

# Town Hall Meeting

June 15<sup>th</sup>, 2010

# Agenda

1. Enrolment
2. Reputation
3. The Student Experience
4. Academic Mission
5. People
6. Academic Administrative Structures
7. Governance
8. Infrastructure
9. Finances
10. Foundation
11. Priorities and planning

# Enrolment

## Reaching Enrolment Goals

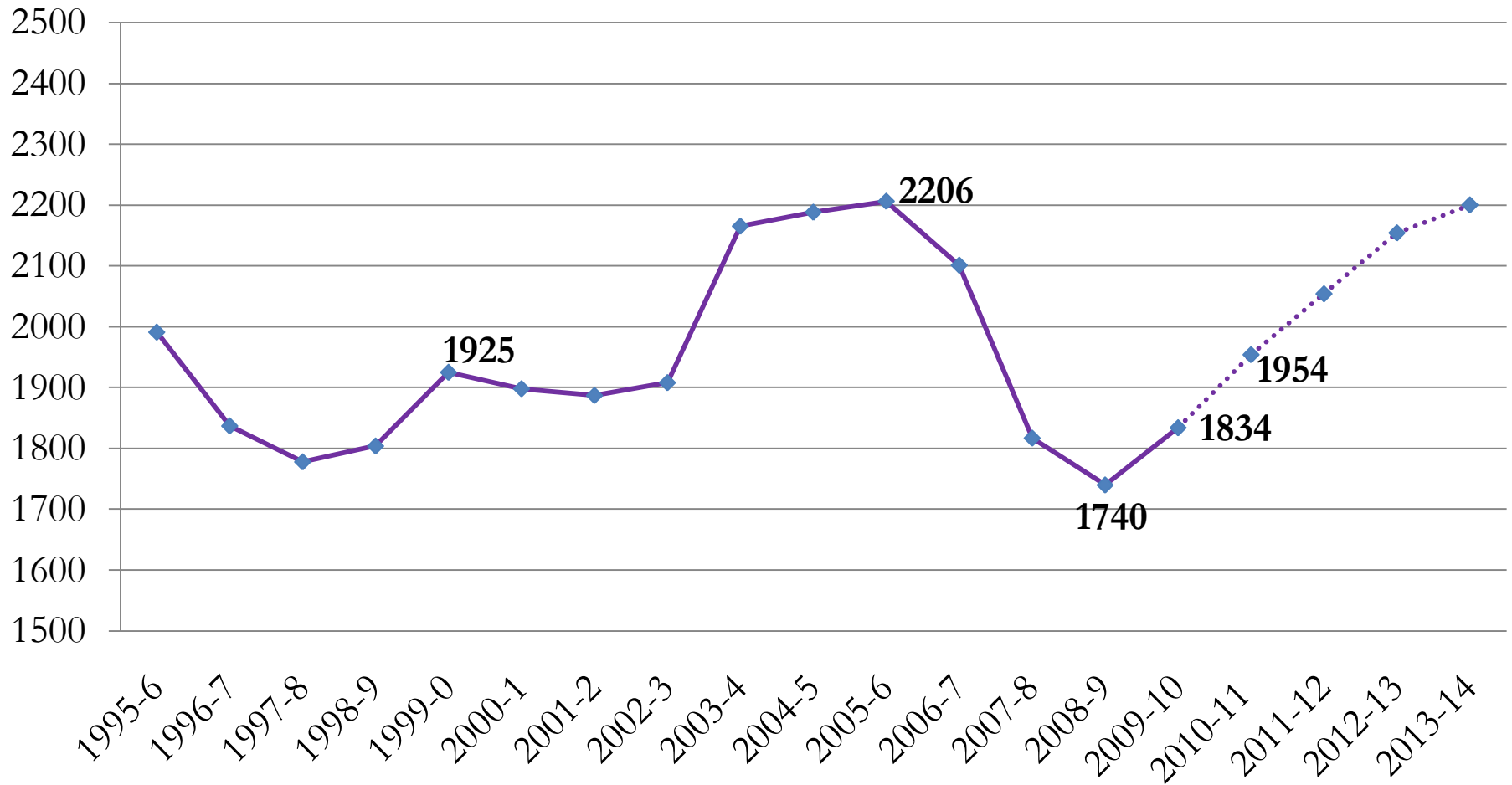
	<b>mid-June 2009</b>	<b>mid-June 2010</b>	<b>% increase</b>
Applications	1,766	2,123	20%
Offers	1,391	1,686	21%
Confirmations	660	839	21%
Residence confirmations	526	651	23%

Actual September 2009: 736 students

Projected September 2010: 810 students

# Enrolment

## Full time undergraduate student enrolment



# Enrolment

## How Have We Achieved This?

### 1) Focused Efforts

- i. Regions – Quebec (24% ↑ apps), Ontario (16% ↑), New England (36% ↑)
- ii. Particular Schools: John Abbott & Cegep de Sherbrooke (Quebec); Mount Mansfield & Lyndon Institute (Vermont); St. Marks & Trinity College (Ontario)
- iii. Students- interests (e.g. Skiing, mountain biking)
- iv. Bishop's English language and Acculturation Program (B.E.A.P.) - More than 20 Chinese currently enrolled

### 2) New Office Structure

- i. Differentiated roles e.g.
  - Quebec (Charlene Marion);
  - Canada (Mark Lawson);
  - New England (Eddie Pomykala); and
  - Office Coordinator (Jackie Belleau)
- ii. Integrated recruitment and admission team (led by Hans Rouleau).

### 3) Improved Communications

- i. New admissions website
- ii. Targeted communications based on applicants' profiles
- iii. Attention to follow-through, responsiveness and personalization
- iv. Emphasized campus visits (increase of 60% year-over-year)

# Enrolment

## How Have We Achieved This?

### 4) Increased Engagement of Current Students

- i. Enhanced personalization of campus visit experience
- ii. Enhanced presence at key external activities (science fairs, ski hills, receptions)
- iii. Operating social media sites - Facebook

### 5) Engaged Professors

- i. Individual meetings with visiting students and families
- ii. Speaking at CEGEPs and regional events
- iii. Input for communications materials

