

BOARD OF GOVERNORS

DOCUMENT 2012-4-02

JANUARY 25TH, 2013
MCGREER 100, 15H TO 19H

REVISED AGENDA

- | | | | | |
|----|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|----------|
| 1. | Welcome | | R. Gordon | 5 mins |
| 2. | Approval of Agenda | <i>Document 2012-4-02</i> | R. Gordon | 2 mins |
| 3. | Approval of minutes of the September 28 th , November 16 th and January 10 th meetings | <i>Documents 2012-2-03, attached; 2012-4-03i and 03ii to follow</i>
<i>For approval</i> | R. Gordon | 5 mins |
| 4. | Business Arising | | | 2 mins |
| 5. | Principal's Memo | <i>Document 2012-4-05, attached</i>
<i>For discussion</i> | M. Goldbloom | 180 mins |
| | a. Financial Sustainability | <i>Document 2012-4-05a, attached</i>
<i>Document 2012-4-05ai</i>
<i>Appendix I: vision, mission values, attached</i>
<i>Document 2012-4-05aii, Appendix II: Progress and Priorities, 2008-2102, attached</i>
<i>For discussion</i> | V. Meikle, H. St-Amand | |
| | b. Work Plan for Sustainability | <i>Document 2012-4-05b, attached</i>
<i>For discussion</i> | M. Goldbloom | |
| | c. Executive Summary, Ancillary Services Diagnostic | <i>Document 2012-4-05c, attached</i>
<i>For discussion</i> | H. St-Amand | |

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|-----|------------------------------------------------------------|--------------------------------------------------------------------------------------|--------------|---------|
| | d. Update on 2012-13 forecast and 2013-14 pro forma budget | <i>Documents 2012-4-05d, 05di, 05diii, 05div to follow</i>
<i>For information</i> | H. St-Amand | |
| 6. | Academic Report on Tenure stream hires for 2013-14 | <i>Document 2012-4-06, attached</i>
<i>For information</i> | M. Childs | 10 mins |
| 7. | Recommendation on tenure stream positions | <i>No document</i> | M. Goldbloom | 15 mins |
| 8. | Information items | | | |
| | a. Principal's Report | <i>Document 2012-4-08a, 08ai, 08aii, 08aiii, 08aiv</i> | M. Goldbloom | 5 mins |
| 9. | Other business | | | |
| 10. | Closed session | | | |

MEETING OF JANUARY 25TH, 2013
MCGREER 100, 15H

MINUTES

- Chair:* Robert Gordon
- Present:* Gesner Blenkhorn, Claude Charpentier, Paul Gallina, Michael Goldbloom, Deborah Langford, Drew Leyburne, Stephen Lloyd, Nadia Martel, Michele Murray, Kelly Murumets, Royal Orr, Adam Peabody, Elaine Roper, Luce Samoisette, James Sweeny
- Regrets:* Scott Griffin
- 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 the University faces some serious externally driven challenges, and will require the engagement and advice of the Board in order to meet them.

ITEM 2: APPROVAL OF AGENDA

Claude Charpentier moved approval of the agenda as proposed, Michele Murray seconded the motion.

The motion carried.

ITEM 3: APPROVAL OF MINUTES

Item 3a: Approval of the minutes of the September 28th meeting of the Board of Governors

Nadia Martel moved approval of the minutes of the September 28th, 2012 minutes of the Board of Governors, and Adam Peabody seconded.

The motion carried.

Item 3b: Approval of the minutes of the November 16th meeting of the Board of Governors

James Sweeny moved approval of the minutes of the November 16th, 2012 meeting of the Board of Governors, Elaine Roper seconded.

The motion carried.

ITEM 4: BUSINESS ARISING

There was no Business Arising.

ITEM 5: THE SUSTAINABILITY CHALLENGE

The Principal introduced the sustainability challenge faced by the University by reviewing developments in government policy on university funding since the adoption of a balanced budget by the Board of Governors in May of 2012.

On September 4th, 2012, the Parti Québécois formed a government, and Premier Marois announced that she would make good on her promise to roll back tuition increases. Universities were promised compensation for the lost tuition increases, but it became clear that the compensation would not be at the rates budgeted in May of 2012.

Through the fall, Minister of Higher Education, Pierre Duchesne commented publicly that he was not convinced that Quebec universities are in fact under-funded. In November, the government brought down a revised budget for the remainder of 2012-13 and for 2013-14. This budget contained cuts to operating grants for Quebec universities of \$124M for each of the 2012-13 and 2013-14 fiscal years.

For Bishop's University, the cuts translate to a reduction in our operating grants of \$1.2M in each of these two years.

Hélène St-Amand, Vice-Principal Finance and Administration, presented document 2012-4-05dii, an update of 2013-14 forecast incorporating the announced cuts to the University's operating grants.

Victoria Meikle, Secretary General and Vice-Principal Government Relations and Planning, presented Document 2012-4-05A, an overview of the major events affecting the sustainability of Bishop's University since 2008, and which outlined the challenges as of the date of the Board meeting.

Individual members of the senior administration then presented the elements of Document 2012-4-05B, the Work Plan for Sustainability, for which they are responsible.

During the course of discussion, Governors recognised the importance of thinking creatively about all aspects of University operations while remaining true to the core mission of the University and preserving the quality of the education offered at Bishop's.

