

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board of Regents was held on Thursday, March 10, 2022 via Webex.

**PRESENT:**

Ms. Cathy Duke, Acting Chair  
Dr. Vianne Timmons, President and Vice-Chancellor  
Dr. Florentine Strzelczyk, Provost and Vice-President (Academic)  
Chancellor Susan Dyer Knight  
Ms. Michelle Baikie  
Mr. Glenn Barnes  
Ms. Susmita Burman  
Mr. Jorge Campos  
Mr. Joe Dunford  
Dr. Rex Gibbons  
Ms. Ann Marie Hann  
Ms. Karen McCarthy  
Ms. Kerri Neil  
Ms. Andrea Stack  
Ms. Eleanor Swanson  
Ms. Tina Scott, Secretary to the Board

**APOLOGIES:**

Apologies were received from Dr. Bud Davidge, Ms. Catharyn Andersen.

**PRESENT BY INVITATION:**

Ms. Lisa Browne, Vice-President (Advancement and External Affairs), Dr. Neil Bose, Vice-President (Research), Mr. Kent Decker, Vice-President (Administration and Finance), Dr. Rob Shea, Vice-President (Marine Institute), Ms. Michelle Snow, Executive Director, Office of the Board of Regents, Dr. Ian Sutherland, Vice-President (Grenfell Campus) *Pro Tempore*, Mr. Scott Worsfold, Associate General Counsel.

**6883. MEETING CALLED TO ORDER**

The meeting was called to order at 3:00 p.m. by Ms. Cathy Duke, Acting Chair.

Ms. Duke welcomed Mr. Steve Greene, Acting Vice-President (Administration and Finance) Designate, who was attending the meeting as an observer.

**6884. APPROVAL OF THE AGENDA/CONFLICT OF INTEREST**

Following the call for the approval of the agenda, Ms. Duke provided members and those present by invitation with the opportunity to declare if they were in a conflict of interest position or a potential conflict of interest position with regard to any agenda items.

Dr. Timmons, and all members of the Administration declared a conflict with Agenda Items as follows:

- 11.1 – Assumptions for December 31, 2021 Actuarial valuation of the Memorial University Plan
- 11.2 – Administrative budget for the Memorial University Pension Plan for 2022/2023
- 11.4 – Amendments to the Pension Plan Statement of Investment Policy and Objectives.

Ms. Stack declared a conflict with Agenda Item 12.2 “Appointment of Infrastructure and Private Debt Managers for the Memorial University Pension Plan”.

The agenda was approved by the Board.

**6885. MINUTES**

The Minutes of the meeting of the Board of Regents held on December 2, 2021 and the special meeting held on December 15, 2021 were approved by the Board.

**6886. CHAIR’S REPORT**

A. Meeting of the Executive Committee – February 14, 2022

The Acting Chair noted that the Executive Committee met on February 14, 2022 to finalize and fine tune the agenda for today’s meeting of the Board. In addition, Ms. Duke noted that on March 9, 2022, she attend the President’s Awards which recognizes faculty and staff for their achievements in research, academia and public engagement.

B. Update with regard to the approval of new Programs “Master of Applied Science in Software Engineering (MAScSE) and Master of Artificial Intelligence (MAI)”

The Board received and reviewed correspondence from Ms. Michelle Snow, Interim Secretary of Senate with regard to the approval of the new programs “Master of Applied Science in Software Engineering” and the “Master of Artificial Intelligence”. At a meeting held on January 11, 2022, the Senate approved the following programs:

- Master of Artificial Intelligence
- Master of Applied Science in Software Engineering

It was noted that at a meeting held on December 2, 2021, the Board of Regents approved these programs subject to approval by Senate at its meeting that was scheduled to be held on December 14, 2021. While it was anticipated these programs would be considered by Senate at that meeting, they were deferred and considered at the meeting on January 11, 2022 where they were approved as presented.

**6887. PRESIDENT’S REPORT**

A. President’s Update of Activities

Dr. Timmons provided the Board with a written summary of her activities and University events for period from November 29, 2021 to March 4, 2022 and provided the Board more detail and context on several of these activities and events.

