

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board of Regents was held on Thursday, December 2, 2021 at 3:00 p.m. in the Emera Innovation Exchange Conference Centre, Signal Hill Campus and via Webex.

PRESENT:

Ms. Iris Petten, Chair
Dr. Vianne Timmons, President and Vice-Chancellor
Dr. Florentine Strzelczyk, Provost and Vice-President (Academic)
Chancellor Susan Dyer Knight
Ms. Michelle Baikie
Mr. Glenn Barnes
Mr. Jorge Campos
Dr. Bud Davidge
Dr. Rex Gibbons
Ms. Karen McCarthy, via Webex
Ms. Kerri Neil, via Webex
Ms. Eleanor Swanson
Ms. Tina Scott, Secretary to the Board

APOLOGIES:

Apologies were received from Ms. Susmita Burman, Ms. Cathy Duke, Mr. Joe Dunford, Ms. Ann Marie Hann, Ms. Andrea Stack.

PRESENT BY INVITATION:

Ms. Catharyn Andersen, Vice-President (Indigenous) via webex, Ms. Lisa Browne, Vice-President (Advancement and External Affairs), Dr. Neil Bose, Vice-President (Research), Mr. Scott Worsfold, Associate General Counsel, Mr. Kent Decker, Vice-President (Administration and Finance), Dr. Rob Shea, Vice-President (Marine Institute) *Pro Tempore* via Webex, Ms. Michelle Snow, Executive Director, Office of the Board of Regents, Dr. Ian Sutherland, Vice-President (Grenfell Campus) *Pro Tempore* via webex.

6863. MEETING CALLED TO ORDER

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

6864. 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.

The agenda was approved by the Board.

6865. MINUTES

The Minutes of the meeting of the Board of Regents held on October 4, 2021 were approved by the Board.

6866. CHAIR'S REPORT

A. Meeting of the Executive Committee – November 22, 2021

The Chair noted that the Executive Committee met on November 22, 2021 to finalize and fine tune the agenda for today's meeting of the Board.

6867. PRESIDENT'S REPORT

A. President's Update of Activities

Dr. Timmons provided the Board with a written summary of her activities and University events for period from September 29, 2021 to November 28, 2021 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 strategic objectives for the 2021-2022 academic year, as presented and approved by the Board of Regents at its meeting held on May 12, 2021. In addition to this update, the President included the following appendices, copies of which were provided in the background documentation:

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

B. Registration and Enrolments Progress Report for Fall 2021 Semester

The Board received and reviewed an enrolments and registration progress report for the Winter 2022 Semester.

OPEN SESSION - CONSENT AGENDA

It was moved by Dr. Strzelczyk, seconded by Ms. Baikie, and carried that the consent agenda, as recommended by the appropriate Board Committee and comprising the resolutions listed in 6868, be approved as outlined below.

6868. SENATE MATTERS

- A. Approval of revisions to the Constitution of the Memorial University Libraries Academic Council arising from the Senate meeting of September 14, 2021

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 14, 2021 and approved the revisions to the Constitution of the Memorial University Libraries Academic Council and as outlined in the background documentation.

- B. Approval of the addition of an *ex-officio* seat on Senate for the position of Vice-Provost Equity, Diversity and Inclusion arising from the Senate meeting of September 14, 2021

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 14, 2021 and approved an *ex-officio* seat on Senate for the position of Vice-Provost Equity, Diversity and Inclusion and as outlined in the background documentation.

- C. Approval to modify the name of *In Absentia* Convocation arising from the Senate meeting of September 14, 2021

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 14, 2021 and approved modifications to the name of the *In Absentia* Convocation and as outlined in the background documentation.

- D. Approval of Calendar changes arising from the Senate meeting of September 14, 2021

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 14, 2021 and approved the Calendar changes as outlined in the background documentation.

- E. Approval of the revisions to the Constitution of the Academic Council of the School of Graduate Studies arising from the Senate meeting of October 12, 2021

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 12, 2021 and approved the revisions to the Constitution of the Academic Council of the School of Graduate Studies as outlined in the background documentation.

- F. Approval of Calendar changes arising from the Senate meeting of October 12, 2021

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 12, 2021 and approved the Calendar changes as outlined in the background documentation.

- G. Approval of New Program: Master of Science in Data Science arising from the Senate meeting of October 12, 2021

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 12, 2021 and approved the new program “Master of Science in Data Science” as outlined in the background documentation.

- H. Approval of Calendar changes arising from the Senate meeting of November 9, 2021

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 November 9, 2021 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 Dr. Gibbons, seconded by Ms. Swanson and carried that the consent agenda, comprising the resolutions listed in 6869 through 6871 below be approved as follows:

6869. AUDIT AND RISK COMMITTEE

A. Appointments to the Campus Childcare Inc. Board of Directors

The Board was informed that at a meeting held on November 25, 2021, the Audit and Risk Committee approved the appointments to the Campus Childcare Inc. Board of Directors as outlined in the background documentation and as follows:

- Ms. Hilary Hennessey appointed as Memorial University of Newfoundland Students' Union representative for a one-year term effective November 25, 2021
- Ms. Courtney Loveless appointed as Memorial University of Newfoundland Students' Union representative for a one-year term effective November 25, 2021

B. Reappointments to the Memorial University Recreation Complex (MURC) Board of Directors

The Board was informed that at a meeting held on November 25, 2021, the Audit and Risk Committee approved the reappointments to the Memorial University Recreation Complex Board of Directors as outlined in the background documentation and as follows:

- Mr. Tim Turner, reappointed as Vice-Chair for a two-year term effective November 25, 2021
- Mr. Jon Lazzaro, appointed as Community Representative for a two-year term effective November 25, 2021

C. Policy Submission – Revised Smoking Policy

The Board received background information and approved the revised Smoking Policy as outlined in the background documentation.

