

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board of Regents was held on Thursday, December 5, 2013 at 3:00 p.m., in the Junior Common Room, R. Gushue Hall.

PRESENT:

Ms. Iris Petten, Chair
Dr. Gary Kachanoski, President and Vice-Chancellor
Dr. David Wardlaw, Provost and Vice-President (Academic)
Chancellor Susan Knight
Ms. Sheila Ashton
Mr. Steve Belanger
Mr. Gilbert Bennett
Ms. Pat Coish-Snow
Ms. Mary Cormier
Ms. Michelle Daye
Ms. Pegi Earle
Dr. Rex Gibbons
Ms. Noreen Greene-Fraize
Mr. Jim Keating
Ms. Kim Keating
Mr. Bill Matthews
Mr. Asan Mohideen
Ms. Kathleen Roul
Ms. Candace Simms
Ms. Donna Stone
Ms. Eleanor Swanson
Mr. George Tucker
Mr. Edmund Walsh
Ms. Tina Scott, Secretary

APOLOGIES:

Mr. Brian Dalton, Dr. Vinod Patel, Dr. Luke Pike, Mr. Tony Roche.

PRESENT BY INVITATION:

Mr. Kent Decker, Vice-President (Administration and Finance), Dr. Richard Marceau, Vice-President (Research), Mr. Glenn Blackwood, Vice-President (Marine Institute), Dr. Mary Bluehardt, Vice-President (Grenfell Campus), Mr. Glenn Collins, Interim Executive Director, Office of the Board of Regents, Ms. Karen Hollett, General Counsel.

6045. MEETING CALLED TO ORDER

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

6046. WELCOME TO NEW REGENTS

The Chair welcomed Ms. Candace Simms, Memorial University of Newfoundland Students' Union representative, to her first meeting of the Board.

6047. APPROVAL OF AGENDA

The Board agreed to the following changes to the agenda for the December 5, 2013 meeting:

- i) Human Relations Committee
 - Add to the agenda "Appointment of the University Auditor"
 - Move Item 8.b "Restructuring of the Vice-President (Research) Portfolio" to the Discussion Agenda.

Following 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. Simms declared a conflict with Agenda Item "Appointment to the Board of Campus Childcare Centre Inc."

Ms. Greene-Fraize declared a conflict with Agenda Item "Mandate to renew the CUPE Support Staff Collective Agreement for the next four (4) years".

6048. MINUTES

The Minutes of the regular meeting of the Board of Regents held on October 24, 2013 were approved by the Board.

6049. CHAIR'S REPORT

A. Meeting of the Executive Committee

The Chair advised that the Executive Committee met on November 19, 2013 to finalize the agenda for today's meeting.

B. Resignation of Dr. James Hickey

The Chair noted for the information of the Board the resignation of Dr. James (Jim) Hickey (Alumni Representative). The Chair, on behalf of the Board, acknowledged with sincere gratitude the valuable service given by Dr. Hickey to the University during his term on the Board.

C. Volunteers for Board Committees

The Chair noted that the Governance Committee of the Board of Regents has been assigned responsibility for recommending to the Board Chair, nominees to fill committee vacancies. Ms. Petten further noted that while Clause 61 of the Board Bylaws, Composition of Committees reads in part as follows "*Normally, Members of the Board should serve on at least one committee and no more than three active committees, excluding the Executive Committee*", she encouraged all Board members to serve on at least one Committee. She noted further that serving on a Committee gives members a much better understanding and appreciation for the work of the Board and she urged members to respond to a call for volunteers which would be issued by the Governance Committee in the near future.

D. Special meeting of the Board of Regents

At a special meeting held on September 30, 2013, the Board of Regents approved the issuance of a Request for Proposals (RFP) for detailed design of the Core Science Facilities. The RFP was released in October and closed November 20th. A Selection Advisory Committee has short-listed the proponents and interviews are scheduled for the week of December 9th following which the Committee will make a recommendation to appoint the consultant. As a result, the recommendation was not able to be considered at today's meeting.

