

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board of Regents was held on Thursday, December 3, 2020 at 3:00 p.m. via Webex.

PRESENT:

Ms. Iris Petten, Chair
Dr. Vianne Timmons, President and Vice-Chancellor
Dr. Mark Abrahams, Provost and Vice-President (Academic), Pro Tempore
Chancellor Susan Dyer Knight
Ms. Michelle Baikie
Mr. Glenn Barnes
Mr. Robert Bishop
Mr. Mark Bradbury
Ms. Cathy Duke
Mr. Joe Dunford
Dr. Rex Gibbons
Ms. Ann Marie Hann
Mr. Doug Letto
Ms. Karen McCarthy
Mr. Amaan Merchant
Ms. Kerri Neil
Ms. Donna Rideout
Mr. George Saunders
Ms. Andrea Stack
Ms. Eleanor Swanson
Mr. Dennis Waterman
Ms. Tina Scott, Secretary to the Board

APOLOGIES:

Apologies were received from Dr. Bud Davidge, Mr. John Gibbons, Ms. Catherine Rowsell.

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, Ms. Victoria Collins, Advisor to the Board.

6773. MEETING CALLED TO ORDER

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

6774. APPROVAL OF THE AGENDA/CONFLICT OF INTEREST

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

Mr. Letto declared a conflict with Agenda Item 11.1 “Acquisition of Land and Structures adjacent to the Pye Farm – Labrador Institute”.

Mr. Bradbury declared a conflict with Agenda Item 12.3 “Student Wellness and Counselling Centre (SWCC) Student Charges”.

The agenda as amended was approved by the Board.

6775. MINUTES

The Minutes of the meeting of the Board of Regents held on October 1, 2020 and the email polls conducted on November 5, 2020 and November 6, 2020 were approved by the Board.

6776. CHAIR’S REPORT

A. Meeting of the Executive Committee – November 12, 2020

The Chair noted that the Executive Committee met on November 12, 2020 to finalize and fine tune the agenda for today’s meeting of the Board.

B. Update – Search Committee, Executive Director, Office of the Board of Regents

Ms. Petten provided a verbal update with regard to the Search Committee – Executive Director, Office of the Board of Regents.

The Chair acknowledged that Mr. Glenn Collins’ term as Interim Executive Director, Office of the Board of Regents concludes at the end of December and as a result, today marks the last regular meeting of the Board that Mr. Collins would be attending. In doing so, she and other members of the Board acknowledged Mr. Collins’ immense contributions to the University.

6777. PRESIDENT'S REPORT

A. President's Update of Activities

Dr. Timmons provided the Board with a written summary of her activities and University events since October 1, 2020 in a document entitled "President's Report to the Board for the period from October 1 – December 2, 2020" and she provided the Board more detail and context on several of these activities and events.

In doing so, she noted that this document is an update on the six proposed strategic objectives for the President for the 2020-2021 year, as presented and approved by the Executive Committee of the Board of Regents at its meeting held on June 17, 2020. In addition to this update, the President included the following appendices, copies of which were provided in the background documentation:

- Appendix "A" Summary of Outreach
- Appendix "B" Summary of highlights of achievements by faculty, staff and students, as well as general matters of interest to the Board for the period October 1 – December 2, 2020
- Appendix "C" Report on the President's Academic Research
- Appendix "D" Key Institutional Messages

B. Registration and Enrolments Progress Report for Fall 2020 Semester

The Board received and reviewed an enrolments and registration progress report for the Fall 2020 Semester.

C. Registration Progress Report for the Winter 2021 Semester

The Board received and reviewed a registration progress report for the Winter 2021 Semester.

OPEN SESSION - CONSENT AGENDA

It was moved by Ms. Duke, seconded by Mr. Bishop, and carried that the consent agenda, as recommended by the appropriate Board Committee and comprising the resolutions listed in 6777, be approved as outlined below.

6778. SENATE MATTERS

A. Senate matters with implications for the Board of Regents – Approval of Calendar Changes arising from the Senate meeting of July 14, 2020

The Board received and reviewed background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on July 14, 2020 and approved the Calendar changes as outlined in the background documentation.

