

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board was held on Thursday, December 4, 2025, at 9:00 a.m., in the Emera Innovation Exchange, Room B2007, Signal Hill Campus and via Microsoft Teams.

PRESENT:

Mr. Justin Ladha, Chair
Dr. Janet Morrison, President and Vice-Chancellor
Dr. Jennifer Lokash, Provost and Vice-President (Academic)
Chancellor Earl Ludlow, via Microsoft Teams
Ms. Michelle Baikie, via Microsoft Teams
Ms. Leigh Borden
Mr. Bob Hallett
Dr. Ash Hossain
Ms. Trudy Morgan-Cole
Ms. Nathalie Pender, via Microsoft Teams
Mr. Tim Powers, via Microsoft Teams
Dr. Lloydetta Quaicoe
Mr. Anik Rahman
Ms. Andrea Stack
Ms. Eleanor Swanson
Ms. Lynn Zurel
Ms. Tina Scott, Secretary to the Board

APOLOGIES:

Apologies were received from Dr. Rex Gibbons, Mr. Andrew Mercer, Chief Brendan Mitchell.

PRESENT BY INVITATION:

Dr. Tana Allen, Vice-President (Research) *pro tempore*; Ms. Catharyn Andersen, Vice-President (Indigenous) via Microsoft Teams; Dr. Paul Brett, Vice-President (Marine Institute) *pro tempore*; Ms. Margot Brown, Executive Director, Office of the President; Dr. Ken Jacobsen, Interim Vice-President (Grenfell Campus) via Microsoft Teams; Ms. Trudy Pound-Curtis, Vice-President (Administration and Finance), Ms. Lisa Russell, Executive Director, Board of Regents; Mr. Scott Worsfold, General Counsel.

7241. MEETING CALLED TO ORDER

The meeting was called to order at 9:00 a.m. by Mr. Justin Ladha.

Mr. Ladha welcomed to the meeting Mr. Carter McNelly, who was attending as an observer. He noted that the recommendation for Mr. McNelly's reappointment was approved by the Board on July 8, 2025, and subsequently forwarded to the Provincial Government for consideration.

7242. APPROVAL OF THE AGENDA/CONFLICT OF INTEREST

Following the call for the approval of the agenda, Mr. Ladha 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. Ladha declared a conflict with Item 13.1 "Deferred Maintenance funding Allocation – Principles and Eight Year Plan".

Dr. Morrison requested Item 14. 3 "Statement on Institutional Neutrality" be considered by the Board for information purposes only at this time. It will come before the Board again for approval at a future meeting.

7243. MINUTES

The Minutes of the Regular Meeting held on October 2, 2025, were approved by the Board.

7244. CHAIR'S REPORT

A. Meeting of the Executive Committee – November 19, 2025

The Chair noted that the Executive Committee met on November 19, 2025, to finalize the agenda for today's meeting of the Board. Mr. Ladha provided updates on his activities since the last meeting of the Board.

7245. PRESIDENT'S REPORT

A. President's Report to the Board of Regents

Dr. Morrison provided a report to the Board which outlined her priorities and deliverables since the last meeting of the Board held on October 2, 2025, and verbally provided the Board more detail and context on several of these priorities.

OPEN DISCUSSION AGENDA

7246. EXECUTIVE COMMITTEE

A. Revised Policy – Protected Disclosure

The Board received and reviewed background information pertaining to the revised Policy “Protected Disclosure”.

Board members were advised that the stated purpose of the Protected Disclosure Policy is to provide a disclosure mechanism by which Members of the University can report wrongdoing and to provide protection to those members who report wrongdoing. The current iteration of the policy was approved in 2017 and became due for review in 2021. The President’s Executive Committee approved the review of the Protected Disclosure Policy in November 2023. The Policy Office led the review and a working group was formed comprised of staff from, the Office of the Board of Regents, Student Life, General Council, Faculty Relations, Human Resources and Internal Audit. As part of the review, the Policy Office conducted research into practices at other Canadian universities and relevant literature.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the updated Protected Disclosure Policy as summarized below and as presented in the supporting background documentation, to be effective upon the appointment of Internal Audit leadership and as outlined in the background documentation.

B. Board of Regents Statements on Skills and Competencies and Overview of time commitment for the 2026 Alumni Elections

The Board received and reviewed background information pertaining to the Board of Regents statements on Skills and Competencies and Overview of time commitment for the 2026 Alumni elections.

Board members were advised that on November 18, 2022, the Board received background information regarding improvements to the alumni election process to better align candidate skills with the Board’s needs and to inform candidates of the time commitment involved in serving on the Board in advance of standing for election. As a result, statements have been drafted (copies of which were provided in the background documentation as Appendix A). The document draws on the updated Skills and Competencies Matrix approved by the Board in October 2025, and an analysis of time commitment conducted by the Office of the Board of Regents.