The Chair noted that the Board Office has received a request from the President's Office that a special meeting of the Board be held on December 19th to approve the appointment of the consultant. A meeting of the Finance and Campus Planning and Development Committees may also be required prior to the Board meeting. In this regard, she noted that the Board Secretary will be in contact with the proposed meeting times.

E. Meeting with the Minister of Advanced Education and Skills

Ms. Petten provided an update regarding a recent meeting with the Honourable Kevin O'Brien, Minister of the Department of Advanced Education and Skills.

6050. PRESIDENT'S REPORT

A. President's Update of Activities

Dr. Kachanoski provided the Board with highlights of his recent activities since the October 2013 Board meeting.

B. Registration Progress Report for Winter Semester 2014

The Board received and reviewed a registration progress report for the Winter Semester 2014 as of November 21, 2013 outlining enrolments and registrations as of that date.

C. Presentation of "Face Forward: President's Report 2013"

The Board welcomed to the meeting Ms. Victoria Collins and Ms. Paula Dyke from the Division of Marketing and Communications. Ms. Collins and Ms. Dyke provided a presentation on some of the Highlights of the President's Report 2013 entitled "Face Forward: President's Report 2013". The Board was informed of the key objectives for 2013 as well as next steps for the President's Report 2014. Following the presentation, Ms. Petten, on behalf of the Board, thanked Ms. Collins and Ms. Dyke for their informative presentation and they left the meeting.

CONSENT AGENDA

Noting that the items were dealt with in detail in meetings of the appropriate committees, it was moved by Ms. Coish-Snow, seconded by Mr. Steve Belanger and carried that the consent agenda, comprising the resolutions listed in 6051 through 6054 below be approved as follows:

6051. AUDIT AND RISK COMMITTEE

A. External Legal Services for Memorial University

The Board received background information and agreed to the recommendation that the firms of Stewart McKelvey, Cox & Palmer and Poole Althouse be selected to provide external legal services to the University.

B. Proposed revised Policy and Procedures: Conflict of Interest

The Board received background information and agreed to the revised Conflict of Interest Policy and Procedures as outlined in the background documentation.

C. Appointment to the Board of the Campus Childcare Centre Inc.

The Board received background information and agreed to the appointment of Ms. Candace Simms to the Board of Campus Childcare Inc. for a one-year term effective immediately.

D. Presentation of Ernst and Young LLP Current State Risk Assessment Report

The Board received and reviewed background information pertaining to the Ernst and Young LLP Current State Risk Assessment Report. The Board was informed that at a meeting held earlier today, the Audit and Risk Committee received a thorough and detailed presentation from Ms. Lynn Healey of Ernst & Young LLP who provided an overview of the Current State Risk Assessment Report.

The Board was informed that Ernst & Young LLP, which was engaged by Memorial University of Newfoundland to conduct a current state assessment of the Separately Incorporated Entities (SIEs), focused primarily on certain governance, tax and financial reporting practices. The assessment was conducted in two phases.

The purpose of Phase I was to conduct a current state assessment in order to gather information and support around the actual financial reporting and governance practices of the SIEs, and to prepare a gap analysis to include a comparison between these current state actual practices and those requirements stipulated in the governing documents.

The purpose of Phase II was to gather certain additional information and assist management with the development of templates for SIE reporting purposes. A copy of the Current State Risk Assessment Report was provided in the background information. The issues identified in the report were also highlighted in the presentation.

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

E. Summary of Corporate Governance Checklists provided by Separately Incorporated Entities for 2012/13

The Board received and reviewed background information pertaining to the summary of "Corporate Governance Checklists" provided by Separately Incorporated Entities (SIEs) for the 2012/13 Fiscal Year.

The Board was advised that on an annual basis, each separately incorporated entity 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. A summary of the responses of each SIE to the checklist questions was provided in the background documentation.

