



**BOARD OF GOVERNORS
DOCUMENT 2023-06-03**

DECEMBER 15, 2023
BISHOP'S UNIVERSITY
VIDEOCONFERENCE
MINUTES

<i>Chair:</i>	Robert Hall
<i>Present:</i>	Abel Bosum, Mark Caduc, Kent Carson, Daniel Fournier, Chris Gokiart, Sébastien Lebel-Grenier, Murielle Lortie, Heather McKeen-Edwards, Jessica Riddell, Junior Sirivar, Sophia Stacey, Calin Valsan, Tova White
<i>Regrets:</i>	Pierre Cossette, Suzie O'Bomsawin
<i>Guest:</i>	Sean Fitzpatrick, Michael Teed
<i>Senior Administration:</i>	Nick Andrews, Reena Atanasiadis, Julie Desjardins, Valerio Faraoni, Isabelle Goyette, Kerry Hull, Stine Linden-Andersen, Jean Manore, Jacqueline Scott, Andrew Webster
<i>Secretary:</i>	Kylie Côté

ITEM 1: CHAIR'S WELCOME

Chair Robert Hall called the meeting to order at 3:05 p.m.

ITEM 2: APPROVAL OF AGENDA

The agenda was approved as presented.

Moved by: Kent Carson

Seconded by: Jessica Riddell

Motion carried.

ITEM 3: APPROVAL OF MINUTES

The minutes of the November 3, 2023 meeting were approved as presented.

Moved by: Kent Carson

Seconded by: Abel Bosum

Motion carried.

ITEM 4: BUSINESS ARISING

There was no business arising.

ITEM 5: PRINCIPAL'S REPORT

Principal Sébastien Lebel-Grenier highlighted the following topics from his written report.

180th Anniversary for Bishop's University

The Principal reported that on December 8th, the Communications Department had organized an employee cocktail in Hodder Hall and on December 9th all members of the Bishop's community, as well as alumni and the wider Lennoxville, Sherbrooke and Eastern Townships community, were invited to the Quad over the noon hour for hot chocolate, cupcakes and a special gift (BU purple mittens).

Sophia Stacey, President of the Students' Representative Council, Chief Richard O'Bomsawin of the Abenaki Council of Odanak and Principal Lebel-Grenier addressed the assembled celebrants.

BU Singers – Magical Mystery Tour

In early December, the Bishop's and Champlain choirs, along with a 12-piece professional band, put on 'The Magical Mystery Tour: An Evening with the Beatles' in Centennial Theatre. After tickets for the first two shows sold out, the choir added a Saturday matinee to meet demand.

Quebec Games – Jeux du Québec

Bishop's will be hosting several events of the 58th Jeux du Québec during the first week of March 2024.

Tuition increases

On December 14, 2023 the Minister of Higher Education, Pascale Déry formally announced the changes that the Quebec government will implement with respect to tuition fees for non-Quebec resident students which included special measures to limit the negative impacts of this new policy on our University.

Starting in Fall 2024, newly enrolled Canadian non-Quebec resident students will see their tuition fees increase from roughly \$9,000 to \$12,000 per year. However, Bishop's will receive an allotment of exemptions which will allow us to keep welcoming students from the rest of Canada at the current tuition of roughly \$9,000 per year (subject to normal

annual indexation). In other words, there will be no increase in tuition for students coming to Bishop's from the rest of Canada.

For international students, the new policy provides for a minimum tuition of roughly \$20,000 per year with a significant amount being clawed back for redistribution to French-language universities. As is the case for most Quebec universities, this will not directly affect the level of fees paid by international students at Bishop's as their current tuition is already above this amount. Nonetheless, it is anticipated that the claw back will translate into a loss of revenue of \$1.8M for our University.

However, Principal Lebel-Grenier said that the Minister of Higher Education had assured him that Bishop's would gain equal access to funding for small and regional universities which should compensate for the anticipated loss of revenue related to international students.

Minister Déry has also announced that, starting in 2025, English-language universities will be mandated to ensure that 80% of their non-Quebec resident undergraduate students attain level 5 on the Quebec scale of French oral proficiency by the time they complete their degree. Level 5 is the first of four levels in the intermediate proficiency category. Minister Déry has also declared that, considering the unique circumstances and situation of Bishop's, no financial penalties will be imposed on us if we are unable to reach this target.

