

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board of Regents was held on Thursday, July 9, 2020 at 3:00 p.m. via Webex.

PRESENT:

Ms. Iris Petten, Chair
Mr. Denis Mahoney, Vice-Chair
Dr. Vianne Timmons, President and Vice-Chancellor
Dr. Mark Abrahams, Provost and Vice-President (Academic), Pro Tempore
Chancellor Susan Dyer Knight
Mr. Ian Anunda
Ms. Michelle Baikie
Mr. Glenn Barnes
Mr. Mark Bradbury
Dr. Bud Davidge
Ms. Cathy Duke
Mr. Joe Dunford
Mr. John Gibbons
Dr. Rex Gibbons
Ms. Katharine Hickey
Mr. Doug Letto
Ms. Karen McCarthy
Ms. Donna Rideout
Ms. Catherine Rowsell
Mr. George Saunders
Ms. Eleanor Swanson
Mr. Dennis Waterman
Mr. Andrew Woodland
Ms. Tina Scott, Secretary to the Board

APOLOGIES:

Apologies were received from Mr. Robert Bishop, Mr. Brandon Ellis, Mr. Michael Howse, Mr. Amaan Merchant.

PRESENT BY INVITATION:

Mr. Kent Decker, Vice-President (Administration and Finance), Dr. Neil Bose, Vice-President (Research), Mr. Glenn Blackwood, Vice-President (Marine Institute), Dr. Jeff Keshen, Vice-President (Grenfell Campus), Mr. Glenn Collins, Interim Executive Director, Office of the Board of Regents, Mr. Morgan Cooper, General Counsel, Ms. Victoria Collins, Advisor to the Board..

6730. MEETING CALLED TO ORDER

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

The Chair welcomed distinguished guests from the City of St. John's who were in attendance to present Item 5.2 "City of St. John's bid for the 2025 Canada Games". In this regard, Ms. Petten welcomed:

Mayor Danny Breen
Kim Keating, Co-Chair
Karl Smith, Co-Chair
Tanya Haywood - Deputy City Manager, Department of Community Services
Karen Sherriffs – Manager, Community Development, Department of Community Services
Paula Dyke, Special Advisor to the President, Strategic Projects

At the request of the Chair, the Board agreed to modify the agenda to receive the presentation from the Mayor and the Canada Games Bid Committee.

6731. CITY OF ST. JOHN'S BID FOR THE 2025 CANADA GAMES

The Board received and reviewed background information pertaining to the City of St. John's bid for the 2025 Canada Games. The Chair then invited Mayor Breen and the Canada Games Bid Committee to provide a presentation entitled "2025 Canada Games - Memorial University - Canada Games Partnership".

Board members were advised that Newfoundland and Labrador will host the 2025 Canada Games (after previously trading the rights to the 2021 Games with Ontario). The City of St. John's was identified provincially as the desired host city and will be the only municipality submitting a bid for the 2025 Canada Games. A news conference to launch the bid was held on February 25, 2020 with Mayor Breen and Premier Ball.

Despite the fact that there is only one city vying for the Games, the bid process is still required. The City of St. John's Bid Committee wants to submit a quality competitive bid that showcases what the metro region can offer in partnership with entities like Memorial University and surrounding municipalities. The bid committee is co-chaired by Karl Smith and Kim Keating.

The Games will bring together about 3400 athletes, 1000 VIPs and government officials and upwards of 6500 volunteers over an 18-day period in August 2025 to compete in and cheer on 16-19 different sports.

The 2025 Games will also include events for Special Olympics athletes and athletes with physical disabilities; women in coaching and Indigenous coaching apprenticeship programs; and gender equity.

City of St. John's Bid for the 2025 Canada Games (cont'd)

The projected economic impact to the region of the two-week period of the Games is \$80-110 million and does not include the potential for pre-games hosting opportunities in the two-year lead up to 2025.

Memorial University's facilities are critical to the success of the bid. The bid committee wishes to engage with a working group at the university to scope out the technical requirements to:

- provide the Games Village (including accommodations, food services, a medical clinic, team storage, mission service and space for athletes and coaches);
- utilize athletics facilities (including the Aquarena, Field House, HKR Gymnasium and MUN pool);
- discuss the potential for legacy initiatives, including the opportunity for a new Athletics facility that could commemorate the 100th anniversary of Memorial's founding which coincides with the 2025 Games.

The bid committee has indicated that the budget to host the Canada Games does not include a financial ask of the University, and that the provincial government has committed to complete the required upgrades to bring the Aquarena and Field House to Canada Games Sport Venue Standards. However, it is anticipated that there will be resource implications for the University which are to be determined. The financial impact of the various elements of participation will be assessed as the details become known.

Pending Board approval of support for the bid, Memorial would engage in negotiations to establish a Memorandum of Understanding (MOU) with the City of St. John's to formalize the arrangement at the earliest opportunity. The MOU would be brought back to the Board for final approval.

Following a question and answer period, Ms. Petten on behalf of the Board, thanked Mayor Breen and members of the Bid Committee for their informative presentation (a copy of which is located in the Board files) and they left the meeting.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve Memorial's support of the City of St. John's bid to host the 2025 Canada Games as outlined in the background documentation.

6732. ALUMNI REPRESENTATION ON THE BOARD OF REGENTS

Alumni Representation on the Board of Regents

Ms. Petten noted that from April – May 2020, the Office of Alumni Engagement issued a call for nominations for candidates for the election of six alumni representatives to the Board of Regents and subsequently conducted an election. She then noted that Dr. Rex Gibbons, Ms. Cathy Duke and Dr. Bud Davidge have been re-elected. Additionally, there will also be three new alumni representatives on September 1 as follows:

Ms. Ann Marie Hann
Ms. Kerri Neil
Ms. Andrea Stack

Ms. Petten then sincerely thanked Ms. Katharine Hickey, Mr. Andrew Woodland and Mr. Denis Mahoney for the contributions they have made to the Board and most importantly to the University during their time on the Board. She acknowledged the leadership roles they each carried out for the Board by serving as Chairs and members of Board Committees and in Mr. Mahoney's case, as Vice-Chair of the Board.