# Enrolment

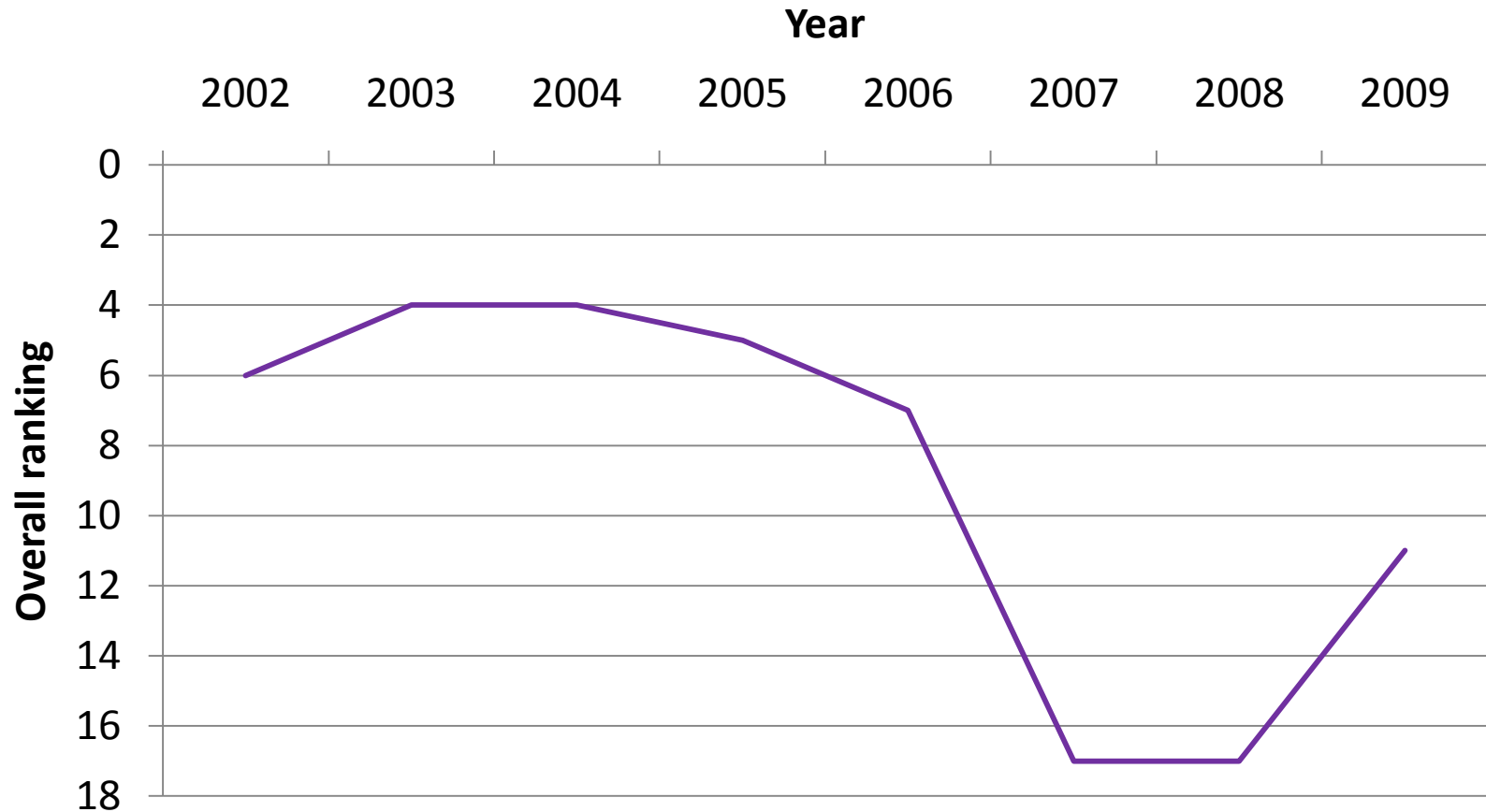
## Where Do We Go From Here?

- **Creative design firm** – redesign content and look of publications, displays and ads
- **Better use of data** - refine targets and messaging
- **Engage young alumni** – speak to outcomes of a Bishop's education
- **Spread international recruitment net** – China, France, India, Brazil
- **Push BU “Signatures”** –Leadership, engagement, diversity

# Reputation

## i. Macleane's

### Macleane's ranking – small universities





# Reputation

## i. Maclean's

- i. In 2007 the rankings changed. Twenty universities refused to provide data. Maclean's was forced to use only external sources for data.
- ii. Unfortunately, their *University Rankings* issue now includes fewer measures and a flawed reputational survey (which is completed by only 975 people yet makes up 22% of the survey).
- iii. Nonetheless, in Maclean's November 2009 *University Ranking* issue, Bishop's had the largest jump in the ranking of any university.

# Reputation

## i. Maclean's

- In 2007, rankings moved from 22 indicators to 13. Of the 11 indicators that remained, Bishop's improved or stayed the same in nine –nonetheless, our ranking dropped from 7<sup>th</sup> to 17<sup>th</sup> place.
- 33% of weighting from the 2006 data in which we were 5th or better was dropped.
- Criteria that were dropped:
  - Average entering grade
  - Proportion of entering students with 75% or higher
  - Student retention
  - Proportion of students who graduate
  - Students from out of province (1st year)
  - International students (1st year)
  - Class size
  - Classes taught by tenured faculty
- We will continue our efforts to persuade Maclean's to integrate the data from the National Survey of Student Engagement (NSSE), as part of the reputational section.

# Reputation

## ii. The Globe & Mail

- The Globe and Mail measures student satisfaction by surveying current students.

Category	2009	
	Score	Rank
Most Satisfied Students	A+	1st
Quality of Education	A+	1st
Student-Faculty Interaction	A+	1st
Class Size	A+	1st
Campus Atmosphere	A+	1st
Teaching	A	2nd
Campus Pub/Bar	A-	1st
Library	A-	2nd
Campus Technology	A-	2nd
Student Services	B+	2nd
Ease of Registration	B+	4th

# Reputation

## ii. The Globe & Mail

Category	2009	
	Score	Rank
Buildings & Facilities	B	3rd
Student Residences	B	3rd
Environmental Commitment	B	3rd
Recreation/ Athletics	B	4th
Academic Reputation	B	4th
Course Availability/Variety	B-	3rd
Career Preparation	B-	4th
Food Services	D	6th

# Reputation

## iii. National Survey of Student Engagement (NSSE)

- 56 Canadian universities participated in this survey of current students.
- Bishop's was the only university ranked in the top six in each category:

Supportive campus environment	1 <sup>st</sup>
Student-Faculty interaction	2 <sup>nd</sup>
Active and Collaborative Learning	2 <sup>nd</sup>
Level of Academic challenge	6 <sup>th</sup>
Enriching Educational Experience	6 <sup>th</sup>

# Reputation

## iii. National Survey of Student Engagement (NSSE)

The NSSE also asked senior students:

1. “How would you evaluate your entire educational experience at this institution?”

Bishop’s ranked 2nd;

97% gave Bishop’s a rating of good or excellent.

1. “If you could start over, would you go to the institution you are now attending?”

Bishop’s ranked 1st;

91% said probably or definitely yes.

# The Student Experience

## I. Student Success

### i. Network of International Business Schools

For the fifth time in the 14-year history of the NIBS case Competition Bishop's finished first.

The team was coached by:  
Professor Bill Robson;  
Professor Lissa McRae; and  
Dr. Robert Palmer.



Elliot Verreault, Stefan Lemieux, Vicky Schaefer  
and Andrew Willis



# The Student Experience

## I. Student Success

### ii. University Singers



In November 2009, The University Singers performed Mendelssohn's *Elijah*, with the Orchestre Symphonique de Sherbrooke at a sold out Basilique-Cathédrale Saint Michel.



They also performed three sold-out nights of 'Sing, Dance, Play: The Gospel of Lennoxvegas', in April 2010 at Centennial Theatre



# The Student Experience

## I. Student Success

### iii. CFL Draft



**Shawn Gore**  
BC Lions



**Steven Turner**  
Toronto Argonauts



**Justin Conn**  
Montreal Alouettes



Shawn Gore (Toronto, ON), Steven Turner (Brampton, ON) and Justin Conn (New Maryland, NB) were chosen in the 2010 CFL Draft.

This is the second consecutive year, and the 21st year overall, that the Gaiters have had multiple players selected in the draft and the first time since 1995 that three Bishop's student-athletes have been chosen.

