

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board of Regents was held on Thursday, July 8, 2021 at 3:00 p.m. via Webex.

PRESENT:

Ms. Iris Petten, Chair
Dr. Vianne Timmons, President and Vice-Chancellor
Dr. Mark Abrahams, Provost and Vice-President (Academic), Pro Tempore
Chancellor Susan Dyer Knight
Ms. Michelle Baikie
Mr. Glenn Barnes
Mr. Jorge Campos
Dr. Bud Davidge
Ms. Cathy Duke
Mr. Joe Dunford
Dr. Rex Gibbons
Ms. Ann Marie Hann
Ms. Karen McCarthy
Ms. Kerri Neil
Ms. Ashmean Sran
Ms. Andrea Stack
Ms. Eleanor Swanson
Ms. Tina Scott, Secretary to the Board

PRESENT BY INVITATION:

Mr. Kent Decker, Vice-President (Administration and Finance), Dr. Neil Bose, Vice-President (Research), Ms. Catharyn Andersen, Vice-President (Indigenous), Mr. Glenn Blackwood, Vice-President (Marine Institute), Dr. Ian Sutherland, Vice-President (Grenfell Campus) Pro Tempore, Ms. Michelle Snow, Executive Director, Office of the Board of Regents, Mr. Morgan Cooper, General Counsel.

6821. MEETING CALLED TO ORDER

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

The Chair extended a very special welcome to the following newly appointed members noting that their appointment is for a two year term effective May 19, 2021:

Ms. Ashmean Sran, Graduate Students' Union
Mr. Jorge Campos, Grenfell Campus Students' Union

The Chair extended a warm welcome to Dr. Ian Sutherland who assumed the role of Vice-President (Grenfell Campus) Pro Tempore on June 15, 2021 and to Ms. Catharyn Andersen who assumed the role of Vice-President (Indigenous) on July 1, 2021.

The Chair welcomed Dr. Florentine Strzelczyk, Provost and Vice-President (Academic) Designate to the meeting as an observer.

6822. 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.

At the request of Ms. Hann, it was agreed to move Agenda Item 11.5 “Engagement of Consultant – Faculty of Law” to the Closed Discussion Agenda.

Dr. Timmons, Dr. Abrahams and all members of the Administration declared a conflict with Agenda Item 12.1 "Actuarial valuation of the Memorial University Pension Plan as at December 31, 2020".

The agenda as amended was approved by the Board.

6823. MINUTES

The Minutes of the meetings of the Board of Regents held on May 12, 2021, June 3, 2021, June 9, 2021 and the email polls conducted April 28, 2021 and May 28, 2021 were approved by the Board.

6824. CHAIR'S REPORT

A. Meeting of the Executive Committee – June 16, 2021

The Chair noted that the Executive Committee met on April 21, 2021 to finalize and fine tune the agenda for today's meeting of the Board.

6825. PRESIDENT'S REPORT

A. President's Update of Activities

Dr. Timmons provided the Board with a written summary of her activities and University events for period from May 13, 2021 – June 30, 2021 and she provided the Board more detail and context on several of these activities and events.

In doing so, she noted that this document is an update on the six proposed strategic objectives for the 2021-2022 year, as presented and approved by the Executive Committee of the Board of Regents at its meeting held on May 12, 2021. In addition to this update, the President included the following appendices, copies of which were provided in the background documentation:

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

The President also provided the Board with the following:

- Draft analysis of PERT Report recommendations for Memorial University
- Draft analysis of Public Post-Secondary Education Review Report Recommendations for Memorial University

B. Registration and Enrolments Progress Report for Spring 2021 Semester

The Board received and reviewed an enrolments and registration progress report for the Spring 2021 Semester.

OPEN SESSION - CONSENT AGENDA

It was moved by Ms. Duke, seconded by Mr. Dunford, and carried that the consent agenda, as recommended by the appropriate Board Committee and comprising the resolutions listed in 6826 through 6828, be approved as outlined below.

