

MINUTES OF THE BOARD OF GOVERNORS

UNIVERSITY OF NEW BRUNSWICK

The Board of Governors met at 9:30 a.m. on Thursday, 24 April 2025 in the Chancellor's Room of the Wu Conference Centre on the Fredericton campus and using the Zoom online meeting platform.

PRESENT

Dr. T. Alderson	Mr. B. Love
Ms. J. Begley	Dr. B. Lowry
Mr. W. Best	Dr. J. MacLauchlan
Mr. W. Carson	The Hon. H.W. MacLauchlan
Ms. R. Connors-Losier	Dr. D. MaGee
Ms. S. DeVarenne (Secretary)	Mr. T. Malley
Ms. J. Flanagan	Dr. P. Mazerolle
Dr. D. Ganong	Ms. M. McNeil
Mr. T. Gribbons (Chair)	Dr. J. Neville
Ms. C. Grogan	Dr. C. Passaris
Dr. P. Hauf	Dr. S. Pavey
Ms. J. Hoyt (Vice-Chair)	Dr. D. Perley
Mr. K. Hoyt	Mayor D. Reardon
Ms. J. Jollineau	Mayor K. Rogers
Ms. J. Kidney-Hermelin	Mr. P. Syroid
Ms. J. Knox	Ms. R. Tingley
Mr. P. Lagacy	Ms. E. Watt

being members of the Board

Ms. M.J. Adams, Associate Vice President (Capital Planning & Operations)
Ms. N. Ashfield, Associate Vice-President (Strategic Communications & Marketing)
Ms. A. Ferris, Associate Vice-President (Finance) & Comptroller
Ms. D. Lynch, University Secretariat
Ms. J. Morrison, University Treasurer
Ms. J. Redstone-Lewis, University Secretariat
Mr. M. Warren, Director, Resource Planning and Budgeting

Regrets:

Mr. S. Abujayyab	Dr. K. McCain
Ms. B. Corey	Mr. D. O'Brien
Dr. R. Currie	Ms. H. Pabari
Ms. R. Fairweather	Dr. K. Scott-Storey
Ms. J. Jeffrey	Dr. D. Stevenson
Mr. C. MacDonald	

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OPEN SESSION

1. **Announcements for 24 April 2025** (posted with agenda)

The Chair drew members' attention to the announcements posted with the agenda.

2 **Approval of the Meeting Agenda and Minutes of Previous Meeting**2.1 **Summary of Resolutions** (posted with agenda)2.2 **Minutes of 27 February 2025** (posted with agenda)

T. Gribbons referred members to the meeting agenda and noted that key items of business for the meeting were recommendations from the Investments Committee on the spending rate for the coming year and approval of the 2025-26 University Budget. He also noted that there would be a luncheon presentation from the inaugural Honourable Joan Kingston Research Chair in Health Innovation, Dr. Ali McGill. He noted that item 7.4 Faculty and Staff List has been lifted from the Consent Agenda.

MOTION 2, 1: Alderson/Lowry “That the Board approve the agenda, as amended to lift Item 7.4 from the Consent Agenda, and the Minutes of 27 February 2025, as presented.

CARRIED

The Chair noted that J. Hoyt and J. Knox would have a conflict with Item 8 Report to Nominate the Chair and Vice-Chair. There were no other conflicts identified.

3. **Business Arising from the Minutes (Open Session)**

There was none.

CLOSED SESSION

OPEN SESSION

Luncheon Presentation: Dr. Ali McGill, The Hon. Joan Kingston Research Chair in Health Innovation

The Chair welcomed Dr. Alexis McGill to the Board of Governors meeting. A. McGill drew members' attention to the presentation entitled “Towards 2030: Reimagining Healthcare Through Systems Thinking”. She explained how applied systems thinking, research, experiential learning, and strong Community partnerships position UNB and the Faculty of Nursing as leaders in healthcare system innovation both provincially and nationally.

Using Chat GPT, A. McGill highlighted the current state of healthcare in New Brunswick, comparing it to a small, weathered boat on a rough sea, facing challenges, such as an aging population, staff shortages, financial strain, and long wait times. Despite these pressures, healthcare professionals continue to work tirelessly. Achieving the vision for a better healthcare

system requires coordinated action, investments, innovations, and policies, rather than temporary fixes.

A. McGill further went on to explain the challenges of coordinated action. Coordinated action, in healthcare is difficult due to the complexity of the system. Decision-makers often default to a reductionist mindset, breaking down problems into manageable parts and applying fixes, which can fall short in these complex systems. She emphasized the importance of examining both successes and challenges within the system to enhance overall performance.

The systems thinking methodology applies Functional Resonance Analysis Method (FRAM) to model real-world dynamics and improve the functioning of complex healthcare systems. Systems thinking acknowledges complexity, values collaboration across professions and sectors, and recognizes that health is influenced by more than just medical care. Bridging the gap between “work as imagined” and “work as done” is crucial for improving safety, quality, and effectiveness in healthcare delivery.

Luncheon Presentation (cont’d)

A. McGill’s research focuses on understanding the care process for newcomers in Fredericton, identifying challenges and strengths, and making policy recommendations for a more integrated model of care delivery. Challenges identified during research included lack of information from the federal government, inefficient triaging by non-healthcare professionals, and the complexity of primary care appointments for newcomers. These appointments often involve significant data gathering and system navigation, which detracts from the core tasks of assessing, diagnosing, treating, and managing patients.

