



Board of Governors Minutes

Friday, October 13, 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, October 13, 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), Dr. Jeff Hennessy (President and Vice-Chancellor), Candy O'Connor, Bethany Moffatt, Christine Luckasavitch, 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, Clive Anderson, Stan Thomas, Stuart MacLean, Martin Suter, Rev. Judith Tod, Lana Wood, Shelley Fleckenstein, Matthew Rios, Sadie McAlear, Cora Tolliver.

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

Regrets: Bruce Galloway (Chancellor), Christine Pound, Karen Hutt (Second Vice-Chair), Sundeep Oad.

1. Call to Order

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

- The Board Chair thanked the Suters for hosting the Governors last evening.
- The Board Chair welcomed Jo-Anne Peckham, attending her first meeting as University Secretary.
- The Board Chair welcomed Darrell Youden, attending his first meeting as Interim Vice-



President, Finance and Administration.

- The Board Chair welcome Kate Ashley, attending her first meeting as Interim Vice-President Academic.
- Rev. Anna Robbins opened the meeting with a prayer.

2. Approval of Meeting Agenda

IT WAS MOVED by T. McGillivray / M. Suter

THAT the Meeting Agenda be approved as distributed.

CARRIED.

3. Approval of Consent Agenda

IT WAS MOVED by S. MacDougall / D. Green

THAT the Consent Agenda be approved as distributed.

CARRIED.

4. Approval of Minutes

IT WAS MOVED by M. Suter / C. Coll

THAT the Minutes of June 16, 2023, be approved as distributed.

CARRIED.

5. Business arising from Minutes

i. Human Resources (HR) Staffing Review

D. Youden reported progress continues to be made, including addressing concerns from nonunion employees with a review and report still in progress.

ii. Human Resources (HR) Compensation Review:

The HR compensation review is still in progress and the intent is to bring the report through the Human Resources Committee. Expectations are high from employee groups and there will be a need to closely monitor employee reactions as a level of trust needs to be built. The intent is to roll out workplace metrics.



iii. Whistleblower Policy

A recommendation will be coming back to the Board on this policy, once there is more information gathered. The Board suggested putting together a report of what is already in place. It is important that this is addressed.

iv. Report of Sexual Violence on Campus

A yearly report is prepared by Allison Smith, Acadia's Sexualized Violence Response and Education Coordinator. It was agreed it would be good to share this as an education piece.

v. Enterprise Risk Management Report

A lot of work has been completed on this report and it will be coming to the Board. The end goal is to identify gaps and keep a list of things to be done on an ongoing basis. Areas where a lot of pre-planning of risk can be done are finance, technology, and security.

vi. Enrolment Strategy Metrics and Milestones

Significant resources have been committed to this. The impact on international students was discussed, and it was suggested by the Board that an annual report on progress should be provided. It was suggested that conversations around risk should take place.

6. President's Report (Closed Session)

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

IT WAS MOVED by M. Suter / N. McCain

THAT the meeting move to Closed Session. (09:25 a.m.)

CARRIED.

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

IT WAS MOVED by S. Fleckenstein / C. Coll

THAT the meeting return to Open Session. (10.10 a.m.)

CARRIED.

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.

2023-2024 Forecast

- The forecasted yearend is a deficit of \$0.3M as compared to a budgeted deficit of \$0.8M.
- Tuition revenue and student fees are forecasted to be lower than budget.
- The forecast will be refined with confirmed fall enrolments and projected winter enrolments.
- The budget reflected an increase in enrolments over the prior year actuals at all academic levels.
- Academic level 2 is below the budget in enrolment and management is in the process of identifying causes.
- The net result of the projections is a forecasted tuition revenue of \$42.4M as compared to the budget of \$43.5M.
- Interest revenue is forecasted to be approximately \$1.3M over budget at yearend, and it was indicated that this level will be reduced in future years given the one-time \$22M Provincial Deferred Maintenance Grant (to be spent over the next few years).
- With \$60M in short-term investments, higher interest rates, and an exceptional interest rate for the operating cash position, management has been able to maximize this revenue line.
- Open Acadia has a positive variance YTD.
- Operations revenue is forecasted to be below budget by \$0.5M, reflecting a lower occupancy rate than was built into the budget.
- Spending is forecasted to be \$0.6M lower than budget by yearend.

