



Board of Governors Minutes

Friday, February 10, 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 Friday, February 10, 2023, at 9:00 a.m. virtually via Microsoft Teams.

Governors present: Mr. Henry Demone (Chair), Mr. Bert Frizzell (First Vice-Chair), Ms. Karen Hutt (Second 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. Nancy McCain, Ms. Tracey McGillivray, Ms. Pam Mood, Ms. Christine Pound, Ms. Debbie Rice, Mr. Matthew Rios, Dr. Anna Robbins, Mr. Martin Suter, Mr. Stan Thomas, Rev. Judith Tod, Ms. Lana Wood, Ms. Shelley Fleckenstein, Mr. Stuart MacLean, Ms. Sadie McAlear

Management present: Mr. Chris Callbeck, Dr. Dale Keefe, Mr. Scott Duguay, Ms. Mary MacVicar, Ms. Nancy Handrigan, Mr. Ian Murray, Natalie Weekes (Outgoing Board Secretariat) and Greeshma Menon (Incoming University Secretary).

Regrets: Claudine Bonner, Ms. Melinda Daye, Ms. Donalda McBeath, Ms. Bethany Moffatt, Mr. Sundeep Oad, Ms. Candy O'Connor, Ms. Cora Tolliver.

1. Call to Order

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

- The Chair welcomed Greeshma Menon, the new University Secretary.
- The chair congratulated Natalie Weekes for her promotion and for the great work she did.
- The Chair congratulated Rev. Judith Tod for being awarded the Queen of Platinum award.
- The chair also congratulated Dr. Peter Ricketts on the Queen of Platinum award.
- Dr. Anna Robbins provided an opening prayer.



2. Approval of Meeting Agenda

IT WAS MOVED by S. Thomas / S. MacLean

THAT the Meeting Agenda be approved as distributed.

CARRIED.

3. Approval of Consent Agenda

The chair asked if there was any concerns regarding the Consent Agenda circulated and there was a discussion. A concern was raised regarding the VP Administration Report that was circulated to see if there are any metrics that may have been generated as a result of the activities that took place. C. Callbeck shared that there are some metrics, particularly around Destination Acadia's new ventures and relationships.

IT WAS MOVED by S. MacLean/ R. Ffrench

THAT the Consent Agenda be approved as distributed.

CARRIED.

4. Business arising from Minutes.

i. HR Audit- February: Update on HR Reporting including staff vacancies and turnover.

The chair asked if C. Callbeck could update The Board regarding the HR Audits. C. Callbeck shared that the HR Audit will be carried out internally as The University could not find an External Staff Auditor. The University is aware that it is under-supported and under-staffed currently. Regarding staff vacancies and turnover, Acadia has approximately 24 vacancies, 12 of which are currently advertised and 12 are being interviewed for. Acadia has engaged a third party to review the University's staff compensation model and this process will take approximately 3 months, which will be carried out by LifeWorks.

A discussion took place.

Regarding traditional turnover, Acadia typically has a 5-10% turnover on the staff-side. This is increasing due to a change in age demographics. Regarding risk and financials, it was noted that the Finance Team has had some vacancies. The Board wanted



reassurance that some of the current vacancies will address the needs of the Finance Team. C. Callbeck reported that Acadia continues to use a third-party search firm to fill the important position that is vacant in the Finance Team. The importance of succession planning was noted.

Regarding the staff audit and compensation audit, these are being carried out in tandem with the ongoing employee engagement work. It was noted that there were also concerns around the capacity within HR highlighted in the employee engagement feedback. Concerns around staff burnout remain, particularly within the HR Department. C. Callbeck shared that an additional resource will be added within the HR department.

It was queried regarding the Turnover, whether Acadia carries out exit interviews, and C. Callbeck shared that all outgoing employees are interviewed through HR.

Regarding the staff audit, it was queried what the mandate is, what capability Acadia has to carry out the work, and who will sit on the Committee to carry out this process. It was also noted that it would be important for the Board to have representation on this Committee.

The Board sought clarity on the purpose and desired content of the staff audit that Acadia is looking to do. C. Callbeck requested the chair that HR Audit be brought back to the Agenda in April's Full Board meeting. It was also questioned why a third party was being engaged for the Audit. C. Callbeck shared that HR had enough on place and that's the reason for hiring a third party. C. Callbeck also mentioned that if anyone can suggest a third party who could help, he would welcome it.

ii. Strategy on cadence & reporting – February

Update on management and faculty survey re. employee engagement.

Re-analyzed Hub survey results: A fulsome report was circulated prior to the Full Board Meeting.

- iii. Lack of HR Committee on Board: The chair shared that the HR committee needs to have board officers and mentioned that currently the committee does not have Terms of Reference prepared yet, and to move it to April's Board meeting. The Board Officers and Governance Committee Chair will cover this work for the time being. The Terms of Reference are under development and will be presented to the Board in April. Some of this language is within the proposed updated Governance Committee Terms of Reference and will be extricated to form the new HR Terms of Reference.

- iv. Whistleblower Policy: Acadia has access to numbers that people can call, processes in place, and an Equity Officer on hand as a ready resource for those with concerns to speak with. More research is needed to determine whether other universities have this.

A Discussion took place:

It was noted that the term whistleblower implies a safe place for individuals to share their concerns. While other universities may not have this, Acadia should be leading the way and the University should strongly consider having this. Whistleblower is also best-practice in terms of industry. It was also noted that this is a process whereby individuals



can safely voice concerns and that these can be appropriately documented.

It was noted that there are third-party providers that provide this support, and reports are provided to a member of the senior administration and a member of the Board Executive (i.e., Chair of the Audit Committee or Governance Committee) quarterly. It was noted that students will make up the bulk of their concerns, and language that frames this policy needs to be developed intentionally. The purpose, definition, and process will need to be clearly defined.

It was noted that there are several situations on campus where individuals are reluctant to bring up issues, and community members should feel comfortable and confident in bringing forward concerns with full protection as members of the Acadia community. It was also noted that the community may not be aware of the processes that Acadia has in place. It was decided to bring a draft whistleblower policy for the April meeting.

5. President's Report (Closed Session)

The Chair called for a motion to move the meeting to Closed Session for the President's Report. The President's Report was posted on Teams in advance of the meeting.

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

- At the last Board of Governors meeting, the Board approved the establishment of an EDI Subcommittee. Clive Anderson has agreed to Chair this Committee. There is also an EDIAR Council on campus that includes staff, students, and faculty. Clive and C. Bonner have been working on updating the EDI TORs in a way that supports and reinforces EDIAR's initiatives. One of the big initiatives taking place is the faculty cluster hires. These are in process and are receiving applications. 3 are designated for Black scholars and 3 for Indigenous scholars.



- The University has now fully filled the external positions on the EDIAR Council.
- C. Bonner & her team has been organizing a variety of AHM initiatives over the course of February.
- C. Bonner is also looking to launch an EDI survey on campus. This was a recommendation that came out of the PART Report back in 2020.
- Regarding The EDI training, this has been largely developed to support faculty hiring as the new Collective Agreement includes hiring through an EDI lens. This training has been developed and the membership of the SLC is moving through these training modules as well.
- D. Keefe added that the deadline for applications for the cluster hires for Black scholars closes at the end of this week, and the application deadline for the Indigenous scholars is the end of this month. The Acadia Student Union President has also been in contact with C. Anderson regarding student representation on the EDI Committee and will support them in outreach to potential students.

