

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board of Regents was held on Thursday, December 4, 2014 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  
Chancellor Susan Knight  
Ms. Sheila Ashton  
Mr. Steve Belanger  
Mr. Matthew Brockel  
Ms. Pat Coish-Snow  
Ms. Mary Cormier  
Ms. Michelle Daye  
Mr. Rick Dillon, via teleconference  
Ms. Colleen Galgay-Johnston  
Ms. Katharine Hickey  
Mr. John Hogan  
Mr. Jim Keating  
Ms. Kim Keating  
Mr. Denis Mahoney  
Mr. Asan Mohideen  
Mr. Tony Roche  
Ms. Kathleen Roul  
Ms. Candace Simms  
Mr. George Tucker  
Ms. Tina Scott, Secretary to the Board

**APOLOGIES:**

Dr. Noreen Golfman, Mr. Bill Matthews, Dr. Vinod Patel, Ms. Samantha St. Croix,  
Dr. Ray Gosine.

**PRESENT BY INVITATION:**

Mr. Kent Decker, Vice-President (Administration and Finance), 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, Mr. Greg French, Acting General Counsel.

**6160. MEETING CALLED TO ORDER**

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

**6161. WELCOME TO NEW REGENTS**

Ms. Petten extended a very special welcome to the following newly appointed and reappointed student representatives noting that their appointment is for a two year term effective October 15, 2014:

Mr. Asan Mohideen - (reappointed) Graduate Students' Union  
Mr. Matthew Brockel – Grenfell Campus Students' Union  
Ms. Samantha St. Croix – Marine Institute Students' Union

**Board Book Tips**

For information purposes, the Chair noted that the portal contains a “Resource Section” where a number of documents are provided to assist Regents in their role on the Board. Such documents include the approved minutes of meetings, Board Bylaws, Board Committee Terms of Reference, Board Policies, MUN Act and a number of other useful documents.

**6162. APPROVAL OF THE 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. Ashton declared a conflict with Agenda Item 9.2 “Amendments to the Memorial University Pensions Act, Section 11 and Directive 2012-5” and Agenda Item 9.3 “Amendment to the Memorial University Pension Plan Statement of Investment Policy and Objectives”.

**6163. MINUTES**

The Minutes of the regular meeting of the Board of Regents held on October 16, 2014 were approved by the Board.

**6164. CHAIR'S REPORT**

A. Meeting of the Executive Committee

The Chair advised that the Executive Committee met on November 17, 2014 to finalize the agenda for today's meeting.

B. Membership on the Investment Sub-Committee

The Chair advised that the membership of the Investment Sub-Committee consists of at least two members from the business community with investment knowledge and experience and currently, those two positions are vacant. She requested Board members to consider suitable candidates from the business community who meet the criteria of having investment knowledge and experience and to forward their recommendations to the Board Secretary.

C. Conclusion of Term – Mr. Gilbert Bennett, Ms. Donna Stone and Ms. Eleanor Swanson

The Chair noted that the term of office had concluded on November 21, 2014 for Mr. Gilbert Bennett, Ms. Donna Stone and Ms. Eleanor Swanson. Ms. Petten thanked each of them for their substantial contributions to the Board during their terms.

D. Resignation of Ms. Sheila Ashton

The Chair noted that Ms. Sheila Ashton will resign from the Board effective December 5, 2014. On behalf of the Board, she acknowledged with sincere gratitude the valuable service given by Ms. Ashton to the University during her term on the Board.

E. Vice-Chair of the Board of Regents

In accordance with the Bylaws of the Board of Regents, Section D.23 states that the Board shall elect one of its members to act as Vice-chairperson of the Board for a term of two years. One month prior to the expiry of the term of office of the Vice-Chair, the Chair shall call for nominations from members for the position of Vice-Chair. In this regard, the Chair requested members to submit their nomination in writing to the Board Secretary no later than three days prior to the next meeting of the Board which is scheduled for February 5, 2015. The Secretary will then compile a list of all nominees and circulate it to members prior to the next meeting. A reminder will be sent from the Board Secretary to all members of this process.

