

BOARD OF GOVERNORS

DOCUMENT 2013-6-02

MAY 9TH, 2014
MCGREER 100, 4:00 PM

AGENDA

- | | | | | |
|----|---|---|--------------|---------|
| 1. | Welcome | | R. Gordon | 5 mins |
| 2. | Approval of Agenda | <i>Document 2013-6-02</i> | R. Gordon | 2 mins |
| 3. | Approval of minutes of the March meeting of the Board | <i>Document, 2013-6-03, attached</i>
<i>For approval</i> | R. Gordon | 5 mins |
| 4. | Business Arising | | | 2 mins |
| 5. | Principal's Report | <i>Document 2013-6-05, attached</i>
<i>For information</i> | M. Goldbloom | 5 mins |
| 6. | Academic Report | <i>Documents 2013-6-06, 06 Appendix I, 06 Appendix II, attached</i>
<i>For information</i> | M. Turnbull | 10 mins |
| 7. | Report of the Finance Committee | <i>No document</i> | S. Lloyd | 5 mins |
| 8. | Report of the V.P. Finance | <i>Document 2013-6-08, attached</i> | H. St-Amand | 60 mins |
| | a. 2014-15 budget report | <i>Pp. 16 to 34</i>
<i>For approval</i> | | |
| | b. F.I.O. 2014-15 | <i>Appendix C</i>
<i>For approval</i> | | |
| | c. Overview of revenue-generating potential of ancillary services | <i>Pages 35 to 41</i>
<i>For information</i> | | |
| 9. | Contract for the architects for the Learning Commons | <i>Document 2013-6-09, attached</i>
<i>For approval</i> | H. St-Amand | 10 mins |

10. Information items
 - a. Report of the Nominating Committee *Document 2013-6-10a, to follow* R. Gordon
 - b. Report of the Ad Hoc Committee on the Sports Centre *Document 2013-6-10b, attached* H. St-Amand
 - c. Report of the Committee on Life at the University *Document 2013-6-10c, to follow* K. Huet
 - d. Report of the Ad Hoc Committee on the Pension Plan *No document* B. Levitt
11. Other business
12. Closed session

BOARD OF GOVERNORS

DOCUMENT 2014-1-03A

MEETING OF MAY 9TH 2014

MCGREER 100, 4:00 P.M.

MINUTES

Chair: Robert Gordon

Present: Claude Charpentier, Michael Goldbloom, Claire Grogan, Kim Huet, Kerry Hull, Deborah Langford, Brian Levitt, Cathy McLean, Stephen Lloyd, Nadia Martel, James Sweeny, Luce Samoisette

Regrets: Robert Hall

Senior Administration: Avril Aitken, Nick Andrews, Jackie Bailey, Scott Duguay, Bruno Gnassi, Michele Murray, Brigitte Quintal, Hélène St-Amand, Miles Turnbull, Calin Valsan

Secretary: Victoria Meikle

ITEM 1: CHAIR'S WELCOME

The Chair welcomed Governors and called the meeting to order.

ITEM 2: APPROVAL OF AGENDA

Luce Samoisette moved approval of the agenda as proposed, James Sweeny seconded the motion.

The motion carried.

ITEM 3: APPROVAL OF MINUTES

Luce Samoisette moved approval of the minutes of the March 21st 2014 meeting of the Board of Governors, subject to the addition of Kerry Hull to the list of Governors present. Deborah Langford seconded the motion.

The motion carried.

ITEM 4: BUSINESS ARISING

There was no business arising.

ITEM 5: PRINCIPAL'S REPORT

2014 spring flood

The Principal reported on the University's response to the floods on April 15th and 16th, during which the University was closed for two days. The University had developed a plan to evacuate the campus, but in the end there was no need to do so. A number of exams had been rescheduled.

Although the rivers rose to at least the same height as in 2010, there was much less damage to campus buildings and infrastructure. Following the 2010 flood, the Buildings and Grounds Department had taken steps to re-engineer drainage and sewage pipes to prevent future damage. (The Vice-Principal Finance and Administration later indicated that flood damages in 2014 had amounted to \$400,000, as compared to \$2.5M in 2010.)

