

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board of Regents was held on Thursday, December 3, 2015 at 3:00 p.m. in the Junior Common Room, R. Gushue Hall and via teleconference.

**PRESENT:**

Ms. Iris Petten, Chair  
Dr. Gary Kachanoski, President and Vice-Chancellor  
Dr. Noreen Golfman, Provost and Vice-President (Academic)  
Dr. Susan Dyer Knight, Chancellor  
Mr. Steve Belanger  
Mr. Mark Bradbury  
Ms. Pat Coish-Snow, via teleconference  
Ms. Mary Cormier  
Ms. Michelle Daye, via teleconference  
Mr. Rick Dillon  
Ms. Katharine Hickey  
Mr. Jim Keating  
Ms. Kim Keating  
Ms. Brittany Lennox  
Mr. Asan Mohideen, via teleconference  
Dr. Vinod Patel  
Mr. Max Rice  
Mr. Tony Roche  
Mr. George Tucker  
Ms. Tina Scott, Secretary to the Board

**APOLOGIES:**

Mr. Robert Bishop, Ms. Colleen Galgay-Johnston, Ms. Patricia Dicker, Mr. John Hogan, Mr. Denis Mahoney, Ms. Kathleen Roul, Mr. Trevor Stagg.

**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 Bluechardt, Vice-President (Grenfell Campus), Mr. Glenn Collins, Interim Executive Director, Office of the Board of Regents, Mr. Morgan Cooper, General Counsel.

**6265. MEETING CALLED TO ORDER**

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

**6266. WELCOME TO NEW REGENTS**

Ms. Petten extended a very special welcome to the following newly appointed members noting their appointments as follows:

Trevor Stagg – appointed for a term effective October 22, 2015 and expiring July 8, 2017 (and also cross-appointed to the College of the North Atlantic Board of Directors).

Brittany Lennox – appointed as the Memorial University of Newfoundland Students' Union (MUNSU) representative for a period effective November 2, 2015 and ending December 5, 2017.

**6267. 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.

At the request of Mr. Mark Bradbury, Vice-Chair, Audit and Risk Committee, Item 6.2 *Internal Audit Report on Payroll* was moved from the Consent Agenda to the Discussion Agenda.

**6268. MINUTES**

The Minutes of the regular meeting of the Board of Regents held on October 22, 2015 were approved by the Board.

**6269. CHAIR'S REPORT**

A. Meeting of the Executive Committee

The Chair advised that the Executive Committee met on November 18, 2015 to finalize the agenda for today's meeting.

The Chair also noted that an email poll of the Executive Committee was conducted on November 4, 2015. At that time the Committee, in view of the desire for a timely appointment and noting that the Board of Regents was not scheduled to meet until December 3, 2015, approved the appointment of Dr. Ivan Emke as Acting Associate Vice-President (Grenfell Campus) Research.

B. Resignation of Mr. Bill Matthews

The Chair noted for the information of the Board the resignation of Mr. Bill Matthews effective November 19, 2015. The Chair, on behalf of the Board, acknowledged with sincere gratitude the valuable service given by Mr. Matthews to the University during his term on the Board.

C. Reappointment of the Vice-President (Grenfell Campus)

The Chair also noted that at a meeting held on November 18, 2015, the Executive Committee approved the reappointment of Dr. Mary Bluechardt as Vice-President (Grenfell Campus). At that time, the Executive Committee was informed that given the fact that the review of Dr. Bluechardt started in May, that there are vacancies in two of three Associate Vice-President positions, that there is a move to the decanal structure at the Grenfell Campus, there was a need to bring a degree of certainty to the leadership on the Grenfell Campus immediately. As a result, and given that this was a renewal of appointment not a new appointment, the Executive Committee agreed to exercise its authority to act on behalf of the Board of Regents between regularly scheduled meetings of the Board and approve the reappointment of Dr. Mary Bluechardt as Vice-President (Grenfell Campus) for a five year term effective July 1, 2016. The Board expressed congratulations and thanks to Dr. Bluechardt for her continued leadership of the Grenfell Campus.