6826. SENATE MATTERS

A. Approval of Calendar changes arising from the Senate meeting of May 11, 2021

The Board received and reviewed background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on May 11, 2021 and approved the Calendar changes as outlined in the background documentation.

6827. FINANCE COMMITTEE

A. Health and Dental fees for the Marine Institute Students' Union for the 2021-22 academic year

The Board received background information and approved the health and dental fees for the Marine Institute Students' Union for the 2021-2022 academic year effective September 1, 2021 as outlined in the background documentation and as follows:

- A decrease in the health fee charged for Marine Institute students from \$105.00 per semester (\$315.00 per academic term) to \$86.68 per semester (\$260.04 per academic year)
- An increase in the dental fee charged for Marine Institute students from \$45.48 per semester (\$136.44 per academic year) to \$56.64 per semester (\$169.92 per academic year).

B. Increase in Grenfell Campus Students' Union (GCSU) health and dental plan single coverage fees (GCSU) for the 2021-22 academic year

The Board received background information and approved the increase in Grenfell Campus Students' Union health and dental plan single coverage fees for the 2021-22 academic year as outlined in the background documentation and as follows:

- An increase in the health plan fees charged for the Grenfell Campus students from currently \$81.00 per semester to \$96.43 and dental plan fees be increased from \$51.00 per semester to \$61.05 effective fall semester 2021.

6828. EXECUTIVE COMMITTEE

A. Board of Regents Meeting Dates 2021 and 2022

The Board received background information and approved the meeting dates for 2022 as outlined in the background documentation and as follows:

March 10, 2022, St. John's
May 18, 2022, Corner Brook (to coincide with Corner Brook Spring Convocation taking place May 19, 2022)
July 7, 2022, St. John's
October 6, 2022, St. John's
December 1, 2022, 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 Mr. Barnes, seconded by Mr. Campos and carried that the consent agenda, comprising the resolutions listed in 6829 through 6832 below be approved as follows:

6829. AUDIT AND RISK COMMITTEE

A. Appointments to Genesis Group Inc. Board of Directors

The Board received information that at a meeting held on June 30, 2021, the Audit and Risk Committee approved the reappointments to the Genesis Group Inc. Board of Directors effective June 30, 2021 as outlined in the background documentation and as follows:

- Mr. Fred Cahill be reappointed as Chair of the Genesis Group Inc. Board of Directors for a one year term;
- Dr. Isabelle Dostaler be reappointed as MUN Representative for a one year term;
- Mr. Mark Andrews be reappointed as Community Representative for a two year term;
- Mr. Patrick Keefe be reappointed as Community Representative for a two year term; and
- Ms. Sherry Walsh be reappointed as Community Representative for a two year term.

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

The Board was informed that at a meeting held on June 30, 2021, the Audit and Risk Committee approved the reappointments to the Memorial University Recreation Complex effective June 30, 2021, as outlined in the background documentation and as follows:

- Mr. Dwayne Taverner be reappointed as MUN Student Life Student Representative for a two year term; and
- Dr. Angie Clarke be reappointed as MUN Administrative Representative for a two year term.

C. Internal Audit Report – Financial Reporting Process Review

The Board received for information the Internal Audit Report: Financial Reporting Process Review. The Office of Internal Audit conducted a review of the University's financial reporting process to determine the effectiveness of the control environment. The overall rating of moderate indicates residual risk exposure and recommendations require additional controls in the following areas:

1. Stakeholder Management
 - 1.1. Stakeholder Management Approach
2. Consolidated Financial Statements
 - 2.1. Manual Processes
 - 2.2. Review and Signoff
 - 2.3. Roles, Responsibilities and Authority
 - 2.4. Assessment of Thresholds
 - 2.5. Formalization of Documentation
3. Regulatory Report
 - 3.1. Formalization of Documentation
4. Financial Reports to the Board
 - 4.1. Manual Process
 - 4.2. Review and Signoff
 - 4.3. Roles, Responsibilities and Authority

The University Auditor submitted an executive summary to describe the associated risk and recommendation for remedial action.