# The Student Experience

## II. Outcomes

### i. Top 10 After 10



Cindy Finn, Robert Ghiz, Pierre Dion, Roger Hardy, Drew Leyburne, Chris Jones

Jennifer Jones, Patrick Keeley, Johnny Reid, Tova White

# The Student Experience

## II. Outcomes

### ii. BEST (Bishop's Experiential or Service Term Projects Fund)



**Frances Bajdik-Bova** (4<sup>th</sup> year Education from Ottawa) has established and will run Camp U-CAN in Uganda for HIV/AIDS affected orphans with five other Bishop's students.

**Éric Blais** (2<sup>nd</sup> year Physics from Sherbrooke) will attend national conferences in Physics and Astronomy and will publish his research paper in the prestigious *Astrophysical Journal*.



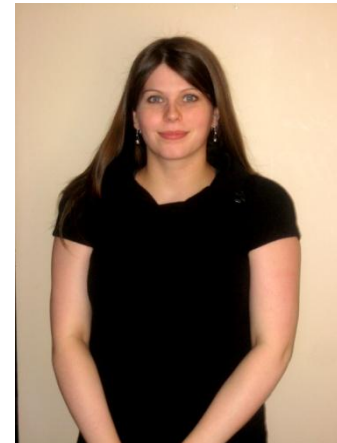
# The Student Experience

## II. Outcomes



**Adam Bond** (3<sup>rd</sup> year Environmental Studies and Geography from Trois-Rivières) will conduct an environmental impact assessment and create a development plan for a potential carbon sink park on the Bishop's campus.

**Kristy Chamberlin** (3<sup>rd</sup> year Education from St-Armand, QC) will go with 11 Bishop's students to Africa this summer to help set-up sustainable development activities in Malawi.



# The Student Experience

## II. Outcomes



**Louine Niwa** (1<sup>st</sup> year M.Ed from Sherbrooke) will digitize the Bishop's University (BUart) collection and create a greater awareness about it both at Bishop's and beyond.

**Ronan O'Beirne** (3rd year Drama from Dartmouth, NS) will be an intern at the Atlantic Bureau of the Canadian Press.



# The Student Experience

## II. Outcomes



**Elliott Verreault** (3<sup>rd</sup> year Business from Cap Rouge, QC) will attend the Graduate Institute in Geneva this summer to study International Relations and Multilateral Governance.

**Sara Wuite** (4th year Honours Biology from Westville, NS) will conduct research for a project to facilitate access to English-language mental health services in the Eastern Townships.





# The Student Experience

## II. Outcomes

### iii. Bootcamp (April 29 & 30, 2010)

- The first initiative of the Principal's Task Force on the Transition from Student to Graduate
- A joint initiative of Career Services and the Advancement Office (Sue Meesen and Matt McBrine)

26 students and 18 alumni participated

Conference Guest Host and Speaker: Janice Gaboury '92 - Career Coach & Trainer, Janice Gaboury Consulting.

Students attended eight sessions over the two days.



# The Student Experience

## II. Outcomes

### iii. Bootcamp

THURSDAY, APRIL 29 <sup>TH</sup>	FRIDAY, APRIL 30 <sup>TH</sup>
(9:00 – 9:45 a.m.) <i>Registration &amp; Welcome</i>	(9:30 a.m. – 11:45 p.m.) <i>Resume, Cover Letter &amp; Portfolio Building</i>
(10:00 a.m. – 11:45 p.m.) <i>Who Am I, And What Do I Want?</i>	
(12:00 – 1:30 p.m.) <i>Lunch &amp; Alumni Discussion “The Job Search”</i>	(12:00 – 1:30 p.m.) <i>Lunch &amp; Alumni Discussion “The Gap Year”</i>
(1:45 – 4:00 p.m.) <i>Discussion panel: Continuing Your Studies</i>	(1:45 – 4:00 p.m.) <i>Interview Prep &amp; Mock Interviews</i>
(5:00 – 6:00 p.m.) <i>Networking Event</i>	(4:00 – 5:00 p.m.) <i>Program Evaluation</i>
(6:30 – 8:00 p.m.) <i>Business Etiquette Dinner</i>	



# The Student Experience

## iii. Bootcamp

## II. Outcomes

**On a 5-point scale, how satisfied were you with:**

**The instructors and facilitators of the workshops?** 23 respondents, mean of 4.48

**The materials provided to you during the bootcamp?** 23 respondents, mean of 4.65

**The bootcamp?** 23 respondents, mean of 4.70

**How much would you pay for the bootcamp?** 21 respondents, mean of \$55.48

**Did this bootcamp meet your expectations?** 23 respondents, all 23 said yes!

# The Student Experience

## iii. Bootcamp

## II. Outcomes

“As a final comment, I would like to say that I had a job interview today for a position for which I had absolutely no prior experience. With the help of the training and practice I received at the bootcamp, I was offered the job on the spot. Talk about a success story!”

“Just wanted to say a big thank you, I received two formal job offers this week and the phone keeps ringing with requests for interviews. I could not have done it without the boot-camp and Mike’s help throughout the school year. You guys did a great job and in my case it has paid off in spades! I hope the boot-camp continues to grow and goes on to help more students in years to come.

# The Student Experience

## II. Outcomes

### iv. **Think Global, Drink Local campaign to make Bishop's a water-bottle free campus**



74.4% students voted to support the phase out of the selling of bottled water on campus.

This initiative was led by Erika Ide, the Sustainable Development Intern, Catherine Collinson, and Katrina Kroeze.

Students have consulted with faculty, staff and administrators.

Objective is to be water-bottle free in September 2010



# The Student Experience

## II. Outcomes

### iv. Lectures on campus

The 2009-2010 Donald Lecturers were:

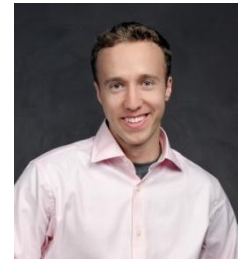
-David K. Foot, Professor of Economics at the University of Toronto, is co-author of best-selling books, on October 1, 2009

-Elizabeth May, Leader of the Green Party on November 24, 2009;

-Craig Kielburger, Founder of Free the Children on January 26, 2010;

-Jeff Rubin, Economist and Author on February 16, 2010.

- Maude Barlow, National Chairperson of the Council of Canadians and well-known leader in the international water justice movement on February 23, 2010



# The Student Experience

## II. Outcomes

### v. Honorary Doctorate Recipients





# Academic Mission

## 1. Experiential Learning

Continued to develop experiential learning and to integrate it into programs.

## 2. Revised Strategic Research Plan

1. Enhanced research opportunities for undergraduates

### 2. Research Clusters

- Astrophysics and Cosmology;
- Multi-scale Environmental and Climate Change;
- Psychological Health and Well-being; and
- Crossing Borders – the Construction of Social and Cultural Difference.

# Academic Mission

## 3. CRC Chairs

Three Tier II Canada Research Chairs have been linked to the clusters. The hiring process for these Chairs is now complete, with offers made to one internal and two external candidates.

