

**Brandon University Board of Governors
(Open Session)**

**Saturday, November 27, 2021
Via Video Conference
8:30 a.m.**

Present: S. Chambers (Chair); D. Docherty; J. Galvin; A. Kowalchuk; B. Zander; K. Kerkowich; W. Taylor; M.J. McCallum; A. Li; J. Splett; S. Omotoye; E. Bach; K. Ryan

Resource: K. Campbell; S. Lamont; K. Fisher; M. Lamontagne (Recorder)

Regrets: O. Adeleye; T. Chyzyk

1.0 CALL TO ORDER

The Chair called the meeting to order at 8:34 a.m.

The Chair welcomed Kim Ryan as a new member of the Board of Governors.

The Chair acknowledged that Brandon University campuses are located on Treaty 1 and Treaty 2 Lands, the traditional homelands of the Dakota, Anishinaabek, Cree, Oji-Cree, Dene, and Métis peoples.

2.0 AGENDA AND MINUTES

2.1 Approval of Agenda of November 27, 2021

Motion: Moved and seconded (A. Kowalchuk/A. Li)

BE IT RESOLVED THAT the agenda of the November 27, 2021, Board of Governors meeting (Open Session) be approved as amended.

Addition: 4.2 – 2021-22 Budget Update

**074 Nov21
CARRIED AS AMENDED**

2.2 Approval of Consent Agenda

Motion: Moved and seconded (J. Splett/W. Taylor)

BE IT RESOLVED THAT the consent agenda of the November 27, 2021 Board of Governors (Open Session) meeting be approved as follows:

- a) **Minutes of September 25, 2021 (Open Session)**
- b) **Report from the Provost and Vice-President (Academic) (K. Campbell)**
- c) **Report from the Vice-President, Administration & Finance (S. Lamont)**
- d) **Report – Transactions of \$100,000 or More – September 2 to November 1, 2021**
- e) **Report – Financial Summary by Object as at October 31, 2021**
- f) **Report – Financial Summary as at October 31, 2021**
- g) **Report – Research and Special Purpose Funds as at September 30, 2021**
- h) **Reports from Representatives on Committees Reporting to the Board:**
 - i) **BU Students' Union**
 - ii) **Status of Women Review Committee**
 - iii) **BU Foundation**
 - iv) **BU Senate**
 - v) **Governance and Nominating Committee**
- i) **Approval of Electronic Resolution of October 18, 2021**
 - i) **Revisions to the Student Non-Academic Misconduct Policy**
- j) **Approval of Electronic Resolution of October 26, 2021**
 - i) **Committees Reporting to the Board of Governors**

**075 Nov21
CARRIED**

3.0 DELEGATIONS

3.1 Presentation by Cora Dupuis, Co-operative Education Program Coordinator

The Chair welcomed Cora Dupuis to the meeting and invited her to present.

Ms. Dupuis presented on the progress of the Brandon University Co-operative program. The following are highlights from her presentation:

- BU Co-op is an opportunity for students to connect academic learning to industry experience with full-time paid employment while also earning 3.0 credit hours towards their degree.
- Co-op Timeline – 2019
 - Program launched in Fall 2018
 - 10 of 18 students in the first cohort were successful in finding work (56% employment rate)

