

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board of Regents was held on Thursday, December 7, 2017 at 3:00 p.m. in the Junior Common Room, R. Gushue 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
Ms. Margaret Allan
Ms. Michelle Baikie
Mr. Glenn Barnes
Mr. Steve Belanger
Mr. Mark Bradbury
Dr. Bud Davidge
Ms. Cathy Duke, via teleconference
Mr. Joe Dunford
Dr. Rex Gibbons
Ms. Katharine Hickey
Mr. Denis Mahoney
Ms. Karen McCarthy
Mr. Max Rice
Ms. Eleanor Swanson
Ms. Tina Scott, Secretary to the Board

APOLOGIES:

Apologies were received from Mr. Robert Bishop, Ms. Margarete Leandre, Ms. Sarah Stoodley.

PRESENT BY INVITATION:

Mr. Kent Decker, Vice-President (Administration and Finance), Dr. Neil Bose, Vice-President (Research), Mr. Glenn Blackwood, Vice-President (Marine Institute), Dr. Jeff Keshen, Vice-President (Grenfell Campus), Mr. Glenn Collins, Interim Executive Director, Office of the Board of Regents, Mr. Morgan Cooper, General Counsel.

6467. MEETING CALLED TO ORDER

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

Ms. Petten extended a warm welcome to Dr. Neil Bose who assumed the role of Vice-President (Research) on November 1, 2017 and Mr. Jeff Keshen who assumed the role of Vice-President (Grenfell Campus) on November 15, 2017.

Ms. Petten noted that the terms of office for Mr. Steve Belanger, Mr. Mark Bradbury, Mr. Robert Bishop and Mr. Max Rice will expire in December 2017. On behalf of the Board, she thanked them for their contributions to the Board and most importantly to the University during their time on the Board. She acknowledged the leadership roles they have carried out by serving as active members and/or Chairs of Board Committees as well as by actively serving on the Board itself.

The Chair then advised that following consultation with the Executive Committee of the Board, it was agreed to permit an individual to attend the open session of the Board meeting as a visitor.

6468. 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.

6469. MINUTES

The Minutes of the regular meeting of the Board of Regents held on October 4, 2017 were approved by the Board.

6470. CHAIR'S REPORT

A. Meeting of the Executive Committee – November 15, 2017

The Chair noted that the Executive Committee met on November 15, 2017 to finalize and fine tune the agenda for today's meeting. Ms. Petten also noted that one of the objectives of the Executive Committee is to act for the Board on any matter within the jurisdiction of the Board pursuant to The Memorial University Act, where decisions are required to be made and action taken between regularly scheduled meetings of the Board of Regents and where the Board has otherwise delegated specific responsibilities to the Executive Committee.

Chair's Report (cont'd)

With that in mind, at its November 15, 2017 meeting, the Committee exercised its authority to act on behalf of the Board and approved the following:

- the appointment of Dr. Shawn Bugden as Dean of the School of Pharmacy
- changes in the portfolio for the Deputy Provost (Students) and Associate Vice-President (Academic) Undergraduate Studies
- change of title for the "Committee to Hear Student Appeals regarding Sexual Harassment" to the "Committee to Hear Appeals regarding Sexual Harassment and Sexual Assault" as well as amendments to its Terms of Reference.

Ms. Petten noted that the background documentation regarding each of these items was provided in the Board package.

Ms. Petten noted that the Executive Committee received and took action as appropriate regarding the summary of the Board meeting evaluation for October 4, 2017.

B. Meeting of the Executive Committee – December 7, 2017

The Chair noted that at a meeting held earlier in the day, the Executive Committee received documentation from Vice-Presidents Council as it relates to selected recommendations contained in the report by Harriet Lewis concerning reducing the number of Board meetings.

The Executive Committee noted the short time interval (less than six weeks) between the February 1st and March 15th meetings of the Board. For the February meeting, documents would have to be finalized by the second week in January in order to be reviewed at the Executive Committee. Also, normally the business conducted at the February meeting is relatively routine. Considering the condensed timelines and the lack of time-sensitive business, the Executive Committee recommended that the February 1st meeting of the Board be cancelled and that the next regular meeting of the Board proceed on March 15th.

The Board was in general agreement with this recommendation.

6471. PRESIDENT'S REPORT

A. President's Update of Activities

Dr. Kachanoski provided the Board with a written summary of his activities and University events since the October 2017 meeting of the Board and he provided the Board more detail and context on several of these activities and events.

B. Registration Report for Winter 2018 Semester

The Board received and reviewed a progress report regarding enrolments and registration for the Winter 2018 Semester.

OPEN SESSION - CONSENT AGENDA

It was moved by Dr. Gibbons, seconded by Ms. Swanson and carried that the consent agenda, as recommended by the appropriate Board Committee and comprising the resolutions listed in 6472 through 6475 below be approved as follows:

6472. SENATE MATTERS

A. Senate matters with implications for the Board of Regents (October 10, 2017): Approval of the By-Laws of the Faculty Council, Faculty of Medicine

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting of October 10, 2017 and approved the amendments to the By-Laws of the Faculty Council of the Faculty of Medicine and as outlined in the background documentation.

