



BOARD OF GOVERNORS

June 27, 2019 Meeting #336
MINUTES

Adopted: September 26, 2019

In Attendance: Louise Anne Comeau (Chair), Sean Kelly (Vice-Chair), Dianne Taylor-Gearing, Faten Alshazly, Greg Bambury, Kassidy Bernard, Ross Cantwell, Siobhan Cleary, Gary Edwards*, Joanne Hames, Rebecca Hannon*, Jim Horwich, Cameron Jantzen, Dean Leland*, Rory MacDonald, Alan MacPherson, Maggie Marwah, Peri McFarlane, Steve Peters, Jeff Somerville, Dave van de Wetering

*Teleconference

Regrets: Marco Chiarot

Invited: Sharon Johnson-Legere, Vice-President Finance & Administration, Ann-Barbara Graff, Vice-President Academic & Research, Linda Hutchison, Associate Vice-President University Relations, James Barmby, Associate Vice-President Student Experience & Registrar

1. Call to Order Establishment of Quorum

Meeting called to order at approximately 4:00 pm by Chair, Louise Anne Comeau with the establishment of quorum.

The Chair noted at each Board meeting student work is typically showcased. The students have left for the summer, but the practice will continue in September.

Welcome

The Chair noted it was the last Board meeting until the fall and the last meeting for President Dianne Taylor-Gearing.

2. Conflict of Interest

A number of conflicts were identified:

Agenda item # 8 – Vice President, Academic & Research Academic Administrative Appointment Renewal – Dr. Ann-Barbara Graff will be recused;

Agenda item # 13 – Election of Board Officers – Chair, Vice-Chair, Secretary and Treasurer will be recused;

Agenda item # 13 – Appointment of Committee Chairs – Greg Bambury, Alan MacPherson and Dave van de Wetering will be recused. Marco Chiarot was not in attendance.

Agenda item # 12 – Appointment of Life Governor – Jeff Somerville will be recused;

Agenda item # 16 – FUNSCAD Unit I – Faculty will be recused;

Agenda item # 16 – Appointment Presidential Candidate – President Dianne Taylor-Gearing will be recused;

Agenda item # 16 – Economic Increases – Union Exempt Employees – Linda Hutchison and Jim Barmby will be recused.

3. Acceptance of the Agenda

The Chair asked if there were any amendments to the agenda. K. Bernard requested Agenda Item # 9 – Approve 2019/2020 Budget and Tuition Increase be moved for consideration after Agenda Item # 6 – Key Correspondence.

The Chair stated the matter will be dealt with upon the arrival of Alan MacPherson, Chair of the Financial & Physical Resources Committee.

The agenda was accepted as amended.

Motion: To approve the June 27, 2019 Board agenda as amended. Moved by J. Hames,

seconded. Carried [BOG 336/19-43]

4. Adoption of the Meeting Minutes of May 9, 2019

No changes being requested, the minutes of May 9, 2019 are hereby declared adopted as a true record.

5. Business Arising from the Minutes

The Chair advised there was no business arising from the May 9, 2019 meeting minutes.

6. Key Correspondence

The Board Secretary read into the record a letter from President Dianne Taylor-Gearing. The President wrote to express her deepest gratitude and appreciation for the presentation of gifts made by the Board Chair, Louise Anne Comeau and Student Jiaxin Lin at the farewell gathering on May 16th.

The President went on to thank colleagues for organizing the gathering and that she was honoured by the presence and speeches of so many.

The President concluded by saying it has been a privilege to serve and wished NSCAD a long a prosperous future, just like Anna planned!

On behalf of the Board, the Chair thanked the President for her letter and well wishes for NSCAD.

7. Consent Agenda

The Chair stated there were a number of reports presented under the Consent Agenda and the Board had an opportunity to read through the reports prior to today's meeting. The Chair asked if there were any requests for items to be removed from the Consent Agenda.

There were four requests for items to be removed from the consent agenda:

- Advancement Committee
 - Siobhan Cleary, for Marco Chiarot, Chair
- Governance & Human Resources Committee
 - Greg Bambury, Committee Chair
- Financial & Physical Resources Committee
 - Alan MacPherson, Committee Chair
- Audit & Risk Oversight Committee
 - Dave van de Wetering, Committee Chair

With these items removed, the remaining items of the Consent Agenda were declared adopted. These include the Statutory Remittance Certificate and Officer's Certificate – Facilities, Financial

& Physical Resources Committee meeting minutes of June 13, 2019. The Senate Report will be covered by Senate Chair, Rory MacDonald under agenda item # 11. There was no SUNSCAD or Alumni report tabled.