In doing so, she noted that this document is an update on the strategic objectives for the 2021-2022 academic year, as presented and approved by the Board of Regents at its meeting held on May 12, 2021. In addition to this update, the President included the following appendices, copies of which were provided in the background documentation:

- Appendix “A” Summary of highlights of achievements by faculty, staff and students, as well as general matters of interest to the Board for the current period
- Appendix “B” Report on the President’s Academic Research
- Appendix “C” Key Institutional Messages”

B. Registration and Enrolments Progress Report for Winter 2022 Semester

The Board received and reviewed an enrolments and registration progress report for the Winter 2022 Semester.

**OPEN SESSION - CONSENT AGENDA**

It was moved by Mr. Dunford, seconded by Dr. Strzelczyk, and carried that the consent agenda, as recommended by the appropriate Board Committee and comprising the resolutions listed in 6888 through 6889, be approved as outlined below.

**6888. SENATE MATTERS**

A. Approval of Calendar Changes arising from the Senate meeting of December 14, 2021

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on December 14, 2021 and approved the Calendar changes as outlined in the background documentation.

B. Approval of New Programs arising from the Senate meeting of December 14, 2021

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on December 14, 2021 and approved the new programs as outlined in the background documentation and as follows:

Faculty of Humanities and Social Sciences

- Certificate in the History and Philosophy of Science and Technology

School of Arts and Social Science

- Certificate in Sustainable Rural Communities
- New courses: Sustainable Rural Communities (SURC) 1800 and 3800

School of Fine Arts

- Bachelor of Fine Arts (Theatre) Minor Program

C. Approval of Calendar Changes arising from the Senate meeting of January 11, 2022

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on January 11, 2022 and approved the Calendar changes as outlined in the background documentation.

D. Approval of new program: Major in Mechatronics Engineering arising from the Senate meeting of January 11, 2022

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on January 11, 2022 and approved the new program “Major in Mechatronics Engineering” and as outlined in the background documentation.

E. Approval of the Centre for Quantum Social and Cognitive Science arising from the Senate meeting of January 11, 2022

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on January 11, 2022 and approved the Centre for Quantum Social and Cognitive Science and as outlined in the background documentation.

F. Approval of Calendar Changes arising from the Senate meeting of February 8, 2022

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on February 8, 2022 and approved the Calendar changes as outlined in the background documentation.

G. Approval of new Programs arising from the Senate meeting of February 8, 2022

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting of February 8, 2022 and approved the new programs as outlined in the background documentation and as follows:

Faculty of Engineering and Applied Science

- Department of Electrical and Computing Engineering: Minor in Computer Engineering (Software)

Faculty of Humanities and Social Sciences

- The Department of Sociology: Minor in Criminology

Faculty of Science

- The Department of Computer Science: Major in Computer Science (Data-centric Computing) (BSc only)

School of Graduate Studies

- Master of Accounting

**6889. FINANCE COMMITTEE**

A. Increase in Student Union Membership Fees for the 2022-23 Academic Year

The Board received background information and approved the increase in student union membership fees for the 2022-2023 academic year as outlined in the background documentation and as follows:

- An increase in the CFS Fee for MUNSU, GSU and MISU from \$9.58 to \$9.92 for full and part-time students for the Fall and Winter semesters only. This fee will be divided equally with \$4.96 per semester going to the Canadian Federation of Students and \$4.96 per semester going to the Canadian Federation of Students – Newfoundland and Labrador.
- An increase in the MUNSU membership fee from \$48.78 to \$50.25 for full-time students and from \$20.89 to \$21.52 for part-time students.

B. Increase membership fees for the Canadian Federation of Students for the Grenfell Campus Students' Union

The Board received background information and approved the increase in the membership fees for the Canadian Federation of Students for the Grenfell Campus Students' Union (GCSU) as outlined in the background documentation and as follows:

- An increase in the Grenfell Campus Student Union CFS Fees from \$9.58 to \$9.92 for full and part-time students for the Fall and Winter semesters only, effective September 1, 2022. This fee will be divided equally with \$4.96 per semester going to the Canadian Federation of Students and \$4.96 per semester going to the Canadian Federation of Students – Newfoundland and Labrador. This amount reflects the change in the National Consumer Price Index.