B. Senate matters with implications for the Board of Regents (September 12, 2017): Approval of Calendar Changes

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 12, 2017 and approved the Calendar changes as outlined in the background documentation.

C. Senate matters with implications for the Board of Regents (September 12, 2017): MBA in Social Enterprise and Entrepreneurship; Master of Applied Science in Safety and Risk Engineering; and, Master of Applied Science in Energy Systems Engineering

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 12, 2017 and approved the new programs as outlined in the background documentation and as follows:

- MBA in Social Enterprise and Entrepreneurship
- Master of Applied Science in Safety and Risk Engineering
- Master of Applied Science in Energy Systems Engineering

D. Senate matters with implications for the Board of Regents (November 14, 2017): Approval of Centre for Bioethics, Faculty of Medicine

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on November 14, 2017 and approved the Centre for Bioethics, Faculty of Medicine as outlined in the background documentation.

E. Senate matters with implications for the Board of Regents (November 14, 2017): New degree program - Bachelor of Education (Primary/Elementary) as a Second Degree Conjoint with Certificate in STEM Education

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on November 14, 2017 and approved the new degree program " Bachelor of Education (Primary/Elementary) as a Second Degree Conjoint with Certificate in STEM Education" as outlined in the background documentation.

F. Senate matters with implications for the Board of Regents (November 14, 2017): Approval of the Constitution and By-Laws of the Academic Council, School of Pharmacy

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on November 14, 2017 and approved the amendments to the Constitution and By-Laws of the Academic Council of the School of Pharmacy as outlined in the background documentation.

G. Senate matters with implications for the Board of Regents (November 14, 2017): Approval of the Constitution and By-Laws of the Faculty Council, Faculty of Humanities and Social Sciences

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on November 14, 2017 and approved the amendments to the Constitution and By-Laws of the Faculty Council of the Faculty of Humanities and Social Sciences and as outlined in the background documentation.

6473. AUDIT AND RISK COMMITTEE

A. Policy Submission – Flags Policy

The Board received background information and agreed to the revised Flags Policy and related procedures, including the transfer of the Policy Sponsor from the Vice-President (Administration and Finance) to the President and Vice-Chancellor and as outlined in the background documentation.

B. Policy Submission – Accommodations for Students with Disabilities Policy

The Board received background information and approved the "Accessibility for Students with Disabilities" Policy (formerly "Accommodations for Students with Disabilities" Policy) and as outlined in the background documentation.

6474. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

A. 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. Aboriginal Centre
2. Core Science Facility
3. Battery Property
4. West Pedway (Chemistry / Physics to University Center)
5. Animal Resource Centre

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. Faculty of Humanities and Social Sciences Research Archival Facility
4. Redevelopment of Reid Theatre

Marine Institute

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

Projects in Early Stages

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

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

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

B. Core Science Facility (CSF) Status Update

The Board received for information the Core Science Facility (CSF) Status update. All major construction packages for the CSF have now been awarded. The third and final major construction package, CP-3R, was awarded to Marco Services Limited on April 25, 2017 and is currently being executed. Substantial completion will be achieved by April 25, 2020, to be ready for a September 2020 opening and the CSF global project budget remains at \$325M.

The Board received more detail on the status of the CP-3R Main Building (and Structural Steel) contracts as well as other project updates.

C. Universal Transit Pass (UPASS) for Memorial University

The Board received for information an update pertaining to the Universal Transit Pass (UPASS) for Memorial University. Over the last number of months, members of the University Administration have been working with a variety of stakeholders on a potential UPass program for Memorial University.

Updates on the initiative were provided to the Board of Regents at its December 2016 and March 2017 meetings, whereby the Board of Regents agreed that an ad hoc committee of the Campus Planning and Development Committee be struck with a mandate to:

- meet with the Project Team to review the work completed on the UPass;
- evaluate options and scope of this initiative;
- present a recommendation to the Campus Planning and Development Committee and the Board at their May 11, 2017 meetings regarding an implementation plan for a regional transit solution for Memorial University and if appropriate, identify options for engaging other potential beneficiaries for this regional transit solution.

Following from the March 2017 meeting of the Board of Regents, a call was initiated for interested participants from the Campus Planning and Development Committee to join the ad hoc committee. The ad hoc committee held a meeting on May 10, 2017 and discussed the UPass initiative further as well as its potential as a regional transit solution.

As was presented at the October 2017 Board meeting, the ad-hoc committee members agreed on the following principles to guide the group's work on this initiative:

Universal Transit Pass (UPASS) for Memorial University (cont'd)

- 1) The UPass initiative should ultimately be implemented via a referendum of students once the parameters of the program have been finalized. While precise details of the referendum are to be determined, the referendum should however be called and administered by the University Administration, to be inclusive of all students included in the proposed program simultaneously, with the outcome determined by the majority of those who vote.
- 2) The University Administration should engage in discussions with its partners along the Prince Philip Drive corridor (Eastern Health, Government of Newfoundland and Labrador and College of the North Atlantic) to determine their respective interest in participating in a potential UPass program.
- 3) The University Administration should take steps to address the heavily subsidized parking rates currently charged to Faculty, Staff and Students.
- 4) The University Administration should stop constructing new parking spaces on campus (surface and garage) – until at least such a time as parking provision adheres to a cost recovery model and/or alternative public transportation modes such as UPass are put into effect.

