

BOARD OF GOVERNORS

DOCUMENT 2014-7-02

MAY 8TH 2015
MCGREER 100, 4:00 P.M. TO 7:00 P.M.

AGENDA

1.	Welcome		R. Hall	5 mins
2.	Approval of Agenda	<i>Document 2014-7-02</i>	R. Hall	2 mins
3.	Approval of minutes of the March 27 th meeting	<i>Document 2014-7-03, attached</i> <i>For approval</i>	R. Hall	3 mins
4.	Business Arising	<i>No document</i>		
5.	Principal's Report	<i>Document 2014-7-05, to follow</i> <i>For information</i>	M. Goldbloom	10 mins
6.	Government meetings	<i>Document 2014-7-06, to follow</i>	V. Meikle, M. Goldbloom	15 mins
7.	Academic Report	<i>Document 2014-7-07, attached</i> <i>For information</i>	M. Turnbull	10 mins
8.	Finance Report	<i>Document 2014-7-08, to follow</i>	I. Goyette, S. Lloyd	30 mins
	a. 2015-16 Operating Budget	<i>For discussion</i>		
	b. 2015-16 <i>Frais institutionnels obligatoires</i>	<i>For approval</i>		
9.	Delegation to the <i>dirigeante</i>	<i>Documents 2014-7-09, 09i attached</i> <i>For approval</i>	I. Goyette	5 mins
10.	Residence projects and Abbott Renovation Contract	<i>Documents 2014-7-10, 10i attached</i> <i>For approval</i>	F. Gervais	15 mins

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| 11. | Report of the Ad Hoc Committee for the Oversight of the Sport Centre | <i>Document 2014-7-11, attached</i>
<i>For information</i> | N. Martel, S. Lloyd | 5 mins |
| 12. | Application for brewing licence | <i>No document</i> | M. Turnbull | 5 mins |
| 13. | Principal's contract | <i>No document</i> | R. Hall | 15 mins |
| 14. | Closed session | | | |

BOARD OF GOVERNORS

DOCUMENT 2014-8-02

**MAY 8TH MEETING
MCGREER 100
4:00 P.M. TO 7:00 P.M.**

MINUTES

Chair: Robert Hall

Present: Jane Brydges, Claude Charpentier, Michael Goldbloom, Robert Gordon, Claire Grogan, Brian Levitt, Stephen Lloyd, Michel Marleau, Nadia Martel, Cathy McLean, Ross Osmun, Matthew Robinson, Luce Samoisette, James Sweeny

By telephone: Deborah Langford

Senior Administration: Nick Andrews, Jackie Bailey, Marie-Josée Berger, France Gervais, Isabelle Goyette, Michele Murray, Francine Turmel, Miles Turnbull

Secretary: Victoria Meikle

ITEM 1: CHAIR'S WELCOME

The Chair welcomed Matthew Robinson, incoming President of the Students' Representative Council, to the Board of Governors.

Two long-time members of the Board of Governors and of the Bishop's Corporation, Robert Gordon and Stephen Lloyd, were attending their last Board meeting. The Principal thanked them for their dedication and their significant contributions to Bishop's University.

Robert Gordon had taken on the position of Chair of (then) Corporation at a time when the University was facing enormous challenges, established the new Board of Governors in 2010 and provided wise counsel and unfailing support to Principal Goldbloom. Stephen

Lloyd had drafted the University Statutes establishing the Board of Governors and chaired several key Board Committees over the course of his tenure.

ITEM 2: APPROVAL OF AGENDA

Michel Marleau moved approval of the agenda as proposed and Claude Charpentier seconded the motion.

The motion carried.

ITEM 3: APPROVAL OF MINUTES OF THE MARCH 27TH MEETING

Jim Sweeny moved approval of the minutes of the March 27th meeting as circulated and Cathy McLean seconded the motion.

The motion carried.

ITEM 4: BUSINESS ARISING

There was no business arising.