D. Report of the External Auditors – Results of the 2021 Audit

The Board received background information and approved the Report of the External Auditors – Results of the 2021 Audit and as outlined in the background documentation. In doing so, it was noted that a detailed presentation of the Report was made to the Audit and Risk Committee by Ernst and Young at a meeting of the Committee held on June 30, 2021. 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 2021 Audit Plan, which was approved by the Audit and Risk Committee and the Board of Regents in October 2020. A copy of the 2021 Audit Report, outlining the results of the 2021 Audit was provided in the background documentation.

Report of the External Auditors – Results of the 2021 Audit (cont'd)

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, 2021. 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.

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 to date.
- Test of controls were performed in respect of areas as outlined in the Audit Plan (i.e. cash, accounts payable and significant expense accounts, including payroll).
- 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 adjustment 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, have been identified by the university or by the auditors.

E. Office of the Chief Risk Officer 2020 Annual Report

The Board received for information the Office of the Chief Risk Officer 2020 Annual Report. The Office of the Chief Risk Officer (OCRO) has prepared its annual report for the 2020 calendar year. The annual report highlights the CRO's work relating to the response to the COVID-19 pandemic, program advancements, project updates, and other significant accomplishments in the fields of Campus Enforcement and Patrol, Emergency Management, Environmental Health and Safety, Enterprise Risk Management and Insurance.

6830. 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	Harsh Environment Research Facility
Marine Institute	
1	Holyrood Marine Base Phase IIB

PROJECTS IN PLANNING STAGES	
St. John's Campus	
1	Reid Theatre Redevelopment
2	University Buildings Strategy
Grenfell Campus	
1	Regional Aquatics and Recreation Centre

Update on Capital Projects (cont'd)

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

PROJECTS ON HOLD	
1	Petroleum Engineering Building
2	Research Archival Facility

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. Approval to proceed to design phase for the development of space for the Department of Psychology in the Core Science Facility (great than \$5 million) – also on the Finance Committee agenda

The Board received background information and approved proceeding with the design phase for the relocation of Psychology to the Core Science Facility, which includes the allocation of 25,000 sq. ft. of space on level 5 of Pavilion B, and the required space fit-up reserve up to 2,200 sq. ft. in the existing Animal Care space within the Health Sciences Center for Behavioral Neuroscience; and preparation of tender-ready documents and as outlined in the background documentation.

6831. 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 12, 2021, 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 Associate Vice-President Research (Indigenous)

The Board received background information and approved the appointment of Ms. Violet Ford as Associate Vice-President Research (Indigenous Research) for an initial five-year term effective September 7, 2021, under the terms and conditions outlined in the letter of offer and as provided in the background documentation.

D. Appointment of the Associate Vice-President (Marine Institute) Research and Strategic Partnerships

The Board received background information and approved the appointment of Mr. Paul Brett as Associate Vice-President, (Marine Institute) Research and Strategic Partnerships effective August 1, 2021 and as outlined in the background documentation.

E. Actuarial valuation of the Memorial University Pension Plan as at December 31, 2020 - also on the Finance Committee agenda

This item was considered under the report of the Human Relations Committee as outlined in the Minutes 6832.A below.

6832. FINANCE COMMITTEE

A. Actuarial valuation of the Memorial University Pension Plan as at December 31, 2020 - also on the Human Relations Committee agenda

The Board received background information and approved the actuarial valuation of the Memorial University Pension Plan performed as at December 31, 2020 and as outlined in the background documentation.