The Principal said that under the announced new policy, individual students will be under no obligation to attain a specific level of proficiency. Rather, Bishop's francization plan will make available to all Bishop's students enhanced, diverse and effective French-language proficiency training as well as increased and more comprehensive offerings on Quebec culture and society. This wide-ranging plan will offer significant and worthwhile opportunities for our students and will enrich their Bishop's experience.

Principal Lebel-Grenier said that the positive outcome would not have been possible without the unwavering support of leaders of the Eastern Townships community, the mobilization and effective communications of the Student Representatives' Council and in particular its President Sophia Stacey, and the efforts of Bishop's students, faculty, staff and alumni.

Former mayor Jean Perrault who headed the community mobilization committee as well our Member of the National Assembly, Geneviève Hébert, were specifically mentioned for their support of the University.

The Principal said that he recognized and appreciated the consideration the Quebec government demonstrated for our institution with the exemptions for Bishop's, and also acknowledged that he was very concerned about the impact the policy would have on Concordia and McGill universities.

The Principal announced that he would hold a Town Hall on December 18th in Centennial Theatre to address the Bishop's community and to answer questions.

ITEM 6: STUDENT REPRESENTATIVES' COUNCIL PRESIDENT'S REPORT

Student Representatives' Council (SRC) President Sophia Stacey said that the SRC had distributed 1,000 exam care packages in early December. The SRC also launched a menstrual equity program whereby free menstrual products were being offered around campus.

From November 10–12, Bishop's hosted a Quebec student union caucus with 60 student leaders gathered from across Quebec for lively discussions and committee meetings about ongoing student issues.

On November 27, a petition which called for the cancellation of tuition increases was tabled at the National Assembly of Quebec by the SRC. It was endorsed by 33,342 signatures and was the fifth highest signature count since the current government came into power in 2018.

On December 4th, after intense public pressure and many student consultations where the SRC discussed how it could appropriately provide support, the SRC passed a statement of acknowledgment of the stress caused by international conflicts on students. Following the publication of the SRC statement that same day, some students said that they felt safer and were grateful that their worry and stress had been acknowledged.

On December 8th, Senate voted to permanently add a Fall Reading Week to the Academic Calendar. Sophia Stacey reported that the students she had spoken with said they were extremely pleased with the decision to add a Fall Reading Week.

ITEM 7: ACADEMIC REPORT

Vice-Principal Academic and Research Dr. Andrew Webster said that Senate's recommendations for tenure-stream hiring would be discussed as part of the Finance and Audit Committee's report (Item 11).

Associate Vice-Principal Research and Dean of Natural Sciences and Mathematics Dr. Kerry Hull will be on leave from January 1, 2024 to July 1, 2024. The University announced the appointment of Dr. Valerio Faraoni to serve as Interim Dean of Natural Sciences and Mathematics and of Dr. Matthew Peros as Interim Associate Vice Principal Research during Dr. Hull's leave.

ITEM 8: SUSTAINABLE DEVELOPMENT AND BUILT ENVIRONMENT COMMITTEE

Suzie O'Bomsawin, Chair of the Sustainable Development and Built Environment Committee, was unable to attend the meeting and the Committee's report was presented by Vice-Principal Finance and Administration Isabelle Goyette.

At its meeting on November 22, 2023, the Committee revised its name, mandate and composition. Isabelle Goyette presented the main changes proposed by the Committee.

RESOLUTION 2023-05-01
REVISED MANDATE AND COMPOSITION
SUSTAINABLE DEVELOPMENT AND BUILT ENVIRONMENT COMMITTEE

WHEREAS on September 22, 2023, the Board of Governors created the Sustainable Development, Campus Landscape and Built Environment Committee and tasked the Committee with reviewing its mandate and composition;

AND WHEREAS on November 22, 2023, Sustainable Development, Campus Landscape and Built Environment Committee recommended changes to its name, mandate and composition as presented in Document 2023-05-10;

BE IT RESOLVED THAT the Board of Governors approves the new name of the Committee as the Sustainable Development and Built Environment Committee and the revised mandate and composition as presented in Document 2023-05-10;

Moved by: Tova White

Seconded by: Murielle Lortie

Motion carried.

