

NIPISSING UNIVERSITY
BOARD OF GOVERNORS MINUTES

OPEN SESSION

May 5, 2016

The Open Session of the regular Board meeting was held on Thursday, May 5, 2016 at 5:30 p.m. in the Board Room (F303).

The following members were present:

T. Bachelder
M. Berube (chair)
T. Curry (teleconference)
C. Dennis
G. Durnan (vice-chair)
G. Jodouin
S. Portelli (teleconference)
J. Zimbalatti
P. Cook
D. Forget
M. Webster
D. Shogren
S. Minor
C. Pigeau
D. Geden
R. Gendron
N. Maynes
J. Dempster
M. Hawko
J. Andrews
D. Ratcliffe
M. DeGagné, President & Vice-Chancellor

Board Officers: H. d'Entremont, Provost Vice-President Academic & Research

Board Secretary: K. Murphy

Recording Secretary: C. Zimba

Guests: J. Graham, C. Richardson, M. Tuncali, C. Sutton, C. Phillips, U. Boyer,

Absent with Regrets: S. McLeod, C. Miller, M. Saari, T. Palangio, J. Evans

Welcome/Special Guests

The Board Chair extended a warm welcome to the new NUSU members, J. Dempster, M. Hawko, J. Andrews, and D. Ratcliffe, as well as welcoming our new Chancellor, Paul Cook.

Adoption of Minutes from the February 4, 2016 Board meeting

Resolution 2016 -05-01: Moved by Trevor Bachelder and 2nd by Nancy Maynes that the minutes of the Open Session of the meeting of the Board of Governors held on February 4, 2016 be adopted as amended. Correction to the question as to why the motion from senate was not on the agenda, the response should be: the Chair added to the agenda of the May 5, 2016 board meeting.

Added comment regarding the motion of censure against the President for not capturing emails for faculty during the labour disruption from the December 11th meeting of Senate.

CARRIED

CHAIR'S REMARKS

The Board Chair noted an exciting week coming up with the installation of the new Chancellor, commenting that Paul Cook will be good for the University. She also noted that the upcoming Advancement plans will be very positive.

The Board Chair reported that she attended the CUBA conference earlier in the week. The conference provided good information, presentations and a panel discussion on governance, collaboration, working together, and leadership in higher education. It was noted that there were 18 presidents in the last few years who did not finish their term stating the primary cause was felt to be transition and communication. A Board member asked if the presentations from the conference are available to the board members, the Chair advised that she would share these, possibly at future meetings and the board retreat.

She also noted that the Governor General's visit was a great event.

CHANCELLOR'S REMARKS

The Chancellor expressed excitement for tomorrow's installation ceremony and becoming part of the Laker's family. He reported attending the Universities Canada Chancellor's meeting, noting that he received advice and guidance. The Chancellor stated that he was honoured and humbled to be allowed to join the team.

PRESIDENT'S REMARKS

Dr. DeGagne gave the yearly president's report. The president started by stating that he is expected to report against the strategic plan. He pointed out that this is not a traditional role of a CEO, it involves balancing external, faculty, and staff noting it is difficult to claim the university's accomplishments as he empowers people to do the jobs they were hired to do. The president acknowledged the contributions of the Senior Executive, as well as the Registrar, AVP Students, Senior Manager of Finance and the Deans.

The President is pleased with the direction the revenues are heading, stating that with the \$12M deficit that was projected 3 years ago, our reserves were to run out this spring. He is happy to report that we will not have to access the line of credit until next year or possibly 2018. The current year deficit was forecasted to be 5.3M, however they should be less than \$2.5M. This can be attributed to reducing expenditures, starting with layoffs that began in the fall of 2014, and achieving a balance with ensuring continuing support for students.

We worked closely with the Ministry which required participating in an audit by PWC. Once the report was presented, many changes were implemented which can be accredited to the VPAR and AVP Finance and Human Resources.

The president reported that we have focused on northern and aboriginal communities, increasing our reputation there. An AFOA partnership was signed with financial officers across the country. We have also added 2 faculty positions in native studies as well as an aboriginal chair position.

We have enhanced our recruitment activities significantly and will continue to rely heavily on recruitment in the future.

