

## Board of Governors Meeting

### Friday, June 21, 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.*

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A meeting of the Board of Governors was held on Friday, June 21, 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: Bert Frizzell (First Vice-Chair), Dr. Jeff Hennessy (President and Vice-Chancellor), Dr. Mark Adam, Clive Anderson, Dr. Jeff Banks, Charles Coll, Dr. Andrew Davis, Robert Ffrench, Shelley Fleckenstein, Bruce Galloway, Rev. Dan Green, Shanna Lespere, Christine Luckasavitch, Allan MacDonald, Cameron MacKeen, Nancy McCain, Tracey McGillivray, Robert McGregor, Bethany Moffatt, Matthew Rios, Stan Thomas, Stuart MacLean, Martin Suter, Sam Taylor, Rev. Judith Tod, Cora Tolliver, Lana Wood.

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

Regrets: Melinda Daye, Henry Demone, Karen Hutt, Mark Ross Langley, Pam Mood, Dr. Candy O'Connor, Dr. Anna Robbins, Cora Tolliver.

Guests: Dr. Ashlee Cunsolo, Tanya Colburne, Wendy Donovan, Dr. Leigh Huestis, Peter Ludlow, Robyn McBain.

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

H. Demone, Board Chair, was unable to attend, and B. Frizzell, First Vice-Chair, Chaired today's Board of Governors meeting. B. Frizzell called the meeting to order, welcomed meeting participants and provided a territorial acknowledgment.

- Rev. J. Tod opened the meeting with a prayer.
- Three new Governors have just been appointed by the Order-in-Council, each for six year terms. Two attended today's meeting, C. MacKeen and R. McGregor. Mark Ross Langley was unable to attend.
- Dr. A. Cunsolo will be joining the Senior Leadership Team on August 15, 2024, as Acadia's new Provost and Vice-President Academic. A. Cunsolo joined today's meeting.

- Guests will be joining throughout today's meeting to provide the following presentations:
  - Robyn McBain – Brand Update
  - Tanya Colburne – Revenue Generation Working Group
  - Dr. Leigh Huestis and Peter Ludlow – Research & Innovation
  - Wendy Donovan – Update from the Wolfville Mayor

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

**IT WAS MOVED** by C. Anderson / A. Davis

**THAT the Meeting Agenda be approved.**

**CARRIED.**

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

**IT WAS MOVED** by N. McCain / A. Davis

**THAT the Consent Agenda be approved.**

**CARRIED.**

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

The following items will be addressed during E. Beaudin's update:

- Compensation Review
- Enterprise Risk Management
- Whistleblower Policy

The following item will be addressed during S. Duguay's update:

- Strategic Enrolment Metrics and Milestones

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

B. Frizzell called for a motion to move the meeting into Closed Session.

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

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

**CARRIED.**

B. Frizzell called for a motion to return the meeting to Open Session.

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

**THAT the meeting return to Open Session.**

**CARRIED.**

## **6. *Financial Update***

The draft Financial Statements were posted in Teams prior to today's meeting and also circulated by email as part of the meeting documentation.

B. Moffatt, Chair of the Finance, Audit, and Risk Committee, Acknowledged the work that E. Beaudin, M. MacVicar, and the Finance Team had done to get the end of year financial statements prepared. These statements were presented to the Finance, Audit, and Risk Committee on Tuesday this week, and some further refinements will be made by the Finance Team before they are sent to the Executive Committee for approval. Another meeting of the Finance, Audit, and Risk Committee will be held once these revisions have been carried out. It is hoped that these Special meetings will take place next week.

## **7. *VP Advancement Update***

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, highlighting the Student Centre campaign that is being led by N. McCain. N. McCain emphasized the importance of the Board's support for this initiative, and encouraged Governors to support in any way possible.

## **8. *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 introduced Robyn McBain, who joined today's meeting to provide an update on the branding work that was taking place. The goal of this work is to enhance Acadia's visual identity by providing consistency and clarity across all digital and print materials, enhancing communication and marketing efforts university-wide and within individual departments. By establishing primary, secondary, and tertiary colour palettes, Acadia will ensure it has consistent yet flexible branding that strengthens the University's presence on and off campus and supports creative development and on-brand visual expressions across all channels.