Board of Regents Statements on Skills and Competencies and Overview of time commitment for the 2026 Alumni Elections (cont'd)

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the Skills and Competencies Statement and the Overview of Time Commitment Statement for the Board of Regents as outlined above and as provided in the background documentation as Appendix A.

C. Adjustment to the Governance Structure of the Board of Regents

The Board received and reviewed background documentation pertaining to the adjustment to the governance structure of the Board of Regents.

Board members were advised that at a meeting held on May 14, 2025, the Board of Regents approved a 6-step process to inform the Governance Sub-Committee's decision-making regarding a longer-term solution for the Board governance function. It was noted that all steps have been completed and the Sub-Committee is presenting its recommendation for consideration by the Board of Regents.

Three options (as provided in the background documentation as Appendix B) were selected by the Governance Sub-Committee for further analysis by the Office of the Board of Regents which include:

- Option 1: Combining Governance with Human Resources Committee
- Option 2: Creating a separate Governance Committee
- Option 3: A sub-committee on governance under the Executive Committee

At a meeting held on October 30, 2025, the Governance Sub-Committee, considered feedback from members of the Board of Regents (as provided in the background documentation as Annex A) that was supportive of Option1 and agreed that the best course of action would be to create a new committee which considers governance and human resources matters. It was noted that this decision is aligned with principles of good governance and leverages the power of creating broad committees with strategic, aligned responsibilities, the same principle which underlay the 2023 Board Committee restructuring. It is also consistent with lean governance principles (a governance model that focuses on efficiency, adaptability, and strategic alignment by eliminating waste and bureaucracy). This direction ensures that the Board's oversight processes remain streamlined, value-focused, and adaptive.

Adjustment to the Governance Structure of the Board of Regents (cont'd)

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the creation of a new committee from a re-combination of the current Governance Sub-Committee and the Human Resources Committee with the Governance Sub-Committee to lead the development of a new Terms of Reference accounting for responsibilities and accountabilities of existing committees and as outlined in the background documentation.

7247. SENATE MATTERS

A. Amendments to the Constitution of the School of Pharmacy

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on November 19, 2025 with respect to the amendments to the Constitution of the School of Pharmacy.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the amendments to the Constitution of the School of Pharmacy as outlined in the background documentation.

CLOSED SESSION – CONSENT AGENDA

Mr. Ladha provided members and those present by invitation with another 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 Ms. Stack, seconded by Dr. Hossain and carried that the consent agenda, comprising the resolutions listed in 7248 through 7251 below, be approved as follows:

7248. AUDIT AND FINANCE COMMITTEE

A. Separately Incorporated Entity (SIE) – Board of Director appointments

The Board received for information the President's approval of two new appointments and six re-appointments to C-Core's Board of Directors. C-Core is incorporated under the Canada Not-for-Profit Corporations Act and its sole member is the President of Memorial University. Under the Act, Directors are appointed by the Member by ordinary resolution at the annual meeting. As a result, the Board of Regents was previously not informed of appointments to C-Core's Board but will be advised henceforth as part of measures taken to improve oversight of the SIEs. On August 4, 2025, C-Core's annual meeting was held with the President and Vice-Chancellor *pro tempore* of Memorial University, and the following were approved effective September 2025 and as outlined in the background documentation:

Stephen Edwards, appointed as Director for a three-year term
Beth McGrath, appointed as Director for a three-year term
Dennis Clarke, reappointed as Chair of Board for a one-year term
Paige London, reappointed as Director for a two-year term
Gina Pecore, reappointed as Director for a two-year term
Josée Tremblay, reappointed as Director for a three-year term
Memorial University Vice-President (Research) (currently Tana Allen),
reappointed as Director for a three-year term
Octavia Dobre, reappointed as Director for a three-year term

B. Outstanding Items for the Audit and Finance Committee in relation to the Auditor General

At a meeting held on November 27, 2025, the Audit and Finance Committee received background information pertaining to the outstanding items in relation to the Auditor General as it relates to the Audit and Finance Committee. It was noted that all Committees of the Board that have outstanding items also received the update at each of its meetings.

7249. HUMAN RESOURCES 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 that requires Board approval. The Board has requested regular updates 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. In addition to the update, the Board also received information outlining the process for approvals of such appointments.

B. Report on Executive Position (ie Vice-Presidents) Vacancies

The Board received for information an update on Executive position (ie Vice-Presidents) vacancies in senior leadership Executive positions, and reviews for academic leaders following the initial five-year term. Board members were advised that the update is on senior leadership position vacancies and their associated recruitment status that requires Board approval. The report was introduced as a mechanism to apprise the Board of Regents of the progress of searches for academic and administrative Executive positions for which the Board is responsible for approving the appointments to these roles. For academic leadership positions, the recruitment and review of these positions is guided by the procedures governing the appointment, review, promotion and tenure of academic administrators which [may be viewed here](#).