B. Revision to Statement of Investment Policy and Objectives for Endowment Funds and Non-Endowed Funds (Section 9: Asset Mix for Non-endowed Investment Funds)

The Board received background information and approved the revision to Statement of Investment Policy and Objectives for Endowment Funds and Non-Endowed Funds (Section 9: Asset Mix for Non-endowed Investment Funds) as outlined in the background documentation and as follows:

Category (Benchmark)	Minimum	Maximum	Target
Cash and Short-Term Investments (FTSE TMX 91-Day T-Bill Index)	35%	45%	40%
Canadian Core Fixed Income (FTSE TMX Universe Bond Index)	7.5%	17.5%	12.5%
Canadian Corporate Fixed Income (FTSE TMX All Corporate Bond Index)	7.5%	17.5%	12.5%
Canadian Commercial Mortgages (Custom Benchmark ¹)	5%	15%	10%
Canadian Equities (S&P TSX Composite Index)	5%	15%	10%
Global Equities (MSCI ACWI C\$ Index)	10%	20%	15%

1. Custom Mortgage Benchmark: 60% FTSE TMX Short-Term Bond Index + 40% FTSE TMX Mid-Term Bond Index +0.50%

C. Approval to proceed to design phase for the development of space for the Department of Psychology in the Core Science Facility (great than \$5 million) – 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 Minutes 6830.C above.

CLOSED SESSION – DISCUSSION AGENDA

6833. FINANCE COMMITTEE

A. Annual audited consolidated financial statements for Memorial University of Newfoundland and Labrador for the fiscal year ended March 31, 2021

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, 2021.

Mr. Dunford 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 for the year ended March 31, 2021.

Annual audited consolidated financial statements for Memorial University of Newfoundland and Labrador for the fiscal year ended March 31, 2021(cont'd)

Board members were advised that the report of the external auditors on the annual audited consolidated financial statements of the University as at March 31, 2021, has been received and was reviewed 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, 2021, 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.

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, 2021 and as outlined in the background documentation.

B. Annual audited financial statements for the Memorial University of Newfoundland Pension Plan for the fiscal year ended March 31, 2021

The Board received and reviewed background information pertaining to the annual audited financial statements for the Memorial University of Newfoundland Pension Plan for the fiscal year ended March 31, 2021.

Ms. Collis, who provided a presentation regarding these financial statements noted 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, 2021, 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. A copy of the audited Pension Plan financial statements were provided in the background documentation.

At this point, Mr. Dunford thanked Ms. Collis for her informative presentation and she left the meeting.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the Memorial University of Newfoundland Pension Plan audited financial statements for the fiscal year ended March 31, 2021 and as outlined in the background documentation.

C. University Budget 2021-22

The Board received and reviewed background information pertaining to the University budget for 2021-22.

Board members were advised that on May 30, 2021, the University received confirmation of its operating grant from the Department of Education for the Fiscal Year 2021-22. The provincial grant decreased by \$2,659,900. The tuition and student fees revenue budget has increased by \$2,789,340. This increase is based on increased enrollment achieved in 2020-21, the final year implementation of the 30% Non-NL tuition increase approved by the Board in 2017, and adjustments to the student services fee and campus renewal fee revenue.

The Faculty of Medicine also received confirmation of its operating grant from the Department of Health and Community Services for the Fiscal Year 2021-22 on May 31, 2021. The Faculty of Medicine is currently working on a multi-year budget plan with government. The multi-year budget will be presented to the Board in the fall of 2021.

It was noted that the incremental cost associated with the collective agreement extensions with CUPE Local 1615; NAPE Local 7801; NAPE Local 7804/1809; NAPE Local 7803/1804; NAPE Local 7850 and NAPE Local 7405 is not factored into the budget for 2021-22. The University is preparing analysis on the adjustment required to the operating grant for submission to government. Once confirmation of funding is received from government, the budget will be adjusted and reported in the 2021-22 financial update to the Board.

In accordance with the University Operating Budget Policy, upon notification of the Board's approval of the budget, the Provost and Vice-President (Academic) pro tempore, subject to the approval of the President, will oversee 2021-22 allocations to the envelope heads. These leaders will communicate the allocations along with the incremental budget decisions to the units. The units will be responsible for allocating their budget and providing regular financial updates. The financial updates will be communicated as part of the 2021-22 financial updates to the Board.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the budget for the fiscal year 2021-22 as presented in the 2021-22 Operating Budget Report (excluding the Faculty of Medicine) and as outlined in the background documentation.