They asked that the key strategic issues to which the Board will have to respond be better framed, and that these be distinguished from issues of week to week management. They suggested that the senior administration approach issues of sustainability by distinguishing shorter- and longer-term challenges, and that Board time be used to present perspectives on the information contained in Board documents.

Governors suggested that meeting their fiduciary obligation to provide oversight on the integrity of the University might require a better understanding of the processes of academic governance. Some expressed a wish for a better understanding of the strategic academic challenges faced by the University and of the thinking about potential solutions to those challenges. The Vice-Principal Academic undertook to reflect on mechanisms that might keep Governors better informed of the work of Senate and of the Senate Planning Committee.

In response to the Work Plan for Sustainability, Governors pointed to the fundamental importance of determining the appropriate size of the University. They asked for a discussion of the principles underlying the residence report and for a presentation on the business plan for the Sports Centre. It was also suggested that the University needs a performance management system with clearly established priorities and metrics in order to assess how well the administration as a whole, and each member of the team, is delivering on priorities.

In conclusion, the Chair thanked Governors and members of the administration for their work in preparing and contributing to the discussion of sustainability, and asked Governors to advise the Principal if there were other items that they felt should be addressed.

The overall goal of the administration is to come forward to the Board with a comprehensive or integrated plan by January of 2014, so as to inform the 2014-15 budget process. The plan will include:

- ♦ projections for revenues and costs, and
- ♦ an analysis of each of the items that we have identified in our Work Plan for Sustainability and recommendations about how it can contribute to the sustainability of the University.

While it was possible that the processes would be different in relation to academic and administrative decisions, the goal is one integrated plan based on an understanding of how decisions in different parts of University operations impact on each other.

The three Vice-Principals, Michael Childs, H el ene St-Amand and Victoria Meikle, would be responsible for moving the process forward and for determining what additional resources are needed to carry the process out.

The Principal proposed to ask for funding from the Bishop's Foundation to defray the costs of the additional resources needed for the planning process. The Chair asked that that the Board's strong endorsement of the Principal's proposal be minuted.

ITEM 6: ACADEMIC REPORT

Dr. Michael Childs, Vice-Principal Academic, spoke to Document 2012-2-06, the Academic Report for January 2013.

The Senate Planning Committee had met in October of 2012 and, using the established framework to prioritize the need for additional faculty positions among Departments, had recommended seven of the fourteen positions requested by Departments. Senate had approved the recommendation of the Senate Planning Committee for seven tenure-stream positions, in the following order of priority:

1. one position in Williams School of Business – Accounting (replacement)
2. one position in Biology – lab instructor (replacement)
3. one position in English – Victorian literature (replacement)
4. one position in Williams School of Business – Strategy (replacement)
5. one joint position in Politics and International Studies (2/3) and Philosophy (1/3) – Pol. Philosophy (new)
6. one position in Williams School of Business – Entrepreneurship (new)
7. one position in Psychology – Clinical or other (new)

The Senate Planning Committee had also recommended the creation of three sessional (full time temporary) positions (unranked):

- ◆ Chemistry
- ◆ Sports Studies
- ◆ Williams School of Business

The Vice-Principal briefly reviewed the stringent student/faculty ratios applied by Senate Planning Committee and emphasized that all seven positions met these criteria and raised issues of program integrity. However, in the context of government cuts to the University budget for 2012-13 and 2013-14, he suggested that the most effective use of resources would be to confine tenure stream commitments to the minimum number consistent with our contractual obligations, or one tenure-stream hire for 2013-14.

ITEM 7: TENURE-STREAM HIRING FOR 2013-14

Principal Michael Goldbloom introduced a motion recommending that the Board approve one tenure-stream hire for 2013-14, which would ensure that the University meets the minimum faculty complement established in the collective agreement with faculty for 2012 to 2015. Elaine Roper seconded the motion.

The motion carried.

RESOLUTION FOR THE APPROVAL OF
TENURE STREAM POSITIONS
FOR 2013-14

WHEREAS in 2007 the Senate of Bishop's University established criteria to be applied in determining whether or not a departing faculty member should be replaced or a new faculty position added;

AND WHEREAS these criteria were modified in 2009 to take into account considerations of programme integrity;

AND WHEREAS Senate Planning Committee reported to Senate at its October 22nd, 2012 meeting that seven of the tenure-stream positions requested by departments and schools met the criteria established to determine the need for tenure stream positions, and the priority among requests for those positions from different disciplines;

AND WHEREAS Senate approved the recommendation of Senate Planning Committee in relation to the need for seven positions, and the disciplinary priorities among those positions;

AND WHEREAS the University and the A.P.B.U. have agreed on a minimum faculty complement of 113 for 2013-14;

AND WHEREAS the senior administration has produced a projection for 2013-14 that includes funding for one of these positions;

AND WHEREAS the Finance Committee has discussed the University's current financial projections in comparison with the goals of the ten-year plan;

BE IT RESOLVED THAT the Board of Governors approve the recommendation that one faculty member be hired to take up a tenure-stream position in 2013-14, in accordance with the priorities established by Senate.

Moved by: Michael Goldbloom

Seconded by: Elaine Roper

ITEM 8: PRINCIPAL'S REPORT

The Chair asked for questions and comments on the Principal's report. None were forthcoming.

There being no further business, the Board of Governors moved into closed session at 6:50 p.m.



Robert Gordon, Chair



Victoria Meikle, Secretary