C. 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 2, 2025. The appointments reports are a detailed record of all academic appointments, leaves, promotion and tenure that have been approved by the President in accordance with the Terms of Reference of the Human Resources Committee of the Board.

D. Appointment of the Associate Vice-President (Academic) and Dean of Students

The Board received background information and approved the appointment of Dr. Christine Arnold as the Associate Vice-President (Academic) and Dean of Students effective January 1, 2026, and continuing until December 31, 2030, for a five (5) year term as outlined in the background documentation.

E. Extension of appointment of the Interim Associate Vice-President (Academic)

The Board received background information and approved the appointment of Dr. Dennis Peters as Interim Associate Vice-President (Academic) effective January 1, 2026, and continuing until June 30, 2026, or upon completion of a successful search for a permanent AVPA, whichever occurs first and as outlined in the background documentation.

F. Extension to the Appointment of Interim Associate Vice-President (Marine Institute) Administration and Finance

The Board received background information and approved the extension of appointment of Kevin Anderson in the role of Associate Vice-President (Marine Institute) Administration and Finance to June 30, 2026, or until the new/next incumbent assumes the role, whichever comes first and as outlined in the background documentation.

G. Outstanding items for the Human Resources Committee in relation to the Auditor General

At a meeting held on November 25, 2025, the Human Resources Committee received background documentation pertaining to the outstanding items in relation to the Auditor General as it relates to the Human Resources Committee. It was noted that all Committees of the Board that have outstanding items also received the update at each of its meetings.

7250. PHYSICAL AND DIGITAL INFRASTRUCTURE COMMITTEE

A. Update on Major Capital Projects

The Board received for information an update on major capital projects. Memorial University's Capital Projects are approved by the Board of Regents consistent with the Capital Projects Policy. Facilities Management regularly provides the status of major capital projects to the Physical and Digital Infrastructure Committee, through the President's Executive Council and the President via this report. A copy of the update on Major Capital Projects was provided in the background documentation.

B. Incorporating Chief Information Officer (OCIO) Information Technology (IT) Updates into the Physical & Digital Infrastructure Committee's Meeting Schedule

The Board received background information and approved the proposed Office of the Chief Information Officer reporting plan for the Physical and Digital Infrastructure Committee, which includes regular IT project portfolio updates, a cybersecurity update, and an annual report, as outlined in the background documentation and as follows:

- February, April, September, December: Informational IT Project Portfolio Report (summary, key project updates, compliance updates, appendix of all projects).
- April: Cybersecurity Update from the OCIO's Director Information Protection & Security.
- June: Annual OCIO Report (operational review, delivered projects, key benefits, priorities for the new fiscal year).

7251. EXECUTIVE COMMITTEE

A. Reappointments to the Marine Institute Industry Advisory Committee

The Board received background information and approved the following 3-year reappointments (until December 31, 2028) to the Marine Institute Industry Advisory Committee effective December 4, 2025, as outlined in the background documentation and as follows:

Reappointments to the Marine Institute Industry Advisory Committee (cont'd)

- Kim Keating, reappoint as the Industry and Community Representative
- Martin Sullivan, reappoint as the Industry and Community Representative
- William McGillivray, reappoint as the Industry and Community Representative

B. Quarterly Policy Status Report

The Board received for information the Quarterly Policy Status Report. The [Development, Approval and Administration of University Policies](#) and the University Policy Framework (“Framework”) requires the review of all policies every five years. Since June 2023, these reports have been submitted to the President’s Executive Council (PEC) in addition to the Annual Policy Status Report. As the Board has final approval on policy matters, PEC forwards this report to the Board of Regents for information.

C. Outstanding Items in relation to the Auditor General

At a meeting held on November 19, 2025, the Executive Committee received background documentation pertaining to the outstanding items in relation to the Auditor General as it relates to the Human Resources Committee. It was noted that all Committees of the Board that have outstanding items also received the update at each of its meetings.

CLOSED SESSION – DISCUSSION AGENDA

7252. AUDIT AND FINANCE COMMITTEE

A. Canada Games Expenses – Interim Report

Ms. Pound-Curtis provided an interim report with respect to the Canada Games expenses. In doing so, she noted that at a meeting held on November 26, 2025, the Physical and Digital Infrastructure Committee received the update as well as the Audit and Finance Committee at a meeting held on November 27, 2025. It is anticipated that the final report will be received at the February 25, 2026, meeting of the Board of Regents.

B. Second Quarter 2025-26 Financial Report (including projections for the full fiscal year)

The Board received and reviewed background information pertaining to the 2nd Quarter 2025-26 Financial Report (including projections for the full fiscal year).

Board members were advised that at a meeting held on May 14, 2025, the Board of Regents approved the University’s Operating Budget and the Faculty of Medicine Budget for the fiscal year 2025-26. The total combined approved budget was \$514.22 million. As part of the approved budget, permanent budget allocation reductions of \$20.85 million were applied across the portfolios.

