



Board of Governors Minutes

Thursday, April 27, 2023

The Board of Governors of Acadia University acknowledges that we are located in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq People.

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A meeting of the Board of Governors was held on Thursday, April 27, 2023, at 9:00 a.m. in person in the Acadia Room, K.C. Irving Environmental Science Centre. Some participants also joined via Microsoft Teams.

Governors present: Mr. Henry Demone (Chair), Ms. Karen Hutt (Second Vice-Chair), Mr. Bert Frizzell (First Vice-Chair), Mr. Bruce Galloway (Chancellor), Dr. Peter Ricketts (President and Vice-Chancellor), Mr. Clive Anderson, Dr. Lynn Aylward, Mr. Charles Coll, Dr. Andrew Davis, Mr. Robert Ffrench, Rev. Dan Green, Dr. Jeff Hooper, Ms. Shanna Lespere, Ms. Susan MacDougall, Ms. Melinda Daye, Ms. Nancy McCain, Ms. Tracey McGillivray, Ms. Christine Pound, Mr. Allan MacDonald, Ms. Debbie Rice, Mr. Matthew Rios, Mr. Martin Suter, Mr. Sundeep Oad, Rev. Judith Tod, Ms. Lana Wood, Ms. Shelley Fleckenstein, Ms. Sadie McAlear

Management present: Mr. Chris Callbeck, Dr. Dale Keefe, Mr. Scott Duguay, Ms. Mary MacVicar, Ms. Nancy Handrigan, Dr. Claudine Bonner, Mr. Ian Murray, and Greeshma Menon (University Secretary).

Regrets: Dr. Anna Robbins, Ms. Bethany Moffatt, Ms. Candy O'Connor, Ms. Cora Tolliver, Ms. Donalda MacBeath, Ms. Pam Mood, Mr. Stan Thomas, Mr. Stuart MacLean

1. Call to Order

H. Demone, Board Chair, called the meeting to order, welcomed meeting participants, and provided a territorial acknowledgment.

- The Chair welcomed Mr. Allan MacDonald to the Board. Mr. MacDonald was appointed by the Order-in-Council, and this is Mr. MacDonald's first Board meeting.
- Ms. Donalda MacBeath's term will end next month, and the Acadia Alumni Association



has appointed Ms. Christine Luckasavitch to the Board of Governors. Ms. Luckasavitch will begin her term in May 2023.

- Rev. Dan Green opened the meeting with a prayer.

2. Approval of Meeting Agenda

IT WAS MOVED by M. Suter / S. Fleckenstein

THAT the Meeting Agenda be approved as distributed.

CARRIED.

3. Approval of Consent Agenda

IT WAS MOVED by S. MacDougall / D. Rice

THAT the consent Agenda be approved as distributed.

CARRIED.

4. Business arising from Minutes

i. Lack of Board HR Committee:

The Governance Committee continues its work on updating the By-Laws and should have something ready for the Board's review in June. The Terms of Reference for the a Board Human Resources (HR) Committee have been drafted and will be discussed once the work on the By-Laws has been completed.

ii. Update on Whistle-blower policy:

Dr. P. Ricketts shared that several universities have developed their own Whistle-blower or "safe disclosure" policies, and Acadia will also be drafting one. This will fall under the mandate of the Finance Audit and Risk Committee. It is hoped that a draft of the policy will be ready for the Board meeting in June.

iii. Follow up on Action Items:

- C. Callbeck shared that the compensation review process is ongoing through an external third party (Lifeworks). Additionally, Acadia is carrying out a staffing level review which is also being done through a third party. Discussions on this are taking place among the Vice-Presidents of the Maple League.
- Regarding sexualized violence on campus, any reports on this will be prepared by the HR Committee once it is established and shared confidentially. Acadia has a full-time Sexualized Violence Response and Education Coordinator, and there are policies and processes in place to help support students who are impacted. Training is provided to



existing students and an orientation is given to new ones to lay out expectations and share resources. A suggestion was made to carry out a Board education session on this topic. The Student Life Committee should also be part of this.