B. Senate matters with implications for the Board of Regents – Approval of Calendar Changes arising from the Senate meeting of September 8, 2020

The Board received and reviewed background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on September 8, 2020 and approved the Calendar changes as outlined in the background documentation.

C. Senate matters with implications for the Board of Regents – Approval of Calendar Changes arising from the Senate meeting of October 13, 2020

The Board received and reviewed background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on October 13, 2020 and approved the Calendar changes as outlined in the background documentation.

CLOSED SESSION – CONSENT AGENDA

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

The Chair also noted that the items were dealt with in detail in meetings of the appropriate committees. It was then moved by Mr. Bradbury, seconded by Dr. Gibbons and carried that the consent agenda, comprising the resolutions listed in 6778 through 6781 below be approved as follows:

6779. AUDIT AND RISK COMMITTEE

A. Appointments to Campus Childcare Inc. Board of Directors

The Board was informed that at a meeting held on November 26, 2020, the Audit and Risk Committee approved the reappointments to the Campus Childcare Inc. Board of Directors as outlined in the background documentation and as follows:

- Dr. Carole Peterson reappointed as Vice-Chair for a two year term, effective December 3, 2020.
- Dr. Anne Burke reappointed as Education Representative for a two year term, effective December 3, 2020.
- Ms. Cheryl Whitten reappointed as Finance Representative for a two year term, effective December 6, 2020.
- Mr. Declan Flynn reappointed as Parent Representative for a one year term, effective December 6, 2020.

B. Appointments to the Genesis Group Inc. Board of Directors

The Board was informed that at a meeting held on November 26, 2020, the Audit and Risk Committee approved the appointments and reappointments to the Genesis Group Inc. Board of Directors as outlined in the background documentation and as follows:

- Dr. Rob Greenwood reappointed as MUN Representative for a two year term, effective December 31, 2020.
- Ms. Peg Hunter reappointed as Community Representative for a two year term, effective December 4, 2020.
- Ms. Mimi Sheriff appointed as Community Representative for a two year term, effective December 3, 2020.

C. Genesis Group Inc. Resolution to change number of Directors

The Board received background information and agreed to change the number of board members on the Genesis Group Inc. Board of Directors to a minimum of three and a maximum of eighteen by signing the resolution, a copy of which is provided in the background documentation, superseding the February 4, 2016 resolution.

D. Status of Open Audit Recommendations – October 31, 2020

The Board received for information the status of open Audit recommendations as of October 31, 2020. The Internal Audit recommendations provide information about opportunities for improvement of the University's control environment. Follow-up procedures conducted by the Office of Internal Audit serve to emphasize accountability and provide administration and the Board with an independent update on the progress of implementation. The Office of Internal Audit has performed limited-scope follow-up audit procedures to determine the status of previously reported open recommendations. The results of the follow-up procedures were reflected in the background material provided.

E. Risk and Assurance Update

The Board received for information the Risk and Assurance Update. During the pandemic, a risk and control assessment has been performed by the Office of Internal Audit. This assessment was first presented at the May meeting of the Audit and Risk Committee and continues to be provided to allow for updates in changes impacting risk and controls reflected in areas of focus. The University Auditor submitted an update to provide an overview of the current status of risks and related activity underway.

F. Office of the Chief Risk Officer Semi-Annual Report 2020

The Board received for information the Office of the Chief Risk Officer Semi-Annual Report 2020. The Office of the Chief Risk Officer (OCRO) provides a semi-annual report to the Board of Regents on the Environmental Health and Safety, Enterprise Risk Management, Campus Enforcement and Patrol, Emergency Management, Insurance and Assessment and Care Protocol programs at the University.

The focus of the reporting period (January to August 2020) for this report revolves around the COVID-19 pandemic. Substantial resources from the OCRO, particularly from the Health and Safety and Emergency Management sections of the department, have been tasked with pandemic planning and response since March 2020. In addition to this work, regular operations continue relating to enterprise risk management, insurance, health and safety inspections and training, federally regulated programs, campus enforcement and patrol, and other projects, such as the Communications Control Centre upgrade.