A discussion took place.

It was noted that there is no vote needed at this time, and that today's update was for informational purposes and to provide feedback on the work carried out to date. C. Coll, Chair of the Enrolment Marketing Committee, added that the branding work has the best interests of all constituents in mind, ensuring that all are represented. The Board were asked to send through any thoughts to C. Coll and S. Duguay.

## **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.

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

- Employee engagement – the newly implemented salary grid for AUPAT staff was well received. A 2-year pilot program with GreenShield has also recently begun, and will be evaluated as the pilot progresses. The People and Culture Working Group has met a few times, and an engagement survey with faculty and staff will take place this Fall. This will provide good benchmark data moving forward.
- Enterprise Risk Management – A report was provided by Grant Thornton back in 2022 and has become a living document that the Senior Leadership Team use to develop action plans and reports.
- Payroll and pension – Work is being done to resolve issues that have been identified. A different payroll system has been identified that Acadia will move over to.
- Whistleblower Policy – Grant Thornton have an initiative that will provide 24/7 access for employees. The revised policy will be brought to the Finance, Audit, and Risk Committee for their approval.
- Childcare – Following the Province's recent announcement of a large infrastructure program for municipalities, universities, and colleges to create additional childcare spaces across the province, Acadia has developed an application. The deadline for submission is June 13, 2024. If successful, there is a 60-day window to develop a full business plan. In order to submit this application, the Board needs to provide their approval. The Chair added that the motion today is not about operational implications, but rather to submit the application for funding.

B. Frizzell called for a motion:

**IT WAS MOVED** by S. Lespere / T. McGillivray

***THAT, as recommended by the Board Executive Committee, the Board of Governors approve the submission of an application for a new 64 space day care facility on Acadia's campus under the Early Learning and Child Care Major Infrastructure Program.***

**CARRIED.**

Tanya Surette joined the meeting to report on the Revenue Generation Task Force Work Plan. The greatest revenue potential lies in property and housing. Acadia currently has six properties available for sale, lease and/or development. The immediate priority is the Nursing School/Collaborative Healthcare Practice. There are also a number of potential housing collaborations between the University and the Town of Wolfville. Another key area of revenue generation is Research, Innovation & Graduate Studies. Last year's total revenue exceeded \$8 million, and total research revenue increased by 26.4% between 2020 and 2024. There is the potential to double research revenue over the next five years, and the possible development of an Acadia Health & Wellness Institute would meet four of the six Provincial priorities. Open

Acadia provides direct correlation with the Province's Strategic Alignment Actions, and Open Acadia's full potential has yet to be realized.

A discussion took place.

It was noted that the Revenue Generation Task Force includes Governors, and is well-structured to identify projects and opportunities. The progress being made by this Committee is really encouraging. The topic of revenue generation should have a more prominent place on a future Board of Governors meeting Agenda.

#### **10. Provost & VP Academic**

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

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

- A recommendation for the position of Associate Vice-President, Equity, Diversity, Inclusion, and Anti-Racism will be coming later today.
- The search for a Director of Nursing is underway. Three candidates will be visiting campus in the first week of July. Interviews for the Instructor position will take place on July 15, 2024.
- The Strategic Research Plan is still in development and should be finished in September.

The Board thanked K. Ashley for her leadership during her time as Interim Provost and Vice-President Academic.

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

- S. Fleckenstein encouraged all Governors to attend at least one Senate meeting.
- Healthy discussions are taking place; some Units are feeling overwhelmed and overcapacity. This is an ongoing challenge.

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

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

A. Robbins was unable to attend.

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

S. Taylor reported that the ASU continue to work on improving student engagement through events and programming across campus. Key topics include student wellness and food security.

##### ***Acadia Alumni Association (AAA) – C. Luckasavitch***

C. Luckasavitch became the new Acadia Alumni Association President in May 2024, with Paul Blush taking on the role as Vice-President. M. Rios will remain on the Board for one more year in his position as Past President. The AAA welcomes the opportunity to speak with the ASU at any time.

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

#### ***Academic Resources Committee – M. Daye***

M. Daye was unable to attend.

#### ***Advancement Committee – T. McGillivray***

This Committee hasn't met recently; the primary focus is the Student Centre project.