D. Fossil Fuel Divestment Request for Memorial University of Newfoundland

The Board received and reviewed background information pertaining to a "Fossil Fuel Divestment Request for Memorial University of Newfoundland".

Board members were advised that many universities are investigating ways to marshal resources to study and meet society's important and difficult challenges. Amongst the greatest of those challenges is the study of climate change with its many and varied dimensions. In this regard, the Board of Regents has been approached by Divest MUN, a sub-committee of the Environmental Affairs Committee of the Grenfell Campus Students' Union. This group has submitted a document entitled "Fossil Fuel Divestment request for Memorial University of Newfoundland and Labrador" [sic] and has requested a meeting with the Board of Regents to "... review what we have written and to seriously investigate the possibility of fossil fuel divestment". The email and report were provided in the background documentation. It was noted that this proposal was considered at a meeting of the Executive Committee of the Board held on November 18, 2015.

Section 33 of the Memorial University Act states that "*The management, administration and control of the property, business and affairs of the University are vested in the Board.*" To help manage its responsibilities, the Board has created the Pensions Committee (reporting to the Human Relations Committee) and the Investment Sub-Committee (a sub-committee of the Finance Committee)

Fossil Fuel Divestment Request for Memorial University of Newfoundland (cont'd)

to provide advice to the Board “...on all matters relating to the Pension Plan ...” and “...the most attractive options available for short-term and long-term investment of operating and trust funds in accordance with applicable sections of the Memorial University Act” respectively. Hence, any proposal respecting investment or divestment should first be considered by these Committees/Sub-Committees of the Board in a coordinated approach taking into consideration the many and varied dimensions of the particular proposal.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the recommendation of its Executive Committee to request the President and Vice-Chancellor, in consultation with the Executive Committee, to convene a working group comprised of representatives of the Pensions Committee, the Investment Sub-Committee, administration and others as necessary to study this important question of Fossil Fuel Divestment, to consult as appropriate and to provide advice to the Board and its Committees regarding the environmental, social, governance and financial dimensions of this question.

**6270. 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 2015 Board meeting.

B. Registration Report for the Winter 2016

The Board received and reviewed an enrolments and registration progress report for the Winter 2016 Semester.

C. Renewal of the Marine Institute Industry Advisory Committee

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

Article 68 of the Memorial University Act outlines the composition of the Marine Institute Industry Advisory Committee. Article 68 notes:

68. (1) The board shall establish an industry based advisory committee to advise the Fisheries and Marine Institute respecting fisheries and marine related programs offered at the Fisheries and Marine Institute.

Renewal of the Marine Institute Industry Advisory Committee (cont'd)

(2) The board shall appoint to the advisory committee established under subsection (1) not less than 11 nor more than 15 members to consist of

- (a) the Deputy Minister of Fisheries or the representative of the deputy minister;
- (b) a full-time student at the Fisheries and Marine Institute;
- (c) a representative of the administration of the Fisheries and Marine Institute;
- (d) 8 persons from the fishing and marine industries or related organizations; and
- (e) those other persons that the board may determine.

(3) The board shall designate 1 of the members appointed under subsection (2) as chairperson of the advisory committee and another member as vice-chairperson of the advisory committee.

(4) The board shall establish the terms of appointment of members of the advisory committee so that there is a continuity in membership of the advisory committee.

Several reappointments made at the February 6, 2014 meeting of the Board of Regents expire in December 2015, therefore several reappointments are suggested.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the reappointments to the Marine Institute Industry Advisory Committee for a period of three years to December 2018 as outlined in the background documentation and as follows:

- Capt. Sidney Hynes (Committee Chair), Executive Chairman, Oceanex Inc.
- Ms. Margaret Allen (Committee Vice-Chair), Manager, Regulatory Affairs and Administration, Husky Energy
- Mr. Ross Butler, CEO, Cooke Seafood USA & Wanchese Fish Company
- Mr. Leonard Pecore, President, Genoa Design International Ltd.