C. Increase in Canadian Nursing Students' Association (CNSA) Membership Fee

The Board received background and approved the Canadian Nursing Students' Association fee increase for full-time and part-time nursing students which are collected as part of tuition, effective September 2022 as outlined in the background documentation and as follows:

- part-time students increase from \$6.00 to \$7.00; and
- full-time students increase \$10.00 to \$11.00

**CLOSED SESSION – CONSENT AGENDA**

Ms. Duke provided members and those present by invitation with the opportunity to declare if they were in a conflict of interest position or a potential conflict of interest position with regard to any agenda items.

The Chair also noted that the items were dealt with in detail in meetings of the appropriate committees. It was then moved by Mr. Barnes, seconded by Dr. Gibbons and carried that the consent agenda, comprising the resolutions listed in 6890 through 6893 below be approved as follows:

**6890. AUDIT AND RISK COMMITTEE**

A. Protected Disclosure Annual Report – 2021

The Board received for information the Protected Disclosure Annual Report 2021. On May 11, 2017, the Board of Regents approved a revised policy governing protected disclosures. Effective with the change in policy, the Executive Director of the Office of the Board of Regents was named as the University's Protected Disclosure Coordinator (PDC), the President as Policy Sponsor and the Director, Office of General Counsel, as head of the responsible unit for the Procedures. An annual report for the calendar year (2021) under the revised policy was provided, a copy of which was included in the background documentation.

B. Policy Submission - Equity, Diversity and Inclusion in Employment (Revised)

The Board received background information and approved the revised Equity, Diversity and Inclusion in Employment policy and as outlined in the background documentation.

C. Annual Internal Audit Plan 2022-23

The Board received background information and approved the Annual Internal Audit Plan for 2022-23 fiscal year as outlined in the background documentation.

D. Internal Audit Report: Investigation and Research Funds and Administration

The Board received for information the Internal Audit Report: Investigation and Review of Research Funds Administration. It was noted that the Office of Internal Audit submitted an executive summary to describe the associated risk and recommendations, a copy of which was provided in the background documentation.

E. Appointment of Chair, Genesis Group Inc. Board of Directors

The Board was informed that at a meeting held on March 1, 2022, the Audit and Risk Committee approved the appointment of Ms. Sherry Walsh as Chair of the Genesis Group Inc. Board of Directors for a three-year term effective July 1, 2022.

**6891. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE**

A. Update on Capital Projects

The Board was advised that the following major capital projects are currently ongoing at varying stages:

<b>PROJECTS IN PROGRESS</b>	
<b>St. John's Campus</b>	
1	Animal Resource Centre
2	Harsh Environment Research Facility
<b>Marine Institute</b>	
1	Holyrood Marine Base Phase IIB
<b>Grenfell Campus</b>	
1	Regional Aquatics and Recreation Centre

<b>PROJECTS IN PLANNING STAGES</b>	
<b>St. John's Campus</b>	
1	Reid Theatre Redevelopment
2	University Buildings Strategy
3	Ocean Frontier Institute (OFI) Fit Up
4	Electric Boilers – Utilities Annex
5	Canada Games Upgrades – Aquarena & Field House

<b>PROJECTS IN EARLY STAGES</b>	
1	School of Pharmacy Expansion
2	Labrador Campus

<b>PROJECTS ON HOLD</b>	
1	Indigenous Centre
2	Signal Hill Campus Phase II
3	Transit Terminal
4	Faculty of Medicine Redevelopment of Existing Space

The Board was advised that the projects in progress are on time and on budget unless otherwise noted.

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



B. Renaming the “Bonne Bay Marine Station” to the “The Bonne Bay Aquarium and Research Station”

The Board received background information and approved the name change of the “Bonne Bay Marine Station” to the “Bonne Bay Aquarium and Research Station” and as outlined in the background documentation.

C. Campus Renewal Fee – St. John’s Campus 2022-23 – also on the Finance Committee agenda

The Board received background information pertaining to the Campus Renewal Fee – St. John’s Campus 2022/2023 and approved the allocation of \$6,350,000 of the Campus Renewal Fee to Facilities Management (\$3,700,000) and the Office of the Chief Information Officer (\$2,650,000) and as outlined in the background documentation.

**6892. HUMAN RELATIONS COMMITTEE**

A. Senior Leadership Position Vacancies and upcoming renewals

The Board received for information a regular status update regarding senior leadership position vacancies and their associated recruitment status and senior leadership positions held by academic administrators which may be renewed, following a five-year term, subject to review.

