

VOL. 50, NO. 2

MINUTES OF THE BOARD OF GOVERNORS

UNIVERSITY OF NEW BRUNSWICK

The Board of Governors met at 9:00 a.m. on Thursday, 7 December 2017, in the Chancellor's Room of the Wu Conference Centre, on the Fredericton campus.

PRESENT

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

being members of the Board

Ms. S. Gilks, Director, Communications
Ms. M. McNeil, Acting Advisor and Senior Director, Office of the President
Ms. B. Nicholson, Associate Vice-President (Capital Projects and Property Development)
Ms. J. Redstone-Lewis, Associate University Secretary
Mr. R. Skillen, Vice-President (Advancement)
Mr. M. Warren, University Budgeting and Decision Support

Regrets:

Dr. N. Betts	Mayor M. O'Brien
Dr. R. Currie	Dr. N. O'Byrne
Mayor D. Darling	Mr. W. Squibb
Ms. R. Fairweather	Dr. D. Stevenson
Mr. E. Kalu	Ms. R. Tingley
Mr. H. Klohn	

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1. **Announcements**

1.1 **Announcements for 7 December 2017**

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 Richard Currie, Mike O'Brien, Wayne Squibb, and David Stevenson had sent their regrets for the meeting. He congratulated R. Tingley on being named one of Canada's most powerful women by the Women's Executive Network.

[APPLAUSE]

B) L. Hachey noted that interested Board members could borrow a copy of 'How University's Work' from the Secretary. He reminded members that the Board is not a constituent assembly, rather all members work together toward the best interests of the University.

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

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

2.2 **Minutes of 19 October 2017** (posted with agenda)

The Chair noted that the Strategic Plan Goal for the meeting was: An Exceptional and Transformative Student Experience. Key items of business were the Strategic Discussion about the Transformation through Innovation initiative and the presidential search process. T. Gribbons noted that one item to be discussed as part of the Properties Committee report should be considered by the Board in Closed Session.

MOTION 2, 1: Andrews/Woolnough "That the Board approve the agenda as presented, and the Minutes of 19 October 2017, as presented."

CARRIED

L. Hachey reviewed items on the agenda where there could be potential conflicts of interest. He noted that L. Keeping-Burke had a conflict with item 5.6.2 UNBSJ Faculty and Staff List. 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

10. **Strategic Discussion (Open Session)**

10.1 **Academic Planning** (posted with agenda)

G. MacLean and R. MacKinnon drew members' attention to 'Academic Planning at UNB', posted with the agenda. G. MacLean spoke to the approval of the document by both Senates in November 2017 and expressed the opinion that a single document from both campuses was a significant achievement. He highlighted the shared vision of UNB's role as a national comprehensive university and the shared values of strong foundational programs, high quality teaching, interdisciplinarity, innovation and inclusion. He spoke to enhancing bi-campus cooperation through a number of bi-campus committees tasked with improving the credit transfer process, jointly offered programs, collaboration on undergraduate program delivery and uniform metrics for assessing programs. G. MacLean spoke to Fredericton-specific objectives, such as strengthening the breadth and depth of learning and research by building on existing strengths, enhancing interdisciplinarity, introducing and enhancing indigenous research and programming, and exploring innovative program delivery.

R. MacKinnon spoke to the Saint John-specific objectives in four core areas: foundation programs, coastal studies, health studies, and business, social and community studies. He highlighted the campus' connection to the Saint John community and its focus on building community relations and increasing opportunities for experiential learning. He explained that resource requests will need to be framed through the academic planning document and be aligned with the University's academic mission. He spoke to the creation of academic development funds on both campuses to support pilot projects. G. MacLean explained that academic planning was an iterative process, constantly changing and adapting to the circumstances facing the University and the outside world.

Members discussed the document at length. It was noted that Fredericton Senate amended the motion to approve the document to further enhance the idea of its iterative nature. Academic planning has always been conducted within departments and Faculties, as these groups are asked to complete quality assurance reviews on a regular basis. Members discussed feedback mechanisms on the quality of education received at UNB, and how the University assesses its programming. G. MacLean explained that students complete Student Opinion Surveys at the end of each course and that various surveys are conducted with current and former students. R. MacKinnon spoke to student success and support programs designed to assist students and improve retention, noting that a common reason for students leaving the University before completing their studies was a lack of connection between their education and the job market. He indicated that providing opportunities for experiential learning can be helpful with regard to retention rates and helping students understand the options open to them with a university education. M. Grant-McGivney spoke to a survey of young alumni conducted by the Alumni Office, noting that specific data regarding quality of education and experience is funneled back to the units.

