

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board of Regents was held on Thursday, December 9, 2010, at 4:00 p.m., in the Board Room of the University, Room A-2029.

PRESENT:

Mr. Robert E. Simmonds, Chair
Dr. Gary Kachanoski, President and Vice-Chancellor
Dr. Evan Simpson, Vice-President (Academic), *Pro Tempore*
Ms. Sheila Ashton
Mr. Gilbert Bennett
Mr. Roger Bill
Mr. Jerry Byrne
Mr. Richard Chislett
Ms. Pat Coish-Snow
Mr. Brian Dalton
Mr. Adam Daniels, via teleconference
Ms. Michelle Daye, via teleconference
Mr. Rex Gibbons
Ms. Noreen Greene-Fraize
Ms. Jennifer Guy
Mr. Jim Keating
Mr. Ken Marshall
Mr. Bill Matthews
Dr. Vinod Patel
Mr. Tony Roche
Ms. Kathleen Roul, via teleconference
Ms. Eleanor Swanson
Mr. Auburn Warren
Ms. Tina Pardy, Secretary

APOLOGIES: Chancellor Rick Hillier, Ms. Julie Browne, Ms. Mary Cormier, Ms. Sarah-Ann King, Ms. Donna Stone.

PRESENT BY INVITATION:

Mr. Kent Decker, Vice-President (Administration and Finance); Dr. Christopher W. Loomis, Vice-President (Research), Dr. Holly Pike, Acting Vice-President (Grenfell Campus); Mr. Glenn Collins, Advisor to the Board; Ms. Karen Hollett, General Counsel.

5731. MEETING CALLED TO ORDER

The meeting was called to order at 4:00 p.m. by Mr. Simmonds, Chair.

5732. APPROVAL OF THE AGENDA

The agenda for the meeting was approved, as amended.

5733. MINUTES

The Minutes of the regular meeting of the Board of Regents held on October 20, 2010 were approved by the Board with noted amendments.

5734. CHAIR'S REPORT

1. Board Retreat Summary

Mr. Simmonds noted that the Board retreat held on November 25 and 26, 2010 was an informative event and appears to have been of benefit to all who attended. In doing so, he thanked the speakers and the ad hoc Committee to Strengthen Governance for organizing the retreat. Ms. Eleanor Swanson, Chair of the ad hoc Committee then noted that the ad hoc Committee to Strengthen Governance has compiled the results of the evaluations and reported that the two emerging themes coming out of the retreat include continued development of orientation and educational opportunities for Board members and the development of budget, space and staffing for the Board Office.

5735. PRESIDENT'S REPORT

1. Update on activities of the Task Force on a Renewed Governance Structure for Grenfell Campus

Dr. Kachanoski provided an update with respect to the activities of the Task Force on a Renewed Governance Structure for Grenfell Campus.

2. President's Summary of Activities in support of the Strategic Plan

Reports on the activities of the President and Vice-Chancellor, during the period October 21 to November 26, 2010 with emphasis to activities relating to the University's Strategic Plan were provided.

3. Search for Vice-President (Academic) and Pro Vice-Chancellor

Dr. Kachanoski provided an update with respect to the search for the Vice-President (Academic) and Pro Vice-Chancellor. Dr. Kachanoski noted that the Search Committee will continue to cultivate and review applications in the coming months.

4. Search for Vice-President (Grenfell Campus)

Dr. Kachanoski provided an update with respect to the search for the Vice-President (Grenfell Campus). In doing so, he noted that this Search Committee is at a similar stage as the search for the Vice-President (Academic) and the committee will also continue to cultivate and review applications in the coming months.

5. Registration Progress Report for Winter 2011

The Board received and reviewed a registration progress report for the Winter 2011 semester as of November 25, 2010 as follows:

Undergraduate Enrolments:

All undergraduate students have had an opportunity to register. There is an overall increase in enrolment of 6.2% from this point last year. Registrations for all campuses are up 0.8%, with St. John's and Grenfell Campus seeing increases of 0.9% and 8.0% respectively and Distance Education seeing a decrease of 4.8%.

Graduate Enrolments:

Graduate students are in the process of registering, therefore enrolments for Winter 2011 are not available.

Marine Institute Enrolments:

Registration and enrolment data for undergraduate students enrolled in degree programs at the Marine Institute are reported in the undergraduate enrolments described above.

Marine Institute certificate and diploma students are in the process of registering, therefore enrolments for Winter 2011 are not available.