8. Consideration of Items Removed from the Consent Agenda

8.1 Advancement Committee – Minutes May 23, 2019

- Siobhan Cleary for Marco Chiarot, Chair

8.1.1 Strategic Plan 2021

S. Cleary advised at the May 23, 2019 Advancement meeting, the President stated that in preparing the Presidential Transition Plan for the Board and the incoming President, one of the key items will be the development of the Strategic Plan. The current Strategic Plan was developed in 2014 and runs until 2020. The new plan will be for 2021 and subsequent years, which will be determined.

There was a motion passed at the meeting to recommend to the Financial & Physical Resources Committee the Strategic Planning Process 2021 is allocated budget to proceed.

The Board Chair has deferred the start of the Strategic Planning process, therefore it was not tabled at F&PR and not being brought forward to the Board at this time.

The Chair stated the delay is for a couple of months to provide time for onboarding of the new President.

8.2 Governance & Human Resources Committee – Minutes of May 22 (ACLR), May 28 (G&HR), June 5 (NOM), June 7 (G&HR), June 21 (G&HR), and June 26 (G&HR)

- Greg Bambury, Chair

8.2.1 Appointment Research Fellows

At the May 28 G&HR meeting, the committee was advised that under the terms of the Collective Agreement (Clause 16.11), the Board may acknowledge faculty and scholars at other institutions who, by virtue of their research expertise, will actively contribute to research culture and student mentorship through the designation of “Research Fellow”.

In recognition of NSCAD University's long history of collaboration with Drs. Klein and Christie through the drawing lab, the committee approved the reappointment of Dr. Ray Klein and appointment of Dr. John Christie of Dalhousie University as Research Fellows.

The following motion was tabled:

Motion: To approve the recommendation of the Governance & Human Resources Committee to reappointment Dr. Ray Klein and appointment Dr. John Christie of Dalhousie University as Research Fellows in recognition of their potential contribution to research and student mentorship at NSCAD University for a period of five years (renewal) commencing July 1, 2019.

Moved by G. Bambury, seconded. Carried [BOG 336/19-44]

8.2.2 Resignation – Dr. Jamie Allen

On May 27, 2019, Dr. Ann-Barbara Graff informed the NSCAD community Dr. Jamie Allen has resigned as NSCAD's Tier 2 Canada Research Chair ("CRC") in Infrastructure, Media & Communications effective September 4, 2019.

The Governance & Human Resources Committee was informed at its May 28, 2019 meeting.

8.2.3 Leave of Absence – Elena Brebenel

An email vote of the Governance & Human Resources Committee was conducted on June 21, 2019. The G&HR Committee received a memorandum from President Dianne Taylor-Gearing recommending approval of a request from Dr. Ann-Barbara Graff, VP Academic & Research for special leave for Elena Brebenel.

Motion: To approve the recommendation of the Governance & Human Resources Committee to approve special leave from January 1, 2020 to December 31, 2020, requested under Clause 23.02A of the Collective Agreement by Elena Brebenel.

Moved by G. Bambury, seconded. Carried [BOG 336/19-45]

8.2.4 30 Day Notice – Amend By-Laws

At the May 28 G&HR meeting, the committee agreed to proposed amendments to the Terms of Reference of the Advancement Committee. In order to amend the by-laws, 30-day notice to the Board must be given.

Motion: To approve the recommendation of the Governance & Human Resources Committee to the proposed amendments to the Terms of Reference for the Advancement Committee. The G&HR Committee is providing 30-day notice to amend the By-Laws.

Moved by G. Bambury, seconded. Carried [BOG 336/19-46]

It was noted, other suggested recommendations for amendments to the by-laws can be brought forward at the August 2019 G&HR meeting.

8.2.5 Vice President Academic & Research Academic Administrative Appointment Renewal

Dr. Ann-Barbara Graff was recused for discussion of this agenda item.

The committee was advised as per the FUNSCAD Unit I Collective Agreement Article 34.07 the President shall undertake a review of the performance of the Vice President, Academic & Research (VPAR) during the penultimate year of the contract.

