

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board of Regents was held on Thursday, July 6, 2017 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)
Ms. Margie Allan
Ms. Michelle Baikie
Mr. Steve Belanger
Mr. Glenn Barnes
Mr. Robert Bishop
Mr. Mark Bradbury
Mr. Joe Dunford
Ms. Colleen Galgay-Johnston
Ms. Kim Keating
Mr. Denis Mahoney
Mr. Max Rice
Mr. Trevor Stagg
Ms. Eleanor Swanson
Ms. Tina Scott, Secretary to the Board

APOLOGIES:

Apologies were received from Ms. Katharine Hickey, Mr. John Hogan, Dr. Susan Dyer-Knight, Ms. Karen McCarthy, Ms. Rebecca Stuckey, Mr. George Tucker.

PRESENT BY INVITATION:

Mr. Kent Decker, Vice-President (Administration and Finance), Dr. Ray Gosine, Vice-President (Research), *pro tempore*, Mr. Glenn Blackwood, Vice-President (Marine Institute), Dr. Ivan Emke, Vice-President (Grenfell Campus) *pro tempore*, Mr. Glenn Collins, Interim Executive Director, Office of the Board of Regents, Mr. Morgan Cooper, General Counsel.

6425. MEETING CALLED TO ORDER

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

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

6426. WELCOME TO NEW REGENTS

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

Appointed for a term of three years effective March 24, 2017:

Ms. Margaret Allan
Ms. Michelle Baikie
Mr. Glenn Barnes
Mr. Joe Dunford
Ms. Karen McCarthy
Ms. Eleanor Swanson – *previously served on the Board from 2005 to 2014.*

She also extended a special welcome to Dr. Ivan Emke who was appointed as the Vice-President (Grenfell Campus), *pro tempore*.

The Chair noted that from April – May 2017, the Memorial University Alumni Associated issued a call for nominations for candidates for the election of six alumni representatives to the Board of Regents. She then advised that that Mr. Denis Mahoney and Ms. Katharine Hickey were re-elected. In addition, she noted three new and one returning alumni representatives on September 1, 2017 and as follows:

Dr. Rex Gibbons (previously served on the Board from September 2008 to August 2014)
Dr. Bud Davidge
Ms. Cathy Duke
Ms. Sarah Stoodley

Ms. Petten noted that this is the last meeting for Trevor Stagg whose term expires July 8, 2017. On behalf of the Board, she thanked Mr. Stagg for his considerable contributions to the work of the Board during his term and wished him well in his future endeavors.

The chair then sincerely thanked Ms. Galgay-Johnston, Mr. Hogan, Mr. Tucker and Ms. Keating for the contributions they have made to the Board and to the University during their time on the Board. In doing so, she acknowledged the leadership roles they each carried out for the Board by serving as Chairs of Board Committees and in Ms. Keating's case, as Vice-Chair of the Board.

6427. 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.

6428. MINUTES

The Minutes of the regular meeting of the Board of Regents held on May 11, 2017 were approved by the Board.

6429. CHAIR'S REPORT

A. Report of the Executive Committee

The Chair noted that the Executive Committee met on June 19, 2017 to finalize and fine tune the agenda for today's meeting.

6430. 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 May 2017 meeting and he provided the Board more detail and context on several of these activities and events.

OPEN SESSION - CONSENT AGENDA

It was moved by Ms. Keating, seconded by Ms. Galgay-Johnston and carried that the consent agenda, as recommended by the appropriate Board Committee and comprising the resolutions listed in 6431 below be approved as follows:

6431. EXECUTIVE COMMITTEE: SENATE MATTERS

A. Senate Matters with implications for the Board of Regents (April 11, 2017): Approval of Calendar Changes

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on April 11, 2017 and approved the Calendar changes as outlined in the background documentation.

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

CLOSED SESSION – CONSENT AGENDA

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

Ms. Galgay-Johnston declared a conflict with Agenda Item 14.1 "Universal Transit Pass (UPASS) for Memorial University".

Noting that the items were dealt with in detail in meetings of the appropriate committees, it was moved by Ms. Keating, seconded by Ms. Galgay-Johnston and carried that the consent agenda, comprising the resolutions listed in 6432 through 6436 below be approved as follows:

6432. AUDIT AND RISK COMMITTEE

A. Executive Summary of the Internal Audit Report: Board Orientation

The Board received for information the “Executive Summary of the Internal Audit Report – Board Orientation”, a copy of which was provided in the background documentation. The Office of Internal Audit recently performed an audit activity of the Board orientation program, the results of that work has been included in an Internal Audit Report – Board Orientation 2016-17-03 (issued April 28, 2017). The Report concluded that risks are managed, however, minor improvement opportunities have been noted. The University Auditor provided an executive summary of the findings and recommendations.

B. Executive Summary of the Internal Audit Memo: CSF Project Governance

The Board received for information the “Executive Summary of the Internal Audit Memo – CSF Project Governance”, a copy of which was provided in the background documentation. The Office of Internal Audit regularly performs follow-up procedures relating to previously reported audit recommendations. During the follow-up work on the Core Science Facility (CSF) Project – life cycle audit recommendations, emerging risks were identified and observations noted. The results of those procedures resulted in an Internal Audit Memo: CSF Project Governance. The University Auditor provided an executive summary of the finding and recommendation.

C. Annual Internal Audit Summary Report 2016-17

The Board received for information the Annual Internal Audit Summary Report 2016-17 a copy of which was provided in the background documentation. The University Auditor is providing the 2016-17 Annual Internal Audit Summary report for the information of the Board. The Annual Internal Audit Summary report summarizes the audit work completed during the year. For the fiscal year ending March 31, 2017 two audit reports and two audit memos have been issued for a total of 14 audit recommendations. This report provided information related to the audit findings and other services conducted by the Office of Internal Audit during the year.

D. Internal Audit Status Report July 2017

The Board received for information the Internal Audit Status Report – July 2017. The University Auditor is providing the Internal Audit Status report for the information of the Board. The Internal Audit Status report summarizes the audit work completed during the current period noting that for the fiscal year to date, two audits have been completed, two are in progress, one has not started and one is deferred. As each audit is completed, an executive summary of the results is presented in a separate memo.