**6165. PRESIDENT'S REPORT**

A. President's Update of Activities

Dr. Kachanoski provided the Board with a written summary of his activities and events since the October 2014 Board meeting and he provided the Board more detail and context on many of these activities.

B. Registration Report for the Winter 2015 Semester

The Board received and reviewed a registration progress report for the Winter 2015 Semester.

**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 Ms. Cormier and carried that the consent agenda, comprising the resolutions listed in 6166 through 6170 below be approved as follows:

**6166. AUDIT AND RISK COMMITTEE**

A. Appointment to the Board of the Memorial University Recreation Complex

The Board received background information and agreed to the appointment of Ms. Lindsay Holloway to the Board of Directors of the Memorial University Recreation Complex Inc. (MURC) for a one year term effective December 4, 2014 and as outlined in the background information.

B. Protocols for Internal Audit Report formatting, distribution and the discussion of findings

The Board received background information and agreed to the procedure regarding the format and distribution of audit reports and the introduction of an in-camera session of the Audit and Risk Committee for discussion of findings and as outlined in the background documentation.

C. Internal Audit Status Report for the second quarter of the Fiscal Year 2014-15

The Board received for information the internal audit status report for the second quarter of the fiscal year 2014-15. The internal audit status report summarizes the status of audit project work completed year to date with a focus on the last quarter. The risk ranking associated with each project and any potential pan-university issues identified as a result of audit testing were presented as a means of identifying where leadership oversight is required.

D. Update on the University's Risk Profile

The Board received for information an update on the University's Risk Profile. The Chief Risk Officer has been tasked with developing and implementing an Enterprise Risk Management (ERM) program that includes, among other things, an ERM governing policy, ERM oversight committee and regular risk reporting mechanisms. The "University Risk Profile" was provided in the background documentation, in a proposed format that would be reported on a regular basis.

E. 2014-2015 Mid-Year Legal Update

The Board received for information the “2014-2015 Mid-Year Legal Update”. At a meeting held earlier in the day, the Office of the General Counsel provided a mid-year update to the Audit and Risk Committee of the Board of Regents. The update was provided for information only and did not require a resolution of the Board.

F. Memorial University of Newfoundland Corporate Governance Checklist for 2013/14 Fiscal Year

As discussed and requested at the October 16, 2014 meeting of the Board of Regents, a Corporate Governance Checklist for Memorial University was completed for fiscal 2013/14 for presentation to the Board of Regents (a copy of which was provided in the background documentation). The checklist provides assurance to the Board that Memorial has maintained all applicable corporate filings, has appropriate insurance coverages, and has provided copies of its audited financial statements and annual report along with disclosure of any identified material liabilities or contingent liabilities of the University.

G. Update on Directors and Officers (D&O) Insurance Coverage

The Board received for information an update on the Directors and Officers (D&O) insurance coverage. At the October 16, 2014 meeting of the Audit & Risk Committee, the Chief Risk Officer was asked to provide an update regarding D&O coverage for the Regents and specifically, whether Regents are covered under the University’s insurance program for injury or damage that may occur while they are “driving to a meeting of the Board”. An analysis of insurance coverage which was conducted was also provided in the background documentation.

In response to the specific inquiry, the Board was advised that the University’s insurance policies do not provide coverage for members of the Board of Regents for injury or damage that may occur while they are driving to meetings. Marsh Canada Limited informed the Office of the Chief Risk Officer that the registered owner’s automobile insurance would be primary in the event of an auto claim and that there does not exist an option to extend Memorial’s Non-Owned Automobile coverage to such situations.