- Regarding risk management, a draft will be sent to the Finance Audit and Risk Committee for consideration.
- A draft EDI Report and a Report on the EDIAR Council will be sent to Governors.
- A report on the strategic enrolment plan will be presented in June.

5. President's Report (Closed Session)

The Chair called for a motion to move the meeting to a Closed Session.

IT WAS MOVED by L. Wood / S. MacDougall

THAT the meeting move to Closed Session. (09:40 a.m.)

CARRIED.

The Chair called for a motion to return the meeting to Open Session.

IT WAS MOVED by P. Ricketts / S. MacLean

THAT the meeting return to Open Session. (10.25 a.m.)

CARRIED.

6. Update on EDI at Acadia

- C. Anderson, EDI Committee Chair, shared that an immediate objective is to have an EDI statement developed by the Board. Some initiatives have already been undertaken, with more work needing to be done. There needs to be an EDI vision statement.
- Regarding Cluster Hires, Dr. P. Ricketts shared that out of 6 faculty appointments, 3 appointments are Black scholars and 3 are Indigenous scholars. The interview phase has now been completed and all 6 hires remain actively engaged with the process.
- Holding frequent meetings and events and engaging with people regularly is important in getting EDI embedded into the culture.
- Dr. C. Bonner, Vice-Provost of Equity, Diversity, and Inclusion shared that an EDI climate survey has been shared with the Acadia community and has received more



than 500 responses to date. The development of an institutional value statement on EDI is being considered that, with the support of the Board, could act as a mandate to guide the direction of EDI at Acadia.

7. Financial Update

Ms. M. MacVicar's report was posted on Teams before the meeting and circulated as part of the meeting documentation by email.

The Year-to-Date Financial Overview was presented.

Revenue

- There is an increase of 70 domestic students.
- The 2023-2024 Budget includes a budgeted occupancy of 1,350 residence beds. This is an increase of 50 beds over the 2022-2023 Budget. Residence revenue includes an increase in rates of 3%. This represents an overall budget increase of \$0.7m year over year.

Forecast

- There is a surplus of \$1.5 million at the end of the fiscal year.
- The overall endowed assets are at \$119 million; an increase of \$1.2 million under management assets, compared to the previous year.
- Funding for the 2023-2024 deferred maintenance and capital activities will come from the operating budget (\$0.74m) and the Provincial deferred maintenance grant (\$2.05m).

Budget 2023-2024:

- C. Callbeck thanked the Management Team for their work.
- Revenue has increased to around \$5.2 million when compared to last year. Acadia has taken a laddered approach and has \$60 million invested in GSTs. In terms of operating revenue, there is a 3% increase in residences with 50 extra beds, and Destination Acadia is back to normal operational levels.
- There is an increase in spending of \$4.4 million and another \$800,000 is being spent on strategic enrolment. Compensation counts for 65-70% of the overall spending in the given year. Both the AUFA and SEIU Collective Agreements have been ratified and included in the budget.
- Hiring includes six Cluster Hires, plus three in Computer Science initially funded entirely by the province, and one in Kinesiology. Hiring also includes six new full-time AUPAT positions and four part-time AUPAT/SEIU positions.
- Looking at the projections, the University is looking at a \$2.7 million deficit. This is why the strategic enrolment plan is so critically important. When the increase in enrolment is coupled with the modest increases in areas like tuition and residence,



it should bring Acadia back to a balanced bottom line.

The Chair called for a motion to approve the budget for the fiscal year 2023-2024.

IT WAS MOVED by M. Suter / S. MacDougall

THAT the Budget for 2023-2024 be approved.

CARRIED.

8. Provost, VP Academic Update

The Provost and Vice-President Academic Report was posted to Teams before the meeting and circulated by email as part of the meeting documentation.