## 4. Graduate Programs

Development of selected and focused graduate programs (e.g. Psychology; Environmental Studies; Cultural Studies)

# People

## i. Collective Bargaining

### 1. Faculty & Librarians Agreements

- Competitive compensation with Canadian universities of similar size and mission
- 10% salary increases over six years (2006-2012)
- Adjustment of workload (reduced teaching responsibilities) tied to enrolment increases
- Research will play a larger role in evaluation, especially promotion to Full Professor.
- Three-year agreement: July 2009-June 2012



# People

## i. Collective Bargaining

### 2. Staff Agreement

- 10% salary increases over six years (2007-2012)
- Job classification process to be completed this year
- Parity committee to study and report on compensation in the Sherbrooke area
- Three-year agreement: January 2010-December 2012

### 3. Agreements achieved without work disruptions.

# People

## ii. Management Team

- VP Finance and Administration: **Hélène St-Amand**
- Director of Enrolment Management: **Jock Phippen**
- Director of Finance: **Isabelle Goyette** (Certified Management Accountant)
- Internal Project Manager (B & G): **Paule Corriveau** (Architect)
- Secretary General & VP Government Relations and Planning
- Dean of Student Affairs

# Academic Administrative Structures

## Six Guiding Principles:

1. Academic officers should have adequate time, both within their day-to-day schedule, and in regard to the length of their mandate, to fulfill their responsibilities and provide strategic direction to their areas.
2. Academic officers should have adequate support, including administrative staff support, so that their time is largely spent on planning and leadership duties rather than on routine administration.

# Academic Administrative Structures

3. Bishop's should be able to seek out the best available candidates for Academic Administrative positions, including external candidates. This pre-supposes a selection rather than an election process for Deans.
4. To ensure that Deans have the confidence of the academic units they will lead, there should be majority faculty representation on the search committees and a wide consultation process as to skills needed.
5. Given our financial situation, there should be a continuing commitment to creating the minimum structure consistent with fulfilling the University's mission.
6. Given our traditions, there should be a continuing confidence in, and commitment to, collegial decision making.

# Governance

## I.

- Collegiality
- Bicameral governance
- Engagement
- Expertise
- Effectiveness
- Strategic Focus

## II. Implementation process

- September 14, 2010

# Infrastructure

## 1. Sports & Wellness Centre (\$29.5 Million)

Peter Rose + Partners, is an architect and urban design firm which began in Montreal in the 1980's, and since 1992 has been based in Cambridge, Massachusetts.



Its projects include:

- the Canadian Centre for Architecture in Montreal;
- the Chicago Bears Football Club Headquarters and Training Facility in Lake Forest, Illinois;
- the Master Plan for the Old Port of Montreal;
- the Sert Gallery for Contemporary Art at Harvard University;
- the Buckingham Browne & Nichols Athletic Center in Cambridge, MA; and
- The Kripalu Center for Yoga and Health – Housing Tower, Stockbridge, MA.
- A master plan for the Helsinki Harbour

# Infrastructure

## ARCOP Group

ARCOP Group is a 65-person firm based in Montreal. Founded in 1988, ARCOP has established itself as an authority in sustainable design. Major projects, including:

Maison Alcan;  
Place Ville Marie;  
Place Bonaventure;  
Casino de Montréal; and,  
Charles River Laboratories in Sherbrooke, Quebec.

The Maison Alcan, the first collaboration between Peter Rose and Bruce Allan, was one of the first significant building-recycling projects of its kind, setting a new standard of sustainability for Canada.

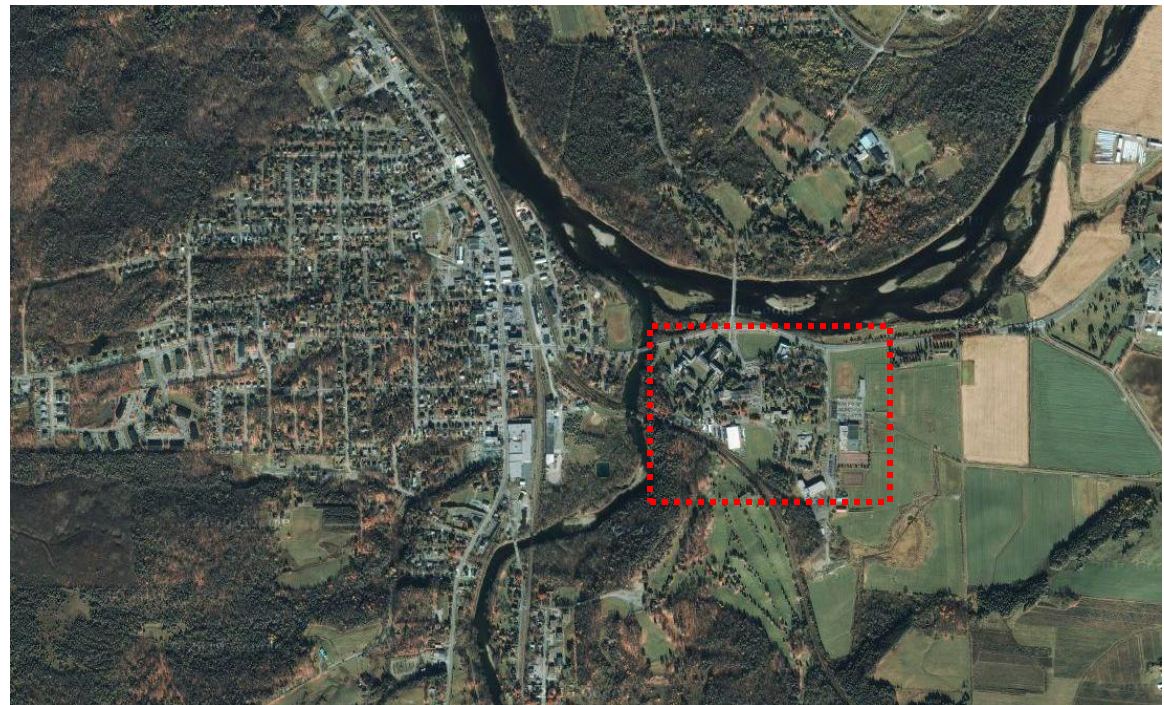




## PRINCIPLES FOR THE CAMPUS

### A Glorious Setting

One of the most important attributes of the Bishop's Campus is its physical setting among rivers, forests, farms, meadows, rolling hills and mountains which provide vistas and atmospheres of rare beauty. The campus should emphasize and make the most of connections to these extraordinary phenomena.