**6167. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE**

A. Update on progress of Capital Projects

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

Projects in Progress

St. John's Campus

- Residence Renovations
- Newfoundland & Labrador Centre for Interdisciplinary Research in Human Genetics and Faculty of Medicine Building Extension, HSC
- Aboriginal Centre
- Core Science Facility
- Battery Property
- Clock Tower Modifications

Marine Institute

- Building Expansion to House New Offshore Operations Simulator

Grenfell Campus

- Energy Strategy

Projects in Planning Stages

St. John's Campus

- Faculty of Engineering and Applied Science – Mechanical Engineering High Bay Laboratory
- Faculty of Engineering and Applied Science – Petroleum Engineering

Grenfell Campus

- Child Care Facility

Projects in Early Stages

- Animal Care Unit Expansion
- Faculty of Arts Research Archival Facility
- Faculty of Medicine – Redevelopment of Existing Space
- Pedways over Prince Philip Parkway – East and West
- Redevelopment of the Reid Theatre
- Storage Facility, Mount Scio Road
- Marine Institute – Holyrood Marine Base

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

B. Appointment of the Memorial University representative to the C.A. Pippy Park Commission

The Board received background information and agreed to the appointment of Ms. Ann Browne as Memorial University's representative on the C.A. Pippy Park Commission and as outlined in the background documentation.

C. Update on Infrastructure Fund and approval to commence planning for Priority Capital Projects – *this item was also considered by the Finance Committee*

The Board received background information and agreed to the commencement of planning for priority capital projects as outlined in the background documentation and as follows:

- issuance of Requests for Proposals for the following:
  - o Faculty of Engineering – Mechanical Engineering High Bay Lab
  - o Animal Care Unit Expansion
  - o Faculty of Arts Research Archival Facility
  - o Redevelopment of the Reid Theatre
- the construction of a Child Care Centre at Grenfell Campus (subject to approval by the Lieutenant Governor-in-Council). It is understood that the Vice-President (Administration and Finance) will write the Lieutenant Governor-in-Council to request approval to construct the Child Care Centre on the Grenfell Campus.

**6168. FINANCE COMMITTEE**

A. Update on Infrastructure Fund and approval to commence planning for Priority Capital Projects – *also considered by the Campus Planning and Development Committee*

This item was also considered under the Finance Committee Agenda as outlined in the Minutes 6167.C. above.

B. Update on the University's Financial position

The Board received for information an update on the University's financial position.

On May 9, 2014, the Board of Regents approved the budget estimates for the fiscal year 2014-15 and projected a balanced budget.

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

A review of actual revenue and expenditures has been completed. At this time, total operating expenditures for 2014-15 are projected to be under budget by approximately \$9,992,638. Surpluses are being projected in specific areas where funds are flowing more quickly than they can be spent. The areas are as follows:

- \$1.5 Million Faculty of Engineering Growth Strategic Initiative
- \$2.0 Million International Tuition Attribution
- \$1.0 Million Infrastructure/Committed Funding (Space Rental and Renovation)
- \$1.7 Million Classroom & Teaching Equipment
- \$1.3 Million MUNFA Professional Development

Tuition Revenue - At this time, this source of operating revenue is forecasted to be on budget. This forecast is based on actual tuition revenue for the spring and fall semesters and a projection for the winter semester.

Indirect Cost of Research Grant - This revenue source is projected to be on budget.

**6169. HUMAN RELATIONS COMMITTEE**

A. Realignment of the portfolio for the Deputy Provost (Students) and Associate Vice-President (Academic) Undergraduate: Implementation Plans for Phases II and Phase III

The Board received background information and agreed to the addition, deletion, re-purposing and renaming of divisions and centres, positions and reporting relationships as outlined in the background documentation and as follows:

**Phase Two:**

Implicit in an approval for phase two is the approval of the following:

A. Divisions:

- that the portfolio of Student Affairs and Services be renamed to the Deputy Provost (Students) portfolio.
- that the former Office of the Dean of Student Affairs and Services be dissolved.
- that the division of Student Success be dissolved.
- that the following division be created: Student Life. The division includes: Career Development and Experiential Learning unit, a cluster of units for special student populations–Aboriginal Resource Office, International Student Advising, Blundon Centre for students with disabilities, Answers and Leadership Development unit, and a new cluster for student services/supports and crisis management.