6733. APPROVAL OF THE AGENDA/CONFLICT OF INTEREST

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

Mr. Bradbury declared a conflict with Agenda Item 13.1 "Actuarial valuation of the Memorial University Pension Plan as at December 31, 2019".

The Chair then noted that at a meeting held on July 7th, the Finance Committee considered Agenda Item 12. 4 "Letter from Union Groups to government and University on Pension Plan Reform". Likewise, at a meeting held on July 8th, the Item was considered by the Human Relations Committee.

Noting the passage of time since the initial approval by the Board (2017), the complexity of the matter, the position of the pension plan and the global financial situation, both Committees agreed that a comprehensive background document and further discussion are required and agreed to defer further consideration of the item to allow for collation and presentation of this background information to both Committees and the Board. In addition, it was agreed to engage the University's Actuary, Eckler, to provide advice and to confirm whether the initial assumptions are still valid.

Both Committees recommended that special meetings of the Finance Committee, Human Relations Committee and the Board of Regents be scheduled for August in order to consider this item. The Board approved this recommendation.

The agenda as amended was approved by the Board.

6734. MINUTES

The Minutes of the meetings of the Board of Regents held on May 13, 2020 and the special meeting held on June 11, 2020 were approved by the Board.

6735. CHAIR'S REPORT

A. Meeting of the Executive Committee – June 17, 2020

The Chair noted that the Executive Committee met on June 17, 2020 to finalize and fine tune the agenda for today's meeting of the Board.

6736. PRESIDENT'S REPORT

A. President's Update of Activities

Dr. Timmons provided the Board with a written summary of her activities and University events since May 13, 2020 in a document entitled "President's Report to the Board for the period from May 10, 2020 - July 8, 2020" and she provided the Board more detail and context on several of these activities and events.

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

- Appendix "A", Summary of Activities from May 13 – July 8
- Appendix "B", Summary of highlights of achievements by faculty, staff and students, as well as general matters of interest to the Board for the period May 13 – July 8
- Appendix "C" Report on the President's Academic Research Key Objectives

B. Establishment of Memorial University's Economic Recovery Advisory Group

The Board received and reviewed background information pertaining to the establishment of Memorial University's Economic Recovery Advisory Group.

Board members were advised that to ensure that Memorial University leverages its collective expertise, facilities and human capital to shape, support and fully participate in the economic recovery efforts of the province, the President has established an Economic Recovery Advisory Group. The efforts of the advisory group will be input into the work of the Economic Recovery Initiative for the provincial government currently led by Paul Mills and Charles Bown, Deputy Minister, Tourism, Culture, Innovation and Industry (TCII).

Purpose of Advisory Group:

Memorial University has been invited to participate in the ongoing Economic Recovery Initiative of the provincial government. To support this initiative, a nimble, responsive group within Memorial University is required to advise on and coordinate the institution's efforts. This group, which reports to the President, will:

- coordinate and streamline activities between Memorial and the provincial government in the area of economic recovery planning;
- lead the university's input into the various areas under examination by the province's Economic Recovery Initiative;
- reach out to engage expertise across Memorial's campuses to help support issues and initiatives under the economic recovery umbrella.

Membership:

- Reporting to the President, this is a core advisory group that will reach out to other areas of the University for information, input and advice as needed. Representatives from the following areas were selected in consultation with the VP or Dean of that area:
 - Marine Institute
 - Grenfell Campus
 - Office of VPR
 - Office of the VP (Administration and Finance)
 - Faculty of Engineering
 - Faculty of Business
 - Faculty of Science (Computer Science focus)
 - Faculty of Medicine
 - President's Office – Paula Dyke

Note: Other expertise/areas will be engaged based on the requirements of the Economic Recovery Initiative.

Establishment of Memorial University's Economic Recovery Advisory Group (cont'd)

Term of engagement:

- To initially coincide with the term of the province's Special Advisor, Economic Recovery who has been appointed to September 30, 2020. The requirement for this group or its evolution beyond September 2020 will be evaluated at the end of that period.

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

C. Registration and Enrolments Progress Report for Spring 2020 Semester

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

OPEN SESSION - CONSENT AGENDA

It was moved by Ms. Baikie, seconded by Mr. Mahoney, and carried that the consent agenda, as recommended by the appropriate Board Committee and comprising the resolutions listed in 6737 through 6739, be approved as outlined below.

6737. SENATE MATTERS

A. Senate matters with implications for the Board of Regents (April 14, 2020) – Approval of Calendar Changes

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

B. Senate matters with implications for the Board of Regents (May 12, 2020): Approval of the Labrador Campus of Memorial University – Constitution of the Academic Council of the School of Arctic and Sub-Arctic Studies

The Board received and reviewed background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on May 12, 2020 and approved the "Labrador Campus of Memorial University – Constitution of the Academic Council of the School of Arctic and Sub-Arctic Studies" as outlined in the background documentation.

- C. Senate matters with implications for the Board of Regents (May 12, 2020): New programs – Master of Science in Maritime Studies (Safety: The Human Element) and Doctor of Philosophy in Maritime Studies

The Board received and reviewed background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on May 12, 2020 and approved the new programs “Master of Science in Maritime Studies (Safety: The Human Element) and “Doctor of Philosophy in Maritime Studies” as outlined in the background documentation.

