

**Cape Breton University
Board of Governors
Public Meeting**

**Friday, April 28, 2017
Following Prologue
CE-339**

1 – 5 Opening Information/Discussion

1. Roll Call

Present:

Mr. Ambrose White (Chair), Mr. Roland Thornhill (Vice Chair), Dr. Dale Keefe (Interim President), Mr. Gordon MacInnis (Treasurer/Secretary), Mr. Pat Bates, Ms. Carol Beaton, Ms. Eleanor Bernard, Mr. Taylor Burton, Ms. Millie Colbourne, Dr. Ed Davis, Mr. Bob Fowler, Dr. Stephanie Inglis, Mr. Roy Karam, Mr. Terry Kelly, Mr. Clayton Locke, Mr. Brandon MacDonald, Mr. Keith MacDonald, Dr. Andrew Molloy, Mr. Darryl Poirier, Ms. Carol Ripley, Mr. Robert Sampson, Mr. Michael Sandalis, Mr. Mark Shannon, Ms. Wendy Wadden, Mr. Howard Windsor

Regrets:

Dr. Ann Francis D'Intino, Ms. Carmilta Chechetto-Shea, Mr. Brian LeBlanc, Mr. Matt Shallo, Mr. Steve Wadden

The Chair declared quorum and called the meeting to order at 11:05 am and welcomed the incoming Students' Union members attending as spectators. He also called for a moment of silence in recognition of April 28th being the National Day of Mourning recognizing fatalities and individuals injured in the work place.

2 Minutes

2.1 - It was moved by Dr. Molloy, seconded by Mr. Karam, to approve the Public Minutes of March 10, 2017, with the correction to Ms. Sidley's name. **Motion carried.**

3 Business Arising

3.1 In-Community Meetings

Referring to the memorandum circulated electronically on April 21st, Mr. MacInnis explained this is in follow-up to a discussion during the March meeting. Mr. K. MacDonald was thanked for his assistance from the Cape Breton Partnership in sharing their experiences with off-site meetings. Mr. MacInnis noted that, should the Board wish to proceed with holding off-site meetings, the October date would be most appropriate. It was suggested that an off-site meeting should be held on the outer limits of the CBRM and, to that effect, Ms. Bernard suggested she would be able to assist with holding meetings at the Wagmatook Cultural Centre. It was agreed the timing and location of the October meeting will be further explored.

4 Reports

4.1 Report of the CEO/CAO

Interim President Keefe referred to his report as circulated with the meeting material. He highlighted that the enrolment planning target is slightly higher than estimated and welcomed comments and questions.

4.2 Report of Senate

Ms. Wadden referred to her report circulated during the meeting and welcomed comments and questions.

4.3 Report of the Students' Union

Mr. Karam referred to his report as circulated with the meeting material noting that their focus has been transitioning with the incoming executive. He was pleased to report the Capers Helping Capers fundraising target was met and, in conclusion, he was pleased to note that some issues advocated for were noted in the provincial budget.

4.4 Special Announcements, Questions – N/A

5 Treasurer's Report

5.1 Financial Statements

Mr. MacInnis referred to the Financial Statements circulated with the meeting package and the following key items were highlighted and discussed:

- Undergraduate tuition for the Fall/Winter is expected to meet or marginally exceed budgeted tuition revenue. Positive enrolment growth in the MBA program has occurred due to the success of ICEAP's pre-MBA program, generating almost 170 international students studying in the program. This growth has, in turn, resulted in higher than expected revenues for the MBA program.
- Departmental expenditures are largely in line with budget as of this reporting period.
- Adjustments to deferred entitlements, based upon an actuarial assessment, are processed as part of year-end procedures. The service award liability will decline as a result of the scheduled payout of amounts accrued for those employees transitioning to the provincial pension plan.
- ICEAP has begun moving its administrative offices to the CBU campus.
- Transition to the PSSP for CUPE, NSGEU (Instructors), and non-union staff was implemented on April 3, 2017.

Mr. MacInnis introduced Ms. Lois Devoe, Ms. Debbie MacNeil, and Ms. Alana Serroul from the HR Department who have put in endless hours for the transition to the PSSP, and to Mr. Parker MacDonald who was unavailable to be in attendance. On behalf of the Board, Mr. White thanked them for their dedication and time during this transitional period.

It was suggested that a gathering might be welcomed and appreciated by the CBU community and that, rather than lunches after the meeting, a meet and greet with Board members and CBU staff and faculty could be arranged.

6 Committee Reports

6.1 Executive Committee

Chair, Mr. White, reported that the Executive Committee met on April 27th and most items discussed have been, or will be, covered on the Prologue or Public agendas. He did note that a group called Community Partners for a Stronger CBU met with the Committee to discuss their ideas and suggestions of how they could support CBU in the external community. In particular, they are interested in assisting with gathering input for the Presidential Search Committee once formed. The Executive Committee agreed this unsolicited input would be welcomed and that the intentions of this group will be forwarded to the Search Committee.

