

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board of Regents was held on Monday, October 4, 2021 at 3:00 p.m. in the Conference Room, Marine Institute and via Webex.

**PRESENT:**

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

**APOLOGIES:**

Apologies were received from Dr. Bud Davidge.

**PRESENT BY INVITATION:**

Ms. Catharyn Andersen, Vice-President (Indigenous) via webex, Ms. Lisa Browne, Vice-President (Advancement and External Affairs), Dr. Neil Bose, Vice-President (Research) via webex, Mr. Morgan Cooper, General Counsel via webex, Mr. Steve Greene, Acting Vice-President (Administration and Finance), Dr. Rob Shea, Vice-President (Marine Institute) *Pro Tempore*, Ms. Michelle Snow, Executive Director, Office of the Board of Regents, Dr. Ian Sutherland, Vice-President (Grenfell Campus) *Pro Tempore* via webex.

**6845. MEETING CALLED TO ORDER**

The meeting was called to order at 3:00 p.m. by Ms. Iris Petten, Chair.

The Chair extended a very special welcome to Ms. Susmita Burman, Graduate Students' Union (GSU) noting that her appointment was effective August 25, 2021 to May 18, 2023.

The Chair then extended a warm welcome to several members of the senior administration who were attending their first regular meeting of the Board:

- Dr. Florentine Strzelczyk, who assumed the role of Provost and Vice-President (Academic) on August 16, 2021.
- Ms. Lisa Browne who assumed the role of Vice-President (Advancement and External Relations) on August 9, 2021.
- Dr. Rob Shea, who assumed the role of Vice-President (Marine Institute) *Pro Tempore* on September 2, 2021.

**6846. APPROVAL OF THE AGENDA/CONFLICT OF INTEREST**

Following the call for the approval of the agenda, Ms. Petten 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.

Ms. McCarthy declared a conflict with Agenda Item 9.3 "Electric Boilers Project".

The agenda was approved by the Board.

**6847. MINUTES**

The Minutes of the meetings of the Board of Regents held on July 8, 2021, and the Special Meetings held on August 12, 2021 and August 30, 2021 were approved by the Board.

**6848. CHAIR'S REPORT**

A. Meeting of the Executive Committee – September 14, 2021

The Chair noted that the Executive Committee met on September 14, 2021 to finalize and fine tune the agenda for today's meeting of the Board.

B. Correspondence from the Executive Committee of Senate

The Board received and reviewed correspondence from the Executive Committee of Senate dated September 24, 2021 regarding "Statement against abuse".

Following a discussion, the Board acknowledged and supported in principle the above-noted statement from the Executive Committee of Senate and agreed to refer the item to the Executive Committee of the Board of Regents for further consideration.

**6849. 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 July 9, 2021 – September 28, 2021 and she 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 six proposed strategic objectives for the 2021-2022 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 Fall 2021 Semester

The Board received and reviewed an enrolments and registration progress report for the Fall 2021 Semester.

**OPEN SESSION - CONSENT AGENDA**

It was moved by Mr. Campos, seconded by Mr. Barnes, and carried that the consent agenda, as recommended by the appropriate Board Committee and comprising the resolutions listed in 6850 through 6851, be approved as outlined below.

**6850. SENATE MATTERS**

- A. Approval of the change in the title of Bachelor of Nursing (Collaborative) Program to Bachelor of Science in Nursing (Collaborative) Program arising from the Senate meeting of May 11, 2021

The Board received and reviewed background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on May 11, 2021 and approved the change in the title of Bachelor of Nursing (Collaborative) Program to the Bachelor of Science in Nursing (Collaborative) Program and as outlined in the background documentation.

**6851. AUDIT AND RISK COMMITTEE**

- A. Summary of Corporate Governance Checklists provided by Separately Incorporated Entities

The Board received for information the Summary of Corporate Governance Checklists provided by Separately Incorporated Entities. On an annual basis, each Separately Incorporated Entity (SIE) is required to complete a Corporate Governance Checklist for presentation to the Board of Regents. The checklist provides assurance to the Board that each SIE has maintained all annual corporate filings, has appropriate insurance coverages, and has provided copies of their audited financial statements and annual report (if appropriate) along with disclosure of any identified material liabilities or contingent liabilities of the corporation. In the Strategic Plan, Transforming our Horizons, achievement includes acknowledging that dedicated commitment is required. The SIE corporate governance checklists are an intentional measure of success that Memorial and its SIE's stand by obligations to communities. A summary of the responses of each SIE to the checklist questions was provided in the background documentation.

