

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

**Friday, October 30, 2015
Following Prologue
CE-339**

1 – 5 Opening Information/Discussion

1. Roll Call

Present:

Dr. David Wheeler (President), Dr. Dale Keefe (Secretary), Ms. Judy Bailey, Mr. Clayton Locke, Dr. Scott Stewart, Ms. Wendy Wadden, Mr. Brandon Ellis, Ms. Elizabeth Quirk, Mr. Liam Shannon, Mr. Kenzie Cameron, Ms. Carmelita Cechetto-Shea, Ms. Millie Colbourne, Dr. Eddie Davis, Mr. Rany Ibrahim, Mr. Terry Kelly, Mr. Keith Macdonald, Mr. Darryl Poirier, Mr. Howard Windsor, Mr. Bob Fowler, Mr. Gordon MacInnis (Treasurer), Ms. Carol Ripley, Mr. Robert Sampson, Mr. Mark Shannon, Mr. Roland Thornhill (Vice Chair), Mr. Ambrose White (Chair), Mr. Pat Bates, Ms. Carol Beaton

Regrets:

Ms. Daphne Hutt-MacLeod, Mr. Steve Wadden, Dr. Ann Francis D'Intino, Mr. Brian LeBlanc, Mr. John Paul

The Chair declared quorum and called the meeting to order.

2 Minutes

2.1 - It was moved by Dr. Stewart, seconded by Mr. Ibrahim to approve the Public Minutes of April 24, 2015. It was noted that Mr. Kelly was in attendance via teleconference. With the noted correction, **motion carried. Abstentions: 1**

3 Business Arising

In follow up to a conversation held during the June meeting, Mr. Ellis reported that St. Mary's University has increased tuition by \$1620.

4 CEO/CAO

4.1 Report of the President

President Wheeler also extended welcomes to new and returning members, noting he looks forward to working with them during their time with the CBU Board of Governors. He noted the Fall convocation taking place on the weekend and that approximately 260 students will graduate and honorary doctorates will be presented to Eileen Pottie-Forrester and Eleanor Bernard. He referred to his report circulated earlier in the week noting a group has been established to develop a serious response from CBU to the Truth and Reconciliation process.

In a PowerPoint presentation President Wheeler provided members with an overview of the process for revising the Mission, Vision & Values statements. A group of individuals were charged with renewing the statements to ensure they reflect what CBU stands for now and in the future.

President Wheeler circulated the second 2014-2015 Accountability Report encouraging members to share it with the wider community. Mr. Bates commented that the reports appears to be very well written and looks forward to the community engagement efforts CBU has in store for the future. Mr. Sampson suggested that the efforts of using the report as a marketing tool in the near future should be acted upon in a timely manner before the report becomes dated.

Ms. Wadden commented that when the Truth and Reconciliation Commission released its report, she incorporated it into her teachings and has found that it reaches far beyond the indigenous cultures and that many of her international students are relating to the findings. The summary and recommendations have been very well developed by a very diverse group and has impacts far beyond those identified in the report which speaks to how well it was developed.

Referring to President Wheeler's report, Dr. Stewart questioned the resources that were allocated to recruitment efforts to increase student enrolments as nothing seems to have materialized. President Wheeler responded that Dr. Keith Brown will be presenting a detailed briefing on the status of student enrolment during the December board meeting that will address these questions. Mr. Ibrahim added that international recruitment declines are not limited to CBU and the efforts in recruitment and marketing are essential to continue in order to reach other markets.

4.2 Report of Senate

Ms. Wadden suggested that a copy of the Senate minutes be provided to Board members in advance of the meetings for their information.

Ms. Bailey and Ms. Wadden highlighted the following from the September and October meetings of Senate:

- The Vice Chair of Senate stepped in to the role of Chair due to an unexpected illness with the Chair
- Various committee vacancies were addressed.
- Dr. Keefe reported that a voluntary suspension of new courses and programs to MPHEC until the quality assurance report has been finalized will also include any submissions already with MPHEC but will not include modifications to current programs.
- The modified curriculum for nursing program has been completed and submitted to Atlantic Advisory Committee on Health Human Resources (ACCHHR).

Dr. Keefe explained the MPHEC review process and how the delay occurred. He noted the moratorium of new submissions was a voluntary action by CBU to provide assurances to MPHEC that this process is a priority. Ms. Wadden also provided historical background on the MPHEC quality assurance process. Dr. Keefe advised that CBU's QA process is being revised in that it will become a continuous process to avoid a monument undertaking every seven years. It was suggested that Dr. Keefe circulate a report to the board once complete.