D. Tuition Framework

The Board received and reviewed background information pertaining to the Tuition Framework.

Board members were reminded that at a meeting held on May 12, 2021, the Board approved a proposed tuition increase effective Fall 2022 with 2% inflationary factor implemented annually, subject to the approval of the University Budget. It was noted that this proposal was brought forward prior to the Government of Newfoundland and Labrador provincial budget, which was tabled on May 31, 2021.

As the Budget Estimates and future guidance regarding the grant in lieu of tuition have now been received from the Province, the University administration has revised the schedule for increases including a 4% inflationary factor. The University has prepared a revised scenario for the implementation of a proposed tuition increase for undergraduate courses, and Marine Institute diploma and certificate programs.

This tuition framework proposal is intended to exactly offset the reduction in government funding. It is not designed to provide additional financial support to students, or additional resources for programming.

Undergraduate Tuition

The proposed scenario for implementation of an undergraduate tuition increase is as follows:

Undergraduate Course Rate		Current	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026
Domestic	NL/CDN(Grace + 4% Inflation)	\$255	\$265	\$276	\$287	\$298	\$702
	CDN (Non NL)(Grace + 4% Inflation)	\$333	\$346	\$360	\$374	\$389	\$702
	New Students		\$600	\$624	\$649	\$675	\$702
International	International (Grace + 4% Inflation)	\$880	\$915	\$952	\$990	\$1,030	\$2,340
	International(Grace + 4% Inflation)	\$1,146	\$1,192	\$1,240	\$1,290	\$1,342	\$2,340
	New Students		\$2,000	\$2,080	\$2,163	\$2,250	\$2,340

Assumptions for the calculation and implementation include:

- 2019-20 undergraduate registrations were used as a basis for the projections with the assumption the composition of the registrations would be the same for 2020-21 and 2021-22.
- A 4% inflationary factor will be implemented every fall at the start of the academic year to the domestic and international rates for current and new students.
- New tuition rates will be phased in for new students entering the University fall 2022.
- In Fall 2022, a four-year grace period will commence for current students at current rate per course, with 4% annual inflation.
- Minor adjustments in the per course rate will be required due to credit hour requirements in the student system.

Tuition Framework (cont'd)

Marine Institute

The proposed scenario for the implementation of a tuition increase for Marine Institute Diploma of Technology/Technician Diploma, Advanced Diploma and Post-Graduate Certificate (level 07 and 08) courses is as follows:

		Current	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026
Diplomas of Technology and Technician Diplomas							
Domestic	NL/CDN (Grace + 4% Inflation)	\$173	\$180	\$187	\$194	\$202	\$702
	CDN (Non NL)(Grace + 4% Inflation)	\$225	\$234	\$243	\$253	\$263	\$702
	New Students		\$600	\$624	\$649	\$675	\$702
International	International (Grace + 4% Inflation)	\$675	\$702	\$730	\$759	\$789	\$2,340
	New Students		\$2,000	\$2,080	\$2,163	\$2,250	\$2,340
Advanced Diplomas							
Domestic	NL/CDN (Grace + 4% Inflation)	\$345	\$359	\$373	\$388	\$404	\$702
	CDN (Non NL)(Grace + 4% Inflation)	\$450	\$468	\$487	\$506	\$526	\$702
	New Students		\$600	\$624	\$649	\$675	\$702
International	International (Grace + 4% Inflation)	\$900	\$936	\$973	\$1,012	\$1,052	\$2,340
	New Students		\$2,000	\$2,080	\$2,163	\$2,250	\$2,340
Post-Graduate Certificates							
Domestic	NL/CDN (Grace + 4% Inflation)	\$550	\$572	\$595	\$619	\$644	\$702
	CDN (Non NL) (4% Inflation)	\$715	\$600	\$624	\$649	\$675	\$702
	New Students		\$600	\$624	\$649	\$675	\$702
International	International (Grace + 4% Inflation)	\$929.50	\$967	\$1,006	\$1,046	\$1,088	\$2,340
	New Students		\$2,000	\$2,080	\$2,163	\$2,250	\$2,340