Renewal of the Marine Institute Industry Advisory Committee (cont'd)

Further, that the Board approve the recommendation that Captain Sidney Hynes be reappointed as Chairperson and that Ms. Margaret Allan be reappointed as Vice-Chairperson of the Marine Institute Industry Advisory Committee.

**CONSENT AGENDA**

Noting that the items were dealt with in detail in meetings of the appropriate committees, it was moved by Mr. Bradbury, seconded by Dr. Patel and carried that the consent agenda, comprising the resolutions listed in 6271 through 6276 below be approved as follows:

**6271. AUDIT AND RISK COMMITTEE**

A. Report from the Internal Auditor

The Board received for information the "Report from the Internal Auditor". The Internal Audit Status report summarizes the audit project work completed during the current period. For the fiscal year to date, two projects have been completed and one project is in progress. It was noted that as projects are completed, the risk ranking associated with each project and any potential issues identified as a result of audit procedures performed would be presented in a separate memo.

B. Outstanding Legal Claims

The Board was informed that the Audit and Risk Committee received an update from Mr. Morgan Cooper, General Counsel, with regard to the outstanding legal claims for the calendar year 2015. The update included only those matters which may pose a material or financial or reputational risk to the University. It was noted that the update was provided for information only and did not require a resolution of the Audit and Risk Committee or the Board.

C. Human Resource Management Improvement Project Update (also on the Human Resource Committee agenda)

The Board received for information the Human Resource Management Improvement Project update. It was noted that regular updates on this project will be provided to the Audit and Risk Committee.

D. Appointment to the Board of Memorial University Recreation Complex (MURC)

The Board was informed that at a meeting held earlier in the day, the Audit and Risk Committee approved the appointment to the Board of the Memorial University Recreation Complex (MURC) Inc. as outlined in the background documentation and as follows:

- Dr. Linda Rohr, appointed for a three year term effective December 3, 2015

**6272. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE**

A. Project Execution Plan for the Core Science Facility

The Board received background information and approved the completion of priority sections of the updated Project Execution Plan for the Core Science Facility and as outlined in the background documentation.

B. Update on Capital Projects

The Board was advised that the following capital projects are underway or being planned:

Projects in Progress

St. John's Campus

1. Residence Renovations
2. Aboriginal Centre
3. Core Science Facility
4. Battery Property
5. Pedways over Prince Phillip Drive – East and West

Marine Institute

1. Holyrood Marine Base – Phase IIA Breakwater, Marginal Wharf and Restoration of Existing Wharf

Grenfell Campus

1. Energy Strategy

Update on Capital Projects (cont'd)

Projects in Planning Stages

St. John's Campus

1. Faculty of Engineering and Applied Science – Mechanical Engineering High Bay Laboratory
2. Faculty of Engineering and Applied Science – Petroleum Engineering Building
3. Animal Resource Centre
4. Faculty of Arts Research Archival Facility
5. Redevelopment of Reid Theatre

Marine Institute

1. Holyrood Marine Base – Phase IIB Ocean Research and Training Building

Grenfell Campus

1. Child Care Facility

Projects in Early Stages

1. Faculty of Medicine – Redevelopment of Existing Space
2. Storage Facility, Mount Scio Road

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. Revised Policy – “Capital Projects – Major” – proposed title “Capital Projects”; revocation of the “Selection and Appointment of Prime Consultants for Major Capital Projects” policy; and, revocation of “Selection and Appointment of Prime Consultants for Capital Projects of less than \$500,000” Policy

The Board received background information and agreed to the revised policy “Capital Projects”; the revocation of the “Selection and Appointment of Prime Consultants” policy; and, the revocation of the “Selection and Appointment of Consultants for Capital Projects of Less than \$500,000” as outlined in the background documentation. The Board further agreed with the recommendation of its Campus Planning and Development Committee that the document be amended to include guidelines in the Procedures regarding assessment of project risk and cost including criteria to define when a project execution plan would be necessary for a particular project.



Additionally, the Board agreed to the proposed revisions to the Terms of Reference for the Campus Planning and Development Committee as outlined in the background documentation.