G. Ernst and Young Management Letter for 2019-20

The Board received for information the Ernst and Young Management Letter for 2019-20. The management letter provided by Ernst and Young was a follow up to the audit of the consolidated accounts of Memorial University for fiscal 2019/20.

6780. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

A. Core Science Facility (CSF) Status Update

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

B. Update on Capital Projects

The Board was advised that the following major capital projects are currently ongoing at varying stages:

PROJECTS IN PROGRESS	
St. John's Campus	
1	Indigenous Centre
2	Core Science Facility
3	Animal Resource Centre
4	Energy Performance Contract

PROJECTS IN PLANNING STAGES	
St. John's Campus	
1	Mechanical Engineering High Bay Laboratory
2	Reid Theatre Redevelopment
3	University Buildings Strategy
Marine Institute	
1	Holyrood Marine Base Phase IIB
Grenfell Campus	
1	Regional Aquatics and Recreation Centre

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

PROJECTS ON HOLD	
1	Petroleum Engineering Building
2	Research Archival Facility

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

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

6781. HUMAN RELATIONS COMMITTEE

A. Senior Leadership Position Vacancies and upcoming renewals

The Board received for information a regular status update regarding senior leadership position vacancies and their associated recruitment status and senior leadership positions held by academic administrators which may be renewed, following a five-year term, subject to review.

B. Appointments Reports

The Board received for information the Report on Academic Appointments for the St. John's and Grenfell Campuses for actions taken since October 1, 2020, noting that the actions have been taken under delegated authority as provided for in the Terms of Reference for the Human Relations Committee.

C. Reappointment of the Associate Vice-President (Grenfell Campus) Research and Graduate Studies

The Board received background information and approved the reappointment of Dr. Kelly Vodden as Associate Vice-President (Grenfell Campus) Research and Graduate Studies effective August 1, 2020 for a further three-year term and as outlined in the background documentation.

D. Appointment of the Interim Associate Vice-President (Grenfell Campus) Research and Graduate Studies

The Board received background information and approved the appointment of Dr. Mumtaz Cheema as Interim Associate Vice-President (Grenfell Campus) Research and Graduate Studies effective March 1, 2021 for a six-month term and as outlined in the background documentation.

E. Reappointment of Dean of Science and Environment

The Board received background information and approved the renewal of Dr. Michele Piercey-Normore as Dean of the School of Science and the Environment effective August 1, 2021 for a second five-year term and as outlined in the background documentation.

F. Interim Dean of Science and Environment

The Board received background information and approved the appointment of Dr. Robert Scott as Interim Dean, School of Science and the Environment effective May 1, 2021 for a three-month term and as outlined in the background documentation.

6782. FINANCE COMMITTEE

A. Deferred Maintenance Program Finance

The Board Committee received background information and approved the Deferred Maintenance Program Financing including the borrowing of \$100 million subject to approval of the Lieutenant Governor in Council. In addition, the Board authorized the administration to enter into discussions with the Province regarding debt options.

B. Annual Investment Committee report for the fiscal year ended March 31, 2020

The Board received for information the Annual Investment Committee Report for the Fiscal Year ended March 31, 2020. Each year the Investment Committee receives an annual report on the endowed, non-endowed and specifically invested trust funds for the previous fiscal year outlining the investment performance of the portfolios as well as the financial results of the funds invested in the pooled investments and the specifically invested trust funds. A copy of this report was provided in the background documentation.

CLOSED SESSION – DISCUSSION AGENDA

6783. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

A. Acquisition of Land and Structures adjacent to the Pye Farm – Labrador Institute

The Board received and reviewed background documentation pertaining to the acquisition of land and structures adjacent to the Pye Farm, Labrador Institute.

Board members were advised that food security, food sovereignty, and agricultural production are major priorities for the Province of Newfoundland and Labrador. Labrador, in particular, experiences disproportionately high rates of food insecurity, precarious food networks, low numbers of farmers, a cold climate and rapidly changing environment, systemic barriers to food production, and limited self-sufficiency in food production and distribution. Yet, Labrador holds high agricultural potential and is poised for major innovations in food production, distribution, research, and training.