Assumptions for the calculation and implementation include:

- A 4% inflationary factor will be implemented every fall at the start of the academic year to the domestic and international rates for current and new students.
- New tuition rates will be phased in for new students entering the Marine Institute in fall 2022.
- In Fall 2022, a four-year grace period will commence for current students at current rate per course, with 4% annual inflation.
- The Marine Institute will continue to have tuition caps/maximums in academic semesters for diploma and certificate (level 07 and 08) programs. For an academic semester, the tuition cap/maximum will stay as equivalent to four courses (full-time).
- Safety courses will continue to be included in base tuition fees.
- Minor adjustments in the per course rate will be required due to credit hour requirements in the student system.
- Technical Session: Course fees for technical session will continue to be equivalent to academic course fees, however, the technical session course fee will increase to the proposed academic course fee.
- Work Term: Where work term fees are charged, they will continue to be equivalent to one or two Diploma of Technology/Technician Diploma/ Advanced Diploma academic courses, depending on the program. However, the work term fee will increase to the proposed academic course fee.

The proposed fee increase will bring the cost of a Marine Institute Diploma of Technology/Technician Diploma, Advanced Diploma and Post-Graduate Certificate courses (level 07 and 08), as well as the costs for an international student, in line with the cost of an undergraduate course at Memorial.

Assuming a steady state enrolment (and the assumptions noted above), the proposed increases to Diploma of Technology/Technician Diploma, Advanced Diploma and Post- Graduate Certificate (level 07 and 08) will bring an additional estimated \$3.09 million per year (of which approximately \$494,000 comes from the change in the tuition cap/maximum for technical sessions) to the Marine Institute budget, once new fees have been fully phased in.

Tuition Framework (cont'd)

Faculty of Medicine

The Faculty of Medicine is working with the Department of Health and Community Services on multi-year budget plan to address the annual deficit. Tuition increases are being considered in this plan. The multi-year plan is expected to be completed over the next few months and will be presented to the Board of Regents in fall 2021.

Graduate Programs (Course-based, Professional)

Since the early 2000s, for all newly-developed course-based, graduate programs, Memorial has introduced differential tuition to offset the cost of delivery for these programs. The revenue attribution model provides 80% of the differential portion of the tuition to academic units and 20% is retained centrally. Memorial currently has 15 differential tuition programs.

It is now being proposed that some of our existing course-based programs, established prior to 2000, introduce differential tuition to address budgetary erosion, combined with increased delivery costs that have occurred over the past two decades. Many of these programs are well below the national average. For example the two-year, MBA program at Memorial currently costs \$5,718 (NL), \$7,434 (Can), \$9,660 (Int'l). The national average for the same program is approximately \$20,500 (Domestic) and \$22,200 (International.)

A list of professional/course-based programs being proposed for differential tuition was provided in the background documentation as Appendix A. Several of these are new programs, while others are existing programs. Fully-developed proposals will be submitted to the Board for consideration at its September 2021 meeting.

Operating Budget 2022-23 to 2026-27

The proposed increase in the undergraduate tuition rate is forecasted to provide an additional \$54.3 million to the University budget from 2022-23 to 2026-27, in addition to \$3.09 million to the Marine Institute for its diploma and certificate programs. A 20% reduction in registrations for all students is projected due to implementation of the new tuition fee. Changes in enrollment for Newfoundland and Labrador and International students will occur during this forecasting period. The impact of this revenue increase on the total University budget (excluding the Faculty of Medicine) has been reviewed in context of the operating grant from government.