The revised mandate is as follows:

The Sustainable Development and Built Environment Committee oversees University planning and policies pertaining to sustainable development as well as its built environment and oversees major campus building and landscape projects.

More specifically, the Committee shall be charged with:

- examining the orientation of the Campus Master Plan and the Architectural Guide and recommending changes and updates before they are presented to the Board of Governors for approval;
- examining and recommending the approval of the University Capital Plan to ensure its contribution to the strategic priorities of the University and its compliance with the orientations of the Campus Master Plan;
- overseeing major building and landscape projects (value of \$3,000,000 and more or \$1,000,000 and more for self-funded projects), including but not limited to project risks, budget, timeline and ensuring that the concept respects the Architectural Guide and the Campus Master Plan of the University;
- recommending to the Board of Governors the delegation for the oversight of one or more projects to separate Ad Hoc Oversight Committees when it deems it necessary;
- overseeing the orientation of the Sustainable Development Policy and recommending changes and updates when necessary;
- examining any projects changing the biodiversity on a significant area of land regardless of the project budget;

- overseeing the implementation of the Sustainable Development Strategic Plan; and
- recommending actions governing emerging issues pertaining to sustainable development and environmental management.

The revised composition of the Sustainable Development and Built Environment Committee:

- Two (2) External Board members;
- Three (3) Internal Board members, two (2) who are members of the faculty, and the student member of the Board of Governors or their delegate;
- Two (2) External community members, one (1) who is the Director of the Lennoxville Champlain Regional College or their delegate;
- The Chair of the Board of Governors; and
- The Principal and Vice-Chancellor.

The Vice-Principal Finance and Administration and the Manager of Capital Planning and Projects shall attend meetings of the Campus Landscape and Built Environment Development Committee as resource persons in a non-voting capacity.

Updates on construction projects

Paterson Hall

As proposed in its Housing Plan, the University plans to extend Paterson Hall by adding a new wing which will contain modified bog apartments, similar to those in Janyne Hodder Hall, in order to maximise the number of beds.

The budget presented in the 2023-28 Capital Plan approved by the Board of Governors in June 2023 was \$13.5M. With the current inflation rates for construction costs, which are higher than expected, the updated budget is currently estimated at \$14M, an increase of \$500K or 4%.

RESOLUTION 2023-05-02

FOR THE INCREASE OF THE PATERSON HALL EXTENSION PROJECT BUDGET

WHEREAS the Board has approved the initial budget of \$13.5M for the construction of the additional wing of Paterson Hall at its June 9, 2023 meeting as part of the 2023-28 Capital Plan;

WHEREAS the University needs an additional budget of \$500K to complete the project;

WHEREAS this \$500K extra budget will be funded by the University;

AND WHEREAS the project was discussed with the Sustainable Development and Built Environment Committee;

BE IT RESOLVED THAT the Board of Governors approves the revised budget of \$14M for the Paterson Hall extension project.

Moved by: Junior Sirivar

Seconded: Mark Caduc

Motion carried.

Kwigw8mna

Considering the delayed start of work and issues incurred so far at the construction site, the current completion date is January 2025, three months later than was initially planned.

Renovating an old building can be more complex than expected and the discovery of an old floor under the Friendship room which needed to be removed before a proper supporting floor could be installed caused an additional delay.

The next step is the selection of furniture with the stakeholders group.

Educational Farm

Design and concept work for the Educational Farm project is progressing well. However, the project budget is anticipated to be higher than expected and a revised budget will be presented to the Board this Spring.

Coulter Field Entrance (Big Dig)

The Coulter Field Entrance project includes the renovation of the Coulter Field entrance and the underground civil infrastructure from Dewhurst to College Street. Due to higher than anticipated inflation in construction costs, the budget is projected to be higher than expected and a revised budget will be presented to the Board this Spring.

Update on the Educational Farm – Construction of the Irrigation Pond

The Committee discussed the construction of the irrigation pond project in light of comments received from community members and shared by local media.

The Committee underlined the need for the University to better inform the community about work being carried out. Members of the Committee noted that the University community is notified whenever there is work carried out on campus and said that there should have been communications to the community-at-large before the start of the Irrigation Pond project.