10. **Strategic Discussion (Open Session)** (cont'd)
10.1 **Academic Planning** (cont'd)

Members discussed opportunities for collaboration between the Business Faculties. G. MacLean noted that a group of faculty members from each campus is working together to discuss faculty collaboration and the opportunities for joint programs. Members discussed complement planning and Quality Assurance Reports prepared for each unit and suggested it might be helpful to have access to these reports through a website to inform discussion across the University community. The Board discussed complement planning and accreditation requirements placed on certain Faculties by outside regulatory bodies, such as Engineering, Law and Nursing and the complement requirements that are associated with accreditation. G. MacLean indicated that the University is aware of the requirements and is conscious of maintaining appropriate faculty complements.

MOTION 10, 1: Keeping-Burke/Wilson "That the Board approved the Academic Planning at UNB report, as presented."

CARRIED

M. Bedard asked that his abstention be recorded.

Luncheon Presentation

The Chair welcomed Sanjeev Seahra, a faculty member in the Department of Mathematics and Statistics. He obtained his PhD in Theoretical Physics from the University of Waterloo in 2003 and held NSERC and PPARC postdoctoral fellowships at the University of Portsmouth in the United Kingdom. He is an affiliate member of the Perimeter Institute for Theoretical Physics and his research interests include general relativity, cosmology and quantum gravity. He is the current Director of the Atlantic Association for Research in the Mathematical Sciences (AARMS).

S. Seahra spoke to the work of the AARMS, explaining that its broad purpose is to encourage research and that it includes participation from all Atlantic universities with graduate programs. He noted that member organizations, as well as the Atlantic and Federal governments fund the organization. It provides collaborative research groups in a variety of subject areas, statistical analysis, a summer school for graduate students and conducts mathematical science outreach to aboriginal communities and at-risk youth. AARMS also holds workshops and conferences, and partners with industry and other programs like MITACS. AARMS participates in national and international research networks and helps partner institutions secure research funding.

Members discussed the relationship between mathematics and computer science, and how combining these disciplines is needed to work on 'big data' projects. S. Seahra explained that some subject area work is being done on artificial intelligence through mathematics. Members discussed the summer camp for the Girl Guides of Canada organized by AARMS. It was noted that participants will have the opportunity to take courses in Engineering, Mathematics, Computer Science, Biology, Chemistry and Law, linking the study of these subjects to various career opportunities. The Chair thanked S. Seahra.

[APPLAUSE]

11. **Report of the Board Properties Committee**11.1 **Report from 6 December 2017 (verbal)**

T. Gribbons noted that the Properties Committee met the previous evening and discussed real estate development on both campuses, and land reclassification. He noted that the Kinesiology Building was on budget and on-time, as was the Greenhouse project on the Saint John campus was moving forward. The Committee also received an update on residence renewal in Fredericton.

MOTION 11, 1: Gribbons/Nagle "That the Board move into closed session."

CARRIED

CLOSED SESSION**OPEN SESSION**12. **Financial Matters – Open Session**12.1 **Report of the Finance Committee**

12.1.1 **Minutes of 20 November 2017 – Open Session** (posted with agenda)

12.2 **Report on the Status and Outlook for the current Fiscal Year, 2017-18**

12.2.1 **Report of the Comptroller** (posted with agenda)

12.2.2 **Summary of Operating Budget Financial Results** (posted with agenda)

K. Cunningham drew members' attention to the open session financial documents posted with the agenda. She noted that all of the material had been discussed as part of the Closed Session discussion of financial matters.

13. **Senates' Business**

R. MacKinnon and G. MacLean presented Senates' Business for the November meetings. R. MacKinnon drew members' attention to the Research Ethics Board appointments, report of the Curriculum Committee, the report of the Academic Policy and Procedures Committee and the report of the Academic Planning and Resources Committee. G. MacLean drew members' attention to the report of the Academic Planning Committee, the report of the Undergraduate Scholarships Committee, the Research Ethics Board Appointment and the report of the Teaching Awards Committee.

13.1 **21 and 22 November 2017**For Information**JOINT SENATES' ITEMS**

13.1.1 President's Report

13.1.2 Report of the Undergraduate Scholarships Committee

FREDERICTON SENATE ITEM

13.1.3 Additions to the Graduation List for Convocation 2017

SAINT JOHN SENATE ITEM

13.1.4 Report of the Senate Appeals Committee

13. **Senates' Business** (cont'd)For Approval**JOINT SENATES' ITEMS**

- 13.1.5 Report of the School of Graduate Studies
- 13.1.6 Report of the Undergraduate Scholarships Committee
- 13.1.7 Report of the Academic Policy and Procedures Committee
- 13.1.8 Report of the Teaching Awards Committee
- 13.1.9 Academic Planning

FREDERICTON SENATE ITEMS

- 13.1.10 Certificate and Diploma Candidates
- 13.1.11 Research Ethics Appointments
- 13.1.12 Report of the Academic Planning Committee
- 13.1.13 Report of the Senate Curriculum Committee

SAINT JOHN SENATE ITEMS

- 13.1.14 Report of the Academic Planning & Resources Committee
- 13.1.15 Report of the Senate Curriculum Committee

MOTION 13, 1: Campbell/Bedard "That the Board approve Senates' Business, items 13.1.5 to 13.1.15, inclusive, as presented."