D. Policy Submission – Revised Travel Outside of Canada Policy

The Board received background information and approved the revised Travel Outside of Canada Policy as outlined in the background documentation.

E. Policy Submission – Revised Visual Identity Policy

The Board received background information and approved the revised Visual Identity Policy as outlined in the background documentation.

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

The Board received for information the Office of the Chief Risk Officer Semi-Annual Report 2021. 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 and Insurance programs at the University. A copy of the report was provided in the background documentation.

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

G. Internal Audit Report: Core Science Facility – Operational Readiness

The Board received for information the Internal Audit Report: Core Science Facility (CSF) – Operational Readiness. The Office of Internal Audit has worked with the CSF project management team and those charged with operational readiness responsibilities to provide assurance over the control environment at this final phase of the project life cycle. The University Auditor submitted an executive summary of the CSF – Operational Readiness Review to describe the associated findings and recommendations related to the project close out phase.

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

H. Internal Audit Report: Fleet Management Review

The Board received for information the Internal Audit Report: Fleet Management Review. The Office of Internal Audit conducted a review of University fleet management practices to determine the effectiveness of the control environment. The University Auditor submitted an executive summary to describe the associated risk and recommendation for remedial action.

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

I. Internal Audit Summary Report: Status of Open Audit Recommendations

The Board received for information the Internal Audit Summary - Status of Open Audit Recommendations. The Internal Audit recommendations provide information about opportunities for improvement of the University's operations. Assurance and advisory work include follow-up procedures conducted by the Office of Internal Audit serve to emphasize accountability and provide leaders with an independent update on the progress of improvement. The Office of Internal Audit has reflected on the last 5 years and has prepared an overall summary observation and the status of previously reported open recommendations.

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

J. Update from the Chief Information Officer on Cyber Security

The Board was advised that at a meeting held on November 25, 2021, the Audit and Risk Committee received an update from the Chief Information Office with regard to cyber security.

6870. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

A. Core Science Facility (CSF) Final Status Update

The Board received for information the Core Science Facility (CSF) Final Status Update. All major construction packages for the CSF are 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	Animal Resource Centre
2	Harsh Environment Research Facility
Marine Institute	
3	Holyrood Marine Base Phase IIB

PROJECTS IN PLANNING STAGES	
St. John's Campus	
1	Reid Theatre Redevelopment
2	University Buildings Strategy
3	Ocean Frontier Institute (OFI) Fit Up
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
3	Indigenous Centre

Update on Capital Projects (cont'd)

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

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

C. Update on Campus Master Plan (St. John's Campus)

The Board received for information an update with regard to the Campus Master Plan (St. John's Campus). At the March 2019 meeting of the Campus Planning and Development Committee the Administration provided information regarding the commencement of a Campus Plan Update in conjunction with the advancement of the University Buildings Strategy. The St. John's Campus Master Plan process commenced in November 2019, with the award of a RFP to Brook McIlroy. This project is an update to the Campus Master Plan that was done in 2007, also completed by Brook McIlroy. In addition, it was noted that the Campus Master Plan project is currently in phase two of a three-phase plan.

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

D. Lease arrangement for the Regional Recreation Centre at Grenfell Campus

The Board received background information and approved the lease agreement with the City of Corner Brook and that administration seek approval from the Province in accordance with the requirements of the MUN Act and as outlined in the background documentation.

6871. 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 4, 2021, noting that the actions have been taken under delegated authority as provided for in the Terms of Reference for the Human Relations Committee.

CLOSED SESSION – DISCUSSION AGENDA

6872. SENATE MATTERS

- A. Approval of the proposed new Graduate Programs: Master of applied Science in Software Engineering (MAScSE) and Master of Artificial Intelligence (MAI) – Pending Senate approval

The Board received and reviewed from the Senate a request for the approval of the proposed new Graduate programs Master of Applied Science in Software Engineering (MAScSE) and the Master of Artificial Intelligence (MAI), subject to approval by Senate at its meeting scheduled to be held on December 14, 2021.

Board members were advised that the Academic Council of the School of Graduate Studies is proposing two new graduate programs for consideration by Senate:

- Master of Applied Science in Software Engineering (MAScSE)
- Master of Artificial Intelligence (MAI)

To date, these proposals have been endorsed by their respective faculty councils and are being readied for consideration by the Academic Council of the School of Graduate Studies before advancing on to Senate. Both programs are targeting a fall 2022 start date with recruitment and promotion to commence early in 2022.