7. Financial Update

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

M. MacVicar presented the Year-to-Date Financial Overview.

- Other revenue was higher than the budget by \$0.5m. This is attributable to a higher interest revenue from short-term investments. This will continue to outperform the budget based on the current and proposed cash management strategies. This is offset by lower Athletics, Security and miscellaneous revenue as compared to the budget.
- Open Acadia's revenue and net income outperformed the budget with positive variances of \$0.4m and \$0.7m respectively.
- Graduate programs and correspondence have exceeded budget YTD. These were offset by a lower enrolment in intersession programs this spring. Spending in Open Acadia was lower than budget (course development costs and intersession costs).
- Operations revenue (comprised of Residence, Destination Acadia, Printshop, and Axe Card) exceeded the YTD revenue by \$0.4m. This was driven by a higher activity in Destination Acadia than budgeted – approx. \$0.3m.
- In addition, residence occupancy is greater than the budget and this provides an additional positive variance on this line - \$0.2m. This is offset by lower revenue YTD in the Printshop and the Box Office.
- As of December 31, 2022, total spending for the University is \$68.6m as compared to the budget of \$69.6m. This variance of \$1.0m was driven by timing variances in many sectors. In addition, there are a number of positions that were budgeted that are vacant at this time.
- These vacancies relate to a number of factors from retirements to resignations to new



roles within the University. These vacancies have provided opportunities for employees to explore new positions and many roles have been filled by internal candidates. This, in turn, does increase the number of hiring processes and results in other vacancies.

- Within the Faculties, the University continues to recognize timing variances related to the spending of PD funds (\$0.2m). The retro salary related to the AUFA contract has been paid and this closely matched the budget estimate. Faculty salaries will increase by 1% on January 1, 2023, and impact the last quarter of the year.
- There are additional timing variances in non-salary spending in many of the academic departments that equal \$250k. These include a \$68k variance in programming support, \$64k in equipment purchases, \$31k in supplies, and \$31k in student salaries. The total variance for this sector is \$0.4m YTD.
- The Academic Support sector is comprised of several units that largely support the academic units, and these include the Library, Technology Services, and the KC Irving Centre with several other small units. This sector is largely on budget with a YTD variance of \$53k.
- Scholarships are currently over budget by \$35k and this relates to a higher number of students offered entrance scholarships including more at the highest tier (grades of 95 and above).
- The Administration and University Support sector has a positive variance YTD of \$0.3m. This is caused by delayed spending across many of the departments within this sector and a few vacancies in positions for a period of time. Many of these variances will result in a positive variance at yearend.
- Utilities and physical plant have a positive variance YTD of \$0.3m. In addition, there is a positive YTD of \$70k with the Safety and Security department.

Balance Sheet and Cash Position

- As of December 31, 2022, the total assets of the University have decreased by \$13.2m since the yearend (March 31, 2022). The consolidated cash position of the University increased by \$3.8m. With a volatile investment market, the invested assets have decreased by \$5.4m. In addition, the capital assets have decreased through amortization by \$6.4m.
- The Cashflow is largely aligned with the budget on a consolidated and an operating only perspective. The graph that follows provides a view of budgeted cash positions for the year and actual cash positions YTD.

2022-2023 Forecast

- Management will continue to monitor these items over the month of January and provide the Board and its committees with any updates at meetings.
- The forecasted revenue is \$100.1m as compared to a budget of \$97.6m. Tuition revenue and student fees are forecasted to be \$0.5m over budget.
- Other revenue is forecasted to be approximately \$1.0m over budget at yearend based



on actual and projected interest revenue variances and miscellaneous revenue increases. Open Acadia has also recognized a positive variance YTD that will largely hold until the end of the year.

- The gain YTD within Operations revenue will flow through to the forecasted yearend results. Like tuition revenue, the residence occupancy is forecasted above the budgeted occupancy by approximately 50 beds. There are currently 1405 students in residence.
- Spending is forecasted to be \$0.3m higher than budget by yearend and this is largely driven by the forecasted \$0.5m negative natural gas variance.
- Additional costs related to additional revenue in Destination Acadia are offset by projected salary savings in the Faculties, Academic Support, Open Acadia, and Admin with a positive projected variance in electricity costs.

M. MacVicar highlighted the financial report.

The Positive variances includes:

- Residence occupancy has exceeded budget throughout the year (1,430 students in residence).
- Open Acadia income
- Cost management
- Domestic enrolment

The Negative variances include:

- Natural Gas – 90% of the heating load is now locked in, and The University is looking at a 544k negative variance at the end of the year. This could be impacted by further cold weather in February and March.
- Enrolment – International (while low, this is better than initially anticipated in the fall).

Investment of Endowed Assets Update- OCIO

- Within the traditional model the investment committee & management carry out a lot of the activities.
- The outsourced CIO is fully responsible for the management of assets and has resulted in a much more active management of fund managers, and this results in a higher market value than it otherwise could have been.
- The Investment Committee added that this information will be brought to the Board regularly; this information shouldn't be looked at quarterly or monthly as it is ever-changing.

C. Callbeck provided an update where the University is on its budget process and provide an opportunity for the Board to give feedback on the key assumptions that are under development for 2023-2024.

C. Callbeck further explained regarding revenue that there are two main sources (tuition income & government grants). Regarding student tuition, Acadia is projecting a 5% increase in student enrolment. The tuition rate will increase by 3% for domestic and international



enrolment. A change in the tuition model is also being proposed. The other major component is the Provincial grant; this is the last year for the current MoU and the grant is 1%.

Expenditures: 75% of expenditures go to people. The critical assumption is a status-quo on staffing, apart from new roles to support the enrolment plan and the 6 faculty cluster hires. The SEIU Agreement is still outstanding and is under conciliation. There is also the intention to re-look at non-unionized employee wage increases. Additional expenditures include deferred maintenance (net of grant support), a 4% increase in natural gas cost, a 10% increase in electricity, a 5.5% increase in contracted services, a 5% increase in software maintenance contracts, and the contingency fund of \$500k which is once again included for 2023-2024.

Tuition model update: This was discussed last year and was not approved due to the financial impact at that time.

D. Keefe provided a presentation on the proposed tuition model change.

- The current tuition model includes enrolments of 9 credit hours or more per term for full-time program fee. Enrolments up to 9 credit hours per term – per credit hour fee

Proposed model:

- Move toward a per credit hour model for all enrolment levels within the constraints of the Provincial MoU.
- Enrolments of 12.25 credit hours or more per term - full-time program fee.
- Enrolments up to 12 credit hours per term – per credit hour fee.
- This change significantly changes the fees for students enrolled in 3 courses per term (i.e., 9 credit hours).

Benefits

- Equitable total pricing
- Improved accessibility
- Enhanced customization
- Better recruitment position
- Potential service cost reduction
- High student retention
- Eliminating the stigma
- More aligned with Acadia's Liberal Education principles of developing the whole person.
- Allows for future enhancements to Acadia's model.

Discussion:

The Audit Chair was unable to make today's meeting, and Stan Thomas provided feedback on the Audit Committee's behalf. While the Audit Committee isn't opposed to the direction that the university is taken, some additional information and materials have been requested from the Management and Finance team so that a professional review can be carried out and a judgement call can be made.

It was queried what kind of modeling has been done to determine the impact on retention and recruitment of this proposed tuition model change. D. Keefe replied that Acadia has assumed



that the student behaviour wouldn't change, and that the basic distribution of course load this year would be the same as it will be next year. An increase in retention and recruitment was also not expected. However, it is difficult to quantify what would attribute to this, and that Acadia is at a competitive disadvantage.

The ASU President shared that from the student perspective, many conversations have taken place, and the ASU supports moving towards a per-course tuition model. The reality of the student experience and life is that there are many reasons why students lower their course load. A 5-course load is not an expectation that many students can manage. The academic success of many students is sacrificed by feeling they must take 5 courses per term in order to reduce debt as much as possible.

It was noted that the Board is not objectionable to the consideration of a change, but that more information on scenario-testing still needs to be made available for analysis before a formal recommendation can be made.

