

VOL. 50, NO. 4

MINUTES OF THE BOARD OF GOVERNORS

UNIVERSITY OF NEW BRUNSWICK

The Board of Governors met at 9:00 a.m. on Thursday, 19 April 2018, in the Chancellor's Room of the Wu Conference Center, on the Fredericton campus.

PRESENT

Dr. J. Andrews	Dr. L. Keeping-Burke
Mr. M. Bedard	Dr. J. Kieffer
Mr. H. Bempah	Mr. H. Klohn
Dr. N. Betts	Dr. G. MacLean
Mr. S. Brittain	Dr. R. MacKinnon
Dr. E. Campbell	Dr. D. MaGee
Ms. K. Cunningham	Dr. A. McCain
Mr. G. Daley	Mr. P. Morrison
Ms. S. DeVarenne (Secretary)	Dr. N. O'Byrne
Dr. D. Ganong	Ms. K. Plut
Ms. M. Grant-McGivney	Ms. C. Prosser
Ms. D. Graves-Brown	Ms. P. Reid
Mr. T. Gribbons	Ms. R. Tingley
Mr. L. Hachey (Chair)	Ms. K. Wilson
Ms. J. Hoyt	Ms. B. Yeates
Dr. V. Husain	

being members of the Board

Ms. M. Dawe, Senior Advisor, President's Office
Ms. A. Ferris, Comptroller
Dr. J. Fritz, Chair, Joint Nominating Committee for Office of President
Ms. S. Gilks, Director, Communications
Mr. C. McGinn, Vice-President (Internal), Student Union (observer)
Ms. B. Nicholson, Associate Vice-President (Capital Projects and Property Development)
Ms. J. Redstone-Lewis, Associate University Secretary
Dr. D. Rendall, Dean, School of Graduate Studies
Mr. R. Skillen, Vice-President (Advancement)
Mr. M. Warren, University Budgeting and Decision Support

Regrets:

Mr. J. Attis	Ms. K. McCain
Mr. B. Baxter	Mr. C. Nagle
Ms. P. Cooling	Mr. D. O'Brien
Dr. R. Currie	Mayor M. O'Brien
Mayor D. Darling	Mr. W. Squibb
Ms. R. Fairweather	Dr. D. Stevenson
Mr. E. Kalu	Dr. D. Woolnough
Ms. N. Mallory	

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OPEN SESSION**1. Announcements****1.1 Announcements for 19 April 2018** (attached)

A) The Chair welcomed D. Graves-Brown to her first Board meeting.

[APPLAUSE]

He referred members to the written announcements included with the agenda. The President recognized that the Board was gathering on the traditional territory of Wolastoqiyik. L. Hachey noted that Joel Attis, Brian Baxter, Phyllis Cooling, Norah Mallory, Kathy McCain, David O'Brien, Mike O'Brien, Wayne Squibb, David Stevenson and David Woolnough had sent their regrets for the meeting.

L. Hachey noted that a copy of the 2016-17 UNB Green Review was included in the handouts for the meeting, as was a motion from the Faculty of Arts and a letter from the Student Union regarding the proposed tuition reset.

2. Approval of Meeting Agenda and Minutes of Previous Meeting**2.1 Summary of Resolutions** (posted with agenda)**2.2 Minutes of 22 February 2018** (posted with agenda)

The Chair noted that the Strategic Plan Goal for the meeting is: Building a Better University. Key items of business are the University Budget for 2017-18 and University Awards.

MOTION 2, 1: Bedard/Morrison “That the Board approve the agenda as presented, and the Minutes of 22 February 2018, as presented.”

CARRIED

L. Hachey reviewed items on the agenda where there could be potential conflicts of interest. No items of conflict were brought forward by members.

3. Business Arising from the Minutes (Open Session)

There was none.