Master of Applied Science in Software Engineering (MAScSE)

This proposal calls for the creation of the Master of Applied Science in Software Engineering program housed in the Faculty of Engineering and Applied Science at Memorial University, but jointly offered by the Department of Electrical and Computer Engineering (Faculty of Applied Science and Engineering) and the Department of Computer Science (Faculty of Science). Software is critical to most modern technologies. Given the expected and accelerated growth for professions related to software over the next decades, the development of software programs has become a priority for almost all major universities. The proposed program is in direct alignment with the strategic goals of the University regarding information and communication technologies. Further the proposed software engineering program has been designed with an internationally recognisable curriculum. The curriculum focuses on the fundamental aspects of the field, and is intended to attract local, national and international students who want to break into this emerging area. The establishment of the proposed software engineering program is not only timely but will also put Memorial University at the lead among the Atlantic Canadian universities. Specifically, the program is intended to yield advanced software engineers and architects to lead and facilitate information innovation and commercialization.

Approval of the proposed new Graduate Programs: Master of applied Science in Software Engineering (MAScSE) and Master of Artificial Intelligence (MAI) – Pending Senate approval (cont'd)

The Master of Applied Science in Software Engineering (MAScSE) is a course-based Master's program intended for students with a computer science or computer engineering background who wish to upgrade their background to specialize in software engineering. The MAScSE is a four-term, course-based Master's program to be offered jointly by the Faculty of Science and the Faculty of Engineering and Applied Science. Graduates of the program will have knowledge and understanding of the core areas and methods of Software Engineering and will be ready to work in positions of software development, computer systems architecture and design, and distributed services. Graduates are anticipated to work in both the private and public sectors locally in Newfoundland and Labrador and across Canada.

Master of Artificial Intelligence (MAI)

The Master of Artificial Intelligence (MAI) is a course-based Master's program intended for students who wish to gain the skills to integrate and deploy Artificial Intelligence in a variety of sectors. The Master of Artificial Intelligence (MAI) is a four-term, course-based Master's program to be offered jointly by the Faculty of Science and the Faculty of Engineering and Applied Science intended for students with a computer science, computer engineering or scientific computing background who wish to upgrade their background to specialize in artificial intelligence. Graduates of the program will have knowledge and understanding of the core areas and methods of Artificial Intelligence and will be ready to work in applied positions in a variety of areas including but not limited to autonomous vehicles, automated decision making, intelligent sensing, precision agriculture, personalized medicine, financial security, smart appliances, and other emerging areas that will be vital to future economic growth. Graduates are expected to work in both the private and public sectors locally in Newfoundland and Labrador and across Canada. The program is expected to attract students with a background in computer science, computer engineering, or related areas such as data science, scientific computing, bioinformatics, or computational chemistry.

The selection of core courses is intended to provide the foundations for AI and an overview of the areas in AI. The elective courses offer students the opportunity to dive deeper into specific areas of AI such as robotics, machine learning or image processing. The program distinguishes itself from the existing course-based option MSc in Computer Science and MASc in Computer Engineering by an increased focus on artificial intelligence and related topics, and a decreased emphasis on other areas of computer science and computer engineering.

Approval of the proposed new Graduate Programs: Master of applied Science in Software Engineering (MAScSE) and Master of Artificial Intelligence (MAI) – Pending Senate approval (cont'd)

Financial Considerations

At the inception of these programs, Memorial University sought and received significant funding from the federal government’s Regional Economic Growth through Innovation

Since that time, the Core Science Facility (CSF) has opened and there is an opportunity to use 1500 square feet in that state-of-the-art complex. The centre would serve as collaborative teaching and learning space for three new masters programs in Artificial Intelligence; Software Engineering; and Data Science. This is a space that can enable the development of programs and partnerships that leverage Memorial’s expertise in the software space, while building on and connecting to existing, important and successful components of the tech ecosystem, including: student entrepreneurial centres, Genesis, and partnerships with industry.

TABLE 1: Tuition and Special Fee over Six Semesters (subject to approval by the Board of Regents)

NL & CANADIAN STUDENTS	<i>Semester 1</i>	<i>Semester 2</i>	<i>Semester 3</i>	TOTAL
Regular Tuition	\$ 1,239	\$ 1,239	\$ 1,239	\$ 7,434
Special Fee	\$ 2,550	\$ 2,550	\$ 2,550	\$ 15,302
	<i>Semester 4</i>	<i>Semester 5</i>	<i>Semester 6</i>	\$ 21,736
Regular Tuition	\$ 1,239	\$ 1,239	\$ 1,239	
Special Fee	\$ 2,550	\$ 2,551	\$ 2,551	

INTERNATIONAL STUDENTS	<i>Semester 1</i>	<i>Semester 2</i>	<i>Semester 3</i>	TOTAL
<i>Regular Tuition</i>	\$ 1,611	\$ 1,611	\$ 1,611	\$ 9,666
<i>Special Fee</i>	\$ 3,380	\$ 3,380	\$ 3,380	\$ 20,282
	<i>Semester 4</i>	<i>Semester 5</i>	<i>Semester 6</i>	\$ 29,948
<i>Regular Tuition</i>	\$ 1,611	\$ 1,611	\$ 1,611	
<i>Special Fee</i>	\$ 3,380	\$ 3,381	\$ 3,381	

Approval of the proposed new Graduate Programs: Master of applied Science in Software Engineering (MAScSE) and Master of Artificial Intelligence (MAI) – Pending Senate approval (cont'd)

These programs are solidly aligned with the principles and goals of Memorial University's Strategic Plan Transforming Our Horizons and Memorial's Strategic Research Plan. With the increasing growth of technology companies in Newfoundland and Labrador, producing highly skilled and highly trained software engineers and artificial intelligence specialists allows the University to support the demand for expertise in these areas.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the new programs Master of Applied Science in Software Engineering (MAScSE) and the Master of Artificial Intelligence (MAI), subject to approval by Senate, substantially along the lines as outlined above and as provided in the background documentation.