B. Appointments Reports

The Board received for information the Report on Academic Appointments for the St. John’s and Grenfell Campuses for actions taken since December 2, 2021, noting that the actions have been taken under delegated authority as provided for in the Terms of Reference for the Human Relations Committee.

C. Annual review of Market Differentials (Non-Academic)

The Board received for information the Annual Review of Market Differentials (Non-Academic). In March 2013, the Board of Regents approved criteria for the application of market differentials to non-academic positions and delegated approval of new market differentials to the Vice-Presidents Council (VPC) based on that criteria. The Board also required that an annual review of market differentials be conducted and that its outcome be communicated to the Board of Regents for information. An annual review of market differentials was conducted during the Fall 2021–Winter 2022 by the Department of Human Resources. It involved reviewing all of Memorial’s positions in receipt of a market differential. The review compared Memorial’s positions to external positions that had previously been identified as the market match.

Annual review of Market Differentials (Non-Academic) (cont'd)

External positions used for comparison included those in the local and regional (Atlantic) public and private sectors, including Atlantic universities. Information was gathered through the collection and analysis of available position descriptions and postings, salary scales, public sector compensation disclosure documents, and external salary comparison resources. The information collected was used to determine if salary differentials based on market conditions should be maintained, adjusted, or eliminated. A report which provides an overview of applicable positions, market review information, and recommendations pertaining to the relevant salary differentials was provided in the background documentation.

D. Memorial University of Newfoundland Faculty Association (MUNFA) Bargaining Update

The Board received for information an update pertaining to the Memorial University of Newfoundland Faculty Association (MUNFA) Bargaining. The current MUNFA Collective Agreement expired on August 31, 2021. The previous MUNFA agreement had expired on August 31, 2020; however, due to the onset of the Pandemic the parties agreed to extend the collective agreement by one year. In August 2021, MUNFA served notice to renegotiate a renewed collective agreement. The bargaining unit is made up of approximately 800 academic staff members. The parties exchanged opening proposals on January 27, 2022. A summary of MUNFA's proposals was provided in the background documentation as Appendix 1. Additional dates to continue negotiations have been scheduled throughout February – April 2022.

E. Appointment of the Dean of Fine Arts (Grenfell Campus)

The Board received background information and approved the appointment of Dr. Peter Ride as Dean of the School of Fine Arts effective July 1, 2022, for a five-year term and as outlined in the background documentation.

F. Extension of the appointment of the Interim Dean of the Faculty of Humanities and Social Sciences

The Board received background information and approved the extension of Dr. Ailsa Craig as Interim Dean, Faculty of Humanities and Social Sciences effective May 27, 2022, and as outlined in the background documentation.

G. Assumptions for December 31, 2021 actuarial valuation of the Memorial University Pension Plan – also on the Finance Committee agenda

This item was considered under the report of the Finance Committee as outlined in the Minute 6893.A below.

H. Renewal of Group Benefit Plans – also on the Finance Committee agenda

This item was considered under the report of the Finance Committee as outlined in the Minute 6893.C below.

**6893. FINANCE COMMITTEE**

A. Assumptions for December 31, 2021 actuarial valuation of the Memorial University Pension Plan – also on the Human Relations Committee agenda

The Board received background information and approved the valuation assumptions for the December 31, 2021, actuarial valuation of the Memorial University Pension Plan and as outlined in the background documentation.

B. Administrative budget for the Memorial University Pension Plan for 2022/2023

The Board received background information and approved the budget for the internal administrative expenditures of the Memorial University Pension Plan, for the fiscal year April 1, 2022 to March 31, 2023 and as outlined in the background documentation.

C. Renewal of Group Benefit Plans – Confidential – also on the Human Relations Committee agenda

The Board received background information and approved the renewal of the University's group benefit plans for the policy year beginning April 1, 2022 and as outlined in the background documentation and as follows:

- Basic life insurance plan at a 5.0% rate increase to be funded from surplus;
- Dependent life insurance plan at the existing rate;
- Optional life insurance plan at a 10% rate reduction;
- Optional spousal and dependent child life insurance plans at the existing rates;
- Basic and optional accidental death and dismemberment plans at the existing rates;
- Voluntary accidental death and dismemberment plan at the existing rates;
- Long term disability plan at a 5.1% rate reduction;
- Supplementary health plan at a 6.0% rate increase;
- Travel health insurance plan at a 20% rate reduction; and
- Dental plan at an 8.4% rate increase.