- D. Senate matters with implications for the Board of Regents (June 9, 2020): New PhD in Transdisciplinary Sustainability Program (Grenfell Campus)

The Board received and reviewed background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on June 9, 2020 and approved the new “PhD in Transdisciplinary Sustainability Program (Grenfell Campus)” as outlined in the background documentation.

- E. Senate matters with implications for the Board of Regents (February 11, 2020): New Graduate Diploma – Graduate Diploma in Education (Reading Development and Instruction)

The Board received and reviewed background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on February 11, 2020 and approved the new graduate diploma “Graduate Diploma in Education (Reading Development and Instruction)” as outlined in the background documentation.

- F. Senate matters with implications for the Board of Regents (February 11, 2020): New program – Master of Education (Reading Development and Instruction)

The Board received and reviewed background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on February 11, 2020 and approved the new program “Master of Education (Reading Development and Instruction)” as outlined in the background documentation.

6738. AUDIT AND RISK COMMITTEE

- A. Research Impacting Indigenous Groups (RIIG) Policy

The Board received background information and approved the Research Impacting Indigenous Groups (RIIG) Policy as outlined in the background documentation.

B. Office of the Chief Risk Officer 2019 Annual Report

The Board received for information the Office of the Chief Risk Officer 2019 Annual Report. The Office of the Chief Risk Officer has prepared its annual report which highlights program advancements in the fields of Campus Enforcement and Patrol, Emergency Management, Environmental Health and Safety, and Enterprise Risk Management. It was noted that while the 2019 annual report does not reference the COVID-19 pandemic, the Office of the Chief Risk Officer has been actively engaged in the pandemic response through emergency management, health and safety, and business continuity planning, and campus enforcement.

6739. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

A. Energy Performance Contract (EPC) Annual Report to Government

The Board received for information the Energy Performance Contract (EPC) Annual Report to Government. At its July 2016 meeting, the Board of Regents approved the Phase 2 expansion of the Energy Performance Contract. This Phase 2 expansion is being executed through a self-funded EPC from energy savings over a 20 year period. The EPC includes \$28.4M in energy efficiency upgrades to over 65 buildings on the St. John's and Grenfell campuses. These upgrades address approximately \$6M in deferred maintenance liability that otherwise would have to be addressed through separate funding. Provincial government approval to proceed with the EPC program was received in May 2017. This approval came with the requirement for annual reporting to include outcomes of the contract and the status of the repayment of all financing, including principal and interest payments. Accordingly, administration has drafted the 2019-2020 annual report, which will be submitted to government. A copy of the report was provided in the background documentation as Attachment 1 for information purposes. The EPC contractors have continued work through COVID-19, where permitted. The Field House lighting was unable to be executed as the building was tasked as a secondary site for Eastern Health. Transformer corrective work cannot be undertaken as power outages may create an undue demand on ITS and Remote Access by users. Grenfell Campus is unable to support access for air balancing in their buildings. Facilities Management support services are limited to critical and emergent issues.

OPEN SESSION – DISCUSSION AGENDA

6740. EXECUTIVE COMMITTEE

A. Board of Regents Meeting Dates 2020 and 2021

The Board received background information and approved the meeting dates for 2021 as outlined in the background documentation and as follows:

March 11, 2021, St. John's
May 12, 2021, Corner Brook (to coincide with Corner Brook Spring Convocation taking place May 13, 2021)
July 8, 2021, St. John's
September 30, 2021, St. John's
December 2, 2021, St. John's

Further, the Board approved the revised scheduled for the remainder of 2020 as follows:

July 9, 2020, St. John's
October 1, 2020 St. John's (*this meeting was scheduled to be held on October 21, 2020 however, it is understood the Administration may have a number of items for Board consideration in the September timeframe. In addition, by changing the date to late September/early October, it will close the gap from July to October and broaden the timeline to the December meeting. The same approach has been proposed for 2021*)
December 3, 2020, St. John's

CLOSED SESSION – CONSENT AGENDA

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

The Chair also noted that the items were dealt with in detail in meetings of the appropriate committees. It was then moved by Ms. Baikie, seconded by Mr. Gibbons and carried that the consent agenda, comprising the resolutions listed in 6741 through 6744 below be approved as follows:

6741. AUDIT AND RISK COMMITTEE

A. Annual Internal Audit Summary Report 2019-20

The Board received for information from the University Auditor the 2019-20 Annual Internal Audit Summary. The Annual Internal Audit Summary report summarizes the audit work completed during the year. For the fiscal year ending March 31, 2020, four reports have been issued for a total of ten new audit recommendations. The summary report, a copy of which was provided in the background documentation, provides information related to the audit findings, the status of remediation on open recommendations and other services conducted by the Office of Internal Audit during the year.

B. Risk and Assurance Update

The Board received for information the Risk and Assurance update. Maintaining connections with people and obtaining information relating to policies, processes and controls continue to be the key attributes to providing relevant assurance over current operations during the pandemic. A deviation from the traditional risk and control assessment performed by the Office of Internal Audit was presented at the May meeting of the Audit and Risk Committee. Activity during the period has occurred as follows:

1. Rapid review of previous risk assessments and audit results was performed to determine how changes in operations relate to the risk profile of the University.
2. A top down assessment focused on shared experiences and management discussion. Dedicated follow-up with front line operations is in progress.
3. Revisions of the integrated risk and assurance map are being made to articulate current risks, validate actions and communicate results.

The University Auditor submitted the update on the assessment activities to provide an overview of current status of risk and a preliminary list of audit priorities.