The President undertook the review and made a recommendation to the Governance & Human Resources Committee to offer a renewal.

On June 7, 2019, an email vote was conducted of the Governance & Human Resources Committee.

R. MacDonald raised the matter of Article 34.7(c) and (d) of the Collective Agreement for FUNSCAD Unit I. The discussion centered on whether the findings were reported to the full Board and if the published objectives of the appointment had been undertaken in the process.

The President and G. Bambury, Chair of the Governance & Human Resources Committee assured the Board appropriate process was followed and was very thorough, transparent and agreed by the President of FUNSCAD Unit I.

G. Bambury further stated the language in the Collective Agreement is silent on the degree of exposure necessary for the full Board. It is his opinion the findings of academic reviews of this nature would not require full Board review.

The President informed the Board the members of the Governance & Human Resources Committee reviewed the complete report.

Motion: In compliance with FUNSCAD Unit I Collective Agreement Article 34.07 recommend Vice President Academic & Research Academic Administrative Appointment Renewal of incumbent Dr. Ann-Barbara Graff for a full five-year term effective July 1, 2020.

Moved by G. Bambury, seconded. R. Hannon abstained. Carried [BOG 336/19-47]

8.3 Audit & Risk Oversight Committee – Minutes June 13, 2019

- Dave van de Wetering, Chair

8.3.1 Audited Financial Statements and Audit Report

At the June 13, 2019 A&RO meeting, Paul Janes and Nick Sutherland presented Deloitte's audit report for NSCAD for the year ending March 31, 2019.

The highlights of the Audit Report are captured in the June 13 A&RO minutes.

Motion: To accept the recommendation of the Audit & Risk Oversight Committee to approve the Audited Financial Statements and Audit Report for the fiscal year-end March 31, 2019.

Moved by D. van de Wetering, seconded. Carried [BOG 336/19-48]

8.3.2 Appointment/Compensation of the External Auditors for 2020

At its June 13 meeting the A&RO Committee was advised NSCAD is currently in its second year of a three-year contract with Deloitte and is recommending for renewal for 2019/2020.

Motion: To accept the recommendation of the Audit & Risk Oversight Committee to appoint Deloitte as external auditors for 2019/2020.

Moved by D. van de Wetering, seconded. Carried [BOG 336/19-49]

8.4 Financial & Physical Resources Committee – Minutes June 18, 2019

- Alan MacPherson, Chair

8.4.1 Global Philanthropic Inc. – Phase III

At its June 18, 2019 meeting, the F&PR Committee meeting, L. Hutchison reviewed requests as presented and noted the need to build a contract with Global Philanthropic Inc. following approval of requests to continue.

The Board was advised that Global Philanthropic Inc. had completed Phase I and II of the RFP and now were moving into the Phase III of capital campaign planning. The President stated there has been an analysis of the deliverables in Phase I and II and management is satisfied the goals were met.

Motion: To accept and approve the recommendation of the Financial & Physical Resources Committee contract with Global Philanthropic Inc. for Phase III proposal from the RFP dated February 15, 2018 over 36 months beginning on January 6, 2020. The monies will be realized from the appropriation fund for a total cost of \$481,920.

Moved by A. MacPherson, seconded. P. McFarlane abstained. Carried [BOG 336/19-50]

8.4.2 Advancement Leadership Office

Motion: To accept and approve the recommendation of the Financial & Physical Resources Committee for the engagement of Global Philanthropic Inc. for Interim Advancement Office Leadership, Capital Campaign

Guidance and Support for an eight-month period from July 8, 2019 ending February 2020. The monies will be realized from the appropriation fund for a total cost of \$163,000.

Moved by A. MacPherson, seconded. Carried [BOG 336/19-51]

9. Receive and Approve Budget 2019/2020; and Tuition Increase 2019/2020

9.1 Budget 2019/2020

S. Johnson-Legere opened the presentation by stating that this is the fourth consecutive year NSCAD has presented a balanced budget.

The budget is guided by the *NSCAD Strategic Framework 2015 – 2020 the MOU and Outcome Agreement* between NSCAD and the Province of Nova Scotia, and the NSCAD Academic Plan, the Strategic Research Plan, Student Experience Plan and attendant institutional operational plans and was developed with the objective of achieving a balanced operating budget position in accordance with the NSCAD Annual Operating Budget and Balanced Financial Position policy.