- Dr. D. Keefe reported that the Dean of Arts position will soon be finalized.
- A proposal for a Nursing program was submitted to Advanced Education which included a request for \$2.5 million annually to support a Nursing program at Acadia with 63 seats. The Nursing program is a \$5 million project; \$2.9 million would be received from tuition and other fees paid by students and \$2.1 million would be received from the Government. A physical space will be needed to facilitate the Nursing program and relevant faculty. The plan is to have 21 students initially enroll in September 2023 and build up to a graduating cohort of 63 students each year.
- Bi-weekly meetings happen between Acadia, Advanced Education, the Department of Health, the Nova Scotia College of Nurses, and CBU to work through operational and logistical issues. Weekly meetings are also taking place between Dr. Suzie Currie (Dean of Pure and Applied Science), Dr. Corinne Haigh (Dean of Professional Studies), and the Deans of Nursing from CBU together with government representatives.
- S. Duguay shared that the University has taken steps to support students by adopting new measures and by hiring more staff to support EDI and critical areas of student needs.

9. Finance, Administration, and CFO Report

The VP Finance, Administration & CFO Report was posted to Teams before the meeting and circulated by email as part of the meeting documentation.

The Finance and Administration team continues to focus on the 2023-2024 budget.

A discussion took place.

Errors on some employee T4 forms from 1999, 2010, and 2012 were recently identified and have since been resolved. Employees have been notified and HR is investigating why this happened.



10. VP Advancement Report

The VP Advancement Report was posted to Teams before the meeting and circulated by email as part of the meeting documentation.

N. Handrigan highlighted that the Office of Advancement will welcome Vicki MacCrimmon, Acadia's new Executive Director of Philanthropy, to the team starting May 1, 2023. N. Handrigan also extended her thanks to A. MacDonald for his work in Acadia receiving \$500,000 from Canadian Tire Jumpstart.

11. Board Education Session

- Brian Finniss joined as a guest today at the Board education session.
 - B. Finniss joined Acadia as Athletics Director in 2021. He is focused on supporting the people, culture, and community that comprise Acadia, and highlighted some areas of interest for the Board:
 - Academic All-Canadians: Acadia has all-Canadian with the highest number of total academic student-athletes on a per-capita basis.
 - U SPORTS: More than 50% of Acadia's student-athletes were able to qualify and compete at a national championship level last year. Acadia's Women's Basketball team currently holds the top position in the standings and hopes to maintain this position. Women's Basketball was ranked number 1 in Canada at the start of the season (2022-2023).
 - Athletics has a substantial impact on marketing, enrolment, retention, and brand recognition.
 - The Athletics department is currently reflecting on working on its commitment to EDI so it can be more involved with other initiatives on campus.
 - Alumni who were student-athletes during their time at Acadia tend to remain engaged with the University.
 - Strategic priorities/planning and sports model review: The Athletics department drafted a new strategic framework document in 2021 and will be looking to develop this resource over the coming months and years.

A discussion took place.

- Active well-being is a key area of need and interest for Acadia, and the Athletics department is looking to hire a full-time position to oversee and lead this project.
- The issue of gender equity in athletics is currently being highlighted at a national level and will be discussed at the upcoming U SPORTS AGM in June.

12. Senate Update

D. Rice highlighted some areas of interest and value for the Board:



- A number of curriculum changes have been approved.
- The Senate approved the Awards Committee's recommendations for Honorary degree recipients.
- The Senate approved the Awards Committee's recommendations for Professors Emeriti distinctions for 2023.
- Two more Board members are still needed to sit in the Senate as the positions remain vacant.

13. Update from the Presidents

Acadia Divinity College (ADC) – A. Robbins

- Dr. A. Robbins shared that the ADC aims to be supportive and to reflect the values of the University.

Acadia Students' Union (ASU) – S. McAlear

- Conversations between the ASU and Management team continue on the Centre for Student Success.
- In the student membership fees, an option exists for a renovation fee. Currently, a part of the renovation fee is allocated toward the Axe Bar & Grill renovation. Once this is paid off, this fee could go directly towards the Centre for Student Success. How could the students contribute appropriately to the project is yet to be determined.
- An initiative that has recently been brought to ASU's attention includes Wolfville's intentional exploration of EDI within the community. It was noted that it would be more powerful if shared conversations around this were to take place.
- The Board Chair recognized Sadie's work on the Presidential Search Committee.