D. Keefe clarified that today's update is informational only, and that the Management team will work with the Audit Committee to ensure that they are comfortable and supportive before a formal Motion is presented to the Board.

S. Duguay shared that the current tuition model provides no opportunities for increases in international recruitment. While modelling is difficult, Acadia has a lower rate of retention than other universities.

It was noted that the anticipated financial impact is greatly reduced compared to the one that was proposed last year. This is due to different scenarios being run which resulted in a significant difference in program fees, and international tuition was increased at different levels in order to find a model that provided a more fulsome picture. It will be important to solve this issue in a way that doesn't create another issue further down the line. The way that this matter has been handled is a governance issue; the Audit Committee will need this information to appropriately provide feedback. The proposed tuition model change will be sent to the Audit Committee for their full review. The Audit Committee meeting is next due to meet on March 6.

The Chair called for a Motion to appoint Acadia's Auditors for the 2023 fiscal year:

IT WAS MOVED by S. MacDougall / S. Thomas

THAT the firm of Grant Thornton be appointed as the University's auditors for the 2022-2023 fiscal year and yearend audit.

CARRIED.

8. Provost, VP Academic Update

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



Dr. D. Keefe provided an overview of the report.

This report highlights some of the activities in the Academic and Academic Support sectors since December 2022.

- Additional costs related to additional revenue in Destination Acadia are offset by projected salary savings in the Faculties, Academic Support, Open Acadia, and Admin with a positive projected variance in electricity costs.

Search Director, Dean of Arts

- The search committee has been established under the board guidelines. The search committee is almost fully staffed:
 - a) the Vice-President (Academic) who shall chair the committee and have a vote (Dale Keefe).
 - b) one Dean appointed by the President (Corrine Haigh);
 - c) one Department Head appointed by the Vice-President (Academic) (Rebecca Casey);
 - d) one Department Head chosen by the Heads of the Faculty concerned (Michael Dennis);
 - e) two members of Faculty chosen by the members of the faculty (Cynthia Alexander and Paul Abela);
 - f) one student, from the faculty concerned to be chosen by or under the auspices of the Students' Representative Council (Allie Delaney);
 - g) one member of the senior academic support staff appointed by the President (Scott Duguay);
 - h) two members of the Board of Governors appointed by the Board of Governors (Judith Tod and Lana Wood).
- The committee held its first meeting on January 30 and is preparing an advertisement. The plan is to advertise until the end of March and then conduct interviews around the end of April.

Associate VP Research/Dean of Graduate Studies

- Dr. Anna Redden has announced that she will step down from her position at the end of her current term. The search committee is in the process of being staffed and will begin the search shortly.
- Acadia continues to be on the list of Canada's Top 50 Research Universities 2022, ranking 49th in the most recent status report by Research Info Source Inc. Total research revenue (\$7.8M) increased by 18.5% over the previous year. Notably, Acadia ranked 2nd in Canada within the primarily undergraduate class for corporate research income (30%) and had a 29% increase in corporate income from the previous year.
- These statistics reflect the ongoing growth, in applied research by faculty and students at Acadia, and the excellent supports provided by the Office of Industry and Community Engagement within Research and Graduate Studies.



- Launchbox, a student entrepreneur sandbox that helps turn ideas into sustainable businesses through programming, mentorship and a rich network of entrepreneurs, has welcomed **Martin Suter** as its first Entrepreneur in residence. An Open House, held in the Rural Innovation Centre on January 18th, was well attended by both undergraduate and graduate students enrolled in programs across the university.
- Launchbox events are supported by a co-op student serving as Launchbox coordinator, in addition to supports in program planning and promotion from Brendan MacNeil and Dr. Michael Sheppard in the School of Business.
- The [Acadia Laboratory for Agri-Food and Beverage](#) have been included in the [European Union's List 6](#) as designated third countries' competent laboratory for wine export certificates!

An Open House, held in the Rural Innovation Centre on January 18th, was well attended by both undergraduate and graduate students enrolled in programs across the university.

Vice-Provost Equity, Diversity and Inclusion

- Dr. Bonner Claudine has hired a co-op intern and hopes to launch an EDI climate survey this month.

Bioscience

- Last year, Acadia launched two new interdisciplinary programs in Applied Bioscience: 1) the Science and Business of Beverage and 2) the Science and Business of Biopharma. These programs were launched as two Options as well as a new Minor in Biotechnology.
- These programs have integrated Co-op placements and will enhance and extend our relationships with industry and community. In January, we appointed Dr. Matt Lukeman as Assistant Dean Applied Bioscience.
- Dr. Lukeman is leading the final stages of an MPHEC proposal to elevate these two interdisciplinary options to majors. The proposal has been circulated internally as well as to our industry partners (e.g., biopharmaceutical sector, wineries) and to Maritime universities (e.g., St. Francis Xavier, Mount Allison, Dalhousie, Bishops) and we received excellent and enthusiastic feedback.
- We are now finalizing the budget. Once the budget is complete, the program proposal will be finalized at the faculty level and then submitted to the Senate Curriculum Committee in February.
- The Curriculum Committee will be sending it to the Senate and once we have Senate approval, we will submit it to the MPHEC.

ChatGPT

- The release late last year of the artificial intelligence language model ChatGPT has been



creating lots of discussion within the academic community around the world. Some instructors have expressed concern that this AI will be able to write student essays.

- There is a working group at Acadia led by Dr. Robinson looking at both the potential benefits and challenges. Dr. Daniel Lametti, Department of Psychology, has written an [article](#) (which was circulated by Natalie earlier) and led an online discussion on 31 January 2023 as part of the Maple League *Better Together* virtual lecture series on “[AI and Academia: The End of the Essay?](#)”.
- Dr. Lametti discussed what ChatGPT is and, not only why we shouldn't be afraid of it, but also how we can use it as a tool in the classroom. It was the most popular Maple League *Better Together* session so far, with close to 420 actual participants from all over the world.

Queen's Jubilee Medal

- Acadia University Canada Research Chair, Dr. Lesley Frank, has been honoured by the Province of Nova Scotia for exceptional qualities and outstanding service to the province in academics and research.
- At an investiture ceremony held at Government House on January 24, 2023, the Honourable Keith Irving, MLA for Kings South, presented Dr. Frank with the Queen Elizabeth II Platinum Jubilee Medal in recognition of her commitment.

Academic Planning Update

- Based on the Faculty and Academic Unit reports, the Academic Planning Committee created a pre-budget report outlining the academic priorities for the December Senate meeting. The report was tabled until January because of the meeting running long.
- The pre-budget report communicates priorities identified by the academic sector for the next operating budget. The report identifies seven recommendations for consideration during the budget process:
 - Top priority was fully replacing faculty on leave from each academic unit.
 - Centralized advising support for students.
 - Increased budgets for new equipment and software.
 - Increased Teacher Assistant (TA) budgets (Minimum wage and Number of TAs in units).
 - Initiatives to support student resilience.
 - New programs responsive to societal needs.
 - Support for academic outreach and engagement.

Enrolment

- Overall full-time enrolment is very healthy, reaching a 4-year high of 3,385 on January 31, 2023. This represents a 3% increase over last year.
- Encouragingly, full-time international enrolment has bounced back to 2020 levels this term, now at 433. Acadia International has worked hard to offer an orientation to international students who arrived in January after struggling to get into Canada for the September term.
- The total overall full-time numbers are up mostly due to a very strong Fall 2022 entering class. On January 31, 2023, we counted 1,258 level-1000 students, as compared to 933 in



January 2022, 839 in January 2021, and 1,034 in January 2020. This bodes well for our enrolment in the coming years.

- It is also encouraging to see 206 registered level 1000 international students as of January 31. As indicated in our enrolment plan, the goal moving forward is to sustain domestic enrolment and increase international enrolment. With January international student registrations, we have the largest class of 1000-level international students in four years.