4. President's Report (posted with agenda)

E. Campbell drew members' attention to the April 2018 President's Report posted with the agenda. He noted that work on the new Kinesiology building was on budget and on schedule. He highlighted the successes of the men's volleyball, men's basketball, women's basketball, men's curling, and men's hockey teams. Twelve students were inducted into the Sir Howard Douglas Scholars on March 26. Efforts are underway to meet with Minister Melanson of Post-Secondary Training, Education and Labour regarding Nursing and property leasing. The memorandum of understanding to provide stable tuition for students and predictable multi-year funding for the University had been signed with the Province.

4. **President's Report** (cont'd)

The President spoke to the review of the University's recruitment functions by Deloitte in 2014, noting that most of the 12 recommendations from the report had been implemented. Deloitte returned after three years to review the University's progress, noting that the University had made significant progress and proposing 10 further recommendations. One of the recommendations was that the Assistant Vice-President (Student Recruitment and Strategic Enrolment Management) should become a permanent position. E. Campbell indicated that the title of the position would become Assistant Vice-President (Recruitment and Enrolment) and that it should become a permanent position.

The President spoke to Provincial funding for experiential education, noting that a search for a Director of Experiential Education is underway. The position will be a three-year term. Additional funding is being released as the program rolls out, including incentive funding to assist Faculties or departments in the creation or growth of experiential education capacity in partnership with external business or non-profit organizations. An internal call for project submissions has been sent to the Deans for consideration. The President spoke to the Transformation Through Innovation initiative, noting that work is ongoing to access federal innovation funding. He expressed hope that this initiative may also provide the University with a mechanism to assist the Province with its need for economic growth.

E. Campbell spoke to the work of the Task Force on Financial Models for Irregular Programs, noting that the group plans to meet to review feedback and finalize its report in advance of the May Senate and Board meetings.

R. MacKinnon spoke to the search for a Dean of Arts on the Saint John campus, indicating that a decision from the search committee was expected in the near future. He noted that the Dean of Business has not reoffered for a second term and will complete his term as Dean in October. A search committee is in place and meetings are underway. G. MacLean informed members that the appointment of a Dean of Nursing is being finalized and that the search committee for Dean of Education has completed interviews and a recommendation is expected soon. He noted that the Director of the College of Extended Learning has been reappointed and that acting appointments have been made for a Dean of Science and a Dean of Renaissance College. Progress is also being made on the development of a position profile for an Indigenous Lead.

The President provided an update on the search for a Vice-President (Saint John), noting that Committee was in the process of identifying candidates for interview. He indicated that plans to provide coverage in the Vice-President's office for up to 6 additional months to allow the Committee tie to complete its work. E. Campbell noted that all four New Brunswick universities have been asked to appear before a legislative accounts committee to discuss financial accountability.

The President spoke to the tuition reset exercise underway at the University, noting that after 12 years of tuition caps and freezes, UNB has the third lowest tuition fees in the Maritimes. He explained that tuition used to account for 35% of the University's revenue; it now represents 30%. He indicated that the purpose of the reset was not to balance the budget. The Committee, led by G. MacLean and R. MacKinnon, is

4. **President's Report** (cont'd)

proposing increased tuition for many Faculties to represent the cost of the program, the demand for the program and the competition. G. MacLean and R. MacKinnon have met with Faculties and student groups and had open discussion sessions on both campuses.

The Senates discussed the draft report at their March meetings. Constructive feedback was received from Saint John Senate. At Fredericton Senate, a motion put forward by a student Senator was passed to oppose the strategy and ask the Board to delay its vote until its October meeting. A motion from the Faculty of Arts on the Fredericton campus expressed 'no confidence' in the recommendations of the Tuition Review Task Force. A letter from the Student Union has also been submitted to the Board asking that the proposed framework not be applied and that a detailed allocation of the extra tuition fees be provided.

A fulsome discussion of the tuition reset framework will be a component of the May meeting of the Board. The President noted that the discussions about a reset had been part of the MOU agreement with the Province. He reminded members that the Board has the legislative authority to set tuition for the University. In response to a question about the recruitment review, the President explained that it had focused on the organizational structure of the University's recruiting activities, not enrolment numbers.