D. Core Science Facility Update

The Board received background documentation pertaining to the Core Science Facility update. At the March 12, 2015 meeting of the Board of Regents, detailed information around project governance was provided, and this information included an Approval Timeline and a Four-Stage Approval Process Table (copies of which were provided in the background documentation). In accordance with the timeline, design development of 95% was reached in May 2015.

Also at the March 12, 2015 meeting of the Board, it was requested that a Project Execution Plan be provided at the July 9, 2015 Board meeting. This Plan was to outline the processes and procedures to be followed for the duration of the Core Science Facility project. In response to this request, a workshop related to the Project Execution Plan was held on June 26, 2015 with members of the Board of Regents.

Approval was granted at the May 7, 2015 meeting of the Board to tender for Building Foundations. In accordance with the Approval Timeline, the Provincial Government also provided its approval in June 2015 to tender for Building Foundations, and this tender was issued in August 2015. Also in accordance with the Approval Timeline, the Board of Regents, at its July 9, 2015 meeting, approved the awarding of the tender for foundations, as well as the issuing and awarding of tender(s) to proceed with and award the remainder of the Core Science Facility project, subject to the following conditions:

- Completion and approval of priority sections of the Project Execution Plan by December 3, 2015
- Tender prices not exceeding 5% of pre-award estimates
- Approval from the Government of Newfoundland and Labrador

Since the last Board meeting, the project team has continued to update planning documents and advance the project according to the direction received. The prequalification process for Construction Package 2 (CP-2) Structural Steel and Construction Package 3 (CP-3) Main Building has concluded. Approval was received on November 2, 2015 from the Provincial Government to issue a tender for CP-2. It was noted that the pre-tender estimate for CP-2 is within budget. As well, priority sections of the Project Execution Plan were completed and provided to Board members for review and comment. This updated Plan was submitted as a separate document for consideration at the December 3, 2015 meeting of the Campus Planning & Development Committee. In accordance with the Project Execution Plan, project scorecards have been included to provide an update on various aspects of the project (as provided in the background documentation).

Core Science Facility Update (cont'd)

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

E. Selection of the Architectural and engineering Consultant for the Reid Theatre Redevelopment

The Board received background information and agreed that authorization be given to commission the architectural and engineering consulting services for the redevelopment of the Reid Theatre to Lat49/Schick Shiner and Dialog and as outlined in the background documentation.

**6273. FINANCE COMMITTEE**

A. Update on the University's 2015-16 Financial Position

The Board received for information an update on the University's 2015-16 financial position. On July 9, 2015, the Board of Regents approved the budget estimates for the fiscal year 2015-16. A review of actual revenue and expenditures has been completed as of October 31, 2015. At this time, total operating expenditures for 2015-16 are projected to be over budget by approximately \$594,000 (Table 1 in the background documentation).

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.

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

**6274. GOVERNANCE COMMITTEE**

A. Council of the College of Physicians and Surgeons of Newfoundland and Labrador

The Board received background information and agreed to forwarding the following nominees from Memorial University to the Minister of Health and Community Services who will appoint one to the Council of the College of Physicians and Surgeons of Newfoundland and Labrador in accordance with Section 9(1)(b) of the *Medical Act, 2011*:

- Dr. Cathy Lynn Vardy
- Dr. Jacqueline Costell
- Mr. Morgan Cooper

B. Annual Review of the Terms of Reference for the following Committees of the Board of Regents: Audit and Risk Committee, Campus Planning and Development Committee, Finance Committee, Human Relations Committee, Governance Committee and Executive Committee

The Board received background information and agreed to the revisions to the Terms of Reference for the Audit and Risk Committee, Campus Planning and Development Committee, Finance Committee, Governance Committee, Human Relations Committee and the Executive Committee as provided in the background documentation.

It was also reported that a review of the Terms of Reference for the Investment Sub-Committee, University Benefits Committee and University Pensions Committee is currently underway and once these reviews are completed, any recommended amendments will be routed to the Board of Regents through the Governance Committee.