Realignment of the portfolio for the Deputy Provost (Students) and Associate Vice-President (Academic) Undergraduate: Implementation Plans for Phases II and Phase III (cont'd)

- that the International Centre and the International Student Advising (ISA) unit remain as is until the work of the Internationalization Strategy is complete. ISA will report to the Director, Student Life.
- that the Division of Co-operative Education, which formerly reported to the Deputy Provost, be dissolved, following the ratification of the MUN-MUNFA Collective Agreement at the Board's October 2014 meeting.

B. Positions:

- that the position of Director, Student Success be repurposed to the Director, Student Life
- that the position of Director, Career Development and Experiential Learning (CDEL) be repurposed to a Team Lead position
- that the positions of Director and Associate Director of Co-operative Education be deleted, following the ratification of the MUN-MUNFA Collective Agreement at the Board's October 2014 meeting

C. Reporting Relationships:

- Director of Student Life report to the Deputy Provost (Students) and Associate Vice-President (Academic) Undergraduate.

**Phase Three:**

Implicit in an approval for phase three is the approval of the following:

A. Centre:

- That the Counselling Centre be renamed the "Student Wellness and Counselling Centre" and that it include the Student Health Clinic and a Wellness Education unit.

B. Positions:

- That the position of Director, Counselling Centre be renamed the "Director, Student Wellness and Counselling Centre" (continuing as an academic administrator position).

That the following positions be created:

- Lead Counsellor in the Counselling Centre (academic administrator position).
- Lead Wellness Educator.

The position of Chief Physician will continue.

Realignment of the portfolio for the Deputy Provost (Students) and Associate Vice-President (Academic) Undergraduate: Implementation Plans for Phases II and Phase III (cont'd)

C. Reporting Relationships:

- That the Director, Student Wellness and Counselling Centre continue to report to the Deputy Provost.
- That the Lead Counsellor report to the Director, Student Wellness and Counselling Centre.
- That the Chief Physician report to the Director, Student Wellness and Counselling Centre.
- That the Lead Wellness Educator report to the Director, Student Wellness and Counselling Centre.
- That the functional area and personnel of the Blundon Centre, who formerly reported to the Director, Counselling Centre, now report to the Director, Student Life.
- That the functional area and personnel of the Chaplaincy, formerly reporting to the Director, Counselling Centre, now report to the Team Lead of a new Student Services/Supports unit.

A communications plan has been developed for the overall realignment of the portfolio of the Deputy Provost (Students) and Associate Vice President (Academic) Undergraduate. With Board approval of the proposed plans for phases two and three of the realignment, the communications plan for Phase Two and Phase Three will be implemented.

B. Amendments to the Memorial University Pensions Act, Section 11 and Directive 2012-5

The Board received background information and agreed to the amendments to the Memorial University Pensions Act, Section 11 and Directive 2012-5 for forwarding to the Provincial Government for consideration and enactment as outlined in the background documentation and as follows:

- Section 11 of the Memorial University Pensions Act removing reference to certain administrative and Board positions at the University;
- Policy Directive Number 5 to recognize the exemption of postdoctoral fellows from the pension plan.

C. Amendment to the Memorial University Pension Plan Statement of Investment Policy and Objectives

The Board received background information and agreed to the amendment to the Pension Plan's Statement of Policy and Objectives to incorporate the policy revisions as outlined in the background documentation.

D. Implementation of Provincial Government template for wage increases to academic staff members who are excluded from the Memorial University of Newfoundland Faculty Association (MUNFA)

The Board received background information and agreed to the implementation of the Provincial Government template for wage increases for non-bargaining Academic Staff members as outlined in the background documentation and as follows:

- 0% September 1, 2013
- a one-time payment of \$1,400 prorated based on the previous 12 months on September 1, 2014
- 0% September 1, 2014
- 2% September 1, 2015
- 3% September 1, 2016

Funding associated with salary increases, and the signing bonus, in accordance with the Provincial template will be requested from the Provincial Government.