- B. Summary of Memorial University of Newfoundland's Governance Checklist

The Board received for information the Summary of Memorial University of Newfoundland's Governance Checklist. Memorial University has completed a Corporate Governance Checklist for fiscal 2020/21. The checklist provides assurance to the Board of Regents that Memorial University has maintained all applicable corporate filings, has appropriate insurance coverages, and has provided copies of their audited financial statements and annual report along with disclosure of any identified material liabilities or contingent liabilities of the University. It was noted that in the Strategic Plan, Transforming our Horizons, achievement includes acknowledging that dedicated commitment is required. The corporate governance checklist is an intentional measure of success that Memorial stands by its obligations to our communities.

## **CLOSED SESSION – CONSENT AGENDA**

Ms. Petten 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 6852 through 6855 below be approved as follows:

### **6852. AUDIT AND RISK COMMITTEE**

#### **A. Appointments to the Memorial University Recreation (MURC) Board of Directors**

The Board was informed that at a meeting held on September 23, 2021, the Audit and Risk Committee approved the appointments to the Memorial University Recreation Complex Board of Directors as outlined in the background documentation and as follows:

- Ms. Sarah Walsh, Student – Marine Institute Students' Union Representative for a one-year term effective October 4, 2021
- Ms. Zahra Aghaei, Student – Graduate Students' Union Representative for a one-year term, effective October 4, 2021
- Dr. Karen Murphy, MUN Representative Human Kinetics and Recreation for a two-year term, effective October 4, 2021
- Dr. Anne-Marie Sullivan, MUN Representative Human Kinetics and Recreation for a three-year term, effective October 4, 2021
- Ms. Hilary Hennessey, Student – Memorial University of Newfoundland Students' Union Representative for a one-year term, effective October 4, 2021
- Ms. Sunhail Hussan, Student – Memorial University of Newfoundland Students' Union Representative for a one-year term, effective October 4, 2021

#### **B. Appointment to the Genesis Group Inc. Board of Directors**

The Board was informed that at a meeting held on September 23, 2021, the Audit and Risk Committee approved the appointment to the Genesis Group Inc. Board of Directors as outlined in the background documentation and as follows:

- Mr. Jason Quann as Community Representative for a two year term, effective October 4, 2021

C. Ernst and Young External Audit Plan 2021-22

The Board received background information and approve the audit plan for the University's annual consolidated financial statements for the fiscal year ended March 31, 2021 and as outlined in the background documentation.

D. Education Advisory Board (EAB) Navigate System: Student Success Advisory Project – Phase 1 Outcome

The Board received for information the Education Advisory Board (EAB) Navigate System: Student Success Advisory Project – Phase 1 Outcome. The Office of Internal Audit participated in a review of the University's student success management system, Navigate. A detailed report was provided to management for future consideration in improving student success practices. The University Auditor submitted an executive summary to describe the associated findings and recommendations related to this advisory project.

**6853. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE**

A. Core Science Facility (CSF) Status Update

The Board received for information the Core Science Facility (CSF) Status Update. All major construction packages for the CSF have now been awarded. The third and final major construction package, CP-3R, was awarded to Marco Services Limited on April 25, 2017, and is currently being executed. The CSF global project budget remains at \$325M. The Board also received more detail on the status of the CP-3R Main Building (and Structural Steel) contracts as well as other project updates.

B. 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                           | Indigenous Centre                   |
| 2                           | Core Science Facility               |
| 3                           | Animal Resource Centre              |
| 4                           | Harsh Environment Research Facility |
| <b>Marine Institute</b>     |                                     |
| 1                           | Holyrood Marine Base Phase IIB      |

Update on Capital Projects (cont'd)

| <b>PROJECTS IN PLANNING STAGES</b> |   |
|------------------------------------|---|
| <b>St. John's Campus</b>           |   |
| 1                                  | Reid Theatre Redevelopment              |
| 2                                  | University Buildings Strategy           |
| <b>Grenfell Campus</b>             |   |
| 1                                  | Regional Aquatics and Recreation Centre |

| <b>PROJECTS IN EARLY STAGES</b> |   |
|---------------------------------|---|
| 1                               | Faculty of Medicine Redevelopment of Existing Space |
| 2                               | School of Pharmacy Expansion                        |
| 3                               | Signal Hill Campus Phase II                         |
| 4                               | Transit Terminal                                    |
| 5                               | Labrador Institute                                  |

| <b>PROJECTS ON HOLD</b> |                                |
|-------------------------|--------------------------------|
| 1                       | Petroleum Engineering Building |
| 2                       | Research Archival Facility     |

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.

