



JUNE 12, 2020
MINUTES
TELECONFERENCE

Chair: Robert Hall

Present: Jane Brydges, Kent Carson, Pierre Cossette, Michael Goldbloom, Enzo Evangelisti, Brian Levitt, Charlene Marion, Michel Marleau, Heather McKeen-Edwards, Cathy McLean, Daniel Miller, Patricia Pleszczynska, Scott Stoddard, Calin Valsan, Tova White

Regrets: Abel Bosum

Senior Administration: Nick Andrews, Reena Atanasiadis, Marie-Josée Dufour, Isabelle Goyette, Claire Grogan, Corinne Haigh, Denise Lauzière, Stine Linden-Andersen, Michele Murray, Jacqueline Scott, Miles Turnbull

Secretary: Trygve Ugland

ITEM 1: CHAIR'S WELCOME

The Chair called the meeting to order at 3:00 p.m. He welcomed Ms. Patricia Pleszczynska, new External Governor, and President of the Students Representatives' Council Mr. Enzo Evangelisti to their first Board of Governors meeting. The Chair thanked Dr. Daniel Miller, whose term on the Board will conclude on June 30, 2020, for his contributions to the Board.

ITEM 2: APPROVAL OF AGENDA

The Secretary General said that he had received a request to move Item 12 – Academic Administrative Structures Committee – to the closed session. The amended agenda was approved.

Moved by: Scott Stoddard

Seconded by: Michel Marleau

Motion carried.

ITEM 3: APPROVAL OF MINUTES OF THE MAY 1ST 2020 MEETING

Dr. Daniel Miller noted that the sixth sentence on page 2 should read “ ... that colleagues in the Maple League universities have been reaching out to each other on their own initiative for guidance, support and to share best practices”. The minutes of the May 1, 2020, meeting were approved as amended.

Moved by: Tova White

Seconded by: Cathy McLean

Motion carried.

ITEM 4: BUSINESS ARISING

There was no business arising from prior meetings.

ITEM 5: PRINCIPAL’S REPORT

The Principal spoke to his report and said a few words about Mr. Reed Scowen BA ’52, DCL ’11 who passed away on May 28, 2020, at the age of 88. Mr. Scowen was a great student, graduate and friend of the University as well as being a well-respected public servant. The Principal said the Mr. Scowen had been one of his mentors.

ITEM 6: COVID-19 UPDATE

The Principal said the University has been managing relatively well during these challenging times. The University’s choice of offering a hybrid model of course delivery for the fall would require enormous resources for a larger university let alone for Bishop’s.

There are many reasons which have been factored into the University’s decision to hold in-person activities:

- the lower virus transmission risk as compared to metropolitan areas;
- limited reliance of Bishop’s students on public transport (many of them live in walking distance to campus);
- low rate of community transmission;
- the campus is not reliant on the use of elevators (flagged as high risk for virus propagation);
- the size of the campus; the number of residence rooms with semi-private bathrooms; the ability to reserve a residence for a student who might need to be isolated;
- and finally, in person course delivery was the preferred option of the majority of Bishop’s students (based on the survey results).

The Principal said there are many unknowns for which the University must make assumptions in order to allocate resources and make plans for September 2020, including: whether the U.S./Canada border will be re-opened; whether international students will be allowed/able to come to Canada; whether the residences will be allowed to be re-opened and at what capacity; whether the two metre physical distance rule will be maintained or lessened; whether the 50-person indoor limit will be maintained; what proportion of courses will be offered online; whether students and professors will need to wear masks in the classrooms;

and what amount of financial support will be offered by the Quebec Government.

Contractors have resumed work on the Student Centre, the Hamilton Building and the Sports Centre locker room. The Old Lennoxville Golf Course was re-opened on May 22nd 2020, and attendance has been good.

The Chair said that COVID-19 will be with us for some time. He asked the Principal if the COVID-19 health crisis was unveiling potential changes in Bishop's model or if there was a silver lining to living in these extraordinary times.

