

## Board of Governors Meeting

### Thursday, April 25, 2024 – Minutes

*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.*

--

A meeting of the Board of Governors was held on Thursday, April 25, 2024, at 9:00 a.m., in the Acadia Room, K.C. Irving Environmental Science Centre, and by virtual means using Microsoft Teams.

Governors present: Henry Demone (Chair), Bert Frizzell (First Vice-Chair), Dr. Jeff Hennessy (President and Vice-Chancellor), Bethany Moffatt, Dr. Anna Robbins, Charles Coll, Dr. Candy O'Connor, Dr. Andrew Davis, Robert Ffrench, Clive Anderson, Rev. Dan Green, Dr. Jeff Banks, Shanna Lespere, Melinda Daye, Stan Thomas, Allan MacDonald, Shelley Fleckenstein, Sadie McAlear, Stuart MacLean, Martin Suter, Cora Tolliver, Rev. Judith Tod, Lana Wood, and Matthew Rios.

Management present: Erin Beaudin, Kate Ashley, Scott Duguay, Mary MacVicar, Nancy Handrigan, and Jo-Anne Peckham (University Secretary).

Regrets: Bruce Galloway (Chancellor), Christine Luckasavitch, Karen Hutt (Second Vice-Chair), Nancy McCain, Tracey McGillivray, Mark Adam, and Pam Mood.

Guests: Sam Taylor, and Gary Doucette.

#### **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 guest Sam Taylor, incoming ASU VP Academic and External Representative, also acting in the capacity of President of ASU over the summer months until the next by-election in the fall.
- The Board Chair welcomed Gary Doucette, Director of Technology Services, attending to present on Cybersecurity.

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

**2. Approval of Meeting Agenda**

**IT WAS MOVED** by L. Wood / A. Davis

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

**CARRIED.**

**3. Approval of Consent Agenda**

**IT WAS MOVED** by M. Suter / A. Davis

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

**CARRIED.**

**4. Business arising from Minutes**

i. Compensation Review

Management advised that a lot of work has gone into this over the past couple of months, and it is in good shape now to be moving forward.

ii. Whistleblower Policy

FARC has approved the structure of the policy and it will be brought back to FARC for further discussion before going to the full Board.

iii. Strategic Enrolment Metrics and Milestones

The domestic side of recruitment is still tracking well. With respect to international recruitment, the major challenge is with the changing policies by the federal government. Predictive analytics will be available moving forward, and there will be further metrics and milestones shared at the next Board meeting

iv. Enterprise Risk Management Report

The end goal is to identify gaps, keeping a list of things to be done on an ongoing basis. This will be brought forward at a future Board meeting.

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

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

**IT WAS MOVED** by A. Davis / S. McAlear

**THAT the meeting move to Closed Session. (09:18 a.m.)**

**CARRIED.**

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

**IT WAS MOVED** by M. Suter / J. Banks

**THAT the meeting return to Open Session. (9:38 a.m.)**

**CARRIED.**

## **6. Acadia University Policy on Institutional Neutrality**

### **MOTION TO APPROVE THE ACADIA UNIVERSITY POLICY ON INSTITUTIONAL NEUTRALITY**

The wording of the Policy on Institutional Neutrality was originally discussed at Senate and has now been brought to the Board for approval.

**IT WAS MOVED** by M. Suter / L. Wood

**THAT the Board of Governors approve the Acadia University Policy on Institutional Neutrality.**

**CARRIED.**

## **7. Financial Update**

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

A budget presentation was provided to Board members by management. A projection of the best analysis of where things will end up was discussed, as well as budget challenges. A focus is to address technical challenges with respect to data inputs. The fact that other institutions are facing similar situations was discussed.

Further discussion should take place with respect to hiring procedures and retirements in relation to budget timing. It was suggested that this could be brought back for discussion to the Senate Academic Planning Committee.

Key budget highlights were provided, and some elements discussed were student services, an increased focus on EDIAR, Advancement, Academic and Administrative Services.

Revenue and expenditure assumptions in the 2024-2025 budget were addressed. Deferred maintenance and capital, as well as operating cash were also reviewed.

A discussion took place.

Over the next six weeks, there should be a clearer picture of enrolment numbers.

Administrative leave and policies and early retirement could be reviewed in the future.

