

**BOARD OF GOVERNORS**

**DOCUMENT 2011-6-02**

MAY 4<sup>TH</sup>, 2012  
MCGREER 100, 16H TO 18H15

AGENDA

1.	Welcome		R. Gordon	5 mins
2.	Approval of Agenda	<i>Document 2011-6-02</i>	R. Gordon	2 mins
3.	Approval of minutes of the March 23 <sup>rd</sup> and April 5 <sup>th</sup> meetings	<i>Document 2011-6-03, attached; document 2011-6-03A, to follow For approval</i>	R. Gordon	3 mins
4.	Business Arising	<i>No document</i>		
5.	Principal's Report	<i>Document 2011-6-05, attached For information</i>	M. Goldbloom	8 mins
6.	Academic Report	<i>Document 2011-6-06, attached For information</i>	M. Childs	8 mins
7.	Presentation of the V.P. Finance and Administration (2012-13 budget)	<i>Document 2011-6-07, attached For approval</i>	H. St-Amand	35 mins
8.	Report of the Finance Committee	<i>No document For information</i>	G. Blenkhorn	10 mins
9.	Report of the Nominating Committee (Ad Hoc Committee for the review of the Principal)	<i>Documents 2011-6-09 and Appendix I, attached For approval</i>	R. Gordon	5 mins
10.	Report of the V.P. Finance and Administration on Capital Projects	<i>Documents 2011-6-10, 10i and 10ii, attached For approval</i>	H. St-Amand	15 mins
11.	Report of the Human Resources Committee (Pension Plan)	<i>Document 2011-6-11 For information</i>	E. Roper	15 mins
12.	Report of the Governance and Ethics committee (Revisions to Statutes)	<i>No document For information</i>	S. Lloyd	10 mins

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| 13. | Permission to use the<br>Bishop's University name | <i>No Document</i> | R. Gordon | 10 mins |
| 14. | Other business                                    |                    |           |         |
| 15. | Closed session                                    |                    |           |         |



BOARD OF GOVERNORS

DOCUMENT 2011-7-03

MEETING OF MAY 4<sup>TH</sup>, 2012  
MCGREER 100, 16H

MINUTES

*Chair:* Robert Gordon

*Present:* Gesner Blenkhorn, Claude Charpentier, Michael Goldbloom, Taylor Johnston, Deborah Langford, Drew Leyburne, Stephen Lloyd, Nadia Martel, Kelly Murumets, Royal Orr, Elaine Roper, James Sweeny

*Senior Administration:* Jackie Bailey, Michael Childs, Steve Harvey, David McBride, Hélène St-Amand

*Regrets:* Scott Griffin, Michele Murray, William Robson, Luce Samoissette,

*Secretary:* Victoria Meikle

ITEM 1: CHAIR'S WELCOME

The Chair called the meeting to order.

ITEM 2: APPROVAL OF AGENDA

James Sweeny moved approval of the agenda, and Elaine Roper seconded the motion.

**The motion carried.**

**ITEM 3: MINUTES OF THE MARCH 23, 2012 AND APRIL 5, 2012 MEETINGS OF THE BOARD OF GOVERNORS**

Stephen Lloyd moved approval of the minutes of the March 23, 2012 meeting of the Board of Governors and Gesner Blenkhorn seconded the motion.

**The motion carried.**

The Secretary General proposed that she distribute the minutes of the April 5, 2012 meeting electronically, to give Governors two weeks to review them. Should no comments be received, the minutes would be considered approved. Should there be changes, they would come back to the June 8 meeting.

**ITEM 4: BUSINESS ARISING**

There was no Business Arising.

**ITEM 5: PRINCIPAL'S REPORT**

The Principal added a few comments to his written report, Document 2011-6-05.

*Death of Jimmy Macni*

Principal Goldbloom advised the Board that Bishop's had been touched by tragedy over the weekend of April 28 and 29, when it was discovered that Bishop's student Jimmy Macni had died. He announced that a ceremony in memory of Jimmy would take place at 6:00 p.m. on the day of the Board meeting. Friends and family would attend.

*Luce Samoisette, President of CREPUQ*

Luce Samoisette, *rectrice* of the *Université de Sherbrooke*, had been named President of the *Conférence des recteurs et des principaux des universités du Québec* (CREPUQ), the Quebec university membership association. Madame Samoisette was in Quebec City for meetings between the Minister of Education and students associations.