The President also reported that we have hired Len Gamache, a fundraising consultant to develop a long term plan for Advancement. We have increased scholarships and bursaries and have laid the groundwork for international recruitment, noting we do a great job with current international students.

Academic and research welcomed four Canada Research Chair positions, and we are currently waiting for program approvals in areas needed, and we have an MOU with Canadore for the Nursing program.

During the Assistant Deputy Minister's visit recently a group of students were asked to tell of their experiences. Two things were notable; they appreciated the access to Undergraduate Research as well as the counselling and mental health services.

The President noted the excellent work done on the campaign to end sexual violence.

Dr. DeGagné reported on Athletics noting that there are currently 285 student athletes in varsity and club programs. These students help build the Lakers brand as well as helping the North Bay community connect with the University.

The president closed by saying that it is not enough that we cut expenses in these times, we must focus on our outstanding areas. Dr. DeGagné thanked everyone on the team for helping grow the institution during these difficult times.

A Board member raised a question asking how we will grow revenues, noting that there seems to be more emphasis on cutting than growing. The president responded that we have to do both due to the depth of our financial situation. Cost cutting is critical, the initiatives that have been taken have gotten the University recognition on how we have handled our financial situation, this strategy has been rewarded with \$1.5M plus \$.5M for operating costs as well as \$1M for capital improvements. Also noting we are investing time in government relations and increasing our international students program, revenues will take time to build and show results

A Board member expressed concern that the Undergraduate Research conference was almost cut and if it were not for a faculty member that stepped in to run it, it would not have happened.

The president indicated that the support for undergraduate events have not wavered. Discussions will take place in future to determine who should be responsible.

Mark Webster questioned if there were channels for faculty to express concerns and it was confirmed that there are.

Robin Gendron noted that the board should be made aware of this issue.

Nancy Maynes noted the accomplishment of our financial position and empowering people to do their jobs. She expressed concern that the IQAP reports indicated problems. Dr. DeGagné noted that we were late with the reports, but this will not impact the University negatively.

Derek Shogren noted the lower deficit results and was pleased. He asked if we will be doing capital improvements in the future. The President responded that the new money from the government will give us the opportunity to upgrade, he noted that we will always continue to upgrade, just on a smaller scale.

VICE-PRESIDENT'S REMARKS

The Vice-President, Academic and Research reported the Ministry approval of the Masters in Sociology program. He confirmed grants next year total \$396,000 up from \$357,000 this year, which indicates success. Dr. d'Entremont recognized the great job Dr. Hilary Earl did on the Undergraduate conference.

The Vice-President confirmed the IQAP reporting was late due to a number of factors. Brock University is sharing their resources and processes for completing these reports in the future. The reports are now complete and will be on the Senate agenda for May 13th. The Registrar clarified that the problem is with the audit not with our programs.

A Board member suggested that the reporting is being treated too cavalierly and Senate is concerned. The president responded that this is not the case and took responsibility for the reports.

DEAN'S REMARKS

The Dean of Arts & Science, Dr. Murat Tuncali reported that Dr. Renee Bedard has be appointed to the Native Studies tenure-track position. Dr. Tuncali indicated that the following programs were at various stages of approval; Biomedical Sciences, Environmental Chemistry, Data Science, Mathematics-Economy, Media Studies and Human Rights and State Violence.

The Dean of Education, Dr. Carole Richardson reported that this will be the first convocation with PHd graduates, there will be 4 as well as the first SSHRC doctoral award.

The candidates for the Chair of Indigenous Education were interviewed over several days. The presentations will be posted online. The Dean recognized Dr. Glen Sharpe as a recipient of the Governor General's Caring Canadian award and Dr. Maria Cantalini-Williams as a recipient of the Governor General's Innovation award.

Dr. Richardson noted that we have now completed the first year of the new 2 year education program, student feedback will be looked at. A Board member asked if the Ministry will evaluate the 2 year program to determine if the decision was wise. Dr. Richardson notes that the Ministry now has an increased understanding of the impact on the system but not on the students and has not heard of any plans to evaluate the decision. Another Board member asked what the students are saying, if they will be returning for the second year. The Dean advised that all will return for the second year.

The Dean of Applied & Professional Studies, Dr. Rick Vanderlee was not in attendance and did not submit remarks.