The Principal said the increased collaboration between the Maple League Universities and the hosting of virtual open houses were positive impacts of the COVID-19 pandemic. He said that since the Board of Governor's meetings are being held virtually, this could open membership to people who reside outside Quebec. He also said that offering some online courses will likely be typical of all universities.

Mr. Kent Carson said that he has two children pursuing higher education with different views on the Fall 2020 semester. One would prefer all courses online and the other prefers in-person courses.

Mr. Brian Levitt said the University should evaluate what has been learnt in the past few months transitioning to remote work and preparing for online learning in the Fall. He said that the next phase will be deciding which of the changes should be permanent and planning for possible additional pandemic response measures during the next academic year.

Mr. Michel Marleau said that he encourages the University to think in terms of 'Now, Next, and Beyond': 'Now' - how do we keep people safe; 'Next' - how do re-open the campus for staff, faculty and students in the fall; 'Beyond' - Update our models of operation.

Ms. Patricia Pleszczynska said that she felt safer in the Eastern Townships than in Montreal. She asked what measures were being considered to reassure residents and businesses about the influx of out-of-town students in the fall.

The Principal said that many local businesses have said they rely on students to frequent their establishments. He invited Dr. Stine Linden-Andersen, Dean of Student Affairs and Chair of the COVID-19 Task Force, to speak.

Dr. Linden-Andersen is the one of the University's representatives on the Town and Gown committee which is composed of both University and Lennoxville community members. The University has proposed a staggered return for students which will allow international students to complete their two-week quarantine before students from the rest of Canada and Quebec arrive on campus. The University has created a Healthy Behaviours Committee that will oversee and create guidelines for student behavior both on and off campus.

Dr. Pierre Cossette said that it is important to remember that local stores rely on students frequenting their establishments. He also said that many Université de Sherbrooke employees

were nervous about returning to work, but that once they were back on campus their concerns were quickly addressed and they enjoyed being in the company of their colleagues.

COVID-19 - Student Life Update

Dr. Linden-Andersen said that the Atlantic University Sport conference (AUS) has suspended its season until January 2021 and U Sports has suspended all championship play for Fall 2020. The Réseau du sport étudiant du Québec (RSEQ) had not yet announced whether it will allow games to proceed. The RSEQ decision will influence the University's varsity sport planning for the fall. Even if varsity sports are not allowed, the University is planning to create an engaging, healthy and active programming for varsity and non-varsity athletes.

Dr. Pierre Cossette said that it is very important for young people to be physically active. He is hopeful that the Quebec Government will permit some sport activities on university campuses.

The University is looking at a 'pod' model for the residences. The dining hall layout is being examined to best accommodate the two-metre distancing rule and there are plans to offer take-out options.

Orientation Week is being planned with many virtual activities and smaller in-person activities.

Student Life and Recruitment are working together to create information sessions for students. Six virtual sessions are planned during the week of August 8th which starts with a Town Hall Information Session given by the Principal and the Vice-Principal Academic. Other sessions include 'Incoming Domestic Students' and 'Incoming International Students', for example.

The International Student Centre is focused on keeping students engaged and excited about studying at Bishop's whether in-person or online.

Ms. Cathy McLean asked how staggered returns to campus would work. Dr. Linden-Andersen said that international students will be encouraged to arrive on campus two and a half weeks before the start of classes. They would then have a 14-day quarantine period. She acknowledged that some international students might be delayed due to travel documents and miss the beginning of their in-person classes until their quarantine period is completed. Non-international students will move onto campus over several days which will limit the number of family members on campus at the same time. Orientation Week activities are also being spread out to limit large gathering both on and off campus.

COVID-19 - Academic Update

Vice-Principal Academic and Research, Dr. Miles Turnbull, said the University has two aspirational goals with respect to the hybrid course delivery:

- To provide an outstanding experience for all our students, including an engaging and supportive environment both in person and virtually.
- Whether attending in person or remotely, all students will be provided high-quality and engaging instruction with significant interaction with their professors and fellow students.

The process of determining which courses will be offered online only, in-person only, or part online and part in-person is underway.

One of the challenges for planning for the fall is the projected \$5M budget shortfall for the 2020-21 academic year.