The process to develop the master plan for the educational farm began in 2019 and was finalized in 2020. Several external experts (permaculture consultants, agronomists, biologists, etc.) as well as professors in the Environment, Agriculture and Geography department contributed to the creation of the Educational Farm Master Plan. The master plan was created using the natural features of the land as much as possible with the aim of developing an educational farm sustainably. The master plan admitted that the existing ecosystem of the land will certainly be modified by the creation of an educational farm, but the goal of creating an ecosystem that will be richer in biodiversity will be reached in the near future.

The Committee recommended that it should be notified of any construction project which would have a significant impact on biodiversity, regardless of the project budget. Isabelle Goyette said that the impact on biodiversity would be added to Project Sheets.

Sustainable Development Action Plan Updates

Isabelle Goyette highlighted the following:

- The University achieved carbon neutrality in terms of greenhouse gas emissions (GHGs), from owned and controlled sources and energy purchases (scope one and two) - seven years before the target date.
- The SD Green Team has been very active: raising awareness about SD initiatives on campus; encouraging proper waste sorting; and sustainable behaviours (for example, using a reusable cup).
- The University obtained FairTrade certification.

The Sustainable Development Office is working on the development of the next SD Plan (2024-2029).

ITEM 9: DECOLONIZATION CIRCLE

Principal Lebel-Grenier said that at its meeting on December 8, 2023 Senate approved the creation of the Decolonization Circle to replace the Senate Ad Hoc Committee on Reconciliation and Decolonization.

The Decolonization Circle is a standing Senate Committee whose mandate is to shape the long-term vision and direction of Bishop's University regarding decolonization and indigenization, including its strategic planning.

Centering and prioritizing Indigenous knowledges, ways of knowing, and world views, the Decolonization Circle shall:

- Develop and implement opportunities and initiatives that improve the climate and circumstances at Bishop's University for Indigenous students, staff, and faculty.
- Take actions toward decolonization and indigenization at Bishop's University, informed by established Indigenous approaches and practices.
- Foster avenues for cross-cultural learning opportunities, emphasizing culturally diverse solutions to entrenched injustices and global challenges.

The Decolonization Circle is comprised of Indigenous members, Indigenous faculty, the Associate Director of Indigenous Initiatives and Indigenous students and intends to meet at least three times a year and to report to Senate at least once annually.

Several Governors said that they were interested in learning more about the Decolonization Circle.

The Principal suggested that members of the Decolonization Circle be invited to an upcoming Board meeting.

ITEM 10: PAFIRSPA GRANT APPLICATION

Vice-Principal Finance and Administration Isabelle Goyette presented a grant application for a new funding program to support sports and recreation infrastructure projects for schools, CEGEPs and universities: *Programme d'aide financière aux infrastructures récréatives, sportives et de plein air (PAFIRSPA)*.

In line with its priorities for the development of sports infrastructure as set out in the 2023-28 Capital Plan, the University requested approval to apply for funding to upgrade two natural grass sports fields near the Sports Centre, a project that was included in the most recent update of the Campus Master Plan.

RESOLUTION 2023-05-03
PAFIRSPA GRANT APPLICATION FOR UPGRADING TWO GRASS SPORTS FIELDS
AND DELEGATION OF SIGNING AUTHORITY

WHEREAS Bishop's University requires that two grass fields be upgraded to accommodate sports activities on campus;

AND WHEREAS the Government of Quebec requires that the University commits to pay its share of the eligible costs and all non-eligible costs of the project and to pay the ongoing operating costs of the latter, to assume any increase in the operating budget generated by the project and not to award a direct cost contract before obtaining an announcement letter from the Ministry of Education;

BE IT RESOLVED that the Board of Governors authorizes the University to present a grant application for the project to upgrade two grass sports fields to the Ministry of Education under the *Programme d'aide financière aux infrastructures récréatives, sportives et de plein air* (PAFIRSPA) as presented in document 2023-05-10i;

BE IT RESOLVED the Board of Governors confirms the University's commitment to pay its share of the eligible costs and all non-eligible costs of the project and to pay the ongoing operating costs of the latter, to assume any increase in the operating budget generated by the project and not to award a direct cost contract before obtaining an announcement letter from the Ministry of Education;

BE IT RESOLVED THAT the Board of Governors authorizes two of the signing officers of Bishop's University (the Principal and Vice-Chancellor and the three Vice-Principals) to co-sign any and all documents related to the application and to the project;

AND BE IT FURTHER RESOLVED that the Board of Governors approves the official resolution in French as presented in Document 2023-05-10ii.