Second Quarter 2025-26 Financial Report (including projections for the full fiscal year) (cont'd)

While the University implemented the permanent budget allocation reductions of \$20.85 million to units in 2025-26, it is extremely challenging to achieve full cost reductions in one year. Many units will not achieve their required full expense reductions in 2025-26. The magnitude of budget cuts in some faculties was close to 10%. All portfolio leaders are working closely with their units to emphasize the importance of achieving these reductions. A planning period beyond this year will be required to achieve the level of cuts necessary.

Today's report includes the actual expenditures as of September 30, 2025 and a forecast of the budget positions at the end of the year.

As of September 30, 2025, the University is forecasting total operating revenue of \$541.97 million for the fiscal year, which includes \$21.35 million in restricted carryover funding. Forecasted expenditures for 2025-26 are \$534.52 million. This results in a preliminary positive variance of \$7.45 million. However, this variance includes \$11.62 million in restricted year-end balances that are not available for general use. After excluding these restricted funds, the University is projecting an unfavourable variance of \$4.17 million for 2025-26.

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

C. University Financial Accountability Framework

The Board received and reviewed background information pertaining the University Financial Accountability Framework.

Board members were advised that the Canadian Association of University Business Officers (CAUBO) and the Ministry of Colleges, Universities, Research Excellence and Security in Partnership with the Council of Ontario Universities have developed a methodology and framework to provide insight into a university's financial health and assist Universities and their Boards in identifying strengths and vulnerabilities through key indicators of financial condition. The development of this framework provides critical benchmark data for the University. This report provides the Board of Regents with the results for Memorial University under these frameworks and enhances the University's financial transparency.

The framework was developed to provide data for ongoing monitoring of the financial positions of universities to help identify action that needs to be taken and to provide accountability, transparency, and promote financial sustainability. It also provides data that articulates and affirms the role of University Boards in the financial oversight of universities. The framework consists of financial metrics, associated thresholds, and guidance on areas regarding action plans. This process should be undertaken annually. The inputs for the calculation of financial

University Financial Accountability Framework (cont'd)

metrics are university audited financial statements. The framework provides metrics in the categories of liquidity, sustainability, and performance. There is a total of 8 different metrics with guidance on the ratings for risk for each as either low, medium or high.

The results for Memorial University were provided in the background documentation. The metrics indicate that with respect to liquidity the results are considered of medium risk and therefore fall within the category requiring low action. The metric results for sustainability are considered medium to low risk and therefore do not require any action. This result is because the university has a low level of debt. The metrics for the performance category are considered medium risk and therefore fall within the category requiring low action.

While the financial metrics for the fiscal year ending March 31, 2025 don't indicate any requirement for action at this time, it is very important to note that the University is very close to reverting to the category of high risk in the areas of performance. The expected impacts of lower enrollment trends and difficulty in balancing its operating budget will have significant impacts on these metrics for both performance and liquidity. Should the University move to the high-risk category there will be requirements for an action plan to be developed.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the adoption of the framework as required reporting annually to the Board of Regents and as outlined in the background documentation. Further, consideration should be given to integrating an action plan into future financial planning processes to improve the University's financial risk assessment. This would require the University to prepare budget plans that would increase net expendable assets through the creation of surpluses and reserves.

7253. PHYSICAL AND DIGITAL INFRASTRUCTURE COMMITTEE

- A. Deferred Maintenance funding Allocation-Principles and Eight-Year Plan – also on the Audit and Finance Committee

The Board received and reviewed background information pertaining to the Deferred Maintenance funding allocation – Principles and Eight-Year Plan.

Board members were advised that the Government of Newfoundland and Labrador (GNL) 2025-26 budget provided Memorial University debt relief on the Core Science Building, which equates to \$70M over eight years. Memorial is using the budget allocation for this debt for deferred maintenance of University infrastructure as recommended by the GNL.

Deferred Maintenance funding Allocation-Principles and Eight-Year Plan – also on the Audit and Finance Committee (cont'd)

Memorial University has over 115 buildings and more than 5.5M square feet of floor space with a total infrastructure portfolio valued at over \$2B. More than half of this space was built at least 50 years ago. The current Facility Condition Index (FCI) of all Memorial campuses is 29% with a total deferred maintenance liability of \$507M. The current FCI of the St. John's campus is 30% with a total deferred maintenance liability of \$433M.

The guiding principles used to develop this eight-year program are as follows:

1. Prioritize the health and safety of the University community.
2. Maintain legislative and code compliance.
3. Create energy efficient, sustainable and resilient infrastructure.
4. Prioritize projects that improve the student experience.
5. Prioritize accessibility for all stakeholders.
6. Maintain campus functionality.
7. Consider space utilization and optimization.
8. Align with the Universities long term goals.