C. Electric Boilers Update

The Board received background information and endorsed the commencement of the Electric Boilers project subject to receipt of capital funding from the federal government via the province and as outlined in the background documentation. In addition, the Board identified Option 3 as the preferred approach and as provided in the background documentation. Further, the Board agreed that the University Administration continue to explore monetization of the project.

**6854. 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 July 8, 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. Appointment of Dean of Memorial University Libraries

The Board received background information and approved the appointment of Dr. Dianne Keeping as Dean of Libraries effective January 10, 2022 for a five-year term and as outlined in the background documentation.

**6855. FINANCE COMMITTEE**

A. Annual Investment Committee Report for the fiscal year ended March 31, 2021

The Board received for information the Annual Investment Committee Report for the fiscal year ended March 31, 2021. Each year the Investment Sub-Committee (a sub-committee of the Finance Committee) receives an annual report on the endowed, non-endowed and specifically invested trust funds for the previous fiscal year outlining the investment performance of the portfolios as well as the financial results of the funds invested in the pooled investments and the specifically invested trust funds. It was noted that the vision of Transforming our Horizons strategic plan dares us to shape and invent the future towards the achievement of an economically prosperous and sustainable Newfoundland and Labrador. The investment actions we take today are the catalyst for transforming tomorrow. A copy of a report which includes a summary of the Annual Performance of Endowed Funds, Non-endowed Funds and Specifically Invested Trust Funds was provided in the background documentation.

**CLOSED SESSION – DISCUSSION AGENDA**

**6856. AUDIT AND RISK COMMITTEE**

A. University Transformation Office concept

The Board received for information the University Transformation Office Concept. Board members were advised that through collaboration with senior administration, the Office of Internal Audit has assessed current state of risks and capacity in relation to the recently developed University Strategic Plan: Transforming Our Horizons. A concept of a University Transformation Office has been created. It was noted that at a meeting held on September 23, 2021, the Audit and Risk Committee received a presentation and discussed opportunities to provide value added services under the concept of a University Transformation Office.

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

**6857. FINANCE COMMITTEE**

A. Faculty of Medicine Budget 2021-22

The Board received and reviewed background information pertaining to the Faculty of Medicine Budget 2021-22.

Board members were advised that Memorial's Faculty of Medicine plays a key role in preparing global citizens for tomorrow's needs through its proactive programs. Through excellence, the Faculty will integrate education, research and social accountability to advance the health and well-being of the people and communities of Newfoundland and Labrador. These key priorities were recently committed to in Transforming our Horizons, especially the themes of Proactive programs, Inspired learning, Dynamic research and Commitment to communities.

To deliver on this mandate, financial sustainability is critical for the Faculty of Medicine and despite some recent fiscal challenges for the Faculty, the Dean has developed a robust deficit elimination plans for the Faculty of Medicine by 2024.

The University recently received confirmation of its grant allocation of \$54M from the Department of Health and Community Services (DHCS) for the Fiscal Year 2021-22. Recommendations resulting from the Provincial Government funding are included in the 2021-22 Operating Budget Report, a copy of which was provided in the background documentation.

Since Fiscal Year 2015-2016, the Faculty of Medicine has been operating with a structural deficit as follows:

| FISCAL YEAR   | YEAR END DEFICIT* | GOVT STABILIZATION (One-Time) |
|---|-------------------|-------------------------------|
| 2015-2016   | \$1.3M            | \$0                           |
| 2016-2017   | \$4.7M            | \$0                           |
| 2017-2018   | \$4.7M            | \$10.0M                       |
| 2018-2019   | \$4.7M            | \$4.7M                        |
| 2019-2020   | \$4.9M            | \$4.9M                        |
| 2020-2021   | \$2.6M            | \$3.8M                        |
| * Excludes User Fees and MUNFA PDTER Surplus Balances |                   |                               |

At the end of each fiscal year, the DHCS has provided the Faculty of Medicine with one-time stabilization funding to eliminate the deficits for each of the respective years.