CARRIED

14. **President's Report**14.1 **President's December Report** (posted with agenda)

The President drew members' attention to his December 2017 Report posted with the agenda. He noted the awarding of the Arthur and Sandra Irving Primrose Scholarships, the Teaching Award winners, the 10 point plan for the University to address the Truth and Reconciliation Commission's (TRC) recommendations, the financial update town hall meeting and the State of the University address. He highlighted the success of the academic planning process, and the lecture by Sally Armstrong as part of the UNB Associate Alumnae's Celebration of Women Speaker Series. He spoke to the work of the Tuition Review Task Force, noting results of the Canadian University Survey Consortium (CUSC) that indicate a reduction in student debt for UNB students between 2012 and 2015. He explained that the University's increased scholarships and bursaries as well as the Province's Tuition Access Bursary program have helped reduce student debt.

Members discussed the appointment of an indigenous lead, one of the ten points to respond to the TRC recommendations. G. MacLean explained that consultations with the Task Force Co-Chairs was ongoing and the University was expected to move forward with the appointment in early 2018. Members discussed the report of the Tuition Review Task Force, noting that it did not appear to contain reference to any negative repercussions to increasing tuition. It was noted that the Task Force looked at demand, ratios, market value, pricing at other institutions and program costs. The proposed increases would not represent the University 'pricing itself out of the market', as moderate tuition increases were proposed for some Faculties. In response to questions about the timing of the increases, the President explained that the Province had regulated tuition increases for a number of years and that the University has an agreement to wait for the next election cycle before increasing tuition.

14. **President's Report** (cont'd)14.1 **President's December Report** (cont'd)

Members discussed the roll-out, noting that existing students would not be subject to the increases and that the increases would be implemented in stages. K. Cunningham explained that this strategy still provides tuition predictability for students. Members discussed the idea of charging a fee per credit hour. G. MacLean explained that the Task Force considered that strategy and found that the University would not financially benefit. It was suggested that increasing fees may not be fair to international students that already pay additional tuition fees. Members discussed the suggested tuition for undergraduate business programs. G. MacLean noted that business programs have the highest demand, and a market comparison shows that the University could increase its tuition for those programs without affecting program demand. Members watched the new advertisement videos that would play in movie theatres over the next few months.

14.2 **University Annual Report** (available on the UNB website)

The President drew members' attention to the University's Annual Report for 2016-2017, noting that it had been posted on the UNB website. Members were provided with the link (<http://www.unb.ca/annualreport/>). He thanked staff involved in co-ordinating the report.

14.3 **Other** (verbal)

The President spoke to the work of the Task Force on Financial Models for Alternate Program Delivery. The Task Force is looking at models to share revenues between the Faculties and central. The report is intended to help Deans help their Faculties and to raise revenues for the University. He indicated that the University could do a better job at commercializing research, and with respect to social research, expanding the affect it has on the community. He indicated that the draft report would come forward at a future meeting.

12. **Board Chair's Report**12.1 **Summary Report on Annual Self-Evaluation Process** (verbal)

L. Hachey explained that the Board, through the Nominating and Review Committee, reviews the contents and suggestions received as part of the Board Self-Evaluation process. The Committee identifies areas where work is already underway and matters to give further consideration to over the coming year. Some highlights of the feedback include updating the Strategic Plan and having tools to measure progress, additional education opportunities for Board members focusing on the roles and responsibilities of Board members, time management at meetings, reviewing the committee structure. He noted that steps have already been taken to address some of the comments made, such as including orientation with the retreat, and reorganizing the agenda to discuss important issues at the beginning of the meeting. He noted that Board members had met with Deans on both campuses and plans were underway to meet with Deans during the winter term as well. It was noted that members are working on improving meeting effectiveness and will report to the Board in the Winter term.

16. **Consent Agenda Matters (Open Session)**16.1 **Consent Agenda Summary** (posted with agenda)16.2 **Board Advancement Committee**13.2.1 **Minutes of 20 November 2017 – open session** (posted with agenda)

The Report of the Advancement Committee was received for information.

16.3 **Board Nominating & Review Committee**16.3.1 **Minutes of 9 November 2017 – open session** (posted with agenda)

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

“That the Committee recommend to the Board the appointment of Herbert Bempah to the Board Investments Committee.”

“That the Committee recommend to the Board the updates to the terms of reference for the Board Finance Committee.”

MOTION 16, 1: Bedard/Brittain “That the Board approve matters included in the consent agenda (open session), from item 16.2.1 to 16.3.1, inclusive, as presented.”

CARRIED

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

Members thanked the Chair for effectively managing the meeting.

[APPLAUSE]

CLOSED SESSION

The meeting was adjourned at 3:00 p.m.

Sarah DeVarenne
Secretary