An eight year, ~\$70M program has been created based on the principles outlined above. The values included are high level budgetary numbers and will need to be adjusted based on refined scopes of work, detailed design work and class A cost estimates. In addition, inflation will have an impact on budgetary numbers as the program is advanced. Consultant and contractor engagement will further refine the proposed annual cash flow which will need to be adjusted when more definite schedules are defined. All campuses will be considered when prioritizing work for these programs.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the Deferred Maintenance Funding Allocation – Principles and Eight-Year Plan as outlined above and in the background documentation.

B. Primary Data Centre Replacement

The Board Committee received and reviewed background information pertaining to the Primary Data Centre Replacement.

Since December 2024, considerable work and changes have been completed on the tender package, resulting in increased cost estimates. The OCIO has undergone an extensive process of market research and data centre development, resulting in changes to the project's scope. These changes provide architectural protection to critical components against water damage, along with modifications to the basis of design for the data center components. The specification has also

Primary Data Centre Replacement (cont'd)

been modified to reflect a new basis of design for data centre equipment. In addition to the change of equipment, there is a requirement for a single manufacturer to supply a group of equipment (UPS, Busway, Racks, PDU, Hot Isle Containment, and DCIM). This decision was made by OCIO to streamline the operation of the data centre, ensuring that a single vendor with a local presence will support the equipment, among other benefits. The basis of design changes aligns with OCIO's long-term vision, ensuring equipment longevity, maintainability, and expandability. In addition to changes within the project, tariffs and inflation have contributed to a portion of the cost escalation that has occurred since the previous cost estimates were completed in late 2024. A breakdown of the revised Estimated Global Project Budget completed in September 2025 was included in the background documentation.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the major capital project for replacement of the University's Primary Data Centre including proceeding with an open call for bids for the construction of the Data Centre in the CSF on level 1, pavilion A, and awarding of the contract subject to the preferred bid being no greater than 5% of the class A Construction Estimate of \$10,800,000; and an estimated global project budget of \$15.2M (including net HST) and as outlined in the background documentation.

7254. EXECUTIVE COMMITTEE

A. Introduction of Enrolment Reporting using Functional Full-Time Equivalent (FFTE) Calculations Data

The Board received and reviewed background information pertaining to the introduction of enrolment reporting using Functional Full-Time Equivalent (FFTE) calculations data.

Board members were advised that previous enrolment counting methodology provided total students data and was calculated following the last day to drop courses in each semester. This method is consistent with how enrolment is reported by Statistics Canada. Total students are divided by enrolment status: for undergraduate students, a full-time student is one who is taking 3+ courses in the Fall semester. A part-time student takes fewer than 3. For graduate students at Memorial, full-time status is not determined by course load, but by self-declaration.

Introduction of Enrolment Reporting using Functional Full-Time Equivalent (FFTE) Calculations Data (cont'd)

FFTE enrolments are a standardized measure used by post-secondary institutions to represent student enrolment in terms of full-time study load over a fiscal year (April 1 to March 31 at Memorial). One FFTE = one student enrolled full-time for the full fiscal year. Additional information for the calculation for Memorial was provided in the background documentation.

FFTEs are used to provide a more accurate and comparable measure of revenue resource requirements and forecasting activity. FFTEs accurately measure the total volume of work or instruction being delivered, regardless of whether it's to full-time or part-time individuals. Raw headcounts are useful for course planning, academic advising demand and some student services; however, FFTE data provides a financial and operational metric that standardizes based on a fiscal year, aligning with budgeting and financial planning. They are especially useful for:

- Funding Allocation: Some provincial governments and institutions use FFTEs to determine how much funding a university should receive, since they reflect actual instructional demand.
- Comparability: They allow for comparisons across institutions and programs (subject to data availability), even when student enrolment patterns differ (e.g., part-time vs. full-time).
- Support RCM Budgeting: FFTEs provide better information to individual academic and administrative units who are responsible for managing their own revenues and expenses, where each unit makes its own financial decisions, and is held accountable for its financial performance. RCM combined with FFTEs increases financial transparency, flexibility, and efficiency.

Reporting comparisons by methodology for 2022-23 to 2024-25 was also provided in the background documentation.

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

B. *The Memorial University Act* regarding Parking Fees

The Board received and reviewed background information pertaining to the *Memorial University Act* regarding Parking Fees. Over the past five years, the parking program on the St. John's campus has focused on restructuring parking permit fees to increase revenue and expanding services for students living on campus. An area of concern with regard to revenue is the low penalty in place for parking fines, which is \$20 per infraction. This amount cannot be increased without revising the sections of the *Memorial University Act* that pertain to parking, including Parking and Traffic Regulations.

The Memorial University Act regarding Parking Fees (cont'd)

The Board is authorized to make and enforce parking and traffic regulations only in accordance with Section 35 of the *Memorial University Act*. Section 35(6) of the *Act* prevents the Board from imposing fines in excess of \$20 in relation to parking violations. The Board has no legal authority to establish or impose fines in excess of the \$20 statutory maximum.