6873. HUMAN RELATIONS COMMITTEE

A. Implementation of changes in salary scales and benefits for Non-bargaining employees in accordance with Provincial Template

The Board received and reviewed background information pertaining to the implementation of changes in salary scales and benefits for non-bargaining employees in accordance with Provincial Template.

Board members were advised that non-bargaining employees at Memorial University include the following groups:

- Senior Administrative Management (SAM)/Leadership group (LG) (app.115)
- Management and Professional (MPS), (app. 640)
- Non-Bargaining Staff (NB) (app.475)

Historically these employee groups have received general economic increases associated with the signing of the CUPE collective agreement and in alignment with the broader public sector provincial wage template. A detailed overview of compensation practices for staff groups within Memorial was provided in the background documentation as Appendix A.

Implementation of changes in salary scales and benefits for Non-bargaining employees in accordance with Provincial Template (cont'd)

Application of the provincial wage template to non-bargaining groups has been standard practice within Memorial and the public sector for many years. The Provincial Government has applied the most recent template of 2%, 1%, 1% to its non-bargaining and senior management groups. The same template has been broadly applied within other public sector employers.

The Provincial template, as applied within Memorial for CUPE/NAPE, is as follows:

- April 1, 2020 - 2%
- April 1, 2021 - 1%
- October 1, 2021 - 1%

Coinciding with these wage increases, changes to Other Post-Employment Benefits (OPEB) to reduce long-term financial liabilities have been applied to unionized groups via changes to post-employment benefits for new employees. Additional details on this proposal was provided in the background documentation as Appendix B.

Non-unionized groups within Memorial generally have the expectation of a wage increase in alignment with the unionized template, however, Memorial's Compensation policy for non-bargaining staff states "the determination of salary adjustments is linked to the University's budget and overall financial position and any adjustments will be approved by the Board of Regents within the limits of affordability, stewardship, and financial feasibility".

In total, the approximate number of employees within these groups is approximately 1230, the majority of which are within the NB and MPS groups.

The NB group of positions often perform very similar work to CUPE unionized positions. In many cases the nature of the work is the same. To date, application of the wage increases to CUPE positions, and not the NB positions have caused inequities, concerns from employees, and recruitment challenges.

SAM and LG scales

The SAM group of positions and associated pay structure was reviewed in 2018-2019 with a suite of changes effective April 1, 2019. This review included the implementation of revised pay scales for this group, with most existing employees being held harmless on the previous SAM scales. The decision to hold employees harmless was made with an aim to balance existing commitments to employees while aligning future compensation to the P50 of the national broader public sector, through the creation of the new LG scales.

Implementation of changes in salary scales and benefits for Non-bargaining employees in accordance with Provincial Template (cont'd)

Given the tangible impact of this decision on employees however the Board of Regents approved language that was communicated to employees as follows:

“Memorial will not apply its Red-Circle Procedures to those employees, as they are maintained on the former SAM scale. As per existing compensation policy the Board will consider, at its discretion, future general economic increases for the maintained SAM cohort”.

Transitioning from scales that were above market, to scales aligned with market requires a balanced and fair approach for employment obligations while demonstrating appropriate financial stewardship. Consideration of economic increases should be evaluated in light of those principles, the objectives of the SAM compensation review, and also Memorial’s overall financial position.

There are also equity considerations for employees within the LG and SAM groups. There are employees paid within the LG scales that are doing work of the same nature and paid significantly less than the former SAM employees. While it was known in conducting the review that this would be an outcome, applying general economic increases to the LG scales, and not the former SAM scales helps to reduce those pay differences and align compensation for both groups over time. Detailed market data has been obtained for the leadership group to gauge Memorial’s alignment with the P50 broader public sector market (as provided in the background documentation as Appendix C).

Funding associated with salary increases in accordance with the Provincial template has been provided by the Provincial Government.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the general economic increases in alignment with the public sector template for the Non-Bargaining (NB), Management and Professional (MPS), and Leadership (LG) pay scales as outlined in the background documentation and as follows:

- April 1, 2020 - 2%
- April 1, 2021 - 1%
- October 1, 2021 -1%

Implementation of changes in salary scales and benefits for Non-bargaining employees in accordance with Provincial Template (cont'd)

Further, that the Board agree that the general economic increases not apply to the former Senior Administrative Management (SAM) scales and any employees being paid on those scales. Any employee being paid on the former SAM scales, but who would benefit as a result of general economic increases to the Leadership (LG) scale will transition to that scale.

In addition, that the Board approved that the changes to OPEB as outlined in Appendix B of the background documentation be approved for the Non- Bargaining, Management and Professional, Leadership, and Senior Administrative Management groups of employees.