New May Time Pilot Project

- Acadia International is exploring the development of a 1st year term to be delivered this May. With the cooperation and work from many departments, from faculty program Directors, Deans, Residence Life, International Student Recruitment, Student Services, the Registrar's Office, to Student Accounts, Acadia is planning a 1st year term in Computer Science and in Business.
- Both programs are designed to lead the student into the Fall term seamlessly. Initial projections were that this could attract 50 students per program, but recent feedback and assessment has indicated that we will not meet those targets. The International Recruitment team is actively recruiting and exploring options for this pilot.

D. Keefe updated the Board that The Dean of Arts advertisement is now live on the website and externally. He added that the May intake of the initial 100 students will likely be in the order of 30-40 (15-20 per program). He also conveyed that Acadia is trying with other agencies to try and maximize the number of students.

S. Duguay shared that Acadia looks to be in a good position regarding overall enrolment, and this is largely due to a larger class size this year and smaller graduating class leaving in May. Work continues to get the enrolment plan in shape to increase enrolment.

Discussion:

Clarity was requested regarding the enrolment levels. S. Duguay shared that Level 1 enrolment is a combination of new incoming students as well as Level 1 students of this year that stays back, who do not necessarily move to Level 2. He added that we have a large First year class this year, that will help the Level 1 numbers for next year.

9. Finance, Administration and CFO Report

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

C. Callbeck provided an overview of the report.



Finance

- The Financial update will be presented as a separate agenda item at the meeting.

Risk Management

- The Audit Committee has been provided with an update on the risk management template developed with the assistance of Grant Thornton.
- This risk management template will be used by the university to monitor and manage the risks that were identified in the risk identification process last summer. This was an important endeavor, and the university is committed to ensure this is a living document.
- The Audit Committee was also provided with an update on the university's continuous effort in managing cybersecurity risk to the institution.
- The natural gas hedging strategy has been completed and has been presented to the Audit Committee for their feedback.

Human Resources

- Our staff turnover rate has now returned to our traditional experience. We are, however, seeing fewer applicants for those positions advertised and in specific areas (e.g.: finance and IT) are still challenging.
- We have been using third party search firms who specialize in locating qualified candidates in those high demand sectors. The university sector is still considered a highly desirable workplace and with the exception of a few areas identified earlier, the university continues to attract highly qualified candidates.
- For example, we have successfully filled over 25 staff vacancies since the fall.
- The HR department continues to provide various workshops and professional development opportunities for our employees as resources permit.

Labour Relations

- The collective agreement between Acadia University and SEIU expired on June 30, 2022. On May 2, 2022, the Union provided the University with notice to bargain.
- The bargaining teams met for five days (December 5 – 9) in an attempt to reach an agreement for a three-year contract. While the parties were successful in reaching agreement on most of the non-monetary issues, a challenging gap remains with the financial proposals.
- As an impasse had been reached in negotiations, SEIU and Acadia filed jointly requesting the appointment of a conciliation officer pursuant to Section 37(b) of Nova Scotia's Trade Union Act. Both parties believe with the assistance of a conciliation officer, an agreement between the two parties will be reached.
- An experienced conciliator in dealing with the university sector has been appointed. The



conciliator has set February 28th for conciliation to take place between the parties.

Caring for our Employees:

- One of the recommendations from the staff engagement survey was to create a staff engagement working group to build Acadia's employee value proposition. The staff employee engagement working group was created and they have provided a list of recommendations to the President and Vice Presidents.
- The President and Vice Presidents consulted with the university Deans and other senior leaders to assist in the priority ranking process of those recommendations.
- The results of this consultation were shared with the staff working group in January. The Town Hall has been scheduled to share these results with the staff employees later this month.
- The staff employee working group and Vice Presidents will be working together to begin implementing these recommendations over the following months.
- The Employee Fringe Benefits Committee will convene next month to discuss annual premium renewal rate changes and any potential changes to the health plan. In particular, our existing mental health benefit will be discussed by the Committee.

Equity Diversity and Inclusion

- Acadia's long awaited revised Policy Against Harassment and Discrimination was released in October. The equity officer provided an educational session on the new policy to the Senior Leadership Council, which consist of senior and middle management. Additional educational sessions for the entire university community will be taking place over the next few months.
- EDI training and professional development sessions were conducted throughout the fall to various groups on campus on topics such as gender inclusion, harassment and discrimination, and the role of the equity office.

Revenue Generation

- Destination Acadia has been successful in forming new partnerships and attracting new business. Some examples of new events held at the university include the Canada Youth Cup, the Atlantic Canada Opportunities Agency (ACOA) Conference, the Regional Enterprise Network (REN) Conference, and the ASU Homecoming concert.
- In addition, new partnerships have been formed with Atlantic Venue Patronships, and SONIC Entertainment, and development efforts are being focused on several other organizations (e.g., Event Atlantic, Canadian University and College Conference Organizers Association (CUCCOA), Sport Event Congress.
- The university and the ASU have been meeting with Pepsi representatives in recent months to negotiate a contract renewal for the distribution of soft drinks on campus. These negotiations were recently completed, and we are awaiting legal review of the contract.



Athletics

- Michelle Wood, Acadia's women's volleyball head coach, was recently recognized with the awarding of the Queen Elizabeth II Platinum Jubilee Medal for her tireless effort and contribution to athletics in Nova Scotia. Michelle exemplifies the quality of our varsity team coaches.
- Our winter sports teams have resumed play and most of our teams have had a successful start to the second semester.
- Our women's basketball team is ranked 5th in the country and our women's swimming team is ranked 10th.
- Attendance at our games by both the general public and our students is strong and our student athletes appreciate the support they receive representing the university. For example, our women's home basketball games are sold out or near sellouts.

Facilities

- Natural gas consumption to date is trending as planned, however, the cold winter months are still ahead of us. Natural gas pricing has been increasingly volatile with current geopolitical issues. December pricing spiked to \$23.48/MMBtu, however 90% of volume was hedged at \$14.45/MMBtu early in the spring/summer.
- January's pricing eased significantly, and we exercised orders for the 2023-24 winter season. Approximately 90% of next winter's (23-24) consumption has now been hedged based upon our recently developed natural gas strategy.
- Our electrical consumption is trending below expected. This is a direct result in investing in a number of energy efficiency projects over the last few years.
- The \$22-million provincial deferred maintenance funding plan was approved by the Province on December 14th.
- The university continues to address the highest priority of deferred maintenance projects. Several deferred maintenance projects have been completed or are in the progress/design phase (e.g., elevator modernization, Carnegie Hall windows, and classroom renewal).
- We are also pursuing federal funding for the renewal of the exterior of the Seminary House through the federal heritage program.
- Design development drawings for the Centre for Student Success have been completed and reviewed. The next phase of design for the construction documents is paused pending funding.

Technology Services

- The staff vacancy issue for the technology services department has been resolved and all vacant positions have been filled, with network and cyber security skills being the last and most difficult to address.



- Cyber security continues to be a high priority for the department. Data backup and recovery has been updated to improve response to an event. An external resource is performing vulnerability assessment and penetration testing. Work on risk management and policy development is progressing with the staff vacancies now filled.
- The university is in the early planning stages for a campus network refresh. An external partner is currently assessing Wi-Fi requirements in all buildings. The next step is to hire an external partner to assist with the planning. The network refresh was one of the top priorities identified in the \$22-million deferred maintenance provincial funding plan.

A Discussion Took Place

C. Callbeck shared that he would like to highlight financial health and Employee safety today. He conveyed that the university has good protocols in place to protect the safety of its employees and students. While the more fulsome report was appreciated, progress points would also be helpful for the Board to know regarding the staff engagement survey. It was queried whether it is appropriate to share more information with the Board, and whether progress updates could be provided to the Employee Engagement Working Group, in terms of communications and actions.

