

BOARD OF GOVERNORS

DOCUMENT 2012-2-03_REV

NOVEMBER 16TH, 2012
MCGREER 100, 16H TO 19H

REVISED AGENDA

- | | | | | |
|-----|---|---|---------------------------|---------|
| 1. | Welcome | | R. Gordon | 5 mins |
| 2. | Approval of Agenda | <i>Document 2012-2-02</i> | R. Gordon | 2 mins |
| 3. | Approval of minutes of the September 28 th meeting | <i>Document 2012-2-03, to follow
For approval</i> | R. Gordon | 3 mins |
| 4. | Business Arising | | R. Gordon | |
| 5. | Principal's Report | <i>Document 2012-2-05, distributed
12/12/12
For information</i> | M. Goldbloom | 10 mins |
| 6. | Academic Report and presentation of data | <i>Document 2012-2-06, distributed
12/12/12
For information</i> | M. Childs, S. Duguay | 20 mins |
| 7. | Research Report | <i>Document 2012-2-07, distributed
12/12/12
For information</i> | B.-A. Bacon | 20 mins |
| 8. | Report of the Nominating Committee | <i>Document 2012-2-08, to follow
For approval</i> | R. Gordon | 5 mins |
| 9. | Report of the Ad Hoc Committee for Oversight of the Sports Centre | <i>Document 2012-2-09, distributed
12/12/12
For information</i> | M. Goldbloom
N. Martel | 15 mins |
| 10. | Finance Report | | | 20 mins |
| | a. Report of the Finance Committee | <i>No document
For information</i> | tbc | |
| | b. Report of the Vice-Principal Finance and Administration | <i>Document 2012-2-10b, 10bi,
10bii, distributed 12/12/12
For information</i> | H. St-Amand | |

	c. Memo on insurance coverage	<i>Document 2012-2-10c, distributed 12/12/12</i> <i>For information</i>	H. St-Amand	
11.	Strategic Orientations	<i>No document</i> <i>For information</i>	M. Goldbloom/ V. Meikle	10 mins
12.	Report of the Governance and Ethics Committee	<i>No document</i> <i>For information</i>	S. Lloyd	5 mins
13.	Agreement with Champlain College	<i>Document 2012-2-13, distributed 12/11/12</i> <i>For approval</i>	M. Childs, H. St-Amand	5 mins
14.	Architect's exemption from insurance coverage	<i>Documents 2012-2-14 and 14i, distributed 12/11/12</i> <i>For approval</i>	H. St-Amand	5 mins
15.	Update on Canadian Intercollegiate Sports	<i>No document</i> <i>For information</i>	J. Bailey	5 mins
16.	Other business			
17.	Closed session			

BOARD OF GOVERNORS
DOCUMENT 2012-4-03I

MEETING OF NOVEMBER 16TH, 2012
MCGREER 100, 16H

NOTES

- Chair:* Robert Gordon
- Present:* Claude Charpentier, Paul Gallina, Michael Goldbloom, Deborah Langford, Drew Leyburne, Stephen Lloyd, Nadia Martel, Kelly Murumets, Royal Orr, Adam Peabody, James Sweeny
- By telephone:* Elaine Roper
- Regrets:* Gesner Blenkhorn, Scott Griffin, Michele Murray, Luce Samoissette
- Senior Administration:* Nick Andrews, Benoit-Antoine Bacon, Jackie Bailey, Catherine Beauchamp, Michael Childs, Scott Duguay, Bruno Gnassi, Hélène St-Amand, Calin Valsan
- Secretary:* Victoria Meikle

ITEM 1: CHAIR'S WELCOME

The Chair welcomed Governors and called the meeting to order, noting that quorum had been reached.

ITEM 2: APPROVAL OF AGENDA

Royal Orr moved approval of the agenda as proposed, James Sweeny seconded.

The motion carried.

ITEM 3: APPROVAL OF MINUTES

Approval of the minutes was deferred, since they had been distributed to Governors the day of the meeting.

ITEM 4: BUSINESS ARISING

There was no Business Arising.

The Chair welcomed Nick Andrews, Director of Human Resources, and Scott Duguay, Director of Enrolment Management to their first Board meeting.

ITEM 5: PRINCIPAL'S REPORT

The Principal spoke briefly to his report, Document 2012-2-05.

Vice-Principal Academic and Dean of Education

The Principal noted that he relied on the wise counsel of Michael Childs and Cathy Beauchamp. Their decisions to step down from positions in the senior administration would be a loss to him personally.