The quality of work presented to FARC was collaborative and excellent. FARC met a number of times to review the documentation. The budget is fully supported and recommended by FARC.

### **MOTION TO APPROVE THE ACADIA UNIVERSITY 2024-2025 BUDGET**

***IT WAS MOVED*** by B. Moffatt / A. Davis

***THAT the Board of Governors approve the Acadia University 2024-2025 Budget.***

***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. K. Ashley provided an overview of the report, which included the following updates.

- An update was provided on the number of applicants with respect to the nursing program.
- The Academic Resources Committee has met and is currently working on the Strategic Alignment Proposal.

A discussion took place.

A question was asked with respect to the Director of the School of Nursing position, and it was advised that the Acadia Collective Agreement is being followed for the hiring.

There was a query made about the status of a new director for Open Acadia, and it was indicated that Open Acadia is in the midst of a transition, and a new organizational plan will come back to the Board once it has been before Senate.

#### **9. *VP Student Experience Update***

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

S. Duguay provided an overview of the report, which included the following updates.

- Progress is starting to be made on the nursing applications for the fall.
- 97 International students have provided a \$5,000 deposit for fall applications.

A discussion took place.

The importance of supporting students with respect to mental health issues was discussed, and this includes adequate staffing.

A question was asked in relation to international applications, specifically from India, and management indicated these have been negatively impacted due to government announcements.

A discussion about the collaborative efforts between Acadia and the Town of Wolfville took place,

stressing the importance of the relationship and the positive effects.

### **10. 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.

E. Beaudin provided an overview of the report, which included the following updates.

- Changes in the budget process will take place.
- The employee engagement process is going well, and work is being done with Green Shield to provide virtual healthcare for employees.
- An MOA between Acadia and the Town of Wolfville with respect to a child care facility on campus indicates that the university will prepare a business plan with respect to the feasibility of the project.
- Work is being done by the Revenue Generating Working Group to investigate ways of leveraging assets. A proposed workplan will come back to the Board.

A discussion took place.

The possibility of a partnership between the Town of Wolfville and Acadia with respect to a regional recreation centre was discussed, and the fact that this could bring funds in to improve current facilities on campus.

### **11. Audit Committee Cybersecurity Update**

Gary Doucette, Executive Director, Technology Services, provided an update on Cybersecurity through a PowerPoint presentation to the Board. This provided an overview of a proposed policy to set governance and expectations regarding cybersecurity.

A discussion took place.

This is not a risk that can be eliminated, however there are ways to manage it, with the most obvious challenge being steps needed to mitigate risk.

A question was asked with respect to the expectations of regular reviews and reporting. It was indicated that findings during reviews will be reported back to FARC and the full Board.

It was queried if training of employees with respect to cybersecurity takes place, and it was stated that this is evolving all the time and includes phishing testing and mandatory training.

### **12. 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 provided an overview of the report which included the following updates.

- The Advancement Office current staffing situation was discussed.
- Thanks was expressed to the Alumni Association regarding the previous week's awards dinner where M. Rios was recognized for this two-year term, and the \$1 million contribution to the Student Centre project was announced.
- S. McAlear was acknowledged for her contributions as President of the Students' Union, and her efforts relating to the \$2 million donation by students to the Student Centre project.

A discussion took place.

The location of the Alum golf tournament will be discussed further.

### **13. Board Retreat**

The Board Retreat will take place on Thursday, June 20, 2024, with the Board Meeting following on Friday, June 21, 2024. The focus of the retreat will be on Board engagement work. This will not be about reimagining Acadia, but rather leaving the retreat with a direction, empowering leadership to power forward. Work is being done to secure a facilitator to gather intel in advance. The Senior Leadership Team is working on having a guiding document for the retreat.

### **14. Senate Update – S. Fleckenstein**

- It is a valuable exercise to get the perspective of Senate, and a belief was shared that Board members should attend one Senate meeting as part of orientation. This would be beneficial to improve Board/Senate relations.
- The addition of a Consent Agenda during Senate meetings has been beneficial and has allowed more items to be covered throughout the meetings.

### **15. Update from the Presidents**

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

Anna Robbins provided an update.

- International applications are continuing to increase, and ADC is financially strong.
- ADC is beginning experimentation with AI, and this will transform the landscape.