E. Campbell spoke to motions from Senator Susan Blair at Fredericton Senate about placing the membership of all task forces under Senates' control. He explained that all task forces of an academic nature were discussed at Senate and where relevant, Senates were asked to appoint members. The President noted that Senates were consulted at multiple points as many task forces completed their work. One member suggested that many issues being addressed by task forces had an overlap with Senate's authority over academic matters and thereby should include more Senate involvement. Another member spoke to the value of putting effort in on the front end through consultation to smooth the process, noting that speed of completion should not be a factor. Members discussed the legislative accounts committee, suggesting that the University consider what questions may be asked and have answers prepared.

G. MacLean updated members on Strategic Planning, noting that the process would develop a plan through collegial, collaborative conversations with the University community. He spoke to the importance of transparent communication and decision-making throughout the process, noting that the new Plan would integrate as much of the existing planning work already completed through other initiatives. He noted that, based on feedback from faculty members, the Task Force had enhanced its faculty membership. The Senates will discuss Strategic Planning at their May meetings. An online repository will be created to allow access to documents used in the process and surveys will be sent out to stakeholders. He discussed the proposed timelines, noting that based on conversations at Fredericton Senate, timelines in the third phase have been extended to provide an opportunity for the new President to engage in the process.

Members discussed the use of key performance indicators. G. MacLean indicated that this Strategic Plan would be more long-term and aspirational. R. MacKinnon noted that the Academic Planning at UNB document will support the Strategic Plan and is already in use within units and serves as a guiding document in decanal searches. Members discussed the November 2010 Strategic Plan, noting that the goals to increase graduate student enrolment had not been met.

5. **Board Investments Committee**5.1 **Endowment Spending Recommendation for 2018-19** (posted with agenda)

P. Morrison drew members' attention to the excerpt from the Board Investments Committee Minutes dealing with the Endowment Spending Recommendation for 2018-19 which was posted with the agenda. He noted that the Committee considered the state of the financial markets and UNB's reserves. The University has maintained a 4% spending rate over the past few years topped up to 4.25% from other sources such as the now depleted endowment backstop account. The Committee is recommending the same spending rate for 2018-19.

MOTION 5, 1: Morrison/Bedard "That the Board approve maintaining the Policy Spending Rate at 4% (the base to which the spending rate is applied is the 48-month moving average market value of endowment assets)."

CARRIED

MOTION 5, 2: Morrison/Tingley "That the Board approve that endowment spending in 2018-19 be permitted at the Policy Rate of 4%."

CARRIED

MOTION 5, 3: Morrison/Betts "That the Board approve top-up spending in 2018-19 by 0.25% (to a total of 4.25%) from individual endowment accounts having a spending reserve balance that exceeds 12% of endowment principle (original gift amount plus capitalized inflation reserves)."

CARRIED

It was noted that the majority of endowed funds provide support for students. Members discussed graduate enrolment targets. The President explained that part of the enrolment goals articulated in the November 2010 Strategic Plan were based on plans for a Provincial funding program that did not come to fruition. It was noted that growing graduate enrolment would need an investment in student funding and in faculty members. The President noted that the MOU with the Province contains some funding for graduate programs. It was suggested that the University conduct a post-mortem of the November 2010 Strategic Plan and analyse its performance based on its KPI goals. Members discussed graduate funding. The President noted that Drew Rendall, Dean of the School of Graduate Studies, would be giving a presentation over the lunch hour to discuss funding for graduate students and graduate enrolment. One member cautioned that it was easy to develop plans, but more difficult to act on them. Analysing the results of these plans was key to future success.