E. Appointment of the Dean of Nursing

The Board received background information and agreed to the appointment of Dr. Alice Gaudine as Dean of the School of Nursing effective December 5, 2014 and as outlined in the background documentation.

F. Senior Leadership Position vacancies and upcoming renewals

The Board received for information a status update regarding senior leadership position vacancies and their associated recruitment status and senior leadership positions held by academic administrators which may be renewed.

G. Appointments Reports

The Board received the Appointments Reports for the St. John's and Grenfell Campuses for actions taken since October 16, 2014 noting that the actions have been taken under delegated authority as provided for in the Terms of Reference for the Committee.

**6170. SENATE MATTERS**

A. Senate Matters with implications for the Board of Regents (September 9, 2014)

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 9, 2014 and approved the Calendar changes arising from that meeting and as outlined in the background documentation.

## **DISCUSSION AGENDA**

### **6171. FINANCE COMMITTEE AND CAMPUS PLANNING AND DEVELOPMENT COMMITTEE**

#### **A. Approval to construct Core Sciences Facility Project**

The Board received and reviewed background information pertaining to the approval to construct the Core Sciences Facility project.

Mr. Decker then provided Board members with a presentation entitled “Project Approval – Core Sciences Facility” and in doing so, covered the following topics:

- history/timelines
- financing plan
- government approvals

Board members were also advised that the Core Sciences Facility has been identified as the highest priority infrastructure project at Memorial primarily due to issues with existing facilities including:

- Condition
- Appropriateness for teaching and research
- Safety
- Restrictions to expansion of programs

Potential solutions to address these issues have been proposed for over a decade, including the construction of a new building and renovation of existing space in 2004, an application to the Federal Knowledge Infrastructure Program in 2009, and now through the construction of the CSF.

The CSF process began in 2011 when the Board of Regents approved strategic initiatives for inclusion in the university’s budget submission for 2012-15. Planning funding for the CSF and expansion to the Faculty of Engineering Applied Science were both requested from and approved by the provincial government in spring 2012.

In September 2012, the Board of Regents approved the recommendation to appoint Stantec to do space planning. In October 2012, the provincial government (Premier Dunderdale) announced that significant funding for the Project would come from the Hebron Settlement.

The space planning work was completed in May 2013 and submitted to the provincial government. In September 2013, the Board approved \$25 million for conceptual design work and in October, 2013 the provincial government provided official approval to proceed with conceptual design in accordance with its four stage process for facility construction.

Approval to construct Core Sciences Facility Project (cont'd)

In December 2013, the Board approved the recommendation to appoint HOK as architects to complete the conceptual design work. This work was completed and the conceptual design approved by the Board in July 2014. The conceptual design was submitted to the provincial government and the project was presented to the Province's Deputy Minister Committee on Infrastructure in November, 2014 and was then submitted to Cabinet the same month. At the date of writing, this approval is considered imminent.

The CSF financing plan has been proposed by the provincial government as follows:

Memorial's Matching Fund	\$ 25.0 Million
Provincial Contribution (Hebron Settlement)	\$125.0 Million
Government Loan to Memorial	<u>\$175.0 Million</u>
Total	<u>\$325.0 Million</u>

Additional documentation which provides further details of the Core Science Facility Financing Plan was provided in the background information.

After a detailed discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the issuance of tenders for initial construction work (estimated at \$7 million) associated with the Core Science Facility, subject to receiving Cabinet approval and in accordance with the provincial government's four stage process for facility construction. It is understood that the University will work with the provincial government to coordinate an announcement of this major capital project.

**6172. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE**

A. Approval of the construction of a Petroleum Engineering Building on the St. John's Campus

The Board received and reviewed background information pertaining to the construction of a Petroleum Engineering Building on the St. John's Campus.

