

VOL. 50, NO. 3

MINUTES OF THE BOARD OF GOVERNORS

UNIVERSITY OF NEW BRUNSWICK

The Board of Governors met at 9:00 a.m. on Thursday, 22 February 2018, in Room 206 of Oland Hall, on the Saint John campus.

PRESENT

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

being members of the Board

Ms. M. Dawe, Advisor and Senior Director, Office of the President
Dr. J. Fritz, Chair, Joint Nominating Committee for Office of President
Ms. S. Gilks, Director, Communications
Dr. J. Kleefeld, Dean, Faculty of Law
Ms. B. Nicholson, Associate Vice-President (Capital Planning & Property Development)
Ms. J. Redstone-Lewis, Associate University Secretary
Mr. R. Skillen, Vice-President (Advancement)

Regrets:

Mr. J. Attis	Ms. K. McCain
Mr. H. Bempah	Mr. D. O'Brien
Ms. P. Cooling	Mayor M. O'Brien
Dr. R. Currie	Ms. P. Reid
Mayor D. Darling	Mr. W. Squibb
Ms. R. Fairweather	Dr. D. Stevenson
Dr. D. Ganong	
Ms. D. Graves-Brown	
Dr. R. MacKinnon	

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OPEN SESSION**1. Announcements****1.1 Announcements for 22 February 2018**

A) The Chair welcomed members to the meeting, referring them 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, Herbert Bempah, Phyllis Cooling, David Ganong, Deanna Graves-Brown, Robert MacKinnon, Kathy McCain, David O'Brien Mike O'Brien, Penny Reid, Wayne Squibb, and David Stevenson had sent their regrets for the meeting. He welcomed new Board Member C. Prosser.

2. Approval of Meeting Agenda and Minutes of Previous Meeting**2.1 Summary of Resolutions (posted with agenda)****2.2 Minutes of 7 December 2017 (posted with agenda)**

The Chair noted that the Strategic Plan Goal for the meeting was: Strategic Planning. Key items of business were the Strategic Discussion about the Tuition Reset, University Awards and the report of the Properties Committee. He noted that Item 17 Cybersecurity Education had been removed from the agenda as the presenter was taken ill and suggested that Item 16 Report of the Joint Nominating Committee for Office of President be moved to follow the luncheon presentation. The President asked that the approved of the appointment for Vice-President (Research) be added to the agenda under Item 10 Other Business (Closed Session).

MOTION 2, 1: Brittain/Tingley “That the Board approve the agenda as amended, and the Minutes of 7 December 2017, as presented.”

CARRIED

L. Hachey reviewed items on the agenda where there could be potential conflicts of interest. He noted that B. Baxter and S. Brittain have a conflict with Item 9.1 Report of the Nominating and Review Committee and that D. MaGee has a conflict with Item 10.1 Appointment of the Vice-President (Research). He also noted that J. Andrews may have a conflict with Item 8 Report of the Properties Committee. She undertook to leave the room if she felt she was in conflict. No other items of conflict were brought forward by members.

3. Business Arising from the Minutes (Open Session)

There was none.

CLOSED SESSION

OPEN SESSION**11. Senates' Business**

G MacLean presented Senates' Business for the January meetings. He drew members' attention to the report of the Curriculum Committee, Undergraduate Scholarships Committee Report, the Strategic Discussion about the draft report of the President's Task Force on Financial Models for Irregular Programs and the approval of the graduation list for the Bachelor of Nursing Advanced Standing program.

11.1 30 and 31 January 2018For Information**JOINT SENATES' ITEMS**

- 11.1.1 President's Report to the Senates
- 11.1.2 Report of the Vice-President (Research)
- 11.1.3 Strategic Discussion
- 11.1.4 Report from the Joint Nominating Committee for Office of President
- 11.1.5 Cybersecurity Training

SAINT JOHN SENATE ITEM

- 11.1.6 Report of the Saint John Senate Honorary Degrees Committee

For Approval**JOINT SENATES' ITEMS**

- 11.1.7 Report of the Undergraduate Scholarships Committee
- 11.1.8 Certificate and Diploma Candidates
- 11.1.9 Report of the School of Graduate Studies
- 11.1.10 Report of the Curriculum Committee
- 11.1.11 Graduation List

SAINT JOHN SENATE ITEM

- 11.1.12 Student Awards

MOTION 11.1: Keeping-Burke/Hoyt "That the Board approve Senates' Business, items 11.1.7 to 11.1.12, inclusive, as presented."

CARRIED

12. President's Report**12.1 President's Report for February 2018** (posted with agenda)

E. Campbell drew members' attention to the President's Report for February 2018 and noted that he had attending 114 meetings between 8 December 2018 and 21 February 2018, spanning Canada, the United States, Europe, Asia and the Middle East. He thanked M. McNeil for her work in his office and welcomed M. Dawe back to the University.