- C. Dupuis started in August 2019 and worked diligently with units to add Co-op to degrees. As a result, 26 of 28 majors in Arts & Science are now offering Co-op as part of their degrees.
- Co-op Timeline – 2020
 - The co-op cohort grew to 26 students (6 returning from the previous year) and the program saw a 92% employment rate, which was well above the national rate of 62%. Credit goes to the community that has kept students engaged in co-op employment despite the challenges of the pandemic.
 - An announcement was made that BU would receive a \$250,000 gift from the RBC Future Launch Fund to create more co-op spaces.
- Co-op Timeline – 2021
 - Cohort grew to 42 students and the program saw a 90% employment rate noting that all but one student was working in Manitoba.
- First student graduate to receive a Co-op parchment occurred in Spring 2021 who has since moved on to pursue a graduate degree at McGill.
- Some examples of co-op opportunities pursued by students include a park patrol officer; law office; technical writer; Manitoba Beef and Forage Initiatives; Brandon Research and Development; and Saputo.
- Co-op Timeline – Fall 2021
 - Thirty Co-op students are returning plus 25 new students. Twelve are supported by the RBC Future Lunch fund.
 - Twelve students will be graduating with Co-op experience.
- Cora's achievements:
 - March 2020: Completed Master of Education in Adult and Post-Secondary Education.
 - Exploring experiential education and post-secondary student employability skills: A twenty-year review.
 - July 2021: Started Ph.D. in Educational Studies with a focus on Cognition and Learning.
 - Proposed Dissertation Topic: Exploration in the Impact of Work-Integrated Learning (WIL) at the post-secondary level in Canada.
 - Joined the VEWIL Research Committee
 - January – December 2022: will be on Study Leave. C. Dupuis expressed credit to the University noting she is happy to be able to pursue education to bring back to the University.
- Important Notes:
 - The potential for co-op growth is significant.
 - We are changing how students, alumni, and the community see a BU degree.
 - BU is poised to become a leader in Co-operative Education in Manitoba.

The Chair thanked C. Dupuis for her presentation and opened the floor for questions.

Member questioned why some departments have chosen not to take part in the Co-op program. C. Dupuis stated that factors included the pandemic, the move to online teaching, and the challenge of taking more on at this time. It was expressed that the goal is to venture beyond Arts and Science, such as approaching the School of Music for students who would like to work in the music industry. It was noted that the faculties and Senate must approve degree programs to take part in Co-op and that the cycle takes approximately one year to take effect. C. Dupuis stated that it would be great to have a more general approach for students who see themselves working in non-traditional settings.

Dr. Campbell added that one issue is that each department sets its entrance requirements for Co-op and that in the future, it would be ideal to standardize these requirements so that all students have the same opportunity.

Dr. Docherty stated that a joint meeting between the Board and Senate was held to discuss the Province's Skills, Talent and Knowledge Strategy noting that the report document speaks to differential tuition based on programs with a higher demand for jobs. It was noted that the Co-op program provides a great example that social sciences and humanities lead to gainful employment.

Dr. Campbell spoke to C. Dupuis' work in community engagement and enhancing the reputation of the institution and asked if she could speak to the Endow Manitoba project through the Rural Development Institute.

C. Dupuis stated that there was an opportunity to take part in a research project with the RDI in support of an organization called Endow Manitoba, which supports the 56 community foundations across the province. This was a great opportunity to get a better sense of what is happening in Manitoba with hyper-local giving. It was noted that Manitoba is special in this regard, as there are 56 foundations in the province and only 190 across the country. These relationships will open doors for rural co-op opportunities. It was noted that the research report would be featured as part of the Winnipeg Foundation annual conference for Community Foundations Canada in October 2022. The research project is nearly done and is currently in the final writing stages. It is anticipated that the report will go live in the winter of 2022.

The Chair thanked C. Dupuis for presenting to the Board and for all she has done for the Co-op program and students.

4.0 REPORTS

4.1 Report from the President (D. Docherty)

Dr. Docherty's written report was provided in the agenda package. In addition, the following highlights were noted:

- BU will be sticking to the mandate that classes with 25 or fewer will be held in-person with the possibility that larger classes may also be held on campus if they can be done so safely, with masks and observing social distancing.
- The actual number of larger classes being held on campus is still being determined in conversations between faculty and Deans. However, we are aware of several that will be taught in person, particularly in Science for pedagogical reasons.
- It is estimated that upwards of 70%, noting that this number is likely higher, of courses will be taught on campus in the Winter term.
- Tracking the number of students who have not had any in-person classes this fall has revealed that over half of the students in this category are taking only one class. An additional ten percent are taking two classes. Thus, we see students who are taking all of their classes online are either part-time (and in many cases doing it by choice) or are in the first year where larger classes are the norm.