A funding proposal submitted to the Department of Health for the Newcomer Integrated Health Initiative will aim to leverage identified strengths to address these system challenges. The initiative will embed nurse practitioners and Bachelor of Nursing students into interdisciplinary care teams, conduct health assessments, supporting care coordination, and facilitating navigation between health and settlement services.

This initiative aligns with UNB’s strategic plans towards 2030 by integrating systems thinking and FRAM, preparing students for complex real-world settings, and addressing public impact research, equity, diversion, inclusion, and partnership collaboration.

Members discussed whether the research on newcomer care has been informed by indigenous healthcare research. A McGill clarified that while the current focus is on newcomers, the methodology could be applied to vulnerable populations, including indigenous communities. The session concluded with a discussion on the long-term vision for research, including the integration of AI to enhance efficiency. Members thanked Dr. McGill for her presentation.

[APPLAUSE]

11. **Senates’ Business**

11.1 **19 and 25 March 2025** (posted with agenda)

JOINT SENATES’ ITEMS FOR INFORMATION

11.1.1 **President’s Report to Senates**

11.1.2 **Strategic Discussion: Supporting Student Success**

JOINT SENATES' ITEMS FOR APPROVAL**11.1.3 Report of the Academic Policy and Procedures Committee****11.1.4 Report of the Undergraduate Scholarships Committee****11.1.5 Report of the School of Graduate Studies****11.1.6 Report of the University Research Committee****11.1.7 Research Ethics Board****FREDERICTON SENATE ITEM FOR APPROVAL****11.1.8 Report of the Academic Planning Committee****SAINT JOHN SENATE ITEMS FOR APPROVAL****11.1.9 Report of the Academic Planning Committee****11.1.10 Report of the Senate Curriculum Committee****11.1.11 Student Awards**

P. Hauf presented Senates' Business for the 19th and 25th March meetings. The agendas of the March meetings of Senates included strategic discussions on generative AI and the working groups formed to explore AI applications at UNB. The Academic Policy and Procedure Committee created a subcommittee under the leadership of two registrars to develop a

11. **Senates' Business** (cont'd)

timetabling policy aligned with a classroom utilization study, emphasizing the establishment of the policy before implementing software solutions. Reports were received from the Undergraduate Scholarships Committee, the School of Graduate Studies, the University Research Committee, and the Research Ethics Board. The Fredericton Senate approved a minor in adult education by the Academic Planning Committee. The Saint John Senate received reports from the Academic Planning Committee and recommended the creation of two Associate Dean positions within the Faculty of Science, Applied Science and Engineering to enhance leadership support in research, credit studies, academic planning, and programming.

MOTION 11.1 Alderson/Passaris "That the Board approve Senates' Business, Items 11.1.3 to 11.1.11, inclusive, and receive items 11.1.1 and 11.1.2, as presented."

CARRIED

11.2 Proposal for School of Integrated Health (posted with agenda)

P. Hauf presented the proposal for the School of Integrated Health to the Board for approval noting that the Saint John Senate approved the proposal at the March meeting. This new school will house the Bachelor of Health program and the developing Master's in Public Health. The initiative aims to foster interdisciplinary studies within the undergraduate program by leveraging expertise from various areas across the three faculties on the Saint John campus.

Previously, program coordinators and the associate dean reported to all three deans on the Saint John campus, a structure established a few years ago. While this arrangement has been crucial for the initial success of the Bachelor of Health program, supporting around 200 students and graduating its second cohort this May, it is no longer sustainable. The need for a dedicated academic administrative structure has become critical to support the program's growth and success.

Extensive consultations over the past year, including discussions with the three deans, have identified the necessity for a separate school. This new structure will better address the specific

needs of the three majors within the interdisciplinary program. Additionally, consultations with AUBT colleagues highlighted issues with hiring processes and tenure and promotion assessments for professors within the program. Consequently, it was proposed that the new school should include a dean reporting directly to the Provost to ensure effective administrative support.

Members discussed whether faculty members will have two deans supervising them under the new structure. P. Hauf explained that currently, faculty members are overseen by three different deans based on their home departments, and professors in the health program have no input on their assessment. In the proposed new structure, only one dean, the Dean of the School of Integrated Health, will oversee the faculty members within the School.

MOTION 11,2 Lagacy/Grogan “That the Board approve the establishment of the School Integrated Health, as recommended by the Saint John Senate, effective 1 May 2025.”

CARRIED

12. **Consent Agenda Matters (Open Session)**

12.1 **Appointments to the Student Disciplinary Committee** (posted with agenda)

The appointments to the Student Disciplinary Committee were received for approval.

MOTION 12, 1: J. Knox/Begley “That the Board receive matters included in items 12.1 in the consent agenda (open session), as presented.”

CARRIED

13. **Other Business (Open Session)**

In response to a question, P. Mazerolle noted that the University is has an artificial intelligence (AI) governance framework and that three working groups have been set up consider how to both leverage and protect against AI focusing on academics, research and operations. P. Hauf noted that the working groups would be building on existing research and would create a website with resources to serve as a ‘one stop shop’ for faculty, staff and students. They would also be hosting information sessions and workshops to educate staff and faculty.

CLOSED SESSION

Sarah DeVarenne
Secretary