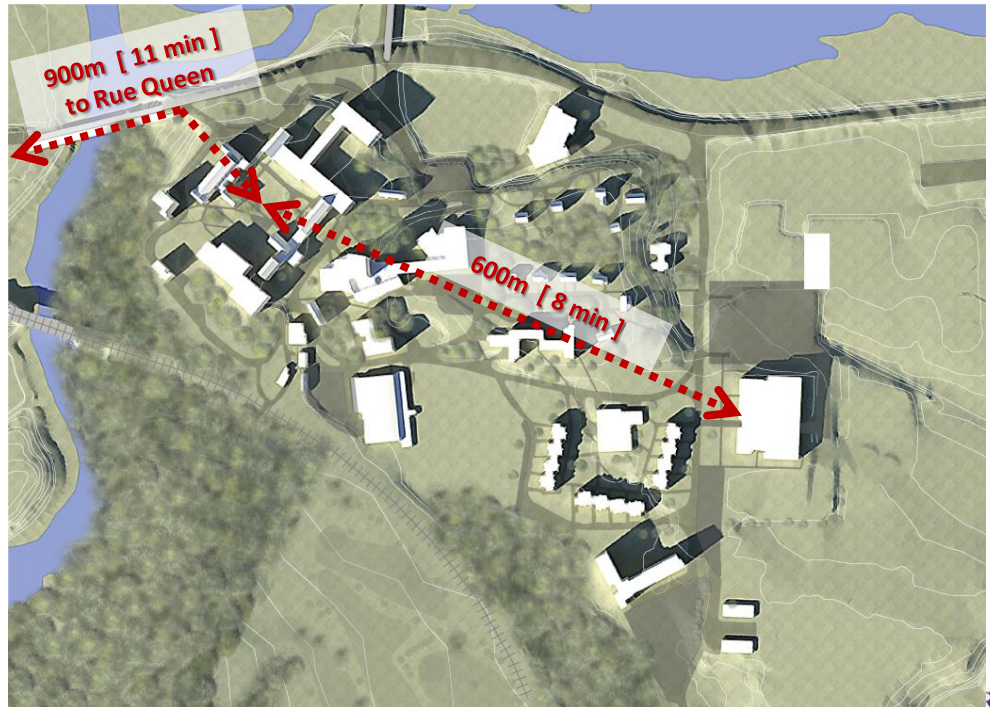




## PRINCIPLES FOR THE CAMPUS

### A Walking Campus

Bishop's should be a walking campus, first and foremost - an all weather, all season, walking campus. Pedestrian paths, (along with a network of biking and cross country skiing paths), should be part of a network of outdoor spaces, all deliberately defined by landscape-trees, bushes, groundcovers, benches etc. connecting all buildings to each other. These paths should not pass through parking lots or other spaces dedicated to cars.



## PRINCIPLES FOR THE CAMPUS

### A Proper Campus Entrance

The main entrance to the campus should introduce the campus in an appropriately dignified fashion. Parked cars near the gym should be hidden with topography and landscape. The entrance should strategically reveal the essential character and quality of the campus, but conceal much else.



## *PRINCIPLES FOR THE CAMPUS*

### A College Street Worthy of its Name

College Street, from Queen Street to the main campus entrance seems to be either an urban leftover or a highway, neither of which is appropriate for the main road from town to Campus. A study to address this issue has been begun by the Town of Lennoxville. More study and then fixes for these problems are necessary. The new highway project, to bypass the town and campus, offers an opportunity to engage the province in this.





## *PRINCIPLES FOR THE CAMPUS*

### Paths at the Campus Perimeter and Beyond

Bike and walking paths should be developed around the campus perimeter, along both rivers, into the woods and through the fields. Connected to existing hiking and biking networks beyond Bishop's, these paths could extend the campus into the region, for the mutual benefit of both. Paths between Lennoxville and The Campus need to be improved, and a pedestrian / bike bridge added on the old covered bridge right of way if possible.



## *PRINCIPLES FOR THE CAMPUS*

### More Spaces for Spontaneous Gathering, Meeting and Hanging Out

Gathering spaces of all scales should permeate the campus in buildings as well as in the landscape. The revered Quad, one of the only enclosed spaces on the campus, is an example of one type of these spaces, but they should be everywhere.



## *PRINCIPLES FOR THE CAMPUS*

### A More Visible and Transparent Campus

Most of the activity on the campus is hidden behind opaque walls and doors. Much of it can and should be revealed with substantial benefits, both pedagogical and social. Views from landscape into buildings, from circulation into learning and teaching spaces will only the social and pedagogical life of the university.





## *PRINCIPLES FOR THE CAMPUS*

### The Role of Food on the Campus

Two thirds of Bishop's students now live and also eat off campus. The possibility of healthy affordable food being available for all students, in multiple locations throughout.



CURRENT LOCATIONS  
OF FOOD ON CAMPUS



## *PRINCIPLES FOR THE CAMPUS*

### The Hill – Future Heart of the Campus

One of the most beautiful spaces on the campus, which coincidentally, is at the geographic center of things, is the hill surrounded by a series of faculty bungalows. Connected to the spaces in front of the student center and the Theatre, (with roads and cars removed), it has the potential to rival the best iconic campus landscapes and gathering spaces anywhere.



## *PRINCIPLES FOR THE CAMPUS*

### Connections, Connections

Everything - buildings, landscapes – should be connected in multiple ways, offering a rich range of choices on how to navigate the campus. Fast and slow, in the sun or in shade. Especially, the campus should be a pleasure to use and be beautiful in winter.



## *PRINCIPLES FOR THE CAMPUS*

### Preservation of Key Assets

The Quad, Chapel, McGreer, and Bandeen have been identified as important heritage resources on campus. Preserving these campus assets and programming them with appropriate activities ties these important places to Bishop's history, and assures their continued relevance to Campus identity in the future.





# Infrastructure

## 2. Johnson Labs (\$4.5 Million) Completed by December, 2010



# Infrastructure

3. **St. Marks Chapel** (\$1.4 million)
- Phase 1 (masonry) completed June 2010
  - Phase 2 (roof, steeple, sprinklers) to begin Fall 2010 for completion by end of June 2011.