These summaries were discussed in detail at a meeting of the Audit and Risk Committee held earlier in the day. This item was received for information only and did not require a resolution of the Board.

F. Accident Incident Quarterly Report

The Board received and reviewed background information pertaining to the Accident and Incident Quarterly Report.

The Board was advised that the Department of Health and Safety (DHS), in collaboration with the Department of Human Resources, receives and tracks accident and injury reports for all campuses throughout the University. The report, as outlined in the background documentation, provides an overview of the employee accident and incident statistical information for the third quarter for the years 2010, 2011, 2012 and 2013.

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

G. Ernst and Young Management Letter for 2012/13 Audit

The Board received and reviewed background information pertaining to the Ernst and Young Management Letter for the 2012/13 Audit.

The Board was advised that included in the background documentation was a management letter provided by Ernst and Young as a follow up to the audit of the consolidated accounts of Memorial University for fiscal year 2012/13 as well as management responses to the points included in the letter. It was noted that Ernst and Young considers internal control over financial reporting when designing the audit procedures they will use to perform the annual audit. During the 2012/13 audit, several control deficiencies were noted and were summarized in the management letter. Items related to the payroll system conversion were separately reported in the previously presented Audit Plan updated document presented to the Audit and Risk Committee in March 2013.

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

H. Audit Plan of Memorial University 2013-14 Financial Statements

Members of the Board were advised that at a meeting held on November 14, 2013, the Audit and Risk Committee approved the audit plan for the University's annual financial statements for the fiscal year which will end on March 31, 2014. This item was received for information only and did not require a resolution of the Board.

I. Pedestrian safety at Westerland Road

The Board received and reviewed background information pertaining to pedestrian safety at Westerland Road which noted that increasing traffic congestion around Memorial's St. John's Campus and pedestrian safety have been identified as significant concerns for the University and the City of St. John's.

Pedestrian safety at Westerland Road (cont'd)

In order to explore options to improve the situation, the University has partnered with the City and Eastern Health to conduct a major traffic study of the city and the roadways in and around the St. John's Campus. Memorial's contribution toward this comprehensive study is \$62,500 or 25% of the estimated \$250,000 cost. The city is taking the lead on the study.

Pedestrian safety at Westerland Road has been identified as a particular safety issue for the University. In order to expedite consideration of that location the University commissioned a study to identify measures that could be taken immediately. The study identified several such measures and a copy of the report was forwarded to the City with an offer to fund the immediate changes and urging that action be taken without delay.

Since the last Board meeting, the Memorial University of Newfoundland Students' Union (MUNSU) arranged a meeting with members of the City council and University administration where the urgency of the situation was expressed. The City is currently completing work to create curb bump-outs at the main crosswalk near the Aquarena and to install lighting as recommended. The University administration is exploring the possibility of turning an emergency stairwell and exit at the Field House into an externally accessible stairwell to provide access to the overhead pedway that crosses Westerland Road. The Memorial University Recreation Complex (MURC) Board is supportive of this change. Mr. Decker reported further that a pedestrian safety communications campaign is being conducted by Marketing and Communications.

6052. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

A. Selection of Consultant for the design of an Aboriginal Centre at the St. John's Campus

The Board received background information and agreed to provide the University Administration authorization to commission the design services for the Aboriginal Centre to Ron Fougere Associated Limited and as outlined in the background documentation.

B. Selection of the Consultant for the Marine Institute Building Expansion to house the new Offshore Operations Simulator

The Board received background information and agreed to provide University Administration authorization to commission the design services for the Marine Institute Building Expansion to House the New Offshore Operations Simulator to Sheppard Case Architects Inc.