Since the last Board of Regents meeting, the Administration has met with representatives of Eastern Health, College of the North Atlantic as well as Government of Newfoundland and Labrador on the subject of UPass.

Based on the meetings that have occurred, interest exists in a potential expanded program, however it is evident from the initial discussions that an expanded implementation will require effort to redefine the program and consideration of new parameters to allow staff participation. The Administration's next step is to hold a larger group meeting and provide a presentation on the subject with all potential partners. Thereafter a meeting of the Campus Planning and Development UPass sub-committee will be scheduled, prior to bringing a recommendation forward to the Board of Regents in 2018.

6475. FINANCE COMMITTEE

A. Appointment of International Equity Manager for the Memorial University Pension Plan

The Board received background information and agreed to the appointment of the three investment management firms to manage the Pension Plan's international equity mandate as outlined in the background documentation and as follows:

- | | | |
|------|-----------------------|-------|
| i) | Fiera Capital | 37.5% |
| ii) | Wellington Management | 37.5% |
| iii) | Baillie Gifford | 25% |

B. Delegation of University Fees and Charges (non-student)

The Board received background information and agreed to the recommendations regarding delegation of University fees and charges as outlined in the background documentation and as follows:

- that the Board of Regents approve all tuition and related fees and charges for degree/diploma programs charged to a student account for all campuses. Related fees and charges include but are not limited to student residence fees, meal plan fees, application and admission fees, etc.
- that the Board delegate to the Marine Institute Executive Committee the authority to approve fees and charges for short courses, industry response courses/programs, and technical certificates at the Marine Institute campus.
- that the Board delegate to each ancillary operation (i.e. bookstores, conference services, etc.) the authority to set their own fees and charges to fulfill their objectives.
- that the Board delegate to the Board of Directors of each Separately Incorporated Entity authority to determine fees and charges to be charged and collected by each entity to carry out their objectives.
- that the Board delegate to the Dean, Director, Executive Director, University Librarian, University Registrar, Associate Vice-President or Vice-President as per the circumstance the setting of other revenue and external cost recoveries (including but not limited to rentals, fee for services, lab analysis fees, camps and leagues, sales, etc.) of units.

At this point the visitor who was permitted to attend the open session of the Board left the meeting.

CLOSED SESSION – CONSENT AGENDA

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

Noting that the items were dealt with in detail in meetings of the appropriate committees, it was moved by Dr. Kachanoski, seconded by Ms. Hickey and carried that the consent agenda, comprising the resolutions listed in 6476 through 6478 below be approved as follows:

6476. AUDIT AND RISK COMMITTEE

A. Update on Information Security Improvement Program (ISIP) Plan in response to Information Technology (IT) Security Risk Assessment

The Board received for information an update on the Information Security Improvement Program (ISIP) Plan in response to the Information Technology (IT) Security Risk Assessment. In 2016/17 the Office of Internal Audit engaged Deloitte to conduct an IT Security Risk Assessment focused on five specific IT units within Memorial University: St. John's Campus, Grenfell Campus, Marine Institute, Faculty of Medicine and the Centre for Health Information and Analytics. The objective was to identify and assess the University's current cybersecurity posture and risks across its critical IT functions and units. It was noted that further updates will be provided at a future meeting of the Board.

B. Status of Internal Audit Activity – as of October 31, 2017

The Board received for information the status of Internal Audit Activity as of October 31, 2017. The University Auditor provided the Status of Internal Audit Activity for the information of the Board. A summary of the current audit activities during the year was provided. It was noted that three reports have been completed, two have been deferred. Due to an emerging risk, one project has been added to the Annual Internal Audit Plan. As each audit is completed, an executive summary of the results is presented in a separate memo.

C. Status of Open Audit Recommendations – October 31, 2017

The Board received for information the Status of Open Audit Recommendations as of October 31, 2017. The Office of Internal Audit has performed limited-scope follow-up audit procedures to determine the status of open recommendations. The results of the follow-up procedures were reflected in the background material provided.

6477. 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, following a five-year term, subject to review.

B. 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 4, 2017 noting that the actions have been taken under delegated authority as provided for in the Terms of Reference for the Human Relations Committee.

C. Annual Review of Market Differentials (non-academic)

The Board received for information the annual review of market differentials (non-academic). In March 2013 the Board of Regents approved 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 by the Department of Human Resources. It involved reviewing all of Memorial's non-academic 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. The information collected was used to determine if salary differentials based on market conditions should be maintained, adjusted, or eliminated. A report providing an overview of applicable positions, market review information, and recommendations pertaining to the relevant salary differentials was provided in the background documentation.

D. Update – Compensation Review for Senior Administrative Management (SAM) Employees

The Board received for information an update of the compensation review for Senior Administrative Management (SAM) employees. In 2016, Korn Ferry/Hay Group Limited (Korn Ferry) was engaged to begin a compensation review for the Senior Administrative Management (SAM) group of positions. In conjunction with the Department of Human Resources, work was undertaken to review and analyze salaries in comparison to similar positions within Canadian Universities. It is anticipated that a further update, detailed plan and recommendation will be provided to the Board of Regents in 2018.