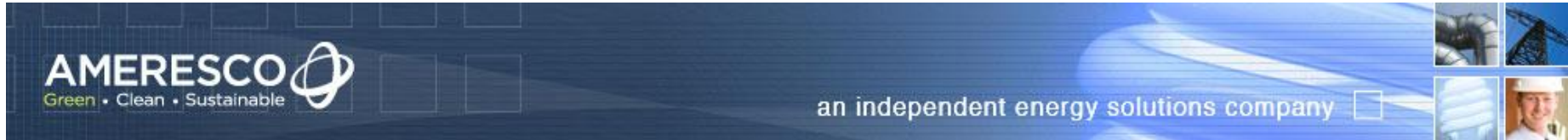
# Infrastructure

## 4. Energy Services (\$8 Million)

Beginning June, 2010 for completion by Summer 2012

Year 1: Elimination of steam heating

Year 2: Addition of geothermal heating



# Infrastructure

## 5. Plan Quinquenal des investissements Universitaires (PQI)

Total expenditure on deferred maintenance: 2007-2012 = \$23.8 million

2008      \$2.4 million

2009      \$5.5 million

2010      \$5.4 million

2011      \$5.3 million

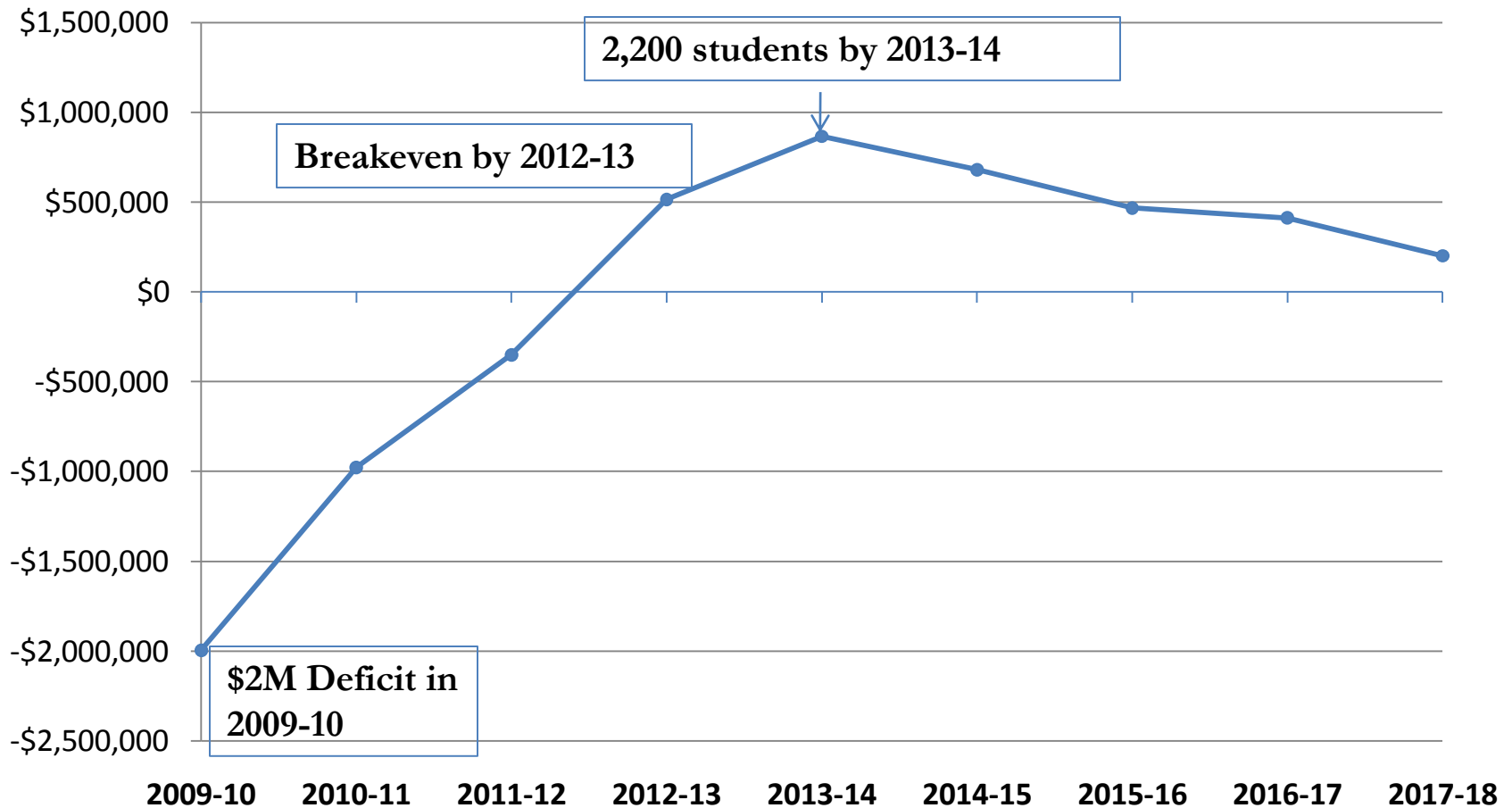
2012      \$5.2 million





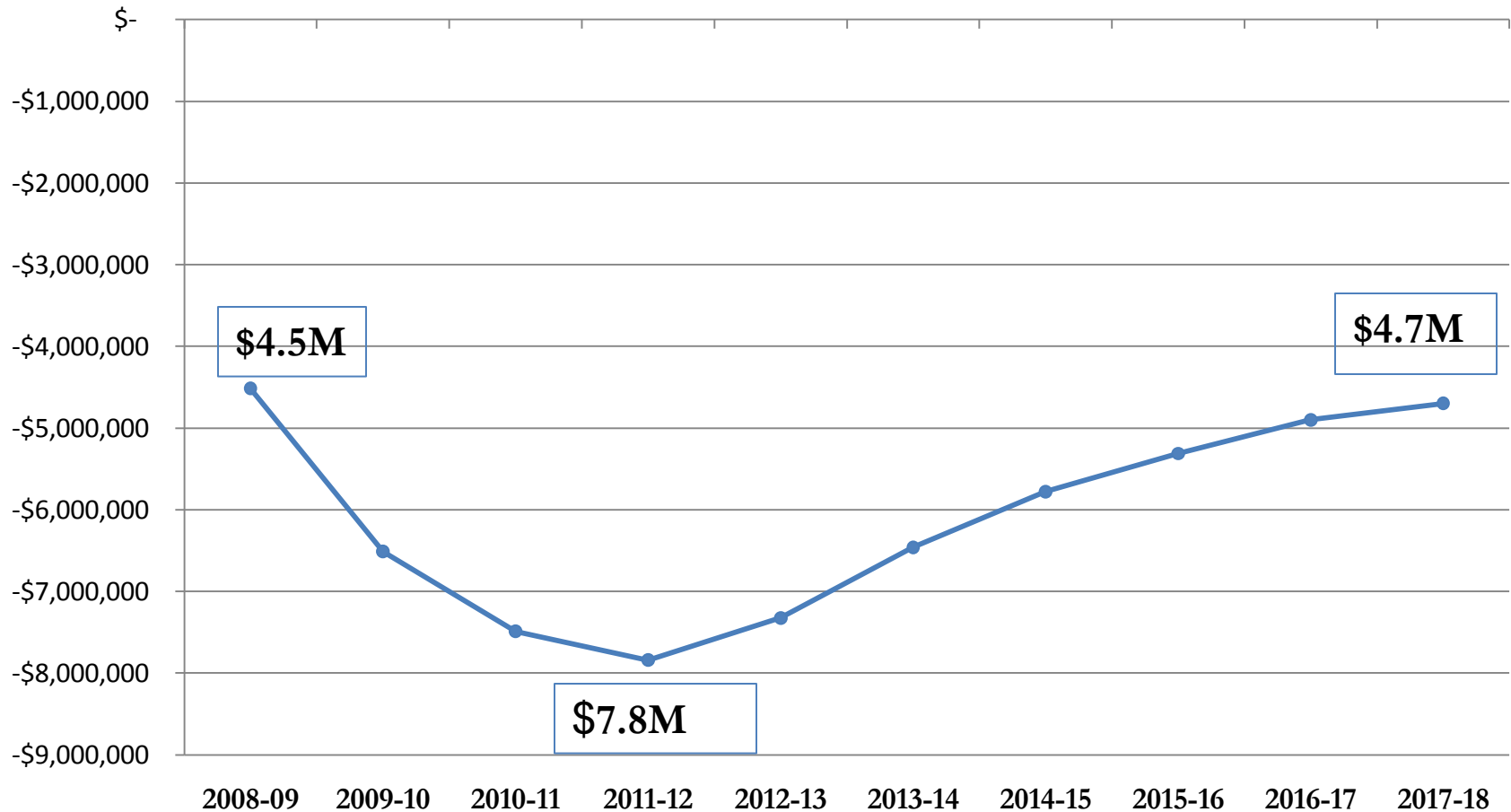
# Finances

## Annual Operating Surplus (Deficit) (\$000)

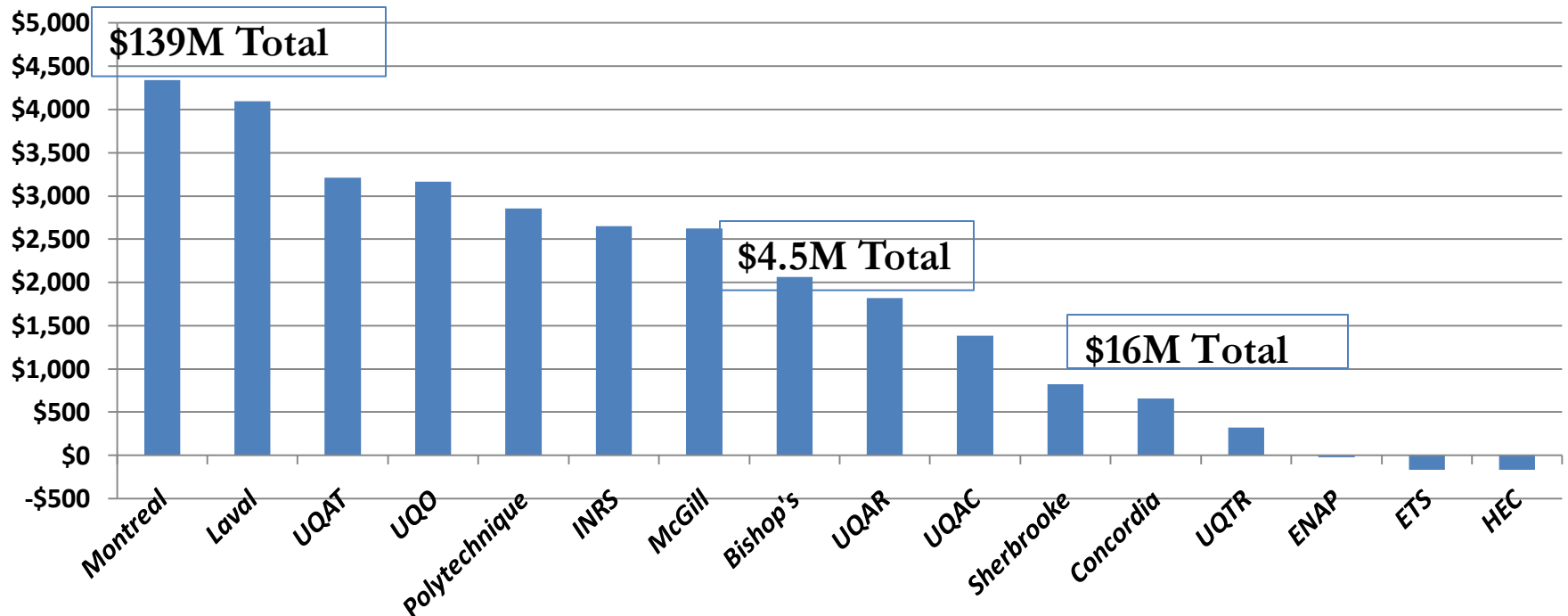


Average annual deficit over \$1M beginning in 2005-06