Faculty of Medicine Budget 2021-22 (cont'd)

For the current 2021-22 fiscal year, the budgeted revenue for the Faculty of Medicine totals \$67,549,754. The budgeted expenditures total \$71,247,340, resulting in a projected \$3,697,586 operating deficit by March 31, 2022. Using existing carryover, the deficit is projected to be \$2.5 million by March 31, 2022. Discussions are underway between the Faculty and the DHCS with regards to one-time funding to eliminate projected deficit, and an increase to base funding as well as identification of future funding requirements.

Included in the background documentation was a copy of the three-year plan provided by the Faculty of Medicine, which commits to eliminate their structural deficit by the Fiscal Year 2024-25, through a combination of cost containment and increased revenue.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the budget for the Faculty of Medicine for 2021-22 as presented in the 2021-22 Operating Budget report and as outlined in the background documentation.

B. Appointment of Investment Manager

The Board received and reviewed background information pertaining to the appointment of the Investment Managers.

Board members were advised that at the July 8, 2021 meeting of the Board of Regents, approval was obtained to revise the asset allocation for the non-endowed pooled funds and to add new asset classes of commercial mortgages and Canadian corporate fixed income. Approximately \$6 million will be invested in these new asset classes.

The Vision of Transforming our Horizons Strategic plan dares us to shape and invent the future towards the achievement of an economically prosperous and sustainable Newfoundland and Labrador. The investment actions we take today are the catalyst for transforming tomorrow.

The Pension Plan and the endowed pooled funds utilize the investment management firm TD Asset Management for their commercial mortgage mandates and CIBC Asset Management for their Canadian corporate fixed income mandates. Utilizing the same investment managers for the non-endowed pooled funds will reduce the cost of investment management fees to the non-endowed pool. The appointment of these firms will be long-term until a Board decision is made to remove and replace them. Approval is requested to engage TD Asset Management for the commercial mortgage mandate and CIBC Asset Management for the Canadian corporate fixed income mandate of the non-endowed pooled funds.

Appointment of Investment Manager (cont'd)

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve TD Asset Management to be contracted for the commercial mortgage investment mandate and CIBC Asset Management to be contracted for the Canadian corporate fixed income mandate of the non-endowed portfolio of pooled funds and as outlined in the background documentation.

C. Increase to Graduate Tuition for Course-based Masters Programs

The Board received and reviewed background information pertaining to an increase to Graduate Tuition for Course-based Masters Programs.

Board members were advised that 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 for course-based masters programs. To enable Memorial's advancement of one of its key strategic priorities - Proactive Programs – identified in Transforming our Horizons, a commitment to the financial sustainability of these programs is imperative.

Memorial has eight existing course-based masters programs for which the current tuition is insufficient to cover the cost of delivery. Therefore it is necessary to increase tuition to \$2,000 per semester (\$6,000/year) to close more of the gap for the delivery costs of these programs. The tuition for Newfoundland and Canadian residents will also be harmonized, while a 30% differential will be applied to International students for \$2,600 per semester (\$7,800/year). These two-year programs will have a total cost of \$12,000 for Newfoundland and Canadian residents and \$15,600 for International students. For students who remain in their program beyond two years, they will pay continuance fees at existing rates and will remain unchanged for both Canadian and International students.

Increase to Graduate Tuition for Course-based Masters Programs (cont'd)

**TABLE 1: Course Based Masters Programs**

| Program                                 | Program Fees (Per Semester) – Plan C |         |         | Proposed Program Fees (Per Semester) |         |
|---|--------------------------------------|---------|---------|--------------------------------------|---------|
|   | NL                                   | CAN     | INT'L   | NL/CAN                               | INT'L   |
| Master of Applied Ocean Technology      | \$1,313                              | \$1,700 | \$2,218 | \$2,000                              | \$2,600 |
| Master of Maritime Management           | \$1,313                              | \$1,700 | \$2,218 | \$2,000                              | \$2,600 |
| Master of Technology Management         | \$1,313                              | \$1,700 | \$2,218 | \$2,000                              | \$2,600 |
| Master of Science (Nursing)             | \$1,313                              | \$1,700 | \$2,218 | \$2,000                              | \$2,600 |
| Master of Education                     | \$1,313                              | \$1,700 | \$2,218 | \$2,000                              | \$2,600 |
| Master of Human Kinetics and Recreation | \$1,313                              | \$1,700 | \$2,218 | \$2,000                              | \$2,600 |
| Master of Science (Computer Science)    | \$1,313                              | \$1,700 | \$2,218 | \$2,000                              | \$2,600 |
| Master of Social Work                   | \$1,313                              | \$1,700 | \$2,218 | \$2,000                              | \$2,600 |

In Fall 2022, a two-year grace period will commence for current students at the current rate, with 4% annual inflation. Enrolment projections were included for each of the above programs in the background documentation as Appendix D.