*Sports Centre*

The Sports Centre Steering Committee, made up of Jackie Bailey, Michel Caron, Paule Corriveau, Michael Goldbloom and Hélène St-Amand, had met with the new architects for the Sports Centre. The plans presented by the new firm build on the work that had been done before they were engaged. The architects had expressed confidence to the Steering Committee that the Sports Centre could be built within budget and on time.

*Capital Campaign*

Progress had been made in building the campaign cabinet and the patron's council for Bishop's capital campaign. The Principal announced that Louis Lagassé had agreed to serve as a patron.

### *Mobilisation étudiante*

Student boycotts and demonstrations had been very well covered by Quebec media. Public opinion remained supportive of tuition increases, but there was also a desire that the government get students back into school. The government had proposed on Friday, April 27th, 2012, to extend tuition increases over seven years rather than five, a proposal which was not regarded as sufficient by the student associations.

A council charged with examining the management of universities had also been proposed by student associations and the government. The Chairs of the Boards of universities had written to the Minister of Education disputing the assessment that our institutions are badly managed when this accusation first surfaced. It was thought that the Council might provide an opportunity to demonstrate how much transparency and accountability already exists.

The Principal reported that students from *Cégep de Sherbrooke* had voted to put an end to their boycott and return to class.

### *SQRP Annual Conference*

The Principal advised that the account of the annual conference of the Société québécoise de la recherche en psychologie in his report would be modified to reflect the attendance of Dr. Rémi Quirion, *scientifique-en-chef du Québec* at the opening symposium, and that Dr. Fuchsia Sirois had organised a symposium on mental health and wellbeing rather than the opening symposium.

### *Departures of Steve Harvey and Jock Phippen*

During the course of discussion, Governors asked that the minutes reflect the Board's thanks to Steve Harvey and Jock Phippen for their outstanding contributions to Bishop's University.

## **ITEM 6: ACADEMIC REPORT**

The Vice-Principal Academic, Dr. Michael Childs, gave an overview of his report, Document 2011-6-06.

### *Faculty Hiring*

Dr. Michael Childs, Vice-Principal Academic, reported that, with the exception of the position in Sociology, all of the academic positions approved by the Board at its January meeting would be filled and that the pool of candidates had been outstanding. The research record of candidates has become more important over the last decade; it is one of the two most important factors in hiring, along with demonstrated teaching capacity or potential.

Although there is no formal welcoming or mentoring program for new faculty, there are several professional and social activities that support the integration of new faculty. In the

early fall of 2011, the Principal had held a reception for faculty and staff hired within the last two years, and he proposed to hold such receptions going forward. Members of the staff of the Research Office meet with each new member of the faculty, and the School of Education has developed sessions to support those who want to improve their pedagogy. A teaching and learning centre is a major goal of Bishop's capital campaign.

#### *Enrolment*

As of May 4<sup>th</sup>, admissions reports indicated 613 'will attends', down 75 in comparison to May 2011, but up 125 in comparison to 2010. Admissions staff continue to believe that our entering class will exceed 800 students.

The Vice-Principal reported an increase in applications from Cegep and transfer students. Applications for the Williams School of Business remain strong, and the number of candidates applying to Education is up. A decline in applications to the Humanities is worrisome, but consistent with trends in program choices across Canada. The strength we saw in applications to the Natural Sciences in 2011 has been maintained in 2012.

Dr. Childs closed by mentioning that a number of young faculty in the School of Education had been awarded research grants: Anthony Di Mascio had received a \$40,000 grant; Corinne Haigh and Sunny Man Chu Lau are participating in a project that had received \$70,000 in funding. In the Department of Psychology, Adrianna Mendrek had been awarded a '*Chercheur-boursier*', the Quebec version of the Canada Research Chairs.

#### **ITEM 7: BISHOP'S UNIVERSITY OPERATING BUDGET, 2012-13**

The Vice-Principal Finance and Administration presented the first balanced budget projected by Bishop's University since 2004, set out in Document 2011-6-07, the annual budget report. Before reviewing the highlights of the 2012-13 operating budget, she reported that the University is on target to meet the deficit budgeted for 2011-12 of \$428,000.

Ms St-Amand reviewed the major assumptions underlying the 2012-13 budget, noting that enrolment drives 70% of operating revenues, including tuition, *frais institutionnels obligatoires* and half of our grant revenues from the MELS. Those grants that are not tied to enrolment are essentially frozen.

