutay Ulkuer, the Director of Recruitment, Admissions and Awards.

Mr. Ulkuer made a presentation on the University's approach to student recruitment, including techniques and strategies used to attract students while adapting to the pandemic.

The presentation noted challenges in reaching the enrolment goal set by the University; including competition for students, programs and degree options; demographics in Atlantic Canada, and finding the right fit in a hybrid system. Mr. Ulkuer also spoke to the recruitment and admission processes used, the scholarship awarding process, and adjustments required to meet the needs for 2025 and beyond.

The President noted that we are all ambassadors to recruit students.

A fulsome discussion ensued.

The following matters were discussed: the need for additional content to showcase the values and vision of Mount Allison; the need to articulate the Mount A story / experience in an effective, attractive, and accessible way to new students; retention; recruitment -

capability to do more targeted approach, including a focus on New England; and investments required to address the challenges of the aspirational enrolment goal.

Ms. Pringle-Carver, the Vice-President of University Advancement, spoke of work that is being undertaken by Marketing and Communications in support of recruitment.

Mr. Cooper thanked Mr. Ulkuer on behalf of the Regents for the presentation and for the work that he and his team do.

III. Discussion Items

2. b. Audit Committee Report

The Chair, Mr. Spencer, said the Board of Regents approves the appointment of the auditors while the Executive Committee is required to approve the auditor's fees.

Motion B21-06:

BE IT RESOLVED that the Board of Regents, on the recommendation of the Audit Committee and subject to the approval of the proposed fees by the Executive Committee, reappoint Grant Thornton as the University's auditors for the 2021-2022 fiscal year.

Moved by B. Spencer
Seconded by B. Hawkes
Motion Carried

c. Finance and Administration Committee Report

ii. Changes to the *Budget Development Principles and Guidelines* (Policy 7203)

The Chair, Mr. Henry, said the changes being recommended is intended to deal with a potential misconception of the reliance placed on specified budget procedures when performed by the Auditors as compared to a written representation from management on the process.

Motion B21-07:

Be it resolved that the Board of Regents, on the recommendation of the Finance and Administration Committee, approves the amended Budget Development Principles and Guidelines Policy (Policy 7203).

Moved by P. Henry
Seconded by S. Crawford
Motion Carried

f. Investment Committee Report

Mr. Nowlan, the Chair of the Investment Committee, spoke to the recent work the Committee has undertaken regarding maintaining both the long term spending and value of the endowment fund.

He said the Committee, at the request of the President, will be looking at an approach to sustainable investment, including divestment for Mount Allison. He noted that the project was just getting underway and spoke to the first steps being taken.

6. President's Cabinet Report

The President welcomed the Board and highlighted several items from his written report included in the material.

The University has been focused on managing the pandemic over the past 23 months. In an effort to provide the Community related to the ever-changing landscape related to the pandemic a new feature "The Tuesday touchpoint" has been added.

The University will be returning to mostly in person teaching this coming Monday.

The University is on track to meet its enrolment goal for 2022-23.

The academic strategic plan will be considered by Senate at its upcoming meeting, while in the past two years there have been over 20 academic program initiatives.

The University continues to make progress on sexual violence prevention work and a new sexual violence reporting platform, REES a secure online portal, has been launched.

Our new Multi-Faith Chaplain and Spiritual Care Co-ordinator, Rev. Ellie Hummel multifaith Chaplain has been hired and will start in March.

The University is making great strides in off campus experiential learning opportunities.

The budgeting and financial modeling processes for 2022-23 are underway; including campus community town halls to set the landscape and process for this year. The process will focus on strategic opportunities.

Planning for major campus projects is ongoing for the Hub for Innovation and Learning, Harper Hall, and the Athletic Centre gym and ventilation project. As well as roof repairs and planning for renovations to the President's Cottage, the home of the University Club for faculty and staff, is underway.

The University is preparing to officially launch the capital campaign. The structure of the campaign and volunteer campaign structure is being finalized.

The University is planning for in-person convocation celebrations for this coming May – Celebrations for the classes of 2020, 2021 and 2022.

The President said that he informed the Board of Regents, late last fall, that he supports and encourages a University strategy towards divestment of fossil fuels. The Investment Committee is taking the lead on this and have begun the process.

7. President's Strategic Update

The President said this is an ongoing process to develop a plan that is fulsome for the entire community. There will be an additional follow up meeting with the Board, to seek feedback and support, and engagement on campus with key stakeholders.

The President said that the Cabinet team has taken the conversations had at the Board Advance session held in December and developed a draft plan. The Vice-Presidents will now take this to their respective management groups for feedback and Community

engagement will be sought. The work continues to help turn the strategic plan into an action plan.

8. Other Business and Board Comments

The Chair of the Finance and Administration Committee said that there is a focus amongst the senior administration to identify through the budget process priority areas to support – that lead towards a financially sustainable position.

He noted that for the Board's consideration the budget will breakout the parameters around investments and what is to be achieved –the goals.

The Board acknowledged the extension to the collective agreements with the Faculty Association and thanked all the parties, the Faculty, the union, and the Administration who worked to achieve this and the opportunity it presents, to continue relationship building and the culture shift of working together.

IV. In Camera

The Board moved *in camera*.

V. Adjournment

Respectfully Submitted,

Heather Bembridge
Assistant Secretary