The Principal noted that Bishop's had attracted attention across Canada when a video of a student water-skiing on little forks was posted to You-tube and played on the national news.

Margaret Mitchell

Margaret Mitchell, an ardent supporter of Bishop's University throughout her life, had passed away on April 18th, just a few weeks after celebrating her 100th birthday. A funeral service had been held in St. Mark's Chapel.

New Quebec government

The Quebec Liberals won the April 7th election, forming a majority government. Following the election, the new Minister of Higher Education, Dr. Yves Bolduc, had met with rectors from the Charter Universities and expressed a willingness to listen and collaborate.

ITEM 6: ACADEMIC REPORT

Update on Fall 2014 recruitment

Vice-Principal Academic Miles Turnbull provided a report on the enrolment forecast for Fall 2014 which showed that we would be close to our revised budget target of 2450 full-time students.

Applications were up by 189 over Fall 2013, with the biggest increase in international applications, particularly from France and the United Arab Emirates, areas on which recruitment efforts had focused. Ontario was becoming more challenging, but there seemed to be opportunities out west.

A Committee would be established in the Fall 2014 term to review Continuing Education, as part-time enrolment remained a challenge. A capacity analysis linked to funding parameters would be needed in order to develop a more detailed recruitment plan. The Academic Program Analysis would provide some information.

Dr. Turnbull thanked Scott Duguay, who was leaving Bishop's to become Associate Vice-President, Enrolment Management at St. Thomas University, for his contributions to Bishop's.

Academic hiring

The recruitment processes in the Williams School of Business, Psychology and Biology were nearing completion.

ITEM 7: REPORT OF THE FINANCE COMMITTEE

Stephen Lloyd, Chair of the Finance Committee, spoke to the challenges of keeping up with a constantly evolving situation in relation to government funding.

The Finance Committee had met twice prior to the Board meeting. At the first meeting, the Committee came to grips with the budget challenge for 2014-15, and at the second dealt with the budget document.

The Committee was not recommending that the budget be approved at the May Board meeting. Rather, it recommended waiting until the Quebec budget came down in June and taking the time to consider the information provided by the Vice-Principal Finance and Administration in her budget report.

In the interim, M^c Lloyd moved that the Board approve a transfer of the surplus from the Canada Games into the Capital Fund, so as to ensure that it can be applied to renovations of the residences. James Sweeny seconded the motion.

The motion carried.

RESOLUTION 2013-6-01
TO TRANSFER
THE NET REVENUE FROM THE CANADA GAMES
TO THE CAPITAL FUND

WHEREAS Bishop's is a residential University;

WHEREAS the Canada Games held in August of 2013 generated net revenues of approximately \$731,000, primarily linked to summer conference operations (residences and food);

WHEREAS the Bishop's residences require major renovations;

AND WHEREAS surpluses generated by residences in prior years have been applied to the accumulated deficit of the University;

BE IT RESOLVED THAT the net revenues generated by the Canada Games be transferred to the Capital Fund in 2013-2014 to fund major residence renovations.

Moved by: Stephen Lloyd

Seconded by: James Sweeny

ITEM 8: REPORT OF THE VICE-PRINCIPAL FINANCE AND ADMINISTRATION

Vice-Principal Finance and Administration H el ene St-Amand reviewed the updated 2013-14 forecast. She reported that most, if not all, universities were planning to take advantage of the smoothing mechanism agreed with government in 2013, whereby the month in which the government is beginning a new fiscal year while the universities are at the end of the old one (the 'bascule'), is used to allow universities to essentially borrow against government funding for future years.

a) Preliminary Budget Report 2014-15, Document 2013-6-08

As of May 9th 2014, the University was budgeting a deficit of \$1.4M for 2014-15. Governors canvassed a range of actions that the University might take to put it on the path to a balanced budget, stressing the importance of not losing sight of quality and of those aspects of student experience linked to the Bishop's model and the size of the University.

Between 2008 and 2014, the student body had grown rapidly, leading to increased revenues that allowed the University to cover increasing costs. The University had reached the point where it was not clear how many more students could be accommodated at current capacity, including academic and other staff, housing and the size of available classrooms. At this juncture, a comprehensive review of all University operations is planned, the only issue being the order in which different parts of the operations are addressed.