A discussion took place.

A question was asked about the international students and if enrolment is challenging. It was indicated that it can be challenging but can also be an opportunity if students who come to study at ADC decide to stay in the area.

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

S. McAlear provided an update.

- As S. McAlear completes her term as ASU President, a phasing-out plan is in place. S. Taylor will be the interim ASU President until a by-election takes place.

- For the first time, the ASU budget reflects a surplus.
- A three-year governance plan is in place for ASU.
- With respect to the recommendations brought forward last fall in Ottawa, six out of the even were responded to by the federal government.

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

An update was provided by N. Handrigan on behalf of M. Rios.

- A donation was made of \$250,000 by AAA to the Student Centre, as a matching donation.
- The AAA AGM (online) is coming up.

### ***16. Updates from Board Committees***

- *Academic Resources Committee Update – M. Daye*
  - A meeting took place in March where the Terms of Reference were reviewed, as well as a brief overview of work completed by the committee over the past year.

- *Advancement Committee Update – N. Handrigan (in absence of T. McGillivray)*

#### ***MOTION TO APPROVE THE UPDATED TERMS OF REFERENCE***

***IT WAS MOVED*** by L. Wood / M. Suter

***THAT the Board of Governors approve the updated Terms of Reference put forth by the Advancement Committee.***

***CARRIED.***

- *EDI Committee Update – C. Anderson*

#### ***MOTION TO APPROVE THE REMOVAL OF THE CUTTEN NAME***

The proposal is to remove the name, and policy would need to be followed regarding renaming. The communication strategy will need to be considered thoroughly. There may be an opportunity engage students with the renaming process.

***IT WAS MOVED*** by M. Suter / S. Fleckenstein

***THAT the Board of Governors approve the removal of the Cutten Name from the residential building on Acadia's campus, brought forward by the Equity, Diversity, and Inclusion Committee.***

***CARRIED.***

- *Finance, Audit, and Risk Committee (FARC) Update – B. Moffatt*

#### ***MOTION TO APPROVE THE POLICY ENTITLED ACCEPTABLE USE AND SECURITY OF INFORMATION AND SYSTEMS.***

***IT WAS MOVED*** by B. Moffatt / J. Banks

***THAT the Board of Governors approve the Policy Entitled Acceptable Use and Security of Information and Systems.***

**CARRIED.**

- *Governance Committee Update – H. Demone*
  - H. Demone is acting interim Chair.
  - There is a lot of turnover of governors taking place this year, therefore Nominating Report will be amended and brought forward to the Board in June.

- *Human Resources Committee Update – H. Demone*

**MOTION TO APPROVE THE HUMAN RESOURCES COMMITTEE TERMS OF REFERENCE**

**IT WAS MOVED** by H. Demone / M. Suter

**THAT the Board of Governors approve the Human Resources Committee Terms of Reference.**

**CARRIED.**

- *Investment Committee Update – S. MacLean*
  - A discussion about endowments took place and the fact that each individual endowment has a specific purpose with guidelines.
  - Acadia will be presenting at CAUBO on the merits of an outsourced investment strategy.
- *Student Life Committee Update – S. McAlear and R. Ffrench*
  - No update.
- *Enrolment Marketing Committee Update – C. Coll*
  - The Committee continues to meet regularly with S. Duguay and Team. Strategy work will be done in the coming months, and work is being done in relation to data collecting.
- *Town and Gown Committee Update – E. Beaudin*
  - A recent meeting took place where there was good engagement and collaboration. Topics included food security, and a pilot program involving international students.
  - A presentation was given by Stephen Schneider that involved the topic of a community safety officer. Further discussions will take place.
  - Further conversations and work are needed to serve all residents and students.

**15. Other Business**

- *Chancellor Search*
  - Nominations are currently being accepted until April 26, 2024.
  - The goal to have a new Chancellor in place by June.



**IT WAS MOVED**

***THAT the meeting move to Closed Session. (12:35 p.m.)***

**CARRIED.**

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

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

***IT WAS MOVED THAT the Staffing Report be approved.***

**CARRIED.**

**7. Adjournment**

***IT WAS MOVED THAT the meeting be adjourned at 1:00 p.m.***

---

*Henry Demone, Chair*

---

*Jo-Anne Peckham, Recording Secretary*