In response to these needs and priorities for supporting and enhancing food systems in Labrador, in summer 2018, Memorial University, under the leadership of the Labrador Institute, acquired the lease of an 80-acre farm in Happy Valley-Goose Bay after two years of discussion with Frank and Joyce Pye, the former owners and operators of the Pye Farm (as provided in the background documentation as Appendix 1). This acquisition was in collaboration with a diverse group of local farmers, Indigenous groups, municipal, provincial, and federal representatives, researchers, and consumers, and demonstrates the University's commitment to promoting agricultural growth in the province through leading-edge research and educational excellence.

Acquisition of Land and Structures adjacent to the Pye Farm – Labrador Institute (cont'd)

Key priorities for the Pye Farm moving forward include (and as provided in the background documentation as Appendix 1):

- Leading-edge research, including community-identified applied research, demonstration sites, and the hosting of researchers and students;
- Education and training, including on-the-farm training, undergraduate and graduate programming, elementary and secondary programs, and community learning;
- Community connections, including community gardens, wellness programming, and ongoing events and gatherings; and
- Industry development and expansion, including incubator plots, equipment sharing, cold storage and abattoir location, community pastures, and industry training and development.

Joyce Pye, the former owner and operator of the Pye Farm is interested in selling her farm house (structures) and land to the University, which is adjacent to the two agricultural leases Memorial University currently holds. Funding for the acquisition is available through interest income from the 2019-2020 fiscal year.

The structures include a 3000 square foot house, with three levels, 3 bedrooms, 3 bathrooms, a walk out basement, and open concept layout. The house was built in 2012, and also hosts a new ~580 sq ft garage, a ~190 sq ft shed, and a ~200 sq ft greenhouse. The structure has been maintained, and is set on ~1 acre of land. The structure includes an accessibility ramp to the main entrance (as provided in the background documentation as Appendix 3).

The acquisition of the Pye Farm has positioned Memorial not only to expand agricultural research and education in cold climate agriculture, but also to make significant contributions to and set new precedents for enhancing food security and food sovereignty in Labrador and across the North and to support industrial growth and development. This is an exciting new piece of infrastructure for Memorial University, with long-term opportunities for bringing in research funds, attracting donors, training students and next generation farmers, and contributing to socio-economic growth.

This is a timely opportunity to acquire essential and much-needed infrastructure to fully realize the vision of the Pye Centre as a nation-leading centre of research and education excellence for cold-climate agriculture. The acquisition of this house would provide on-the-farm accommodations to visiting researchers and students, including supporting programming at Grenfell Campus; hosting office space for farm staff; creating a farm classroom on site for educational offerings; and providing communal work space.

Acquisition of Land and Structures adjacent to the Pye Farm – Labrador Institute (cont'd)

Furthermore, this acquisition would provide substantial and needed storage space for our farm equipment and essential greenhouse facilities for scientific trials and community educational programming. Finally, the acquisition of this house would connect the roads between the two leases, and improve accessibility and safety for community members and farmers on the property. This is the next piece needed to establish a Northern cold climate research station in Labrador, and to attract researchers and related funding.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the acquisition of the identified land and structures adjacent to the Pye Farm, and subject to approval by the Government of Newfoundland and Labrador as per the Memorial University Act.

6784. FINANCE COMMITTEE

A. Update: Impact of the Pandemic on University Operations

The Board received and reviewed background information pertaining to an update on the impact of the pandemic on University operations.

Board members were advised that the Board of Regents has received updates on Memorial's pandemic planning and operational changes for COVID-19 via briefings throughout the spring, summer and fall. As well, the Board has received communications which have been provided to the University community and has also received verbal updates.

The change in "NL Life with COVID" to alert level 2 on June 25, 2020, enabled an increase in activity on our campuses, for faculty, students and staff, balanced with health and safety plans, cleaning protocols, physical distancing, and in consideration of our Guiding Principles. The University's priority since the start of the pandemic in March of 2020, has always been, and still is, the health and safety of the campus community. With this at the forefront, and after completing an analysis of risk levels, the Administration have concluded it is safe to implement a gradual return to working on campus. This approach supports Memorial's road to recovery after the pandemic. A full return is expected in the first half of 2021 but dependent on what happens with the COVID-19 pandemic on a global, national and provincial scale.