Moved by: Mark Caduc

Seconded by: Murielle Lortie
Motion carried.

ITEM 11: FINANCE AND AUDIT COMMITTEE REPORT

The Chair of the Finance and Audit Committee, Murielle Lortie, said that the Committee had met twice since its last report to the Board to review the:

- 2023-24 Cash Flow Update
- 2023-24 Forecast Update
- 2024-25 Faculty hiring

2023-24 Cash Flow Update

Isabelle Goyette presented a cash flow update. The total positive variance of \$7.9M with the previous cash flow presentation was mainly due to:

- \$5M received from the Foundation at the end of the previous year;
- \$0.9M MES grant more than budgeted;
- \$1.6M in capital expenses deferred to the following year;
- \$0.4M for miscellaneous variances.

2023-24 Forecast Update

For 2023-24, the University is currently projecting an enrolment shortfall of approximately 53 FTE students before Winter 2024 registrations are finalised, which would create an estimated revenue shortfall of \$1.5M to \$2M.

Potential mitigations for this revenue shortfall include:

- a. Receiving higher indexation rates on MES grants resulting from ongoing government employee negotiations with the Quebec Government
- b. Expense savings due to delays in hirings
- c. Higher interest rates on our positive cash flow mainly coming from capital reserves
- d. Use of the annual \$700K contingency reserve

With these mitigation measures, the University is confident to be able to balance the budget for 2023-24.

However, this enrolment shortfall will impact the University's capacity to achieve its target of 3,000 FTE students in 2027-28 which will still be possible but will be more difficult considering the announcement made in October 2023 by the Ministry of Higher Education (MES) about changing the tuition policy applicable to Canadian out-of-province students.

The University is in process of hiring an Associate Vice-Principal Recruitment, Marketing and Communications who will be tasked with supporting the University's short- and long-term enrolment goals.

Several Governors suggested strategies for increasing enrolment and for making strategic plans.

2024-25 Faculty hiring

Vice-Principal Academic and Research Andrew Webster presented Senate's recommendations for the 2024-25 tenure-stream hiring.

On December 8, 2023 Senate recommended that the Board approve the Senate Planning Committee (SPC) recommendations for the 2024-25 tenure-stream faculty hiring:

- Three (3) new positions (ranked: 1- Sports Studies, 2 – Education, 3- Business Accounting)

RESOLUTION 2023-05-04
FOR THE APPROVAL OF
TENURE-STREAM POSITIONS FOR THE 2024-25 BUDGET

WHEREAS Senate adopted a resource allocation policy (RAM: the Resource Allocation Model) at its meeting on September 19, 2016 and revised this policy at its meeting on September 17, 2018 to govern the setting of priorities among requests for tenure-stream and sessional positions and the allocation of part-time credits;

WHEREAS the Senate Planning Committee reported to Senate at its November 17, 2023 and December 8, 2023 meetings that eleven of the tenure-stream positions requested by departments, schools and programs met the criteria established for a position, and established the following priority among the positions for approval by the Board of Governors for the 2024-25 budget.

1. Sports Studies
2. Education
3. Business - Accounting

Unranked (8)

Arts Administration
Business
Environment, Agriculture and Geography
Economics
Education
Études françaises et québécoises
Sociology
Sports Studies

WHEREAS the senior administration has produced a financial projection for 2024-25 that includes funding for these positions;

AND WHEREAS the Finance and Audit Committee has discussed the University's current financial projections and has supported the Senate's recommendations for:

- ♦ The first three tenure-stream positions, in rank order, beginning July 1st 2024, without conditions;

BE IT RESOLVED THAT the Board of Governors approves:

- ♦ That three tenure-stream positions be allocated as of 2024-25 in accordance with the priorities established by Senate.

Moved by: Abel Bosum

Seconded by: Kent Carson

Motion carried.