C. Update of 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 Sciences Centre - Cold Water Supply
- Dr. Jack Clark Building and the S.J. Carew Building Expansions
- Aboriginal Centre
- Core Science Facility
- Battery Property

Marine Institute

- Building Expansion to House new Offshore Operations Simulator

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

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

6053. HUMAN RELATIONS COMMITTEE

A. Appointments Report

The Board received the Appointments Report for actions taken since October 24, 2013 noting that the actions have been taken under delegated authority as provided in the Terms of Reference for the Human Relations Committee.

B. Senior Leadership Position vacancies and upcoming renewals

The Board received for information a status update of the senior leadership position vacancies at Memorial University as of November 15, 2013.

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

6054. SENATE MATTERS

A. Senate matters with implications for the Board of Regents (Faculty of Medicine) - October 8, 2013

The Board received background information and agreed with the amendments to the Faculty of Medicine Constitution of Faculty Council and as outlined in the background documentation.

DISCUSSION AGENDA

6055. SENATE MATTERS

- A. Senate matters with implications for the Board of Regents (September 10, 2013)

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on September 10, 2013. Following a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the Calendar changes arising from the Senate meeting of September 10, 2013 and as outlined in the background documentation.

- B. Senate matters with implications for the Board of Regents (October 8, 2013)

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on October 8, 2013. Following a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the Calendar changes arising from the Senate meeting of October 8, 2013 and as outlined in the background documentation.

6056. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

- A. Presentation: The Battery Project: A Platform for Public Engagement

Dr. Kachanoski welcomed to the meeting, Dr. Rob Greenwood, Executive Director Office of Public Engagement, and Mr. Jordan Wright, Project Coordinator, Office of Public Engagement who provided the Board with a presentation regarding "The Battery Project".

Dr. Greenwood then provided an overview of the Battery Project and in doing so, covered the following topics:

- Purchase Timeline
- Battery Business Model
- Battery Vision
- Project Organization Structure
- Project Progress
- Consultation

Presentation: The Battery Project: A Platform for Public Engagement (cont'd)

Following a question and answer period, Ms. Petten, on behalf of the Board, thanked Dr. Greenwood for his very informative presentation and he and Mr. Wright left the meeting.

B. Financing of the Core Science Facilities

The Board received and reviewed background information pertaining to the financing of the Core Science Facilities.

Board members were reminded that in May 2012 the Department of Advanced Education and Skills provided approval for the University to commence planning for new Core Science Facilities (CSF). At a meeting held on September 6, 2012 the Board of Regents approved the appointment of Stantec to conduct the space planning work for the CSF. On May 31, 2013 the Space Plan was completed and was then submitted to the Province seeking approval to proceed with the detailed design. Subsequently, on October 22, 2013 the University received from the Province written approval to proceed with the detailed design of the CSF and to borrow funds for this purpose.

The cost of the design work is estimated at \$25 million and funding for this work was approved by the Board at its meeting on September 30, 2013. The Capital Project Matching Fund can be used for this project due to the amount of Industry Partner funds that will be used to develop space in the building.

Following the announcement of the CSF by the Province, the University issued a Request for Proposals (RFP) for the detailed design. The RFP closed in late November and it is anticipated that a recommendation to appoint architects will be made to the Board of Regents before the Christmas break. The proposals from architects will enable the University to provide schedules for design and construction.

At the end of the design phase the University will be provided with pre-tender estimates for the CSF and therefore will require approval of the Province before issuing tenders for construction.

The current financing plan is as follows:

Provincial Government	\$ 125 Million
Debt issued by Memorial	\$ 175 Million
Capital matching Fund	<u>\$ 25 Million</u>
Total	<u>\$ 325 Million</u>

Financing of the Core Science Facilities (cont'd)

Discussions have commenced with the Province regarding the timing of their contributions and assistance with a debt issue. The Administration is currently exploring the potential to borrow funds at a reduced interest rate (0.4%) from the Newfoundland and Labrador Immigrant Investor Fund. Officials from the Department of Advanced Education and Skills are currently exploring this option. Such funds would be for a five year term and would likely be suited to bridge financing during the construction period. It was noted that the timing of a debt issue will take into account factors such as the timing of cash flows from the Province, cash flows for construction and the current low interest rate environment.

