

MINUTES OF THE BOARD OF GOVERNORS

UNIVERSITY OF NEW BRUNSWICK

The Board of Governors met at 12:00 p.m. on Wednesday, 4 December 2024 in the Grand Hall, 40 Charlotte Street, Saint John and using the Zoom meeting platform.

PRESENT

Mr. S. Abujayyab	Ms. J. Knox
Dr. T. Alderson	Mr. B. Love
Ms. J. Begley	Mr. C. MacDonald
Mr. W. Best	Dr. J. MacLauchlan
Mr. W. Carson	The Hon. W. MacLauchlan
Ms. R. Connors-Losier	Dr. D. MaGee
Ms. B. Corey	Mr. T. Malley
Ms. S. DeVarenne (Secretary)	Dr. P. Mazerolle
Ms. J. Flanagan	Ms. M. McNeil
Dr. D. Ganong	Dr. J. Neville
Mr. T. Gribbons (Chair)	Dr. C. Passaris
Ms. C. Grogan	Dr. S. Pavey
Dr. P. Hauf	Mayor D. Reardon
Ms. J. Hoyt (Vice-Chair)	Dr. K. Scott-Storey
Mr. K. Hoyt	Mr. P. Syroid
Ms. J. Jeffrey	Ms. R. Tingley
Ms. J. Jollineau	Ms. B. Watt
Ms. J. Kidney-Hermelin	

being members of the Board

Ms. M.J. Adams, Associate Vice President (Capital Planning & Operations)  
Ms. N. Ashfield, Associate Vice-President (Strategic Communications & Marketing)  
Ms. M. Dawe, Chief of Staff, Office of the President  
Ms. A. Ferris, Associate Vice-President (Finance) & Comptroller  
Mr. J. Raithby, University Secretariat  
Ms. J. Redstone-Lewis, University Secretariat  
Dr. S. Rinehart, Associate Vice Provost Learning Futures  
Dr. M. Saudelli, Dean of Education

Regrets:

Dr. R. Currie	Mr. D. O'Brien
Ms. R. Fairweather	Ms. H. Pabari
Mr. P. Lagacy	Dr. D. Perley
Dr. B. Lowry	Mayor K. Rogers
Dr. K. McCain	Mr. D. Stevenson

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## OPEN SESSION

**Luncheon Presentation: Learning Futures**

The Chair welcomed members to the meeting and explained that the meeting would begin with a luncheon presentation before moving into the Board's business. The President acknowledged that the Saint John and Fredericton campuses of the University sit on unsundered and unceded traditional Wolastoqey land. The lands of the Wabanaki people were recognized in a series of Peace and Friendship Treaties to establish an ongoing relationship of peace, friendship, and mutual respect between equal nations.

T. Gibbons introduced S. Rinehart, Associate Vice Provost, Learning Futures. Over the last 30 years at UNB, she has taught a variety of marketing courses, special interest workshops, seminars and courses as well as holding a number of administrative roles within UNB Saint John. Dr. Rinehart is also an active member of the community having participated at the Board Chair level with the YMCA of Greater Saint John, Saint John Energy, Canadian Mental Health, Fundy Linen and Enterprise Saint John. She currently serves as Chair of the Board of RPC – Science and Engineering, a New Brunswick Crown Corporation, is a Board Member of the Port of Saint John, a long-standing member of the Outstanding Business Achievement Awards selection committee for the Chamber and the volunteer Director of Education for the QMJHL Saint John Sea Dogs.

S. Rinehart explained that Learning Futures was a new centre designed to support transformational learning for in-person and online learning and serve as an engine for online growth. She highlighted how the role of Learning Futures is aligned with the goals of UNB's strategic plan *Toward 2030*. Learning Futures is being developed to be the engine that drives UNB into its next chapter, providing the expertise and operational support required to welcome new audiences of learners and turn innovative ideas into realities. Learning Futures will embrace the whole student across all ages, platforms, and modalities.

