

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board of Regents was held on Thursday, February 5, 2015 at 3:00 p.m. in the Junior Common Room, R. Gushue Hall.

PRESENT:

Ms. Iris Petten, Chair
Dr. Gary Kachanoski, President and Vice-Chancellor
Dr. Noreen Golfman, Provost and Vice-President (Academic), Pro Tempore
Chancellor Susan Knight
Mr. Steve Belanger
Mr. Robert Bishop
Mr. Mark Bradbury
Mr. Matthew Brockel
Ms. Pat Coish-Snow
Ms. Mary Cormier
Ms. Michelle Daye
Mr. Rick Dillon, via teleconference
Ms. Colleen Galgay-Johnston
Ms. Katharine Hickey
Mr. John Hogan, via teleconference
Mr. Jim Keating
Ms. Kim Keating
Mr. Denis Mahoney
Mr. Asan Mohideen
Dr. Vinod Patel
Mr. Max Rice
Mr. Tony Roche
Ms. Kathleen Roul, via teleconference
Ms. Candace Simms
Mr. George Tucker
Ms. Tina Scott, Secretary to the Board

APOLOGIES:

Ms. Patricia Dicker, Mr. Bill Matthews, Ms. Samantha St. Croix, Mr. Greg French, Mr. Glenn Blackwood.

PRESENT BY INVITATION:

Mr. Kent Decker, Vice-President (Administration and Finance), Dr. Ray Gosine, Vice-President (Research), Pro Tempore, Dr. Mary Bluehardt, Vice-President (Grenfell Campus), Mr. Glenn Collins, Interim Executive Director, Office of the Board of Regents, Mr. Gerry Quigley, Associate General Counsel (on behalf of Greg French, Acting General Counsel).

6175. MEETING CALLED TO ORDER

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

6176 . WELCOME TO NEW REGENTS

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

Appointed for a term of three years effective December 15, 2014:

Mr. Robert Bishop
Mr. Maxwell Rice

Appointed for a term of three years effective December 23, 2014 (and cross-appointed to the College of the North Atlantic Board of Governors):

Ms. Patricia Dicker
Mr. Mark Bradbury

Reappointed for a term of three years effective December 15, 2014:

Mr. Steve Belanger

Board Book Tips

The Board Chair outlined her Board Book tip for the current meeting.

6178. APPROVAL OF THE AGENDA

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

6179. MINUTES

The Minutes of the regular meeting of the Board of Regents held on December 4, 2014 were approved by the Board.

6180. CHAIR'S REPORT

A. Meeting of the Executive Committee

The Chair advised that the Executive Committee met on January 19, 2015 to finalize the agenda for today's meeting.

B. Election of the Vice-Chair

The Chair noted that Clause D.22 of the Board Bylaws states that the Board shall elect one of its members to act as vice-chairperson of the Board for a term of two years and in accordance with the Bylaws, she informed the Board that two nominations were received nominating Mr. George Tucker and Ms. Pat Coish-Snow for the position. In accordance with the Bylaws, the Chair invited members (excluding the nominees who abstained from voting) to cast their ballot. Following the vote, the Chair announced that Ms. Coish-Snow was elected as Vice-Chair of the Board of Regents for a term of two years or until her term on the Board expires, whichever occurs earlier. Ms. Petten welcomed Ms. Coish-Snow to the role of Vice-Chair and joined with the Board in expressing congratulations to both nominees for participating in the democratic process.

6181. PRESIDENT'S REPORT

A. President's Update of Activities

Dr. Kachanoski provided the Board with a written summary of his activities and events since the December 2014 Board meeting and he provided the Board more detail and context on many of these activities.

B. Enrolments and Registrations for the Winter 2015 Semester

The Board received and reviewed an enrolments and registration progress report for the Winter 2015 Semester.

C. Auditor General Report

The Board received and reviewed background information pertaining to the Auditor General Report and the recommendations and responses contained therein. These were supplemented at the meeting by a presentation from Dr. Gary Kachanoski and Mr. Kent Decker.

Dr. Kachanoski advised that in 2014, the Auditor General asked the University if it would cooperate with his office to conduct an audit. Although the Memorial University Act indicates that the University is not an agency of the crown, in the spirit of full transparency, the Auditor General was invited to audit the University.

The Auditor General (AG) publicly reported on the 2014 audit of Memorial University in late 2014, documenting 39 findings upon which ten recommendations were made to the University and a further three recommendations to the provincial government's Department of Advanced Education and Skills (AES).