E. Appointments to Memorial University Recreation Complex Inc. (MURC) Board of Directors

The Board was informed that at a meeting held earlier in the day, the Audit and Risk Committee approved the appointments to the Memorial University Recreation Complex (MURC) Board of Directors as outlined in the background documentation and as follows:

- Ms. Sophia Solomon, appointed as the Memorial University of Newfoundland Students' Union representative for a one year term effective July 6, 2017
- Mr. Matt Barter, appointed as the Memorial University of Newfoundland Students' Union representative for a one year term effective July 6, 2017
- Mr. Christian Samson, appointed as the Marine Institute Students' Union representative for a one year term effective July 6, 2017
- Mr. Osama Alagili, appointed as the Graduate Students' Union representative for a one year term effective July 6, 2017
- Mr. Mike Fowler, Manager of Human Resources, Fisheries and Marine Institute of Memorial University of Newfoundland, reappointed as MUN – Administrative representative for a two year period effective July 6, 2017

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

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

- Mr. Patrick Keefe, General Partner, Build Ventures, appointed May 11, 2018 to June 30, 2019
- Ms. Margaret Allan, Husky Energy, reappointed for a term effective June 30, 2017 to December 31, 2018
- Mr. Ron Ellsworth, Ellsworth Group, reappointed for a term effective June 30, 2017 to December 31, 2018

Appointments to the Genesis Group Inc. Board of Directors (cont'd)

- Ms. Nora Duke, Fortis, reappointed for a term effective June 30, 2017 to December 31, 2018
- Mr. Robert Webb, Verafin Inc., reappointed for a term effective June 30, 2017 to December 31, 2018
- Dr. Ray Gosine, Vice-President (Research) pro tempore, reappointed for a term effective June 30, 2017 to December 31, 2018
- Dr. Rob Greenwood, Office of Public Engagement, reappointed for a term effective June 30, 2017 to December 31, 2018
- Mr. Fred Cahill, G.J. Cahill Ltd., reappointed as Chair for a term effective June 30, 2017 to June 30, 2019
- Mr. Jamie King, Verafin Inc., reappointed for a term effective June 30, 2017 to June 30, 2019
- Ms. Susan Hollett, Hollett & Sons, reappointed for a term effective June 30, 2017 to June 30, 2019
- Ms. Sherry Walsh, Deloitte, reappointed for a term effective June 30, 2017 to June 30, 2019
- Dr. Greg Naterer, Faculty of Engineering and Applied Science, reappointed for a term effective June 30, 2017 to June 30, 2019
- Ms. Michelle Simms, Genesis Group Inc., Ex-officio
- Dr. Gary Kachanoski, President and Vice-Chancellor, MUN, Non-voting, Ex-officio

G. Student Matters Report for the 2016-2017 Academic Year from the Student Matters Steering Committee

The Board received for information the Student Matters Report for the 2016-2017 Academic Year from the Student Matters Steering Committee, a copy of which was provided in the background documentation. The Office of the Provost and Vice-President (Academic) received direction in January 2013 from the President that the Board of Regents receive regular reports from senior administration concerning student matters such as student safety, student performance indicators and students discipline.

The report is presented by the Student Matters Steering Committee with the results from the collection and synthesis of data gathered by departments and units from across Vice-President's portfolios. The report presents information on student patterns based on information available for the academic year 2016-17. It was noted that a draft of this report has been shared with all members of the steering committee and was reviewed by Vice-Presidents Council at its meeting on June 13, 2017.

H. Office of the Chief Risk Officer Annual Report 2016

The Board received for information the Office of the Chief Risk Officer Annual Report 2016 a copy of which was provided in the background documentation. The Office of the Chief Risk Officer (OCRO) has completed its annual report for the 2016 calendar year. Contained within the document are highlights and key accomplishments related to health and safety, campus enforcement and patrol, risk, and emergency management areas.

I. Office of the Chief Risk Officer 2017 Year-to-date Update

The Board received background information and agreed to the Office of the Chief Risk Officer 2017 Year-to-date update as outlined in the background documentation.

J. Core Science Facility Audit Update: Heat Map

The Board received for information the Core Science Facility Audit Update: Heat Map. At the May 11, 2017 meeting of the Board of Regents the fifth post-audit Heat Map was provided regarding the Core Science Facility Audit which had been received by the Board at its March 2016 meeting. An updated Core Science Facility (CSF) Audit heat map (milestone schedule) was provided in the background documentation.

K. Human Resource Management System Improvement Project Update – *also on the Human Relations Committee agenda*

The Board received for information the Human Resource Management System Improvement Project Update noting that regular updates on this project are provided to the Audit and Risk Committee.

6433. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

A. Update on Capital Projects

The Board was advised that the following capital projects are underway or being planned:

Projects in Progress

St. John's Campus

1. Aboriginal Centre
2. Core Science Facility
3. Battery Property
4. West Pedway over Prince Phillip Drive
5. Animal Resource Centre

Update on Capital Projects (cont'd)

Marine Institute

1. Holyrood Marine Base – Phase IIA Breakwater, Marginal Wharf and Restoration of Existing Wharf

Projects in Planning Stages

St. John's Campus

1. Faculty of Engineering and Applied Science – Mechanical Engineering High Bay Laboratory
2. Faculty of Engineering and Applied Science – Petroleum Engineering Building
3. Faculty of Arts Research Archival Facility
4. Redevelopment of Reid Theatre

Marine Institute

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

Projects in Early Stages

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

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

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

B. Core Science Facility (CSF) Status Update

The Board received for information the Core Science Facility (CSF) status update. The CP-3 tender (CP-3R) was issued on December 8, 2016 and closed on March 2, 2017. It was subsequently awarded to Marco Services Ltd. on April 25, 2017 after receiving approvals from the Board of Regents and the Provincial Government. Construction has commenced and it is anticipated that the project will achieve substantial completion in spring 2020, to be ready for a fall 2020 opening.