Update: Impact of the Pandemic on University Operations (cont'd)

Non-Academic Employees

At this time, all leaders are implementing return to campus plans for their units, and non-academic employees are returning to campus for a minimum of two days a week beginning November 23, 2020. The return will align with density calculations and all employees must follow public health guidelines including physical distancing, mask wearing, hand washing and staying home when experiencing symptoms that are consistent with Covid-19. *(It should be noted that Non-Academic Employees did not commence a return to campus on November 23, 2020 as was anticipated when this submission was provided to the Board. In this regard, the Board received an update concerning the return to campus for Non-Academic Employees).*

Administration is also taking this time to review opportunities for permanent remote work. There can be significant cost, sustainability and morale benefits from such arrangements. This is an opportune time to conduct assessments given the process changes and innovations implemented during the pandemic response.

Students

Winter Semester – Continuation of Remote Teaching and Learning

At a Special Meeting of Senate on September 29, 2020, approval was provided to continue to operate in a primarily remote teaching and learning environment for the winter 2021 semester. The public health protocols with respect to physical distancing make it impossible to safely bring back students to campus for in-person instruction. However, some academic units will have a greater on-campus presence for small groups of undergraduate students during the winter semester. The health-related Faculties and Schools will continue with on-campus instruction for critical competencies, such as clinical and skills-based learning laboratories. The Faculty of Engineering will continue with laboratories for skills-based competencies to allow students to progress through their programs and the School of Music will have an increased presence on campus for the winter 2021 semester. All exceptions for in-campus instruction require approval by the Provost and Vice-President Academic and are guided by Senate-approved criteria for exemptions. All requests must also be accompanied by approved Health and Safety Plans.

This fall Memorial saw the largest year-over-year growth in undergraduate enrolments since 2003, bringing the total to just over 19,000 students, which resulted in 700 more undergraduate students enrolled in fall 2020 over the previous year.

Student Services, Residences

In support of the health and well-being of students, student wellness and counselling centre has remained open for both remote and face-to-face services. Critical to this continuance has been the government supported MCP virtual health code. Pivoting to remote delivery has necessitated changes to the service-delivery model in relationship to technology and the training of staff to provide responsive services. Common themes include social isolation, loneliness and anxiety about remote studies.

Update: Impact of the Pandemic on University Operations (cont'd)

Memorial's career experience program has transitioned to provide student employment remotely to hundreds of students. Service provision to students continues to innovate to adjust to COVID-19 realities such as online ceremonies for graduation, orientation, matriculation, student leadership, and support for socialization.

The University has designed a transition information hub for students known as MUN Up. (<https://www.mun.ca/munup/welcome/>). This comprehensive site captures the transition for students from high school through to orientation into the summer for registration and virtual community building and into the fall with orientation and matriculation. It continues with transitional support into the fall with the peer mentor program and other initiatives. For example, over 800 new students participated in Kickstart university course during the summer semester.

Accessibility services continue to be experiencing significant increase in requests for academic support.

Guided by advice from public health, senior leaders and other educational institutional partners, several task forces and project teams are actively monitoring international students quarantine/self-isolation, accessibility, virtual academic success supports.

Memorial has recently received the approval from the Federal Government as a designated learning institute to receive international students. Self-isolation/quarantine protocols for students arriving outside the Atlantic bubble have been developed. While Paton College and McPherson residences remain closed, Burton's Pond is running at full capacity with smaller bubbles in each of the units. Traditional dining services continue to be suspended. Over \$150,000 was raised through donations to support students. The demand for financial support continues to outweigh this resource.

Co-op Work Terms Placements

Compared to previous years, work term placements overall during the pandemic have decreased. Two (Business and Human Kinetics and Recreation) of the five co-op programs, report no change in placements for Spring and Fall 2020 semesters. The Faculties of Science and Humanities and Social Sciences (HSS) saw a decrease of 25% and 36% respectively. The Faculty of Engineering saw a more significant decrease, with 60% for Spring semester and 33% for Fall semester of unplaced students. While the decrease in placements for Engineering, is pandemic-related, the downturn in the Oil & Gas sector is also a contributing factor.