ITEM 5: PRINCIPAL'S REPORT

U4 league

The Vice-Principals Academic of the U4 League (Acadia, Bishop's, Mount Allison, and St. Francis Xavier Universities) met to discuss the potential for academic collaborations to enrich programs, for the benefit of students at all four institutions. The idea of a virtual classroom accessible to the four campuses as a support for these collaborations is being seriously considered.

Retirement of the Director of Buildings and Grounds

The Principal announced that, after almost nine years as Director of Buildings and Grounds, Michel Caron, ing., would be leaving the University at the end of May, and expressed his gratitude for Michel's many contributions to Bishop's.

Michel Caron was involved in projects that have literally transformed the campus, from the installation of Synthetic Turf on Coulter Field to the restoration of St Mark's Chapel and the slate roofs of McGreer and Old Johnson. Among his many accomplishments, Michel was proudest of the replacement of steam heating with a decentralized system of geothermal energy and his involvement in the expansion and renovation project of the Sports Centre.

Michel chaired the Health and Safety Committee during his tenure as Director of Buildings and Gounds, and served as resource person for the Sustainable Development Committee.

ITEM 6: GOVERNMENT MEETINGS

Victoria Meikle, Secretary General and Vice-Principal Government Relations and Planning, provided an update on meetings with government (Document 2014-6-06). Since the March

27th Board meeting, members of the senior administration had met several times with officials of the Ministry of Education, Higher Education and Research on the *Plan de redressement*, the space and infrastructure challenge, and proposed legislation on university pension plans.

Ministry officials had visited the Bishop's campus as part of a round of consultations with a view to revising the University funding formula and met with members of the senior administration. Discussions had focused on the particular challenges of small universities.

To date, there has been no indication from the Ministry that resources would be forthcoming during the 2015-16 financial year.

ITEM 7: ACADEMIC REPORT

Canada Research Chairs

Vice-Principal Academic Miles Turnbull spoke to document 2014-7-07, the Academic Report. Since 2000, the Canada Research Chairs program has been at the centre of a federal strategy to enhance Canada's performance in research and development. The goal of the program is to establish 2,000 Canada Research Chairs (CRCs) in degree-granting institutions across the country.

At Bishop's University, we have three Chairs, all of which are up for renewal. Two current holders of the Chairs will not seek renewal: Dr. Fuschia Sirois will leave Bishop's over the summer of 2015 to take up a position at the University of Sheffield in England, and Dr. Cristian Berco has decided not to seek renewal of his CRC.

Enrolment update

Dan Seneker, Director of Enrolment Management, gave his update on the Fall 2015 admissions cycle. While numbers will continue to evolve until the end of the add-drop period in September, as of May 1st we were at 92% of our target for applications, 88% for offers to students and 74% for the acceptance of offers or 'will attends'.

Recruitment surveys

Mr. Seneker provided an overview of two surveys commissioned by the recruitment office, an 'Accept/Decline Survey' and a 'Retention Survey'.

The Acceptance/Declined Study (ADS™) gathers data about the reasons of admitted students for declining their offer of admission. The candidates surveyed had applied for admission for Fall 2014.

Survey findings included the following:

- ♦ The majority of students who declined our offers (85%) planned on attending another university, with 38% planning to attend in Quebec.
- ♦ 20% of those who declined had indicated Bishop's as their first-choice university.
- ♦ About half of the candidates who declined had opted for a larger University (Concordia, McGill, Ottawa, Queen's, Toronto).
- ♦ 23% declined because Bishop's does not offer their first-choice program.

- ♦ 61% cited location as a reason, among others, to decline our offer.
- ♦ The other reasons most commonly cited were:
 - programs and their quality (49%),
 - reputation (48%),
 - the campus (36%) and
 - costs (30%).
- ♦ Less frequently cited were factors related to the recruitment process:
 - quality of correspondence (19%),
 - quality of school visit/recruiter (16%),
 - quality of print materials (15%), and
 - website/social media (13%).
- ♦ 22% of those who declined indicated that Bishop's could not have done anything more to influence their decision.

