

Cape Breton University
Board of Governors
Public Meeting

Tuesday, February 25, 2014
Following Prologue
CE-339

1 – 5 Opening Information/Discussion

1. Roll Call

Present:

Dr. David Wheeler (President), Dr. Robert Bailey (Secretary), Mr. Clayton Locke, Dr. Scott Moir, Mr. Matt Latimer, Ms. Patricia McCann, Mr. Brennan Boudreau, Mr. Andrew Skinner, Dr. Eddie Davis, Mr. Kenneth Crawford, Mr. Steve Wadden, Dr. Rex Dunn, Mr. Rob Fowler, Dr. Hayes MacNeil (Chair), Mr. John Paul, Ms. Carol Ripley, Mr. Ambrose White, Mr. Gordon MacInnis (Treasurer), Mr. Howard Windsor, Ms. Marlene Usher

Regrets:

Ms. Judy Bailey, Mr. Leo MacIntosh, Mr. Tony Mozvik, Mr. Ben Cowan-Dewar, Mr. Brian LeBlanc, Dr. Dianne Calvert-Simms, Mr. Mark Shannon, Dr. Scott Stewart, Mr. Roland Thornhill

The Chair declared quorum and called the meeting to order.

With regret and sadness, the Chair shared with members the news of the recent passing of Mr. Joe Shannon's wife, Ruth. Details of the arrangements were circulated for anyone who wished to attend the services. Also with sympathy, the Chair mentioned the passing of former board member Mr. Ronnie Marman. Mr. Marman was a professor at the Canadian Coast Guard College and was a very dedicated board member.

2 Minutes

2.1 - It was moved by Ms. Ripley, seconded by Mr. Skinner-Ryan, to approve the minutes of December 6, 2013. **Motion carried.**

3 Business Arising

3.1 LearnCorp International Financial Statements

Mr. MacInnis referred to the financial statements for LearnCorp International (LCI) circulated with the meeting package. This information is being presented as informational in follow up to a request during the December meeting. A desire to have the statements audited was noted by members.

In reply to a question on CBU employees also working with LCI, Mr. MacInnis replied that all LCI employees are 100% paid by LCI with one CBU employee also paid a stipend by LCI for duties carried out on LCI's behalf. Also, management costs for overhead, accounting, human resources and various other administrative duties are charged to LCI. President Wheeler added that with transparency in mind, it would be seen as logical to ensure the full cost of CBU staff and services devoted to LCI is indeed charged to LCI.

4 CEO/CAO

4.1 Report of the President

President Wheeler referred to the Report of the President circulated with the meeting package and due to the full agenda ahead, welcomed any questions or comments. He also added his delight in seeing the agreement reached between CBUFA and CBU and thanked all those involved in the process.

4.2 Report of Senate

Dr. Scott Moir reported that Senate held a special meeting on January 24th in a town hall format to discuss the draft strategy documents. The session was well attended and much of the conversation surrounded innovations, recruitment, and retention. The regular meeting of Senate was held on February 7th. Dean Keefe presented the Annual Research Report & Strategic Research Plan and a host of courses were approved to align with the splitting of 6 credit courses to 3 credit courses.

4.3 Special Announcements, Questions – N/A

5 Treasurer's Report

Mr. MacInnis referred to the Financial Statements to January 31, 2014 as circulated with the meeting package. The following key items were highlighted and discussed:

- The cash flow position remains healthy.
- Visa student enrolment has exceeded targets. As of the date of this report, there were currently 1,014 Visa students enrolled at CBU, including 494 students from China and 387 from Saudi Arabia.
- The student deregistration process has begun with a possible impact on the reported tuition revenue for the year.
- Spring/summer monies related to the NS Tuition Rebate Program owing from the Province are still outstanding as they complete their audit process. Payment for the 2013/14 fall/winter term was received on January 31st.
- The Fundraising receivable in support of the SSOB is expected to be 100% collected over the next three to four years.
- Investments continue to perform well with a market value of just over \$26 million.
- An additional \$400,000 was received for the Harriss Estate in February and will be deposited to the Endowment fund.
- Efforts continue to ensure donations collected in support of the Purdy Crawford Chair in Aboriginal Business Studies are optimally allocated so as to meet the conditions of the June 2013 federal announcement providing matching federal dollars. Cash flow requirements are in place to fund the Chair's current level of activity.
- Campus Centre and the Marvin Harvey Building renovations continue.
- Long-term debt including financing for Alumni Hall, Cabot Hall, Harriss Hall, and the SOFI loan. As reported during the December meeting, negotiations are still ongoing with the Province concerning the deferral the SOFI repayment date to 2020.
- Due to a particularly large ICEAP December graduation class, 2013/14 FW tuition and fee revenues will exceed budget targets.

- Government grant funding is anticipated to align with budget estimates and other revenues relating to the CBU Foundation and the ACK are positive.
- As CBU reverts to contracted physiotherapy services a positive variance has been realized.
- Due to increased energy costs, increased contracts for cleaning/security services, and the timing of maintenance related expenditures, Facilities Management is reporting a negative variance.
- The Bookstore is reporting decreased profitability. Bookstores as a whole are experiencing these difficulties and CBU continues to explore new ideas for future operations.
- Residence operations will operate at a loss for 2013/14 and most likely for 2014/15 if occupancy rates do not improve.
- Parking revenues report a decreased level of profitability with the change from the commissioners to campus security officers.