Update: Impact of the Pandemic on University Operations (cont'd)

Graduate Students

Enrolments have remained relatively stable for graduate students. Students in research-based programs have returned to campus to access laboratories. Applications to graduate programs have increased, but conversion to admissions will likely be impacted by delays with study permits for international students.

Financial Impacts: Costs, Revenue

Costs

The University has experienced increased costs due to the pandemic such as:

- Licensing and IT equipment (e.g. laptops) for remote work and learning
- Meal plan refunds and residence refunds
- Emergency Student Assistance
- Health and Safety supplies and personal protective equipment
- Overtime costs for transition to remote learning and work

The actual lost revenue, estimated savings, and increased costs incurred by category to October 31, 2020 was provided in the background documentation as Appendix A.

Revenue

Tuition Revenue: Revenue for spring 2020 was \$1.87M above the spring 2019 tuition revenue. Of the increase over spring 2019, \$294k is due to the Kick Start Program. Memorial introduced a selection of courses from various disciplines during spring semester for new high school/secondary students scheduled to start university this fall (fall semester). Revenue for fall 2020 is \$1.51M above fall 2019 tuition revenue. A breakdown of the spring and fall 2020 tuition by student country of origin was provided in the background documentation as Appendix B.

External Revenue: University operations include external revenue generated at the unit level. Unit revenue is comprised of external funding which varies from year to year such as: sales, non-credit and short course tuition, application fees, student fees, and special tuition fees. The unit revenue is either offset by increased expenditures or the net revenue supplements the annual unit budget.

All revenues are being analyzed for loss or at risk in scenarios.

Update: Impact of the Pandemic on University Operations (cont'd)

Marine Institute

An area of concern remains the Marine Institute which as indicated previously generates gross revenue in the range of \$24 million per year in normal years through various lines of business such as industrial training, research and industry support activities, and restarting these activities as soon as possible was critical. The gross revenue loss is forecasted as follows:

April to August 2020 potential loss	\$3.9M
Sept to December potential additional loss	<u>\$3.9M</u>
Total for both periods	\$7.8M

The Marine Institute has lost significant revenue since the pandemic started due to the slowdown in training in oil and gas, the maritime sector and a complete pause in training the North. However, working with the EHS guidelines and those of public health, there has been some limited recovery and bookings for industrial response training increase. For example bookings at the Offshore Safety and Survival Centre from now to April are up to 550 representing about 90% capacity. It is still unknown what the demand will be for other training. Regulated training may still occur provided regulations are not relaxed to allow for its deferral. It is extremely unlikely that training will resume in Nunavut and Northwest Territories at all in 2020/21 but we are continuing to work on distance education learning for the North and potential blended learning opportunities. Research and industrial work had paused early on during the pandemic but was one of the first activities to resume under Alert Level 2 and continues to expand. International work is still very limited and most has been deferred to 2021/22 with some remote consultancy being provided where possible. The Marine Institute remains nimble and responsive to any opportunities that do arise in the coming weeks and months.

Other

Other areas of revenue loss concern include MURC (Memorial University Recreation Complex) however they have resumed some services including the reopening of the Aquarena. Residences, Conference Services, Gardiner Center, Botanical Garden are gradually reopening, as will the GEO Centre. Others will be identified as we progress with our analysis and as the pandemic plays out. The goal will be to mitigate the financial impact of net revenue losses.