The \$20 fine (implemented in 1980) is widely viewed as an insufficient deterrent for illegal parking. When adjusted for inflation to today's dollars, this amount should be \$73.29. At the \$20 price point, people are willing to risk the ticket and fine, rather than pay hourly in pay per use stalls or purchase a permit. In addition, the Provincial Fines and Administration processing fee has increased from \$5.00 to \$9.00 per ticket since the last revision to the MUN Act and Regulations (2016). Thus, the net revenue from each paid \$20 ticket decreased from \$15.00 to \$11.00 over that time. Increasing the fine may improve compliance and parking space availability for those who have purchased permits. It should also decrease the number of non-payment incidents in the pay per use zones and will generate additional revenue through fine reimbursements from the Government of Newfoundland and Labrador.

Despite a potential reduction in the number of tickets issued due to improved compliance, additional revenue is still anticipated with an increase to the fine. The potential annual revenue increase range is \$45,000 to \$200,000 based on current annual ticketing levels and reimbursements from Provincial Fines and Administration.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents endorse administration to review the *Memorial University Act* and the Memorial University Traffic and Parking Regulations with a view to increase parking fines, and to request the Provincial Government to amend the *Memorial University Act* when the timing is deemed appropriate, and as outlined in the background documentation.

C. Statement on Institutional Neutrality

The Board received and reviewed background information pertaining to the Statement on Institutional Neutrality. It was noted that there has been an increasing trend for media and other interest groups to call on universities to take positions and make statements on political issues. It is, however, important to recognize that a university cannot purport to speak for all of its members and that universities in general are not political entities. Universities are founded on the pursuit and dissemination of knowledge, and the exchange and debate of ideas.

Statement on Institutional Neutrality (cont'd)

Memorial University supports, and has the responsibility to foster, a community where a diversity of ideas and views can be shared, discussed, debated and challenged freely and openly. It is vitally important that Memorial University protect its ability to pursue its core mission and to take public positions only on those matters that relate to the core mission and functioning of the university.

A number of universities have developed statements or policies on institutional neutrality, emphasizing that it is not the university's place to take public positions on political issues. Taking such a position provides a universal and public-facing statement that can be used when the University is asked to for its position on a given political issue, providing a clear and consistent message while respecting the rights of individual members of the community to express their own viewpoints.

During discussion, the lack of current student representation on the Board was noted. As a result, the Board agreed to receive this item for information at today's meeting until such a time when student nominees have been appointed to the Board.

D. Operational Considerations: Revisiting the sustainability of the Harlow Campus

The Board received and reviewed background information pertaining to the revisiting the sustainability of the Harlow Campus.

Board members were advised that the Harlow Campus in the UK is one of many international experiences Memorial offers to students across 180 partnerships in 50 countries. The University remains committed to international student mobility as a strategy for preparing learners to be engaged, global citizens.

On December 7, 2023, the Board of Regents directed a review of the operations of Harlow Campus (MUN-UK Limited) following a recommendation by the Ad Hoc Action Committee – Auditor General Report. This was prompted by declining enrolment and rising operational costs; despite a capacity of 153 students annually, enrolment has consistently fallen short of that target over the past decade. Multiple initiatives to revitalize interest, including positioning Harlow as a "Gateway to Europe," developing executive training programs, leveraging distance education, and launching the Harlow Incentive Program (HIP), have yielded limited success.

Additionally, changes to UK immigration laws have restricted Canadian faculty from teaching full semesters at Harlow so students are splitting time between St. John's and the UK and/or taking courses on-line at Harlow (with faculty based out of NL).

Operational Considerations: Revisiting the sustainability of the Harlow Campus (cont'd)

The campus receives a base budget grant of approximately \$508,600 from the Provost's Budget Envelope, plus fluctuating one-time funding (\$150,000–\$500,000). Costs incurred by academic units are not reflected in Appendix A. These costs vary from unit to unit but include required instructional costs to backfill teaching, as well as travel and accommodation costs for faculty and staff.

Low enrolment directly impacts Harlow's financial viability, as the campus relies on accommodation revenue. With fixed overhead costs approaching \$1M annually since 2022, the cost per student, based on these fixed operational costs, reached \$50,733 for a 13-week equivalent in 2022–23.

At a meeting held on May 15, 2024, the Board received an interim Operational Review Report and further, at a meeting held on October 23, 2024, the Harlow Campus Operational Review Final Report. At that time, the Board also accepted a recommendation to continue the operation of Harlow Campus (described as Option 1) with the following provisos:

1. Three years for a plan to create a sustainable Campus
2. At the end of three years to operate within a budget wherein the grant from Memorial University does not exceed \$550,000 CAD
3. Expense reduction and new revenue streams to balance the budget
4. Annual development/monitoring of benchmarks and key performance indicators

The other option presented at that time was to initiate closure of the Harlow Campus.

