



## Board of Governors Minutes

Thursday, June 16, 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, June 16, 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: Henry Demone (Chair), Bert Frizzell (First Vice-Chair), Bruce Galloway (Chancellor), Dr. Peter Ricketts (President and Vice-Chancellor), Candy O'Connor, Bethany Moffatt, Christine Luckasavitch, Dr. Lynn Aylward, Dr. Anna Robbins, Charles Coll, Dr. Andrew Davis, Robert Ffrench, Rev. Dan Green, Jeff Hooper, Shanna Lespere, Susan MacDougall, Melinda Daye, Nancy McCain, Tracey McGillivray, Allan MacDonald, Pam Mood, Stan Thomas, Stuart MacLean, Debbie Rice, Martin Suter, Sundeep Oad, Rev. Rev. Judith Tod, Lana Wood, Shelley Fleckenstein.

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

Regrets: Christine Pound, Clive Anderson, Cora Tolliver, Karen Hutt (Second Vice-Chair), Matthew Rios, Sadie McAlear.

### **1. Call to Order**

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

- The Board Chair welcomed new Governor Christine Luckasavitch, who was appointed by The Acadia Alumni Association in May 2023.
- The Board Chair thanked Governor Debbie Rice for her service on the Board. This will be D. Rice's last Board meeting.
- The Board Chair extended his thanks to Dr. Lynn Aylward for her service on the Board. This will be L. Aylward's last Board meeting.



- The Board Chair thanked Vice-President, Finance and Administration & CFO Chris Callbeck for his service to Acadia. This is C. Callbeck's last Board meeting.
- The Board Chair congratulated Nancy McCain on receiving her Honorary Doctorate from OCAD.
- Rev. Judith Tod opened the meeting with a prayer.

## **2. Approval of Meeting Agenda**

***IT WAS MOVED*** by M. Suter / T. McGillivray

***THAT the Meeting Agenda be approved as distributed.***

***CARRIED.***

## **3. Approval of Consent Agenda**

***IT WAS MOVED*** by S. Fleckenstein / D. Green

***THAT the Consent Agenda be approved as distributed.***

***CARRIED.***

***IT WAS MOVED by*** S. MacDougall / L. Wood

***THAT the Minutes of April 27, 2023, be approved as distributed.***

***CARRIED.***

## **4. Business arising from Minutes**

### ***i. Human Resources (HR) Staffing Review***

C. Callbeck reported that progress continues on an HR staffing review. The HUB has been brought on as a third-party consultancy firm to support the work. A draft is being developed for the Board's review, and should be ready for discussion at the October 2023 meeting of the full Board.

### ***ii. Human Resources (HR) Compensation Review:***

The HR compensation review is also in progress. A Report should be ready to share with the Board in 2 weeks' time.



## **5. President's Report (Closed Session)**

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

**IT WAS MOVED** by N. McCain / L. Wood

***THAT the meeting move to Closed Session. (09:15 a.m.)***

**CARRIED.**

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

**IT WAS MOVED** by D. Green / S. Fleckenstein

***THAT the meeting return to Open Session. (10.09 a.m.)***

**CARRIED.**

## **6. Update on EDI at Acadia**

- Dr. C. Bonner emphasized the need for establishing a vision, mission, and set of values for EDI at Acadia.
- Discussions have been taking place around the role of the EDIAR Council, as well as their Terms of Reference. Work to re-constitute the membership of the EDIAR Council is progressing.
- The work of Senate's EDI Committee has included the Cluster Hire initiative, along with allocating half the seats available for upcoming Nursing students to Mi'kmaq, Indigenous, and African-Nova Scotian individuals.
- Supporting new hires, creating and maintaining peer support, and ensuring that there is teaching and learning support across the campus for faculty and staff around EDI are all key focuses.



## **7. Financial Update**

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

The Financial statements were presented.

### Forecast

- Domestic enrolment is higher than previous years.
- Acadia is bringing back events organized by Events Acadia (previously Destination Acadia).
- Natural gas pricing has been hedged for next year.
- The year-end result from an internal perspective shows a forecast of \$2 million.
- The internal statements reflect a surplus of \$1.1 million at the end of the year.
- The University approved a new SEIU Agreement and relative increases were also applied to non-unionized employees.