6874. FINANCE COMMITTEE

A. Update on the University's Financial Position

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

Board members were advised that the University's budget for 2021-22 was approved at the July 6, 2021 meeting of the Board of Regents. Following the approval of the budget, units were provided with their allocations. The 2021-22 budget for the Faculty of Medicine was approved at the meeting held October 4, 2021. In accordance with the University Operating Budget Policy, Unit Heads are accountable for ensuring that the University receives maximum benefit from the allocated funds, that expenditures are made in accordance with University regulations, policies and procedures, and that expenditures do not exceed budget allocations. The update on the University's financial position monitors the balance of expenditures to allocations.

A review of the financial position has been completed as of October 31, 2021, a copy of which was provided in the background documentation. At this time, total operating expenditures for 2021-22 are projected to be under budget by \$2.3M (as provided in the background documentation as Table 1). The surplus is due to projected surpluses for the Grenfell Campus (\$1.6M), Marine Institute Campus (\$1.8M), and the St. John's Campus (\$1.4M). A year-end deficit of \$2.5M for the Faculty of Medicine is forecasted however one-time funding from the Department of Health and Community Services is anticipated to cover the 2021-22 operating deficit.

Tuition Revenue is forecasted to be on budget. This forecast is based on actual tuition revenue for the spring and fall semesters and a projection for the winter semester. The Research Support Fund (formerly Indirect Costs of Research) revenue source is currently projected to be on budget.

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

Collective Agreement Increases

The calculated cost of the negotiated collective agreement increases (April 1, 2020 2%, April 1, 2021 1%, October 1, 2021 1%) for CUPE, NAPE, Non-Bargaining, and Management is \$11,216,560. It was noted that a request for this funding has been sent to the provincial government, as per practice, and this amount has been included in the budget update.

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

B. Five-year Financial Framework

The Board received and reviewed background information pertaining to the Five-year Financial Framework.

Board members were advised that the 2021 Provincial Budget process saw a significant change in the funding framework for Memorial University. It released the tuition freeze that had been in place since the late 1990's, allowed Memorial to increase tuition and signaled that increased revenue would be clawed back to offset the annual "Grant in lieu of a tuition increase".

In July 2021, Memorial announced that tuition rates would increase for all new students commencing September 2022 and annual inflationary increases would be implemented.

Financial planning for the intermediate (5 year) future has commenced with projections of available revenue and the adoption of a Strategic Plan which will guide investments and expenditures of both incremental revenue and the reallocation of existing funding allocations (as provided in the background documentation as Appendix A).

These investments and expenditures will be targeted to achieve improvements in the Key Performance Indicators. Examples of where investments will be made include:

- Recruitment, Scholarships
- Indigenization
- Labrador Campus
- Student Services
- Equity, Diversity and Inclusion
- Development and Alumni Engagement
- New and Innovative Programs
- Institutional Marketing/Branding

Five-year Financial Framework (cont'd)

Additional revenue will be achieved by growing the student body by an amount that exceeds the projections of this past year. To achieve this outcome we are finalizing a strategic enrolment management plan that sets growth targets over five years for domestic and international undergraduate and graduate students. It will also include a recruitment and retention strategy that will come to the board in early 2022. Currently, projects such as accelerating our admissions process and investing in recruitment, marketing and entrance scholarships are being advanced. It is hoped to conclude admissions by the end of March in line with the start of a new budget year to enable realistic tuition projections for any given year.

Funds for reallocation will come from efficiency measures, some that have already been implemented. Examples of previously implemented measures include the Market Review of Leadership Positions and the establishment of the Strategic Procurement Office, both of which will accrue savings in the next few years. New measures include restructuring, centralization of services, sharing of services, hybrid/work from home employment models to decrease campus footprints and voluntary departure options.

In addition to actions that will result in changes to revenues and expenditures, Administration will also implement a new Budget Model that will inform allocation decisions and incentivize expansion of existing in-demand programs and growth in new short-term and traditional programs responsive to labour-market needs. As well, the timing of budget decisions will be moved up so that approvals can be implemented prior to the start of the fiscal year as is normal in the sector.

It was noted that risks associated with the framework include those identified in the Enterprise Risk Management Program and changes to the Provincial Grant.

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

C. Special Graduate Fee for the new course-based Masters Programs: Master of Applied Science in Software Engineering, Master of Artificial Intelligence and Master of Science in Data Science

The Board received and reviewed background information pertaining to the Special Graduate Fee for the new course-based Master programs: Master of Applied Science in Software Engineering, Master of Artificial Intelligence and Master of Science in Data Science.

Board members were advised that at its meeting scheduled to be held on December 14, 2021, Senate will consider a proposal for two new graduate programs: Master of Applied Science in Software Engineering (MAScSE) and Master of Artificial Intelligence (MAI). In addition, at its October 12, 2021 meeting, Senate approved a proposal for the creation of a Master of Science in Data Science (MScDS) program.

Special Graduate Fee for the new course-based Masters Programs: Master of Applied Science in Software Engineering, Master of Artificial Intelligence and Master of Science in Data Science (cont'd)

Over the next decade, there is expected to be an accelerated growth and demand for professionals in the field of software engineering, artificial intelligence and effectively using data in decision-making processes. Most major universities have made it a priority to focus on the development of programs in these specific areas, as both are critical to advancing modern technologies. The attached program proposals are in direct alignment with the strategic goals identified in Transforming our Horizons, in terms of developing Proactive Programs enriched with information and communications technologies to address the needs for tomorrow's global citizens.