In reply to comments on residence occupancy rate and the issues identified by students, Mr. MacInnis apologized for the internet upgrade delays but offered assurances that the installation of the wireless internet service was proceeding. Also of note was that the food services contract is up and prior to an RFP being issued, a working group comprised of students, faculty, and staff will be asked to develop a vision for food services on campus. Their findings will inform the RFP process.

On the question of scholarships also including residences and if this would hurt or help the cause, Mr. MacInnis replied residence scholarships were offered in the 2013/14 year and preliminarily figures show it may have assisted.

On the question of lessons learned from the misdirection of the VCSEE fundraising efforts, Mr. MacInnis replied that a review of capital investments policy is most appropriate.

On the question of lettering and signage for various areas on campus, Mr. MacInnis replied that it is in progress and that he will follow up with Facilities Management for a status update.

6 Committee Reports

6.1 Executive Committee

Chair, Dr. Hayes MacNeil reported that the Executive Committee met on February 24th and all items discussed have been, or will be, covered on the Prologue or Public agendas.

6.2 Bylaws Committee

Chair, President Wheeler referred to the documentation circulated with the meeting package. The committee met on January 27th to follow up on recommendation from the Board to review the Presidential Search Committee. Comments, concerns, and issues voiced with respect to the composition of the Presidential Search Committee were reviewed.

Board members offered opposition the proposed changes as they would result in a majority of internal members on the committee. To that end, it was suggested to increase the number of external Board members from three to five. The confidential nature of the process was discussed at length and a majority of members felt that this confidentiality should be maintained throughout the process.

It was moved by Mr. Fowler, seconded by Dr. Dunn, to accept the proposed changes to the Presidential Search Committee's composition as presented with the amendment of increasing the number of external board members from three to five. **Motion carried. Nays: 1**

7 Items Requiring Action \ Decision

7.1 Tentative Agreement – CBUFA Bargaining Group

Prior to the vote on this item, CBUFA faculty members excused themselves from the room.

It was moved by Ms. Ripley, seconded by Mr. Paul, that the document presented and reviewed during the Prologue session with respect to the tentative agreement with CBUFA be approved. **Motion Carried. Abstentions: 1 Nays: 4**

8 New Business

8.1 Update Strategic Plan / Budgeting 2014-15

President Wheeler, in PowerPoint presentation updated the status of the new strategy for CBU. The following highlights and topics were addressed:

- The short, medium and long term stages of implementation of academic and financial sustainability, innovative programming, diversification, and a commitment to students with excellence of teaching and research.
- Sector changes with regard to declining domestic enrolments, declining government funding, increases in costs and the ever changing technologies.
- Provincial constraints with regard to location and the penalty of being a young, small university, and the need to differentiate and increase competitiveness.
- Opportunities with CBU's ability to be flexible, promote bilateralism, and embrace the Ivany Report.
- Continued strategy documents in development: Domestic Recruitment and the Marketing and Branding strategies.
- Long term goals that will address the targeted shape and size for CBU.
- A tentative long term goal identified as "a flourishing, entrepreneurial and sustainable global university committed to students and community through teaching excellence and world changing research".
- Many short term goals that will assist in the long term goals with a strong emphasis placed on innovation.

Mr. MacInnis continued with the presentation with financial details as follows:

- Sector costs are increasing at 3.5% and revenues consisting of a 1% operating grant increase and an expected 3% tuition increase.
- The budgetary process with various team and committees has begun and a draft will be presented during the April board meeting
- The need for incremental investments to bolster future enrolment fortunes and improve organizational capacities.
- Possible ways to obtain these objectives such as general belt tightening, "SEED" money from non-recurring 2013/14 surplus, and CIC/Foundation profits and the possible exit or redirection of involvement in some activities.

9 Presentations

9.1 Annual Research Report & Strategic Research Plan – Dean, Dale Keefe

Copies of the 1st Annual Research Report along with supplemental information were circulated with the meeting package. In a PowerPoint presentation, Dean Keefe, detailed the report as a means of quantifying research at CBU. The following key points were highlighted during the presentation:

- Three Year Research Funding Averages
- Research Highlights at CBU
- Research Funding
- Training of Highly Qualified Personnel (HQP)
- Industry Engagement
- Knowledge Creation & Mobilization
- Internal to International Research Collaborations
- The Research Environment
- An Overview of the Strategy Research Innovation & Commercialization Plan
- Capital and financial funding as well as personnel requests that are needed to achieve the targets.

Following the presentation D. Keefe offered many thanks to the staff of the Office of Research and Graduate Studies (ORGS), Becky Chisholm, Gail Jones, Bruno MacInnis and Laura Syms for their work in creating these reports.

Vice-Chair, Dr. Dunn thanked Dean Keefe for the well presented information and looks forward to this becoming an annual report.

On the question of the percentage of research active faculty, Dean Keefe replied that at present, this percentage would be very difficult to define. He did offer that 82 faculty member did reply to the survey. It could be assumed that these individuals are research active and those that did not reply may be less active.

10 Date of Next Meeting

The next meeting will be Friday, April 25, 2014.

11 Adjournment

It was moved by to adjourn the meeting at 12:48 pm.



Dr. Robert Bailey, Secretary to the Board