6742. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

A. Core Science Facility (CSF) Status Update

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

B. Update on Capital Projects

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

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

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

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

PROJECTS ON HOLD	
1	Petroleum Engineering Building
2	Research Archival Facility

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

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

C. Transfer of University Land to the Department of Transportation and Works (DTW)

The Board received background information and approved the transfer of University land to the Department of Transportation and Works as outlined in the background documentation and as follows:

- a) transfer of land on the north west corner of the site; and
- b) transfer of land on the south side of the HSC

to the minimum required for the Province to obtain federal funding for berm construction, therefore not including Sections I and H, and subject to the approval of the Provincial Government.

D. Regional Aquatic and Recreation Centre with partnership between Memorial University - Grenfell Campus, and the City of Corner Brook

The Board received background information and approved the construction of the Regional Aquatic and Recreation Centre on the Memorial University Grenfell Campus subject to the negotiation of governance / partnership agreements that are acceptable to the Board and confirmation of the approval of the Lieutenant Governor in Council for the construction as outlined in the background documentation.

6743. HUMAN RELATIONS COMMITTEE

A. Senior Leadership Position Vacancies and upcoming renewals

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

B. Appointments Reports

The Board received for information the Report on Academic Appointments for the St. John's and Grenfell Campuses for actions taken since May 13, 2020, noting that the actions have been taken under delegated authority as provided for in the Terms of Reference for the Human Relations Committee.

C. Senior Administrative Management (SAM) Update July 2020

The Board received for information the Senior Administrative Management (SAM) Update July 2020. At its May 2019 meeting, the Board of Regents approved several recommendations relating to compensation for Senior Administrative Management (SAM) positions including: revised salary and grade level structure. This structure included revised compensation, revised job evaluation grades, and a number of implementation recommendations. Following the approval, communication sessions with affected employees were held and follow-up correspondence was issued to outline the changes. An update on the first year of implementation was submitted for information, a copy of which was provided in the background documentation.

D. Appointment of an Interim Dean of the Faculty of Social Work

The Board received background information and approved the appointment of Dr. Heather Hair as Interim Dean of the School of Social Work effective July 13, 2020 to May 16, 2021 or until a permanent Dean is appointed, whichever occurs first and as outlined in the background documentation.

6744. FINANCE COMMITTEE

A. Actuarial valuation of the Memorial University Pension Plan as at December 31, 2019

The Board received background information and endorsed the actuarial valuation of the pension plan as at December 31, 2019 with an expression of concern over the heightened risk associated with the level of maturity of the pension plan relative to the number of retirees versus active contributing members, particularly in light of the repeated deferrals of the special payments that were to be made to ensure the long-term viability of this plan and as outlined in the background documentation.

CLOSED SESSION – DISCUSSION AGENDA

6745. FINANCE COMMITTEE

A. Differential Tuition for the Master of Education (Reading Development and Instruction) and Graduate Diploma (Reading Development and Instruction) Programs

The Board received and reviewed background documentation pertaining to differential tuition for the Master of Education (Reading Development and Instruction) and Graduate Diploma (Reading Development and Instruction) programs.

Differential Tuition for the Master of Education (Reading Development and Instruction) and Graduate Diploma (Reading Development and Instruction) Programs (cont'd)

Board members were advised that at its meeting held on February 11, 2020 Senate approved the following new programs Master of Education (Reading Development and Instruction) and Graduate Diploma (Reading Development and Instruction). The programs are designed to provide students with an opportunity to study the nature of reading development, assessment and instruction for all students, including diverse learners.

The Master of Education (Reading Development and Instruction) and Graduate Diploma (Reading Development and Instruction) were developed in response to the Government of Newfoundland and Labrador's Education Action Plan released in 2018. To date, the number of reading specialists in the province is estimated to be in the range of 45-50 educators however, it is unlikely that these specialists have the educational background because it is a new area of specialization. In addition, it is expected government will require an additional 50 reading specialists in the upcoming school year and will require this group to be enrolled in a program at Memorial University. It is anticipated that the master's degree will have a stronger appeal to the undergraduate population or to those who plan to move on to a doctoral program. Whereas, the graduate certificate program will appeal to the educators currently working but do not possess the credentials.

When considering the cost associated with offering these programs, the Faculty of Education considered the following:

- Course commonalities for both programs, which would allow for maximum enrolment in course section offering; and
- Enrolment numbers for both programs.

First, the major commonalities for both programs is the required four core courses. The common four courses requirement will help the Faculty of Education maximize enrolment in course section offerings. As a result, economies of scale can be established when viewing the costs of both programs concurrently. A view to these commonalities assisted in developing a budget by providing overview of the Faculty's collective cost of introducing both programs.

Secondly, as inclusive education becomes the norm, it is foreseeable that the demand for reading specialists will continue to increase over the next 5-10 years. In addition, a scan of the provincial landscape assisted in clarifying the potential market. As of the 2019-20 academic year, there were 5108 Full Time Equivalent (FTE) teaching professionals (includes guidance counsellors, administrators etc.) combined in the Newfoundland and Labrador school districts. It is estimated that of the 5108 FTE teaching professional only 45-50 are reading specialists.

Differential Tuition for the Master of Education (Reading Development and Instruction) and Graduate Diploma (Reading Development and Instruction) Programs (cont'd)

Taking these factors into consideration, the estimated enrolment on an annual basis for these programs are as follows:

Program	Number of Students Per Year
Master of Education (Reading Development and Instruction)	20
Graduate Diploma (Reading Development and Instruction)	15

Regular tuition will not support the development and delivery of these new programs. In the absence of base funding from the Academic budget envelope to support the program, the incremental expenses associated with program support and delivery must be covered through differential tuition.