6. University Rankings by Maclean's Magazine and the Globe and Mail newspaper

The Board was advised that each year, *Maclean's* magazine and the *Globe and Mail* publish information about Canadian universities. *Maclean's* produces a ranking based on publicly available information and also reports on student opinions as reported by two national surveys. The *Globe and Mail* produces a student report card and an on-line tool for students to develop their own rankings.

Dr. Kachanoski noted that Memorial placed fifth in the *Maclean's* ranking exercise and did reasonably well in the *Globe and Mail* student survey. An analysis of these ranking exercises and their methodological short-comings was included in the background information.

Dr. Kachanoski remarked that despite the limitations of these exercises, the rankings provide information to prospective students and there is a considerable demand for this type of data. In the absence of a better system, students continue to utilize whatever means are available to help inform their choice of post-secondary institution. This is a major reason why Memorial continues to cooperate with these exercises, despite their flaws.

7. Presentation of "Wish you were Here: President's Report 2010"

The Board welcomed to the meeting Ms. Victoria Collins and Mr. Ivan Muzychka from the Division of Marketing and Communications. Mr. Muzychka provided a presentation on some of the Highlights of the President's Report 2010 entitled *Wish you were Here* and in doing so noted that the report speaks to the stories of innovation that exist at the university. The Board was advised that the President's Report for 2010 highlights some of the pathways that have led to diverse experiences and remarkable achievements.

Presentation of "Wish you were Here: President's Report 2010" (cont'd)

Following the presentation and a question and answer session, Mr. Simmonds thanked Mr. Muzychka for his informative presentation, and asked him to pass along the Board's appreciation to the staff in the Division of Marketing and Communications and others who were involved in the production of the report.

CONSENT AGENDA

Noting that the items were dealt with in detail in meetings of the appropriate committees, it was moved by Mr. Byrne, seconded by Ms. Coish-Snow and carried that the consent agenda, comprising the resolutions listed in 5736 through 5744 below be approved as follows:

5736. OFFICE OF RESEARCH NAME CHANGE TO OFFICE OF RESEARCH SERVICES

The Board received background information and agreed to the renaming of the Office of Research to "Office of Research Services".

5737. FINANCE COMMITTEE MEETING

At a meeting held on December 9, 2010, the Finance Committee passed the following resolutions with respect to the items requiring specific approval of the Board:

Item 3195 - Conversion of Contractual Positions to Permanent within the University Position Complement

The Board received background information and agreed to the conversion of the following contractual position to permanent within the University position complement:

MED-254 - Academic Program Administrator - BL 6 - \$38,975 - \$54,655

Item 3196 - Establishment of the Position of Regional Health Authority Medical Administration Leader, Rural Clinical School Medical Education Network (RCSMEN)

The Board received and reviewed background information and agreed to the establishment of eight permanent positions of Regional Health Authority Medical Administration Leader with remuneration between \$12,000 and \$20,000.

Item 3197 - Establishment of Permanent Position - Associate Director of Instructional Development Office

The Board received and reviewed background information and agreed to the establishment of the following permanent position within the University position complement:

DLT-065 - Associate Director, Instructional Development - SAM 1

Item 3198 - Establishment of Permanent Position: Associate Vice-President (Grenfell Campus) Administration and Finance

The Board received and reviewed background information and agreed to the establishment of the following permanent position within the University position complement:

GCM-149 - Associate Vice-President (Grenfell Campus) Administration and Finance - SAM 5

Item 3199 - Exemption of Dr. Stephen Rabb from Memorial University Pension Plan and Group Insurance Program

The Board received and reviewed background information and agreed to the recommendation that Dr. Stephen Rabb be exempted from the Memorial University Pension Plan and the Group Insurance Plan.

Item 3200 - Graduate Application Processing Fee Charge for International Applicants

The Board received and reviewed background information and agreed to the increase in the graduate application processing charge for non-Canadian applicants from the current \$40 CDN to \$80 CDN effective January 1, 2011 for applications received for the Fall Semester 2011 and subsequent semesters.

Item 3201 - Appointment of Mortgage Manager for memorial University Pension Fund

The Board received and reviewed background information and agreed to the appointment of Greystone Managed Investments as the mortgage manager for the Memorial University Pension Fund.

5738. APPOINTMENTS COMMITTEE

1. Academic Appointments Report

The Board agreed to accept the Reports of Action of the Appointments Committee dated December 9, 2010 for approval or information as appropriate.

RESOLVED:

That the Board of Regents approve the following appointment:

Mr. Stephen Dodge as Director of Human Resources at the salary recommended by the Appointments Committee and as outlined in the Board submission.