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

6057. HUMAN RELATIONS COMMITTEE

A. Senior positions proposed for Board of Regents approval of appointments

The Board received and reviewed background information pertaining to senior positions proposed for Board of Regents approval of appointments.

Ms. Ashton reminded Board members that the Human Relations Committee requested that the administration provide a recommendation regarding senior positions where the Board will be required to approve appointments. Currently, in addition to the President, Vice-Presidents, Associate Vice-Presidents, Deans and the University Librarian, all unit head positions reporting to a Vice-President or the President, are approved by the Board.

In follow up to the October 24, 2013 meeting of the Board of Regents, the University Administration recommends that in addition to the President, Vice-Presidents, Associate Vice-Presidents, Deans and the University Librarian, the following senior administrative positions will require Board of Regents approval of appointees: Executive Director of the Board of Regents, Registrar, Director of Human Resources, Director of Facilities Management, General Counsel, Chief Risk Officer, and Chief Information Officer.

Following a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the recommendation that appointments to executive level positions including President and Vice-Presidents; appointments to Associate Vice-President; appointments of Deans and the University Librarian, be approved by the Board of Regents. Permanent appointments to the following senior administrative positions be approved by the Board of Regents: Executive Director of the Board of Regents, Registrar, Director of Human Resources, Director of Facilities Management, General Counsel, Chief Risk Officer and Chief Information Officer.

Senior positions proposed for Board of Regents approval of appointments (cont'd)

Further, that the Board approve the recommendation that appointments to remaining unit head positions reporting to a Vice-President or the President, be delegated to the President. The Board will consider future inclusion of senior administrative positions upon the recommendation of Vice-Presidents Council.

The Board further agreed that it is understood that changes to the Terms of Reference for appropriate Committees of the Board will be reviewed and recommendations for changes to reflect the above decision will be prepared by Mr. Glenn Collins, Interim Executive Director of the Office of the Board of Regents, Ms. Donna Ball, Senior Policy Analyst and Ms. Karen Hollett, General Counsel for the consideration of this Committee and the Board.

B. Appointment of the University Auditor

The Board received and reviewed background information pertaining to the appointment of Ms. Jenny Baker as the University Auditor.

Members of the Board were advised that based on a comprehensive and thorough search process for University Auditor and with the unanimous support of the Search Committee, the Vice-President (Administration and Finance) has recommended the appointment of Ms. Jenny Baker as the University Auditor as outlined in the background documentation.

Following a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the appointment of Ms. Jenny Baker as University Auditor effective February 3, 2014 and as outlined in the background documentation.

C. Mandate to renew the CUPE Support Staff Collective Agreement for the next four (4) years

The Board received and reviewed background information pertaining to the mandate to renew the CUPE Support Staff Collective Agreement for the next four years.

Members of the Board were advised that at a meeting held earlier today, the Human Relations Committee received a presentation from Mr. Steven Dodge, Director of Human Resources and Ms. Mary Barron, Associate Director in Human Resources, regarding the "Collective Bargaining Update - CUPE Support Staff".

Mandate to renew the CUPE Support Staff Collective Agreement for the next four (4) years (cont'd)

As provided in the background information, the CUPE staff bargaining unit collective agreement expired March 31, 2012 (CUPE 1615 - Administration, instructional, technical and technical support personal consists of approximately 1,000 employees).