The Retention Survey provides data on the needs of first-year students, as well as early indicators that students are at risk of not meeting academic standards. The students surveyed entered Bishop's University in the Fall of 2014.

Among the general observations or trends to emerge from the survey:

- ♦ 29% of those called, or 215 students, were not available at the number we have on record, whereas at other universities this number is usually under 10%.
- ♦ The response rate, at 38%; was significantly lower than the typical response rate of about 70%.
- ♦ The portion of students identifying one or more areas of need (41%) is in line with average.
- ♦ The areas of need most often identified were:
 - career planning and advising (69%),
 - academic advising and assistance (60%),
 - English writing and research skills (48%),
 - peer tutoring (47%),
 - personal coaching/life planning (45%),
 - personal counselling/mental health (43%),
 - financial assistance/advice (40%).

The company that carried out the survey recommended that we update our records and capture student cell phone numbers for easier contact and more accurate information.

ITEM 8: FINANCE REPORT

8a. University Operating Budget

Stephen Lloyd, Chair of the Finance Committee, spoke to document 2015-7-08, the Report of the Finance Committee. He emphasized that financial controls at Bishop's had been

greatly improved over the last five years, progress that is reflected in the fact that there are no changes to the forecast for the operating budget presented to the Board of Governors in January.

A new set of government 'Budget Orientations' was provided to universities on May 5th 2015. These had not been incorporated into the budget documents distributed to the Board due to lack of time.

Though the University was not asking the Board for approval of the operating budget Isabelle Goyette, Assistant Vice-Principal Finance and Operations, presented the context in which the 2015-16 budget had been developed.

- ♦ The deficit projected for the 2014-15 fiscal year is \$2.4M, as per the budget adopted by the Board in June 2014.
- ♦ The original Ten-year plan is no longer achievable because of the recurring funding cuts imposed by the government, cancelled tuition increases, the increased cost of our pension plan and the need to deal with deferred maintenance in our residences.
- ♦ These cuts amount to \$2.3M for Bishop's on an annual basis, assuming that our share of the additional \$70M in cuts announced in the 2015 Quebec budget is about \$700,000.
- ♦ During 2014-15, Bishop's University developed a Five-year Plan to ensure the sustainability of the University. This plan includes initiatives to reduce our operating deficit, as well as a request for increased funding from government.
- ♦ The 2015-16 draft budget proposes an operating deficit of \$4.5M.
- ♦ The 2015-16 budget takes into account the positive impact of initiatives identified in the Five-year Plan, evaluated at \$1.4M in 2015-16.
- ♦ \$630,000 of the \$1.4M target for deficit reduction in 2015-16 is subject to negotiation during the 2015-16 fiscal year.

Other key elements of the University budgeting context and assumptions:

- ♦ 71% of University revenue comes from government grants and tuition fees.
- ♦ 73% of University operating expenses are salaries and benefits (total compensation);
- ♦ Enrolment has grown by 36% since 2008-09.
- ♦ The enrolment objective for the Fall of 2015 is 2,390 full-time students, with gradual growth to reach 2,430 by 2019-20. This objective is built into the Five-year plan.
- ♦ Significant tuition increases and a government reinvestment were announced in the March 2011 Quebec budget; these have since been cancelled.
- ♦ Compensation negotiated in the 2012-13 round of collective bargaining was in line with our Ten-year Plan targets and our expectations of additional revenues from tuition and government.
- ♦ The Pension Plan deficit, calculated on a going-concern basis, has increased from \$4.3M in June 2008 to \$24.5 in June 2014. The University's required contribution to deficit amortization payments for the Pension Plan is estimated at \$1.5M for 2015-16, whereas it was \$300,000 in 2008-09.