Since the early 2000s, in addition to tuition, several newly-developed professional programs in Engineering, Medicine and Business included a special fee to offset the cost of delivery for these programs. Memorial currently has 15 differential tuition programs and no changes are proposed to these programs.

It is now being proposed that some of the existing course-based professional programs, established prior to 2000, also introduce special fees to cover the increased delivery costs that have occurred over the past two decades. Many of these programs are well below the national average. For example the two-year, MBA program at Memorial currently costs \$5,718 (NL), \$7,434 (Can), \$9,666 (Int'l). The national average for the same program is approximately \$20,500 (Domestic) and \$22,200 (International).

Pharmacist education in Canada has switched from BSc (Pharm) to a Doctor of Pharmacy (PharmD) credential. Memorial's PharmD program is \$5,179 per year or \$25,895 for the entire program. A comparative analysis of tuition landscape indicates that other Canadian universities average program cost is \$9,091/year or \$77,303 for the program.

Increase to Graduate Tuition for Course-based Masters Programs (cont'd)

Low tuition for these programs does not provide units with the financial resources for program enhancements, increased services and scholarships for its students, resulting in a competitive disadvantage for Memorial in its ability to recruit higher quality students who expect these key resources and supports. The need for such services was emphasized from alumni feedback received through Academic Unit Planning (AUP) surveys. The proposed special fees will enable units to enhance programs, increase services and offer more scholarships, ensuring Memorial's competitiveness in domestic and international markets.

It is proposed that in addition to regular tuition, a special fee be implemented for following professional programs and as provided in the background documentation as Appendix A, B and C.

**TABLE 2: Master of Business Administration (MBA)**

|                       | Existing Tuition | Special Fee | Total    |
|-----------------------|------------------|-------------|----------|
| NL Student            | \$5,718          | \$12,000    | \$17,718 |
| Domestic Student      | \$7,434          | \$12,000    | \$19,434 |
| International Student | \$9,666          | \$24,000    | \$33,666 |

Domestic/NL \$12,000 - be paid \$2,000 in semesters 1 through 6. International: \$24,000– to be paid \$4000 in semesters 1 through 6.

**TABLE 3: Master of Business Administration (Graduate Diploma in Business Administration) (GDBA)**

|                       | Existing Tuition | Special Fee | Total    |
|-----------------------|------------------|-------------|----------|
| NL Student            | \$5,265          | \$3,000     | \$8,265  |
| Domestic Student      | \$6,399          | \$3,000     | \$9,399  |
| International Student | \$7,875          | \$6,000     | \$13,875 |

**TABLE 4: Master of Employment Relations (MER)**

|                       | Existing Tuition | Special Fee | Total    |
|-----------------------|------------------|-------------|----------|
| NL Student            | \$5,718          | \$10,000    | \$15,718 |
| Domestic Student      | \$7,434          | \$10,000    | \$17,434 |
| International Student | \$9,666          | \$10,000    | \$19,666 |

**TABLE 5: Doctor of Pharmacy (PharmD)**

|                  | Existing Tuition | Special Fee | Total    |
|------------------|------------------|-------------|----------|
| Domestic Student | \$5,179          | \$13,000    | \$18,179 |

Special fees for other course-based programs are in various stages of development and will be brought to the Board for consideration in December 2021.

Increase to Graduate Tuition for Course-based Masters Programs (cont'd)

In Fall 2022, a two-year grace period will commence for current students in programs from Tables 2, 3, 4 and 5 (as provided above), at current rate. The revenue projections for these fee increases are currently being assessed and will be provided at the December meeting of the Board following further sensitivity analysis.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve an increase to graduate tuition for course-based Masters Programs effective September 1, 2022, as outlined in the background documentation and as follows:

- \$2,000 per semester for each of the eight course-based programs in Table 1 of the background documentation;
- special fees for the MBA, GDBA MER, and PharmD programs outlined in Tables 2, 3, 4 and 5 of the background documentation;
- the proposed two-year grace period commencing in Fall 2022 for all current students at current rates, as outlined in the background documentation.

**6858. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE**

A. Space Report for Faculty of Law

The Board received and reviewed background information pertaining to the Space Report for the Faculty of Law.