### Audited Financial Statements:

- Regarding invested endowed assets, as of March 31, 2023, Acadia's market value of invested endowed assets was \$19.3 million. Specific invested endowed funds (i.e., the Jarislowsky Chair) was \$4.1m at yearend.
- Overall, the investment of Acadia has increased by \$1.2 million.
- Acadia is under \$50 million in debt.
- A clear audit process was completed for the 2022-2023 academic year.
- M. MacVicar thanked the Audit Committee (now the Finance, Audit, and Risk Committee) and the Grant Thornton team for their contributions in getting the audited financial statements to completion.

A discussion took place.

B. Moffatt thanked M. MacVicar, C. Callbeck, The Finance, Audit, and Risk Committee, along with Grant Thornton, for their work. The audited financial statements were reviewed by the Finance, Audit and Risk Committee before they were brought forward to the Full Board of Governors.

The Chair called for a motion to approve the Audited Financial Statements for the fiscal year 2022-2023.



**THAT the Audited Financial Statements for the fiscal year 2022-2023 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 provided an overview of the report.

- D. Keefe will be acting as The Interim Director of Open Acadia.
- Regarding Cluster Hires, offers have been extended to six candidates and by next week, there will be verbal agreements in place, which will be followed by written contracts. There were sixteen candidates in total, which were shortlisted to three candidates.
- With regards to the Nursing program, the Provincial Government have announced an allocation of \$1.9 million to support the initiative for this fiscal year. Grants for the next fiscal year will be determined once the budget has been fully developed.
- Acadia will be putting forward a capital request to the Provincial Government for a physical space suitable to run the program from. Architectural designs are being developed, with the hope that the plan can be submitted to the Provincial Government for their consideration in the Fall.
- The Nursing program currently runs as a satellite program out of CBU in terms of accreditation. Accreditation adheres to the Act of the Nova Scotia College of Nurses, and the Canadian Association of Schools of Nursing. The plan is for Acadia to ultimately provide its own standalone Nursing program.
- Senate constituted an ad hoc Nursing Steering Committee to help guide the development of the Nursing program. The program will be placed within the Faculty of Professional Studies. A Director of Nursing will need to be hired, and Acadia has already received interest from a few individuals from CBU for this role. The Director of Nursing will help develop the curriculum and lead the hiring of faculty members for the program.
- As of Monday, the University has received 44 applications for the 21 available seats for September 2023.
- Renovations will be carried out to set up temporary labs for the Nursing program until a dedicated space is ready. The capital cost needed for these renovations has been included in the Provincial Grant received.



A discussion took place.

It was queried whether the faculty for the Nursing program are classified as CBU faculty working at Acadia or whether they are classified as Acadia faculty members. D. Keefe shared that these individuals are considered Acadia faculty members.

Regarding the number of seats available, the Nursing program will have 21 seats for September 2023, followed by 42 seats in January 2024, and 63 seats each year from September 2024 onwards. The number of seats were approved as per the Department of Health and Wellness and CBU.

Regarding a purpose-built space for the Nursing program, Acadia has submitted a capital request to the Government of \$10 million. The Board Chair shared that the Provincial Government is currently prioritizing health care and housing.

Regarding capacity, Acadia will be able to accommodate 240 students once the Nursing program is fully operational. Nursing students will have continuous terms, which will create 50-100 students on campus during summer term. In the final term (Term 5), students will be completely placed in health care institutions and will not be on campus.

Admissions preference for the Nursing program will first be for Nova Scotia applicants, followed by residents of other Canadian Provinces, Mi'kmaq and African-Nova Scotian students and, finally, international students.

S. Duguay provided an overview of the Enrolment Report.

- The Budget allotment for 2022-2023 to support the enrolment plan was increased to \$1,411,658.
- Regarding registrations, total full-time enrolment reached 3,591 on September 16, 2022, and ended at 3,357 in mid-April 2023.
- Total applications for Fall 2023 were at 4,962 on June 9, 2023. This is on par with 2022 and 10.9% above 2019 (pre-pandemic). Of those offered admissions, 1,267 students had paid their deposit by June 9, 2023. This represents a 36.8% conversion from offer to paid.

Acadia has developed two new job positions for Black and Indigenous Advisors in enrolment and recruitment.



## **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.

C. Callbeck provided an overview of the report.

A discussion took place.