Auditor General Report (cont'd)

Prior to the public release of the AG report, the University administration was afforded the opportunity to review and respond to the recommendations. In most cases the University accepted the recommendations and is already taking corrective action. In the other cases, Memorial provided clarification of the particular instances that were highlighted by the AG. The administration responded to the Auditor General on December 3, 2014 and the University's responses were included in the AG's public report.

A list of the Auditor General's recommendations and the Province's and University's responses were provided in the background documentation.

Dr. Kachanoski noted that the full Auditor General Report including the detailed findings and recommendations have been reviewed with the Audit and Risk Committee at a meeting held on February 4, 2015. It was further noted that the report will also be shared on the Memorial University web site. The University's responses will be shared subject to any necessary redaction.

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

CONSENT AGENDA

Noting that the items were dealt with in detail in meetings of the appropriate committees, it was moved by Ms. Coish-Snow, seconded by Ms. Cormier and carried that the consent agenda, comprising the resolutions listed in 6182 through 6186 below be approved as follows:

6182. AUDIT AND RISK COMMITTEE

A. Appointment to the Board of the Campus Childcare Inc. (CCI)

The Board received background information and agreed to the appointment of Mr. Michael Beson as parent representative on the Campus Childcare Inc. Board of Directors for a two-year term effective immediately and as outlined in the background documentation.

B. Delegation of Appointments to Separately Incorporated Entities (SIE) Boards

The Board received background information and agreed to confer upon the Audit and Risk Committee of the Board of Regents the power and authority to act for the Board in the appointment and removal of directors of the following Separately Incorporated Entities (SIEs) and as outlined in the background documentation:

- Campus Childcare Inc.
- Canadian Centre for Fisheries Innovation
- Genesis Group Inc.
- Memorial University Recreation Complex

C. Deletion of the Records Management Policy and the corresponding Procedure for Records Management

The Board received background information and agreed to the deletion of the Records Management Policy and the corresponding Procedure for Records Management as outlined in the background documentation.

D. Deletion of the Wireless Networking Policy and the corresponding Procedure to Setup Wireless Access Account

The Board received background information and agreed to the deletion of the Wireless Networking Policy and the corresponding Procedure to Set up Wireless Access Account as outlined in the background documentation.

E. Auditor General Report – Recommendations, Responses and Findings

The Board received background information pertaining to the Auditor General Report and the recommendations, responses and findings.

In 2014, the Auditor General asked the University if it would cooperate with the Office of the Auditor General to conduct an audit. Although the Memorial University Act indicates that Memorial University is not an agency of the crown, in the spirit of full transparency, the Auditor General was invited to audit the University.

It was noted that the Auditor General (AG) publicly reported on the 2014 audit of Memorial University in late 2014, documenting 39 findings upon which ten recommendations were made to the University and a further three recommendations to the provincial government's Department of Advanced Education and Skills (AES). Prior to the public release of the AG report, the University administration was afforded the opportunity to review the report and respond to the recommendations (though not the detailed findings). In most cases the University accepted the recommendations and is already taking corrective action. In the other cases, Memorial provided clarification of the particular instances that were highlighted by the AG. The administration responded to the Auditor General on December 3, 2014, and the University's responses to the recommendations were included in the AG's public report.

A detailed list of the Auditor General's recommendations with the Province's and University's responses, and the detailed findings with the University's unpublished comments, was provided in the background information.

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

6183. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

A. Update on progress of Capital Projects

The Board received for information a summary report of the following capital projects currently underway or being planned:

Projects in Progress

St. John's Campus

- Residence Renovations
- Newfoundland & Labrador Centre for Interdisciplinary Research in Human Genetics and Faculty of Medicine Building Extension, HSC
- Aboriginal Centre
- Core Science Facility
- Battery Property
- Clock Tower Modifications

Marine Institute

- Building Expansion to House New Offshore Operations Simulator

Grenfell Campus

- Energy Strategy

Projects in Planning Stages

St. John's Campus

- Faculty of Engineering and Applied Science – Mechanical Engineering High Bay Laboratory
- Faculty of Engineering and Applied Science – Petroleum Engineering
- Animal Care Facility
- Faculty of Arts Research Archival Facility

Marine Institute

- Holyrood Marine Base – Phase IIA Breakwater, Marginal Wharf and Restoration of Existing Wharf
- Holyrood Marine Base – Phase IIB Ocean Research and Training Building

Grenfell Campus

- Child Care Facility

Update on progress of Capital Projects (cont'd)

Projects in Early Stages

- Faculty of Medicine – Redevelopment of Existing Space
- Pedways over Prince Philip Parkway – East and West
- Redevelopment of the Reid Theatre
- Storage Facility, Mount Scio Road

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

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

B. Extension to the Honeywell Energy Performance Contract (EPC)

The Board received background information pertaining to the extension to the Honeywell Energy Performance Contract (EPC).