Member raised concerns in regards to the increase in Covid cases and the likelihood of cases increasing over the holidays.

Dr. Docherty stated that BU is taking a more cautious approach, which has worked well during the third and fourth waves. The University has been fortunate to have no transmissions on campus to date acknowledging that this could change. If conditions were warranted, the University would be ready to implement further restrictions as was done in March 2020 and that although it would take extra work for faculty to move online, they would be relatively prepared if circumstances were to change. Consideration is also being given to the mental health of students noting the challenges of online learning versus in-person.

It was noted that an announcement was recently made of a new Covid variant which is concerning.

4.2 2021-2022 Budget Update

S. Lamont stated that given the fiscal responsibility of the Board, the intent is to provide budget updates at least a couple of times per year. It was noted that due to the pandemic, he felt it was important that the Board have a sense of where the 2021-22 budget is at compared to the projections. The following is a summary of the budget presentation:

- Certain money that was made available by the government specific to the pandemic was not available this year.
- Budget was approved in March 2021.
- Budget update being provided as at October 31, 2021, and where we project to be on March 31, 2022 (year-end).
- Another update will be provided as at January 31, 2022, to look at any changes in enrolment.
- Revenues:
 - Tuition and fees shortfall of approximately \$100k
 - Provincial grant shortfall of approx. \$20k
 - Sales of Goods and Services shortfall of approx. \$159k
 - A total revenue shortfall of approx. \$279k
 - Tuition revenues have gone up approx. \$1M since 2019-20
 - Anticipate being close to budget projection (\$16.24M) noting that ratios of undergraduate to graduate and international to domestic enrolment are reasonably close to projections.
 - Projections for 2021-22 were based on what was experienced in 2020-21 noting there were no expectations of increased enrolment in the current year, which appeared to be approximately right.
- Expenses:
 - Salaries and benefits savings of approx. \$531k
 - Travel savings of approx. \$800k noting that faculty are not able to travel as much for research and administrative travel has not been happening.
 - Faculty (per BUFA CA) and some management are entitled to a Professional Development allowance noting that if unspent, these funds are segregated to be made available for future PD use. Therefore, part of the \$800k savings will be set aside for future use and are unavailable for other expenses.
 - Advertising/Communications savings of approx. \$75k
 - Supplies and services savings of approx. 336k
 - Total net savings of approx. \$1,070,000
 - Net under budget by \$791k
 - ERP payment of \$500,000 will come out at year-end noting this will be paid out of surplus funds.

- Ancillary Services generated a significant loss last year due to the decrease of students in residence, parking, etc. This year it is projected that they will be close to breaking even with an approximate loss of \$10k versus last year's loss of \$800k.
- Healthy Living Centre is struggling and may see a deficit of approx. \$35k. The hope is that they will be in a better position with more activities scheduled over the Winter term.
- \$200k has been set aside for Covid related expenses.

Member requested an explanation of how the ERP payments work.

S. Lamont stated that the \$500k is a capital cost to buy the ERP system noting that this is an annual cost over an 8-10 year period; however, as timelines have slipped, it is costing additional money to keep the consultants hired and to have staff in place to have the system fully implemented. As for the ongoing costs, students are paying a student fee to cover ongoing costs and the intent is for this to be perpetual.

Member questioned if the public can purchase items from Food Services or if this is available only to students and staff.

S. Lamont confirmed that Food Services have always been available to the public such as catering for weddings, external groups as well as several activities in the community. However, they rely mostly on students in residence. The Manager of Food Services has been working on increasing the reputation and variety of food. There are also plans in place to renovate Harvest Hall to enhance opportunities for non-residence students.

5.0 NEW BUSINESS

5.1 Brandon University Strategic Plan

a. Presentation by D. Docherty

Dr. Docherty stated that Board members received the draft Strategic Plan as part of their agenda package. It was noted that there is still some work left to do such as seeking an Indigenous name for the Plan. Conversations with Knowledge Keepers and Elders continue, however, he does not want to see this rushed but also does not want this to stall the implementation of the Plan. It was noted that there is also some additional work to be completed on the graphics within the document.