#### ***EDI Committee – C. Anderson***

The newly constituted EDI Committee are working on putting together a plan with goals and objectives. EDI needs to be embedded in everything, and continued EDI education is critical.

B. Frizzell called for a motion.

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

***THAT, as recommended by the Board Executive Committee, the Board of Governors approve the EDI Committee's Terms of Reference.***

***CARRIED.***

#### ***Enrolment Marketing Committee – C. Coll***

The Committee are appreciative of the work that has gone into the branding refresh, and it was noted that there will be a variety of cost implications to fully implement changes as and when approvals are received. One example being resurfacing the ice rink.

#### ***Finance, Audit & Risk Committee – C. Coll***

No further additions following the VP Finance Administration & CFO report.

#### ***Governance Committee – H. Demone (Interim)***

H. Demone was unable to attend.

#### ***Human Resources Committee – H. Demone***

H. Demone was unable to attend.

#### ***Investment Committee – S. MacLean***

This was S. MacLean's last Board of Governors meeting, and Governors thanked him for his dedication and commitment to Acadia for the years he has served on the Board.

#### ***Student Life Committee – S. Taylor & R. Ffrench***

No updated Terms of Reference have been approved by the Governance Committee at this time. The Board are eager to see this Committee active again.

#### ***Town & Gown Committee – E. Beaudin***

Relations continue to strengthen between the University and Town.

### **14. Research and Innovation – Leigh Huestis & Peter Ludlow**

This presentation was posted to Teams and circulated by email ahead of today's meeting. L. Huestis and P. Ludlow joined today's meeting to update the Board on Research and

Innovation efforts at the University.

Acadia's Research Enterprise – supporting teaching and learning by elevating the learning experience, improves academic excellence, attracts talented faculty and students, and creates impact.

Research Funding – Acadia has received \$25 million in research funding over the last three years. The primary sectors include Health, Environment, Agriculture/Agrifood, and AI/Data Analytics.

Applied Research – 62% of funding goes to Applied Research (34.4% towards Basic Research and 3.2% towards other areas). Over 1,000 students are employed through various research projects.

Goals – To double research income over the next 5 years (\$15 million in total research, \$2 million in revenue), support strategic initiatives, and further improve student engagement. To achieve this goal, Acadia will need strategic investments to resource seed funding, increase visibility both internally and externally, enhance engagement, and support policy change. Research strengthening will support Provincial priorities, and research should be embedded in Acadia's institutional strategy (i.e., Nursing).

The Board thanked L. Huestis and P. Ludlow for their presentation and noted that there were many opportunities within Research & Innovation that can be explored, along with potential partnerships (i.e., Kentville Hospital).

#### **15. Address by Wolfville Mayor – Wendy Donovan**

W. Donovan, Mayor of Wolfville, joined today's meeting to report on Wolfville's plans to double in size as a community. The Board queried the infrastructure needed to support this planned growth, and W. Donovan shared that committees had been constituted to look at the various elements needed (i.e., water). Transportation is another concern that has been identified and different options are being explored.

Governors queried the current video surveillance pilot project that was taking place, and W. Donovan reported that the pilot had been extended for another 6 months. A report is being developed to determine its effectiveness.

#### **16. Other Business**

##### **Presidential Search Committee Update**

M. Rios provided informed the Board that a report will be developed to review the presidential search process, following the conclusion of the latest search. A significant amount of work had been carried out with a compressed timeline. It was noted that the Report will first go to the Governance Committee for discussion and input before coming to the full Board for approval. The Board has the responsibility to carry out this work, and with a new President in place, now has the time to get the work needed done.

##### **Nominating Report**

An updated Nominating Report was shared as part of today's meeting package. No motion will be brought forward at today's meeting as there are a number of changes that need to take

place in this document due to term ends and imminent vacancies.

There was no further business for the Open Session.

B. Frizzell called for a motion.

***IT WAS MOVED***

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

***CARRIED.***

### ***17. Adjournment***

The meeting continued in Closed session until it was adjourned.

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*Bert Frizzell, Acting Chair*

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*Jo-Anne Peckham, Recording Secretary*