Renewal of Group Benefit Plans (cont'd)

Further, the Board agreed with the recommendations of the Administration as outlined in the background documentation and as follows:

- i) addition of a mental health support module to provide a maximum reimbursement of \$1,000 annually for the services of a psychologist, registered counsellor and social worker. This would require an additional rate increase of 1.55% for the health plan;
- ii) coverage for copper IUDs at the Medavie Blue Cross standard benefit of 80% to a maximum of \$300 every two years. This would require an additional rate increase of 0.6%;
- iii) replacement of existing diabetes coverage with a continuous glucose monitoring benefit at the Medavie Blue Cross standard of 80% to maximum of \$4,000 per year. This would require an additional rate increase of 0.35%;
- iv) addition of a managing chronic disease benefit at the Medavie Blue Cross standard of 80% to maximum of \$500 per year. This would not require an additional rate increase; and,
- v) change in the definition of child in the dependent life plan from “live birth” to “28 weeks gestation”. This would require a 5% rate increase for the dependent life plan.

D. Amendments to the Pension Plan Statement of Investment Policy and Objectives

The Board received background information and approved the amendments to the pension plan's Statement of Investment Policy and Objectives, including the change to the investment return objective and as outlined in the background documentation.

E. Campus Renewal Fee – St. John's Campus 2022-23 – also on the Campus Planning and Development Committee agenda

This item was considered under the report of the Campus Planning and Development Committee as outlined in the Minute 6891.C above.

**CLOSED SESSION – DISCUSSION AGENDA**

**6894. HUMAN RELATIONS COMMITTEE**

A. Changes to organizational structure in the portfolio for the Provost and Vice-President (Academic)

The Board received and reviewed background information pertaining to changes to the organizational structure in the portfolio for the Provost and Vice-President (Academic).

Board members were advised that at its May 12, 2020 meeting, Senate approved the inaugural Constitution for the School of Arctic and Subarctic Studies, followed by Board of Regents approval at the July 9, 2020 meeting, which created the School of Arctic and Subarctic Studies, the first academic unit in Labrador. Given the change in status from the Labrador Institute to an academic unit, it was necessary to change the leadership role from an administrative director to an academic administrator. At its meeting on May 13, 2020, the Board of Regents approved the conversion of the Director of the Labrador Institute to the Dean of the School of Arctic and Subarctic Studies. The incumbent was appointed Interim Dean of the School of Arctic and Subarctic Studies until a search could be launched.

The compensation structure for the newly established academic leadership role for the School of Arctic and Subarctic Studies aligns with other academic administrative roles and is in accordance with the salary scale for the Memorial University of Newfoundland Faculty Association (MUNFA) collective agreement at the professorial salary plus stipend. Decanal/Associate Vice-President (Academic)/Vice-Provost roles are not part of Memorial University's Executive Compensation pay scale.

Members were also reminded that at its December 2, 2021 meeting, the Board approved the transition of the Labrador Institute to the Labrador Campus of Memorial University. Among the several recommendations was the need to focus on growth and create a strong leadership presence for the Labrador Campus. Considering that the new campus will take several years to grow in staff and programming along with Memorial's fiscal climate and the need to find administrative efficiencies, the Provost and Vice-President (Academic) is proposing that Dean of the School of Arctic and Subarctic Studies also be responsible for all campus operations (Main Campus, Pye Farm, Northwest River Research station etc.), rather than creating a separate campus leadership role. The new title being proposed is Vice-Provost, Labrador Campus and the Dean of the School of Arctic and Subarctic Studies. The Vice-Provostial role will provide administrative leadership to the campus, while the Decanal role will assume academic leadership to the School of Arctic and Subarctic Studies.

Changes to organizational structure in the portfolio for the Provost and Vice-President (Academic) (cont'd)

Rather than creating a second senior leadership position (in addition to Dean) for the Labrador Campus, it is proposed that Memorial combine the role of a Vice-Provost, Labrador Campus and Dean of the School of Arctic and Subarctic Studies, which will be responsible for providing strategic vision and leadership of the entire Labrador Campus, including the academic leadership for the School of Arctic and Subarctic Studies.