Dr. Turnbull said that for the online learning portions to be successful, both faculty and students need access to high-speed internet, a suitable device to participate on and a distraction-free environment.

In-person learning has its own challenges: physical distancing requirements and limited number of available classrooms; immovable furniture; safe transit between classes; and sanitizing the rooms between classes.

The hybrid model includes the following options:

- that students use online resources to prepare for an in-person class (Flipped Classroom approach)
- In-person teaching is simultaneously live-streamed (Co-Modal Approach)
- In-person class sessions can be recorded and viewed by students at their own convenience (useful for students in different time zones)

The University is aware that this is a very challenging situation for many faculty members and has planned the following measures to support them:

- Hiring 25 Technical Teaching Assistants;
- Hiring a professional Instructional Design Consultant;
- Collegial sharing sessions – led by the Deans where professors can share best practices and ask questions;
- Facilitating access for faculty to offices, ITS, course delivery equipment, etc.
- Increased and improved remote-teaching platforms and tools;
- Access to the Maple League Virtual Teaching & Learning Centre.

Dr. Turnbull invited the Deans to speak to initiatives that they have taken either to support faculty or for reaching out to potential students and converting them to Bishop's students.

The Dean of the Williams School of Business, Ms. Reena Atanasiadis, said that they have established a requirement of having 12 points of contact, both with returning students and incoming students. The first communication was a poem written by a Business student

addressing the plight of the Black community which was sent out to all current Williams School of Business on behalf of the Dean, the Chair and the Staff of the Williams School of Business. Dean Atanasiadis said that the Williams School of Business will continue to reach out to current and future students. Planned activities include a virtual treasure hunt and pairing new and returned students for mentoring. Studies have shown that many students have questions about their academic choices and appreciate the opportunity to question someone in the same academic concentration.

Dean Atanasiadis said that many universities in large urban locations have seen an increase of registration, where furloughed employees are enrolling in the hopes of securing employment once the economic situation improves. She suggested that the recorded classes could be made available to mature students who would like to improve their job prospects, for instance by completing a certificate in Human Resources, or any other sought-after competency. This would also optimize faculty's efforts in creating these online courses.

The Interim Dean of Arts and Science, Dr. Claire Grogan, said that her departments are working on proposals to trim budgets and planning for the Fall 2020 course offerings. She noted the importance of sharing information about creating and delivering online classes. Faculty have become used to virtual meetings and virtual office hours.

The Dean of the School of Education, Dr. Corinne Haigh, said that Education programs are highly prescribed by the Quebec Government. One of the main concerns for the 2020-21 academic year is access to elementary school and high school for Education Practica and ensuring everyone's safety. She said that she has enjoyed discussing various innovations in teaching with her colleagues. The School of Education has prioritized in-person courses for first- and second-year students. Recent graduates of the School of Education have shared their experiences as many of them have been working due to the pandemic.

Dr. Daniel Miller asked if a professor using Lecture/Capture technology would have to remain stationary during the whole course to facilitate the recording. Dr. Heather McKeen-Edwards said that the issue she encountered was that if she moved, the distance to the microphone changed and the volume of the resulting recording was variable.

The Manager of Information Technology Support Services, Mr. Scott Stoddard, said that synchronous online classes pose distinctive challenges and may require IT support for the duration of the class to moderate the interactions or monitor the 'chat'.

The President of the Student Representatives' Council, Mr. Enzo Evangelisti, asked whether online courses would be available for students in different time zones. Dr. Turnbull said that the asynchronous (pre-recorded class that can be viewed at the student's convenience) courses might be best for students in distant time zones.

Dr. Turnbull invited Ms. Cathy McLean to speak to her experience on the Contingency Working Group, which evaluated the options for delivery of the Fall 2020 session. Ms. McLean said that the process was interesting and involved over a month of meetings and deliberations.

Dr. Turnbull thanked everyone, faculty, students, and staff, for their contributions in facing this complex new reality.

ITEM 7: REPORT OF THE FINANCE COMMITTEE

2020-21 Forecast

The Chair of the Finance Committee, Mr. Michel Marleau, said that all organizations are looking at various forecasting scenarios to plan for the next few months and years. He invited the Vice-Principal Finance and Administration, Ms. Isabelle Goyette to speak.