Speaking to the consultation and development process, S. Rinehart outlined the original proposed structure which included three units within the Centre for Learning Futures: Transformative Teaching & Learning; UNB College; and UNB Online/Micro-credentials. This structure was presented as a starting point for the transition path forward. Through meetings and town halls all units and individuals were met with for consultation and feedback on the development of Learning Futures. She presented the updated structure of Learning Futures which now includes the following units:

- UNB Online—this unit will include much of the former College of Extended Learning (CEL);
- UNB Language & Leisure Learning—this unit will combine English language training and personal development and non-credit programs and courses;
- UNB Transformative Teaching & Learning (TTL)—this unit will remain similar to the current structure but with new supports and resources for teaching introduced; and
- UNB Experiential Education.

**Luncheon Presentation: Learning Futures (cont'd)**

Additionally, Finance & Operations and Business Intelligence have been removed from the departments under Learning Futures to serve as cross functional support to all units.

She noted that next steps were to focus on team building and transition support, looking for efficiencies and eliminating redundancies, and updating job descriptions. Longer term, the University will focus on catching up with the private education sector with respect to online course and micro-credential offerings. S. Rinehart noted that the University has brand equity to leverage in the marketplace and can prioritize and capitalize on industry partnerships. She spoke to the focus on quality programming and a partnership with the McKenna Institute. She noted efforts to support faculty members teaching in the classroom and online.

In response to a question about artificial intelligence (AI), S. Rinehart explained that the Transformative Teaching & Learning unit was supporting faculty members with education programs on how to identify this type of work and how to educate students with respect to the responsible use of AI and academic integrity. Members discussed micro-credentials. S. Rinehart explained that her team was researching different types of micro-credentials for professional development, for credit, to be stackable and as stand-alone courses. There are prospective students looking to stack credentials into a degree and others looking for technical badges. A member expressed support for the nimble, visionary and proactive plan, expressing hope that these changes would drive revenue for the University.

S. Rinehart explained that the content delivered through Learning Futures was created by the Faculties and that Learning Futures provided the technical knowledge for the delivery methods, as well as building the micro-credential framework. In response to a question about profit margins, S. Rinehart explained that it was too early to make predictions. The President noted that the College of Extended Learning historically had a \$4 million revenue goal and had come close to achieving it. He explained that the goal is revenue generation and expressed support for the new structure. P. Hauf noted that expanding online offerings increases accessibility, and with the availability of full programs, will generate revenue. A member asked about technical credentials and competition with community colleges or the Faculty of Computer Science. S. Rinehart explained that technology-focused micro-credentials would be non-credit and that they would not compete with the Faculty of Computer Science or with the community colleges. In response to a question about developing a feedback quality loop, S. Rinehart explained that these courses would be term-based with engagement for students built into the methodology. She noted that Faculties would continue to own the courses and be responsible for advising students. Learning Futures would support the system of delivery. The Chair thanked S. Rinehart.

[APPLAUSE]

1. **Announcements for 4 December 2024** (posted with agenda)

The Chair drew members' attention to the announcements posted with the agenda. He congratulated E. Flemming of the Secretariat on the birth of her baby girl. J. Neville noted that Chemistry student Claire Anderson had recently been awarded the Canadian Council of University Chemistry Chairs Master of Science Award.

2. **Approval of the Meeting Agenda and Minutes of Previous Meeting**

2.1 **Summary of Resolutions** (posted with agenda)

2.2 **Minutes of 24 October 2024** (posted with agenda)

T. Gribbons referred members to the meeting's agenda and noted that key items of business for the meeting were the presentation on Learning Futures, the Strategic Vision for the Faculty of Education and updates on financial matters. Addendum 2 of Item 5.6 Faculty and Staff List was lifted from the Consent Agenda.

There were no items lifted from the Consent Agenda.

MOTION 2, 1: Jollineau/Carson "That the Board approve the agenda, as amended to lift Addendum 2 of Item 5.6 Faculty and Staff List from the Consent Agenda, and the Minutes of 24 October 2024, as presented.

CARRIED

K. Scott-Storey noted a conflict with Addendum 2 of Item 5.6 Faculty and Staff List. No other conflicts were identified.

3. **Business Arising from the Minutes (Open Session)**

There was none.