Acadia Alumni Association (AAA) – M. Rios

- Changes to the Association's constitution include looking at governance through an EDI lens and ensuring that the principles are formalized.
- The AAA is in its last year of financial commitment to supporting the University's Career Services.
- The AAA continues to look at how it can better engage with its alumni community and share the work that the Association does so that appeals can be made to support the association fund.

14. Updates from Board Committees

- Advancement Committee – T. McGillivray
 - The Committee last met on April 25th, 2023.
 - The Committee Chair congratulated N. Handrigan for surpassing \$8 million in grants.



- Steps are being taken to fill a vacant position on the Committee.
 - Focused discussions took place regarding communication and marketing and the Committee is inviting I. Murray back to present on institutional communications so it can be used to increase Alumni awareness and social media presence.
 - For June's Full Board meeting, N. Handrigan will present the University's top fundraising priorities.
 - The Committee Chair encouraged the Board to support and participate in alumni in-person events.
- Finance, Audit, and Risk Committee – B. Moffatt
 - S. MacDougall shared the Committee update on behalf of B. Moffatt. S. MacDougall acknowledged the efforts of C. Callbeck and M. MacVicar for their work on the Budget.
- Governance Committee – C. Pound
 - The Committee last met on April 6, 2023.
 - The primary focus of the meeting was on the ongoing By-laws review project. The drafted By-Laws will be accompanied by a cover memo highlighting the reason for the changes. This will be ready for June's full Board meeting.
 - The Governance Committee will help and Co-Chair the Student Life Committee with support from the Office of the Vice-President Academic.
 - A few vacancies are coming up on the Committee and will need to be filled.
- Investment Committee – S. MacLean
 - M. MacVicar shared that the next meeting of the Committee is scheduled for the end of May.
- Student Life Committee – S. McAlear
 - No updates.
- Academic Resources Committee (ARC) – M. Daye
 - A recent discussion took place between the Faculty Support Committee and the Academic Resource Committee.
 - The Committee would like to present to the Full Board in June.
- Enrolment Marketing Committee – C. Coll
 - The Committee Chair reported that the Enrolment Marketing Committee will have meetings on May 4, May 11, and May 18 and will dig into student services, retention, academic planning, and management



- The Committee Chair acknowledged that one of the biggest aspects of the Nursing program will be enrolment. There is a need to constantly review the offerings due to a highly competitive sector. On a public policy statement, Nursing could bring out the best of Acadia and help to develop a better health system in Nova Scotia.
- Town and Gown Committee – C. Callbeck
 - C. Callbeck acknowledged the amount of time and work put into the development of the MoU between the Town and the University. He also acknowledged I. Murray, S. McAlear, S. Fleckenstein and Dr. P. Ricketts for their contributions.
 - S. McAlear shared that ASU is happy to see a new MoU with the Town and University working together on communications, relationships, and housing.

A discussion took place.

- The Town and Gown meetings could be open to the public, and the public made aware of the meeting schedules. Meetings could be published on the Town's website. EDI considerations should be made to this Committee. It was noted that members of the public can request to attend meetings of the committee as observers.
- The former MoU includes some operational areas which have been addressed. The new MoU reflects the maturation of the relationship between the Town, the University, and the ASU. Issues like student rentals, and discrimination against students will be addressed, and affordable and safe student housing is a priority.
- The inclusion of a Land Acknowledgement and recognition of EDI principles have been added to the new MoU.

Dr. P. Ricketts shared that the MoU has been ratified by the Wolfville Town Council. The Chair called for a motion to ratify the MoU between the Town and University.

IT WAS MOVED by P. Ricketts / S. McAlear

THAT the MoU with The Town of Wolfville and Acadia Students Union be ratified.

M. Suter and J. Tod Abstained.

CARRIED.

15. Other Business

There was no further business for the Open Session.

The Chair called for a motion to move to the Closed Session.



IT WAS MOVED by A. Davis / D. Green

THAT the meeting move to Closed Session.

CARRIED.

7. Adjournment

IT WAS MOVED by H. Demone

THAT the meeting be adjourned.

Henry Demone, Chair

Greeshma Menon, Recording Secretary