Director of Advancement

The firm KCI had been engaged to support the search for a new Director of Advancement, and Tara George of KCI had spent a day and a half at Bishop's in order to meet with members of the community and get a feel for the University.

Globe and Mail Survey

Feedback from Bishop's students in the annual Globe and Mail survey of student satisfaction continues to be positive.

Quebec Summit on Higher Education

The Principal gave an overview of the process leading to the Quebec government's Summit on Higher Education, planned for February. Along with other members of the Executive of the CREPUQ, he had met with Pierre Duchesne, the Minister of Higher Education, in order to discuss how best to ensure the success of the Summit.

Additional information on the process had been made available by the government. Sixty seats would be available at each of the four preparatory meetings and at the Summit meeting itself. These seats had been allocated as follows:

- ♦ 16 for youth;
- ♦ 12 for university and Cégep administrators:
 - three would be from Université du Québec system
 - three from the other Universities
 - the Chair of the Board of one of the universities
 - three representatives from the public Cégeps
 - two representatives from the private Cégeps
- ♦ 12 for representatives of the umbrella organisations regrouping the unions representing university employees

- ♦ 12 for representatives of the 'société civile'
- ♦ 8 for participants invited by the government.

Given the government's decision to bring down a budget for 2012-13 and 2013-14 in November of 2012, before the Summit, it seemed likely that base tuition (the fees that universities retain) would be frozen for 2013-14 as well as 2012-13.

Québec-Vermont Forum

The Québec-Vermont forum that Bishop's had suggested in the framework of the *Plan d'action à l'international de l'Estrie* is taking shape. The event is planned for June 19th and 20th, 2013, on the Bishop's campus.

Highway 410 extension

The Marois government's decision to reduce spending immediately had resulted in a decision to postpone the completion of the extension to Highway 410. This project will eventually divert a significant amount of truck traffic away from Highway 108 just north of the Bishop's campus. However, the portion of the route leading to the Massawippi River South of Lennoxville is now only scheduled for completion in December of 2015. There is no timeline for the completion of the project between the Massawippi River and the Experimental Farm East of Bishop's.

ITEM 6: ACADEMIC REPORT

Dr. Michael Childs, Vice-Principal Academic, spoke to Document 2012-2-06, the Academic Report for November 2012.

Annual report on admissions and enrolment

Dr. Childs presented data on one-year and five-year trends in applications, enrolments in first year and total enrolments to Governors.

Applications

While applications from Ontario for 2012-13 were down in comparison to 2011-12, applications from Cégep students had increased year-over-year.

An analysis of applications by Division indicated that applications to Humanities had grown over the five years to 2012-13, but not to the same extent as other Divisions. Though applications to Education were down slightly for 2012-13, the Vice-Principal did not regard the dip as significant since enrolment in the Division is near maximum capacity.

Dr. Childs noted significant consistency in selection and conversion rates over the five years to 2012-13. There had been a dip in the conversion rate in 2011-12, to 45%, but for 2012-13 it was back up to 48%.

Entering Class

The 2012 entering class was one of the two largest in Bishop's history. Increased applications from Quebec had converted to an increase in the number of Quebec students in the entering class. Ontario numbers had held despite a decrease in applications, because the rate of conversion had been better than it had been in 2011-12.

Total enrolment

The trends in the numbers of full-time students by geographic origins show that enrolment from western and eastern Canada is flat, while other groups (Quebec, Ontario, international) are growing.

The Natural Sciences continue to see good growth in enrolments, driven by the popularity of programs in Health Sciences.

Gender distribution

Overall gender distribution has been stable over the five years to 2012-13 at 56% women and 44% men. When trends in individual Divisions are analysed, we see a move toward more equal gender distributions in the Natural Sciences, as a result of the growth in enrolment in Health Sciences, and in the Social Sciences, as a result of the growth in enrolment in Psychology. The enrolment of women in Business is also trending up.

Retention

The Enrolment Management team, under the leadership of Scott Duguay, planned to focus to a greater extent on retention. Retention is not only a more effective means of maintaining enrolment numbers than recruitment, it also reflects the quality of our performance on our core mission of educating undergraduate students.

Collective bargaining

The Vice-Principal Academic reported that the collective agreements with Full-Time Faculty and Librarians had been ratified. A Memorandum of Agreement on changes to the Pension Plan for Full-Time Employees of Bishop's University had been ratified by members of the staff bargaining unit.

The Chair of the Board congratulated the university administration and the members of the staff and faculty bargaining units on the positive tone of negotiations and the willingness to compromise demonstrated by both parties. He noted that the success of the collective bargaining process was due in large part to a willingness to compromise and come to an agreement.