Ms. Goyette said that the University conducted a survey with new and returning students to understand students' preferred teaching delivery model for Fall 2020 and to better evaluate the potential enrolment shortfall based on the chosen model. The results of the survey were used to forecast best- and worst-case scenarios depending on the type of delivery of courses: in-person, online or hybrid. The hybrid scenario gave the best results with headcount reductions between 8% and 22% which would entail potential losses of \$5M to \$9.1M respectively.

The Ministry of Higher Education (the MEES) stated that it expected universities to deliver at least 30% of courses in person. The MEES also announced that it would fund universities based on their 2018-19 FTE levels for 2020-21 but using the 2020-21 funding model.

Bishop's has the highest number of students in residence of any Quebec university in proportion to the size of the university. If significantly less students are on campus, it means the Ancillary Services will have less revenue and less funds may be applied to the Capital Reserve which has been set up for the upkeep of non-PQI admissible University buildings, such as the residences.

The University has identified \$5M of potential saving in the 2020-21 Budget and will identify additional savings as the financial situation becomes clearer in September 2020.

Dr. Daniel Miller asked if a delay in applying step increases had been approved by the Association of Professors of Bishop's University (APBU). Principal Goldbloom said that the APBU would be consulted and would need to approve any changes to the salaries of its members.

Capital Plan

Mr. Goyette presented the 2020-25 Capital Plan, the projects completed in 2019-20 and the timelines of projects ongoing or planned for 2020-25.

RESOLUTION 2019-10-01
FOR THE APPROVAL OF THE 2020-25 CAPITAL PLAN

WHEREAS the *Ministère de l'Éducation* requires approval by the Board of Governors of the 2020-25 Capital Plan;

WHEREAS the Finance Committee of the University has discussed the 2020-25 Capital Plan and the risks associated with it;

AND WHEREAS all contracts exceeding \$500,000 will be submitted to the Board for approval even if the Board has approved them in the Capital Plan as per the Signing Authority outlined in the University's statutes;

BE IT RESOLVED that the Board of Governors approves the 2020-25 Capital Plan as presented by the Vice-Principal Finance and Administration.

Moved by: Michel Marleau

Seconded by: Daniel Miller

Motion Carried.

New Committee mandate

As approved by the Board at its May 1, 2020 meeting, the Finance Committee and the Audit Committee have been merged. The first meeting of the new Finance and Audit Committee will be held in September 2020.

ITEM 8: ACADEMIC REPORT

The Vice-Principal Academic and Research, Dr. Miles Turnbull, presented highlights of his report and briefly introduced the topics for the Board Retreat on June 13, 2020.

ITEM 9: REPORT OF THE AD HOC OVERSIGHT COMMITTEE FOR THE HOUSING PLAN

The Chair of the Committee, Ms. Cathy McLean, presented the report. The Munster renovation was completed \$500K under budget.

The New Residence design has been finalized and includes 93 beds and two accessible rooms. Due to the current pandemic, the goal of having the new residence available for use in Fall 2021 is no longer realistic. The earliest possible date would now be Winter 2022.

ITEM 10: REPORT OF THE SUSTAINABLE DEVELOPMENT COMMITTEE

The Vice-Principal Finance and Administration, Ms. Isabelle Goyette spoke to the report which included the Capital Plan, the Sustainable Development Student Intern's report, an evaluation of the University's waste management and the new Sustainable Development Committee's mandate and composition.

ITEM 11: REPORT OF THE NOMINATING COMMITTEE

The Chair of the Committee, Mr. Robert Hall presented the Committee's recommendation for the membership of the Bishop's Council.

On May 1, 2020, the Board of Governors passed a resolution to amend the Statutes of Bishop's University, including the composition of the Bishop's Council. Apart from the ex-officio membership of the Principal and Vice-Chancellor, the members shall be named by the Board of Governors, on the recommendation of the Nominating Committee of the Board.

An initial list of prospects for the various membership categories was sent out to the members of the Nominating Committee for consideration on May 14, 2020. An invitation to propose additional candidates was also issued.