# Accumulated Operating Deficit (\$000)



# Accumulated Operating Deficits Per Student:



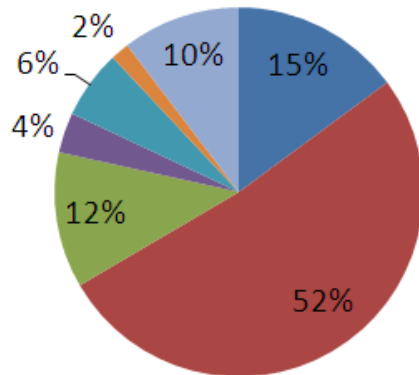
- Bishop's accumulated operating deficit in June 2009 was \$4.5M
- \$2,100 per student (full-time equivalent)

Excludes UQAM and TELUQ

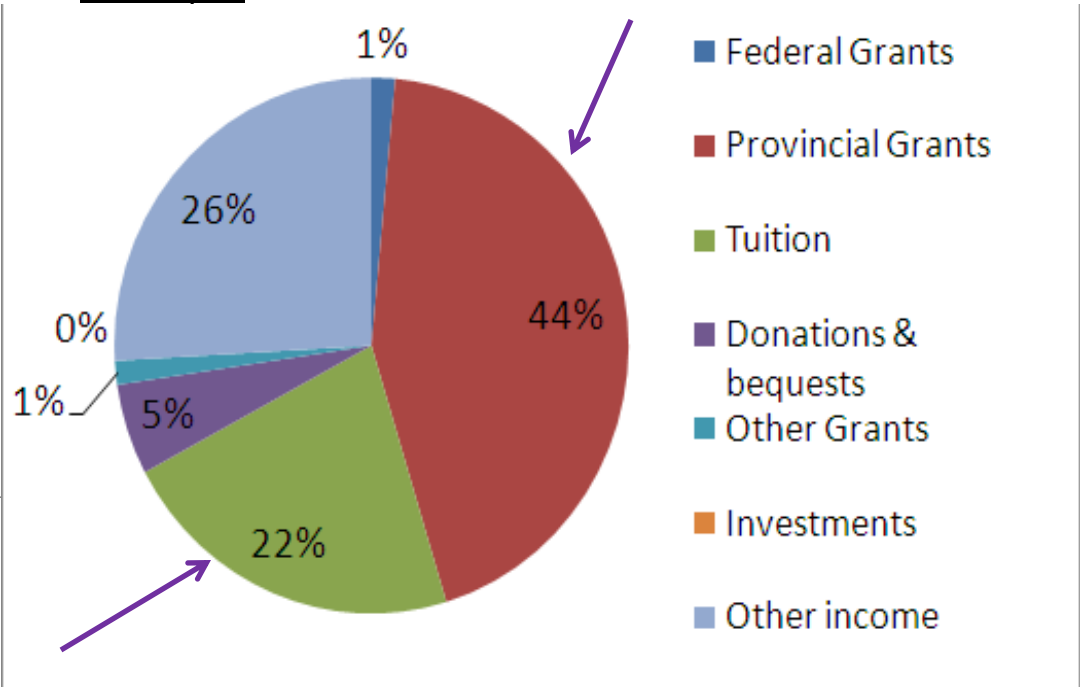
# A higher proportion of Bishop's revenues comes from tuition:

## Revenue by source

Quebec universities:



Bishop's:

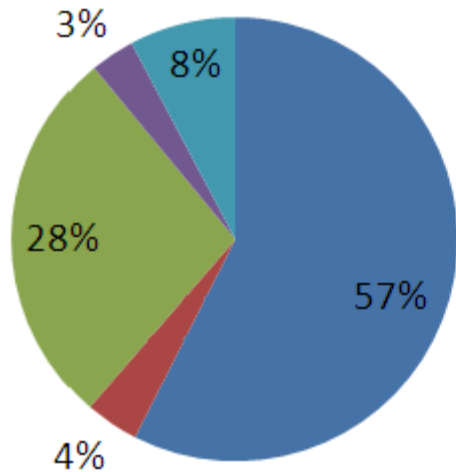


- Tuition represents 22% of Bishop's revenues vs. the provincial average of 12%
- 44% of Bishop's revenues are from its provincial grants vs. the provincial average of 52%, due to factors such as:
  - research funding,
  - student discipline profile,
  - number of graduate students.