Bishop's University is projecting significant growth in enrolment for 2012-13, at 6.1% above 2011-12 and 15% above levels projected in the original ten-year plan. Revenues for 2012-13 are expected to grow by 5.3% over those for 2011-12, while growth of 4.3% in expenses is budgeted. The cost of fringe benefits has been increased because of the increased costs of the pension plan. No new positions, other than the faculty positions approved in January, have been budgeted for 2012-13. The student services budget has been set at \$2.1M.

Risk factors for balancing our budget in 2012-13 include:

- ♦ achieving enrolment targets in the context of student boycotts and tuition relief in Ontario and New Brunswick;
- ♦ the outcome of collective bargaining with faculty, staff and librarians, whose collective agreements come to an end in 2012;
- ♦ possible impact of measures to end the boycott on the level of government grants; and
- ♦ the costs of deferred maintenance, which become more difficult to predict the longer maintenance is deferred.

In light of the importance of hitting our enrolment targets in order to balance our budget, spending that is not essential would be deferred until after the September add-drop period.

The possibility of increasing the number of graduate students, for whom the University receives higher per capita grants, was discussed. Since graduate students usually receive funding from their University, additional grant revenues would likely be offset by the cost of funding. There are, however, reasons to recruit more graduate students, as they contribute to the intellectual community and to the ability of faculty members to attract external funding for research.

The Vice-Principal Finance and Administration closed her presentation by pointing to the need to optimise revenues and challenge expenditures going forward, and to revise our recovery plan. Raymond Chabot Grant Thornton had been engaged to carry out a 'strategic diagnostic' of ancillary services, with a view to determining the potential for generating additional net revenues in the ancillary areas.

The Principal added that the June Board retreat would be devoted to a strategic discussion exploring options and opportunities to increase revenues and reduce expenses. The focus will be on the issues we must address, and how we might address them, rather than on particular solutions.

Stephen Lloyd moved approval of the 2012-13 operating budget; Kelly Murumets seconded the motion.

**The motion carried.**

#### **ITEM 8: REPORT OF THE FINANCE COMMITTEE**

Gesner Blenkhorn, Chair of the Finance Committee, reported that the Committee had carried out its role of due diligence in terms of the financial information reported to the Board.

**ITEM 9: REPORT OF THE NOMINATING COMMITTEE**

Robert Gordon introduced Document 2011-6-09i, the recommendation of the Nominating Committee on the composition of the Ad Hoc Committee for the review of the Principal. The Secretary General outlined the timeline for the work of the Committee, which will aim to report to the September 28, 2012 meeting of the Board of Governors.

James Sweeny moved approval of the Ad Hoc Committee for the review of the Principal as recommended by the Nominating Committee; Claude Charpentier seconded.

**The motion carried.**

**RESOLUTION 2011-6-02**  
APPROVING THE MEMBERSHIP OF THE  
AD HOC COMMITTEE TO REVIEW THE PRINCIPAL AND VICE-CHANCELLOR

WHEREAS the Nominating Committee of Bishop's University met on Friday April 27<sup>th</sup> to review and recommend nominations for seats on the Ad Hoc Committee to review the Principal and Vice-Chancellor;

AND WHEREAS the Nominating Committee recommends for approval of the Board of Governors membership as set out in Appendix I to this report;

BE IT RESOLVED THAT the membership Ad Hoc Committee to review the Principal and Vice-Chancellor be established as set out below.

Chair	Robert Gordon
Vice-Chair	
External Governors or External members of the community (3):	Nadia Martel Elaine Roper Bernard Shapiro
Academic Officer (1):	Catherine Beauchamp
Member of the Alumni Association	Cathy McLean
Faculty members (4):	Nelly Khouzam Elisabeth Levac Daniel Miller Jordan Tronsgard
Student member (1):	Adam Peabody



Manager (1): Célie Cournoyer

Staff member (1): Scott Stoddard

Moved by: James Sweeny

Seconded by: Claude Charpentier

**ITEM 10: APPROVAL OF CAPITAL PROJECTS**

The Vice-Principal Finance and Administration requested approval of two capital projects set out in Documents 2011-6-10, 10i and 10ii, which are included in the Capital Plan approved at the April 5<sup>th</sup>, 2012 meeting of the Board of Governors:

1. renovations to the Health and well-being lab and the LIDAR lab in the Mackinnon building; and
2. infrastructure repairs, road repairs and repaving, and landscaping, as well as the construction of a shelter for gas cylinders all located on, under or in the area of the roadway located behind Centennial Theatre and running to the Johnson Building.