At the July 8, 2021, meeting of the Board of Regents, the Tuition Framework proposal highlighted the need to introduce differential tuition to offset the cost of delivery and ensure the financial sustainability for course-based master programs. The current graduate tuition structure is insufficient to cover the cost of delivery for the MAScSE, MAI and MScDS course-based programs. Therefore, it is necessary to introduce a special fee to offset the resources required to deliver these programs.

Memorial currently has 18 Master graduate programs with special fees and 9 programs with differential tuition. A summary of the programs that charge a special fee or differential tuition was provided in the background documentation as Appendix A. In addition to the programs listed, it is proposed that besides regular tuition, a special fee of \$15,302 (Canadian and NL students) and \$20,282 (International students) be implemented for the following programs:

- Master of Applied Science in Software Engineering – as provided in the background documentation as Appendix B
- Master of Artificial Intelligence – as provided in the background documentation as Appendix C
- Master of Science in Data Science – as provided in the background documentation as Appendix D

The programs are designed using cutting-edge pedagogies and technology the revenue generated from the special fee will be used to offset delivery costs such as recruitment of highly qualified faculty, equipment, scholarships and teaching assistantship. The revenue attribution model for these programs will be consistent with other graduate programs that charge a program fee, that is 80% of the special fee will be directed to the Faculties and 20% transferred to the Office of the Provost. The Faculties assumes the risk of offering these programs and any budget shortfalls will be the responsibility of the unit.

Special Graduate Fee for the new course-based Masters Programs: Master of Applied Science in Software Engineering, Master of Artificial Intelligence and Master of Science in Data Science (cont'd)

The proposed special fee and tuition payment schedule were illustrated in the background documentation as Tables 1 and 2. The MAScSE and MAI programs are consistent with other highly successful graduate programs that have been in existence at Memorial for the past 16 years. The tuition and special fee for the MAScSE and MAI programs will be spread over six semesters. MScDS is a one-year program and the payment schedule is spread over three semesters.

TABLE 1: Payment Schedules – MAScSE and MAI - Tuition and Special Fee Over Six Semesters

NL & CANADIAN STUDENTS	<i>Semester 1</i>	<i>Semester 2</i>	<i>Semester 3</i>	TOTAL
Regular Tuition	\$ 1,239	\$ 1,239	\$ 1,239	\$ 7,434
Special Fee	\$ 2,550	\$ 2,550	\$ 2,550	\$ 15,302
	<i>Semester 4</i>	<i>Semester 5</i>	<i>Semester 6</i>	\$ 21,736
Regular Tuition	\$ 1,239	\$ 1,239	\$ 1,239	
Special Fee	\$ 2,550	\$ 2,551	\$ 2,551	

TABLE 2: Payment Schedules for MScDS – Tuition and Special Fee Over Three Semesters

INTERNATIONAL STUDENTS	<i>Semester 1</i>	<i>Semester 2</i>	<i>Semester 3</i>	TOTAL
<i>Regular Tuition</i>	\$ 1,611	\$ 1,611	\$ 1,611	\$ 9,666
<i>Special Fee</i>	\$ 3,380	\$ 3,380	\$ 3,380	\$ 20,282
	<i>Semester 4</i>	<i>Semester 5</i>	<i>Semester 6</i>	\$ 29,948
<i>Regular Tuition</i>	\$ 1,611	\$ 1,611	\$ 1,611	
<i>Special Fee</i>	\$ 3,380	\$ 3,381	\$ 3,381	

NL & CANADIAN STUDENTS	<i>Semester 1</i>	<i>Semester 2</i>	<i>Semester 3</i>	TOTAL
Regular Tuition	\$ 1,707	\$ 1,707	\$ 1,707	\$ 5,121
Special Fee	\$ 5,100	\$ 5,101	\$ 5,101	\$ 15,302
				\$ 20,423

INTERNATIONAL STUDENTS	<i>Semester 1</i>	<i>Semester 2</i>	<i>Semester 3</i>	TOTAL
<i>Regular Tuition</i>	\$ 2,218	\$ 2,218	\$ 2,218	\$ 6,654
<i>Special Fee</i>	\$ 6,760	\$ 6,761	\$ 6,761	\$ 20,282
				\$ 26,936

Special Graduate Fee for the new course-based Masters Programs: Master of Applied Science in Software Engineering, Master of Artificial Intelligence and Master of Science in Data Science (cont'd)

Work is currently underway to streamline tuition proposals requiring Board approval so that proposals are considered only at the Spring meetings of the Board of Regents.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the Special Graduate Fees for the new course-based Master programs: Master of Applied Science in Software Engineering, Master of Artificial Intelligence and Master of Science in Data Science, effective September 1, 2022, as outlined in the background documentation and as follows:

- Special fees for the Master of Applied Science in Software Engineering and Master of Artificial Intelligence outlined in Table 1 (as provided in the background documentation), subject to approval of these programs by Senate at its meeting on December 14th, 2021.
- Master of Science in Data Science outlined in Table 2 (as provided in the background documentation); and a
- \$ 2,000 non-refundable deposit for the MAI and MSE programs and \$950 non-refundable (NL & Canadian students) and \$2,000 non-refundable (International students) for the MSDc program that will be credited towards tuition and fees.