ITEM 7: RESEARCH REPORT

Associate Vice-Principal Research and Dean of Arts and Science Benoit-Antoine Bacon introduced Eugénie Cadieux-Pinsonnault, Interim Director of Research Services.

He then presented the annual report on research performance, noting the importance of research in informing the student experience, preparing them for graduate school, retaining strong faculty, and driving University's reputation.

After reviewing the evolution of support for research at Bishop's and the successes of 35 members of Bishop's faculty in attracting research funding, Dr. Bacon provided data on Bishop's performance in comparison to Acadia, Mount Allison and St. Francis Xavier. Though our performance is improving year over year, comparisons to peer institutions indicate that there is room for improvement.

In response to questions about the role of research chairs and graduate programs in a University whose primary mission is the teaching of undergraduates, Dean Bacon replied that a small number of chairs and a small number of graduate programs in areas of research strength will contribute to the undergraduate experience.

ITEM 8: REPORT OF THE NOMINATING COMMITTEE

The Chair introduced Document 2012-2-08, the recommendation of the Nominating Committee on the composition of Ad Hoc committees for the selection of a Vice-Principal Academic and a Dean of Education.

Stephen Lloyd moved approval of the recommendations of the Nominating Committee, and Adam Peabody seconded the motion.

The motion carried.

ITEM 9: REPORT OF THE AD HOC COMMITTEE FOR THE OVERSIGHT OF THE SPORTS CENTRE PROJECT

The Principal introduced Document 2012-2-09, the Report of the Ad hoc Committee for the Oversight of the Sports Centre Project, and invited questions from Governors.

Governors expressed appreciation for the clarity of the information on risks associated with the Sports Centre project and asked that a report in the same format be brought to the Board on a regular basis. The Principal assured Governors that attention is being paid to the need to plan construction activities around the Canada Games.

ITEM 10: REPORT OF THE VICE-PRINCIPAL FINANCE AND ADMINISTRATION

The Vice-Principal Finance and Administration, H el ene St-Amand, presented her updated forecast for 2012-13, set out in Documents 2012-2-10, 10bi, 10bii. She reviewed the variances in revenues and expenditures and changes to certain hypotheses on which the 2012-13 budget had been built, all of which combined to produce a negative variance in the bottom line of \$697,000.

The remaining risk factors in the forecast include:

- ♦ the level of compensation for the tuition fees that had been rolled back was estimated in the updated forecast, but had not been confirmed by the MESRST;
- ♦ EETPs for the winter term had been estimated on the basis of historical trends, but funding for students for the winter term would depend on actual registrations;
- ♦ the weighting for EETPs for the winter term had been estimated based on historical trends, but the ultimate weighting, which is one of the drivers of funding, would depend on the actual courses in which the students choose to register.

On the expense side, the Vice-Principal reported a negative variance of \$104,000. Savings on contributions to the costs of the Pension Plan had not been as high as budgeted because proposed changes to the Plan would come into force on January 1st, 2013 rather than July 1st, 2012. Some other expenses had been reduced to partially offset the higher than expected costs of the pension plan.

The Vice-Principal had not been in a position to provide an update on the Ten-Year Plan because the information needed to ground revenue assumptions were not available prior to the Board meeting.

The Principal advised the Board that Bishop's would not make the budget target set out in the *plan de redressement* (Ten-Year Plan) for the 2012-13 fiscal year, and that the administration would have to come up with a revised version of the plan for presentation to the Board and the *Ministère de l'Enseignement supérieure, de la Recherche, de la Science et de la Technologie*.

ITEM 11: STRATEGIC ORIENTATIONS

The discussion of the Financial Report segued into a discussion of the financial sustainability challenge faced by the University.

Principal Goldbloom briefly described a number of initiatives under way to increase revenues over the short and medium term. He reported that some members of the senior team were of the view that these measures alone would not be sufficient to ensure the sustainability of the University.

Governors engaged in a wide-ranging discussion of steps the Board might take to support the senior administration in developing a plan to put Bishop's University on a more sustainable footing.

- ♦ The Chair noted the importance of making the University more sustainable in ways that are true to Bishop's mission and values.
- ♦ It was suggested that steps be taken to communicate the gravity of the financial challenges we face to all members of the Bishop's community. Unless we all understand the seriousness of the situation, it will be difficult to implement the changes that may be needed to meet the challenges we face.