E. Update on collective Bargaining for the six (6) Support Staff Collective Agreements

The Board received for information an update on the collective bargaining for the six support staff Collective Agreements. The six staff Collective Agreements are as follows:

		<u># of Employees</u>	<u>Expiry Date</u>
CUPE 1615	Administrative, Instructional, Technical and Technical Support Personnel	904	March 31, 2016
NAPE 7801	Maintenance	155	March 31, 2016
NAPE 7804	Custodial	129	March 31, 2016
NAPE 7803	Campus Enforcement and Patrol	48	March 31, 2016
NAPE 7850	MI Support Staff	148	March 31, 2016
NAPE 7405	MI Instructors and Technical Assistants	217	August 1, 2016

It is anticipated that bargaining for Memorial will commence in winter 2018.

F. Conversion of the Associate Vice-President (Marine Institute) Academic and Student Affairs from an administrative position to an academic administrative appointment

The Board received background information and agreed to the conversion of the position of Associate Vice-President (Marine Institute) Academic and Student Affairs from an administrative position to an academic administrative appointment and as outlined in the background documentation.

6478. FINANCE COMMITTEE

A. Annual Budget Submission to the Provincial Government for fiscal years ending March 31, 2019, 2020 and 2021

The Board received for information the annual budget submission to the Provincial Government for fiscal years ending March 31, 2019, 2020, and 2021. In October, the University provided Government with its budget submission for the fiscal years 2018-19, 2019-20, and 2020-21. The budget submission was prepared based on the assumptions and decisions in the 2017-18 to 2019-20 budget approved by the Board of Regents at the May 2017 Board Meeting.

The University regular operating and capital budget submission has been prepared based on the following principles and as provided in the background documentation:

- The previously announced provincial grant reductions for 2018-19 totaling \$6,131,900 will remain in place with no further general reductions.

Annual Budget Submission to the Provincial Government for fiscal years ending March 31, 2019, 2020 and 2021 (cont'd)

- The University will receive the \$4.0 million grant in lieu of tuition increase for 2018- 9.
- The Engineering strategic initiative incremental funding will be received.
- The salary block is maintained whole by the Province, with the exception of the reduction for \$3.0 million of attrition.
- University will incur inflationary increases on operating expenditures totaling \$2.37 million. These inflationary increases include library holdings, maintenance and software contracts, utilities, snow clearing, water tax and municipal taxes.
- The University will allocate an additional \$2.3 million to graduate fellowships.
- The University will incur \$810,000 for HST on Agency Fees for the Childcare Centre, MURC, Genesis Group and the in-kind contributions to C-Core.
- The additional \$2.4 million budget generated from the annualization of the Campus Renewal Fee (implemented September 2017) will be allocated to address critical deferred maintenance and technological infrastructure requirements.
- The Capital Budget Submission is prepared based on current cash flow projections for the Core Science Facility, the Animal Resource Centre, and the Battery.

The University is currently projecting a \$6,679,320 budget shortfall for 2018-19, in addition to the requirement to address a \$3.0 million attrition target. There are many factors which could impact this budget shortfall over the next 5 months, such as a decline in tuition revenue and higher inflationary increases. Senior leadership is actively working towards a balanced budget for 2018-19.

It was noted that there are additional budget risks in the 2018-19 budget. These include:

- Pension Plan - The Provincial Government removed the \$20.95 million for the Pension Plan Payment from the Operating Grant in 2015-16. If Memorial is required to make the payment to the pension plan for 2018-19, the payment is estimated to be \$130 million.
- Additional budget cuts - In 2017-18 the government further reduced the operating grant. This was covered with the grant in lieu of tuition and base budget cuts to all units. Further government grant base cuts over the \$6.1 million currently communicated for 2018-19 will impact service levels and programs at the University.

The Operating and Capital Budget submission summaries were provided in the background documentation.

CLOSED SESSION – DISCUSSION AGENDA

6479. FINANCE COMMITTEE

A. Update on the University's 2017-18 Financial Position

The Board received and reviewed background information pertaining to the update on the University's 2017-18 Financial Position.

Board members were advised that on May 11, 2017, the Board approved the budget estimates for the fiscal year 2017-18, with the exception of the Faculty of Medicine.

A review of actual revenue and expenditures has been completed as of October 31, 2017. At this time, total operating expenditures for 2017-18 are projected to be over budget by approximately \$3,948,638 (as provided in Table 1 of the background documentation). The majority of this projected current year deficit is due to a current year deficit projection for the Faculty of Medicine.

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

B. Budget Plan – Faculty of Medicine 2017-18

The Board received and reviewed background information pertaining to the budget plan for the Faculty of Medicine for 2017-18.

Board members were advised that at the July 6, 2017, meeting of the Board of Regents the Budget Estimates for the Faculty of Medicine 2017-18 were presented for approval. It was decided to defer approval until further information was obtained from the Faculty of Medicine.

At its October 4, 2017 meeting the Board received a presentation from the Dean of Medicine who provided further context to the budget situation for the Faculty. An update of the financial position was provided as well as actions to address the deficit.

The Faculty of Medicine is projecting a revised cumulative deficit of approximately \$9.6M by the end of the current fiscal year. Initially, the accumulated deficit was projected to be \$13.0M, however, this was revised to \$9.6M due to the following changes:

- Reduced salary costs from malpractice insurance recoveries of \$2.1M.
- Reduced salary costs from additional MPA fees of \$0.3M.
- Miscellaneous operational savings of \$1.0M.