The University has undertaken energy performance contracts in the past 15 years which have achieved significant cost and operating savings. These savings are achieved when older, less energy efficient facilities infrastructure are upgraded or replaced as part of an energy performance contract (EPC). Numerous Energy Service Companies (ESCOs) throughout Canada offer a service which facilitates these upgrades.

In 2004, Memorial completed an Energy Master Plan and implemented portions of this plan in 2005. A request for proposal call identified Honeywell as the preferred ESCO. A comprehensive engineering report followed by detailed design and construction ensued in 2007 noting work was completed in 2009. The EPC realized \$14.5M worth of projects had been undertaken across eight of the major buildings at the St. John's campus. The program included lighting upgrades, window and door improvements, mechanical ventilation and insulation improvements as well as a variety of electrical and Utilities Annex improvements. The 2007 EPC was quite successful with returns on the investment exceeding projections.

Facilities Management has been in discussions with Honeywell, who has developed an initial program of additional EPC work which could be undertaken at both the St. John's and Grenfell Campuses. The proposed measures would expand the original 2007 work beyond the initial eight buildings to many of the remaining University buildings. Additionally, the program may include necessary renewal of the fuel fired boilers at the Utilities Annex and other innovative and sustainability based projects. This program, currently estimated between \$23M and \$28M (plus HST), would seek to make substantial energy improvements to University infrastructure while addressing facilities' conditions and capital deferred renewal projects.

Extension to the Honeywell Energy Performance Contract (EPC) (cont'd)

The nature of the work that ESCOs perform requires a degree of risk on their part. This relates primarily to the requirement that projects which Honeywell proposes to undertake achieve the projected returns in energy savings thereby re-paying the cost of design and construction. Honeywell also guarantees the construction costs and energy savings projected by a comprehensive engineering study. The cost of this study and design is estimated at between \$700,000 and \$850,000 (plus HST) of the program cost.

Similarly, the University must incur some risk. In the event that Honeywell evaluates and designs all of the proposed projects and the University chooses not to proceed with the projects, then the University will be required to reimburse Honeywell for their costs. This breakage cost will be considered a maximum upset. Should the University, at any time during design, choose to cancel a project then only the cost to date will be payable.

It was noted additionally that in the coming weeks, Facilities Management will continue to refine the project scopes and viability based upon a number of criteria. The intention of the work will be to make a final recommendation to the Board of Regents as to the scope and value of this next phase of the EPC. Board of Regents' approval would be followed by a submission to Government for their approval of any borrowing required to fund the work. This information will be included in a potential letter of intent, to be signed with Honeywell, for the execution of the comprehensive engineering study, detailed design and subsequent construction.

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

6184. FINANCE COMMITTEE

A. Parking Fee Increase – St. John's Campus

The Board received background information and agreed to the Parking Fees Amendment [No. 6] as outlined in the background documentation, effective May 1, 2015.

B. Approval of revision to the Statement of Investment Policy and Objectives (SIPO) for Endowment Funds and Non-endowed Funds

The Board received background information and agreed to the proposed revisions to the Statement of Investment Policy and Objectives for Endowment Funds and Non-endowed Funds as outlined in the background documentation.

C. Salary Cost Allocation and Resourcing in the Pension and Benefits Office

The Board received background information and agreed to the salary cost allocation and resourcing in the Pension and Benefits Office as outlined in the background documentation and as follows:

- an increase in total pension administration staff salaries and benefits charged to the pension plan budget from the current 3.5 full-time equivalent positions to 4.65 as presented in the background documentation.
- that funding be allocated from the pension plan to support 50% of the cost of the establishment of an additional Management and Professional position in the area of Pension, Benefits and Compensation.

D. Update on the University Financial Position

The Board received for information an update on the University's financial position.