At its meeting on December 5, 2024, Dr. Xu, the Associate Vice-President (Harlow Campus and Global Partnerships) presented an interim business plan for information to the Board of Regents. A subsequent presentation was delivered to the Board for information on March 6, 2025, entitled "Evolving Business Plan". It was understood that the Board could consider a shorter term to evaluate the sustainability of the Harlow Campus.

The Plan considered 4 scenarios:

1. The Best-Case Scenario projected a \$1.3M surplus by the 2027-28 fiscal year;
2. A Challenging Yet Entrepreneurial, Long-Term-Oriented Scenario projected a \$379,841 surplus by the 2027-28 fiscal year;
3. A Scenario Without Academic Programs projected a deficit of \$146,314 by the 2027-28 fiscal year;
4. A Do-Nothing Scenario projects a \$326,264 deficit by the 2027-28 fiscal year.

Following a lengthy discussion, it was agreed to receive this item for information with an intention to revisit in 2026 as a "for action" item.

E. Operational Considerations: Investigate ceasing operations and sell Signal Hill Campus Asset

The Board received and reviewed background information pertaining to investigating ceasing operations and sell the Signal Hill Campus asset.

Board members were advised that the Battery Hotel was purchased by Memorial University in 2013 for a negotiated purchase price of \$9.5 million. The intention of the purchase was to increase space availability of the St. John's campus of Memorial University and to reduce reliance on leasing space for academic programs (specifically Nursing, Pharmacy, and Social Work). The purchase was prior to the final approval of the Core Science Facility (CSF) and was made in response to space pressures facing Memorial at that time.

In approving the purchase and renovation, the Provincial Government indicated in their letter dated December 24, 2012, that it was conditional on the University not seeking any additional funding from Government for the purchase, renovation, maintenance, operating and other costs related to this facility for its useful life.

The Signal Hill Campus facility is located at 100 Signal Hill Road, St. John's and includes offices, conference, seminar and meetings rooms, and a catering kitchen. The tenancy is as follows:

- 87 graduate student accommodation rooms
- Signal Hill Campus Operations/Conference and Events Services
- Gardiner Centre, Faculty of Business Administration
- Genesis Centre
- Business and the Arts NL office
- The Newfoundland Quarterly
- MUN Pensioner's Association Office
- Harris Centre (closed in August and remaining contractual employees relocating)
- Office of Public Engagement (closed in August)

Additional information on the operations and activities at the Signal Hill Campus were included in the background documentation.

The Provost affirmed that maintaining operations at the Signal Hill Campus is not central to our academic core mission. The activities in this facility are more typical of ancillary operations and should therefore be operating on a break-even basis with recovery for all direct costs and indirect costs under the new budget model. Management is confident that if/as deemed advantageous to Memorial, tenants can be relocated to other university facilities.

Following a discussion, it was agreed to receive this item for information with an intention to revisit in 2026 as a "for action" item.

F. Operational considerations: Investigate the opportunity to sell or transfer the Johnson Geo Centre

The Board received and reviewed background information pertaining to investigating the opportunity to sell or transfer the Johnson Geo Centre.

Board members were advised that in April 2019, the Johnson GEO Centre Foundation donated the infrastructure and assets of the Johnson GEO Centre (GEO Centre) -- including GEO Park and assigned other adjacent lands under lease from the provincial government -- to Memorial University. The University holds a registered deed for a 99-year Crown lease which commenced January 27, 2017. The gift of the GEO Centre to the University was approved by the Provincial Government and included a condition that Memorial University cover all costs and liabilities related to the initiative without seeking further funding from government. Thereafter, the Johnson GEO Centre was considered part of Memorial's Signal Hill Campus. As above, the provost has affirmed that the Geo Centre is not central to the core academic mission of the university.

The original assessment and business case proposed that the Geo Centre could become cost-neutral by implementing economies of scale and shared service agreements. The Centre, however, has consistently operated at a deficit with cumulative losses reaching approximately \$4.7 million by the end of fiscal 2024–2025. This amount is inclusive of facilities management related costs that were not previously attributed to Geo Centre financials.

A table outlining the financial performance was also included in the background documentation.

While operations were impacted by the pandemic, other differences from the original business plan projections included: 1) higher staffing costs with unionization of positions and collective agreements increases; 2) less revenue realized [admissions, gift shop and events]; 3) no sub-leases confirmed; and 4) higher facilities operating costs. The potential outlined in the initial business case has not been realized, and its financial sustainability will not be realized.

The Geo Centre is a public education and tourism facility that offers student employment, K–12 programming, and some collaboration opportunities with academic staff and researchers. The Centre is not formally tied to Memorial's academic programming, and we do not allocate teaching workload to its activities.

Future revenue potential does not exist to offset operating losses and fund the accumulated deficit of \$4.7M, which includes \$91K annually from the university operating budget to provide free access for faculty, staff and students. The Geo Centre has never contributed to indirect costs for services including finance, human resources, or information technology. Under the new budget model, a portion of these costs would be assigned to the operation, which would further impact their operating position.