CLOSED SESSION**OPEN SESSION**

Luncheon Presentation

The Chair welcomed Dr. Drew Rendall, a Professor of Biology and Psychology and the Dean of Graduate Studies at UNB. He earned a BSc in Biological Anthropology from the University of Calgary in 1990 and then Masters and PhD degrees in the same field from the University of California in 1996. He was then an NSERC Postdoctoral Fellow in Psychology and Biology at the University of Pennsylvania prior to taking a faculty position at the University of Lethbridge. He has had an active program of teaching and research in the area of Animal Behaviour, with a career focus on understanding the bio-social basis of complex social behavior, communication and cognition in a variety of monkey species and has been funded continuously by the Natural Sciences and Engineering Research Council of Canada since 1991 with additional project grants from the National Science Foundation and the National Institutes of Health in the United States and from the Louis B. Leakey Foundation for Research into Human Origins.

D. Rendall spoke to graduate funding at UNB, highlighting the University's goal of intensifying research and growing graduate enrolment. He highlighted the need for graduate students and faculty members to work together to achieve that goal. Graduate student enrolment has been gradually increasing, especially in course-based masters programs. D. Rendall spoke to opportunities with bespoke programs like the MBA for Irving in Saint John. He highlighted a need to increase graduate enrolments, especially from international students, noting that funding for students and faculty members appears to be the most pressing challenge. Most other comprehensive universities fund graduate students between \$18,000 and \$35,000; UNB provides \$12,000 with faculty supervisors expected to provide a greater percentage of that funding. He explained that currently UNB cannot afford to be competitive in this area, funding fewer students at a lower rate.

D. Rendall suggested that the University make a strategic investment in graduate funding to: increase base support, develop rapid recruitment scholarships, create accelerated programs (e.g. bachelor's degree to masters in a 4 + 1 structure), and build a student 'showcasing' fund to allow students to travel to conferences to present their work. He also suggested that the University expand its course-based masters programs. These proposed changes would need to align with the broader needs and strategies of the University and the Province. D. Rendall noted that although UNB is the smallest of the comprehensive universities in Canada, it presents a unique opportunity to students and researchers allowing for a small school, intimate atmosphere while providing a full slate of graduate and professional programs. The UNB experience is unique and could be brand defining, providing an experiential education opportunity to undergraduate students through research participation with graduate students and faculty members.

Members discussed the presentation at length, expressing support for a graduate student funding task force. Members considered conversion rates of applications, noting that lack of funding is a deterrent, especially for international students. D. Rendall indicated that faculty research grants comprise a higher percentage of graduate student funding than at other institutions. Members discussed the decrease in students enrolled in research-based programs. D. Rendall explained that it reflects changes to tri-council funding grants that restrict funding for masters' students after one year. There is also no compensation available for the international student differential. Members discussed the 10 hours per week rule with teaching and research assistantships. R. Skillen spoke to the

Luncheon Presentation (cont'd)

potential for the Transformation Through Innovation program to help bridge the innovation funding gap though partnerships with government and industry.

The Chair thanked D. Rendall for his presentation.

[APPLAUSE]

12. **Update from the Joint Nominating Committee for the Office of President** (posted with agenda)

J. Fritz, Professor Emerita in Computer Science and Chair of the Joint Nominating Committee, informed members that the Committee had received a setback when the consulting firm it contracted had to pull out of the search due to commitments with another university. The Committee is in the process of finalizing a contract with another search consultant. Student consultations are underway via an online survey and meetings with student government executive groups have been set up.

13. **Senates' Business** (Summary reports of Senates' Business for the February and March meetings of the Senates were circulated to members. In addition, the full reports relating to Senates' Business were available to Board members on SharePoint.)

R. MacKinnon and G. MacLean presented Senates' Business for the February and March meetings. R. MacKinnon drew members' attention to Report of the Dean of Libraries, the work of the Academic Planning & Resources Committee, the Report of the Joint Admissions Committee, and the Student Awards. G. MacLean drew members' attention to the Report of the Academic Planning Committee, the Report of the Academic Policy and Procedures Committee, and the Certificate and Diploma Candidates. He noted that a motion had been passed proposed to delay consideration of the tuition reset and a motion on extending the Strategic Planning time line had been passed. He indicated that the schedule is likely to accommodate Senate's proposal.