The cumulative deficit comprises a previous year's deficit of \$4,884,330 and a current year's deficit of approximately \$4.7M.

Budget Plan – Faculty of Medicine 2017-18 (cont'd)

It was noted that further details on the current financial status and plans to address the deficit were provided in the background documentation as Appendix A.

Discussions are continuing between the Faculty of Medicine and the Department of Health and Community Services to determine options for addressing the budget deficit. Meanwhile, the Financial Advisory Steering Committee of senior leaders, supported by a Financial Operations Working Group continue their work to identify budget reduction strategies and planning for a sustainable financial model for the Faculty of Medicine.

Additionally, it was noted that at a meeting held on December 4, 2017, the Finance Committee received a presentation from Dr. Margaret Steele, Dean of the Faculty of Medicine and Mr. Paul Tucker, Chief Operating Officer, Faculty of Medicine with regard to the "Faculty of Medicine – Financial Plan".

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

C. Special Graduate Fee for Master of Business Administration Social Enterprise and Entrepreneurship

The Board received and reviewed background information pertaining to the special graduate fee for the Master of Business Administration Social Enterprise and Entrepreneurship (MBA-SEE).

Board members were advised that Memorial's MBA-SEE was approved by Senate at the September 12, 2017 meeting. First admission to the program is planned for Fall 2018. The MBA-SEE will differentiate the Faculty of Business Administration at Memorial University from competing business schools. It takes advantage of a strong culture of social enterprise and entrepreneurship as well as strong connections between Memorial University and the surrounding community. In addition the MBA-SEE program fits well and can further strengthen an emerging social enterprise "ecosystem" within the Faculty of Business Administration. The proposed MBA-SEE is course based, with a requirement to complete 36 credit hours in one year of full-time study, concluding with a 16-week internship following the completion of the required coursework.

The program duration is 12 months with two on-campus semesters followed by the four- month internship. All courses are mandatory with no options for electives. The Faculty of Business Administration anticipates initial enrolment of 20 full-time students, possibly growing to 30 within 5 years.

Special Graduate Fee for Master of Business Administration Social Enterprise and Entrepreneurship (cont'd)

Regular tuition will not support the development and delivery of this new program. The majority of the instructional resources will be created through a reallocation of teaching assignments from other FBA programs. In the absence of base funding from the academic budget envelope to support the program, the incremental expenses associated with program support and delivery must be covered through special fees. The proposed special fee will result in a total cost to students below the average of traditional MBA programs and that of comparative programs in social enterprise.

The proposed special fee is \$20,000 for domestic students and \$25,000 for international students. Resulting in the total program cost as below in Table 1:

Table 1: Fee Structure

	Tuition	Special	Total
Newfoundland Resident	3,939	20,000	23,939
Out-of-Province Canadian Student	5,121*	20,000	25,121
International Student	6,653*	25,000	31,653

**Includes the 30% tuition increase for non-NL students effective September 2018.*

The Board also received a table identifying the incremental resources required to support the program.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the special fee for the Master of Business Administration in Social Enterprise and Entrepreneurship as outlined in the background documentation and as follows:

- Canadian citizens and permanent residents: \$20,000
- International students: \$25,000

D. Introduce a Special Fee for Graduate Students enrolled in the new Master of Applied Science in Energy Systems Engineering and Master of Applied Science in Safety and Risk Engineering Programs

The Board received and reviewed background information pertaining to the introduction of a special fee for graduate students enrolled in the new Master of Applied Science in Energy Systems Engineering and the Master of Applied Science in Safety and Risk Engineering Programs.

Introduce a Special Fee for Graduate Students enrolled in the new Master of Applied Science in Energy Systems Engineering and Master of Applied Science in Safety and Risk Engineering Programs (cont'd)

Committee members were advised that since 2005, Memorial's Faculty of Engineering and Applied Science has introduced four premium fee masters programs. These programs have been highly successful with strong enrolments. At its September 12, 2017 meeting, Senate approved two additional masters programs: Master of Applied Science in Energy Systems Engineering and Master of Applied Science in Safety and Risk Engineering programs. First admission to the programs is planned for Winter 2018.

Master of Applied Science in Energy Systems Engineering (MASESE)

Energy systems engineering is a critical area in need of innovation and highly qualified personnel. The need for readily available and high quality energy is expanding in Newfoundland and Labrador and globally, which has created a worldwide demand for professional training at the graduate level in areas related to the energy industry.

Master of Applied Science in Safety and Risk Engineering (MASSRE)

The program is intended for both working professionals and engineering graduates to advance their understanding and skills related to safety and risk engineering. The program provides an integrated approach to safety and integrity issues across most of the traditional branches of engineering, and allows students to specialize in offshore engineering, technical safety analysis, asset integrity management, risk assessment and management, safety related legislations and regulations or human factors engineering.