On May 9, 2014, the Board of Regents approved the budget estimates for the fiscal year 2014-15 and projected a balanced budget. A review of actual revenue and expenditures has been completed. At this time, total operating expenditures for 2014-15 are projected to be under budget by approximately \$7.3 million (as provided in Table 1 of the background documentation). Table 2 (as provided in the background documentation), details the consolidated liabilities which will be funded from the Operating Budget.

Tuition Revenue - At this time, this source of operating revenue is forecasted to be on budget. This forecast is based on actual tuition revenue for the spring and fall semesters and a projection for the winter semester.

Indirect Cost of Research Grant - This revenue source is projected to be on budget.

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

6185. HUMAN RELATIONS COMMITTEE

A. Parking Fee Increase – St. John's Campus

This item was also considered under the Finance Committee agenda as outlined in the Minute 6184.A above.

B. Approval of the tentative Collective Agreement with the NAPE Local 7405 Marine Institute Instructors, Demonstrators, Research and Technical Personnel and Research Scientists

The Board received background information and agreed to the implementation of the Provincial Government template for wage increases for the NAPE Local 7405 Marine Institute Instructors, Demonstrators, Research and Technical Personnel and Research Scientists for the period September 1, 2012 to August 31, 2016 as outlined in the background and as follows:

- 0% September 1, 2012
- 0% September 1, 2013
 - \$1,400 signing bonus (pro-rated based on portion of full-time hours worked during past twelve months) upon signing
- 2% September 1, 2014
- 3% September 1, 2015

C. Implementation of Provincial Government template for wage increases to Executive employees (Vice-Presidents)

The Board received background information and agreed to the implementation of the provincial government template for wage increases to Executive pay scale and executive employment contracts as outlined in the background documentation and as follows:

- Effective September 1, 2012: 0%
- Effective September 1, 2013: 0%
- Effective September 1, 2014: 2%
- Effective September 1, 2015: 3%

D. Senior Leadership Position vacancies and upcoming renewals

The Board received for information a status update regarding senior leadership position vacancies and their associated recruitment status and senior leadership positions held by academic administrators which may be renewed.

E. Appointments Reports

The Board received the Appointments Reports for the St. John's and Grenfell Campuses for actions taken since December 4, 2014 noting that the actions have been taken under delegated authority as provided for in the Terms of Reference for the Committee.

F. Appointment of General Counsel

The Board received background information and agreed to the appointment of Mr. Morgan Cooper as General Counsel effective May 4, 2015 and as outlined in the background documentation.

6186. SENATE MATTERS

- A. Senate Matters with implications for the Board of Regents (October 14, 2014)

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on October 14, 2014 and approved the Calendar changes arising from that meeting and as outlined in the background documentation.

- B. Senate Matters with implications for the Board of Regents (November 18, 2014)

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 18, 2014 and approved the Calendar changes arising from that meeting and as outlined in the background documentation.

- C. Senate Matters with implications for the Board of Regents (December 9, 2014)

- (i) Approval of amendment to University Regulation 8.2

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on December 9, 2014 and agreed with the amendment to University Regulation 8.2, Firearms on Campus and as outlined in the background documentation.

- (ii) Approval of the Constitution of the Academic Council of the School of Human Kinetics and Recreation and the Faculty of Business Administration Constitution of the Faculty Council

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on December 9, 2014 and agreed with the amendments to the Constitution of the Academic Council of the School of Human Kinetics and Recreation and also the Faculty of Business Administration Constitution of the Faculty Council.

DISCUSSION AGENDA

6187. GOVERNANCE COMMITTEE

A. Board Committee Renewal

Ms. Kim Keating, Vice-Chair of the Governance Committee reminded Board members that the Governance Committee is assigned the responsibility for recommending to the Board Chair, nominees to fill committee vacancies as per Clause 61 of the Board Bylaws, Composition of Committees which reads in part as follows: *“Normally, members of the Board should serve on at least one committee and no more than three active committees, excluding the Executive Committee”*.

Ms. Keating noted that the Committee will soon be undertaking a review of the Board Committee membership. Part of this review will also include the assignment of Chairs and Vice-Chairs as several of their terms conclude at the end of February. She reminded members that in January, the Board Secretary forwarded to them the form “Volunteers for Board Committees”. She encouraged members to complete the form and indicate whether they are interested in continuing to serve on the same Committee(s) or if they would prefer to switch to another Committee or if they would prefer to take on additional Committee responsibilities.