5739. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

1. Update on Progress of Capital Projects

The Board received a summary report of the following capital projects currently underway or being planned:

St. John's Campus

- New Residence
- Residence Renovations
- Newfoundland & Labrador Centre for Interdisciplinary Research in Human Genetics and Faculty of Medicine Building Extension, HSC
- Ocean Science Centre Cold Water Supply

Grenfell Campus

- Academic Building
- New Residence

The Board was advised that projects are on time and on budget.

2. Approval of purchase of Training Vessel for the Marine Institute

The Board received and reviewed background information and agreed to the purchase of the MV AtlantiCat with limits on expenditure as recommended.

5740. AUDIT AND RISK MANAGEMENT COMMITTEE

1. Enterprise Risk Management - Annual Report 2009-10

The Board received background information pertaining to the Enterprise Risk Management Annual Report for 2009-10. The report summarizes the significant activities in which the Department has been involved during the past year. It provided quantitative and qualitative information related to the initiatives being undertaken to move forward with a strategy of integrating ERM with the University's ongoing academic, research, student life and administrative activities. The report provided a summary of major activities in which ERM was engaged during the past year, in relation to internal audit, strategic and operational risk assessment and mitigation, policy development, departmental risk management, emergency management, safety and security, international activities and risk transfer.

The Board was informed that the meeting of the Audit and Risk Management Committee, at which time the above report was to have been considered, was postponed. The above-noted annual report will be considered by the Audit and Risk Management Committee at its next meeting and the Board asked to be advised if there are issues or concerns raised at that meeting.

5741. **SEPARATELY INCORPORATED ENTITIES COMMITTEE**

1. Appointments to the C-CORE Board of Directors

The Board received background information pertaining to the appointment of Dr. John Quaiocoe, Acting Dean of the Faculty of Engineering and Applied Science to the C-Core Board of Directors for a three year term commencing October 19, 2010, noting that the President and Vice-Chancellor of the University has approved the appointment.

2. Revised MURC Policies

The Board received and reviewed background information pertaining to notification of changes to existing policies or copies of newly adopted policies for The Works. The Policy Committee of The Works recently conducted a review of all MURC policies and as part of the annual review, a number of improvements were made to current policies and two new policies were developed.

This report was received for information only and did not require a resolution of the Board.

3. Appointment to the MURC Board of Directors

The Board received and reviewed background information and agreed to the reappointment of Mr. Ray Hawco to the Board of Directors of the Memorial University Recreation Complex (MURC) for a further three-year term effective December 7, 2010.

4. Appointment to the Botanical Garden Board of Directors

The Board received and reviewed background information and agreed to the appointments to the Board of Directors of the Memorial University Botanical Garden as follows:

- Ms. Charlotte Jewczyk and Ms. Karen Morris be extended for one year, expiring on October 31, 2011
- Ms. Charlotte Jewczyk reappointed as Chair
- Ms. Marilyn Butland be appointed for a two year term expiring on October 31, 2012.

The Board also noted the following resignation from the Board of Directors of the Memorial University Botanical Garden:

- Ms. Debbie Patten

Ms. Guy declared a conflict of interest with this item and abstained from voting.

5742. POLICY OVERSIGHT COMMITTEE

1. Sexual Harassment Policy

The Board received and reviewed background information and agreed to the new *Sexual Harassment Policy* and the Implementation Plan to be effective immediately.

5743. AD HOC COMMITTEE TO STRENGTHEN GOVERNANCE

1. Appointment of ex-officio member of the Audit and Risk Management Committee

The Board received and reviewed background information and agreed to the amendment of the Terms of Reference of the Board of Regent's Audit and Risk Management Committee to add the position of Director of Health and Safety to its list of ex-officio members.

2. Approval of Board of Regents' Policies

The Board received and reviewed background information and agreed to the adoption of the new policy "Use of the University Seal" and the revised policy "Travel-Chancellor" to be effective immediately.

5744. SENATE MATTERS

The Board received reports of items of business considered by Senate at its regular meeting held on November 10, 2010. Approval was given to the following items requiring Board approval under Section 56(h) (course of study) and 56(s) (making or altering a rule or regulation) of the Act:

Item 21 Report of the Senate Committee on Undergraduate Studies
(No. 21.1 - 21.2)

Item 22 Report of the Academic Council of the School of Graduate Studies
(No. 22.1 - 22.4)

DISCUSSION AGENDA

5745. FINANCE COMMITTEE

Item 3202 - Update on the University's 2010-2011 Financial Position

The Board received and reviewed background information pertaining to the update on the University's 2010-11 financial position. The Board was reminded that on May 13, 2010, the Board approved the budget estimates for the fiscal year 2010-11 and projected a balanced budget.