Regular tuition will not support the development and delivery of these new programs. In the absence of base funding from the Academic budget envelope to support the program, the incremental expenses associated with program support and delivery must be covered through special fees. The proposed special fee structure for both programs follows that of similar master's programs in the Faculty of Engineering and Applied Science (e.g. Master of Applied Science in Oil and Gas Engineering) that have existed since 2005. The proposed special fee is \$11,602 for domestic students and \$16,282 for international students in addition to regular graduate tuition. Students enrolled in both programs will pay a \$2,000 non-refundable deposit.

The Board also received tables identifying the incremental resources required to support the programs:

Introduce a Special Fee for Graduate Students enrolled in the new Master of Applied Science in Energy Systems Engineering and Master of Applied Science in Safety and Risk Engineering Programs (cont'd)

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the special fee for the new Master of Applied Science in Energy Systems Engineering and the Master of Applied Science in Safety and Risk Engineering programs as outlined in the background documentation and as follows:

- Canadian citizens and permanent residents: \$11,602 (non-refundable) - to be paid \$7,761 in semester 1 and \$3,841 in semester 2
- International students: \$16,282 (non-refundable) – to be paid \$10,569 in semester 1 and \$5,713 in semester 2

E. Increase Work Term Fee for Undergraduate Co-operative Education Programs

The Board received and reviewed background information pertaining to an increase in the work term fee for Undergraduate Co-operative Education programs.

Board members were advised that Memorial University offers valuable student learning opportunities through its co-operative education model, with programs in the following Academic Units:

- Engineering and Applied Science (~1,200 placements/year)
- Business Administration (~400)
- Human Kinetics and Recreation (~100)
- Humanities and Social Sciences (<25)
- Science (<25)

Services provided to co-op students fall into two broad categories:

- 1) Student mentorship; and
- 2) Job development.

Increase Work Term Fee for Undergraduate Co-operative Education Programs (cont'd)

CO-OP Program Fee

The current work-term fee schedule is as follows:

Student Origin	Fee per Work Term
Canadian/Permanent Resident	\$323
International Student	\$1,020

Memorial's work term fee for domestic students has never been increased. In 2001-02, the fee was incrementally reduced from \$450 to its current rate of \$323 to align with a 25% tuition reduction introduced in the same year for all programs. Work term fees for international students increased to \$1,020 in 2003 following the Board's approval to increase international undergraduate tuition. There is no work term fee for graduate programs.

Undergraduate Work term registrations for 2016/17 were as follows:

Academic Unit	Registrations		
	CDN	INTL	Total
Business	388	28	416
Engineering & Applied Science	1,045	135	1,180
Human Kinetics & Recreation	102	1	103
Humanities and Social Science	13	3	16
Science	12	2	14
Grand Total	1,560	169	1,729

Rationale

While co-operative education programs receive operating funding, budgets to Faculties and Schools continue to decrease which has eroded the resources available for co-op programs. In order to maintain and further enhance the level of student services provided to students enrolled in the co-operative education program, it is necessary to increase the work term fee. Co-op program students are not charged the \$250 campus renewal fee (introduced in September 2017) when on work terms.

The current fee of \$323 for domestic students is well below the national average for work term fees, while the fee of \$1,020 for international students is well above the national average (as provided in the background documentation as Appendix 1). Increasing the domestic fee to \$600 while maintaining the international fee at \$1,020 will allow critical investments in program quality (as provided in the background documentation as Appendix 2) without placing international fees at the top of the national scale.

Increase Work Term Fee for Undergraduate Co-operative Education Programs (cont'd)

The table below shows incremental annual revenues for the five units that offer cooperative education programs, using 2016/17 registration information. Total incremental revenue is \$432,120, with the majority of revenue derived from Business and Engineering programs.

Revenue Projections

Academic Unit	Domestic Placements (2016/17)	Incremental Revenue
Business	388	107,476
Engineering and Applied Sciences	1045	289,465
Human Kinetics and Recreation	102	28,254
Humanities and Social Sciences	13	3,601
Science	12	3,324
Total	1,560	432,120

The resulting revenues can be returned to the units to facilitate critical investments in the programs as detailed in Appendix 2 of the background documentation.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents endorse the increase in work term fees for undergraduate Co-operative Education Programs as outlined in the background documentation and as follows:

- a) increase the current work term fee of \$323 for NL and Canadian students to \$600 for full-time undergraduate co-op students, effective September 2018
- b) maintain the current fee of \$1,020 for international students

F. Newfoundland and Labrador Residency Definition

The Board received and reviewed background information pertaining to the Newfoundland and Labrador residency definition.

Board members were advised that at its May 2017 meeting, the Board of Regents approved a 30% tuition increase for all non- Newfoundland students. In order to determine the residency status for prospective students applying to Memorial University, it is necessary to define a Newfoundland and Labrador resident.

As provided in the background documentation, two documents were distributed and developed through the consultation process:

- a) Schedule A contains guiding principles and proposed definition of Newfoundland and Labrador Resident, whereas
- b) Schedule B outlines how Newfoundland and Labrador Resident is defined at multiple entities associated with Memorial University.