The Labrador campus currently falls under the portfolio of the Provost and Vice-President (Academic); its relative size in terms of programming, research, faculty and staff complement at this early stage requires Provostial strategic support and oversight. The Vice-Provost, Labrador Campus and the Dean of the School of Arctic and Subarctic Studies will act as the stand-in for the Provost in Labrador responsible for the operations of the campus as well as for the academic affairs of the School.

With regard to budgetary implications, there are no incremental costs. The Vice-Provost, Labrador Campus and Dean, School of Arctic and Subarctic Studies carries a stipend of \$16,500, which is the Board approved stipend for academic administrator roles.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the renaming of the position of “Dean, School of Arctic and Subarctic Studies” to “Vice-Provost, Labrador Campus and Dean, School of Arctic and Subarctic Studies” and as outlined in the background documentation.

B. Appointment of Infrastructure and Private Debt Managers for the Memorial University Pension Plan

At this point, Ms. Stack declared a conflict of interest with respect to Agenda Item “Appointment of Infrastructure and Private Debt Managers for the Memorial University Pension Plan”.

The Board received and reviewed background information pertaining to the appointment of Infrastructure and Private Debt Managers for the Memorial University Pension Plan.

Board members were advised that at its meeting on March 11, 2021, the Board of Regents approved a recommendation of the University Pensions Committee that a new asset mix be adopted for the investment of the Memorial University pension fund. The Board also directed that the Committee commence implementation of the new asset mix as soon as practicable. Implementation began with a search for infrastructure and private debt managers in July 2021.

Appointment of Infrastructure and Private Debt Managers for the Memorial University Pension Plan (cont'd)

It was noted that Eckler presented the results of their analysis on infrastructure and private debt to the University Pensions Committee and as a result, short-listed managers to be interviewed by the Committee.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the appointment of Infrastructure and Private Debt Managers for the Memorial University Pension Plan as outlined in the background documentation and as follows:

- i) appoint CBRE Caledon and Northleaf Capital to each manage 5% of the Memorial University Pension Fund in a global infrastructure mandate; and
- ii) appoint Monroe Capital and Northleaf Capital to each manage 2.5% of the Memorial University Pension Fund in a global private debt mandate and that each allocation be split 75% unlevered and 25% levered.

**6895. FINANCE COMMITTEE**

A. Update on the University's Financial Position

The Board received and reviewed background information pertaining to an update on the University's Financial Position.

Board members were advised that the University's budget for 2021-22 was approved at the July 6, 2021 meeting of the Board of Regents. The 2021-22 budget for the Faculty of Medicine was approved at the meeting held October 4, 2021. In accordance with the University Operating Budget Policy, Unit Heads are accountable for ensuring that the University receives maximum benefit from the allocated funds, that expenditures are made in accordance with University regulations, policies and procedures, and that expenditures do not exceed budget allocations. The update on the University's financial position monitors the balance of expenditures to allocations.

Update on the University's Financial Position (cont'd)

A review of the financial position has been completed as of December 31, 2021, a copy of which was provided in the background documentation. At this time, total operating expenditures for 2021-22 are projected to be under budget by \$3.9M or 0.8% of expenditures (Table 1). This is due to projected surpluses for the Grenfell Campus (\$0.6M), Marine Institute Campus (\$1.5M), and the St. John's Campus (\$4.3M). A year-end deficit of \$2.5M for the Faculty of Medicine is forecasted; however, one-time funding from the Department of Health and Community Services is anticipated to cover the 2021-22 operating deficit.

Tuition Revenue is forecasted to be \$2.5M over budget. This forecast is based on actual tuition revenue for the spring and fall semesters and a projection for the winter semester.

The Research Support Fund (formerly Indirect Costs of Research) revenue source is currently projected to be on budget.

Collective Agreement Increases - Funding for the negotiated collective agreement increases (April 1, 2020 2%, April 1, 2021 1%, October 1, 2021 1%) for CUPE, NAPE, Non-Bargaining, and Management totaling \$11,144,692 has been received from the provincial government.