In response to questions from members of the Board, Assistant Vice-Principal Goyette undertook to provide a detailed reconciliation of the increase in the deficit between 2014-15 and 2015-16 at the June Board meeting.

The Principal noted that the latest information from other institutions indicates that only two will propose a balanced budget for 2015-16.

8b. 2015-16 Frais institutionnels obligatoires

RESOLUTION 2014-7-03

FOR THE APPROVAL OF
THE 2015-16 *FRAIS INSTITUTIONNELS OBLIGATOIRES*

WHEREAS the Board of Governors is required to approve the *Frais institutionnels obligatoires* charged by the University as per the requirements of the *Ministère de l'Éducation, de l'enseignement supérieur et de la recherche* (MEESR);

WHEREAS the University may not increase *Frais institutionnels obligatoires* beyond the limits set by the MEESR unless the increase is approved by the Students' Representative Council (SRC);

WHEREAS the University has obtained the approval of the SRC where required;

AND WHEREAS the Finance Committee has reviewed and discussed the *Frais institutionnels obligatoires* for 2015-16;

BE IT RESOLVED THAT the Board of Governors approves the *Frais institutionnels obligatoires* for 2015-16 as set out in document 2014-7-08.

Moved by: Brian Levitt

Seconded by: James Sweeny

The motion carried.

ITEM 9: DELEGATION OF AUTHORITY UNDER THE *LOI SUR LES CONTRATS DES ORGANISMES PUBLICS*

RESOLUTION 2014-7-04

DELEGATING POWERS OF THE *DIRIGEANT* UNDER
THE *LOI SUR LES CONTRATS DES ORGANISMES PUBLICS*

WHEREAS in virtue of s. 8 of the *Loi sur les contrats des organismes publics*, L.R.Q. c. 65.1, the Board of Governors of Bishop's University is the Chief Executive Officer (*dirigeant*) of the University;

WHEREAS Vice-Principal Finance and Administration France Gervais is a member of the senior administration of the University;

WHEREAS the *Loi sur les contrats des organismes publics* allows the delegation of certain powers of the Chief Executive Officer (*dirigeant*) to a member of the senior administration;

BE IT THEREFORE RESOLVED THAT all those powers of the Chief Executive Officer (*dirigeant*) that can be delegated are hereby delegated to France Gervais, Vice-Principal Finance and Administration, subject always to University policies in relation to signing authority.

AND BE IT FURTHER RESOLVED THAT the Resolution of July 11th 2014 delegating the powers of the Chief Executive Officer (*dirigeant*) to Isabelle Goyette is hereby repealed.

Moved by: Stephen Lloyd

Seconded by: Brian Levitt

The motion carried.

ITEM 10: ABBOTT RENOVATION CONTRACT

France Gervais, Vice-Principal Finance and Administration, spoke to documents 2014-7-10 and 10a, *Memorandum and Project sheet on Abbott Residence Renovation*. The renovation is scheduled to begin in August of 2015 and should be completed by March of 2016.

RESOLUTION 2014-7-05

FOR THE APPROVAL OF THE CONSTRUCTION CONTRACT FOR
THE RENOVATION OF ABBOTT HALL

WHEREAS there is an urgent need to renovate Abbott Hall;

WHEREAS on May 27th 2014, Bishop's University received the authorization of the Ministry of Education for the renovation of Abbott Hall, subject to obtaining the required authorizations, if any, from the Ministry of Finance;

WHEREAS various scenarios have been analyzed, including renovation and new construction, as well as the possibility of public-private partnerships, and the University has decided to undertake the renovation of Abbott Hall itself;

WHEREAS the cost of renovating Abbott Hall (before taxes) will be \$5.7M;

WHEREAS the financing for the renovation will come from various sources: a bank loan, the Foundation, net revenues from the Canada Games and reserves created from the Residences, Conference and Food Services;

BE IT THEREFORE RESOLVED THAT the Board of Governors approves the renovation of Abbott Hall;

BE IT FURTHER RESOLVED THAT the Board authorizes the University to sign the contracts related to Abbott Hall residence renovation as long as:

- the total budget is respected and
- Michael Goldbloom, Principal and Vice-Chancellor, and France Gervais, Vice-Principal Finance and Administration, jointly sign all contracts over \$500,000.