Board members were advised that the University has been working with an industry group (consisting of ExxonMobil, Chevron, Husky Energy, Statoil, Suncor Energy and Nalcor) to establish a new co-op Petroleum Engineering program in the Faculty of Engineering and Applied Science (FEAS). In addition to laboratory space, equipment, and a research chair, the proposal includes \$30M of funding support for a new 30,000 gross square foot building. It is planned that the building would be located between the Queen Elizabeth II Library and the G.

A. Hickman Building (Faculty of Education). This allows for close proximity to the Process Engineering Program, provides for future extension of the indoor tunnel system toward the Prince Phillip Parkway and planned connection to the Core Sciences Facility, and potential location of a transit hub.

Recent studies conducted both for MUN (through a consulting study by AMEC) and by the Petroleum Human Resources Council of Canada indicate a strong and protracted demand for more petroleum engineering graduates in Newfoundland and Labrador and in Canada more broadly. The majority of the demand will arise due to retirements and the need to develop increasingly challenging resources. A recent report estimates that the oil and gas industry will sustain between 900,000 and one million jobs across Canada by 2022. About one-third of Canadian oil and gas workers are currently between ages 50 and 59 years of age and about 40% of the world's petroleum engineers are expected to retire in this decade.

Memorial's Faculty of Engineering and Applied Science is well positioned to respond to the need for more petroleum engineers. The new program would be the only mandatory, fully co-operative undergraduate program in Petroleum Engineering in North America. Through this co-op education, graduates of Memorial's new program would be unique and better positioned to step into jobs that require "experienced" engineers than graduates from other programs. Also, Memorial's geographic location and focus on offshore and harsh environments would distinguish it from other Petroleum Engineering programs in Western Canada.

The vision of the initiative is a new program that serves as a foundation for a Centre of Excellence in offshore petroleum engineering education and research. It would be part of the strategic doubling of the Faculty of Engineering and Applied Science by 2020 and in direct support of the long-term economic growth of the province. The academic program will be brought to Senate and the Board of Regents at a later date.

The industry group and MUN are close to completion of a Contribution Agreement. Significant work has been completed with the involvement of General Counsel, the Vice-President (Administration and Finance), the Associate Vice-President (Facilities), the Executive Director, Alumni Affairs and Development, and the Dean of Engineering and Applied Science.

It was noted that there are a few remaining minor issues with the final details expected to be completed at an upcoming meeting in early December. It is anticipated that the Contribution Agreement will be finalized by mid-December.

After a detailed discussion, the following resolution was passed:

Approval of the construction of a Petroleum Engineering Building on the St. John's Campus (cont'd)

**RESOLVED:**

That the Board of Regents approve the following recommendations:

- construction of the Petroleum Engineering Building in principle with final approval to be delegated to the Executive Committee after the Contribution Agreement is finalized; and
- upon finalizing the Contribution Agreement, the University will request approval from the provincial government for construction of the new building. Upon approval from the Province, the University Administration is authorized to issue the Request for Proposals for selection of the architects.

**6173. MATTERS OF STRATEGIC IMPORTANCE TO THE BOARD**

A. Update on the Operations and Budget Review

The Board received and reviewed correspondence from Dr. Andy Fisher and Mr. Bruce Gorman, Co-Chairs of the Operations and Budget Review Secretariat regarding an update on the Operations and Budget Review which include:

- Completed consultation and information gathering meetings with senior management of all academic and administrative units across all three campuses.
- Weekly review meetings were held with the President and Vice-Presidents Council.
- The Planning and Budget Committee of Senate is acting in an advisory capacity to the President for the review and has a standing agenda item to receive updates from the Secretariat.
- Presented OBR overview and update to various groups:
  - Board of Regents
  - Deans Council
  - Planning and Budget Committee of Senate
  - Marine Institute strategic planning workshop
  - Administrative Directors
  - Joint Managers
  - Leadership Forum
  - Grenfell campus faculty, staff, and students
  - List of efficiency initiatives compiled dating back to April, 2013 totalling \$3.1 million.