**6275. HUMAN RELATIONS COMMITTEE**

A. 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.

B. Annual Review of Market Differentials (Non-Academic)

The Board received background information pertaining to the annual review of market differentials (non-academic). In March 2013, the Board of Regents approved certain criteria for the application of market differentials to non-academic positions. The Board also instructed that an annual review of market differentials be conducted by the Vice-Presidents Council and that its outcome be communicated to the Board via the Human Relations Committee.

On behalf of the Vice-Presidents Council, an annual review of market differentials was conducted during fiscal 2014/15 by the Department of Human Resources. It involved reviewing all of Memorial's positions in receipt of a market differential. The review compared Memorial's positions to external positions that had previously been identified as the market match.

External positions used for comparison included those in the local and regional (Atlantic) public and private sectors, including Atlantic universities. Information was gathered through the collection and analysis of available position descriptions and postings, salary scales, and external salary comparison resources (e.g. industry groups, salary surveys, etc.). The information collected was used to determine if salary differentials based on market conditions should be maintained, adjusted, or eliminated.

A report, which provides an overview of applicable positions, market review information, and recommendations pertaining to the relevant salary differentials was provided in the background documentation. It was noted that the Vice-Presidents Council reviewed the report and approved its recommendations.

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

C. Deferral of Special Payment for the Memorial University Pension Plan – Update (also on the Finance Committee agenda)

The Board received background information pertaining to an update regarding the deferral of special payment for the Memorial University Pension Plan.

The 2015/16 Provincial Budget resulted in a significant reduction in the funding provided to Memorial to support legislated “Special Payments” to the Memorial University Pension Plan (the Plan). The reduction amounts to \$20.95 million which in the absence of regulatory change will be paid into the Pension Fund from Memorial’s operating budget.

The Province has indicated that it will provide a one year deferral of the payment if requested and if Memorial undertakes a review of the Plan in consultation with the Province similar to what has been done with other Public Service Pension Plans. The intent of the review would be to propose appropriate changes to funding and benefit levels to ensure long term sustainability.

On October 1, 2015, Administration requested that the Pensions Committee form a special ad hoc Sub-Committee to work with Administration as discussions regarding the Plan proceed with the Province. Each of the constituencies proposed a member for the Sub-Committee and membership was confirmed at a meeting of the Pensions Committee held on November 4, 2015. The membership comprises:

- Denis Mahoney (Board of Regents, Chair of University Pensions Committee)
- Kent Decker, Vice-President (Administration and Finance)
- Stephen Dodge, Director of Human Resources
- Glen Roberts, Manager of Benefits and Pensions
- Dave Sorensen (Non-Bargaining Representative)
- Deborah Collis (Management, Professional and Executive Group)
- Keir Hiscock (CUPE 1615) Theresa Antle as Alternative
- Kevin Dunphy (External Representative)
- Robert Sweeney (MUNFA) Jim Wyse as Alternative
- Patrick Tyler (MUNPA) Joe Byrne as Alternative
- Steven Walsh (NAPE 7804)
- Spencer Barnes (NAPE 7850)
- Roy Perry (NAPE 7805)
- Morgan Cooper, General Counsel (as support)

On Wednesday, Oct. 28, Dr. Kachanoski and Mr. Kent Decker, Vice-President (Administration and Finance) were invited to a meeting at the Department of Advanced Education and Skills, Government of Newfoundland and Labrador, for an initial conversation about establishing a process to ensure the long-term sustainability of Memorial's pension plan. This meeting included communication regarding the formation of the Sub-Committee described above, and there was a presentation from the Human Resources Secretariat detailing the changes that the Province negotiated with other Public Sector Pension Plan members.

It was noted that further updates would be provided to the Board of Regents as the sub-committee commences and completes its work.

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

D. Extension of Dr. Faye Murrin as Dean Pro Tempore of the School of Graduate Studies effective January 1, 2016

The Board received background information and agreed to the extension of Dr. Faye Murrin as Dean Pro Tempore of the School of Graduate Studies effective January 1, 2016 and continuing until a permanent candidate is recruited or until April 30, 2016, whichever occurs first and as outlined in the background documentation.