As per the May 2017 update, project reporting has been enhanced to include the following documents:

- Appendix A: Monthly Project Scorecard (including a new executive summary)
- Appendix B: Strategic Milestones Scorecard
- Appendix C: Executive Budget Summary (new)

Core Science Facility (CSF) Status Update (cont'd)

- Appendix D: Management Reserve and Construction Contingency Drawdown Logs (new)
- Appendix E: Global Project Schedule (new)

It was noted that the Board reporting format can be adjusted subject to the committee's feedback.

Status

CP- (Construction Package) 1 Enabling Works

Contract is complete. Details on the pre-tender estimates and the tender amount were provided.

CP-1A Foundations

Contract is complete. Details on the pre-tender estimates and the tender award amount were provided.

CP-2 Structural Steel

Approval was received on November 2, 2015 from the Government of Newfoundland and Labrador to issue a tender for CP-2. This tender was called on December 2, 2015 and was to close on March 1, 2016. It was subsequently cancelled and combined with CP-3. This change enhanced coordination of the work and reduced risk to the project.

CP-3R Main Building (& Structural Steel)

CP-3R includes the scope of the former CP-2 (Structural Steel) and was issued for tender on December 8, 2016. On March 2, 2017, the tender closed and a recommendation for award was brought forward to the Board of Regents at the March 16, 2017 meeting. The Board of Regents granted approval to award the CP-3R contract, subject to receiving approval of the same from the Government of Newfoundland and Labrador. On April 13, 2017, the Government of Newfoundland and Labrador granted approval to award the CP-3R contract. Following receipt of the required safety documents and attendance of pre-award safety and scoping meetings, the CP-3R contract was awarded to Marco Services Limited on April 25, 2017. On May 12, 2017 a formal Kick-Off meeting was held and Marco Services Limited took control of the site.

Core Science Facility (CSF) Status Update (cont'd)

Other Project Updates

The New Building Canada Fund Contribution Agreement has been signed by both parties, confirming the Government of Canada's support of the project. An Oversight Committee, with MUN and federal co-chairs, has been established to ensure execution of the funding agreement over the duration of the project. The first claim has been submitted and is undergoing final evaluation. The second claim is expected to be submitted in July 2017.

While the CSF audit heat map is reported on separately at the Audit and Risk Committee meeting, May 1, 2017 correspondence received from the Office of Internal Audit advised that matters relating to the March 4, 2016 Detailed Design Phase Audit Report will be reported as closed in their July 2017 update. Accordingly, the CSF Project Management Office considers these audit report items closed and the project team's attention has now shifted to the execution of the CP-3R contract.

While the items from the 2016 Detailed Design Audit Report are closed, Internal Audit issued a memo dated June 6, 2017 to the Chair of the Campus Planning and Development Committee regarding CSF project oversight and governance (rated as High Risk), to which the Chair will provide an audit response for inclusion in the final memo. The next step will be for the Committee to determine what it considers to be an appropriate level of oversight and governance.

C. Deferred Maintenance Program 2017-2018 – also on the Finance Committee agenda

The Board received background and approved funding of \$2,963,400 for priority projects from the 2017-2018 Deferred Maintenance Program as outlined in the background documentation.

D. Approval to Award Construction Contract – Animal Resource Centre – also on the Finance Committee agenda

The Board received background information and approved the awarding of the construction contract for the Animal Resource Centre to Olympic Construction Limited and as outlined in the background documentation.

E. Memorial University Area Traffic Study Update

The Board received for information, the Memorial University Area Traffic Study update. The Memorial University Area Traffic Study was commissioned in 2014 by the City of St. John's, Memorial University of Newfoundland and the Provincial Department of Community Services to examine the longer term transportation infrastructure needs in and around the University area.

Memorial University Area Traffic Study Update (cont'd)

The findings of the report were shared with the Board of Regents at its December 2016 and March 2017 meetings, with the Board completing an e-mail poll thereafter (April 6- 10, 2017) which supported the prioritization of transportation infrastructure needs as identified by the Administration.

Thereafter, the Administration worked with the City of St. John's to discuss project funding responsibilities for the priorities identified and the list was submitted to St. John's City Council for review and approval. At its meeting on June 22, 2017 the City's Police and Traffic Committee endorsed the projects as prioritized and approved the projects to be accepted by Council and incorporated into the City's planning for development and capital works in the area. The recommendation is now proceeding to St. John's City Council for final endorsement and to authorize its staff to begin working with the University to solicit project funding from the Provincial Government to complete the projects over the next several years.

The prioritized project listing, including proposed project funding responsibility was provided for the Board's information.

F. Parking Regulations – Grenfell Campus

The Board received background information and approved the Grenfell Campus Parking Regulations as outlined in the background documentation.

G. Implementation Plan for the Campus Renewal Fee

The Board received for information an update of the implementation plan for the Campus Renewal Fee. At the May 11, 2017 meeting of the Board of Regents, a campus renewal fee was approved as part of the University's budget, as proposed by senior administration. The campus renewal fee is effective September 2017 and is in support of the revitalization of the University's physical and technological infrastructure.

Since the approval of the campus renewal fee, the University's Administration has been actively planning for the fee's implementation and management. It is anticipated that a committee will be initiated to oversee the revenue generated by the campus renewal fee. While the committee's terms of reference are currently being developed, the committee will include representation from a variety of university stakeholders, including students, faculty and staff.

The revenue generated from the campus renewal fee will be fully transparent and tracked separately. Regular reporting to Vice Presidents Council and to the Campus Planning and Development Committee of the Board of Regents will occur to ensure an appropriate level of oversight and accountability. In addition, completed projects funded from the fee will be published.

6434. HUMAN RELATIONS COMMITTEE

A. Senior Leadership Position vacancies and upcoming renewals

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

B. Report on Academic Appointments

The Board received for information the Report on Academic Appointments for the St. John's and Grenfell Campuses for actions taken since May 11, 2017 noting that the actions have been taken under delegated authority as provided for in the Terms of Reference for the Human Relations Committee.