Update on the Operations and Budget Review (cont'd)

- First five OBR administrative review projects have been approved by the Vice-Presidents Council. Projects being initiated for:
  - Printing and Mail Services.
  - Financial and Administrative Services satellite offices.
  - Human Resources shared services centre.
  - Model for a self-funding student residence.
  - Marine Institute vehicle replacement.
  
- Additional administrative review projects currently being prepared for approval:
  - Travel expense management system.
  - Document imaging.
  
- Academic Budget Review Committee comprised of four Deans and support staff has been established. The committee is actively involved in reviewing the current Memorial academic budget allocation model, reviewing secondary research on budget allocation models at other universities, and gathering direct information from other Canadian universities, with the goal of recommending a new academic budget allocation model by June, 2015.
  
- Provided OBR update and presentation to the Minister of Advanced Education and Skills on October 1<sup>st</sup>.
  
- Signed on to the University of Delaware Benchmarking Study on Academic Instructional Costs and Productivity. Data collection to be completed in January, 2015 with first results expected in June, 2015.
  
- Finalized EY review of Administrative Services Expenditure Analysis and reviewed results with all academic and administrative units.
  
- OBR web-site operational.

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



B. Draft Grenfell Campus Strategic Plan 2014-2020

The Board received and reviewed background information pertaining to the draft Grenfell Campus Strategic Plan 2014-2020.

Dr. Bluehardt advised Board members that Grenfell Campus' previous Strategic Plan covered the period 2008-2013. The process to develop a new Strategic Plan reflective of Memorial University's three Frameworks (Teaching and Learning, Research and Public Engagement) was initiated in fall of 2012. Since that time the development of the plan has been inclusive involving extensive consultation and an earlier version was shared at the Vice-Presidents Council Retreat summer 2014. Additionally, the Vice-President (Grenfell Campus) consulted with the President and Grenfell Campus community at the following stages of the plan's development:

- Engagement of Dr. Colin Higgs who began the consultation process on behalf of Grenfell Campus.
- Engagement of the Rural Secretariat of the Office of Public Engagement for continued consultation.
- Hosting of information sessions and opportunities for people to provide feedback including workshops, small group meetings, individual meetings and opportunities to provide feedback online.
- Establishment of small work groups (theme groups) as themes emerged

The latest version which was presented by Dr. Bluehardt at Grenfell Campus Conversations, a campus-wide forum for faculty, staff, retirees, and students on Wednesday, October 22, 2014 was well received. It was presented to the Board of Regents at today's meeting for discussion. Any feedback received will be incorporated before the final document is brought to the February 5, 2015 meeting of the Board for approval.

Dr. Bluehardt noted that throughout this process the work groups continued to develop implementation plans to support each theme and goal. The latest version of the implementation plan was presented by Dr. David Peddle and Dr. Bluehardt at Campus Conversations on Monday, November 3, 2014 and the campus community had opportunity to provide further feedback. The Strategic Plan was endorsed by Academic Council on Wednesday, November 5<sup>th</sup>, 2014 and by Vice-Presidents Council on November 18, 2014. The implementation plan that will support the Strategic Plan and its progress will be reported on an annual basis and necessary modifications made as it continues to evolve to 2020.

Draft Grenfell Campus Strategic Plan 2014-2020 (cont'd)

In addition, the Vice-President (Grenfell Campus) Office has produced a three-year progress report for the period of 2011-2014. The report outlines key activities and achievements that occurred throughout this time period, and demonstrates the campus' commitment to accountability and service to both the institution and the larger community. Included in the report is an overview of major initiatives and summary of activities in the areas of engagement, teaching and learning, health and wellness, infrastructure, research and development, internationalization, and introduction of Grenfell Campus Senior Leadership Team.

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

**6174. ANY OTHER BUSINESS**

A. Date of Next Meeting

The next regular meeting of the Board of Regents is tentatively scheduled to be held on February 5, 2015.

**ADJOURNMENT**

The meeting adjourned at 4:45 p.m.

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**CHAIR**

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**SECRETARY**

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**DATE**