Acknowledgements and thanks were extended to Willena Nemeth and those from the Nursing department who worked diligently on these extensive modifications.

4.4 Special Announcements, Questions – N/A

5 Treasurer's Report

5.1 Update on the Four Year Sustainability Plan

In a PowerPoint presentation Mr. MacInnis highlighted the following status points of the Four Year Sustainability Plan:

- CBU tuition market adjustments
- The stakeholder perspectives
- Balancing affordability and access with quality and sustainability
- The original assumptions and comparisons
- Kingdom of Saudi Arabian enrolments, aggressive 2015/16 international enrolment projections and three-credit course loads
- Current enrolment updates reflecting an overall 2.3% decline of projected enrolments.
- Short term options to address a revenue shortfall in the 2015/16 fiscal plan
- Expected challenges due to enrolment changes

On the question of international enrolment projections that may not have been realized, Dr. Brown replied that Visa application delays from markets outside Saudi Arabia are generally realized in the Winter term.

On the question of how the sustainability plan is structured with respect to reorganizing costs rather than reducing costs, Mr. MacInnis replied that the plan was developed on this premise however; the enrolment projections the plan was built on are no longer valid with the realized shortfall.

Mr. MacInnis provided an overview of the VRIP consultation process, the criteria developed from the consultations, and the responses received.

On the question of the implemented increases of ancillary fees, Mr. MacInnis replied that an audit of where and how these fees are used could be provided to the Students' Union executive as requested.

With respect to international student enrolments, Dr. Brown replied that a provincial strategy for these markets has been developed and currently CBU and St. Mary's hold the majority of the China market. The actual numbers from this market are up from last year but have not met the aggressive target. Program enrolment changes from China have shifted to the cooperative programming and CBU is in the process of revitalizing this type of programming.

On the question of the Saudi Arabian cohort, Mr. MacInnis replied that the program offered by the Kingdom of Saudi Arabia will continue under King Salman; however, any university with more than 10% Saudi enrolments have been delisted and will not receive any new enrolments until the percentage decreases. CBU, along with many other Canadian universities, breached this target and have been delisted. CBU continues to work with the KSA and the bureau in Ottawa.

In reply to when the adjustments presented should be implemented, Mr. MacInnis replied that until the March meeting, options will be developed and presented to address the 2015/16 year along with a financial strategy to move forward.

Mr. MacInnis encouraged members to contact him for further clarification if needed and that during the December meeting a better sense of how the plan will be revised will be presented.

5.2 Financial Statements

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

- CBU's cash position remains relatively healthy with a notable decline with the repayment of the SOFI loan which also in turn reduced the long term debt.
- Student receivable has declined due largely to the Saudi enrolment decline.
- Nursing program receivable has been received after the writing of the report.
- Investment totals \$27.0 million as of September 30, 2015 (market value of \$31.5 million).
- Expenditures are tracking as expected.
- Community consultations continue with the decommissioning of the ice surface of the Canada Games Complex.
- Residence occupancy rates continue to run below targets.

On the question of occupancy levels in the residence, Mr. MacInnis replied that the a main issue is due to the abundance of double rooms and that they are not desired by students.

6 Committee Reports

6.1 Executive Committee

Chair, Mr. Ambrose White reported that the Executive Committee met on October 29th. The external members received the results of the President's Evaluation by Royer Thompson. A meeting of the provincial university board Chairs was held with Minister Regan and Deputy Minister Montgomerie. It was agreed that the Chair send a letter seeking further clarification of government's position regarding Bill100 and no further university bailouts.

Mr. Ellis replied that negotiations continue with the CFS and they are considering the options available to the Students' Union. Currently the SU has decided to appeal the decision and will continue to work with CBU to determine the best decisions for the SU and the students. Further clarity will be provided during the December meetings.

7 Items Requiring Action \ Decision – N/A

8 New Business – N/A

9 Presentations – N/A

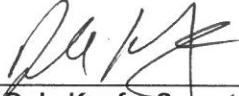
10 Open Session – N/A

10 Date of Next Meeting

The December board meeting will occur in conjunction with a Board retreat, likely to be on December 10th and 11th. Detail on the agenda will be circulated closer to the date.

11 Adjournment

It was moved by Mr. Fowler to adjourn the meeting at 12:37 pm.



Dr. Dale Keefe, Secretary to the Board