Dr. Docherty stated that he would like to find out if the Board endorses the Strategic Plan and the direction.

Dr. Docherty provided a presentation. The following are highlights from his presentation:

- The Finest regional university is one where vibrant and engaged people choose to gather. Agile, courageous, and inclusive in our thoughts and actions, together we create and celebrate community success.
- Access and impact are far more important than Macleans rankings.
- Plan is inspirational, aspirational, and flexible and is not prescriptive, exhaustive, or rigid.
- Motto of “Speaking the truth in love”: Respect, a duty to truth and a commitment to action are concepts shared in many cultures, including the Indigenous seven teachings. Our motto is a moral call to action that reminds us of our role and our responsibilities.
- The Value of BU
 - Unique service to Brandon, Westman, and beyond as an intellectual, cultural, economic hub
 - Connect Brandon to the world and draw students and research investment to our region
 - Reciprocal commitment to Indigenous people
- Challenges we face: Relevance; Post-pandemic recovery; and Sustainability.
- Opportunities we choose: Indigeneity; Equity, Diversity and Inclusion; and Mental wellness.
- Each strand strengthens the others: A braid is an Indigenous image that emphasizes regular and repeated connection. A braid is process-based without a clear beginning or end.
- Cycle of Success:
 - Vibrancy means more people, and more diversity
 - Engagement means more opportunity and better facilities
 - Success includes results, recognition, and the celebration that follows
- Braided together:
 - Students, Faculty & Staff, Community
 - Vibrancy, Engagement, Success
 - Priorities, Strategies, Approaches
 - Data, Responsibility, Reporting
 - Everyone’s actions matter: Be Agile, Be Courageous, Be Inclusive
- Vibrant & Engaged campus spaces
 - Our campus is a jewel – and can be even more
 - The value of ‘social presence’ is a pandemic lesson
 - ‘Serendipitous Spaces’ bring the campus to life
 - Brodie renovations an opportunity
- Strategies for Year 1

- Serendipitous Space
- Connect with community
- Celebrate successes
- Timeline
 - Year 1 (2022)
 - Implementation Committee
 - Assign 'Champions'
 - Determine data needed
 - Set baselines
 - Year 2 (2023)
 - Select actions to enact
 - Ensure S.M.A.R.T. goals
 - Consult and select priorities
 - Year 3 (2024)
 - Assess outcomes
 - Revisit strategies and priorities
 - Year 4 (2025)
 - Assess outcomes
 - Revisit strategies and priorities
 - Year 5 (2026)
 - Assess outcomes
 - Revisit strategies and priorities
 - Review/extend the overall plan
- Plan Launch & Rollout
 - Board approval (in principle)
 - Final revisions and formal approvals
 - Internal launch, celebration, and promotion
 - Campus presentations and town halls
 - Community presentations and 'road show'
 - Continual feedback and engagement
- Implementation and Reporting
 - Transparent and community-wide
 - Updates to Board, Senate, and General Faculty Council
 - Annual community reports (progress 'dashboard')
 - This plan is a living document – all BU should live and breathe it

Members commented positively on the presented plan and look forward to hearing updates on progress.

The Chancellor raised a question as to how she could assist with the sections described in the plan given her role. She suggested educational opportunities on Indigenous history and offered to connect the Board and the University with guest speakers. Members were asked for help in determining topics to bring forward. The importance of listening to stories of survivors was

expressed noting this is a space to work together in moving forward with reconciliation and reclamation.

Dr. Docherty stated that the last joint meeting of the Senate and Board was very successful and suggested that this would be a good topic to be discussed at their next meeting.

Members expressed that they would like to have the Chancellor speak to students and faculty as well as invite guest speakers to speak on these topics.

b. Motion: BU Strategic Plan

The Board was asked to consider approval of the Plan, in principle, noting that Dr. Docherty would like to share the document once more with the Strategic Planning Advisory Committee as well as Senate. The final document will come forward for final approval by the Board once final changes are complete.