It is proposed that the following differential tuition be adopted for these programs to cover the cost of delivery and development:

Master of Education (Reading Development and Instruction). The introduction of a \$7500 fee that would be considered differential tuition that would be subject to the existing regulations for refunds and be equally divided over six semesters (Plan A).

Graduate Diploma (Reading Development and Instruction). The introduction of \$3500 fee that would be considered differential tuition and would be subject to the existing University regulations for refunds and be equally divided over nine semesters.

Differential Tuition for the Master of Education (Reading Development and Instruction) and Graduate Diploma (Reading Development and Instruction) Programs (cont'd)

The total program cost is outlined below in Table 1.

Table 1: Cost of Program Delivery and Support

Diploma = 15 / Master's = 20						
		Year 1	Year 2	Year 3	Year 4	Year 5
Program Fees (Plan A)						
NL Students						
Other Canadian Students						
International Students						
Special Fees (Diploma - \$3500) n=15		52,500	42,000	42,000	42,000	42,000
Special Fees (Masters - \$7500) n=20		-	150,000	120,000	120,000	120,000
Total Special Fees		52,500	192,000	162,000	162,000	162,000
Expenditures						
Instruction Costs						
Sabbatical Replacements (2 per year)		6,108	12,827	13,468	14,142	14,849
Course Remissions / PCI (Diploma)		18,324	25,654	26,936	28,283	29,697
Course Remissions / PCI (Masters)		-	24,432	83,374	87,543	91,920
Research Assistants (Diploma - 160 hrs \$29/hr)			4,640	4,872	5,116	5,371
Research Assistants (Masters - 160hrs \$29/hr)				4,872	5,116	5,371
Sub -Total Instructional Costs						
		24,432	67,552	133,523	140,199	147,209
Administrative Costs						
Materials and Supplies		2,000	2,000	2,000	2,000	2,000
Travel		-	-	-	-	-
Recruitment		1,500	1,500	1,500	1,500	1,500
Testing Kits for two instructors		2,000	500	500	500	500
Other Administrative Costs (Admin Staff)		13,400	14,070	14,774	15,512	16,288
Bursaries		5,000	5,000	5,000	5,000	5,000
Sub total Administrative Costs		23,900	23,070	23,774	24,512	25,288
Total Expenditures		48,332	90,622	157,296	164,711	172,496
Net		4,168	101,378	4,704	(2,711)	(10,496)
Carryforward		4,168	105,546	110,249	107,539	97,042

The proposal is that for the first-year of the programs 100% of the differential tuition will be transferred to the Faculty of Education. At the end of the first year, the distribution model will move towards an attribution model that is consistent with other graduate programs that charge a program fee, that is 80% of the differential tuition will be directed to the Faculty of Education and 20% transferred to the Office of the Provost. The Faculty of Education assumes the risk of offering these programs and any budget shortfalls will be the responsibility of the unit.

Differential Tuition for the Master of Education (Reading Development and Instruction) and Graduate Diploma (Reading Development and Instruction) Programs (cont'd)

In addition, students will be responsible for purchasing or otherwise obtaining the reading assessment instrument used in the programs. An amount of \$5,000 per year is included as an expenditure for bursaries to help students purchase the reading instrument tool or offset the cost of the program. This amount can be adjusted as enrolment grows or retracts. Also, a reserve for bursaries is meant to make the programs more financially accessible for students.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the differential tuition for the Master of Education (Reading Development and Instruction) and Graduate Diploma (Reading Development and Instruction) to be effective immediately, as outlined in the background documentation and as follows:

- \$7500 differential tuition fee for the Master of Education (Reading Development and Instruction); and
- \$3500 differential tuition fee for the Graduate Diploma (Reading Development and Instruction)

B. Deferred Maintenance Funding Model – also on the Campus Planning and Development Committee agenda

The Board received and reviewed background information pertaining to the Deferred Maintenance Funding Model.

Board members were advised that at the December 2019 meeting of the Board of Regents, the Board received a presentation that considered a potential model to finance the deferred maintenance liability valued at \$500 Million (as provided in the background documentation as Appendix A). The model proposed using debt to immediately increase spending with debt servicing costs funded by a combination of the Campus Renewal Fee and annual allocations from the operating budget. The intent was to revisit the model as part of ongoing budget processes.

The Province has been in discussions with the Federal Government regarding an economic stimulus package for the country. The University has collaborated with the Province to lobby for deferred maintenance to be considered eligible for such a program, as opposed to new builds which are the typical focus. There may be a requirement for matching funds for any federal program and the Province will be challenged to meet such requirements.

Deferred Maintenance Funding Model (cont'd)

Memorial has commenced a Strategic Planning process and a Campus Master Plan process for the St. John's Campus. These processes may impact infrastructure priorities.

It was noted that the Board has approved the University Buildings Strategy which will see the demolition of most of the old Science Building and the renovation of the Chemistry / Physics and Biotechnology Buildings.

The move to remote learning during the Pandemic may have long-term implications for infrastructure requirements.

The model that was presented in December outlined an example of a method to complete a substantial amount of deferred maintenance work (~ \$ 205 M) over a ten-year period. The Campus Renewal Fee (estimated at \$7 M for 2020/21) would be used to fund debt servicing initially but would be replaced over time by incremental allocations of \$1 M per year such that at the end of ten years there would be a base budget of \$10 M for debt servicing from the operating budget. The Campus Renewal Fee would continue to be used to fund deferred maintenance expenditures but at a reduced rate to accommodate an increasing debt servicing expenditure. As the contribution from operating funds increased, it would again be allocated fully to deferred maintenance.