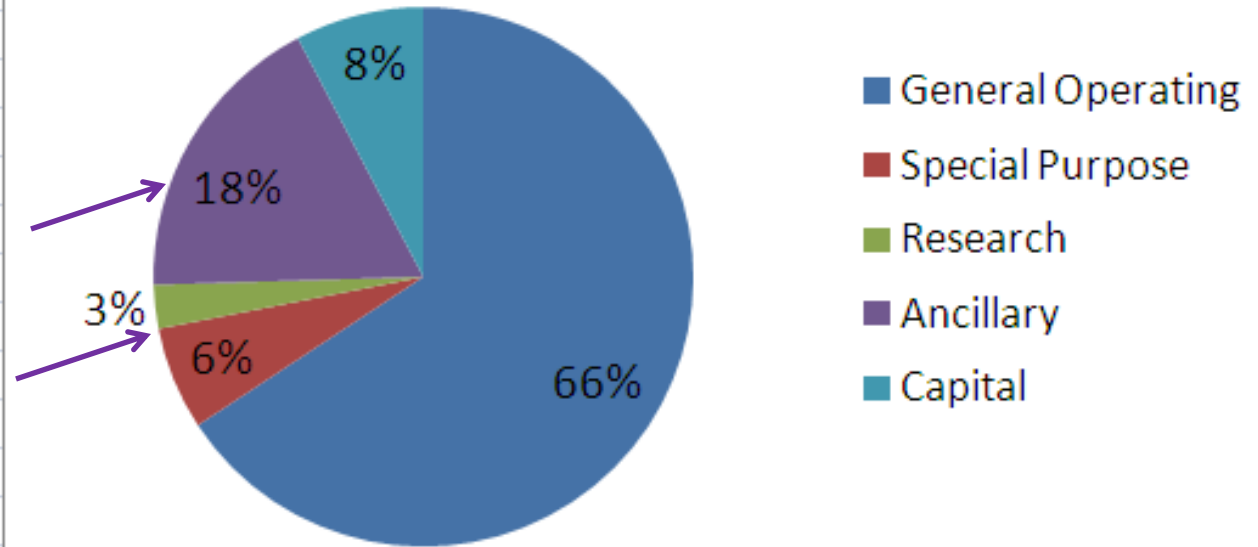
# Bishop's revenue profile vs. other Quebec Universities

## Revenue by Fund

Quebec universities



Bishop's

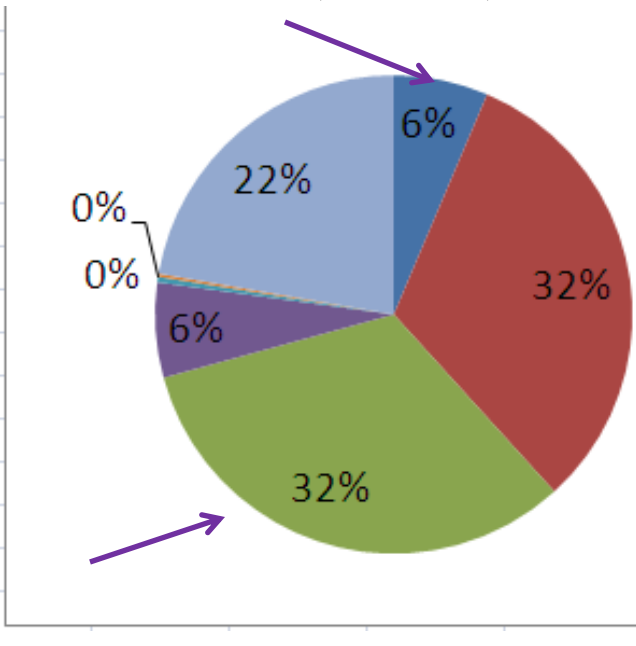


- Research constitutes 3% of Bishop's revenues vs. the provincial average of 28%
- 18% of Bishop's revenues are from Ancillary operations (e.g. residences) vs. the provincial average of 3%

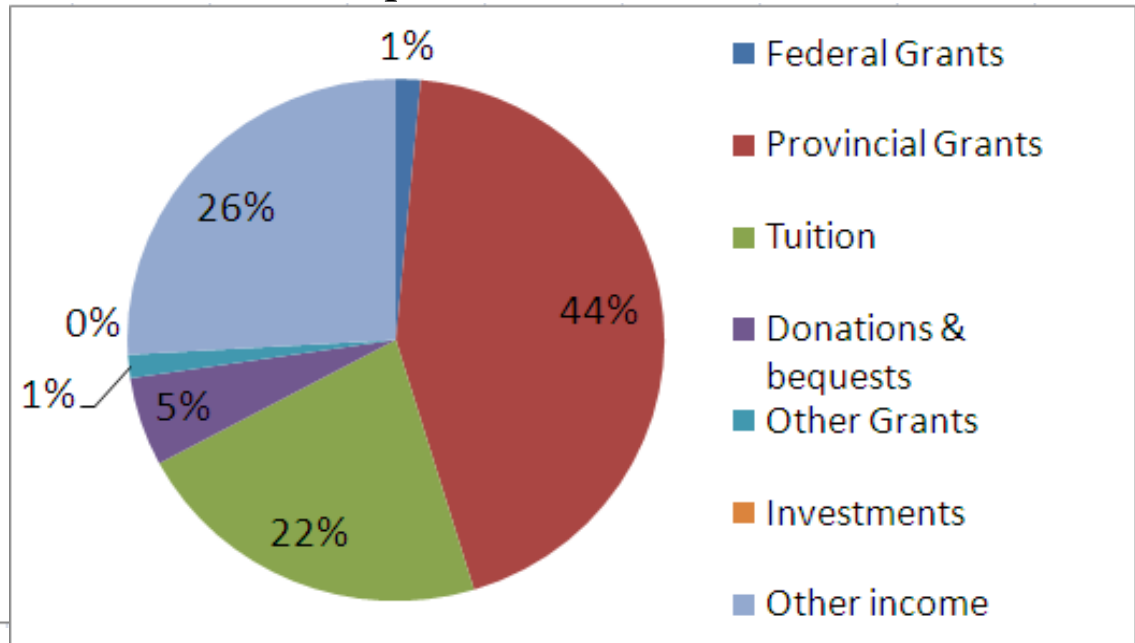
# Bishop's revenue profile vs. Maritime Comparables

## Revenue by source

Mount Allison, Acadia, St. FX:



Bishop's:



- Similar universities in the Maritimes derive a higher proportion of their revenues from tuition fees (32% vs. Bishop's 22%)
- Federal grants for Maritime comparables comprise 6% of total revenues vs. 1% at Bishop's, due mainly to higher federal research funding

# Foundation

- Donor participation up 15% (to April 30) compared to 2008-09
- On track to receipt \$3 million in gifts this fiscal year, most since 2003-04
- Funds support key priorities such as student bursaries and scholarships, internships, lab equipment
- Foundation Endowment Fund has returned to 2008 levels
- Foundation has met contribution budget projections the last three fiscal years.



# Revenue growth is a priority for 2010-11

## i. Increase enrolment

2010: 1950 students

2011: 2050 students

2012: 2150 students

2013: 2200 students

## ii. Tuition Fees (Quebec \$1,968; Canadian average \$4,724)

## iii. Government Grant

## iv. Capital Campaign

## v. Revenue Producing Facilities

- Residences, golf course, sports centre, tennis, Centennial Theatre

# Planning Process

## II. Strategic Plan

- i. June-August 2010: Recruit new members of Management Team
- ii. September 2010: Consult with new Board of Governors
- iii. October 2010: Initiate Strategic Planning Process
- iv. Summer 2011: Adopt and Implement Strategic Plan

# Summary

1. Enrolment
2. Reputation
3. The Student Experience
4. Academic Mission
5. People
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