Update: Impact of the Pandemic on University Operations (cont'd)

Position of the Pension Plan

The following table represents the value of the pension plan assets as of November 13, 2020:

	December 2018	December 2019	April 30 2020	November 13 2020
Funds Assets at Market	\$1,560 M	\$1,777 M	\$1,719 M	\$1,856 M
Liabilities	\$1,768 M	\$1,848 M		
Deficit at Market	\$(208) M	\$(71) M		

Position of the Designated Investments Funds

<u>Endowed Funds</u>	March 2019	December 2019	March 2020	September 2020
Fund Assets at Market	\$ 119.2 M	\$ 128.3 M	\$ 118.9 M	\$ 135.6 M
<u>Nonendowed Funds</u>				
Fund Assets at Market	\$ 30.3 M	\$ 31.4 M	\$ 30.6 M	\$ 32.8 M
<u>JF Chair</u>				
Fund Assets at Market	\$ 2.2 M	\$ 2.4 M	\$ 2.2 M	\$ 2.6 M

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

At this point, Ms. Neil left the meeting.

B. Faculty of Medicine Budget 2020-21

The Board received and reviewed background information pertaining to the Faculty of Medicine Budget 2020-21.

Board members were advised that the University has received confirmation of its grant allocation from the Department of Health and Community Services (HCS) for the Fiscal Year 2020-21. Recommendations resulting from the Provincial Government funding are included in the 2020-21 Operating Budget Report were provided in the background documentation.

The 2020-21 budgeted revenue for the Faculty of Medicine totals \$67,764,052. The budgeted expenditures total \$73,675,711, resulting in a projected \$5,911,659 operating deficit by March 31, 2021. It was noted that discussions are underway between the Faculty and HCS in regards to one-time funding to eliminate projected deficit, and an increase to base funding as well as identification of future funding requirements. The Faculty of Medicine received a \$4.9 million stabilization payment in 2019-20 to deal with their annual operating deficit.

Faculty of Medicine Budget 2020-21 (cont'd)

Following discussion, the Board agreed with the recommendation of its Finance Committee that it defer consideration of this item until solutions to the deficit are identified. It was further agreed that this item be considered at future meetings of the Finance Committee and the Board, once a balanced budget for the Faculty of Medicine is achieved.

C. Student Wellness and Counselling Centre (SWCC) Student Charges

The Board received and reviewed background information pertaining to the Student Wellness and Counselling Center (SWCC) Student Charges.

Board members were advised that in April 2020, the Office of the Associate Vice-President (Academic) Students, initiated an internal review of all administrative practices at the SWCC to support transition to remote service delivery and identify operational gaps which impact students seeking health, wellbeing and mental health services.

The practice of the SWCC has been to charge students for services scheduled on behalf of the fee for service physicians and specialists, learning specialist, and nurse. The charges are in accordance with the 2018 Physician Non-Insured Services guidelines set out by the NL Medical Association (NLMA) at: NLMA Physicians' Guide to Non-insured Service 2018.

Historically, charges for missed appointments, as well as charges for other types of services when the student has no other form of payment available, have been applied to student accounts. However, an extensive search of Board of Regents records within the Board Office, the Vice-Presidents Council Office, the Provost and Vice-President (Academic) Office, and the Vice-President (Administration and Finance) Office was unable to produce prior Board approval for these charges on student accounts. The search did reveal that in 2017, the Board delegated authority to Associate Vice-Presidents and other senior leaders to set revenue and external cost recoveries for their units. A new SWCC procedure will be implemented effective July 1, 2020 to increase SWCC service charges annually by the CPI index rate.

The types of services for which the SWCC is currently applying charges to student accounts include all vaccination types (as provided in the background documentation as Appendix A). Other services offered include non-MCP appointments, missed physician appointments, sick leave notes, completion of third party medical forms, transfer of medical records, and professional letters of support.

Student Wellness and Counselling Centre (SWCC) Student Charges (cont'd)

SWCC also contracts the services of a part-time psychiatrist who specializes under the NLMA guidelines and a psychologist who specializes under the NL Psychology Association (NLPA). The standard hourly rate of both the psychiatrist and the psychologist for missed appointments or failure to pick up their final assessments are not being charged to student accounts. All of these services are provided upon a student's request and are only charged to student accounts as a last resort. Students can request a charge to their student account for a variety of reasons including not having their student loans approved; not having the upfront monies (although in many instances insurance will cover 70%); and/or need the vaccination for their acceptance into programs offered by the Faculty of Medicine, the Schools of Nursing and/or Pharmacy.