The Enterprise Risk Management process set the context for the budget development in identifying the University's highest areas of risk – facilities, enrolment, costs rising over revenues, and continuance of government grants.

Achieving a balanced operating budget is 2019-20 is mandated by the Board of Governors and the Province of Nova Scotia.

Maintaining a balanced operating budget is challenging due to enrolment volatility and costs escalating at a great rate than revenues.

NSCAD uses an open and consultative approach to engage the University community in the development of the budget and is guided by the following principles:

- The operating budget is driven by NSCAD's mission and strategic priorities and plans;
- The annual operating budget must be balanced on a cash basis;
- The operating budget forecast must be financially sustainable on a long term basis; and
- Revenue is recognized once it is realized.

The development of the 2019-20 budget has been a transparent process overseen by the Budget Advisory Committee. The Budget Advisory Committee met five times during the period of November 2018 to June 2019 to consider new budget requests and strategize recommendations for balancing the budget for 2019-20.

The Senior Management Team (SMT) held four half-day retreats during the fall and winter 2019 to discuss workforce planning and strategic budget prioritization.

As part of the budget balancing process, all University budget managers were asked for feedback and proposals on their respective budget areas. Budget managers were also asked for proposals for new equipment and technology investment and renovations.

Following presentation and discussion, the motions were tabled:

Motion: To accept the recommendation of the Financial & Physical Resources Committee to approve the 2019/2020 Annual Business Plan and Budget.

Moved by A. MacPherson, seconded. R. MacDonald, R. Hannon, K. Bernard and P. McFarlane abstained. Carried [BOG 336/19-52]

9.2 Tuition Increase

In light of the motion being tabled on tuition increase, the Board engaged in discussion of the proposed 3% tuition increase.

Tuition revenue is the second most significant source of revenue at 41% and is critical to support operating budget costs. The current Memorandum of Understanding (MOU) with the Province of Nova Scotia limits annual tuition fee increase to 3% for Nova Scotia students in undergraduate programs.

The tuition revenue budget for 2019/2020 reflects a 3% fee increase applied to all programs and the international differential fee. Last fiscal was the final year of the market adjustment increases, so growth in tuition this budget will be the lowest it has been in 4 years.

Following discussion, it was agreed the Board would commit to reviewing alternate levers for revenue to tuition increases.

Motion: Be it Resolved that NSCAD proceed with a 3% tuition increase in 2019/2020 for both undergraduate and graduate programs.

Moved by A. MacPherson, seconded. K. Bernard, P. McFarlane, R. Hannon and S. Peters abstained. R. MacDonald contrary minded. Carried [BOG 336/19-53]

10. Q4 Financial Statements and Activity Based Costing Dashboard

Alan MacPherson stated the Q4 statements were posted prior to today's meeting. The Board received a comprehensive financial report during the Budget 2019/2020 presentation, and therefore, a review of the Q4s is not required.

The Activity Based Costing document was circulated to the Board.

11. Senate Restructuring

At the May 28 G&HR meeting, Rory MacDonald, Chair of NSCAD Senate, tabled an Executive Summary detailing the NSCAD Senate Restructuring. The report states what is being proposed in changes to Senate committees and structure through the process outlined in the NSCAD By-Laws. This is not a set of cosmetic changes in the evolution of the academic governance body of NSCAD from Academic Council to Senate, but a fundamental look at the structure, need and capacity to build a better functioning body.

The Executive Summary provided a rationale for the changes and a summary of the main changes in Senate's structure.

Motion: To approve the recommendation of the Governance & Human Resources Committee to the changes outlined in the NSCAD Senate Restructuring Executive Summary which will allow Senate the capacity to fulfill its obligations as an academic governance body for the University.

Moved by G. Bambury, seconded. Carried [BOG 336/19-54]

12. Enterprise Risk Management Master Reporting Template

In the interest of time, the Chair requested this agenda item be deferred until the next Board meeting.

D. van de Wetering, Chair of Audit & Risk Oversight Committee reminded Board members to read the safety moments circulated prior to the meeting.

13. Elections

On June 5, 2019, the Nominations Committee met. Louise Anne Comeau advised there are no changes to the Officers of the Board for 2019/2020.

13.1 Chair, Vice-Chair, Treasurer and Secretary

Louise Anne Comeau, Sean Kelly, Alan MacPherson and Cameron Jantzen were recused from discussion and vote on this agenda item.