- ♦ It was pointed out that the University is a not-for-profit institution that is not allowed to run a deficit, so we must address the issue of financial sustainability.
- ♦ Additional information about the government of Quebec's commitments to university funding was needed before making recommendations on sustainability.
- ♦ There was some scepticism as to whether our financial challenges could be met through the generation of additional revenues alone, with several Governors of the view that expenditures would also have to be cut.
- ♦ There was a range of views on the usefulness of external help in developing a plan to put the University on a more sustainable footing, particularly in the context of extremely limited resources.
- ♦ Some Governors felt that external help could be useful:
 - In providing additional capacity to advance the planning process more expeditiously and more effectively than would be possible if we were to rely only on internal resources.
 - To provide a perspective on issues that is difficult to achieve for those who are part of the community and who have a significant emotional investment in the University.
 - To help analyse internal and external data.
- ♦ There was a consensus that it would be impossible to come up with a plan for revenue generation and expenditure cuts for the January Board meeting:
 - The issues are extremely complex, and we need to protect the core values of the University.
 - Bishop's has been working for five years to eliminate unnecessary spending, so additional savings will be difficult to achieve.
 - We need more reliable information on the revenues we can expect from government over the coming years.
- ♦ It was suggested that a substantial portion of the January 25th Board meeting should be devoted to:
 - assessing the sustainability challenge the University faces: is it a twelve-to-eighteen-month challenge, or is it more fundamental?
 - discussing what type of help might be required or useful in order to address the challenge; and
 - discussing who might be able to provide the required help.

ITEM 12: REPORT OF THE GOVERNANCE AND ETHICS COMMITTEE

Stephen Lloyd, Chair of the Governance and Ethics Committee, outlined the 2012-13 work plan for the Committee: a Code of Ethics for the Board of Governors and profiles for Board members.

ITEM 13: APPROVAL OF THE TERMS OF AN AGREEMENT WITH CHAMPLAIN COLLEGE

Vice-Principals Michael Childs and H el ene St-Amand introduced Document 2012-2-13, a memorandum setting out the main provisions of an agreement for Services with Champlain College. Cost savings had been achieved by reducing some services to Cegep students and by charging the true costs of others.

Nadia Martel moved that the Board of Governors authorize the University to sign a contract with Champlain College along the lines set out in Document 2012-2-13, and that Michael Childs, Vice-Principal Academic, and H el ene St-Amand, Vice-Principal Finance and Administration, be authorised jointly to sign the contract on behalf of the University. Royal Orr seconded the motion.

The motion carried.

ITEM 14: APPROVAL OF INSURANCE EXEMPTION FOR UNIVERSITY ARCHITECTS

H el ene St-Amand introduced Documents 2012-2-14 and 14i, which set out a resolution to support an application by two architects employed by Bishop's University on a full-time basis for exemption from the requirement that they purchase professional liability insurance offered by the *Ordre des architectes du Qu ebec*.

James Sweeny moved approval of the Resolution. Nadia Martel seconded the motion.

The motion carried.

RESOLUTION 2012-2-02

TO SUPPORT THE EXEMPTION OF MME NANCY BERGAMEN
AND MME PAULE CORRIVEAU
FROM THE REQUIREMENT THAT THEY HOLD
PROFESSIONAL LIABILITY INSURANCE THROUGH
THE *ORDRE DES ARCHITECTES DU QU EBEC*

WHEREAS Mme Paule Corriveau is a professional architect employed full-time by Bishop's University;

WHEREAS Mme Nancy Bergamen is a professional architect employed full-time by the University;

AND WHEREAS professional liability insurance held by the University covers losses resulting from errors and omissions committed while rendering professional services by all employees of the University, acting on behalf of the University or within the scope of the activities of the University;

BE IT RESOLVED THAT Bishop's University undertake to hold third parties harmless for acts and omissions of Mme Paule Corriveau and Mme Nancy Bergamen committed while acting as Architects on behalf of the University or within the scope of the activities of the University as set out in the attached resolution provided by the *Ordre des architectes du Québec*.

Moved by: James Sweeny

Seconded by: Nadia Martel

ITEM 16: UPDATE ON CANADIAN INTERCOLLEGIATE SPORTS

Dean of Student Affairs Jackie Bailey reported that a meeting would take place to discuss how to restructure the Canadian Intercollegiate Sports. The Principal would attend as representative of the RCQ, while Manager of Varsity Sports Joey Sabo would represent Bishop's.

There being no further business, the Board of Governors moved into closed session.



Robert Gordon, Chair



Victoria Meikle, Secretary