C. Appointment of the Dean of Humanities and Social Sciences

The Board received background information and approved the appointment of Dr. Jennifer Simpson as Dean of the Faculty of Humanities and Social Sciences effective October 1, 2017 for a five-year term and as outlined in the background documentation.

D. Appointment of the Dean of the Faculty of Business Administration

The Board received background information and approved the appointment of Dr. Isabelle Dostaler as Dean of the Faculty of Business Administration effective September 1, 2017 for a five-year term and as outlined in the background documentation.

E. Appointment of Acting Dean of the Faculty of Engineering and Applied Science

The Board received background information and approved the appointment of Dr. Dennis Peters as Acting Dean of the Faculty of Engineering and Applied Science effective September 1, 2017 and ending November 30, 2017 and as outlined in the background documentation.

F. Human Resource Management System Improvement Project Update – *also on the Audit and Risk Committee agenda*

This item was considered under the report of the Audit and Risk Committee as outlined in the Minute 6432.K. above.

G. Update on the Restructuring of the Pension Plan

The Board received for information, an update on the restructuring of the Pension Plan. In June 2016, Minister Gerry Byrne wrote the University to address the issues of special payments, funding and joint sponsorship. He indicated that Government would, if requested, exempt the University from the requirement to make the 2016/17 going concern special payment and additionally grant a permanent solvency funding exemption, provided the University and Plan stakeholders move to establish joint sponsorship of the Plan and develop a funding policy to guide its future sustainability.

In response to Minister Byrne's letter, an Ad Hoc Subcommittee of the Pensions Committee was struck and has met at least monthly since Fall 2016. The subcommittee has worked with the pension plan's actuary, Eckler Limited, to develop an understanding of joint sponsorship, the responsibilities of the parties thereto and the implications for funding the pension plan. The Subcommittee met on June 29, 2017 with the objective of formalizing recommendations to the main Pension Committee relative to a number of high level issues and guiding principles (as provided in the background documentation as Appendix A). Based upon feedback at the Subcommittee it appears that members would be amenable to many of the recommendations as drafted, however, there remain a number of areas where preliminary consensus has been less apparent. These include issues related to a future funding model and benefit reductions (i.e. future indexing).

With respect to the pension plan's financial position, upon conversion to joint sponsorship the University will assume responsibility for the full unfunded liability, excluding the portion attributable to the past service costs of indexing. When indexing was introduced in 2004 these indexing costs began to be amortized over a 40 year period by an incremental increase in the contribution rate of 0.6% for each of the University and employees. The date at which the University's liability will be measured is to be determined, however, a current update to the pension plan's funded position is available. A full actuarial valuation was performed at December 31, 2016, and the results have been extrapolated to March 31, 2017. At this measurement date, the pension plan's unfunded liability, based on the market value of assets, is approximately \$236 million (86.4% funded ratio). If the past service indexing liability of approximately \$80 million is excluded, the unfunded liability for which the University will assume responsibility is \$156 million (90.5% funded ratio).

6435. FINANCE COMMITTEE

A. Update Budget 2017-18

The Board received for information the Budget 2017-18 update. The University's budget for 2017-18 was approved at the May 11, 2017 meeting of the Board of Regents. Following approval of the budget, allocations for all university portfolios have been determined and were provided in the background documentation. Units have been provided with their allocations and budget reduction amounts. Units have until July 28th, 2017 to determine how to balance their 2017-18 budget and provide details of specific cuts to the Budget Office. Detailed reporting on specific actions will be provided to the Board of Regents on a regular basis, commencing at the October 4, 2017 meeting. A template that will be used to assist in reporting was also provided in the background documentation.

B. Deferred Maintenance Program 2017-2018 – also on the Campus Planning and Development Committee agenda

This item was considered under the report of the Campus Planning and Development Committee as outlined in the Minute 6433.C. above.

C. Approval to award Construction Contract – Animal Resource Centre – also on the Campus Planning and Development Committee agenda

This item was considered under the report of the Campus Planning and Development Committee as outlined in the Minute 6433.D. above.

6436. EXECUTIVE COMMITTEE

A. Board of Regents Meeting Dates 2018

The Board received background information and approved the Board of Regents meeting dates for 2018 as follows:

February 1, 2018
March 15, 2018
May 10, 2018
July 5, 2018
October 3, 2018 (to coincide with Grenfell Campus Convocation)
December 6, 2018

CLOSED SESSION – DISCUSSION AGENDA

6437. FINANCE COMMITTEE

A. Budget Estimates – Faculty of Medicine 2017-18

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

Board members were advised that the University has received its grant from the Department of Health and Community Services for the Fiscal Year 2017-18, with additional reductions in the operating grant funding from 2016-17. At the May 11, 2017 meeting of the Board of Regents, the budget for the University, excluding the Faculty of Medicine, was approved. The approved budget included the implementation of a Campus Renewal Fee and a Student Services Fee that are applicable to the Faculty of Medicine.

Changes in the provincial government funding from the Departments of Health and Community Services for the Faculty of Medicine were provided in Table 1 in the background documentation. Most notable is a permanent general 2% budget reduction totaling \$1,155,000.

The 2017-18 budgeted revenue for the Faculty of Medicine totals \$64,634,200 (as provided in Table 2 of the background documentation). The budgeted expenditures total \$70,205,200, resulting in a projected \$5,571,000 current year deficit. The Faculty of Medicine incurred a deficit of \$4,619,951 in 2016-17. This deficit combined with the 2015-16 deficit resulted in a \$4,884,330 cumulative deficit as of March 31, 2017. Taking into account the 2017-18 projected deficit, the Faculty of Medicine is projecting a cumulative deficit of \$10,455,349 as of March 31, 2018.

Discussions are currently underway between the Faculty and the Department of Health and Community Services to determine options for addressing the budget deficit. The university has also established a Financial Advisory Steering Committee comprising the Provost and Vice-President (Academic), the Vice-President (Administration and Finance) and the Dean of Medicine to develop a plan for managing the current and projected deficit. The Steering Committee will be supported by a Financial Operations Working Group

The 2017-18 budget recommended the implementation of an annual Campus Renewal Fee of \$500 for September 2017. This amounts to \$160,300 in 2017-18 and an additional \$121,400 in 2018-19. In addition, the 2017-18 budget recommends a Student Services Fee of \$50 per semester that results in \$32,300 in 2017-18, increasing to \$89,700 in 2018-19.