The final list of prospects for nomination to the Bishop's Council was presented to the Nominating Committee on May 28, 2020 at which time the committee endorsed the list of prospects for nomination to the Bishop's Council and authorized the Chair of the Board to approach the individuals on this list. All of the candidates expressed their willingness to serve on the Bishop's Council.

RESOLUTION 2019-10-02
APPOINTMENTS TO THE BISHOP'S COUNCIL

WHEREAS s. 9.2.2 of Division I of the Statutes of Bishop's University states that apart from the ex-officio membership of the Principal and Vice-Chancellor, the members of the Bishop's Council shall be named by the Board of Governors, on the recommendation of the Nominating Committee of the Board;

WHEREAS s. 9.2.1 of Division I of the Statutes of Bishop's University provides that the Bishop's Council shall be comprised of:

- the Principal and Vice-Chancellor;
- one (1) former Chancellor or Chair of the Board of Governors;
- one (1) Professor Emeritus;
- one (1) retired staff member, librarian or manager;
- one (1) past President of the Students' Representative Council; and
- up to three (3) External community members.

WHEREAS Scott Griffin is a former Chancellor of Bishop's University;

WHEREAS Michael Childs is a Professor Emeritus of Bishop's University;

WHEREAS Heather Thomson is a retired staff member of Bishop's University;

WHEREAS Paige O'Beirne is a past President of the Students' Representative Council of Bishop's University;

WHEREAS Yolande James, Chief Richard O'Bomsawin and Junior Sirivar are External community members;

AND WHEREAS the Nominating Committee recommends their appointment to the Bishop's Council for four-year terms beginning on June 15, 2020;

BE IT RESOLVED THAT the Board of Governors appoints Scott Griffin, Michael Childs, Heather Thomson, Paige O'Beirne, Yolande James, Richard O'Bomsawin and Junior Sirivar to the Bishop's Council for four-year terms, to expire on June 30, 2024.

Moved by: Jane Brydges

Seconded by: Cathy McLean

Motion Carried.

Principal Goldbloom said that he is very pleased to be able to have such a talented and diverse group of people to consult on issues of concern to the University.

ITEM 12: ACADEMIC ADMINISTRATIVE STRUCTURES COMMITTEE (moved to Closed Session)

ITEM 13: REPORT OF THE HUMAN RESOURCES COMMITTEE

Chair of the Committee, Ms. Jane Brydges said that the Committee has met regularly over the past year. Topics that the Committee has discussed include: Annual Health and Safety Report; Collective Agreements and Pension Plan.

ITEM 14: CLASS ACTION LAWSUIT

General Counsel, M^e Marie-Josée Dufour said that the University was named, along with 15 other Quebec universities in a class-action lawsuit concerning a claim for reimbursement of certain fees as a consequence of the closure of certain on-campus activities in the spring of 2020 resulting from the COVID-19 pandemic. A judge has been named to oversee the trial and M^e Dufour expects that the case will be heard in 2021.

ITEM 15: REPORT OF THE SRC PRESIDENT

The President of the Student Representatives' Council (SRC), Mr. Enzo Evangelisti, said that the new SRC members spent the month of May 2020 transitioning into their new roles. They are developing the SRC strategic plan for 2020-21.

By making some cuts to its budget, the SRC was able to contribute \$2000 to the Student Emergency Fund. Mr. Evangelisti said that the SRC is holding virtual office hours and is looking into setting up virtual Townhalls. Orientation week planning is challenging due to the pandemic and health measures that need to be respected.

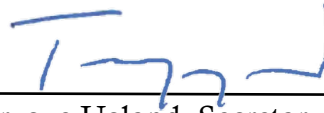
Mr. Evangelisti and the SRC Director of Finance have joined the Doolittle's Co-op Board of Directors.

Principal Goldbloom asked if the SRC had been consulted by the individual who launched the class action lawsuit on behalf of all Quebec university students. Mr. Evangelisti said that the SRC had neither been consulted nor notified in advance of the class action lawsuit.

The open session ended at 5:28 p.m.



Robert Hall, Chair



Trygve Ugland, Secretary