Following consultation with University stakeholders which included Deans Council, Offices of the Registrar, Financial and Administrative Services (FAS), Information and Technology Services (ITS), and the School of Graduate Studies, the definition of Newfoundland and Labrador Resident, as provided in the background documentation as Schedule A, was endorsed by Vice-Presidents Council and Senate.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the Newfoundland and Labrador Resident Definition as provided in Schedule A of the background documentation which states:

"Newfoundland and Labrador resident definition:

The applicant must be a citizen or permanent resident of Canada and must meet at least one of the following four criteria:

- 1. The applicant has attended a Newfoundland and Labrador high school within the two years prior to the semester which admission is sought. This includes those students who are deemed to have met Newfoundland and Labrador high school requirements through other equivalent means (e.g. homeschooling).*
- 2. At the time of general application to the University, the permanent home address for the applicant or the applicant's parent/guardian is located in Newfoundland and Labrador. Applicants may be required to provide evidence of permanent home address.*

Newfoundland and Labrador Residency Definition (cont'd)

3. *The applicant is in receipt of a Newfoundland and Labrador student loan issued by NL Student Aid.*
4. *The applicant has lived in the province for 12 consecutive months without undertaking full-time studies at a recognized post-secondary institution.*

Statement on supplying incomplete, false or misleading information:

In the event that incomplete, false or misleading information is submitted, Memorial University reserves the right to retroactively reassess all tuition fees for each semester affected, revoke the status and take disciplinary action against the student according to the Memorial University Code.

Proposed appeals process:

- *Modify the terms of reference for the existing Tuition Refunds Appeals Committee (chaired by the Associate Director of Financial and Administrative Services) to include appeals from undergraduate and graduate students related to Newfoundland and Labrador resident status.*
- *Consider appeals for change of resident status received by the deadline to add or drop courses in any given semester (the 100% tuition refund date).*
- *Require the student to provide documentation that indicates that the student is a resident of Newfoundland and Labrador yet does not meet one of the outlined criteria. "*

G. Changes to Tuition Deposits for Marine Institute Programs

The Board received and reviewed background information pertaining to changes to the tuition deposits for Marine Institute Programs.

Board members were advised that currently, all technical certificate, diploma of technology and advanced diploma programs at the Marine Institute require accepted students to pay a \$150 deposit to confirm their seat in their chosen program. This deposit is applied directly as a credit to the student's tuition for their initial semester of study or forfeited should a student later decline an accepted seat or fail to register.

It was noted that a number of issues have been identified with the current approach to tuition deposits, including:

Changes to Tuition Deposits for Marine Institute Programs (cont'd)

- The original intent of the deposit was to be an incentive in the conversion from accepted student to registrant and ensure that program spaces were filled. However, in many cases the deposit has not fulfilled this role:
 - The Institute has encountered situations of students accepting and later declining the offer of admission, or failing to register. This is particularly challenging in programs that have a high number of applicants and a limited number of available seats.
 - In programs that do not have challenges with high applications and limited seats, it has created an unnecessary administrative burden.
 - The tuition deposit is a barrier for international students. There are significant logistical issues for accepted international students to pay the deposit given Memorial's current practices related to the acceptance of credit card payments.

To address these issues it is being proposed that:

- Tuition deposits for diplomas of technology in Nautical Science and Marine Engineering remain at \$150. Current tuition for these programs is \$690 per semester. These programs have a high number of applicants and a limited number of available seats. In addition, there are generally a limited number of international applications to these programs due to requirements of Transport Canada certification following graduation.
- Tuition deposits for technical certificates in Marine Diesel Mechanic and Bridge Watch be increased to \$500. These programs are cost-recovery programs; current total tuition fees for these programs is \$14,995 for marine diesel mechanic and \$14,200 for bridge watch. These programs have a high number of applicants and a limited number of available seats. In addition, there are generally a limited number of international applications to these programs due to requirements of Transport Canada certification following graduation.
- Tuition deposits for remaining Marine Institute programs be removed.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the changes to tuition deposits for Marine Institute programs as outlined in the background documentation and as follows:

- Tuition deposits for diplomas of technology in Nautical Science and Marine Engineering remain at \$150
- Tuition deposits for technical certificates in Marine Diesel Mechanic and Bridge Watch be increased to \$500
- Remove tuition deposits for remaining Marine Institute programs

6480. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

A. Proposed Terms of Reference for the Core Science Facility (CSF) Capital Project Governance Sub-Committee

The Board received and reviewed background information pertaining to the proposed Terms of Reference for the Core Science Facility (CSF) Capital Project Governance Sub-Committee.

Board members were advised that at a meeting held on June 27, 2017, the Campus Planning and Development Committee agreed to create an ad hoc sub-committee to determine the level of project governance necessary and acceptable for the Core Science Facility (CSF) Project. At meetings held on July 27, August 31 and October 24, 2017, information relating to the composition of a construction project governance sub-committee was provided to the participants of the meeting in order to help facilitate a balanced discussion based on risk and the availability of resources. The ad hoc sub-committee was comprised of the following members:

Mr. Denis Mahoney, Chair, Campus Planning and Development Committee
Mr. Mark Bradbury, Chair, Audit and Risk Committee
Dr. Gary Kachanoski, President and Vice-Chancellor
Mr. Kent Decker, Vice-President (Administration and Finance)
Ms. Margie Allan, Regent and Member of the Campus Planning and Development Committee
Mr. Glenn Barnes, Regent and Member of the Campus Planning and Development Committee
Ms. Jennifer Dove, University Auditor
Ms. Ann Browne, Associate Vice-President (Facilities)
Mr. Glenn Collins, Interim Executive Director, Office of the Board of Regents
Mr. Mike Haycox and Mr. Michael Kennedy, Ernst Young attended the first meeting as resource personnel

The above-noted Sub-Committee is now proposing the creation of the “Core Science Facility (CSF) Capital Project Governance Sub-Committee” with Terms of Reference as included in the submission for the consideration of the Campus Planning and Development Committee, the Governance Committee and the Board of Regents.