D. Grenfell Campus Recreation Fee

The Board received and reviewed background information pertaining to the Grenfell Campus Recreation Fee.

Board members were advised that the Grenfell Campus currently has student recreation passes that all students have the option to purchase each semester. A super recreation pass is \$120 per semester and includes access to Forever Young Fitness Centre including all weights and cardio equipment and access to the Grenfell Campus gymnasium including fitness classes, intramural programming and open gym time. A basic recreation pass is \$30 per semester and includes access to the Grenfell Campus gymnasium and its associated programming.

Grenfell Campus Recreation Fee (cont'd)

As part of the operating agreement for the Regional Recreation Centre, Memorial University is proposing a subsidy to the City of Corner Brook via a mandatory student recreation fee that would provide all students access to the amenities of the new center.

The proposed extension of the student recreation fee for Grenfell Campus would be \$62.72 each semester or \$188.16 per year for all undergraduate and graduate students.

This fee will provide students access to the pool, all aquatic amenities (waterslide, steam room, sauna, leisure pool, lazy river, etc.), gymnasium, the fitness center and all associated programming. All amenities are not yet finalized as negotiations with the design build team is ongoing.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the Grenfell Campus Recreation Fee as outlined in the background documentation and as follows:

- Implementation of a mandatory student recreation fee for Grenfell Campus of \$62.72 each semester or \$188.16 per year for all undergraduate and graduate students (with the option for graduate students to be exempt), and
- Annual adjustments to align with the Consumer Price Index (CPI) to be implemented on September 1st of each year.

Further, it was agreed that the fee would be implemented at Grenfell Campus for all students when the Regional Recreation Centre is operational.

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

6875. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

A. Transition of the Labrador Institute to the Labrador Campus – also on the Finance Committee agenda

The Board received and reviewed background information pertaining to the transition of the Labrador Institute to the Labrador Campus. Ms. Petten then welcomed to the meeting Dr. Ashlee Cunsolo, Founding and Interim Dean, School of Arctic and Subarctic Studies, Labrador Institute, who provided a presentation entitled "Be in your Element". Following a question and answer period, Ms. Petten thanked Dr. Cunsolo for her informative presentation and she left the meeting.

Transition of the Labrador Institute to the Labrador Campus (cont'd)

Board members were advised that at the May 12, 2020, Senate meeting, the Constitution of the School of Arctic and Subarctic Studies was approved by Senate, followed by Board of Regents approval at the July 9, 2020 meeting. These historic votes created the School of Arctic and Subarctic Studies, the first academic unit in Labrador. In addition, at its May 12, 2020 meeting, Senate indicated that it supported the Labrador Institute's strategic plan to become an academic campus of Memorial University subject to the report of the Labrador Campus Development Working Group being endorsed by Senate.

On November 9, 2021, Senate endorsed "Be in Your Element: Report of the Labrador Campus Working Group", which outlines the transition of the Labrador Institute to an academic Campus in Labrador. This transition strongly aligns with the principles and priorities of key documents at Memorial, including: Transforming Our Horizons; the Strategic Framework for Indigenization; the Research Involving Indigenous Groups policy; and the generational partnership with Nunavut Arctic College. Importantly, it also aligns with national and international documents, such as the Truth and Reconciliation Commission and the United Nations Declaration on the Rights of Indigenous Peoples.

Since 2018, the Labrador Institute has been engaging in extensive consultations with Indigenous governments, leaders, organizations, and communities in Labrador, as well as with administrative leaders, faculty, staff, and students at Memorial University, to increase academic programs, research opportunities, and infrastructure in Labrador. The proposal Be in Your Element: Report of the Labrador Campus Working Group (a copy of which was provided in the background documentation), is the culmination of ongoing partnerships, consultations, engagements, key milestones, and multi-year preliminary budgetary and revenue projections that supports the transition of the Labrador Institute to a Campus status.

It was noted that this is a timely opportunity for the transition, as the Labrador Institute has secured new stand-alone space in Happy Valley-Goose Bay (move-in spring 2022) to grow programming, expand student resources, increase faculty and staff complements, and enhance research activities. The School of Arctic and Subarctic Studies is actively and rapidly developing undergraduate, graduate, and post-graduate programming that is place-based, Northern-focused, and Indigenous-led, as well as flexible, adaptable, stackable, and customizable. As programs come online, revenue opportunities will increase, and the Labrador Campus will continue to grow, refine, and solidify its budget and staffing complement.

Transition of the Labrador Institute to the Labrador Campus (cont'd)

Furthermore, a Labrador Campus provides unprecedented opportunities for Memorial University to partner with the Innu Nation, the Nunatsiavut Government, and the NunatuKavut Community Council to develop educational opportunities that meet Indigenous and Northern needs and priorities. Labrador has the people, the places, the experiences, and the innovations to be the home to a leading-edge Campus, to be a vibrant place of innovation, exploration, and discovery, and to support and create global leaders in Northern-focused research, education, and innovation who will lead the province and the country forward.