The Board Chair queried the cost of the senior home residents' visit to Acadia during the wildfires earlier in the year. C. Callbeck reported that normal commercial rates would apply, and that the total cost of the visit came to \$200,000.

## **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 Nursing program has received early support from 60's alumni who have up a bursary in their parent's name.
- The Acadia's All 50's reunion is scheduled for next week.
- 500 letters were received as a part of the "Thank you letter" program.
- The Advancement Team is working to encourage the students to engage more with the donors.
- The fundraising campaign for the Centre for Student Success is underway, with the hope that the project might be completed by 2025.

## **11. Senate Update**

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

- The Per-Course Tuition Model is now in effect.
- During the Senate meeting, discussions have been taking place around academic integrity with Chat GPT.
- Curriculum changes were approved during the last Senate meeting.
- The dates of Convocation have been moved to a Thursday and Friday (May 16-17, 2024).



## **12. Update from the Presidents**

### ***Acadia Divinity College (ADC) – A. Robbins***

- Dr. A. Robbins shared that the ADC have hired 2 new faculty members and appointed 2 new Chairs.
- Dr. Glen Berry has been appointed as the William and Virginia Leach Associate Professor of Pastoral Psychology.
- ADC launched the first volume of East Coast Theology yesterday.
- The Futuring Lab has been established at ADC, which is a dynamic space to conduct research on trends and developments that will impact the future life of the church, as well as experiment with new approaches to theological education.

### ***Acadia Students' Union (ASU) – S. McAlear***

- S. McAlear shared regrets.
- The Board Chair noted that S. McAlear has been re-elected as the President of ASU and elected as the Chair of the Canadian Alliance of Students Association.

### ***Acadia Alumni Association (AAA) – M. Rios***

- C. Luckasavitch shared that the Alumni dinner was a great success.
- The AAA had a successful Annual General Meeting and retreat in May 2023.
- The AAA is hosting a staff recognition barbeque on campus next Thursday.
- The AAA is committed to supporting the University on the transition and onboarding of a new President.

## **13. Updates from Board Committees**

- Advancement Committee – T. McGillivray
  - No new updates.
- Finance, Audit, and Risk Committee (FARC) – B. Moffatt
  - B. Moffatt shared that the FARC, which evolved last year, has developed a document to keep track of the financial statements.
  - The Enterprise Risk Management (ERM) report will be brought forward to the Full Board in October 2023. Financial policies will be included in the ERM report.
  - Cybersecurity work is in progress and consultants are working with the FARC to reduce the issues related to cybersecurity.
- Governance Committee – C. Pound
  - S. Oad shared that the Governance Committee has been working on a Board-By-Laws review for the past two years. Acadia's By-Laws have been compared with





elements of other universities to promote good governance. The Governance Committee will be conducting a regular review of the By-Laws and its Terms of Reference, and other Board Committees were encouraged to do the same.

- The revised Board-By-Laws were circulated along with a memo that lays out the rationale of processes and key amendments.
- Key amendments: The language of By-Laws has been made gender neutral.
- Composition of the Board is largely driven by the Act. Some constituencies with have a large representation, and the Board itself can only nominate two Governors. The intention is to introduce EDI elements and share these with constituencies to advocate for better equity and diversity.
- Changes were introduced regarding the location and format of Board meetings, including in person, hybrid, and online.
- The Audit Committee was changed to The Finance, Audit and Risk Committee. The Pension Committee was removed. The Human Resource Committee and the Equity, Diversity, and Inclusion (EDI) Committee were both added. The Academic Resources Committee and the Enrolment Marketing Committee were moved from ad hoc committees to standing committees as they serve an important function on the Board.
- The Terms of Reference for each Standing Committee have been removed from the By-Laws. Each Committee shall review its Terms of Reference and make updates as needed, rather than having the changes approved by the Governance Committee and Board Executive Committee.
- The Chairs of the Standing Committees was previously elected by the membership of their respective Committee. Now, the Chair of each Standing Committee is elected based on the discussions between the Governance Committee Chair and the Board Chair and is brought forward to the Governance Committee for recommendation, then brought to the Board for approval.

A discussion took place.

It was queried as to who serves as Spokesperson to the Board as per Section 3.3 of the Board By-Laws. The Board Chair is there to preside over the meetings and shall decide the procedures of the meeting and provide directions to the Board.