The parties once again utilized an Interest Based approach to this round of Collective Bargaining, facilitated by representatives from the Labour Relations Agency. Some of the issues for this collective agreement included:

- Essential Services Agreement for Animal Care
- Retention and recruitment (Apprenticeship program)
- Professional Development
- Employee and Labour Relations
- Appointments and Staff Changes
- Leaves

As in the past, the recent Provincial Government Template will define the parameters of the changes to Memorial's Staff Collective Agreements, particularly the term and general salary increases. Consequently, the administration expects all staff Collective Agreements will be for a four (4) year term to expire March 31, 2016 (August 31, 2016 for MI Instructors and Technical Assistants). Also, in accordance with the Provincial template, wage increases have been agreed to by the parties as follows:

- 0% April 1, 2012
- 0% April 1, 2013
 - \$1,400 signing bonus (pro-rated based on portion of full-time hours worked during past twelve months) upon signing
- 2% April 1, 2014
- 3% April 1, 2015

The University Administration anticipates the Provincial Government will fund collective agreement cost increases providing that the agreements stay within the Provincial Government template.

Mandate to renew the CUPE Support Staff Collective Agreement for the next four (4) years (cont'd)

Following a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents ratify the tentative Collective Agreement with CUPE Local 1615 with wage increases in accordance with the Provincial template as follows:

- 0% April 1, 2012
- 0% April 1, 2013
 - \$1,400 signing bonus (pro-rated based on portion of full-time hours worked during past twelve months) upon signing
- 2% April 1, 2014
- 3% April 1, 2015

During discussion, it was also agreed to recommend an editorial amendment in the Background Document to the Administration.

6059. MATTERS OF STRATEGIC IMPORTANCE TO THE BOARD

A. Presentation: Efficiency Review

Dr. Kachanoski provided the Board with a presentation entitled "Efficiency Review". In doing so, he covered the following major topics:

- Government Direction
- What we are doing
- Benchmarking Assessment and Approach
- Funding Solutions Working Group

Following discussion, the Chair thanked Dr. Kachanoski for the presentation (a copy of which is located in the Board file).

B. Presentation: Enrolment Plan

Dr. Wardlaw provided the Board with a presentation entitled "Enrolment Plan". However, due to time constraints, this information item was curtailed in order to deal with several action items. With apologies to Dr. Wardlaw, it was agreed to continue with the presentation at a future meeting of the Board.

C. Restructuring of the Vice-President (Research) Portfolio

The Board received and reviewed background information pertaining to the restructuring of the Vice-President (Research) (VPR) portfolio.

Dr. Marceau advised that in July 2013, he initiated a review to develop a proposal for streamlining and formalizing institutional processes related to research grant and contract support services at Memorial University. This review was undertaken in anticipation of the institutional efficiency review presently underway, and represents the first part of a comprehensive plan aiming to increase Memorial University's research intensity and competitiveness. The review was led by Richard Meaney, Director of Technical Services with the intent to examine the following:

1. Internal approval processes, including signing authorities, account creation, post-award project administration, partnership agreements, consistent interpretation of existing IP policy, and software needed to support effective business practices and enhance productivity.
2. Role of the Office of Vice-President (Research) and its component parts and affiliates relating to grants and contracts.
3. Role of the Office of the Provost, Faculties and other Campuses (i.e., deans, associate deans, finance managers, research coordinators, etc.)
4. Role of the Office of Vice-President (Administration and Finance) in pre- and post-award administration and support of research (i.e. financial services, human resources, facilities management, enterprise risk management, health and safety, etc.)

The process relied upon broad consultation with internal stakeholders at all Memorial campuses including Deans, Associate Deans of Research, Directors, Faculty and Staff including individuals within the VPR portfolio. It should be noted that the University Community expressed a significant interest in this review and that there was willingness from many individuals to participate.

A draft report was produced following the consultation process outlining 12 recommendations. This report was posted to the Research website on September 30, 2013 and the University community was invited to review it and offer any feedback on or before November 15, 2013. All feedback has been considered and incorporated into the report where appropriate. It was noted that the review document was provided in the background documentation as "Appendix A".