It was noted that the above is only one option that the Board might consider. Highlights of other options that might be considered include:

- Borrow to finance all Critical Deferred Maintenance as per our Facility Assessment Reports. This would amount to approximately \$75 M being spent over a five-year period. Assuming we use \$5 M of the Campus Renewal Fee in this model (the remaining \$2M would be directed to IT infrastructure) the total required borrowing would be \$52 M and could be financed with \$3.3 M of the Campus Renewal Fee after the five-year period.
- Borrow to complete \$150 M of Deferred Maintenance over an eight-year period. A scenario to accomplish this could involve allocating \$6 M of the Campus Renewal Fee and supplement with an additional \$500 k per year from the operating budget. Total borrowing would amount to \$100 M and could be financed with the \$6 M of the Campus Renewal Fee.
- Borrow to complete \$225 M of Deferred Maintenance over an eleven-year period. A scenario to accomplish this could involve allocating the full \$7 M of the Campus Renewal Fee and supplement with an additional \$1 M per year from the operating budget. Total borrowing would amount to \$107 M and could be financed with the \$7 M of the Campus Renewal Fee.

Deferred Maintenance Funding Model (cont'd)

These models assume an interest rate of 4% on debt with a 25-year amortization. The rate will likely be lower in the initial years given the current environment. Debt could be issued by Memorial or through the Province as is being done with the Core Science Facility.

As well, any of the models could be suspended or amended should there be significant change in the way the University operates.

It was noted by the Administration that in the near term they expect to learn more about potential federal funding, they will progress with the strategic and campus planning processes and they will gain a better understanding of the medium and long-term impacts of the pandemic as it relates to infrastructure requirements. However, they know that certain facilities will remain core to the ability to deliver on our mission.

It is important that the Administration now receive guidance from the Board of Regents regarding support for the concept of using the Campus Renewal Fee to support debt that would be used to increase deferred maintenance expenditures. This could be in the context of matching funds for a federal program or in the absence of such a program having this support would enable discussions at various levels of government and would guide more detailed planning efforts.

It was noted that any final proposals would be brought to the Board for approval.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents endorse the concept of using debt that would be serviced by the Campus Renewal Fee to increase expenditures on deferred maintenance; and a detailed proposal will be presented to the Board of Regents at a later date.

C. Update – Impact of Pandemic on University Operations

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

Board members were advised that the Board of Regents has received updates on Memorial's pandemic planning and operational changes for COVID-19 via briefings on March 12, 2020, April 2, 2020, May 13, and June 11 and via an update report on March 20, 2020. As well, the Board has received communications which have been provided to the University community and has also received verbal updates.

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

The change in “NL Life with COVID” to alert levels 2 on June 25 enables an increase in activity on our campuses, for faculty, students and staff, however, activity must be balanced with health and safety plans, cleaning protocols, physical distancing, and be in accordance with our Guiding Principles. The University continues to work through the gradual reopening of buildings in consideration of population densities for faculty, followed by graduate students and postdoctoral fellows (as provided in the background documentation as Appendix A). Employees are encouraged to continue working at home where possible, however this is evolving in a balanced and considered manner for a hybrid approach to work arrangements, and with accommodation as the situations changes.

Further to the June 11, 2020 Board submission, this update also focusses on the analysis of costs and revenues. The change in alert levels will allow the University's revenue based operations (e.g. Marine Institute) to accelerate.

Financial Impacts: Costs, Revenue

Costs

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

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

The actual lost revenue and increased costs incurred by category to May 31, 2020 was provided in the background information as Appendix B(a).

Other areas where savings are anticipated was provided in the background documentation as Appendix B (b).

Revenue

Tuition Revenue: As of June 18th, revenue for spring 2020 is \$1.59M above the final spring 2019 tuition revenue. Of the increase over spring 2019, \$294k is due to the Kick Start Program. Memorial introduced a selection of courses from various disciplines during spring semester for new high school/secondary students scheduled to start university this fall (fall semester). A breakdown of the spring 2020 tuition by student country of origin was provided in the background documentation as Appendix C. First year international undergraduate tuition for fall 2019 was \$1.9M, with undergraduate international tuition totaling \$7.3M (as provided in the background documentation as Appendix D). It is anticipated that the tuition revenue streams will be impacted by the interruption of international mobility.

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

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

All revenues are being analyzed for loss or at risk in scenarios (as provided in the background documentation as Appendix C).

Marine Institute

A primary area of concern is the Marine Institute which generates gross revenue in the range of \$24 million per year through lines of business such as industrial training, research and industry support activities, and restarting these activities as soon as possible is critical. The gross revenue is predicted as follows:

April to August potential loss = \$3.9M
Sept to December potential additional loss \$3.9M
Total for both periods \$7.8M

In Alert Level 2, there is potential to mitigate the revenue losses above. However, it is unknown as to what level training demand will return for certain sectors like oil and gas. Regulated training may still occur provided regulations are not relaxed to allow for its deferral. It was noted that it is unlikely that training will resume in Nunavut and Northwest Territories to any great degree until maybe January. But to a large extent that depends on how the territories respond to the relaxing COVID 19 response measures and how much their borders open to non-essential travel. In addition, international work is a question right now. It is likely to be very limited and could be frustrated if the countries in which work is planned require 14 day self-isolation periods upon arrival. However, Marine Institute will continue to prepare so that it can be nimble in responses to opportunities that do arise in the coming weeks and months.

Other

Other areas of revenue loss concern include MURC (Memorial University Recreation Complex) however they have resumed some services with the start of Alert level 2, Residences, Conference Services, Gardiner Center, Botanical Garden are gradually reopening, as will the GEO Centre. Others will be identified as we progress with our analysis and as the pandemic plays out. The goal will be to mitigate the financial impact of net revenue losses.