C. Callbeck shared that a high-level report can be created to share the progress to date. A Town Hall meeting will take place later this month with the staff, and this is a continuous process that might take a long time. Regarding the Cutten incident, it was queried whether any access issues were experienced by students that arrived back to residence after the lockdown was activated.

C. Callbeck reported that the lockdown was resolved quickly, and that no students were displaced during that time.

On the Employee Engagement Report, there is typically employee engagement score or number. As this is a lens that Acadia will be looking through over time, it was questioned how the University would quantify this and score the progress. C. Callbeck shared that conversations are taking place with Hub to see how scores can be developed so that appropriate comparisons can be made, both over years and compared to other Universities in the region.

D. Keefe added that, once the full report from the Employee Engagement Working Group was received, these were discussed with the Senior Leadership Group and prioritized and analyzed. This information was then shared with the Working Group so that items with the largest impact were identified. A priority report will be shared at the next SLC meeting, followed by the Town Hall, so that progress can be shared.

10. VP Advancement Report

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

N. Handrigan provided an update.

Advancement Overview



- Since the October meeting of the Board of Governors, there are several items to highlight from the Office of Advancement with further details in the report's appropriate sections.
- Staffing: The Vice-President search has concluded in December, and the Executive Director, Development position was posted in January with interview taking place last week. The Development Assistant position has been filled by Heather Killen and Heather starts with us on February 13.
- The Development Coordinator position has been filled by Sonya Pineo, who has been employed by Acadia since 2014, most recently in the role of Student Services Representative in Admissions, specifically working with international students.
- We currently have one staff member on leave from Advancement Communications and one other vacancy – Finance Assistant.
- Homecoming events were a great success, as were alumni gatherings in Calgary, Victoria and Vancouver. On campus, the Office of Advancement coordinated the Remembrance Day service, the Chancellor's Reception for donors, and the BMO Lecture with Arlene Dickenson as guest speaker.
- One of the guests at the Chancellor's Reception sent an email after the event: *It was a lovely event and please pass on my appreciation to everyone involved. I really enjoyed being back on campus and seeing the students wandering about on their way to or from classes - took me right back to my days there. It was lovely to touch base with longtime friends from Wolfville and Acadia days and, especially, to meet Lindsay Folker in person, the first recipient of our scholar/ bursary.*
- Alumni events concluded in 2022 with a festive holiday celebration in Halifax, hosted at McInnis Cooper law office and a skate and carol sing on campus, following the gatherings in Montreal and Gatineau the week prior.
- [The Honoree](#) newsletter was distributed in late October to honorary degree and alumni award recipients, for the first time in digital format. The [Bulletin](#) e-magazine was distributed in early November and the Office of Advancement was recognized by the [Education Digital Marketing Awards](#) with four awards The [Giving Report](#) and individual fund reports were mailed to approximately 400 donors of named funds this week and another 150 will be sent before the holidays.
- Year-end appeal results are being tallied at this time, and the Giving Tuesday campaign for food security on campus was a success. The current fundraising priorities include the Centre for Student Success and student support, such as awards, international support, career services and experiential learning.
- Matching funds for the Jarislowsky Chair in Trust and Political Leadership are still being sought. With the announcement of Dr. Alex Marland as Acadia's Jarislowsky Chair, there is renewed energy in this area.
- The Acadia Alumni association Board of Directors met in early December and on February 4. The Acadia University U.S. Foundation, Nova Scotia met in December and approved the transfer of donations made from the Foundation to Acadia University before calendar year end.
- The Advancement Committee met on January 12 and there was much discussion around



staffing levels and fundraising priorities.

- 2023 will see additional staff join the team, enabling further reach to donors and prospective donors, opportunity to meet with Faculty and staff to discuss fundraising priorities and collaborations, and planning for future campaigns.

Alumni Affairs and Events

- Upcoming virtual events
 - Paint Night – April 24
 - World Music Day – June 19
- Upcoming In-Person events
 - Edmonton Alumni Event – April 4
 - Winnipeg Alumni Event – April 6
 - New Glasgow Alumni Gathering – April 11
 - Fredericton Alumni Gathering – April 12
- Signature Events
 - Acadia Alumni Dinner – April 20
 - All-50s Summer Reunion – June 22-25
 - Acadia Alumni Golf Tournament – July 28

- Alumni Association

Awards:

Alumni Association President, Matt Rios, presented the 2022 *Acadia Alumni Isaac Chipman Award for Excellence in Alumni Service* to Barry Taylor ('80) at the Halifax Holiday Reception in December. The 2023 recipients of the *Acadia Alumni Outstanding Young Alumni Award* and the *Distinguished Alumni Award* have been selected and will be announced in the coming weeks.

The internal deadline for the Acadia Alumni Faculty Award for Excellence in Teaching was on January 31.

- Upcoming Nomination Deadlines

- Acadia Alumni Outstanding University Service Award – April 30.

- Other Association Updates

- An EDI Working Group has been struck up to support the work of the Board and its committees.
- A new Travel Policy was created by the Finance Committee and approved by the Board at the December meeting. The new Policy aims to ensure Directors are not prevented from attending meetings due to travel and lodging costs.



- The Nominating Committee is currently identifying potential Directors to fill five vacancies on the 2023-2024 Alumni Association Board.
 - The Governance Committee is working to align the Association's governing documents with its Strategic Plan. As a result, proposed changes to the constitution will be shared with the membership in February and voted on at the May AGM.
 - The Association's Affinity Partners continue to be active. TD Insurance's three annual email campaigns will occur in February, May, and August 2023. Industrial Alliance's single annual email campaign will take place in March/April.
- Convocation 2023
 - The Class Life Officers for 2023 are continuing to plan their Convocation Weekend activities with the support of the Alumni Office. The Honorary Doctorate luncheon will be planned by the Office of Advancement once again this year. In addition, the institutional Convocation Committee meetings will commence in January to begin planning the three convocation ceremonies and the Baccalaureate Service with representation from the Office of Advancement.
- Alumni Contacts
 - Digital *Bulletin* / Database Updates (as of January 6): Since the last report made to the Board of Governors in November, the Office of Advancement has received 23 contact information updates through phone/email/meeting correspondence.
 - We have received 5 updates from TD Insurance Affinity applications.
 - We are continuing to update profiles using our "Alumni- Stay Connected" survey from the website and the digital Bulletin. Since the last report, we have received 16 completed survey form submissions.
 - We input 24 contact information updates collected from event registrations.
 - We have responded to approximately 24 general inquiry emails directed to our Acadia Alumni inbox.
 - Tuition Discounts for Children/Grandchildren of Alumni (as of January 6): Since the last update, we have received 5 applications. We will continue to process applications for January's submission to Student Accounts until January 16.
- Advancement Communications
 - Gold awards were granted to 201 institutions, silver awards were awarded to 115 institutions and bronze awards were awarded to 70 institutions. Our team won awards in the following categories:
 - Bulletin – Silver (category: Digital Publication – Single): Full of news, stories, updates and information about Acadia and our alumni family, the spring 2022 edition of the *Bulletin* explored the value of mentorship, highlighting inspirational



people who embody the tremendous impact of helping others to be their best and succeed in life and work.