13.1 **27 and 28 February 2018**

For Information

JOINT SENATES' ITEMS

- 13.1.1 President's Report
- 13.1.2 Report of the Joint Nominating Committee for Office of President
- 13.1.3 Motions from the Faculty of Business
- 13.1.4 Report of the Dean of Libraries

FREDERICTON SENATE ITEM

- 13.1.5 Motion Regarding Strategic Planning

For Approval

JOINT SENATES' ITEMS

- 13.1.6 Report of the Undergraduate Scholarships Committee
- 13.1.7 Report of the Vice-President (Research)
- 13.1.8 Report of the School of Graduate Studies

13. **Senates' Business** (cont'd)13.1 **27 and 28 February 2018** (cont'd)**FREDERICTON SENATE ITEMS**

- 13.1.9 Report of the Senate Curriculum Committee
- 13.1.10 Faculty Procedural Regulations
- 13.1.11 Report of the Academic Planning Committee

SAINT JOHN SENATE ITEM

- 13.1.12 Report of the Academic Planning & Resources Committee

13.2 **21 and 27 March 2018**For Information**JOINT SENATES' ITEMS**

- 13.2.1 President's Report to the Senates
- 13.2.2 Report of the Joint Nominating Committee for Office of President
- 13.2.3 Strategic Discussion

FREDERICTON SENATE ITEMS

- 13.2.4 Motion Regarding the Tuition Reset
- 13.2.5 Other Business

For Approval**JOINT SENATES' ITEMS**

- 13.2.6 Report of the Undergraduate Scholarships Committee
- 13.2.7 Report of the Vice-President (Research)
- 13.2.8 Report of the School of Graduate Studies
- 13.2.9 Report of the Professor Emeritus Committee
- 13.2.10 Report of the Joint Senate Admissions Committee
- 13.2.11 Report of the Academic Policy and Procedures Committee
- 13.2.12 Certificate and Diploma Candidates

FREDERICTON SENATE ITEMS

- 13.2.13 Report of the Fredericton Senate Admissions Committee
- 13.2.14 Report of the Academic Planning Committee

SAINT JOHN SENATE ITEMS

- 13.2.15 Report of the Saint John Senate Admissions Committee
- 13.2.16 Student Awards
- 13.2.17 Report of the Vice-President (Research)

MOTION 13.1: Husain/Hoyt "That the Board approve Senates' Business, items 13.1.6 to 13.1.12, inclusive, and items 13.2.6 to 13.2.17, inclusive, as presented."

CARRIED

14. **Board Chair's Report**

L. Hachey spoke to the meeting with Fredericton Deans the previous evening, noting that there were productive conversations. He encouraged Board members to attend these sessions where possible. He also noted that he had recently attended the Canadian University Boards Association conference with R. Tingley and S. Devarenne. He spoke to the chronic underfunding of University's across the country and noted that further discussion on this topic would take place at the Board's summer retreat.

15. **Consent Agenda Matters (Open Session)**15.1 **Consent Agenda Summary** (posted with agenda)15.2 **Board Advancement Committee**15.2.1 **Minutes of 3 April 2018 – Open Session** (posted with agenda)

The open session report of the Board Advancement Committee was received for information.

15.3 **Board Nominating & Review Committee**15.3.1 **Minutes of 23 March 2018** (posted with agenda)

The open session report of the Board Nominating & Review Committee was received for information.

15.4 **UNB Green Review** (posted with agenda)

The UNB Green Review report was received for information

MOTION 15, 1: Keeping-Burke/Yeates “That the Board approve matters included in the consent agenda (open session), from item 15.2.1 to 15.4.1, inclusive, as presented.”

CARRIED

16. **Other Business (Open Session)**

There was none.

CLOSED SESSION

The meeting was adjourned at 2:55 p.m.

Sarah DeVarenne
Secretary