B. Board Member Profiles

The Governance Committee is in the process of drafting a “Board Profile” form to be completed by all members. Ms. Keating noted that there is currently good information on file regarding alumni members and the Governance Committee agreed that it should be expanded to all members. In order to assist the Governance Committee with the development of the form, it was agreed to have the two candidates for Vice-Chair of the Board complete the draft profile form. As a result of that process, the Committee agreed to recommend that all Board members fill it out. The profile would then be edited by University staff to be placed on Board Books and the Regents’ website with an official photograph for each Board member. Ms. Keating noted that the forms would be sent to members in the near future.

C. Annual Review of the Terms of Reference for all Board Committees

Ms. Keating reminded members that the Board Bylaws stipulate that the Terms of Reference for all Board Committees will be reviewed annually. The Governance Committee will initiate this process in the upcoming week by asking each Committee of the Board to review their respective Terms of Reference. She noted that the results will be brought back to the Board for final approval when completed.

6188. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

A. Core Science Facility approval process

The Board received and reviewed background information pertaining to the Core Science Facility approval process.

Ms. Browne then provided Board members with a presentation entitled “Core Science Facility Approval Process” noting that at the December 8, 2014 meeting of the Board of Regents, Administration was asked to provide an outline of the approval schedule and process for the Core Science Facility.

Ms. Browne noted that Mr. Jim Keating, Vice President – Oil & Gas, Executive Leadership Team, Nalcor Energy, and member of the Board of Regents agreed to work with Administration to review the process to date and assist. Mr. Keating is a senior engineer with considerable experience in decision gated processes and execution of large complex projects.

To facilitate the review the Administration scheduled a workshop on January 30th, 2015. Participants were as follows:

- Michelle Daye, Chair of the Campus Planning and Development Committee, Board of Regents
- Kent Decker, VP – Administration and Finance
- Ann Browne, Associate VP – Facilities
- Keith Hiscock, Acting Director, Engineering and Construction
- Jim Keating, Vice President – Oil & Gas, Executive Leadership Team, Nalcor Energy
- Derek Owen, Capital Projects Advisor (former ExxonMobil executive Sable and Hibernia General Project Manager plus many North Sea projects); he supports Nalcor Energy in external project peer reviews and decision gate analysis
- Kris Costello, Hebron Asset Manager, Nalcor Energy
- Greg Fleming, Marine Crossing Project Manager, Nalcor Energy
- Calvin Smith, Senior Vice President, Technical Director, HOK Architect Corporation
- Ron Fougere, Architect, Hearn Fougere Architects Inc.
- Samuel Hakemi, Project Manager, Mark G. Anderson Consultants (MGAC)
- Michael Grey, Managing Director-Vice President, Mark G. Anderson Consultants (MGAC)

The objective of the peer review was to better understand the level of readiness of the Core Science Facility project commensurate with the stage of approval that Memorial University wishes to seek from the Board of Regents.

Core Science Facility approval process (cont'd)

Ms. Browne then noted the summary of Board of Regents' approvals to date:

Approval Date	Details
September 2012	Authorization to commission a Functional Space Planning Study
December 2013	Commission the detailed architectural and engineering design for Core Science Facility to HOK Architect Corporation/Hearn Fougere Architects Inc.
July 2014	Approved the three-pavilion concept
October 2014	Approved the Infrastructure Fund
December 2014	Approved the issuance of tenders for initial construction work
January 2015	Received Provincial Government approval for Stage 2A – Approval of Concept Design (Attached)

Ms. Browne also noted the future approvals required:

Approval Required	Details	Date
1. Provincial Government	Stage 2B/3 – Approval of Design Development and Approval to Tender	Feb 2015
2. Board of Regents	Construction Package 1 – Approval to Award and Commence Construction	March 2015
3. Provincial Government	Stage 4 – Approval to Award	

Ms. Browne also covered and provided an overview of the following topics in her presentation:

- 4-Stage Approval Process
- Front-End loading
- Construction Packages (CP)
- Risk Mitigation
- CSF Financials – Construction Budget only
- Schedule

Following a detailed discussion, Ms. Petten thanked Ms. Browne for the informative presentation.

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

6189. FINANCE COMMITTEE

A. Fees for the new Intensive English Programs (IEP) – Grenfell Campus

The Board received and reviewed background information pertaining to fees for new Intensive English Programs (IEP) at the Grenfell Campus.