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

B. Special Graduate Fee for the new course-based Master program: Master of Accounting (MAcc)

The Board received and reviewed background information pertaining to the Special Graduate Fee for the new course-based Master program: Master of Accounting (MAcc).

Board members were advised that at its meeting on February 8, 2022, Senate approved the creation of a new graduate course-based program: Master of Accounting (MAcc). The one-year full-time program is designed specifically to target the growing demand for accounting professionals over the next five years. The MAcc program aligns with the strategic goals identified in Transforming our Horizons, in terms of developing Proactive Programs that are bold and draws on the future programming needs into the present while strengthening areas of excellence. The MAcc capitalizes on the strength of the accounting faculty at the Faculty of Business Administration, while creating strong ties with community organizations, industries and a spectrum of professionals. The MAcc program will contribute positively to the economic vitality of Newfoundland and Labrador and Canada. Additional program details such as market analysis, projected enrollment, and comparative analysis were provided in the background documentation.



Special Graduate Fee for the new course-based Master program: Master of Accounting (MAcc) (cont'd)

At the July 8, 2021, meeting of the Board of Regents, the Tuition Framework proposal highlighted the need to introduce differential tuition to offset the cost of delivery and ensure the financial sustainability for course-based master programs. The current graduate tuition structure is insufficient to cover the cost of delivery for the MAcc course-based program. Therefore, it is proposed that besides regular tuition, a special fee of \$11,282 for the MAcc program be implemented to offset the resources required to deliver this program.

The revenue attribution model for this program will be consistent with other graduate programs that charge a program fee, that is 80% of the special fee will be directed to the Faculty and 20% transferred to the Office of the Provost. The Faculty assumes the risk of offering this program and any budget shortfalls will be the responsibility of the unit. Recognizing that additional resources are required to support the launch of the MAcc, it is recommended that for the first-year of the program (2022-23 academic year) 100% of the special fee will be transferred to the Faculty of Business Administration. Transferring the total amount of the special fee, for the first year, will provide the Faculty of Business Administration with the start-up funds required to launch the program.

The proposal was reviewed and endorsed by Memorial's Tuition and Fees Oversight Committee. The proposed special fee and tuition payment schedules for the MAcc was illustrated in the background information in Table 1. The program is consistent with other highly successful one-year graduate programs that have been in existence at Memorial for the past 16 years the tuition and special fee will be spread over three semesters. Furthermore, the intention to accept an offer of admission to the MAcc must be accompanied by a deposit of \$500, which will be credited towards tuition and fees once students enroll in the program. The deposit will be forfeited if the applicant subsequently declines the offer or fails to register.

**TABLE 1: Payment Schedule for MAcc – Tuition and Special Fee over Three Semesters**

<b>NL &amp; CANADIAN STUDENTS</b>	<i>Semester 1</i>	<i>Semester 2</i>	<i>Semester 3</i>	<b>TOTAL</b>
Regular Tuition	\$ 1,707	\$ 1,707	\$ 1,707	\$ 5,121
Special Fee	\$ 3,760	\$ 3,761	\$ 3,761	\$ 11,282
	\$ 5,467	\$ 5,468	\$ 5,468	\$ 16,403

Memorial currently has 21 Master graduate programs with special fees and 9 programs with differential tuition. Appendix B provides a summary of the programs that charge a special fee or differential tuition.

To align with the Province's strategic initiative, building a stronger economic foundation, the MAcc program will advance careers in accounting and play an essential role in economic development in terms of improving transparency, mobilizing domestic and international investment and creating a sound investment environment, thus promoting financial stability.

Special Graduate Fee for the new course-based Master program: Master of Accounting (MAcc) (cont'd)

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the special graduate fee for the new course-based Master program "Master of Accounting (MAcc)" to be effective May 1, 2022 as outlined in the background documentation and as follows:

- Special fee for the Master of Accounting (MAcc) outlined in Table 1;
- \$500 non-refundable deposit for the MAcc that will be credited towards tuitions and fees.

**6896. EXECUTIVE COMMITTEE**

A. Appointments to the Marine Institute Industry Advisory Committee (MIAC)

The Board received and reviewed background information pertaining to appointments to the Marine Institute Industry Advisory Committee (MIAC).

Board members were advised that Article 68 of the Memorial University Act outlines the composition of the Marine Institute Industry Advisory Committee. Article 68 notes:

"68.