OPEN SESSION

9. **Senates' Business**

9.1 **13 and 19 November 2024** (posted with agenda)

**JOINT SENATES' ITEMS FOR INFORMATION**

9.1.1 **President's Report**

9.1.2 **Strategic Discussion**

**SAINT JOHN SENATE ITEMS FOR INFORMATION**

9.1.3 **Addition to the October 2024 Graduation List**

9.1.4 **Appointment of Interim Secretary**

**JOINT SENATES' ITEMS FOR APPROVAL**

9.1.5 **Report of the School of Graduate Studies**

9.1.6 **Report of the Undergraduate Scholarships Committee**

9.1.7 **Report of the Academic Policy and Procedures Committee**

9.1.8 **Administrative Restructuring | School of Graduate Studies**

**FREDERICTON SENATE ITEMS FOR APPROVAL**

9.1.9 **Report of the Academic Planning Committee**

**9.1.10 Faculty of Law | Proposed Changes to Faculty Council Regulations****9.1.11 Report of the Senate Curriculum Committee****9.1.12 Report of the Senate Admissions Committee**

P. Hauf presented Senates' Business for the November meetings. She noted Senates received the Report of the Academic Policy and Procedures Committee, the Report Undergraduate Scholarships Committee and approved the Strategic Research Plan. Fredericton Senate received the report of the Academic Planning, Admissions and Curriculum Committees. Both Senates received a presentation on the work of the Human Rights and Equity Office. The Provost noted that the Saint John Senate also received an update to the October 2024 Graduation List and appointed an interim Secretary.

MOTION 9, 1: Alderson/Abujayyab "That the Board approve Senates' Business, items 9.1.5 to 9.1.12, inclusive and receive items 9.1.1 to 9.1.4, inclusive, as presented."

CARRIED

**9. Senates' Business (cont'd)****9.2 New Program Proposals****9.2.1 Wabanaki Governance | Certificate and Diploma Options** (posted with agenda)

P. Hauf noted that the Fredericton Senate approved a ladderized Certificate and Diploma Program in Wabanaki Governance. She explained that the proposal represents a reworking of the Certificate in First Nations Leadership and Governance and is offered on the Fredericton campus and in communities.

MOTION 9, 2: Neville/Malley "That the Board approve the Certificate and Diploma in Wabanaki Governance, as presented."

CARRIED

**9.3 Faculty Academic Plans****9.3.1 Faculty of Education** (posted with agenda)

M. Saudelli, Dean of Education, spoke to the Vision for the Faculty of Education, noting that it was built on five priorities: Research Impact and Technology; Transformative Education, Engagement, and Impact for the Future; Equity, Diversity, Inclusion, Decolonization & Indigenization; Internationalization; and, Sustainability. She explained that the Faculty needed to be flexible to address changes in curriculum, and address teacher shortages in the Province. The Faculty will continue to focus on improving digital literacy in the public school system; multiple faculty members were conducting research in that area and collaborating across the University, making it an emerging strength for the Faculty. M. Saudelli noted that the role of the media hub noted in the plan was designed to help educators get ahead of AI, learn to use it in the classroom and help students navigate its pros and cons. She suggested that the goals set out in the vision were achievable and exciting for the Faculty.

In response to a question about land-based education, M. Saudelli noted that the initiative had been successful for indigenous students and that a second cohort was starting. She expressed hope that the program would expand, becoming available to all students. She noted that there were currently 36 indigenous students enrolled in the Bachelor of Education (Wabanaki

Education) program. She highlighted the research benefits of a focus on land consciousness. A member asked about expanding the BA/BEd to the Saint John campus. M. Saudelli explained that on the Saint John campus, Education programming was delivered through the Faculty of Arts, noting that she was hopeful that they would be able to work together in the future to expand and produce more teachers for the province. Members discussed the establishment of a PhD program in Trinidad. M. Saudelli noted that the Faculty was fully supportive and was looking at a flexible structure model and how it might recruit students.