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

Position of the Pension Plan

The following table represents the value of the pension plan assets as of June 26, 2020:

	December 2018	December 2019	April 30 2020	June 26 2020
Funds Assets at Market	\$1,560 M	\$1,777 M	\$1,719 M	\$1,762 M
Liabilities	\$1,768 M	\$1,848 M		
Deficit at Market	\$(208) M	\$(71) M		

Position of the Designated Investments Funds

<u>Endowed Funds</u>	March 2019	December 2019	March 2020	May 2020
Fund Assets at Market	\$ 119.2 M	\$ 128.3 M	\$ 118.9 M	\$ 127.8
<u>Nonendowed Funds</u>				
Fund Assets at Market	\$ 30.3 M	\$ 31.4 M	\$ 30.6 M	\$ 31.8 M
<u>JF Chair</u>				
Fund Assets at Market	\$ 2.2 M	\$ 2.4 M	\$ 2.2 M	\$ 2.4 M

Opportunities

The federal and provincial governments have requested information on Shovel Ready Projects and there is anticipation of an infrastructure program. Also, there have been recent announcements by the federal government regarding support for students, and this is in addition to the potential for student employment programs. Universities Canada is also reporting success in lobbying efforts for support from the federal government to assist with international student tuition revenue losses.

The province has also requested a record of the University's total COVID-19 revenue losses and increased expenses. Intergovernmental Affairs (IGA) Secretariat requested information and estimations on COVID-19-related expenses incurred for the period from January 1 to May 31, 2020. The information is being collected from all provinces and territories to assist in accessing potential additional federal funding for increased costs associated with the pandemic. At this time it is uncertain as to whether such funding will become available.

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

D. Preliminary University Budget – COVID 19

The Board received and reviewed background information pertaining to the preliminary University Budget – COVID 19.

Board members were advised that the University has not received its grant from the Department of Advanced Education, Skills and Labour and the Department of Health and Community Services for the Fiscal Year 2020-21. The Provincial Government has indicated that the 2020-21 budget will be delivered in September. In anticipation of the announcement, the University administration has developed a preliminary operating budget (excluding the Faculty of Medicine). This preliminary budget does not include the impact of COVID-19, instead it will be used to monitor the impact of COVID-19 on the financial position of the University. This budget includes information provided by the Province relative to the 2020/21 budget but any further budget adjustments by the Province cannot be known at this time.

The University administration has prepared a preliminary 2020-21 budget (excluding the Faculty of Medicine) without taking into account the impact of COVID-19 (provided in the background documentation as Appendix A). The budget presented reflects 'normal' ongoing operations and business continuity. A preliminary budget is required due to the absence of a provincial budget, which is anticipated to be announced in the Fall.

The forecasted Provincial Operating Grant is based on various communications with government. It is anticipated the grant will be at least \$521,465 (0.17%) more than 2019-20. The grant adjustment is comprised of:

- \$4.0 million increase Grant in Aid of Tuition Freeze;
- \$1.815 million general grant reduction to allow for repayment of cash funding for severance payouts;
- \$2.0 million general grant reduction targeted for attrition as communicated to the university in February 2020, with an additional \$2.0 million reduction in 2021-22;
- \$0.69 million general grant reduction targeted for operating expenses as communicated to the university in February 2020, with an additional \$0.657 million reduction in 2021-22.

Tuition revenue is budgeted to be \$3.7 million more than 2019-20 budget due to the non- NL 30% tuition increase approved in Budget 2017-18 and increased enrollment. Other sources of budgeted revenue such as the Federal Research Support Fund, Student Services Fee, and Campus Renewal Fee are predicted to increase less than \$100k.

Preliminary University Budget – COVID 19 (cont'd)

The Voluntary Retirement Program savings have been allocated to faculty renewal, inflationary expenditures, faculty collective agreement costs, an increase to graduate fellowships, and operating costs for the Animal Resource Centre. The \$4.0 million grant in aid of tuition freeze has been assigned to the operating requirements for the Core Science Facility.

The impact of the government grant adjustments will be significant to the budget with a 1.2% reduction (\$4.52 million). Government targeted attrition totals \$2.0 million, along with \$0.7 million targeted for general operating expenses. Unit budgets will also be reduced by \$1.8 million due to the grant reduction for severance cash payout repayment to government.

After the preliminary budget has been allocated, units will be required to prepare forecasted revenues and expenditures to year end. The Board will receive regular updates on the forecasted financial year end position of the university with a focus on determining the impact of COVID-19. Progress reports on achieving the required attrition and general budget reductions will also be included.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the preliminary budget for the fiscal year 2020-21 as presented in the 2020-21 Preliminary Operating Budget Report (excluding the Faculty of Medicine) as outlined in the background documentation.

6746. CAMPUS PLANNING AND DEVELOPMENT

- A. Deferred Maintenance Funding Model – also on the Finance committee agenda

This item was considered under the report of the Finance Committee as outlined in the Minutes 6745.B above.

6747. EXECUTIVE COMMITTEE

- A. Senate matters with implications for the Board of Regents (May 12, 2020 and June 9, 2020): Approval of the awarding of the title Professor Emeritus/Emerita to 15 retired members of the Faculty

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meetings held on May 12, 2020 and June 9, 2020 and approved the awarding of the title of Professor Emeritus/Emerita to the following retired members of the faculty:

Senate matters with implications for the Board of Regents (May 12, 2020 and June 9, 2020): Approval of the awarding of the title Professor Emeritus/Emerita to 15 retired members of the Faculty (cont'd)

Margaret E. Brosnan
Leslie Cake
Mary Courage
Jane Green
Donald McKay
Michael Newton
Donald Nichol
Peter Pickup
John Quaiocoe
Paul Rice
James Rourke
Kenneth Stevens
Stephen Tomblin
Maureen Volk
Wlodek Zuberek

B. Draft Submission to the Committee of Experts for the Public Post-Secondary Education Review

The Board received and reviewed background information pertaining to the draft submission to the Committee of Experts for the Public Post-Secondary Education Review.