6.2 Nominating Committee

Mr. White reported on behalf of the Nominating Committee Chair, that following the March meeting of the Board of Governors, the Committee met to select members to serve on the Presidential Search Committee. In keeping with the current CBU Bylaws, the Committee recommended the following composition:

- The Chair of the Board, ex officio;
Mr. Ambrose White
- 2 student Board members who have been nominated by the Students' Union;
Mr. Roy Karam
Mr. Brandon MacDonald
- 2 faculty Board members who have been nominated by the Senate;
Dr. Andrew Malloy
Ms. Wendy Wadden
- 1 member of the University Leadership Team (ULT);
Ms. Lois Devoe
- 5 Board members who have been otherwise appointed and who are neither students nor employees of the Board;
Mr. Terry Kelly
Mr. Keith MacDonald
Mr. Darryl Poirier
Mr. Robert Sampson
Mr. Howard Windsor

The Committee also recommended that Mr. Gordon MacInnis be appointed to the Search Committee as a resource officer and non-voting member.

It was moved by Mr. Thornhill, seconded by Mr. Fowler, to accept the recommendations of the Nominating Committee as presented. Motion carried. Dr. Keefe abstained from the vote.

With respect to the group who addressed the Executive Committee, members felt it necessary to ensure a wide spectrum of consultation is sought during the process. **It was moved by Mr. Windsor, seconded by Ms. Wadden, that the Presidential Search Committee undertake a broad-based consultation, both within the university and the wider community, as part of the process for selection of the new President, including consultation with the community group, Community Partners for a Stronger CBU. Motion carried.** Dr. Keefe abstained from the vote.

6.3 Investment Committee

Mr. Kelly reported the Committee met on April 27th and representatives from Eckler were in attendance. Eckler noted that the 2016 funds were on target and they are not recommending any changes at this time. They also noted that CBU is not in compliance with the 2010 Investment Policy and the Committee will be reviewing their findings and how to address this. They also reviewed the spending limit to ensure sustainability is maintained. Eckler will provide further suggestions which will be brought to the Board at a future meeting.

On the question of a policy surrounding socially responsible investments, Dr. Keefe noted this was a topic of discussion during the meeting, and Eckler has also been asked to assess the investments and provide their findings back to the Committee.

6.4 Bylaws Committee

Dr. Keefe reported that the Committee met on April 19th to review the recommendations referred to the Bylaws Committee during the March Board meeting. Each of the recommendations were discussed and an update is in progress with the intention to have them circulated for consideration by the Board for the October meeting. Mr. Kelly noted that the presentation of Audited Financial Statements requires updating as the current wording is outdated.

7 Items Requiring Action \ Decision

7.1 CBU Revitalization Plan

Dr. Keefe provided an overview of the proposed 5-Year Revitalization Plan circulated with the meeting package. He detailed the major objectives of the 10-Year Operational Plan approved by the Board in September 2016. He noted that, following a review by Vice-Presidents, Deans, and Directors, it was determined the general direction of the Plan is sound but the ten-year term is too long and that a five-year term is more realistic. He detailed a comparison with regard to enrolment, human resource management, business development, and fundraising from the 10-Year Plan versus the suggested 5-Year Revitalization Plan. Following his presentation, **it was moved** by Dr. Keefe, seconded by Mr. MacInnis, that the duration of the operational plan be condensed to five years, the planning document be re-titled as the 5-Year Revitalization Plan, and the Revitalization Plan for Cape Breton University be accepted as presented.

He responded to comments and questions about risk and the scorecard approach. It was suggested that, if the international enrolment target is met, CBU must ensure agent communications are accurate to avoid frustration for these students when they arrive on campus.

Motion carried.

7.2 2017/2018 Proposed Budget

Mr. MacInnis referred to a copy of the proposed 2017/18 budget circulated with the meeting package. Responding to comments and questions as they arose, in a PowerPoint presentation, he provided a detailed account of the budget proposal including sector background information and its current status, CBU's reactions to the sector and planned future directions.

In keeping with CBU's 2016 Financial Plan, it **was moved** by Mr. MacInnis, seconded by Ms. Wadden, to approve the 2017/18 Operating Budget for Cape Breton University in the amount of \$49,852,156 in gross expenditures, representing a budgeted operating deficit of \$658,954 as presented.

On the question of fee increases, Mr. MacInnis explained these are necessary due to the increased technology needs as well as lab renewals. Student Board members noted they do respect the financial situation of the University; however, they feel it is unfortunate that students must carry some of this burden through tuition and fee increases.

On the question of the current part-time Human Rights Officer being transitioned to a full-time position, Mr. MacInnis reported this is an active discussion.

Motion carried. Nays: 3

8 New Business – N/A

9 Presentations

Mr. White recognized retiring Students' Union representatives, Mr. Roy Karam, Mr. Brandon MacDonald, Mr. Taylor Burton and Mr. Matt Shallo and presented them with a parting gift. He also recognized Ms. Carmelita Chechetto-Shea whose term has expired as a Ministerial Appointment and noted that she will be sent a parting gift for her contributions during her term.

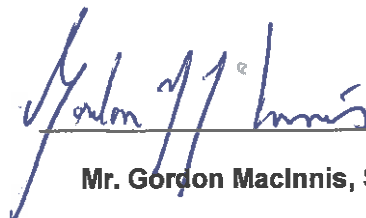
10 Open Session – N/A

11 Date of Next Meeting

The next meeting will be on Friday, June 16, 2017.

12 Adjournment

It was moved by Mr. Karam to adjourn the meeting at 1:35 pm.



Mr. Gordon MacInnis, Secretary to the Board