Moved by: Brian Levitt

Seconded by: Claire Grogan

The motion carried.

ITEM 11: REPORT OF THE AD HOC COMMITTEE FOR THE OVERSIGHT OF THE SPORT CENTRE

Nadia Martel reported that the Sport Centre is on budget and that a final analysis is being prepared for the Board. Approximately \$250,000 of the government grant will not be used, or less than 1% of the total. M^c Martel asked for questions on Document 2015-7-11, *Report of the Ad Hoc Oversight Committee*.

ITEM 12: APPLICATION FOR BREWING LICENCE

Miles Turnbull explained that Dr. Dale Wood of the Chemistry Department had proposed the establishment of a microbrewery on campus in order to give chemistry and biochemistry students a real-life environment in which to study quality control and food product analyses. The project had been approved by the Dean of Arts and Science and the Vice-Principal Academic in 2012.

In the years following the approval:

- ♦ the necessary space had been allocated and renovated,
- ♦ a name and logo for the brewery has been selected,
- ♦ brewing equipment had been purchased,
- ♦ inquiries had been made to ensure that the University has insurance coverage for the production and sale of beer,
- ♦ a federal brewer's permit had been obtained, and
- ♦ an application for a provincial brewer's permit had been submitted, and was under review by the *Régie des Alcools des Courses et des Jeux*.

In order to allow the completion of the approval process, members of the Board were asked to complete and sign a form entitled "*Personal Information – Application for industrial, small-scale production, small-scale beer and warehouse permit*".

ITEM 13: PRINCIPAL'S CONTRACT

M^e Robert Hall, Chair of the Board of Governors, provided his perspective on the media controversy related to the deferred salary provision in the Principal's contract.

Bishop's University faces challenges in recruiting a Principal. It conducts a Canada-wide competition for a university leader, and so looks to salaries at other smaller universities across the country. Bishop's is too small to offer what is a standard incentive at most other universities: an assured position following a fixed term as Principal or President. In lieu, Bishop's had negotiated a salary deferral with Principal Goldbloom, equivalent to one year's pay at the end of a five-year term as Principal. This provision is also consistent with the remuneration of Principals and Presidents at many universities outside Quebec, where it is common practice for a University President to receive a second 12-month leave at the conclusion of a second five-year term.

The Chair stated that he regards the agreement reached with Principal Goldbloom in 2008 as fair and reasonable. He added that he strongly believes that it continues to be so today, especially in light of the Principal's remarkable performance as leader of Bishop's University. He considered the Principal's decision to put the interests of the University ahead of his own by foregoing the additional leave allowance provided in the renewed contract for his second mandate as one more example of his values and character.

The Chair concluded by expressing his gratitude to Michael Goldbloom for his outstanding leadership as Principal of Bishop's University.

The Principal replied that he had been heartened by the many manifestations of support from the Bishop's community, and by the steadfast support of Governors for him and for the contract negotiated between him and the Board. He emphasised that he did not want his contract to be an impediment to his ability to help secure government assistance for Bishop's in addressing the serious financial challenges the University faces. Consequently, although the allowance for administrative leave provided in his contract is consistent with the norms for university heads in the rest of Canada, he had come to the conclusion that it would be best to forego the additional leave.

ITEM 14 OTHER BUSINESS

The Chair reminded members of the Board that he would be happy to receive suggestions of candidates for the three seats for External members of the Board that would be vacant as of June 30th.

There being no further business, the Board of Governors moved into closed session at 6:00 p.m.



Robert Hall, Chair



Victoria Meikle, Secretary