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

A separate recommendation to the Board of Regents proposes to increase tuition for the Faculty of Medicine, effective 2018-19 Academic Year. This increase will generate an additional \$640,000 in annual base revenue.

Following a discussion, it was agreed to defer consideration of this item and once further information has been obtained, it was agreed that the item be considered at a future meeting of the Finance Committee and the Board.

B. Tuition Increase for the Doctor of Medicine (MD) Program in the Faculty of Medicine effective Fall 2018-19 Academic Year

The Board received and reviewed background information pertaining to a tuition increase for the Doctor of Medicine (MD) Program in the Faculty of Medicine effective Fall 2018-19 Academic Year.

Board members were advised that tuition for Canadian citizens and permanent residents of Canada enrolled in the MD program in the Faculty of Medicine increased from \$6,250 to \$8,250 per annum effective Fall 2016-17 Academic Year. Although this increase generated \$640K in additional tuition revenue for the Faculty of Medicine, the Faculty still incurred a cumulative deficit of \$4,884,330 at the end of the 2016-17 fiscal year. Furthermore, the additional revenue is insufficient to eliminate the current deficit and absorb anticipated future budget reductions. The projected shortfall for the 2017-18 fiscal year amounts to \$5,571,000, for a total projected cumulative deficit of \$10,455,349.

It is recommended that tuition increase from \$8,250 per annum to \$10,250 effective Fall 2018-19 Academic Year and an annual \$2,000 increase for each of the two subsequent years, Fall 2019-20 Academic Year and Fall 2020-21 Academic Year. This increase will contribute an additional \$640K per year in base revenue towards projected budgetary shortfalls.

Data from a recent survey of Canadian medical schools (excluding medical schools based in Quebec) show that the national average tuition is \$19,709. Memorial's current tuition rate is 42% of this national average. Following the proposed increase, the new tuition would be approximately:

Year	Percentage of National Average
2018-19	52%
2019-20	62%
2020-21	72%

Internal consultation has taken place with the Associate Dean, Undergraduate Medical Education and the Assistant Dean, Student Affairs in the Faculty of Medicine as well as with the leaders of the Medical Students' Society (MSS). The leaders of the MSS were consulted in Fall 2016, and they had requested that should tuition fees increase, that ample notice be given of the tuition fee increase.

Tuition Increase for the Doctor of Medicine (MD) Program in the Faculty of Medicine effective Fall 2018-19 Academic Year (cont'd)

An effective date of September 2018 will provide sufficient advance notice of the change in tuition fees.

To mitigate undue financial barriers to enrollment in the MD program, the Faculty of Medicine has embarked on a major fundraising campaign in which support for student bursaries, scholarships and awards is a priority target. Preliminary data show considerable success in this area of the fundraising campaign.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the tuition increase for the Doctor of Medicine (MD) Program in the Faculty of Medicine effective Fall 2018-19 as outlined in the background documentation and as follows:

- a) a tuition increase from \$8,250 per annum to \$10,250 effective Fall 2018-19 Academic Year;
- b) and a further \$2,000 annual increase in each of the two subsequent years, Fall 2019-20 Academic Year and Fall 2020-21 Academic Year.

C. Renewal of the Memorial University Students' Union Health and Dental Insurance Plan

The Board received and reviewed background information pertaining to the renewal of the Memorial University of Newfoundland Students' Union (MUNSU) health and dental insurance plan.

Board Committee members were advised that in 2011, MUNSU undertook a review of the health and dental plans in order to develop a strategy for the plans for the next decade. At that time, few changes had been made to the structure of the plan for several years. The MUNSU Executive had agreed to change insurance providers and this gave an opportunity to discuss the needs of members related to the plans. Feedback was sought and benefit changes were made accordingly. There was an agreement amongst members who provided feedback that the importance of benefit increases to meet the rising cost of healthcare would necessitate an increase for member rates.

For the last several years MUNSU has been drawing down a fund containing plan surpluses rather than increase premiums for members. This fund will be exhausted within the next year and thus premium increases will finally be required.

Renewal of the Memorial University Students' Union Health and Dental Insurance Plan (cont'd)

To ensure that members do not experience this increase all at once, MUNSU's Finance and Services Committee proposed that the premium increase take place over several years with the first increase totaling 10% rounded to the nearest dollar.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve an adjustment in the Memorial University of Newfoundland Students' Union health and dental insurance plans effective September 1, 2017 as outlined in the background documentation and as follows:

2017-18	Single	Family
Health	\$178.00	\$216.00
Dental	\$143.00	\$264.00

D. Renewal of Foreign Health Insurance Provider

The Board received and reviewed background information pertaining to the renewal of Foreign Health Insurance Provider.

Board members were advised that in support of Memorial University's approximately 2,500 international students (which includes undergraduate, graduate, English as a Second Language (ESL), and exchange students), the institution has required that all international students hold a minimum of emergency health insurance coverage while enrolled at the university (Calendar regulations 2.5.3). Currently, health coverage is provided by private sector health insurance companies and does not require a financial investment by the University and does not result in any financial implications for the University. This policy ensures conformity with North American standards and the Canadian Health system. The current coverage expires August 31, 2017.

In June 2007, the Government of Newfoundland and Labrador, recognized the importance of international students to the province, extended health care coverage under the province's Medical Care Plan (MCP) to international students undertaking post-secondary studies in the province. This coverage was also extended to the families of international students providing they meet certain conditions of eligibility.

Renewal of Foreign Health Insurance Provider (cont'd)

International students now have the option of opting out of the Foreign Health Insurance plan and enrolling in student union insurance plans provided they can provide evidence of MCP coverage. Given the option for students with MCP to opt out of the Foreign Health Insurance Plan, the student population that remains enrolled in the plan include students on short term study permits ineligible for MCP, or those who choose to enroll in the plan, and foreign students on work terms outside the province of Newfoundland and Labrador.