E. Appointment of Interim University Librarian of the Memorial University of Newfoundland Libraries

The Board received background information and agreed to the appointment of Ms. Louise White as Interim University Librarian of the Memorial University of Newfoundland Libraries effective January 1, 2016 and continuing until a permanent candidate is recruited or until April 30, 2016, whichever occurs first and as outlined in the background documentation.

F. Restructuring Office of the Provost and Vice-President (Academic)

The Board received background information and agreed to the restructuring of the Office of the Provost and Vice-President (Academic) as outlined in the background documentation and as follows:

- deletion of the Associate Vice-President (Academic) Planning, Priorities and Programs position, effective April 1, 2016.
- extension of Dr. Sean Cadigan's appointment as Associate Vice-President (Academic) Faculty Affairs pro tempore effective January 1, 2016 until a permanent candidate is recruited or until April 30, 2016, whichever occurs first.

G. Report on Academic Appointments

The Board received for information the Report on Academic Appointments for the St. John's and Grenfell Campuses for actions taken since October 22, 2015 noting that the actions have been taken under delegated authority as provided for in the Terms of Reference for the Human Relations Committee.

H. Human Resource Management Improvement Project Update (also on the Audit and Risk Committee agenda)

This item was also considered under the Audit and Risk Committee as outlined in the Minute 6271.C. above.

**6276. SENATE MATTERS**

A. Senate Matters with implications for the Board of Regents (September 8, 2015)

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 8, 2015 and approved the Calendar changes arising from that meeting and as outlined in the background documentation.

**DISCUSSION AGENDA**

**6277. AUDIT AND RISK COMMITTEE**

A. Executive Summary of the Internal Audit: Payroll and Related Processes

The Board received and reviewed background information pertaining to the Executive Summary of the Internal Audit – Payroll and Related Processes.

Board members were advised that the payroll audit was part of the 2015-16 annual audit plan. Mr. Bradbury noted that the Internal Auditor provided the Executive Summary of the results of the Payroll and Related Processes audit to the Audit and Risk Committee earlier in the day.

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

**6278. FINANCE COMMITTEE**

A. Increase the School of Pharmacy acceptance fee from \$100 to \$500

The Board received and reviewed background information pertaining to a proposed increase in the School of Pharmacy acceptance fee from \$100 to \$500.

Board members were advised that admission to the School of Pharmacy is highly competitive; the School typically receives between 225 and 275 undergraduate admission applications per year. Ninety-six students are interviewed for 40 seats in the program. Offers of admission to the program are made mid-June for September admission.

The School of Pharmacy's current acceptance fee is \$100. Applicants who are offered admission have a period of 10 days to accept or reject the offer. Applicants who accept the offer are required to sign and return the Accept/Decline form and pay a \$100 non-refundable deposit. The fee is credited towards tuition fees or forfeited should a student later decline an accepted seat or fail to register.

Over the past five years, there has been up to 10% of the class who have accepted and paid their fee, then later declined, often when they receive an offer from another Pharmacy program or field of study. Replacing the vacated seat at this late juncture is problematic; the highest ranking waitlisted students often accept other offers of admission, so the School has to offer admission to students ranked lower on the waitlist. In addition, as it gets closer to the start of the semester, those from Grenfell Campus and out of province are unlikely to accept a seat at St. John's campus with such short admission notice. This disadvantages those students from obtaining a seat in the program.

After consulting with the Director of Financial Services and the University Registrar, the School of Pharmacy is requesting to increase the acceptance fee from \$100 to \$500. A \$500 acceptance fee would command greater consideration and good faith decision-making by candidates. Selected applicants would likely commit to their decision earlier in the admissions process allowing declined seats to be made available to waitlisted students earlier, which would offer fair notification and planning time. Those students who are committed to the program will not be penalized as the fee will be credited towards tuition. It is anticipated that there will be fewer students declining admission after initial acceptance, allowing the School to finalize the class earlier and select the most suitable candidates for admission.