QUESTION PERIOD

Clarification was requested by a Board member as to the current members of the administration since the departure of Bob Keech. The president noted there is currently the President, VPAR and AVP Finance and Human Resources. The AVP Finance and Human resources will now have financial oversight of the university as well as facilities and UTS. A new position of Vice-President, Finance and Administration will be created and filled through a selection committee as per the policy, indicating this will happen as soon as possible.

A question was raised as to external presentations to the board, asking if there was a policy in place. The Chair of the board noted that the requests come to the Chair and the decision would be made by the Executive Committee. Discussion ensued as to whether there should be a policy to clarify this procedure, and a comment was made that there has been no issues in the past and the decision should be made by the Executive in the interest of time at meetings.

The Chair of the Board noted that the Nursing Society presentation would be deferred to the June 2nd Board meeting.

Enrolment Update

The Registrar, Jamie Graham reported that revenue and grants were accurate however, some areas of tuition and enrolment were down and some showed an increase. Areas of concern are the BEd program as it was predicted to be stronger, as well as the decline in AQ programs, we are taking steps to address these issues.

A Board member asked if the drop in AQ's enrolment is due to the tuition rates being higher than other Universities. The Registrar clarified that we charge one rate for all courses and other charge different rates per course, noting that we are looking at pairing down the course selection with the challenge of offering a reasonable slate of courses.

Committee Reports

Executive Committee

The Chair of the Board outlined the new board meeting structure, advising there will now be 6 meetings a year, noting the September meeting will now include orientation and the board retreat. Dr. Tuncali pointed out that the September meeting conflicts with the University fair. The Chair responded that the dates will be reviewed and brought up at the next meeting. The Chair also noted that an additional Audit & Finance meeting will be added in September.

The Chair advised the president's review questionnaire had been sent out. The Board Secretary will re-send this to the Board members. The process will be reviewed for next year. The completed questionnaire is due by May 16th, those who would like an interview, please contact the Board Secretary. The committee will meet on May 24th to discuss results with the President. The review will be discussed at the June board meeting and the President will present a plan for next year.

Audit and Finance Committee

AVP Finance and Human Resources, Cheryl Sutton reviewed a hand out of the 2015/16 financials noting these are projections. A variety of initiatives are in place to reduce expenses. It show a variance in revenues of \$600,000 resulting in \$2.7M less than the previous year. We are projecting \$2.5M variance on salaries and benefits due to labour disruption. Other savings are due to budget holders reducing spending, no spending during the strike, and scholarships and bursaries are under budget. Projecting a \$2.5M deficit, however accounts payable is not closed and there could be changes.

AVP Finance and Human Resources reported on the 2016/17 budget, noting all areas are being reviewed, and we are currently working with KPMG to restructure debt. Currently projecting \$5.1M deficit. Salaries and benefits are down due to restructuring however, there will be step increases this year as well as an increase in Scholarships and Bursaries.

A question was asked as to how long it will take for Education to turn around and to break even. It was noted that it should start to recover in 3 to 4 years. It was noted that the disproportionate hit that we suffered was discussed with the Deputy Minister during his visit, this lead to positive talks regarding the funding formula.

A comment was made regarding bill 274 which prevents teacher from getting fulltime work for 2 years.

Resolution 2016-02-02 : Gary Jodouin moved, seconded by Colin Dennis that the Audit and Finance Committee recommend to the Board of Governors that the 2016-2017 Tuition Schedule be approved as presented.
CARRIED – 1 opposed, Dr Nancy Maynes

Resolution 2016-05-03: Trevor Bachelder moved, seconded by Sandra Minor that the Audit and Finance Committee recommend to the Board of Governors that the Nipissing University Ancillary Fees be accepted as presented.
CARRIED

Resolution 2016-05-04: Gary Jodouin moved and seconded by Jordan Dempster that the Audit and Finance Committee recommend to the Board of Governors that the Nipissing University Student Union Ancillary Fees be accepted as presented.
CARRIED

A question was asked as to why the fulltime graduate program was so much higher than other 3 credited courses, it was clarified that they pay by term as opposed to by course.

Plant and Property Committee

Chair Jim Evans was not in attendance. A few small renovations in progress, nothing further to report.