A total of 7,004 SWCC charges were made over the past 5 years to student accounts resulting in the billing of \$207,275.87. The health clinic averages over 15,000 medical appointments per year and for the past 20 plus years have been applying charges for missed physician appointments to student accounts. From the period of April 1, 2019 to March 31, 2020, charges for 925 missed appointments were applied to student accounts resulting in the billing of \$27,250.00. This number is considered by NLMA to be quite high and in efforts to reduce this number, SWCC has now implemented a Health Myself system which will send reminders to students with respect to their upcoming medical appointments.

These charges are being administered as cost recovery to support unbudgeted salaried positions (e.g. administrative personnel), pay for medical supplies (e.g., vaccines) and to support the SWCC fee for service model administered by NL's Provincial Medical Care Plan for the fee for service physicians and the administrative operational efficiency of the centre.

During discussion, the Board acknowledged that these charges are being proposed "as cost recovery to support unbudgeted salaried positions (e.g. administrative personnel), pay for medical supplies (e.g., vaccines) and to support the SWCC fee for service model administered by NL's Provincial Medical Care Plan for the fee for service physicians and the administrative operational efficiency of the centre".

However, during the discussion of this proposal, questions such as the following were raised:

- how far in advance are appointments made?
- what is the form and timing of follow-up with students?
- will use of the reminder system reduce the rate of missed appointments?

Student Wellness and Counselling Centre (SWCC) Student Charges (cont'd)

In addition, the Board reiterated the views of the Finance Committee that this fee should be implemented only after consultation with the student unions and after appropriate communication with students noting in particular the unique challenges faced by students during the pandemic. In view of these questions and concerns, the proposal to establish these charges was withdrawn by Mr. Bishop.

The Board agreed that this item could be considered at a future meeting of the Finance Committee and the Board following a report on these matters.

6785. PRESENTATION AND CONSULTATION

A. Strategic Plan - Consultation

The Board received and reviewed background information pertaining to the Strategic Plan consultation. At this point, Dr. Timmons welcomed to the meeting Dr. Ian Sutherland, Dean of the School of Music and Ms. Emily Wooley, Manager of Human Resources Strategy, Policy and Planning (both of whom were co-chairing the process), Mr. Alex Usher (consultant) and Mr. Ryan Murphy, team member.

Board members were reminded that at a meeting of the Board held on June 10, 2020 the Board approved a proposal by the President to commence a strategic planning process at Memorial University. An update on the process was provided in the President's Report to the Board on October 1, 2020. At today's meeting, the Board participated in a strategic planning consultation on the future of Memorial University on December 3, 2020.

The Board then engaged in the consultation by responding to the following questions:

- How is Memorial University doing as an institution? What are its particular elements of strength and what are our opportunities?
- How well is Memorial University serving students? How well is Memorial University serving the people of Newfoundland and Labrador?
- Thinking forward 10-15 years, what are the main economic and societal changes that will affect higher education generally and Memorial specifically?
- Apart from money, what is the most important factor preventing Memorial from being the best university it could be?
- If you had one wish to change one thing about MUN, what would it be?

Following a detailed discussion, Dr. Sutherland and Ms. Wooley thanked Board members for their participation in this important process and encouraged members to provide any additional feedback to strategicplanning@mun.ca.

6786. ANY OTHER BUSINESS

A. Date of Next Meeting

The Chair advised that the next regular meeting of the Board of Regents is scheduled to be held on Thursday, March 11, 2020.

B. Last meeting for Mr. John Gibbons

Ms. Petten noted that the term of office for Mr. John Gibbons concludes on February 20, 2021. On behalf of the Board, she thanked Mr. Gibbons for his contributions to the Board and to the University during his time on the Board. She acknowledged the leadership roles Mr. Gibbons carried out which included serving as Vice-Chair of the Human Relations Committee as well as being an active member on several Board Committees and on the Board itself.

The Chair also noted that she is continuing to communicate with the Minister of Education regarding Board renewal in the context of the expiration of term of office for seven members of the Board on February 20, 2021.

ADJOURNMENT

The meeting adjourned at 5:30 p.m.

CHAIR

SECRETARY

DATE