The University Administration has been advised by the current provider, via a contact managed by an external consultant, Morneau-Shepell that they would be interested in continuing as the foreign health insurance provider at the previous rate with a guarantee for three years. The recommendation to continue with the current provider and current policy at the same rate for three years was put forth to the Foreign Health Advisory Committee which is comprised of student union representatives and staff (the Terms of Reference for Foreign Health Advisory Committee and the current and proposed insurance policy coverage were provided in the background documentation). This committee is mandated to provide input for the plan administrators and the university contracted consultant in making recommendations for determining foreign health insurance arrangements. The Foreign Health Advisory Committee supports the recommendation to award the contract to the current provider.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the renewal of the Foreign Health Insurance Provider as outlined in the background documentation and as follows:

- a) Effective September 1, 2017, international student undergraduate and graduate rates for single students is \$620.50 per academic year. Charged on a semester basis, the fee is \$206.84 per semester for a single student;
- b) Effective September 1, 2017, international student undergraduate and graduate family rate (couples only) is \$1,241.00 per academic year. Charged on a semester basis, the fee is \$413.66 per semester for a couple;
- c) Effective September 1, 2017, international student undergraduate and graduate family rate (couple with one child) is \$1,861.50 per academic year. Charged on a semester basis, the fee is \$620.50 per semester for a couple and one child.

E. Establish acceptance fee for Undergraduate Doctor of Pharmacy (Pharm.D.) Working Professionals Program

The Board received and reviewed background information pertaining to the establishment of an acceptance fee for the Undergraduate Doctor of Pharmacy (Pharm.D.) Working Professionals Program.

Board members were reminded that Memorial's Doctor of Pharmacy (Pharm.D.) for Working Professionals was approved by the Board of Regents at the May 2017 meeting. Admission to the program is planned for fall 2018; an application fee of \$125 is currently in place.

The School of Pharmacy anticipates that admission to this new part-time program will be competitive; an initial class size of 30-35 students will be admitted.

Applicants selected for admission to the School of Pharmacy have 10 calendar days from the date of offer of admission in which to accept or reject the offer of admission. The School proposes that applicants who accept an offer of admission be required to pay a \$1,000 non-refundable deposit. The deposit will be forfeited if the applicant subsequently declines the offer or fails to register in the Pharmacy program for fall semester. It is anticipated that offers of admission to this program will be made in late May 2018.

The program is designed to accommodate working pharmacy professionals who may have family, community, and volunteer responsibilities. As such, it is important that applicants commit to their decision early in the admissions process thus allowing declined seats to be made available to waitlisted students to offer fair notification and planning time. Replacing vacated seats late in the admissions process is problematic; waitlisted students may accept other offers of admission leaving the School with unfilled seats. A \$1,000 acceptance fee will command greater consideration and good faith decision-making by candidates. Applicants who are committed to the program will not be penalized as the acceptance fee will be credited towards tuition; tuition for the fall semester is greater than the \$1,000 acceptance fee. It is expected that the number of students forfeiting the acceptance fee will be low; forfeited fees will be credited to the School's account to support the time commitments and resources for the admissions process. It was also noted that the Board of Regents approved an increase from \$100 - \$500 in the acceptance fee for the B. Pharm program in December 2015 for similar reasons.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the establishment of a non-refundable acceptance fee of \$1,000 for the Doctor of Pharmacy (Pharm.D.) Working Professional program effective fall 2018 and as outlined in the background documentation.

F. Annual audited consolidated Financial Statements for Memorial University of Newfoundland and the Annual Audit Report from the External Auditors for the Fiscal Year ended March 31, 2017

The Board received and reviewed background information pertaining to the annual audited consolidated financial statements for Memorial University of Newfoundland for the Fiscal Year ended March 31, 2017.

Mr. Belanger then welcomed to the meeting Ms. Debbie Collis, Director of Financial and Administrative Services who provided a presentation on the audited financial statements for Memorial University of Newfoundland as well as the Pension Plan audited financial statements as at March 31, 2017.

The Board was advised that the report of the external auditors on the annual audited consolidated financial statements of the University as at March 31, 2017 has been received and submitted for review by the Board's Audit and Risk Committee. The external auditors found the consolidated financial statements to present fairly the financial position of the University as at March 31, 2017, the results of the operations and its cash flows for the year then ended in accordance with Canadian public sector accounting standards. There were no qualifications in the report of the external auditors.

The financial statements have been prepared based on the assumption that the Provincial Government has granted an extended exemption to the going concern funding requirement of the Pension Benefits Act (1997) [PBA]. The University received this exemption for the period April 1, 2015 to March 31, 2016, thereby allowing deferral of the 2015/16 special payment against the Plan's unfunded liability and has now requested it for the period April 1, 2016 to March 31, 2017. It is anticipated this exemption will be received by the end of July, 2017.

The financial statements have been prepared based on the assumption that the Provincial Government has granted a permanent exemption to the solvency funding provision of the PBA. The current exemption expired March 31, 2017. It is anticipated this exemption will be received by the end of July, 2017.

In the unlikely event these exemptions are not received, the University will be required to fund the annual amounts due for each of these PBA requirements and the liabilities will be recorded in the University's financial statements. A special meeting of the Board will be called to approve these statements.

Annual audited consolidated Financial Statements for Memorial University of Newfoundland and the Annual Audit Report from the External Auditors for the Fiscal Year ended March 31, 2017 (cont'd)

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the audited Memorial University of Newfoundland consolidated financial statements for the fiscal year ended March 31, 2017 and as outlined in the background documentation. Further, this approval is pending the University receiving from the Provincial Government an exemption from the requirement of the Pensions Benefits Act (1997) to make a going concern special payment in respect of the period April 1, 2016 to March 31, 2017 and a permanent exemption from the requirement to make solvency funding payments.