An extensive discussion took place around whether the Board Chair as Spokesperson needs to have some sort of consultation with the Board members prior to speaking in public. If yes, then there is a need to build a new mechanism to see what those consultations with the Board members look like (i.e., through email, calls, or special meetings). The approach of other universities were compared, and it was noted that the purpose of the Board electing the Chair is to speak on their behalf. The Board gives the Chair the ability to be their Spokesperson and to speak on behalf of the Full Board. The Chair called for a motion to make an amendment to section 3.3 of the By-Laws. The following amendment was passed: "The Chair shall preside at all Board meetings, serve as Spokesperson for the Board, shall serve as the Board's liaison with the President, and shall determine the procedures for the conduct of such Board meetings consistent with these By-Laws and subject to such direction



or procedures as enacted from time to time by the Board. The Chair shall also serve as the Chair of the Executive Committee and shall be an Ex-Officio member of all other Standing Committees of the Board.”

***IT WAS MOVED*** by P. Ricketts / A. MacDonald

***THAT the suggested amendment be made to section 3.3 of the By-Laws.***

***CARRIED.***

The chair called for a motion that the 30-day notice period be waived in relation to amendment to the By-Laws and authorize the proposed amendments to the By-Laws as amended at today’s meeting.

***IT WAS MOVED*** by S. Oad / A. MacDonald

***THAT the 30-day notice period be waived in relation to the amendment to the By-Laws and the proposed amendments to the By-Laws be authorized as amended at today’s meeting.***

***CARRIED.***

The Chair called for a motion for Martin Suter be the additional member of the FARC.

***IT WAS MOVED*** by S. Oad / A. MacDonald

***THAT Martin Suter be added as a member of The Finance, Audit, and Risk Committee.***

***CARRIED.***

- Investment Committee – S. MacLean
  - M. MacVicar shared that the Committee last met on May 29, 2023, and the next meeting would be on June 26, 2023.
  - The payout from the endowment was over \$5 million for this academic year. Investments were received from more than 800 individuals to support academic research, student support, etc.
- Student Life Committee – S. McAlear
  - Rev. J. Tod shared that the Student Life Committee is an integral part of the University, and that Board support is important.
  - The Governance Committee can better support the Student Life Committee by



- amending the Terms of Reference.
- The Board Chair suggested that this be added as an action item for the Governance Committee, and that the ASU President be made a Co-Chair of the Student Life Committee together with another Governor.
  - Academic Resources Committee (ARC) – M. Daye
    - The Committee Chair expressed her approval and happiness on making the Academic Resource Committee a Standing Committee.
    - It was also noted that based on the Committee's discussions with Dr. Laura Robinson and with the support of the Governance Committee, a Board Education session focused on 'A Day in the Life of an Academic' will be provided at a Board meeting in the near future.
  - Enrolment Marketing Committee – C. Coll
    - The Committee Chair reported that the Enrolment Marketing Committee met on May 4, May 11, and May 18, 2023.
    - The main intention of the meetings was to have discussions around the Strategic Enrolment Plan. The meetings also dealt with topics like student retention and student recruitment.
    - The Committee Chair thanked S. Duguay and his team for their work on Strategic Enrolment and shared that there will be a presentation on Strategic Enrolment by S. Duguay at the Board Retreat in October 2023.
  - Town and Gown Committee – C. Callbeck
    - C. Callbeck shared that the new Memorandum of Understanding between the Town, the University, and the ASU has been signed.

#### **14. Other Business**

The Board Chair thanked P. Ricketts and C. Callbeck for their service on the Board and in the University.

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 S. Lespere / D. Green

***THAT the meeting move to Closed Session.***

***CARRIED.***



The Chair called for a motion during the Closed Session to provide the authority to the Board Chair to enter into negotiations to finalize contracts for the Interim Vice-President Finance and Administration position and the Interim President and Vice-Chancellor position.

***IT WAS MOVED by R. Ffrench / M. Suter***

***THAT the Board Chair be given the authority to enter into negotiations to finalize contracts for the Interim Vice-President Finance and Administration position and the Interim President and Vice-Chancellor position.***

***CARRIED.***

## ***7. Adjournment***

***IT WAS MOVED*** by B. Moffatt

***THAT the meeting be adjourned at 3:52 p.m.***

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*Henry Demone, Chair*

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*Greeshma Menon, Recording Secretary*