ITEM 12: AD HOC COMMITTEE ON RESPONSIBLE INVESTMENT

The Chair of the Ad hoc Committee on Responsible Investment, Robert Hall, presented the Committee's final report which included the following recommendations:

1. Bishop's University to become a United Nations Principles of Responsible Investment (UNPRI) signatory in the "Asset Owner" category, and remain in good standing each year;
2. In collaboration with the SEED Portfolio Management Program, report to the Board of Governors on an annual basis that the SEED Portfolio ESG score as per the MSCI ESG ratings is "A" or better.
3. Consider how the University could ally with organizations with a view to influence the transition to a low carbon economy.
4. Ask the Bishop's University Foundation to inform donors of the existing fossil fuel free investment fund.
5. In collaboration with the BUF and the BPPC, report to the Board of Governors on an annual basis:
 - a. That asset managers demonstrate that they are signatories of the United Nations Principles of Responsible Investment (UNPRI);
 - b. On engagement and promotion activities with respect to responsible investment undertaken during the year; and
 - c. That an annual report has been published on the University Sustainable Development website.

RESOLUTION 2023-05-05

FINAL REPORT OF THE

AD HOC COMMITTEE ON RESPONSIBLE INVESTMENT

WHEREAS the Board of Governors created the Ad hoc Committee on Responsible Investment on February 14, 2020 and approved its revised mandate on March 27, 2020;

AND WHEREAS the Ad hoc Committee on Responsible Investment presented its final report to the Board of Governors on December 15, 2023;

BE IT RESOLVED THAT the Board of Governors accepts the Ad hoc Committee on Responsible Investment final report;

AND BE IT RESOLVED THAT the Ad hoc Committee on Responsible Investment is dissolved.

Moved by: Abel Bosum
Seconded by: Kent Carson
Motion carried.

ITEM 13: INFORMATION RESOURCES COMMITTEE

The Chair of the Information Resources Committee Kent Carson was in transit. Chief Information Officer Mark Caduc briefly presented the topics discussed by the Information Resources Committee since its last report to the Board on June 9, 2023:

- 1) Cybersecurity update
- 2) Server & Storage Solution Project update
- 3) Law 25 Progress Report
- 4) Changes to the IT Governance Committee
- 5) Introduction to Bill 38
- 6) Digital Strategy for Higher Ed
- 7) ITS Strategy Discussion

ITEM 14: RESEARCH REPORT

Associate Vice-Principal Research and Dean of Natural Sciences and Mathematics Dr. Kerry Hull encouraged Governors to read her report and to explore some of the linked research papers, reports and activities.

Dr. Hull highlighted the December 14, 2023 visit by Mme Louise Poissant, Scientific Director, *Fonds de recherche du Québec* and her colleague who met with faculty, researcher, staff and the University's executive team. The visit is part of BU's efforts to reinforce links with research funding institutions.

ITEM 15: SEARCH COMMITTEE UPDATES

Principal Sébastien Lebel-Grenier said that the Ad hoc Search Committees for a Vice-Principal Student Affairs, for a Secretary General, and for an Associate Vice-Principal, Recruitment, Marketing and Communications would be meeting early in 2024.

**ITEM 16: WORKING GROUP TO REVIEW THE RECRUITMENT AND APPOINTMENT
PROCESS FOR THE PRINCIPAL AND VICE-CHANCELLOR**

The Chair of the Working Group, Tova White, reported that the working group had met and that work on recommendations was proceeding.

ITEM 17: EMPLOYEE ENGAGEMENT SURVEY PRESENTATION

The Chair of the Human Resources Committee, Robert Hall, introduced Sean Fitzpatrick, the President and CEO of TalentMap, the company hired by the University to carry out an employee engagement survey.

Sean Fitzpatrick presented an overview of the employee survey process and said that TalentMap's purpose is to help improve the practice of management and, in so doing, make employees' lives better, allow them to be more productive and make organizations much more profitable.

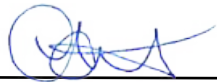
The launch of the survey is planned for the middle of January 2024 and, allowing for several weeks for employees to complete the survey and time for analysis, the executive report of the findings is planned for mid-March.

The Chair said that regular employee surveys are useful tools as they identify strengths and weaknesses within an institution, identify possible solutions and can influence policies.

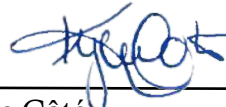
Nick Andrews, Associate Vice-Principal Human Resources introduced Dr. Michael Teed and thanked him for his contributions to the project.

The open session ended at 5:57 p.m.

The meeting ended at 6:07 p.m.



Robert Hall, Chair



Kylie Côté,
Acting Interim Secretary-General, for:
Denise Lauzière,
Interim Secretary-General