James Sweeny moved, and Claude Charpentier seconded:

3. The approval of the renovation of a specific area of the Mackinnon Building currently used for offices to install the Health and Well-being Lab and the LIDAR Lab as set out in Document 2011-6-10i; and
4. approval of the infrastructure repairs, road repair and repaving and landscaping, project as well as the construction of a shelter for gas cylinders, as set out in Document 2011-6-10ii.

James Sweeny further moved, and Claude Charpentier seconded, authorisation for the University to sign all contracts related to both of these projects, as long as the total budget for the project is respected, and on condition that Michael Goldbloom, Principal and Vice-Chancellor, and Helene St-Amand, Vice-Principal Finance and Administration, jointly sign all contracts over \$500,000.

**The motions carried.**

**ITEM 11: REPORT OF THE HUMAN RESOURCES COMMITTEE**

Elaine Roper, Chair of the Human Resources Committee, reported on progress in discussions aimed at making the pension plan sustainable.

On Tuesday, April 24<sup>th</sup>, the A.P.B.U. presented a package of recommendations, including changes to pension benefits and a restructuring of contributions to the plan, to its membership. At the same time, the University presented these recommendations to

members of management who are not members of the Association. The University's presentation had been distributed to Governors.

The important elements of the package of changes are the following:

- ♦ If accepted, the package would apply to pension credits accruing after the date that the changes come into force.
- ♦ Benefits would be changed as follows:
  - the calculation of final average earnings over five years, rather than three years;
  - a change in the eligibility requirement for an unreduced pension: a move to a 90 factor, or a minimum of age 60 + 25 years of service, from an 80 factor or a minimum of age 55 + 15 years of service;
  - a change in the form of pension:
    - for married members to a five-year guarantee with a spousal reversion purchased by the member, from a five-year guarantee with the spousal reversion paid for by the plan
    - for single members to a five-year guarantee from a ten-year guarantee;
  - a change in the bridge formula to reduce the cost of the bridge to the plan;
  - for members leaving the plan before retirement for any reason except death, the minimum payout required by the *Régie des rentes*, rather than the current total of twice employee contributions.

All of this is expected to reduce the current service costs by about 4% to 5% of pensionable salary mass, or about \$800K to \$900K annually. Under the terms of the pension plan, the reduction will be shared between employee contributions (approximately 40%) and employer contributions (approximately 60%).

In addition, it has been proposed that contributions to the plan be restructured so that a greater portion of the total contribution is made directly by the employer, in order to make contributions as effective as possible.

- ♦ the way in which this would be accomplished is that salaries would be reduced by the amount necessary to maintain 2011-12 levels of contribution, up to 2%.
- ♦ The University would pay the amounts that would otherwise have been paid as salaries directly into the pension plan.

Next steps:

- ♦ The A.P.B.U. would hold a referendum on the recommendations.
- ♦ The results of the referendum would be available after May 11<sup>th</sup>, 2012.

- ♦ If the referendum supports moving forward with the recommendations, the text of an eventual agreement setting out the detailed changes to the pension plan would require ratification.

#### **ITEM 12: REPORT OF THE GOVERNANCE AND ETHICS COMMITTEE**

Stephen Lloyd, Chair of the Governance and Ethics Committee, reported that the process of review of the Statutes is on track to allow the Board to approve proposed modifications at the June 8 Board meeting.

#### **ITEM 13: USE OF BISHOP'S NAME**

At the March 23<sup>rd</sup> meeting of the Board, Governors asked the Secretary General to look into the conditions under which universities allow the use of their name by independent groups within their community. Victoria Meikle reported that she had consulted precedents developed at McGill University, which allows the use of the University's name subject to conditions:

- ♦ setting out the name of the Association and the manner in which the University name would be included;
- ♦ setting out the purpose for which the Association may use the University name;
- ♦ that the intellectual property in the name remains with the University;
- ♦ that the licence to use of the University name is not exclusive and not assignable; and
- ♦ that the University retains the right to revoke the licence at any time.

Governors authorised the Secretary General to communicate the authorisation for the use of Bishop's name by the Association of Retirees of Bishop's University subject to these conditions as well as to the usual condition that the Association not 'disparage the Brand'.

#### **ITEM 14: ADJOURNMENT OF THE OPEN SESSION**

There being no further business, the open session of the Board adjourned at 6:37 p.m.



Robert Gordon, Chair



Victoria Meikle, Secretary