[APPLAUSE]

12. **President's Report** (cont'd)12.1 **President's Report for February 2018** (cont'd)

The President spoke to the Memorandum of Understanding (MOU) with the Province, noting that the final MOU had been approved and that discussions were underway to set a date for a signing ceremony. The MOU highlights shared priorities including providing predictable tuition rates for students for the duration of their degrees, a commitment to providing accessible post-secondary education, and to supporting principles of equity, diversity and inclusion. The University continues to reach out to the City of Fredericton to extend the operations of the Sir Max Aitken Pool.

G. MacLean spoke to the outline of the Strategic Planning process circulated to members, noting that M. McNeil would be coordinating the project for the University. He explained that the intent behind the timeline was to have some sort of draft document for presidential candidates to discuss. He noted that the plan would be based on the Academic Planning at UNB document, the Strategic Research Plan and other relevant planning documents and will envision the University in 10-15 years. L. Hachey noted that, at the Board's December 2017 meeting, the Board had expressed support for moving forward with this initiative to avoid a gap in strategic plans.

Members discussed the University's recent planning initiatives and expressed concern that some faculty members may be feeling 'planned out'. G. MacLean explained that faculty members would not be asked to reinvent information already submitted through previous initiatives and that planning would build on information already collected and refresh previously submitted information as needed.

K. Cunningham spoke to the progress of the 2018-19 budget. She noted that the Finance Committee would meet in March and that targeted reductions had been identified and exceeded. The plan for 2018-19 includes ongoing funding for Recruitment and Marketing. She indicated that the University was on track for a balanced budget in 2020-21 and expressed thanks to the University's three budget advisory committees.

The President spoke of his trip to India at length, noting that he met with officials at other Deshpande centres, noting the opportunities to work with these institutions to bring more post-doctoral fellows to UNB. He indicated that the University would be looking at ways to expand funding for post-doctoral fellows. He also highlighted the creation of the Provincial Experiential Education Task Force, sponsored by UNB. The program is encouraging NB businesses to include international students as part of this program. Members discussed funding for post-doctoral fellows, noting that some units may receive up to 50 applications for one position. Members discussed the value of earned media and enrolment projections for September 2018. The President noted that application numbers had increased over last year and noted that the University was now focusing on improving its conversion rates.

Members discussed tri-council funding, expressing concern that new funding formulas disadvantaged smaller universities. The President noted that he intended to create a task force on graduate programs that would be tasked with looking into those types of issues. He spoke to the need for the University to be able to work more globally and bring in

12. **President's Report** (cont'd)12.1 **President's Report for February 2018** (cont'd)

more international students and post-doctoral fellows. D. MaGee noted that despite tri-council funding issues, the University had 150 post-doctoral fellows; Queen's University had 200 and is much larger than UNB. Members asked G. MacLean to circulate data on applications and enrolment for 2018-19. One members suggested that in addition to funding more post-doctoral employees, the University also should be looking for ways to keep those scholars in New Brunswick and associated with the University. Members were reminded that graduate students and post-doctoral fellows could serve as advocates for the University, when connecting with others in their subject area.

Luncheon Presentation

The Chair welcomed John Kleefeld, Dean of the Faculty of Law. J. Kleefeld has a background in business and economics and was an economic analyst and planner for Ontario Hydro and BC Hydro before taking up the study of law. After completing his law degree at UBC, he practiced law in Vancouver for 10 years, completing his LLM in Alternative Dispute Resolution and teaching at UBC during this time. In 2009 he joined the University of Saskatchewan, where he taught until last year. While at USask, he received the 2012 Provost's Award for Outstanding Innovation in Learning and the 2015 Brightspace Innovation Award in Teaching and Learning. His University service included, among other things, a nine-month stint on the University's Program Prioritization Task Force, a 20-member committee that reviewed and ranked every program at the University. John joined UNB as professor and dean of law in July 2017.

J. Kleefeld spoke to the challenges facing Law Schools, noting that funding is scarce and new law schools continue to emerge in the sector. He noted that the tuition for UNB's Faculty of Law was the second lowest in the country. He highlighted opportunities for the University, including a tuition reset, the development of a master's program in Law, the creation of specialization certificates, and the potential partnership with other Faculties to offer graduate degrees, such as a Master in Cybersecurity Management. Members discussed graduate degrees and potential partnerships with the Faculties of Business Administration and Computer Science. Members discussed the faculty complement, use of contract academic instructors, and attrition rates among students. The Chair thanked J. Kleefeld.