It was noted that the Vice-Presidents Council endorsed the recommendation from the School of Pharmacy at its meeting on November 10, 2015

Increase the School of Pharmacy acceptance fee from \$100 to \$500 (cont'd)

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the increase in the School of Pharmacy acceptance fee from \$100 to \$500, which will be credited towards tuition fees, effective the 2016 admission cycle, and as outlined in the background documentation.

Ms. Lennox voted against the motion and requested that her vote be recorded in these Minutes.

B. Residence Fee Setting for 2016-2017

The Board received and reviewed background information pertaining to the residence fee setting for 2016-2017.

Board members were reminded that the Provincial Government reduced Memorial's operating grant for the 2015/16 fiscal year by \$1.9 million based on an assessment of residence rates at Memorial compared to other Canadian universities. Given the fact that the fiscal year had commenced before the budget cut was made, administration decided to absorb the reduction in the 2015/16 fiscal year through one-time measures and to recover the lost revenue through increased fees commencing in 2016/17.

At a meeting held on July 9, 2015, the Board of Regents adopted the following resolution:

*"That the Board of Regents, in setting the 2016/17 budget, adopts the principle that student residence fees be set at a level that will fully fund operational costs."*

Since the July Board meeting, the administration undertook a project to analyze costs and revenues for residences at St. John's and Grenfell campuses. The analysis report (a copy of which was provided in the background documentation) was completed by a team, the *Residence Operating Costs Working Group*, appointed by Vice-Presidents Council (outlined in Appendix A of the report). Consultations were held by the group with MUNSU on two separate occasions. In addition, the report was reviewed by Ernst Young and their report is also attached.

The result of the report indicates that residence rates would have to be increased by \$2.184 million at the St. John's Campus and \$0.281 million at the Grenfell Campus for a total of \$2.465 million for a full cost recovery structure. Grenfell Campus currently recovers a higher portion of costs and has a lower cost structure, mainly due to a lower salary costs and building operating costs.



Residence Fee Setting for 2016-2017 (cont'd)

Vice-Presidents Council has reviewed the report and considered the impact of moving immediately to full cost recovery. Given the risk that such a move could have on occupancy rates, due in part to a softening of the rental market in the St. John's region, Vice-Presidents Council is recommending that the 2016/17 rates be set to recover only the \$1.9 million that was removed from the University budget. Grenfell Campus rates will be set to recover the \$0.281 million (full cost) and the remaining \$1.619 million is prorated and allocated to recover that amount through increased fees for residence rooms on St. John's Campus.

The recommended Rates for 2016/17 are as follows:

<b>Campus/Residence</b>	<b>2015/16 Fee per Semester</b>	<b>2016/17 per Semester</b>	<b>Full Cost-University (prorated)</b>
<b>St. John's</b>			
Paton – double	1,387	<b>1,947</b>	2,291
Paton – single	1,628	<b>2,202</b>	2,562
Burton's Pond - Single	1,822	<b>2,408</b>	2,781
Burton's Pond - Family	3,500	<b>4,188</b>	4,668
Macpherson	1,995	<b>2,591</b>	2,975
<b>Grenfell Campus</b>			
Arts and Science Residence - Single	1,390	<b>1,711</b>	1,981
Arts and Science Residence - Bachelor Unit	1,523	<b>1,851</b>	2,129
Chalet Apartments - Single	1,619	<b>1,953</b>	2,206
Chalet Apartments - Family	2,618	<b>3,007</b>	3,387
Residence Complex	1,480	<b>1,821</b>	2,081

It was noted that the 2016/17 recommended rates remain below or within the Canadian Average of \$2,356 to \$3,227 for individual beds (i.e. excludes family apartments). The 2016/17 recommended rates include a 3% inflation on costs for both the 2016 and 2017 fiscal years. Occupancy assumptions are 96% for Grenfell Campus and 92% for St. John's Campus.