Dr. Bluehardt advised Board members that from September 2015, Grenfell Campus will offer three levels of full-time intensive English programming, an increase from the current one level. This new programming was approved at the January 13th meeting of Senate. In place of the existing course ENGS 0011F, three courses will be offered which are ENGS 013F, ENGS014F and ENGS 015F. As provided in the background documentation, fees for the three courses are proposed and will take effect from the fall semester 2015. It was noted that ENGS 011F will no longer be offered at Grenfell Campus. It was also noted that current students' fees will not be impacted.

The proposed fees for the new courses have been determined based on the number of hours of instruction provided, as this is the primary cost of operating the program. Other costs include materials and textbooks as well as promotion and marketing. Revenue from English as a second language programs at Grenfell Campus will be allocated to the English Bridge Account in the Division of Arts at Grenfell Campus to support the running of the program on a cost-recovery basis.

The cost of ENGS 014 remains the same as the existing ENGS 011F (\$2930), which also includes 20 hours per week of instruction. The cost of the new courses ENGS 013F and ENGS 015F have been reduced and increased proportionally from \$2930, with minor adjustments to reflect the fixed costs of materials and promotion. The proposed costs are comparable to those at the St. John's Campus. The St. John's IEP has 25 hours per week of instruction with a fee of \$3500 per semester. The IEBP at the St. John's Campus has 15 hours per week of instruction and costs \$2200.

The proposed fees are as follows:

	ENGS 013F	ENGS 014F (this course has the same fees and hours of instructions as existing ENGS 011F at Grenfell)	ENGS 015F
Hours of instruction (for 13 weeks)	25	20	15
Cost of textbooks and materials (estimate; varies by semester)	\$170	\$170	\$170
Approximate per student cost of promotion and marketing	\$500	\$500	\$500
	$(2930 * 25)/20 = 3662$	\$2930	$(2930 * 15)/20=2197$
Proposed fee	\$3500	\$2930	\$2250

Fees for the new Intensive English Programs (IEP) – Grenfell Campus (cont'd)

Documentation showing how the fees will be allocated at Grenfell to cover the costs of the program was provided in the background material.

After a detailed discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the fee structure for Intensive English as a Second Language, Grenfell Campus as outlined in the background information and as follows:

- ENGS 013F \$3,500
- ENGS 014F \$2,930
- ENGS 015F \$2,250

6190. MATTERS OF STRATEGIC IMPORTANCE TO THE BOARD

A. Approval of Grenfell Campus Strategic Plan 2014-2020

The Board received and reviewed background information pertaining to the Grenfell Campus Strategic Plan 2014-2020.

The Board welcomed to the meeting Dr. David Peddle, Associate Vice-President (Grenfell Campus) Academic.

Dr. Bluechardt advised that Grenfell's previous Strategic Plan covered the period 2008-2013. The process to develop a new Strategic Plan reflective of Memorial University's Frameworks was initiated in the Fall of 2012. Since that time the development of the plan has been inclusive involving extensive consultation.

An early version of the Plan was shared at the Vice-Presidents Council Retreat held in August, 2014. Additionally, the Vice-President (Grenfell Campus) has continued to update the President and Grenfell Campus community at various stages of its development. An external consultant, Dr. Colin Higgs began the consultation process on behalf of Grenfell Campus. The Rural Secretariat of the Office of Public Engagement was engaged for continued consultation.

The Campus provided many opportunities for people to participate in the process through workshops, small group meetings, individual meetings and invitations to provide feedback online. Small work groups (theme groups) were formed as themes emerged, resulting in numerous iterations of this plan. The latest version was presented by Dr. Bluechardt at the Campus Conversations on Wednesday, October 22, 2014 where it was well received. Throughout this process the work groups continued to develop implementation plans to support each theme and goal. The latest version of the Implementation Plan was presented by Dr. Peddle and Dr. Bluechardt at Campus Conversations on Monday, November 3, 2014 and the campus community had an opportunity to provide further feedback.

Approval of Grenfell Campus Strategic Plan 2014-2020 (cont'd)

The Strategic Plan was endorsed by Academic Council on Wednesday, November 5th, 2014. It was presented to the Board of Regents for information and feedback at its meeting on December 4, 2014. The implementation plan that will support the Strategic Plan and its progress will be reported on an annual basis and necessary modifications will be made to 2020.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the Grenfell Campus Strategic Plan 2014-2020 as outlined in the background documentation.