Motion: To accept the recommendation of the Nominations Committee to appointment of officers of the Board as follows:

Louise Anne Comeau, Chair
Sean Kelly, Vice-Chair
Alan MacPherson, Treasurer
Cameron Jantzen, Secretary

Moved by President Taylor-Gearing, seconded. Carried [BOG 336/19-55]

Louise Anne Comeau, Sean Kelly and Cameron Jantzen rejoined the meeting. Alan MacPherson remained recused for the vote on Committee Chairs.

13.2 Appointment Standing Committee Chairs

Greg Bambury, Dave van de Wetering and Alan MacPherson were recused from discussion and vote on this agenda item.

Motion: To recommend to the Board of Governors, the appointment of Standing Committee Chairs as follows:

Greg Bambury, Governance & Human Resources
Dave van de Wetering, Audit & Risk Oversight
Marco Chiarot, Advancement
Alan MacPherson, Financial & Physical Resources

Moved by President Taylor-Gearing, seconded. Carried [BOG 336/19-56]

Greg Bambury, Dave van de Wetering and Alan MacPherson rejoined the meeting.

There was discussion of diversity in the Board. It was agreed that although there has been some improvement in this area more work must be done.

13.3 Appointment Life Governor

Motion: To appoint Jeff Somerville as Life Governor, effective September 26,

2019. Moved by President Taylor-Gearing, seconded. Carried [BOG 336/19-57]

14. AGM Planning

The Chair stated the AGM is a formal process that deals with the by-law reporting requirements. One of the main requirements being the NSCAD Annual Report. President Taylor-Gearing will be working on finalizing the report prior to the end of her term.

15. President's Report – 2018-2019 Focus: Deliver Results and Succession Plan

15.1 Executive Summary

President Taylor-Gearing stated that in review of the year-end 2018-2019 she became overwhelmed with the evidenced based accomplishments of NSCAD across each pillar of the strategic framework 2015-2020 and the attendant plans.

The 2015-2020 strategic framework boldly states that '*NSCAD can achieve its inspirational long-term goals and extraordinary results through its collaborative approach and creating the conditions for institutional success.*'

NSCAD is a healthier organization and the conditions are set for a positive future and transition to new leadership.

The focus for 2018-2019 aligned with the President's five-year mandate 2019 key deliverables:

- Enrolment and retention stabilized and achieving targets;
- Capital Campaign Board APPROVAL to proceed with planning for successful fundraising leading to the launch of a Capital Campaign;
- Facilities strategy mobilized;
- Financial position stabilized and achieving targets;
- Delivery on institutional plans; and
- End of the President's five-year mandate and contractual term.

15.2 Enrolment and retention stabilized and achieving targets (ERM#3)

Student recruitment is achieving target and working to diversify international markets. There is an increase in applications from Vietnam, USA, Nigeria, India and Russian Federation attributed to new market cultivation working in collaboration with EduNova Co-operative Ltd.

Retention continues to be high at 94%.

Effective May 22, 2019 Jolinne Kearns joined NSCAD in the role of Director, Marketing & Communications.

15.3 Capital Campaign Board APPROVAL - to proceed with planning for successful fundraising leading to the launch of a Capital Campaign (ERM#2)

Significant work has been ongoing to prepare NSCAD to deliver a successful Capital Campaign for investment in the facilities strategy. A new campus on the Halifax Waterfront in collaboration with AGNS and Develop Nova Scotia, a vision that we have heard is an exciting proposal for potential donors.

The Board Advancement Committee and Financial & Physical Resources Committee have oversight of this initiative and pending Board APPROVAL the next phase will be ready to kick-off on July 8, 2019.

Preparing for a Capital Campaign with Global Philanthropic Inc. - As per the RFP issued in January 2018, Global has been working with NSCAD University on a Capital Campaign and Execution since April 2018.

To date this work has resulted in the delivery of Phases I and II:

- Internal Readiness to Fundraise Assessment and associated recommendations;
- Philanthropic Culture Assessment and associated recommendations; and
- High level campaign execution framework and associated recommendations for pre-campaign planning.