Residence Fee Setting for 2016-2017 (cont'd)

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the residence fee setting for the 2016/17 fiscal year as outlined in the background documentation and as follows:

<b>Campus/Residence</b>	<b>2016/17 per Semester</b>
<b>St. John's Campus</b>	
Paton – double	<b>1,947</b>
Paton – single	<b>2,202</b>
Burton's Pond - Single	<b>2,408</b>
Burton's Pond - Family	<b>4,188</b>
Macpherson	<b>2,591</b>
<b>Grenfell Campus</b>	
Arts and Science Residence - Single	<b>1,711</b>
Arts and Science Residence - Bachelor Unit	<b>1,851</b>
Chalet Apartments - Single	<b>1,953</b>
Chalet Apartments - Family	<b>3,007</b>
Residence Complex	<b>1,821</b>

Ms. Lennox voted against the motion and requested that her vote be recorded in the Minutes.

C. Deferral of Special Payment for the Memorial University Pension Plan – Update (also on the Human Relations Committee agenda)

This item was also considered under the Human Relations Committee as outlined in the Minute 6275.C. above.

**6279. MATTERS OF STRATEGIC IMPORTANCE TO THE BOARD**

A. Memorial University's Technology Transfer and Commercialization Strategy

The Board received and reviewed background information pertaining to Memorial University's Technology Transfer and Commercialization Strategy.

The process of developing Memorial University's Technology Transfer and Commercialization Strategy was initiated by Dr. Richard Marceau, Vice-President (Research) in September 2014. The intent was to examine Memorial's technology transfer and commercialization-related activities and to develop a strategy to enhance its performance in this important area. Mr. Rick Meaney, Director, Department of Technical Services, was appointed to manage the development of the plan in partnership with Dr. Marceau and Dr. Ray Gosine, Associate Vice-President (Research).

The first step in this process was to review best practices and policies from select Canadian universities. Following this, extensive consultations were undertaken with a wide range of stakeholders, including more than 100 industry associations, government agencies and industrial partners. Input was also requested from all faculties, schools and campuses of Memorial.

During the period of June 10 – August 7<sup>th</sup> the first draft of the Strategy (then titled "Memorial University's Innovation Strategy") was posted online, as well as announced in articles on MUNTodday and Newslines. This consultation was open to all university stakeholders. Internal and External Advisory Committees were also struck for targeted consultation.

During consultations, stakeholders clearly articulated a desire for Memorial to increase its contributions towards advancing the economy of the province of Newfoundland and Labrador. One of the outcomes of this consultation was to have the title changed to "Memorial University's Technology Transfer and Commercialization Strategy" as it was felt the title "Innovation Strategy" was too broad. The revised title reflects the primary purpose of this initiative, which is to consider Memorial's approach to technology transfer and commercialization of all forms of intellectual property following the restructuring of Genesis Inc. in July 2014.

The revised draft document, incorporating all feedback obtained during the June-August consultation period, was posted for consultation from September 24 – October 8, 2015.

The Technology Transfer and Commercialization Strategy document has been prepared recommending that Memorial implement a detailed action plan aiming to:

Memorial University's Technology Transfer and Commercialization Strategy  
(cont'd)

1. Foster a progressive culture of technology transfer and commercialization,
2. Revise and implement its policies in support of technology transfer and commercialization,
3. Establish responsive business structures and processes, and
4. Ensure adequate oversight and guidance of its technology transfer and commercialization structures and processes.

The final Strategy containing the collective feedback received was provided in the background documentation.

Dr. Richard Marceau, Vice-President (Research), then provided the Board with a presentation entitled "Memorial University's Technology Transfer and Commercialization Strategy".

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the Technology Transfer and Commercialization Strategy as outlined in the background documentation.

Ms. Petten on behalf of the Board, thanked Dr. Marceau for his informative presentation (a copy of which is located in the Board files).

**6280. ANY OTHER BUSINESS**

A. Date of Next Meeting

The Chair advised that the next regular meeting of the Board of Regents is tentatively scheduled to be held on February 4, 2016.

**ADJOURNMENT**

The meeting adjourned at 5:20 p.m.

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**CHAIR**

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**SECRETARY**

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**DATE**