G. Annual audited Financial Statements for the Memorial University Pension Plan for the Fiscal Year ended March 31, 2017

The Board received and reviewed background information pertaining to the Annual Audited Financial Statements for the Memorial University Pension Plan for the Fiscal Year ended March 31, 2017.

The Board was advised that the external auditors found the financial statements to present fairly the net assets available for benefits of the Pension Plan as of March 31, 2017, and the changes in net assets available for benefits for the year then ended in accordance with Canadian generally accepted accounting principles. There were no qualifications in the report of the external auditors.

These financial statements were prepared based on the assumption that the Provincial Government has granted the going concern and solvency funding exemptions requested by the University. These include an exemption from the requirement to make a going concern special payment in respect of the period April 1, 2016 to March 31, 2017 and a permanent exemption from the requirement to make solvency funding payments.

Annual audited Financial Statements for the Memorial University Pension Plan for the Fiscal Year ended March 31, 2017 (cont'd)

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the Memorial University Pension Plan audited financial statements for the fiscal year ended March 31, 2017 and as outlined in the background documentation. Further, the approval is pending the University receiving from the Provincial Government an exemption from the requirement of the Pensions Benefits Act (1997) to make a going concern special payment in respect of the period April 1, 2016 to March 31, 2017 and a permanent exemption from the requirement to make solvency funding payments.

6438. AUDIT AND RISK COMMITTEE

A. Report of the External Auditors – Results of the 2017 Audit

The Board received and reviewed background information pertaining to the “Report of the External Auditors – Results of the 2017 Audit” and was advised that a detailed presentation of the Report was made to the Audit and Risk Committee by Ernst & Young at a meeting held earlier in the day.

The Board was advised that Ernst & Young LLP have audited the consolidated financial statements of Memorial University of Newfoundland and the financial statements of the Memorial University of Newfoundland Pension Plan. The scope and manner of the audit is outlined in the 2017 Audit Service Plan, which was approved by the Board of Regents on October 5, 2016.

The Audit Report briefly summarizes the major aspects of the audit of the consolidated financial statements and of the pension plan for the period ending March 31, 2017. It is a companion document to the consolidated financial statements and the pension plan financial statements, as the audited statements alone would not necessarily identify all matters that may be of interest to the Audit and Risk Committee in fulfilling its responsibilities. The Audit Report states that the auditors have substantially completed the audit and subject to the clearance of minor outstanding items, expect to be in a position to issue an unqualified opinion on the consolidated financial statements and on the pension plan financial statements.

Report of the External Auditors – Results of the 2017 Audit (cont'd)

The following represent the key findings of the audit:

- The auditors concluded that the University's analysis for significant accounting matters is appropriate and that reasonable judgements have been used by management to account for critical accounting estimates.
- No material recorded or unrecorded audit differences have been identified.
- The auditors performed substantive testing procedures in respect of payroll and subject to the completion of the remaining audit procedures, no issues were noted.
- Tests of controls were performed in respect of other areas as outlined in the Audit Plan (i.e. cash, accounts payable and certain other significant expense accounts).
- The auditors concur with the currently proposed presentation and note disclosures in the consolidated financial statements and the financial statements of the pension plan. They noted that management applied judgement to balance the need to provide certain detailed disclosures with reference to the usability of the overall financial statements. They noted no items, individually or in aggregate, that required adjustments to the financial statements.
- Throughout the planning and execution of the audit, outstanding cooperation and communication occurred between the University and the auditors.
- No fraud or illegal acts relating to management override of controls, or involving personnel in a financial reporting oversight role, have been identified.

The audit report will be dated as of the date the University receives approval from the Provincial Government for exemption from funding the going concern and solvency funding requirements of the Pension Benefits Act (1997). It is expected this approval will be received by the end of July 2017. Subsequent events testing will continue until that date.

Report of the External Auditors – Results of the 2017 Audit (cont'd)

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the “Report of the External Auditors – Results of the 2017 Audit” and as outlined in the background documentation. Further it is understood that the audit report will be dated as of the date the University receives approval from the Provincial Government for exemption from funding the going concern and solvency funding requirements of the Pensions Benefits Act (1997).

B. Executive Summary of the Internal Audit Report: IT Security Risk Assessment

The Board received and reviewed background information pertaining to the “Executive Summary of the Internal Audit Report – IT Security Risk Assessment”.

Board members were advised that the Office of Internal Audit recently engaged Deloitte to perform an IT security threat assessment of the University’s landscape. The results of that review were included in an Internal Audit Report – IT Security Risk Assessment, a copy of which was provided in the background documentation. The University Auditor is providing an executive summary of the findings and recommendations for the information of the Board.

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

6439. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

A. Universal Transit Pass (UPASS) for Memorial University

At this point, Ms. Galgay-Johnston declared a conflict of interest with respect to Agenda Item “Universal Transit Pass (UPASS) for Memorial University Status update” and recused herself from this portion of the meeting.

The Board received and reviewed background information pertaining to the Universal Transit Pass (UPASS) for Memorial University.

Board members were advised that over the last number of months, members of the University Administration have been working with a variety of stakeholders on a potential UPass program for Memorial University.

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

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

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

Following from the March 2017 meeting of the Board of Regents, a call was initiated for interested participants from the Campus Planning and Development Committee to join the ad hoc committee. Following this call, the membership of the ad hoc committee is as follows:

Mr. Dennis Mahoney, Chair, Campus Planning and Development Committee
Ms. Katharine Hickey, Regent
Mr. Max Rice, Regent
Dr. Ray Gosine, Vice-President (Research), pro tempore
Ms. Ann Browne, Associate Vice-President (Facilities)
Mr. Jordan Wright, Coordinator, Office of the Associate Vice-President (Facilities)
Dr. Rob Greenwood, Executive Director, Public Engagement, was also invited to attend the first ad hoc committee meeting.

The ad hoc committee held its first meeting on May 10, 2017 and discussed the UPass initiative further as well as its potential as a regional transit solution. At this meeting, the ad hoc committee members also agreed on the following principles to guide the group's work on the initiative:

1. The UPass initiative should ultimately be implemented via a referendum of students once the parameters of the program have been finalized. While precise details of the referendum are to be determined, the referendum should however be called and administered by the University Administration, to be inclusive of all students included in the proposed program simultaneously, with the outcome determined by the majority of those who vote.