Providing NSCAD successfully builds its Advancement Office and completes all of the recommendations stemming from the Comprehensive Readiness Assessment and the Planning Study, NSCAD should be in a position to start the campaign quiet phase in January 2020

15.4 Facilities strategy mobilized

The summer of 2018 NSCAD committed significant time and expertise to the provincial feasibility plan for the Cultural Hub/Arts District along with public and stakeholder consultations. The results were highly engaging and positive, confirmation there is public support for such a facility on the Halifax Waterfront, an asset to the province and investment for the future.

NSCAD's leadership in the creative and cultural sector and community engagement is key critical for the success of the plan. Successful fundraising is now imperative for NSCAD to be included in the master-plan of the project and ensure the facilities strategy is mobilized to the project time-line.

15.5 Financial position stabilized and achieving targets

The Budget Advisory Committee approved a balanced operating budget 2019-2020 to be presented to the Board.

The 2018-2019 fiscal Year End presented a net positive cash result.

15.6 Delivery on institutional plans

The NSCAD University Student Experience Plan 2017-2020 to deliver services to support student success and wellbeing was published on June 25, 2018. Work has been ongoing to prioritize resources to support students including a new role for student mental health counselling on-campus and Peer-to-Peer mentoring scheme.

There has been investment in IT to support student advising and planning, including staff training for successful implementation.

Student retention increased from 91-94% this year and student advising and NSCAD remains committed to 24/7 open access, a unique benefit to support student success and achievement.

The Academic Plan: Towards 2020 is in mid-plan review with significant work being undertaken by Senate. The Strategic Research Plan 2016-2019 was reviewed, revised and approved by Senate.

NSCAD planning documents are owned by members of the Senior Management Team (SMT) and priorities are aligned with budget allocation and investment for growth and long-term sustainability.

15.7 End of the President's five-year mandate and contractual term

In conclusion, the President stated "it is quite remarkable to review the deliverables of the five-year mandate and acknowledge the up-tick on each objective by the end of the contractual term".

The President expressed her sincere thanks and appreciation to the NSCAD Board, students, faculty and staff for working together to accomplish NSCAD's turn-around since 2014. It has truly been a privilege to serve and end my 35-year career here at NSCAD. I have done my best and wish the 22nd President and NSCAD a positive future.

The Chair stated President Taylor-Gearing's passion and commitment to NSCAD is remarkable and has given NSCAD the gift of financial stability.

16. In Camera

R. MacDonald and R. Hannon will be recused for discussion of FUNSCAD Unit I.

L. Hutchison and Jim Barmby will be recused for discussion of the Economic Increases for Union Exempt Employees.

President Taylor-Gearing will be recused for discussion of the appointment of the Presidential Candidate.

Motion: By motion of R. Cantwell, the June 27, 2019 meeting of the Board of Governors moved in camera at approximately 6:20pm. [BOG 336/19-58]

Motion: By motion of E. Currie, the June 27, 2019 meeting of the Board of Governors moved out of camera at approximately 6:35 pm. [BOG 336/19-59]

Out of Camera Motions

Motion: To accept for the record the mediation/arbitration award between NSCAD and FUNSCAD Unit I for recommendation to the NSCAD Board of Governors.

Moved by S. Cleary, seconded. Carried [BOG 336/19-60]

Motion: To approve the recommendation of the Governance & Human Resources Committee for the economic increases and the vacation ladder for union exempt employees as presented. The changes will be effective July 1, 2019.

Moved by G. Bambury, seconded. R. MacDonald abstained. Carried [BOG 336/19-61]

Motion: To approve the recommendation of the Governance & Human Resources Committee to appoint Dr. Aoife Mac Namara as NSCAD's 22nd President. Dr. Mac Namara's term is for five years commencing August 4, 2019.

Moved by G. Bambury, seconded. Carried [BOG 336/19-62]

17. Other Business

The Chair, on behalf of the NSCAD Board of Governors, thanked President Taylor-Gearing for all she has accomplished over the last five years as evidenced in the presentation of the President's Report.

18. Adjournment

Motion: By motion of J. Hames, the June 27, 2019 meeting of the Board of Governors adjourned at approximately 6:45pm. [BOG 336/19-63]

Next Meeting

The next meeting of the Board of Governors will be held on Thursday, September 26, 2019. The meeting will be followed by the AGM.

Recorded by K. Connor, Executive Assistant Governance & President's Office

Approved for internal circulation by Louise Anne Comeau, Board Chair on September 23, 2019.