University Governance Committee

Trevor Bachelder, committee chair reported that the main issues being discussed are maintaining the number of external board members, and the review of bylaws. The new bylaws will included some suggested changes to committee structure. The committee also discussed merging Audit & Finance and Plant & Property and have decided they should remain separate. Mr.Bachelder also reported that there has

been discussion of splitting Advancement into Fundraising and Community Relations, this will move forward.

Mr. Bachelder reported they are ready to formulate a final copy of the bylaws to present at the June Board meeting.

Advancement Committee

Committee chair, Gord Durnan reported the revised fundraising advancement team guide will show a long term campaign that features the philosophy of the institution.

Gord Durnan advised that Len Gamache has been hired as the fundraising consultant, noting that we should have a good solid advancement plan in 3 to 6 months.

Len Gamache reviewed the proposed advancement plan, noting the results of a questionnaire regarding fundraising potential, and a culture of philanthropy. We will create a strong fundraising program customized to Nipissing, by reviewing current fundraising policies and procedures.

BOARD REPRESENTATIVES ON OTHER COMMITTEES

Academic Senate

It was noted that the report from Senate had not been received, advising that certain reports are still being clarified. It was mentioned that only motions from Senate would be included. Robin Gendron gave a report noting there were 2 main items from Senate. The first being the IQAP audit, the second the issue of the University Academic plan coming forward.

Senate Standing Committees and Ad Hoc Committees

Information "Motion 12: Moved by G. Phillips, seconded by S. Srigley that Senate recommend that the Board of Governors resolve to include all Board Members, regardless of any anticipated conflict of interest or perception of bias, on every Board of Governors' communication, especially including the announcement of meetings (electronic or face-to-face), the circulation of agendas and the circulation of minutes."

Resolution 2016-05-05: Robin Gendron moved, seconded by Nancy Maynes that the motion from the Senate Standing Committees and Ad Hoc Committees be approved. Discussion ensued as to what is conflict of interest and who can declare someone in conflict. It was argued that if a member is in conflict that they should still receive any communication with the board of governors. Question was raised that if a member is on a picket line are they still considered a member?

Secret ballot was requested. The Board Secretary and Paul Cook counted the ballots.
3 Yes 14 No 1 abstention
MOTION DENIED

'Resolution 1: That the Board resume consideration of the issues raised by the correspondence sent to the Board in the letter dated May 6, 2015, by Dr. David Tabachnick on behalf of Senate, namely the Board's policies and practices on the hiring of senior administrative officials to determine whether they conform to the spirit and the language of the Nipissing University Act, either by the Board as a whole or through referral to one of its duly constituted standing committees.'

The Board previously deferred this matter to Governance Committee, then in turn was deferred to the Special Governance Commission. It was noted that the sender of the letter was on the Special

Governance Commission, it was determined that this was not an issue and the letter should go back to SGC. Comment was made that Governance Committee was delaying this matter as the Senate has been waiting a year.
Chair of the board will get a legal opinion on this matter and respond to Senate.
No motion required.

Alumni Advisory Board

Mark Webster reporting that the Alumni Awards ceremony is next Tuesday and they will be hosting a dinner. The next meeting will be held on May 17th, elections will be held at that time. Homecoming will be a committee structure if anyone is interested in getting involved.

Aboriginal Council on Education

Donna forget stated that her term will be ending and a replacement will be appointed.

Brantford Regional Campus

Mr. Portelli reports that Brantford campus is now on summer hours.

Bracebridge Regional Campus

Gord Durnan reported that there was a public meeting held in Bracebridge 3 weeks ago looking for suggestion on the future of property to serve the needs of the people of Muskoka. Dr. DeGagne and Mr. Durnan spoke at the meeting, many suggestions were made.

Nipissing University Student Union

Jordon Andrews reported that the new executive has been in office for 3 days. NUSU is currently selling assets of the Wall. NUSU will be moving into F204 and F205 next week, the final day in current location is May 31.

The drawing for the new building has been finalized and will be going to tender for civil engineering. October is tentative deadline for ground breaking, with grand opening spring 2018.

OTHER BUSINESS

Sandy Minor thanked AVP, Cheryl Sutton regarding the Staff awards being announced.

ADJOURNMENT

Resolution 2016-05-06: Mark Webster moved, seconded by Colin Dennis that the Open Session of the board of Governors' regular meeting now adjourn at 8:35 pm.
CARRIED


Secretary


Board Chair