Item 3202 - Update on the University's 2010-2011 Financial Position (cont'd)

A review of actual revenue and expenditures has been completed. At this time, total operating expenditures for 2010-11 are projected to be under budget by approximately \$8.15 million due largely to three specific areas where funds are flowing more quickly than they can be spent. The areas are as follows:

- Grenfell Campus Renewed Governance
- Faculty of Medicine expansion
- Strategic Initiatives

Tuition Revenue is forecasted to be \$1.25 million above budget based on actual tuition revenue for the spring and fall semesters and a projection for the winter semester. The Tuition Revenue surplus has been included in the projected year end results.

Other revenue sources are projected to be on budget.

Item 3203 - Replacement of the Human Resources Management System

The Board received and reviewed background information pertaining to the replacement of the Human Resource Management System. The Board was advised that approval is being requested for a project that will replace Memorial's current Human Resource Management System (HRMS). The proposed system, Banner Human Resources, is produced by Sungard Higher Education and is the companion product to the Banner Student, Banner Finance and Luminus products currently in use at Memorial. The proposed system, including all software, hardware, implementation services, training and required personnel, will cost approximately \$2.9 million and, in accordance with the "Information Technology Project Approval Policy", Board approval is required to purchase the proposed system.

The business case for this project indicates savings of approximately \$650,000 per year on average (current annual cost at xwave is \$1.1 million). The project payback is between four and five years.

It is proposed to finance this project by borrowing from the University's cash flows in what is known in the sector as an "Internal Loan". Use of these arrangements is common in the University sector and, in fact, there are a number of Universities across Canada that have policies setting out the process and delegating approval to Administration. Other Universities that do not have policies employ the vehicle by having each loan approved by their governing Boards in the manner that is being proposed here. A review of some of the policies indicates that loans are usually limited to a maximum of three to five years and are limited to a maximum of \$5 million, or such amount as appropriate, depending upon the funds available. All requests for such loans are supported by a solid business case that clearly outlines how the repayment will be funded. The interest rate charged for the loan is usually the opportunity costs of having the funds invested. In Memorial's case the current rate on cash is 1.2%. There are limits as to the maximum amount of internal loans that can be outstanding at any time and regular reporting on these loans is provided to the Investment Committee of the University's Board.

Item 3203 - Replacement of the Human Resources Management System (cont'd)

Memorial's administration is planning to develop an internal loans policy; it is proposed that in the interim the Board consider financing the HRMS replacement project on a one-off basis as is consistent with accepted practice in the University sector.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the following and as outlined in the Board submission:

1. The replacement of the Human Resource Management System (HRMS) and acquisition of the Banner Human Resource application and the Banner Enterprise Data warehouse suite of tools
2. The financing of this project via an internal loan of \$2.9 million to be paid back, with interest at the current rate on cash, within five years.

5746. ANY OTHER BUSINESS

1. Date of Next Meeting

The date of the next regularly scheduled meeting of the Board of Regents is February 3, 2011.

2. Report of the Campus Planning and Development Committee regarding the Selection of Consultant to provide a Functional Space Planning Study for the School of Nursing Expansion

Mr. Simmonds advised that in an email poll conducted on November 30, 2010, members of the Campus Planning and Development Committee of the Board of Regents received and reviewed background information on the selection of a consultant to provide a Functional Space Planning Study for the School of Nursing Expansion. The Campus Planning and Development Committee, through the email poll conducted on November 30, 2010, agreed with the selection of AE Consultants as the consultant to provide a Functional Space Planning Study for the School of Nursing Expansion.

This item was received for information only and did not require a resolution of the Board.

3. Participation of members of the Board of Regents in the *Dare To: The Campaign for Memorial University*

Mr. Simmonds reminded members of the Board of the *Dare To: The Campaign for Memorial University* which is currently underway at the University. In this regard, he advised that Mr. Jim Keating will be following up in an appropriate manner with those on the Board who have not yet had the opportunity to respond.

4. Smoking Policy

Mr. Tony Roche, Chair of the Policy Oversight Committee along with Mr. Ken Marshall who also serves on that Committee, advised the Board that the Committee will be writing the Chair and the President requesting a review of the University's smoking policy.

5. Time Change of Board Meetings

Mr. Simmonds suggested that in order to make more effective use of time for meetings of Committees and the Board itself, it might be appropriate to consider changing the start time of the Board meeting from 2:00 to 4:00 p.m. He requested that Board members give some thought to this proposal which will be placed on the Board agenda in the new year.

ADJOURNMENT

The meeting adjourned at 4:55 p.m.

CHAIR

SECRETARY

DATE