A discussion took place.

Management discussed Academic level 2 and the impact of the tuition model on this and tracking in the future.

There was discussion around the \$22M Provincial Deferred Maintenance Grant, with an explanation that \$3M is to be spent this year, with \$19M that will not be spent until three to four years.

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. K. Ashley provided an overview of the report.

- Two nominations have been received for an interim Dean of Science (beginning



January 1, 2023, for a term of 18 months).

- The position of Director of Open Acadia is currently vacant, and this provides an opportunity for possibly restructuring.
- Interviews are continuing for the Associate Registrar position.
- EDI initiatives are continuing, and the Employment Equity Committee has made recommendations with relation to the hiring process.
- Cooperative Education and Work-Integrated Learning (CEWIL) has accredited eight Acadia programs for six years, ending December 2028.
- The proposal for the Applied Bioscience Program was submitted to MPHEC.
- Acadia and NSCC have signed an agreement recognizing the completion of NSCC's EAP program as meeting Acadia's English Proficiency requirement.
- Acadia has started its course sharing agreement with Université Saint-Anne.
- The Law and Society major is welcoming its first students this term.
- A partnership between the Counselling Centre and the M.Ed. in Counselling Program has led to the opening of the Red Spruce Mental Health Centre.
- Details are being worked out around the Nursing Program with respect to curriculum, hiring, liabilities, and responsibilities for both Acadia and CBU.
- The Academic Planning Committee has received reports from the Academic Units and Faculties.

A discussion took place.

With respect to the opening of the Red Spruce Mental Health Centre, it was suggested by the Board that it is important to stay acutely aware of where the province stands on the mental health issues in order to position ourselves properly in the future with respect to funding needs, et cetera.

Further details were discussed regarding the Nursing Program, and it was indicated that the NS College of Nurses is meeting on October 19th, and it is expected the program will then be approved, which will mean it has been approved at all stages.

S. Duguay had no additional information to add to the Enrolment Report.

- Applications for fall 2023 represented a high mark over recent years with 5,282 applications (15% more than pre-pandemic in consecutive years).
- Full-time registrations tracking close to 2022 (will be the second consecutive cohort of over 3,500 students).
- Current first-year international students represent over 18% of the incoming class, in line with the strategic goal of 20%.
- Current total full-time registration is comprised of 3,058 domestic and 505 international students.
- Strategic staffing areas have been addressed.



- Final recommendations will be available later in the fall for a One Stop Shop (OSS) model of student service delivery.

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.

D. Youden provided an overview of the report.

- The final SCION report reviewing housing needs is expected to be available later in the fall.
- Project delivery for the contract with Compass Group for the purpose of refreshing Wheelock cafeteria is targeted for summer construction in 2024, and there will be an assurance that capital projects flow through FARC.
- Gender equity is a critical concern in universities across Canada, and a detailed briefing note is attached to the report with current status and comprehensive data.
- It is intended that a sustainability review of five-year projections will be brought to the Board.
- A review of AUPAT (non-union) compensation was launched and a recommendation is expected to go to the Executive Committee later in October.
- Several significant capital projects were implemented over the summer construction window.

A discussion took place.

Funding around the Nursing Program was discussed, and it was queried by the Board if we are in a better position. D. Youden stated that we have the funding commitment for this year, and there are continuing conversations.

Athletics awards were discussed, and whether these will be affected by a change in equity in varsity athletics. D. Youden stated all universities will be having discussions around how we allocate awards, and how gifts are shaped. There is no sense of when this information will be hitting media.

Financial sustainability in the longer term was discussed, and reporting will continue to take place.

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 Office of Advancement activity over the summer and early fall, including meetings with donors.
- Gift announcements will be forthcoming later in the fall.
- The Honoree newsletter (publication of Acadia Alumni Association and Acadia) was mailed at the end of summer, and other publications (the Bulletin and Alumni e-Newsletter) are underway.
- Anticipated mailout of over 650 donor reports later in October.
- The fundraising campaign for the Centre for Student Success continues, with Nancy McCain leading as the Chair of the campaign. A document was provided for Board members.

11. Senate Update

T. McGillivray highlighted some areas of interest and value for the Board.

- There have been discussions at the September Senate meeting about the Nursing Program, and the Law and Society Program.
- A Senate survey was done, and there is a positive shift happening.
- Housing and transit have been big topics of conversation.
- There is a restructuring of Open Acadia being explored and discussed.