Motion: Moved and seconded (S. Omotoye/K. Ryan)

BE IT RESOLVED THAT the Board of Governors approve, in principle, the 2022-2027 Strategic Plan.

**076 Nov21
CARRIED**

5.2 Motion: Allocation of Unrestricted Endowment Funds (Annual Distribution Rate)

Motion: Moved and seconded (A. Li/D. Docherty)

BE IT RESOLVED THAT the Board of Governors approve the endowment earnings disbursement rate of 4.75% as recommended by the Brandon University Foundation.

077 Nov21

The supporting rationale for the motion was included in the agenda package. In addition, S. Lamont highlighted that the distribution rate for the last number of years has been 5%; however, was reduced to 4.75% with 4.25% for the purpose of the endowment and 0.5% for administrative costs. S. Lamont explained the purpose of the endowment for members noting that the funds are managed by the BU Foundation. It was noted that a new investment manager took over in June and investments have been doing well in 2021. If there are poorer years, the rate can be lowered; however, there is confidence in this rate at this time. It

was noted that the majority of universities are distributing at 4% or slightly higher.

CARRIED

5.3 Motion: Appointment of Auditor

Motion: Moved and seconded (A. Li/D. Docherty)

BE IT RESOLVED THAT the Board of Governors appoint BDO Canada LLP as the external auditors for Brandon University, for a five year period, for fiscal years ending 2021 through 2025, inclusive of the main operations of Brandon University, the Public Sector Compensation Disclosure Act, the WD Ford American Student Loan Program, Brandon University Retirement Plan and any other audits that may be required during this period, subject to Order in Council approval by the Province of Manitoba.

078 Nov21

The addition of the Brandon University Retirement Plan was accepted as a friendly amendment.

S. Lamont stated that with the Office of the Auditor General no longer conducting the audits for the University, that there was a need to appoint an external auditor. It was noted that BDO has been doing the front-end audit work for a number of years. The University went out to tender and invited five firms to submit a proposal and three applied. BDO had the best cost and therefore is being recommended as the external auditor for the University.

CARRIED AS AMENDED

5.4 Motion: Borrowing Funds for Deferred Maintenance

Motion: Moved and seconded (K. Kerkowich/A. Kowalchuk)

BE IT RESOLVED THAT the Board of Governors agree to borrow four hundred and fifty thousand dollars (\$450,000) by way of a promissory note from the Province of Manitoba to support deferred maintenance capital needs of the University for a term of forty (40) years.

079 Nov21

S. Lamont explained how the borrowed funds would be managed between the Province and the University. These funds are being provided at a fixed rate of interest over a 40-year amortization. As part of this arrangement, the Province

will allocate additional resources to the University which will be used to make the loan payments. These funds will be used to complete a number of high-priority projects.

CARRIED

- 5.5 Annual Signing of Acknowledgement and Undertaking of Fiduciary Duty and Avoidance of Conflict of Interest Agreement (to be accompanied by a review of the Brandon University Act)

The Chair shared a PowerPoint presentation with an overview of the Brandon University Act.

K. Fisher stated that the agreement was included in the agenda package and that for ease, the agreement would be sent out separately as a singular document by email along with the PowerPoint presentation. Members will be asked to submit their signed agreement by paper or electronically via email.

- 5.6 Move to Closed Session

Motion: Moved and seconded (E. Bach/S. Omotoye)

BE IT RESOLVED THAT the meeting move to Closed Session.

CARRIED

- 5.7 Raise Motion(s) from Closed Session

The following motions were raised to Open Session:

BE IT RESOLVED THAT Jason Splett be elected for the position of Treasurer of the Board of Governors.

6.0 ADJOURNMENT

Motion: Moved and seconded (E. Bach/K. Ryan)

BE IT RESOLVED THAT the meeting adjourn at 12:07 p.m.

CARRIED