Board members were advised that in March 2018, the Government of Newfoundland and Labrador announced that it would appoint a committee of experts to undertake a system-wide review of the province's public post-secondary education system and that Memorial University would play a key role. In October 2018 government provided a draft of the review's guiding terms of reference to the College of the North Atlantic and Memorial University communities for their input. In March 2019 government released the finalized terms of reference and announced its panel of experts. The terms of reference for the PPSE identified four areas of focus: effectiveness, sustainability, accountability and accessibility. The committee of three experts – Karen Kennedy (chair), Dr. Kevin Keough and Dr. Doreen Neville, supported by a small staff gathering data and organizing logistics – then undertook a series of public and institutional consultations across the province. The panel visited all of the campuses of the College of the North Atlantic and Memorial University. At Memorial they met with members of the university community, including student unions, Deans Council, individual Deans and Directors, Associate Vice-Presidents, Vice-Presidents, Presidents, Senators and Regents. The panel also forwarded detailed questions on a variety of topics, including research, finances and enrolment.

Draft Submission to the Committee of Experts for the Public Post-Secondary Education Review (cont'd)

Several units and groups within the university community prepared their own submissions in response to the President's encouragement to fully engage with the review process. The Board of Regents formed an ad hoc committee on the PPSER to provide input to the review process. Deans Council also formed a subcommittee to provide academic units' input.

To coordinate engagement with the review process, the President's Advisory Committee on the PPSER was created. The focus of this group's effort was the creation of a PSE review information resource hub website and preparation of a draft university submission reflecting the input of senior university leaders.

The draft University submission incorporates input gathered from the Board of Regents, Deans Council and Vice-Presidents Council (including the President). The intentionally concise document, along with the fulsome information contained on Memorial's PSE resource website, represents the university's best advice to government in shaping the future of the post-secondary education system to meet the current and future needs and aspirations of the people of Newfoundland and Labrador. The draft University submission was provided in the background documentation.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the "Public Post-Secondary Education Review – Institutional Submission by Senior Leadership of Memorial University", supported by the University's Post-Secondary Education resources website, as the University's formal submission to the provincial government's Public Post-Secondary Education Review and as outlined in the background documentation.

6748. GOVERNANCE COMMITTEE

A. Attendees at the In-Camera session of the Board

At this point, Dr. Timmons declared a conflict of interest and recused herself from the meeting.

The Board received and reviewed background information pertaining to attendees at the In-Camera session of the Board.

Board members were advised that at an in-camera session held on May 13, 2020, the Board engaged in a discussion with regard to attendees at the in-camera sessions of the Board. In doing so, members were reminded that Clause F.58.d) of the Bylaws of the Board of Regents states:

Attendees at the In-Camera session of the Board (cont'd)

“An in camera session held during a meeting shall be limited to the voting members of the Board, and others specifically invited by the Chair. The President and Vice-Chancellor and the Provost and Vice-President (Academic) may be excused by the Chair. As well, any member of the Board who has a conflict of interest may also be excused.”

In this regard, it was agreed to request that the Governance Committee review the Board's practice with a view to inviting the President and Vice-Chancellor to the first part of the in-camera sessions. It was noted that the in-camera session would also consist of a second part with the President being excused from attendance.

At a meeting held on June 17, 2020, the Governance Committee considered the above-noted request and agreed to recommend that the President and Vice-Chancellor be invited to attend the first portion of the in-camera session and further, to adopt this practice for a 12-month trial period following which the practice would be reviewed with a view to amending the ByLaws if necessary. The Governance Committee also noted that the current Bylaws provide for attendance by the President and Vice-Chancellor at the in-camera session.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents adopt the practice of inviting the President and Vice-Chancellor to attend the first portion of the in-camera session noting that the in-camera session would also consist of a second part with the President being excused from attendance. Further, that it adopt this practice for a 12-month period following which a review will be conducted and if necessary a recommendation will be made to the Board to amend the Bylaws of the Board of Regents as appropriate.

Dr. Timmons returned to the meeting at this point.

6749. ANY OTHER BUSINESS

A. Date of Next Meeting

The Chair advised that the next regular meeting of the Board of Regents is scheduled to be held on Thursday, October 1, 2020.

B. Motion to Salute and Thank the University Community

In order to recognize the commitment and dedication of Memorial's faculty, staff and students to delivering on the mandate of the institution during the COVID-19 pandemic, the following resolution was passed:

RESOLVED:

That the Board of Regents thank the University's faculty, staff, and students for their commitment and dedication to delivering on the mandate of the institution during the COVID-19 pandemic. In doing so, the Board recognizes several critical achievements:

- contingency planning that got underway even before the 'lockdown'
- the swift pivot to vacating campus and residences and activating remote instruction
- continued planning for the spring and fall semester while working remotely
- successful development of the Kickstart Your Degree summer program for high school graduates (with 782 course registrations)
- the launch of the institutional strategic plan development process and
- completion of a pan-Memorial University submission to the Public Post-Secondary Education Review.

In addition, the Board highlighted Dr. Vianne Timmons for her extremely strong start as Memorial's 13th President and Vice-chancellor despite all the challenges of dealing with the pandemic. In response, Dr. Timmons thanked the volunteer Board of Regents members for their thoughtful guidance and unwavering support for the University during these extraordinary times. Dr. Timmons also acknowledged the exceptional work and cooperation of Memorial's faculty, staff and students.

ADJOURNMENT

The meeting adjourned at 5:15 p.m.

CHAIR

SECRETARY

DATE