- Published twice annually, the digital magazine continues to receive tremendous support from our alumni community and, under the leadership of editor Fred Sgambati ('83, '85) and in collaboration with Advancement colleagues and the Acadia Alumni Association, the *Bulletin* offers an immersive and visually appealing experience for a diverse and erudite audience.
- The Giving Report 2021 – Silver (category: Annual Report): Donor support makes dreams a reality at Acadia, and *The Giving Report 2021* was a wonderful way to acknowledge and thank the many alumni, donors, friends, and foundation partners who step up, in so many ways, to ensure our students have a transformative educational experience.
- The endowment fund report and donor listing were included, recognizing the individual support of hundreds of alumni and friends.
- The spring *Bulletin* is currently in production, and we would like to shine a light on our GOLD alumni in this edition by introducing the concept, first of all, of Graduates of the Last Decade (GOLD) and what they mean to the University and our alumni family, and also showcase our GOLD alumni Council and its role in connecting with those who are GOLD.
- However, not all stories in this edition will focus on GOLD alumni because to do so would inhibit the magazine's reach. We should be conscious of our full audience in creating this iteration and do our best to, as noted above, shine a favorable light on those in the GOLD alumni cohort while, at the same time, applaud the successes and achievements of others in our alumni community. With that in mind, our theme for this edition is: Health, healing and transformation inform GOLD alumni efforts and initiatives.
- Support for the Development side of the house continues, creating feature material, delivering donor letters and appeals electronically; and with communications partners across campus to express and amplify the Acadia experience on all channels.
- Acadia Alumni Twitter: 790 followers.
- Acadia Alumni Instagram-1,263 followers (as of January 9, 2023, an increase of 4.5% from last report)-582 posts.
- Acadia University LinkedIn-29,284 followers as of January 9, 2023, with 1,016 new followers in the last 90 days (up 4.3%).
- In the last 90 days, there were 5,013 page views; 3,156 unique visitors; and 3,724 reactions.
- In the last 90 days, there were 267,124 organic post impressions (an impression refers to the number of times content is viewed/displayed. This type of calculation measures engagement on a per view/display basis.)
- Over a 365-day period, the Acadia LinkedIn channel has received 829,804 organic post impressions.

N. Handrigan shared that the Fundraising for the year 2022 resulted in nearly eight million



dollars, which was considered good. The Board Chair recognized Nancy Handrigan, Nancy McCain, and Peter Ricketts for their efforts to achieve the appointment of the Jarislowsky Chair. It was a challenging process to get Acadia to where it is today, and Acadia is the second university to complete the appointment process.

11. Board Education Session

- Academic Updates(Deans):
- Anna Redden shared that Acadia University made the top 50 Research Universities in Canada once again this year and ranked top two within class across Canada in terms of the corporate research income. Over 60% of the funding of Acadia's research is applied and almost \$8 million is in research revenue. A. Redden updated regarding a few initiatives taken by the university:
 - Alab: A. Reddens updated about The Alab which is Acadia's laboratory that grow food and beverage which was established in 2017. The lab provides analytical testing. The testing analysis' income increased steadily in the first 3 years. The government provides \$1.4 million in government support, and the NSLC provides \$200k in support. The lab now has ISO certification and has opened new opportunities in the NB and PEI markets. Acadia is now listed as a wine quality analysis lab as designated by the EU for wine imports.
 - DATAgen: A. Redden explained about another initiative named DATAgen through the Rural Innovation Centre and this is an outgrowth of Acadia's datal analytics. DATAgen will work more closely with start-ups, solving problems with data collected. Through DATAgen, Artificial Intelligence is coupled with agriculture to look at future solutions, and Acadia is asking for \$2.5 million in support from the Provincial Government. Primary aims are to connect Agriculture producers and SMEs with innovators and researchers, incubate start-ups in the RIC with relevant programming, apply data analytics to generate solutions, and facilitate growth and efficiencies in the agriculture sector in the region.
 - Launchbox: Acadia developed another initiative named Launchbox through the rural innovation centre and this has been re-launched with a new entrepreneur in Residence (Mr. Martin Suter) to support professional development for students. Acadia also has its first Black entrepreneur as a resident.
 - Strategic health and wellness research focus: This was initiated in response to growing capacity among faculty in health-related research. It reflects strong partnerships across Canada and with communities, locally and regionally. There is increase in Funding opportunities and success have been growing for health and wellness research and student training. Focus on health research will align well with plans for health-focused curriculum and new programs.

Discussion: The Board recognized Anna Redden's huge contributions to the University as a Dean and faculty member.



- Corrine Haigh shared regarding one of the values that is shared between the School of Business, Department of community development, School of education, School of Kinesiology and School of music. There are firm commitments going on regarding curriculum renewal and some of that is prompted by the requirement of accrediting bodies, as there are many accredited programs within the Faculty of Professional studies.
 - School of Business is engaged in a curriculum revision process led by their Program Committee (in consultation with Advisory Board and other partners)
 - In the Department of Community Development, there is inclusion of Diversity, Equity, and Social Justice (CODE 3583).
 - In the school of education, M.Ed. Counselling program is reaccredited by Canadian Counselling and Psychotherapy Association (6-year term); Renewed Bachelor of Education program received MPHEC approval; M.Ed. Cohort in Equity and Social Justice.
 - School of music : There are AUSOM campus concert and lecture series: themes such as decolonizing the curriculum, mental health, and student success, as well as micro-teaching sessions.
 - School of Kinesiology: Athletic Therapy program is accredited by the Canadian Athletic Therapists Association; Master of Applied Kinesiology program received MPHEC approval.

C. Haigh further explained regarding the opportunity for the students to build strong community connections and experiential learning opportunities that connect theory and practice.

- School of music : The school of Music has a lot of concerts including the AUSOM (Acadia University School of Music) . Ensembles include Symphonic Band, Wind Ensemble, Orchestra, Jazz Band, Chorus which has community members not just in the audience but also as part of the ensemble.
- School of Business has community interaction opportunities including Women in Finance Conference, Case Competitions etc.
- In the School of Kinesiology, there are many community programs like Acadia Active Aging, Cardiac Maintenance, Active for Life, S.M.I.L.E. (Sensory Motor Instructional Leadership Experience), KinderSkills etc.
- Community Clinic initiative have been led by our Counsellor Educators to offer mental health services not just for the Acadia community but for a broader community as well.

C. Haigh highlighted that the goal is for professionals working in the 5 areas represented in FPS to see Acadia, as the “go to” place for community partnerships and/or professional development.

C. Haigh shared regarding the third value that provides opportunities to work with practicing professionals, which includes Co-op, practicum, and/or professional placements within the following:



- Acadia Departments
- Local Government
- Business Partners
- Not-for profit organizations
- Educational partners

C. Haigh highlighted regarding exploring synergies of what can we do better, which includes the following:

- Share resources on initiatives related to student retention and academic support - May Student Success Summit for the members of faculty to share information and strategies.
- Curiosity, Collaboration, and Community (3C) event series to build space for discussions of the diversity of scholarly activity in our faculty.
- Curate resources related to Equity, Diversity, Inclusion, and Anti-Racism, in collaboration with faculty, staff, and students.
- Acadia is committed to supporting the health and wellness of all members of our faculty, students, and staff.
- Collaborate on initiatives to better “launch” our graduating students into their future academic pathways.
- Develop and renew joint curriculum projects.

Discussion: Regarding the Acadia life-long learning program, this was halted because of COVID and, while re-launched, hasn't got much visibility at this time. There is an interest within the community in resuming this activity. D. Keefe shared that this program sits within Open Acadia, and they are looking at how to re-launch this initiative.

- David Duke highlighted regarding the Faculty of Arts this year. The most important thing is to rebuild connections in the aftermath of covid which is needed for a rich academic environment. Some informal things done include:
 - Monthly coffee conversation during morning outside the Dean's office. The credit for this idea goes to Suzie Currie which was initiated in the Faculty of Pure and Applied science first. Around 20-25 staff and many students have also joined for those conversations, which are wide open, one on one and helps to reestablish a sense of connectiveness.
 - Brown bag lunch sessions: These are informal sessions where individuals can talk about their research. The department is trying to bring sessions of interest for the students through the expertise on the campus who can provide insight on the issues including Ukraine war, climate changes the environmental injustice etc. Such sessions can be provided in a non-classroom environment in an informal way where connections can be forged between students and scholars.
 - Bac Talk Series: Formal session created by two faculty members: Kait Pinder and Chelsey Gardener- Faculty of Arts. The list of lectures is on Theme of



impermanence this year. Talks include speakers from Library regarding the sponsorship and copyrights.