The Vice-Principal Academic would establish a Steering Committee to oversee an Academic Program Analysis aimed at generating data that would enable Senate, Senate Planning Committee and the University to make better decisions. The first phase of the Analysis would focus on data, both quantitative and qualitative. An analysis of the data would then be carried out, involving members of the academic staff.

A strategy around the recruitment of part-time students and continuing education would be needed in order to meet the capacity challenge. Among other things, the Academic Program Analysis would look at evening and weekend use of classrooms. The Vice-Principal Academic and the Vice-Principal Finance and Administration would analyse registrations to determine how many courses are budgeted and delivered.

The Dean of Student Affairs would review the Student Services budget. In particular, she asked the Board to endorse an external review of Varsity Sports, which accounts for 52% of the Student Services budget. The external review would produce data about the operations of Varsity Sports, benchmark against other institutions in Quebec and across Canada, and explore opportunities for partnerships and sponsorships. The Board endorsed the review.

b) Frais Institutionnels Obligatoires 2014-2015, Appendix C to Document 2013-6-08

Brian Levitt moved, and James Sweeny seconded, the approval of the *Frais institutionnels obligatoires* recommended by the Committee on Life at the University, and set out in Document 2013-6-08.

The motion carried.

c) Revenue-generating potential of Ancillary Services, Section 7.4 of Document 203-6-08

During the course of discussion, Ms St-Amand spoke to the overview of the revenue-generating potential of Ancillary Services, pp. 34 to 40 of the Preliminary Budget Report, Document 2013-6-08. She indicated that these initiatives would be presented in greater detail at the June Board retreat.

ITEM 9: CONTRACT FOR ARCHITECTS FOR THE LEARNING COMMONS

The Vice-Principal Finance and Administration introduced Document 2013-6-09, outlining the process and results of a public call for tenders for architectural services in relation to the Learning Commons. The selection committee recommended that the contract be awarded to Services intégrés Lemay et associés inc.

The Vice-Principal noted that the project is broken down into three phases. The contract for which approval was sought related to the first phase: feasibility studies for the renovation and expansion of the John Bassett Memorial Library, and its transformation into a learning Commons. Approval of the contract implied no obligation to proceed with the second and third phases.

James Sweeny moved approval of the contract and Claude Charpentier seconded the motion

The motion carried.

ITEM 10: INFORMATION ITEMS

a) Report of the Nominating Committee

The Nominating Committee of the Board of Governors had met and reviewed candidates for appointment to the Board. The Committee authorized the Chair of the Board to contact three individuals to determine their interest in joining the Board. Recommendations for their appointment would be brought to the June Board meeting.

b) Report of the Ad Hoc Committee on the Sports Centre

New portions of the Sports Centre would be turned over to the Recreation and Athletics Department over the long weekend in June. Work on renovations to existing portions of the Sports Centre would continue through the summer and into the fall.

c) Report of the Committee on Life at the University

Alexander Roy, a Montrealer who had grown up in Ontario and was now a third-year student in History, had been elected President of the Students' Representative Council. He would take over as the SRC representative on the Board at the June meeting.

Kim Huet, outgoing President of the SRC, described a new partnership that the SRC had developed with Global Vision. This partnership would provide opportunities for Bishop's students to develop their leadership potential through participation in activities at the national and international levels.

The Chair thanked Kim for her service to the Board over the 2013-14 academic year.

d) Report of the Ad Hoc Committee on the Pension Plan

The Chancellor distributed a brief report on the work of the Ad Hoc Committee on the pension plan (Document 2013-6-10d), indicating that the Committee would resume its work when the new Quebec government had made clear what direction it planned to take on public sector pension plans.

ITEM 11: OTHER BUSINESS

The Principal noted that the Chancellor had been recognised as Personality of the Year in support of the Arts in Montreal.

Jim Sweeny urged Governors to participate in the annual garage sale in support of the Refugee Program. In 2013, the sale had raised nearly \$15,000 to support refugee students at Bishop's.

ITEM 12: CLOSED SESSION

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



Robert Gordon, Chair



Victoria Meikle, Secretary