- 1) The board shall establish an industry based advisory committee to advise the Fisheries and Marine Institute respecting fisheries and marine related programs offered at the Fisheries and Marine Institute.
- 2) The board shall appoint to the advisory committee established under subsection (1) not less than 11 nor more than 15 members to consist of:
  - (a) the Deputy Minister of Fisheries or the representative of the deputy minister;
  - (b) a full-time student at the Fisheries and Marine Institute;
  - (c) a representative of the administration of the Fisheries and Marine Institute;
  - (d) 8 persons from the fishing and marine industries or related organizations;and
  - (e) those other persons that the board may determine.
- 3) The board shall designate 1 of the members appointed under subsection (2) as chairperson of the advisory committee and another member as vice-chairperson of the advisory committee.
- 4) The board shall establish the terms of appointment of members of the advisory committee so that there is a continuity in membership of the advisory committee."

Several term appointments to the Marine Institute Industry Advisory Committee expired in December 2021 and two members have resigned their positions, therefore, several new appointment and reappointments are recommended.

Appointments to the Marine Institute Industry Advisory Committee (MIIAC) (cont'd)

Following the adoption by the University of the federal government's 50-30 Diversity Challenge, the Marine Institute Industry Advisory Committee has reaffirmed its commitment for its membership to have gender parity and diverse representation. At present, the Advisory Committee includes 46% of women-identifying committee members and is committed to maintaining this parity in addition to seeking diverse representation.

The Marine Institute has provided information on the names and terms of its membership (a copy of which was provided in the background documentation). It was noted that several other appointments will be brought to a future meeting of the Board.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the appointment and reappointments to the Marine Institute Industry Advisory Committee for a three year term effective March 10, 2022 to December 31, 2024 as outlined in the background documentation and as follows:

New Appointments

- Margot Bruce-O'Connell, Industry and Community Representative
- Rebecca Mearns, Industry and community Representative

Reappointments

- Captain Sidney Hynes, Chair
- Ross Butler, Industry and Community Representative
- Kendra MacDonald, Industry and Community Representative
- Captain Anne Miller, Industry and Community Representative
- Leonard Pecore, Industry and Community Representative

**6897. PRESENTATION TO THE BOARD**

A. Vice-President (Administration and Finance) Portfolio Update

Mr. Kent Decker, Vice-President (Administration and Finance), provided the Board with a presentation with regard to the Vice-President (Administration and Finance) portfolio.

Following a question and answer period, Ms. Duke on behalf of the Board, thanked Mr. Decker for his very informative presentation (a copy of which is located in the Board files).

**6898. ANY OTHER BUSINESS**

- A. Last regular meeting for Mr. Kent Decker, Vice-President (Administration and Finance)

Ms. Duke noted that after 18 years in the role, Mr. Kent Decker will conclude his term as Vice-President (Administration and Finance) effective March 31, 2022.

In this regard she proposed the adoption of following resolution, which was passed unanimously:

**RESOLVED:**

That the Board of Regents acknowledge with sincere gratitude and appreciation the outstanding leadership rendered to the University by Mr. Kent Decker during his 18 years in his capacity as Vice-President (Administration and Finance). The Board would also like to wish Mr. Decker every success and enjoyment in his retirement years.

- B. Last regular meeting for Dr. Florentine Strzelczyk, Provost and Vice-President (Academic)

The Chair acknowledged that today marks the last regular meeting of the Board that Dr. Strzelczyk would attend as she completes her appointment as Provost and Vice-President (Academic) at the end of April.

In this regard she proposed the adoption of following resolution, which was passed unanimously:

**RESOLVED:**

That the Board of Regents acknowledge with sincere gratitude and appreciation the work of Dr. Florentine Strzelczyk as Provost and Vice-President (Academic). The Board recognizes the strong foundation that Dr. Strzelczyk has laid during her tenure at the University for future growth and success in delivering on the University's Strategic Plan. The Board wishes Dr. Strzelczyk every success in her future endeavors.

- C. Date of Next Meeting

The Chair advised that the next regular meeting of the Board of Regents is scheduled to be held on Wednesday, May 18, 2022.

**ADJOURNMENT**

The meeting adjourned at 4:33 p.m.

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**CHAIR**

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**SECRETARY**

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**DATE**