At a meeting held on November 9, 2021, Senate approved the proposal, a copy of which was provided in the background documentation.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the transition of the Labrador Institute to the Labrador Campus of Memorial University.

6876. EXECUTIVE C OMMITTEE

A. Strategic Plan Implementation Report and Performance Management Framework (PMF)

The Board received and reviewed background information pertaining to the Strategic Plan Implementation Report and Performance Management Framework (PMF).

Board members were advised that at its meeting on May 12, 2021, the Board of Regents approved Memorial University's strategic plan, Transforming our Horizons. The new strategic plan was subsequently launched in June, 2021. The plan sets out a bold strategic vision for Memorial and its aspirations will guide the university into a successful future. As with every strategic plan, it is of paramount importance to develop a robust implementation process that both maps and drives forward the concrete initiatives that turn aspiration into action and reality. On July 8, 2021, the Board of Regents was provided with an implementation timeline for introducing performance measurement system designed to collect, analyze and report on information regarding the performance of the University as it seeks to achieve the goals identified in the strategic plan.

The Strategic Plan Implementation Report and Performance Management Framework will be the key mechanism of accountability for senior management to report to the Board of Regents, and to keep the Senate informed about and engaged in ongoing implementation of the plan. The framework will track institutional progress and guide University leaders in decision-making. The Report and Framework will serve to analyze and report on the performance of the university as it seeks to achieve the broad goals identified in the new strategic plan.

Strategic Plan Implementation Report and Performance Management Framework (PMF) (cont'd)

The Strategic Plan identifies five priority areas, each with 2-3 goals and associated objectives. In addition, the Plan identifies six “enabling cultures.” The priorities and cultures are:

- Priorities: Proactive Programs; Inspired Learning; Dynamic Research; Commitment to Communities; and Promotion and Pride.
- Enabling Cultures: Collaboration, Cohesion and Alignment; Inclusion and Equity; Service; Innovation; Care and Wellbeing; Achievement.

The Report and Framework presented contains the 2021-22 activities and initiatives across all vice-presidential portfolios in accordance with a set of Key Performance Indicators (KPIs) or metrics. The Report and Framework were developed by adapting the “Balanced Scorecard” approach to the Strategic Plan. While every year, the activities and initiatives may change as progress towards the goals and priorities continues, the KPIs will be the benchmarks against which progress is measured.

The Balanced Scorecard (a copy of which was provided in the background documentation) identifies, for each of the 5 priority areas as well as the aspirational enabling cultures, a series of strategic initiatives/activities, Key Performance Indicators. 2021/22, as the first year of the implementation of the Strategic Plan, will establish performance baselines against which subsequent progress is evaluated. Units across the University have been asked to prepare new, or update existing, operating plans in alignment with the Strategic Priorities to ensure there is a link between organizational decision-making, institutional progress, and metrics that measure that progress.

Comparator Universities: Eight universities were chosen for comparison, based on their inclusion in Maclean’s Comprehensive University rankings (Simon Fraser, Victoria, Waterloo, New Brunswick), regional competitiveness with Memorial (Dalhousie), and similarities to Memorial (Saskatchewan, Manitoba). This subset of Canadian universities allows for a broad comparison of strategic plans and associated metrics to situate Memorial University among comparable institutions as well as top-ranked institutions in the country.

Key Performance Indicators: In evaluating and selecting appropriate KPIs, the following categories were chosen:

- Activity Indicators: a measure of activity (e.g. # of public engagement events and participants in a community setting);
- Outcome Indicators: measure of progress against a defined objective (e.g. increase in graduation rates);
- Process Indicators: measure the steps that lead to an objective (e.g. improvement in student retention rates).

Strategic Plan Implementation Report and Performance Management Framework (PMF) (cont'd)

- Project Indicators: progress of an initiative (e.g. creation of a strategy for equity, diversity, and inclusion, including anti-racism);
- Structural Indicators: measure features of a system, or a system's capacity (e.g. # of inclusive campus spaces created);
- Target Indicators: numeric result against a date (e.g. # of students taking part in experiential learning opportunities).

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the Strategic Plan Implementation Report and Key Performance Indicators as presented.

6877. PRESENTATIONS TO THE BOARD

A. Vice-President (Research) Portfolio Update

Dr. Neil Bose, Vice-President (Research), provided the Board with a presentation with regard to the Vice-President (Research) portfolio.

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

6878. LAST REGULAR MEETING FOR IRIS PETTEN, CHAIR OF THE BOARD OF REGENTS

Ms. Karen McCarthy, Chair of the Governance Committee, acknowledged that today is the last regularly scheduled Board meeting that Ms. Petten would be attending. In this regard she proposed the adoption of following resolution, which was passed unanimously:

RESOLVED:

That the Board of Regents of Memorial University of Newfoundland acknowledge with sincere gratitude and appreciation the outstanding leadership rendered to the University by Ms. Iris Petten during her term as Chair of the Board of Regents of Memorial University of Newfoundland. The Board would like to acknowledge in particular Ms. Petten's leadership during the past nine years. The Board would also like to wish Ms. Petten every success in her professional and personal life.

6879. 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 10, 2022.

ADJOURNMENT

The meeting adjourned at 5:30 p.m.

CHAIR

SECRETARY

DATE