- In terms of new directions, the new Jarislowsky chair in political leadership was appointed-Dr. Alex Marland, who is an expert in Maritime politics and governance. He is expected to fit well on the network and on campus. He will be joining the Department of Politics and appointed to the Canadian Studies program.
- Re-establishing research: This research is a cross- disciplinary and cross-faculty nature of the research. This project involves rediscovery of the university halls. Acadia has had three University halls, currently Acadia is on the third one now. This project is carried out between an archaeologist, an archivist and a scientist and students who would work together to determine where the original College Hall was.
- Challenge: BAC house have an Arts program now and the building is over 50 years old, and we have issues of leakage in the building and flood from time to time. A roof replacement is scheduled for the building in Summer into the fall, which will help increase the life of the building. Another big significance is the re-development of the BAC 241 and BAC 244, which will have accessible seats for students. A faculty survey was taken in this regard and majority of the faculty requested for a Blackboard in the room, in addition to the white boards and smartboards.

Discussion: The board requested to consider the potential concerns regarding accessibility and convenience around the Elliot Hall with theatre.

- Heather Saunders highlighted the five directions in the strategic plan. She shared that the Librarian archives are constantly demonstrating value despite some challenges. For instance, for 7 years, the university's library has been lending to peers in other institutions than borrowing, despite having the third lowest collection of books from the Undergraduate universities of Canada. The e-books are heavily used in a demand driven model. The archives in the library basement preserve the history of university, The Valley, and The Canadian Baptists of Atlantic Canada. The good news pertaining to Library archives is had a digital preservation strategy has been tested out. H. Saunders further explained regarding the five directions in Strategic plan including:
 - Caring for Students and Employees : Library offers so much more including visiting therapy, yoga classes, Mario Kart puzzles, displays, bibliographies etc. Decolonization happens on a local level through the research data management institutional strategy which is mandated by the tri council. This occurs voluntarily by pulling resources with other institutions. A workshop was conducted for the employees to help develop a foundation for brave and difficult conversations. D. Keefe will be attending the next session that focuses on fearless feedback. The goal of such programs is supporting each other as colleagues but can often end up supporting students as well.
 - Caring for our Planet: The Library management team is currently working with the



facilities assistant to work through an external survey of Library consortium called OCLC. The purpose of this is to identify ways to go green and to take stock.

- Revitalizing the academic core: To enhance teaching and excellence of faculty, library archives, conduct information literacy instruction in courses. Research assistance is offered in-person and online. There are library access assistants to support students. A new integrated library system was introduced this year.
- Maximizing our impact regionally and globally: H. Saunders highlighted the institutional database “Acadia Scholar”, which showcases student and faculty research.
- Sustaining our institutional Future: H Saunders indicated that the library is a place to strive and thrive and students consider this a safe place with access to many valuable resources.

Discussion: It was questioned by the Board if the research journals published are accessible by the public or confined to just institutional access. H. Saunders clarified that open access in certain circumstances allows people to meet the requirements of their grant funding.

- Suzie Currie shared that Faculty of Pure and applied sciences has ten different programs.
 - People: Acadia welcomed Dr. Zoe Migicovsky, the chair in agri-food and sustainable agriculture, who was an Acadia graduate(class of 2010). Her work lies in the intersection of data analytics and plant agriculture and environmental science. S. Currie also shared that Dr. Sandra Barr was the recipient of Bancroft Award through the Royal society and Sandra is considered a pre-eminent geoscientist in Atlantic Canada who has unravelled the tectonic formation of the Canadian Appalachians, mapped the geology of nearly half the Maritimes. S. Currie acknowledged the Provincial support wherein Acadia received \$1.4 million in provincial funding to hire diverse and under-represented faculty in Computer Science. It was shared that Matt Lukeman is the new assistant Dean in Applied Biosciences.
 - Applied Bioscience includes departments of Biopharma, natural product chemistry, agri-food/agri-beverage analytics, integrated pest management, and marine and coastal. Programs resulting from applied bio-science are Science and Business of Biopharma and Science and Business of Beverage.
 - A new class of BIOT 2013 was started which is an introduction to Biotechnology in NS and Canada, which is considered to connect research, innovation, industry to programming and experiential learning for our students and integrated co-op in these programs.
 - New interdisciplinary minors are introduced in Biotechnology, Science, technology and Ethics and Health Sciences and Humanities.
 - Another emerging area of strategic focus is ONE HEALTH. One health is an integrated, unified approach to optimize the health of people, animals and the environment. We have wonderful examples of this in FPAS and across campus. Acadia has received \$25 million dollars from academia, Industry and government



- to move forward with this initiative.
 - Challenges: There is high student demand for some programs.
- Laura Robinson shared that one focus was on developing communities of practice.
 - She mentioned site visits to The Centre for teaching and learning, Guelph and these visits have helped in developing communities of practice between Acadia and other universities.
 - A pre-existing community practice is fostered relationship with The Maple league teaching and learning center which has three Acadia members offered book clubs for centre of teaching and learning with 30 Acadia participants in last term and 28 this term.
 - Maple league is running micro certificate in teaching & learning this year for Acadia.
 - L. Robinson appreciated Ms. Nancy Handrigan for facilitating Evans teaching and learning workshops which will create the community of teaching hub, in the Centre for Teaching and learning.
 - It was also shared regarding Teaching and learning enhancement awards that provide money to faculties to develop curriculum or try something new; 12 applications have been received as of now from the universities.
 - A process to develop Teaching and Learning website is progressing.

12. Senate Update

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

- D. Rice shared that there were three Senate meetings that occurred meanwhile. There was a discussion regarding the minimum age when entering University, and how to facilitate transitions between high school and university, mental health issues stemming from COVID-related disruptions to programs, discussions regarding the increase in international students and cluster hires.
- Rosie Hare will finish her term as Senate Secretary.
- Anna Redden will now be renewing her term as Associate VP Research & Dean of Graduate Studies.
- Discussions happened around the Pilot program for the Business and Computer students in May and that it will not be as high as anticipated.
- Discussions will take place on the proposed Convocation dates for 2026-2028 as they are later than in previous years and moving them away from Mother's Day weekend.

A discussion took place regarding the minimum age of application at The University level, and it was shared that Acadia's current minimum age is considered as 17.



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

- Regarding the new Centre for Student Success, the ASU has been having conversations with Management. Students will need to contribute to the project, but clarity is needed on how to go about this. In the past, the ASU has been willing to donate \$6-7million towards the renovations.
- At this time, the ASU is moving towards a general election and unable to run a referendum at this time. One question around the timeline remains. In the student membership fees, an option exists for a renovation fee.
- Currently, part of the renovation fee is allocated towards the Axe Bar & Grill renovation. Once this is paid off, this fee could go directly towards the new building.
- However, this will take a long time to accumulate the necessary fees. Another option is to take out a loan, but as the ASU isn't an owner of the building, it would need Acadia to sign onto that loan. It is anticipated that 50-100 will be needed to go towards the renovation fee for each student. Clarity is needed to determine how students can contribute appropriately to the project.
- Voting will take place on March 8 and 9, 2023.
- Dr. P. Ricketts stated that regarding the issue of the funding, it depends on the amount (if any) Acadia receives from the Provincial government.
- An initiative that has recently be brought to the ASU's awareness includes Wolfville's intentional exploration around 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 with the Presidential Search Committee. A number of consultations took place both within the internal community and the wider community.
- It was noted that Wolfville has been a very welcoming place to refugees over the years.