Board members were advised that Memorial University is considering the viability and programming for the proposed Faculty of Law in St. John's, NL. Transforming our Horizons Memorial University's Strategic Plan 2021-2026 commits to five strategic themes including proactive programs, and inspired learning. These commitments are demonstrated in the planning for a Faculty of Law. In listening to our community and the need to include law programming as an offering at our comprehensive university, we continue to contribute as a university for the province.

At its meeting held on July 7, 2021, the Board of Regents deferred a decision on the recommendation that had been brought forward by administration to continue planning for a Faculty of Law. It was agreed that an options analysis should be brought forward with regard to space requirements.

Space Report for Faculty of Law

The Facilities Management (FM) Department was engaged to review space options to accommodate a law school at Memorial University. The scope of the review included analysis of three options:

- 1) A New build on the St. John's Campus.
- 2) The use of existing St. John's Campus space.
- 3) The downtown St. John's Location.

The above-noted review was provided in the background documentation as Appendix A. Each option examined has advantages and disadvantages. From a physical plant perspective all options could meet the proposed space program and provide a quality teaching environment.

A number of benefits and constraints were identified through the analysis process, and involve factors beyond FM's sole purview. From the perspective of Facilities Management, all of the options are viable and are able to provide a suitable learning environment. Either of the options for the St John's campus provides a new, or essentially new, facility where it can be efficiently supported by Facilities Management. However, these two options require a higher capital investment when compared to the downtown (BMO) location with the St. John's campus options coming at a notable capital cost premium of 80 / 93% respectively for redevelopment/ new construction. Therefore, the downtown option is the only option that provides a Law School within the capital cost outlined in the business case.

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

**6859. GOVERNANCE COMMITTEE**

A. Board of Regents Meeting Evaluation

Ms. McCarthy, Chair of the Governance Committee provided a verbal update with regard to the Board of Regents meeting evaluation.

**6860. MATTERS OF STRATEGIC IMPORTANCE**

A. Update on the implementation of the Strategic Plan for Memorial University 2021-2026

Dr. Strzelczyk, Provost and Vice-President (Academic) provided a verbal update with regard to the implementation of the Strategic Plan for Memorial University 2021-2026.

**6861. PRESENTATIONS TO THE BOARD**

A. KPMG Economic Impact Assessment 2021

The Board received and reviewed background information pertaining to the KPMG Economic Impact Assessment 2021.

Dr. Timmons advised that in winter 2021, Memorial issued a Request for Proposals for an economic impact assessment. KPMG was the successful respondent and delivered its final report in June 2021. The goal of the study was to quantify the economic value of Memorial's teaching and learning, research and public engagement activities on Gross Domestic Product (GDP), labour income, and employment. The President then introduced Mr. Keith Matthews, Director, Centre for Institutional Analysis and Planning (CIAP), who provided a presentation with respect to the findings of the report.

Board members were advised that overall, Memorial's activities have significant impact on Newfoundland and Labrador's economy. In particular:

- Memorial contributes approximately \$627 million per year to the provincial GDP
- Memorial contributes approximately \$304 million per year in labour income to the local economy
- Memorial supports approximately 10,000 jobs in the province, both directly and indirectly
- Memorial graduates enjoy increased career earnings
- In addition, there are significant downstream impacts from research, teaching and engagement activities beyond the above categories.

The report states that Memorial is a significant contributor to the local, provincial and national economy, and has a multiplier effect that far exceeds the university's annual operating budget.

In alignment with the vision of the strategic plan, the Economic Impact Analysis provides current proof points to demonstrate that Memorial contributes to an economically prosperous Newfoundland and Labrador across each of the strategic themes.

Following a question and answer period, Ms. Petten then thanked Mr. Matthews for the informative presentation (a copy of which is located in the Board files) and he left the meeting.

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

B. Provost and Vice-President (Academic) Portfolio Update

Dr. Strzelczyk, Provost and Vice-President (Academic), provided the Board with a presentation with regard to the Provost and Vice-President (Academic) portfolio.

Following a question and answer period, Ms. Petten on behalf of the Board, thanked Dr. Strzelczyk for her very informative presentation (a copy of which is located in the Board files).

**6862. ANY OTHER BUSINESS**

A. Date of Next Meeting

The Chair advised that the next regular meeting of the Board of Regents is scheduled to be held on Thursday, December 2, 2021.

**ADJOURNMENT**

The meeting adjourned at 5:55 p.m.

\_\_\_\_\_  
CHAIR

\_\_\_\_\_  
SECRETARY

\_\_\_\_\_  
DATE