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

2. The University Administration should engage in discussions with its partners along the Prince Philip Drive corridor (Eastern Health, Government of Newfoundland and Labrador and College of the North Atlantic) to determine their respective interest in participating in a potential UPass program.
3. The University Administration should take steps to address the heavily subsidized parking rates currently charged to faculty, staff and students.
4. The University Administration should stop constructing new parking spaces on campus (surface and garage) – until at least such a time as parking provisions adhere to a cost recovery model and/or alternative public transportation modes such as UPass are put into effect.

Since the ad hoc committee's May 10, 2017 meeting, further information sharing has occurred amongst the group via e-mail and meetings are now being scheduled to meet with the identified stakeholders located along the Prince Philip Drive corridor.

It was noted that a further update will be provided at the Board of Regents' next meeting, with a recommendation expected to be brought forward during Fall 2017.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the above-noted four principles to guide the work of the ad hoc Committee concerning the Universal Transit Pass (UPASS) for Memorial University and as outlined in the background documentation.

Ms. Galgay-Johnston returned to the meeting at this point.

6440. GOVERNANCE COMMITTEE

- A. Appointment of Representative of the Memorial University of Newfoundland Students' Union (MUNSU)

At this point, Mr. Trevor Stagg declared a conflict of interest with respect to Agenda Item "Appointment of Representative of the Memorial University of Newfoundland Students' Union (MUNSU)" and recused himself from this portion of the meeting.

The Board received and reviewed background information pertaining to the appointment of the representative of the Memorial University of Newfoundland Students' Union (MUNSU).

Appointment of Representative of the Memorial University of Newfoundland Students' Union (MUNSU) (cont'd)

After a discussion, the following resolution was passed by a majority vote:

RESOLVED:

That the Board of Regents recommend to the Lieutenant-Governor in Council the appointment of Alex Noel to the Board of Regents as requested by the MUNSU with an effective start date at the earliest of September 6, 2017 (the first day of lectures for the Fall Semester 2017-2018) and provided they are registered as a full-time student. The term of office will be in accordance with the provisions of the Memorial University Act.

Mr. Stagg returned to the meeting at this point.

B. Appointment of Student Representative of the Marine Institute Students' Union (MISU)

The Board received and reviewed background information pertaining to the appointment of the student representative of the Marine Institute Students' Union (MISU).

After a discussion, the following resolution was passed:

RESOLVED:

That, subject to written confirmation of Mr. Zachary Green's resignation from the Board of Regents, the Board recommend to the Lieutenant-Governor in Council the appointment of Mr. Christian Samson as requested by the MISU with an effective start date at the earliest of September 6, 2017 (the first day of lectures for the Fall Semester 2017-2018) and provided he is registered as a full-time student. The term of office will be in accordance with the provisions of the Memorial University Act.

6441. EXECUTIVE COMMITTEE

A. Oversight of the assignment and disposition of the Recommendations contained in the final report dated June 1, 2017 by Harriet Lewis entitled "Review of Governance Culture and Practices: Memorial University"

The Board received and reviewed background information pertaining to the oversight of the assignment and disposition of the recommendations contained in the final report dated June 1, 2017 by Harriet Lewis entitled "Review of Governance Culture and Practices: Memorial University".

Oversight of the assignment and disposition of the Recommendations contained in the final report dated June 1, 2017 by Harriet Lewis entitled “Review of Governance Culture and Practices: Memorial University” (cont’d)

Board members were advised that at a meeting held on December 1, 2016, the Board endorsed the report of the “ad hoc Sub-Committee of the Executive Committee of the Board of Regents to address next steps regarding the letter of resignation from Ms. Brittany Lennox” and the recommendations contained in the report. The first of these recommendations read as follows:

“That the Board of Regents engage an external party with experience in board governance to undertake a review/assessment of its culture, policies, procedures and practices while continuing to aspire towards the best practices among Canadian universities. Specifically, the review should examine matters such as confidentiality requirements; a code of conduct; the interaction between governance and administration; mechanisms for regularly eliciting Board members’ feedback about Board governance and operations; orientation and professional development for Board members; and other matters that might contribute to inclusive Board culture. The review’s findings and recommendations should be shared widely with due regard to privacy considerations.”

At a meeting held on January 17, 2017, the Executive Committee established an ad hoc Sub-Committee (Steering Committee). The Steering Committee was tasked with the following responsibilities:

- to select and nominate to the Board the name of the Reviewer
- to provide oversight for the review process

At a meeting held on June 19, 2017, the Steering Committee received the Report entitled “Review of Governance Culture and Practices: Memorial University” by Ms. Harriet Lewis dated June 1, 2017 and agreed to forward the report to the Executive Committee.

Subsequently, at a meeting held on June 19, 2017, the Executive Committee agreed to recommend to the Board of Regents that it receive the Report and request that the Steering Committee oversee the assignment and disposition of the recommendations contained in that report (to the extent that it is within the control of the body or officer assigned the recommendation).

Oversight of the assignment and disposition of the Recommendations contained in the final report dated June 1, 2017 by Harriet Lewis entitled "Review of Governance Culture and Practices: Memorial University" (cont'd)

After a detailed discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents receive the Report on the "Review of Governance Culture and Practices: Memorial University" by Ms. Harriet Lewis dated June 1, 2017. Further, the Board requests that the Steering Committee for the Review and Assessment of the Culture, Policies, Procedures and Practices of the Board of Regents of Memorial University of Newfoundland:

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

In addition, it was agreed that a summary progress report be presented to the Board at its October 4, 2017 meeting.

6442. ANY OTHER BUSINESS

A. Date of Next Meeting

The Chair advised that the next regular meeting of the Board of Regents is tentatively scheduled to be held on October 4, 2017.

ADJOURNMENT

The meeting adjourned at 6:15 p.m.

CHAIR

SECRETARY

DATE