The most common element of the feedback received during the review process dealt with need to restructure the offices that perform grant and contract services within the VPR portfolio - the Office of Research Services (ORS) and the Office of Collaborations and Partnerships (OCP). Currently both ORS and OCP perform pre- and post-award administration. Many of the recommendations contained in the review report dealt with streamlining these areas to eliminate the confusion that exists currently among many faculty and staff in not knowing which office to contact

Restructuring of the Vice-President (Research) Portfolio (cont'd)

for their grant and contract requirements. The proposed restructuring would also increase efficiency in these areas and improve customer service satisfaction. It was also recognized that these changes are essential if the goal of intensifying research activities at Memorial University is to be achieved.

The proposed restructuring involves combining the areas of ORS and OCP that perform pre and post award administration to a “one-stop shop” approach. This office would be called “Research Grant and Contract Services” (RGCS). The RGCS office will have two major functions relating to grants and contracts. These are a pre-award component that focuses on the review and approval of research grants and contracts, as well as a post-award component that provides project management and administrative support for large scale research programs. The Director of RGCS will also oversee the operational and financial administration of the Major Research Partnerships Division (MRP) of the VPR portfolio, as well as serve as the liaison with the Interdisciplinary Committee on Ethics in Human Research (ICEHR Office).

The areas that are currently provided by OCP which are outside the scope of the newly proposed RGCS office include the Canada Research Chairs Program (CRC), Canada Foundation for Innovation (CFI) and the Core Research Equipment & Instrument Training (CREAIT) Network. It is proposed that a second new office be created called “CREAIT, CRC and CFI Services” (CCCS) to oversee all aspects of these three distinctive yet related areas of the research portfolio. Under the leadership of the Director of CCCS, further changes will be implemented in respect to CREAIT with the intent to improve the customer service environment by giving academic unit partners greater involvement in its daily operation and management.

There are staffing implications related with the restructuring of these offices. The initial decision was to determine which of the directors currently responsible for ORS and OCP would oversee the new RGCS and CCCS entities. Consideration was given to the leadership, experience and strengths of both individuals. Discussions were held between the Vice-President (Research) and each director, as well as with the Department of Human Resources, to ensure that equity, compensation, qualifications and position profile were addressed.

The final outcome of this consultation process was that Mr. David Miller, current Director of OCP would become the Director of RGCS, and that Dr. Marlies Rise, current Director of ORS would become the Director of CCCS. The position profiles for the Directors of both RGCS and CCCS were outlined in Appendix B of the proposal. There are no financial implications to these changes and each Director will remain on their current level of the SAM scale.

The vast majority of staff currently in ORS and OCP (including CREAIT and MRP) will remain in their current positions. In some cases the only change may be the reporting structure within their existing office. The structures of the new offices were as depicted in Appendix C of the background documentation.

Restructuring of the Vice-President (Research) Portfolio (cont'd)

It was noted that there will be a need for a small number of new positions requiring base funding once the two Directors have assumed their new roles and have undertaken a strategic and operational plan for their respective new units. It was therefore decided to take a transitional approach to the restructuring as follows:

- The immediate changes are reflected in this document through the realignment of current resources and are intended to be in place by January 2014.
- The new positions that will be identified will be requested and, once approved, in place by April 2014.

Following a discussion, the following resolution was passed:

That the Board of Regents approve the recommendation that the offices of Research Grant and Contract Services (RGCS) and CREAT, CRC and CFI Services (CCCS) be created as outlined above and in the background documentation.

D. Presentation: Research Intensity Plan

Due to time constraints, it was agreed to defer the presentation entitled "Research Intensity Plan" to a future meeting of the Board.

E. Presentation: Infrastructure Plan

Due to time constraints, it was agreed to defer the presentation entitled "Infrastructure Plan" to a future meeting of the Board.

6060. ANY OTHER BUSINESS

1. Date of Next Meeting

The next regular meeting of the Board of Regents is tentatively scheduled to be held on February 6, 2014.

ADJOURNMENT

The meeting adjourned at 6:00 p.m.

CHAIR

SECRETARY

DATE