B. Approval of Strategic Internationalization Plan 2020

The Chair welcomed Ms. Sonja Knutson, Director of the International Centre and Special Advisor to the President on International Affairs, to the meeting.

The Board received and reviewed background information pertaining to the Strategic Internationalization Plan 2020.

Dr. Ray Gosine advised Board members that the construction of a Strategic Internationalization Plan was initiated by Dr. David Wardlaw, Provost and Vice-President (Academic), in July 2013 as a two-step process. The first step involved the development of a “white paper” on international activities at Memorial University, whose aim was to document the University’s strategic landscape in the international arena, drawing primarily from numerous prior reports, campus-based and unit-based strategic plans with internationalization focus or components and limited consultation. This document was forwarded to Dr. Gary Kachanoski, President and Vice-Chancellor and Dr. Wardlaw in December 2013, and the University community was given an opportunity to provide feedback.

At the request of the Provost, the second step of the strategic planning process was initiated under the leadership of Dr. Richard Marceau, Vice-President (Research), in May 2014. Throughout June and early July, 2014, consultations with 22 academic units, administrative units and student groups throughout Memorial University both validated and expanded upon the White Paper’s strategic analysis, providing additional insights regarding strengths, challenges, opportunities and risks. During this time, “Strengthening the Value Chain”, a report prepared by Dr. David Philpott and Ms. Karen Kennedy was released. The explicit intention of the project and subsequent report was to use the Teaching and Learning lens to focus on the growing population of international students at MUN and to examine the intercultural competency of Memorial University. Following presentations to Vice-Presidents Council and Deans Council, the draft Strategic Internationalization Plan was made public on Memorial’s website and invited feedback for a period of six weeks.

Approval of Strategic Internationalization Plan 2020 (cont'd)

Feedback was received from faculty, staff, students, the community, the Senate Planning and Budget Committee, the Senate Committee on Undergraduate Studies, Academic Council of the School of Graduate Studies, Senate and the Board of Regents at its October 2014 meeting. A revised version of the Plan was presented to Senate on January 13, 2015 and unanimously approved.

The purpose of the Plan is to strengthen the university's internationalization efforts and set the stage for a wide range of ambitious international and intercultural initiatives. The plan makes seven recommendations for strengthening Memorial's internationalization efforts:

1. Educating global citizens;
2. Recruiting and retaining global talent;
3. Enhancing the Memorial value proposition;
4. Structuring for success;
5. Aiming for global impact;
6. Internationalization of the curriculum;
7. Tracking progress.

Following the six-week consultation process, the vast majority of the changes that were made to the August 2014 draft of the Plan were editorial in nature with some good suggestions for improvements in some of the wording and corrections to some typos.

There were two substantive changes made to the draft as a result of the consultation process. The first major change is in relation to the recommended reporting relations for the Director, while the second major change is in relation to Harlow.

The first significant change since the Plan was reviewed by the Board of Regents is in Recommendation 4 – Structuring for Success and relates to the reporting of an “Internationalization Office” to the Provost rather than to the President. The feedback suggested that the Office and the Director would be better positioned for successful interfacing with the academic enterprise by reporting to the Provost where all other academic offices ultimately report.

The second significant change is the removal of Recommendation 6 from the August 2014 draft Plan. In particular, the consultation process raised concerns about recommending full-degree academic programming at Harlow. The original recommendation and the actions associated with the creation of academic programs at Harlow were removed from the draft of the Plan that was approved by Senate while the action to create a business development office at Harlow to facilitate opportunities in Europe has been integrated into Recommendation 5 – Aiming for Global Impact.

Approval of Strategic Internationalization Plan 2020 (cont'd)

The Strategic Internationalization Plan is key to the success of Memorial University's Strategic Research Intensity Plan and Enrolment Plan, both of which were approved by the Board of Regents on May 3, 2014.

Any budgetary implications associated with the establishment of an International Office will be absorbed by the academic envelope.

The reports contained in the background information were provided to the Board noting that there was a "clean" version of the final report and "marked up" version which contained all changes to the August 2014 document based upon the consultation process and minor edits following presentation to Senate on January 13, 2015.

After a detailed discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the final version of the Strategic International Plan as outlined in the background documentation.

6191. ANY OTHER BUSINESS

A. Date of Next Meeting

The next regular meeting of the Board of Regents is tentatively scheduled to be held on March 12, 2015.

ADJOURNMENT

The meeting adjourned at 5:35 p.m.

CHAIR

SECRETARY

DATE