It was also noted that Appendix A was provided as background material for the information of the Board and does not form part of the terms of reference for the Committee.

Proposed Terms of Reference for the Core Science Facility (CSF) Capital Project Governance Sub-Committee (cont'd)

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the creation of and the proposed Terms of Reference for the “Core Science Facility (CSF) Capital Project Governance Sub-Committee” as a sub-committee of the Campus Planning and Development Committee and as provided in the background documentation. Following approval by the Board, members of the Sub-Committee will be appointed by the Chair of the Board using established Board protocols for such appointments.

B. Amendment to the Terms of Reference for the Campus Planning and Development Committee

The Board received and reviewed background information pertaining to the amendment to the Terms of Reference for the Campus Planning and Development Committee.

Board members were advised that as a result of the creation of the new “Core Science Facility (CSF) Capital Project Governance Sub-Committee”, an amendment to the Terms of Reference for the Campus Planning and Development Committee was being proposed as provided in the background documentation.

While it was noted that it is somewhat unusual to specify a project in the term of reference for a Board Committee, it is recommended in this case, however, to highlight the large scale necessary for a project to warrant the creation of such a Sub-Committee. The matter will be assessed when the terms of reference are reviewed by the Campus Planning and Development Committee (as they are by all Board Committees) in regular two year cycles to determine whether this arrangement should be continued and whether it could be adopted for other large scale projects.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the amendments to the Terms of Reference for the Campus Planning and Development Committee as provided in the background documentation.

6481. GOVERNANCE COMMITTEE

- A. Proposed Terms of Reference for the Core Science Facility (CSF) Capital Project Governance Sub-Committee

This item was considered under the report of the Campus Planning and Development Committee as outlined in the Minute 6480.A. above.

- B. Amendment to the Terms of Reference for the Campus Planning and Development Committee

This item was considered under the report of the Campus Planning and Development Committee as outlined in the Minute 6480.B. above.

- C. Appointment of the Graduate Students' Union (GSU) Representative to the Board of Regents

The Board received and reviewed a recommendation from the Graduate Student's Union (GSU) for the appointment of Mr. Brandon Ellis as its representative on the Board of Regents.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents accept the nomination of Mr. Brandon Ellis as requested by the Graduate Students' Union and recommend his appointment to the Lieutenant-Governor in Council for a term in accordance with the Provisions of the Memorial University Act.

6482. EXECUTIVE COMMITTEE

- A. Update on the disposition of the Recommendations contained in the Report by Harriet Lewis entitled "Review of Governance Culture and Practices: Memorial University"

The Board received and reviewed background information pertaining to an update of the disposition of the recommendations contained in the Report by Harriet Lewis entitled "Review of Governance Culture and Practices: Memorial University".

Board members were advised that at a meeting held on July 6, 2017, the Board of Regents received the Report on the "Review of Governance Culture and Practices: Memorial University" by Ms. Harriet Lewis dated June 1, 2017. At that time, it was agreed that the Steering Committee for the Review and Assessment of the Culture, Policies, Procedures and Practices of the Board of Regents of Memorial University of Newfoundland would:

Update on the disposition of the Recommendations contained in the Report by Harriet Lewis entitled "Review of Governance Culture and Practices: Memorial University" (cont'd)

- oversee the assignment and disposition of the recommendations contained in that report including the communications plan; and
- prepare a summary document in this regard for presentation to the Board of Regents at its December 7, 2017 meeting.

A copy of the disposition of recommendations was provided in the background documentation as Appendix A.

Since that time, draft responses have been prepared as it pertains to their assigned recommendations from the following Committees/groups:

- Executive Committee
- Governance Committee
- Office of the Board of Regents
- Vice-Presidents Council
- Working Group consisting of members from the Office of the President, Vice-Presidents Council and the Office of the Board of Regents

A meeting of the Steering Committee will be scheduled in the new year in order to review all responses following which an update will be provided to the Board at a future meeting.

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

6483. PRESENTATION TO THE BOARD

The Chair welcomed Dr. Penny Blackwood, Executive Director, Office of Development who provided the Board with a presentation entitled "Office of Development – Setting the Stage for 2027".

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

6484. ANY OTHER BUSINESS

A. President's address to the Rotary Club of St. John's – February 1, 2018

The Board was advised that Dr. Kachanoski is scheduled to give his annual address to Rotary on February 1, 2018 and members of the Board of Regents will be invited to attend. In this regard, the Board Secretary will forward further details to Board members as soon as they become available.

B. Date of Next Meeting

As noted under Minute 6470.B., the next regular meeting of the Board of Regents is tentatively scheduled to be held on March 15, 2018.

ADJOURNMENT

The meeting adjourned at 4:55 p.m.

CHAIR

SECRETARY

DATE