Acadia Alumni Association (AAA) – D. MacBeath

- It was noted that Wolfville has been a very welcoming place to refugees over the



years.

- The AAA is going through its cadence of its year. A Board meeting took place last year where the budget for this fiscal year was approved.
- Changes to the Association's constitution includes looking at governance through an EDI lens and ensuring that principles are formalized.
- The AAA is in its last year in its financial commitment to supporting the University's Career Services.
- 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.
- The Association is enthusiastic about the announcement of about two award recipients that will be shared publicly soon.

14. Updates from Board Committees

- Advancement Committee – T. McGillivray
 - The committee met last month, and a large focus of the meeting was discussing the staffing situation in the Advancement team. The Advancement team is in much better shape now.
 - Another discussion took place around communications, and the lack of cohesion between the departments.
 - The fundraising priorities were also discussed, including student support, experiences, and unit-specific work that is required.
 - The Committee will meet 4 times a year moving forward.
 - Governors were encouraged to continue to amplify communications and advertisements shared by the University.
- Audit Committee – B. Moffatt
 - The Committee Chair was unable to make today's meeting, and S Thomas provided an update in her absence.
 - The Committee last met on January 25, and work continues to develop the workplan and action plan.
 - Priorities for the coming year include the proposed tuition model and associated risks, completing the hedging program, finalizing the ERM report, and continuing to identify the gaps that exist in cybersecurity. This will be reported to the full Board once the work has concluded.
- Governance Committee – C. Pound
 - The Governance Committee Chair provided an update on the work the Governance Committee has been carrying out and will be presented with 4 Motions today.



- The Committee Chair thanked Emily Samson for her work on the Committee, as Emily Samson resigned from the Board. This has resulted in some additional vacancies on the Nominating Report.

IT WAS MOVED by C. Pound / N. McCain

THAT the Board of Governors approve the updated 2022-2023 Nominating Report.

CARRIED.

- The Governance Committee is working to review all the Committee TORs on a regular basis, and the process begins by updating the Terms of Reference for The Governance Committee.
- Items 9-15 of the updated TORs provide for an update on the mandate in the absence for a Human Resources Committee, and these will be extracted from the Governance Committee's TORs as the new HR Committee is established.

IT WAS MOVED by C. Pound / S. McDougall

THAT the Board of Governors approve the updated Terms of Reference for the Governance Committee.

- The next set of updated TORs to be approved are the Advancement Committee. These were worked on by the Advancement committee and provided to the Governance Committee for review and approval, then sent to the Executive Committee for recommendation to the full Board today.

IT WAS MOVED by C. Pound / N. McCain

THAT the Board of Governors approve the updated Terms of Reference for the Advancement Committee.

CARRIED.

- This is to expand the mandate of the existing Audit Committee to create a Finance, Audit and Risk Committee. There was substantial work and discussion carried out by the Governance Committee and landed on one committee for now.



- The Governance Committee worked closely with the Audit Committee Chair, and the Governance Committee Chair and the Board Chair looked at how other universities across Canada approach finance, audit and risk. Based on the research and review carried out, it was decided to create one committee and ensure that risk was dealt with appropriately.
- The Governance Committee also recognized that there are limiting factors on who can be on audit, and there is language to accommodate this within the TORs.

IT WAS MOVED by C. Pound / M. Sutter

THAT the Board of Governors establish a Finance Audit and Risk Committee according to the Terms of Reference.

CARRIED.

- It was recognized that this is a best practice approach, and this change is applauded. The Governance Committee Chair thanked the Audit Committee and their Chair (now the FARC) for their work in getting the Board to this place.
- Investment Committee – S. MacLean
 - No further update at today's meeting.
- Student Life Committee – S. McAlear
 - At the recent Board Executive meeting, it was noted that the ASU President does not have the capacity to Chair a new Committee. While the mandate of the Committee's work is important, the ASU position needs to be sustainable for students in the future and this is a higher priority.
 - It was noted that the Board asks a huge amount of the ASU President, but the work of the Student Life Committee is very important and supporting students is what the Board is here for.
 - It was asked whether the Governance Committee could investigate the mandate of the Student Life Committee.
- Academic Resources Committee (ARC) – M. Daye
 - The Committee Chair was unable to attend today's meeting. The Committee had a meeting on November 30, 2022.
 - An update on the status of the updated TORs was requested, and the Governance Committee Chair advised that some re-wording is required, which will be followed up on.



- Enrolment Marketing Committee – C. Coll
 - The Committee Chair reported that the Enrolment Marketing Committee have been looking at how best to measure where Acadia is now compared to where it was, and how it can measure success moving forward.
 - At the last meeting, the Enrolment Marketing Committee reviewed the latest Growth Plan update. The Committee will increase its frequency of meetings and create single-topic meetings so that a deeper dive can be taken.
 - It was proposed that S. Duguay and his team have some time to present to the Board in June and provide a fulsome update on the growth strategy. The Board Chair agreed that this should have its own dedicated Agenda item in June.
- Town and Gown Committee – C. Callbeck
 - The work continues to develop a revised Memorandum of Understanding.
 - It was questioned whether more details could be shared on the status of the MoU. C. Callbeck reported that the general atmosphere is positive and the relationship between the University and Town remains strong.
 - C. Callbeck also shared that lots of discussions are around the operational areas and constructive meetings are being conducted to deliver a final draft of the MoU to June's Full Board meeting.

15. Other Business

- 2023-2024 Updated Board Meeting Dates
 - It was noted that the February meeting will remain virtual, and the rest of the meetings will be in person.
 - The proposed date changes will relate to February and April's meetings moving forward and will be moved from a Friday to a Thursday. June and October meetings will remain on a Friday.
 - A motion was made by the chair to approve the updated 2023-2024 Board meeting Dates.

IT WAS MOVED by H. Demone / C. Coll

THAT The Board of Governors approve the updated 2023-2024 Board Meeting Dates.

CARRIED.

- Presidential Search Committee Update



- It was noted that the advertisement for the Presidential Search is now live, and a long list will soon be developed. There is one Committee member who was appointed as an SEIU member but has subsequently taken another job at the University that isn't an SEIU position.
- Following a conversation with the SEIU leader, this individual will remain on the Committee. Subsequently, the AUPAT representative has resigned, and this needs to be resolved with the AUPAT leader.
- Several consultation sessions have taken place in addition to a feedback survey that was sent out widely. This feedback will inform us about the interviewing and short-listing processes.

A brief discussion took place. It was suggested that any recommendations that the Board may have been forwarded to the Board Chair who will then supply them to the search firm.

- Presidential Search Policy Amendments Review Committee Update

- Acadia has had a policy to have two short-listed candidates come to campus to present publicly, until now.
- This has presented issues and barriers in the past. Following the recommendations of the last Presidential Search Committee and the resultant work of the ad hoc Presidential Search Policy Amendments Review Committee Chaired by past Chair John Rogers, a recommendation comes to the Board today to amend this change.
- The Committee is comprised of individuals that have participated in previous Presidential searches and, and, following a thoughtful process, the Committee unanimously recommended this change.
- The chair called for a motion.

IT WAS MOVED by H. Demone / C. Pound

THAT the Board of Governors approve the proposed amendments to the Guidelines for the Appointment and Review of Senior Academic Officers, as it Pertains to the Search for a President, as recommended by the Presidential Search Policy Amendments Review Committee.

CARRIED.

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 R. Ffrench / T. McGillivray

THAT the meeting move to Closed Session.

CARRIED.

7. Adjournment

IT WAS MOVED by B. Moffatt

THAT the meeting be adjourned.

Henry Demone, Chair

Greeshma Menon, Recording Secretary