Operational considerations: Investigate the opportunity to sell or transfer the Johnson Geo Centre (cont'd)

Following a lengthy discussion, it was agreed to receive this item for information with an intention to revisit in 2026 as a “for action” item.

G. Operational Considerations: Investigate the opportunity to sell the Ingstad Building, 310 Elizabeth Avenue

The Board received and reviewed background information pertaining to investigating the opportunity to sell the Ingstad Building, 310 Elizabeth Road.

Board members were advised that the Ingstad Building is the former Blackhall School that is located at 310 Elizabeth Avenue (West of Westerland Road) on the St. John’s Campus. The 13,000 gross (9,500 net) square foot building, constructed in 1960, was purchased in 1984 from the Avalon Consolidated School Board for a price of \$475,000. At the time of purchase the building was used for teaching space and by extension services. Later, the Department of Archaeology and Anthropology was located there, and then in 1997 Printing Services moved to the site. More recently Mail services was combined with Printing Services and co-located in the building. A Strategic Procurement unit was established in the space during the pandemic. All units report to the Associate Vice-President (Finance) and Chief Financial Officer.

A recent market valuation has not been completed for the Ingstad Building. This information would be solicited should the Board of Regents wish to pursue this option. The insured replacement value is estimated at \$3,502,218 (building) and \$4,298,336 (contents). The location has immediate adjacency to the Fortis Canada Games Complex and the new WerkLiv residence apartment complex.

Following a discussion, it was agreed to receive this item for information with an intention to revisit in 2026 as a “for action” item.

7257. Any Other Business

A. Graduate Students’ Union (GSU) student membership fee increase for consumer price index (CPI)

The Board received and reviewed background information pertaining to the Graduate Students’ Union (GSU) student membership fee increase for the consumer

Board members were advised that the GSU membership fees may be adjusted annually based on the CPI for St. John’s, using the prior calendar year’s CPI data. The current fee of \$30.85 per semester was last adjusted in 2017. The GSU is requesting an increase to \$31.53 per semester, reflecting a 2.2% CPI adjustment for the 2025–2026 academic year. This adjustment aligns with the GSU constitution, which permits annual CPI-based increases without requiring a referendum:

Graduate Students' Union (GSU) student membership fee increase for consumer price index (CPI) (cont'd)

2.2.9. Changes to the GSU membership fees, except for adjustments based on annual inflation in the Consumer Price Index (CPI), must be approved by the GSU General Membership by way of a referendum to be held no later than the last day of regular classes of any semester.

Typically, fee adjustment requests are submitted before the academic year begins. However, due to a transition within the GSU executive this request was delayed. As the GSU has not requested an increase for CPI since 2017, the current executive is requesting this current increase be applied retroactively to Fall 2025 semester.

It was noted that Memorial is not involved in setting these GSU fees nor the timeframe in which they are submitted for approval. Board of Regents approval is required so that the University may collect the fees in the first instance and subsequently transfer those funds to the GSU for the purposes for which they were collected.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the Graduate Students' Union membership fee of \$31.53 (per semester) for the 2025-2026 academic year, retroactive to Fall 2025 semester and as outlined in the background documentation.

B. Graduate Students' Union (GSU) health and dental plan premiums for 2025-2026

The Board received and reviewed background information pertaining to the Graduate Students' Union (GSU) health and dental plan premiums for 2025-26.

Board members were advised that Green Shield Canada provides health and dental plan services for Memorial University graduate students through the GSU. For the 2025–2026 academic year, the plan renewal includes an increase in health premiums over the prior year, while dental premiums remain unchanged. The GSU is requesting a proposed increase to the health premium only from \$559.56 to \$565 (single rate) over the prior year.

Graduate Students' Union (GSU) health and dental plan premiums for 2025-2026 (cont'd)

Typically, requests for fee adjustments are submitted for approval before the start of the academic year. However, due to a transition within the GSU executive, this adjustment request was delayed. As the increase represents a true cost born by the GSU relating to premium recovery, the GSU is requesting the updated fees be retroactive to Fall 2025 semester. The total 2025-26 single rate for the health and dental plan is \$934 for the academic year.

Memorial is not involved in setting these health and dental premium fees, nor the timeframe in which they are submitted for approval. Board of Regents approval is required so that the University may collect the fees in the first instance and subsequently transfer those funds to the GSU for the purposes for which they were collected.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the premium rates for the Graduate Students' Union health plan for the 2025-2026 academic year, retroactive to fall 2025 semester as outlined in the background documentation and as follows:

Coverage	Single Rate
Health	\$565 annual (\$188.33 per semester)
Dental	\$369 (\$123 per semester)
Total	\$934.00 annual (\$311.33 per semester)

ADJOURNMENT

The regular meeting adjourned at 12:10 p.m.

CHAIR

SECRETARY

DATE