12. Update from the Presidents

Acadia Divinity College (ADC) – A. Robbins

- ADC's Annual Report has been distributed.
- ADC is able to continue to fund endowment funds.
- A change is taking place with ADC's strategic vision, as it reflects on a new phase.
- ADC is experiencing a lot of change with faculty, bringing expertise, diversity, and a greater representation of people.
- A. Robbins recently attended meetings regarding a program that has been pulled related to pastoral care, which involved Nova Scotia Health Authority.
- A. Robbins advised that ADC will no longer be recognizing certificates through a stewarded sponsorship with Hong Kong. Other partnerships will be ending, and this will go through Senate.

Acadia Students' Union (ASU) – S. McAlear

- S. McAlear spoke about upcoming goals for the year.
- Student engagement is very high this year.
- An improved business plan has been developed.
- ASU is in a grey area in terms of what is required next to get the bar open, and they



are looking for support. The Board discussed the fact that the role of the Axe needs to be figured out for students.

- Time is being invested in providing a more inclusive space.
- S. McAlear will be attending a press conference in Ottawa and will take the time to meet with some members of parliament.

Acadia Alumni Association (AAA) – M. Rios

- C. Luckasavitch stated that N. Handrigan's Advancement Report covered a lot of the AAA information.
- The AAA strategic plan is being advanced.

13. Updates from Board Committees

- Advancement Committee – T. McGillivray
 - No new updates.
- EDI Committee Update – C. Anderson
 - A good discussion has recently taken place, and time is being scheduled to look at an initial draft of a plan to incorporate the strategy.
- Finance, Audit, and Risk Committee (FARC) – B. Moffatt
 - B. Moffatt stated it's important that discussions continue about sustainability.
 - The Enterprise Risk Management Report will be a very concise working document coming to the Board.
 - Discussions around Cybersecurity risk are ongoing, and information will be brought to the Board for discussion.
 - Safety and security review issues are still in progress.
- Governance Committee – C. Pound (not present)

IT WAS MOVED by M. Suter / C. Coll

THAT the Board of Governors approve the 2023-2024 Nominating Report.

CARRIED.

- Investment Committee – S. MacLean
 - A report recently received by Mercer indicate still in a positive position.



- All indications show it was a good decision to outsource, and a process is being looked at to review the outsourced company to ensure quality.
- S. MacLean explains the committee does not pick stocks, however, is educated to know the questions to ask, and Mercer determines the risks and makes the decisions.
- Terms of Reference are being reviewed.
- Student Life Committee – S. McAlear and R. Ffrench
 - R. Ffrench indicated the committee will be meeting in November and will then have a clearer path to bring to the Board.
- Academic Resources Committee (ARC) – M. Daye
 - M. Daye was not present at the time reports were given to provide an update.
- Enrolment Marketing Committee – C. Coll
 - The Committee Chair reported that the Enrolment Marketing Committee met on October 3, 2023, and S. Duguay had provided an update in advance.
 - Good discussions took place to clarify the need for data solution.
 - Support is being provided for enrolment long-term plan and strategy.
- Town and Gown Committee – D. Youden
 - The President attended a recent meeting and will attend monthly meetings moving forward.
 - Housing issues were discussed.
 - Discussion took place around a recreation facility being built.

14. Other Business

- Updated 2024-2025 Board Meeting Dates
 - Dates were confirmed.
- Presidential Annual Assessment
 - The Board Chair indicated the process will be evaluated and brought back to the Board.

There was no further business for the Open Session.

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



IT WAS MOVED by B. Moffatt / A. Davis

THAT the meeting move to Closed Session. (1:15 p.m.)

CARRIED.

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

IT WAS MOVED by S. Thomas / C. Coll

THAT the meeting return to Open Session. (1:30 p.m.)

CARRIED.

The Board Chair reported on the following Motions that was approved during Closed Session:

The Chair called for a motion to have the Staffing Report approved.

IT WAS MOVED by B. Moffatt / A. Davis

THAT the Staffing Report be approved.

CARRIED.

7. Adjournment

IT WAS MOVED by B. Moffatt

THAT the meeting be adjourned at 1:30 p.m.

Henry Demone, Chair

Jo-Anne Peckham, Recording Secretary