A member asked about enrolment targets. M. Saudelli explained that plans were in place to double graduate enrolment and increase class sizes. She noted that the BEd was also growing and had added an additional 15 seats to its intake. A new BEd in Skilled Trades was being developed that would allow for an additional 36-40 students, plus plans for expansion into Trinidad. Micro-credentialling and online program offerings would also boost enrolment. In response to a question, M. Saudelli explained that the Faculty of Education was a revenue

9. **Senates' Business** (cont'd)

9.3 **Faculty Academic Plans** (cont'd)

9.3.1 **Faculty of Education** (cont'd)

generating unit for the University. She noted that the academic plan would help focus investments in the Faculty. Members asked about the Faculty's connection with the Department of Education and Early Childhood Development. M. Saudelli explained that the Faculty is in almost daily contact with the Department, at the decanal level and with individual faculty members. The Faculty is working with government on a teacher retention plan, as many new teachers are being recruited by other provinces. In response to a question about the proposed Skilled Trades program, M. Saudelli explained that the course work would be online. The program was designed as a 2+2 articulated program, as the pool of applicants would already have a college trade certificate. The practicum would be in-person.

A member asked about providing professional development programming for current teachers related to digital literacy and AI. M. Saudelli noted that the Faculty had recently held an AI retreat for current teachers and are looking to explore more opportunities to offer professional development in that area. She noted that the Faculty is working with the McKenna Institute to develop that type of training. The Chair thanked M. Saudelli for her presentation.

**MOTION 9, 3:** Connors-Losier/Jeffries "That the Board give support to pursue the Strategic Vision for the Faculty of Education."

**CARRIED**

[APPLAUSE]

10 **Board Chair's Report**

T. Gribbons noted that the Board Nominating & Review Committee considered the Summary Report on the Annual Board Self-Assessment. The majority of the feedback was positive. It highlighted confidence in Board leadership. Members feel well informed and that there were opportunities for discussion and engagement. There was interest in adding more discussion time in key areas. A few responses suggest there is more work to do on clarifying the role and

responsibilities of management and the role and responsibilities of the Board. SharePoint and multi-factor authentication continue to be a point of irritation for some. There was a session added to the summer orientation on accessing SharePoint which seems to have been helpful for new members. T. Gribbons noted that the Board is continuing to consider diversity when appointing new members and is hoping to elicit more engagement from non-faculty members of the Board in discussion. A member expressed support for the engagement level of faculty members, noting that it helped build understanding amongst non-faculty members about how different issues affect the academe differently than the University's business functions. It was suggested that there be time set aside for non-faculty Board members to ask questions in advance of Board meetings to better understand the issues that were going to be discussed. T. Gribbons took that recommendation under advisement and noted that more varied committee service experience helps build a deeper understanding of the University environment. He suggested that a debrief could occur during the 'non-minuted *in camera*' component of the meeting. He spoke to plans for the retreat and reminded members of the plans for the evening's dinner.

**11. Consent Agenda Matters (Open Session)**

**11.1 Advancement Committee Report (see item 5.1)**

The Board received the Report of the Advancement Committee for information.

**11.2 Finance and Properties Committee Report (see item 5.)**

The Board received the Report of the Executive Committee for information.

**11.3 Nominating & Review Committee Report (see item 8.5)**

The Board received the Report of the Nominating & Review Committee for approval of the following:

"That the Board approve the appointment of David O'Brien to the University Honorary Degrees Committee effective immediately."

"That the Board approve the following appointments to the Committee to Nominate the Chair and Vice Chair of the Board:

Robyn Tingley, appointed member of the Board  
Jill Jollineau, Alumni/ae Board member  
John Neville, elected faculty member  
Caitlin Grogan, elected student member."

MOTION 11, 1: Jollineau/J. Hoyt "That the Board approve matters included in item 11.3 of the consent agenda (open session), and receive items 11.1 and 11.2, as presented."

CARRIED



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

A member suggested that all academic plans include budget information and asked for the plan from a specific Faculty be the next plan discussed by the Board. The Chair explained that academic plans, once approved by Faculty Councils, are reviewed by the President's Executive Team and approved by the respective Senate before being submitted to the Board for consideration. In response to a question, the Chair explained that financial support for plans laid out in academic vision documents would be decided through the University's budgeting process. The Secretary explained that the motion used by the Board for academic plans indicates that the Board is supportive of the Faculty pursuing its plan. There is no financial obligation associated with the motion. The President noted that the plans are strategic, not operational. In response to a question about the purpose of that motion, the Chair explained that the intent is for the Board to approve the Faculty's strategic direction. The Provost explained that a Faculty's plan is rooted in the University's strategic plan.

Sarah DeVarenne  
Secretary