[APPLAUSE]

13. **Board Chair's Report**13.1 **Board Chair's Report for February 2018** (verbal)

L. Hachey noted that Board members met with Saint John Deans on 21 February 2018 and are planning a meeting with Fredericton Deans later in the term. He spoke about ongoing executive searches, noting the increased workload for the University Secretariat, and informed members that provisions had been made for a temporary support person to be hired to assist with these searches. He thanked the Secretariat for its work supporting the Board.

[APPLAUSE]

13. **Board Chair's Report** (cont'd)13.1 **Board Chair's Report for February 2018** (cont'd)

A member spoke to the meeting with the Deans, noting that there were very few Board members in attendance. The following matters were discussed with the Deans: support for Academic Planning initiatives on the Saint John campus; concern around cost reductions restricting opportunities, planning fatigue, duplication between the campuses, and responsible stewardship for the future of the University.

L. Hachey spoke to his trip to China with UNB's recruitment team, noting that they joined the NB trade delegation. He indicated that meeting with recruiters and agents gave him a new understanding of the complexity of the recruiting environment.

14. **Consent Agenda Matters (Open Session)**14.1 **Consent Agenda Summary** (posted with agenda)14.2 **Board Advancement Committee**14.2.1 **Minutes of 18 January 2018 (Open Session)** (posted with agenda)

The Report of the Advancement Committee was received for information.

14.3 **Board Executive Committee**14.3.1 **Minutes of 1 February 2018 (Open Session)** (posted with agenda)

The Report of the Executive Committee was received for information.

14.4 **Board Investments Committee**14.4.1 **Minutes of 18 January 2018 (Open Session)** (posted with agenda)

The Report of the Board Investments Committee was received for information and approval of the following:

“That the Board approve the proposed revisions to the Statement of Investment Objectives and Purpose for the Short Term Investment Fund (SIOP for STIF), as amended to clarify the meaning of “investable amount”.”

14.5 **Board Nominating & Review Committee**14.5.1 **Minutes 1 February 2018 – open session** (posted with agenda)

The report of the Board Nominating & Review Committee was received for information and approval of the following:

“That the Board approve the following appointments to Board Committees:
Advancement Committee B. Yeates as member and Chair in place of R. Tingley
Investments D. Graves-Brown in place of D. Luong.”

“That the Board approve the appointment of Norman Betts as the member of the Search Committee for the Executive Director of the College of Extended Learning appointed by the Board.”

14. **Consent Agenda Matters (Open Session)** (cont'd)14.6 **2016-17 Energy Management Annual Report** (posted with agenda)

The 2016-17 Energy Management Annual Report was received by the Board for information.

MOTION 14, 1: Morrison/Keeping-Burke “That the Board approve matters included in the consent agenda (open session), from item 14.2.1 to 14.6, inclusive, as presented.”

CARRIED

15. **Report of the Board Properties Committee**15.1 **Report of the 21 February 2018 Meeting** (posted with agenda)

T. Gribbons spoke to the Energy Management program on the Fredericton campus, noting that the funds invested to upgrade equipment had resulted in significant utility cost avoidance. The Properties Committee had discussed a similar program for the Saint John campus. B. Nicholson explained that although some projects have been completed on the Saint John campus using capital and A/R provincial grant funding, an Energy Management Program (EMP) on the Saint John campus would provide reliable funding and allow the campus to realize significant cost avoidances. A full energy audit of the campus has identified the opportunity for a \$2.85 million investment in energy projects that meet the criteria of the existing UNBF EMP.

MOTION 15, 1: Gribbons/Tingley “That Board of Governors approve the creation of an Energy Management Program fund of \$2.85 million for energy reduction projects on the Saint John campus; the \$2.85M in project costs to be funded from the University’s working capital and repaid through future reductions in utility costs over a period of 8 years.”

CARRIED

16. **Report of the Joint Nominating Committee for Office of President** (posted with agenda)

L. Hachey welcomed J. Fritz, Professor Emerita in Computer Science and Chair of the Joint Nominating Committee for Office of President. J. Fritz drew members' attention to the Report of the Joint Nominating Committee for Office of President, posted with the agenda. She indicated that the search was underway and that students from both campuses have been included as part of the Committee's membership in a non-voting capacity. She noted that the Committee was reviewing proposals from executive search firms and that it would keep the Board and Senates apprized of its progress. Members discussed the creation of a draft position profile. J. Fritz indicated that the Committee would work with the consulting firm to collect input and build an executive brief which would be circulated for consultation. Members discussed how the Committee was addressing equity, diversity and inclusion (EDI). J. Fritz noted that all members had participated in a tutorial on unconscious bias and that language around a focus on EDI had been included in the request for proposals.

17. **Cybersecurity Education**

17.1 **Tutorial on Phishing** (posted with agenda)

This item was removed from the agenda.

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

There was none.

CLOSED SESSION

The meeting was adjourned at 2:24 p.m.

Sarah DeVarenne
Secretary