The proposed tuition increase is one component of the budget framework for the next 5 years. Additional consideration will be required for annual inflation, the Indigenization strategy, the University's strategic plan, equity diversity and inclusion (EDI), marketing and program development.

Tuition Framework (cont'd)

A lengthy and wide-ranging discussion ensued and the following is an illustrative list of the topics covered:

- the concern of for the impact on provincial, national and international students (both undergraduate and graduate)
- the need for additional financial supports for students
- the need for an annual review of a multi-year budget (rather than a five-year tuition schedule)
- the need to determine fundraising goals
- the need to address concerns of recruitment and retention of students
- the need to review any tuition increase on an annual basis.

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

RESOLVED:

That the Board of Regents, subject to an annual review by the Board, approve the following revisions to the tuition framework and as outlined in the background documentation:

- the proposed undergraduate tuition increase (excluding the Faculty of Medicine) effective Fall 2022 for new domestic (NL and CDN/Non-NL) students;
- the proposed undergraduate tuition increase (excluding the Faculty of Medicine) effective Fall 2022 for new international students;
- the proposed 4 year grace period commencing in Fall 2022 for all current students at current undergraduate rate per course;
- the proposed tuition increase in Marine Institute Diploma of Technology/ Technician Diploma, Advanced Diploma and Post-Graduate Certificate courses effective fall 2022; and
- the proposed 4 year grace period commencing in Fall 2022 for all current Marine Institute students at current undergraduate rate per course.

Ms. Neil, Ms. Sran and Mr. Campos voted against the motion and requested that their vote be recorded in these minutes.

6834. EXECUTIVE COMMITTEE

A. Performance Measurement Framework for the University's Strategic Plan

The Board received and reviewed background information pertaining to the Performance Management Framework for the University's Strategic Plan.

Board members were advised that on May 12, 2021, the Board of Regents approved the 2021-2026 Strategic Plan ("The Plan") for Memorial University. The Plan is the culmination of a strategic planning process led by a 15-person facilitation team and involving 67 unique, live consultation sessions and a comprehensive online survey. With the adoption of the Plan, the University has a capstone document against which progress of all of its frameworks and plans can be assessed. The Strategic Plan identifies five areas of strategic priorities, each with 2-3 goals and associated objectives, as well as six "enabling cultures:"

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

A performance measurement system is designed to collect, analyze and report on information regarding the performance of the university as it seeks to achieve the broad goals identified in its new Plan. It is a key element of accountability in governance as senior management reports to the Board. Such a framework should include key performance indicators for each of the five strategic priority areas as well as the six themes under enabling cultures.

The proposed performance measurement framework is based on the Balanced Scorecard, which focuses on tracking and publishing key performance measures against the goals within each of the five priority areas noted in the Plan. Incorporated into the Balanced Scorecard is the tracking of vital cultural changes to accomplish strategic goals. Essential components of the system include the identification of appropriate measures, baseline positions, multi-year targets, regular reporting to the Board of Regents and the broader University community, and engagement of stakeholders in the identification and tracking of relevant measures.

The performance measurement framework should include a key performance indicator (KPI) for each strategic goal under the strategic priorities (i.e. 2 to 4 key performance indicators per strategic priority area). Progress will be reported through the publication of an annual scorecard that would include the key performance indicators (KPIs) for each priority area, as well as the status of whether the target was achieved, where applicable. The metrics presented in the scorecard will be both qualitative and quantitative, and will be based on either newly collected (where necessary) or existing (where available and appropriate) information. The sources of information will include internal databases (e.g. Banner, ROMEO, academic and administrative records), surveys developed and administered internally, and external sources (e.g. University Rankings).

Performance Measurement Framework for the University's Strategic Plan (cont'd)

To evaluate the progress related to the six areas of enabling cultures, a comprehensive survey of students, employees and alumni will be developed, administered, and reported on annually. There may be opportunities for synergies in terms of using existing data from these reports and using the collection mechanisms to gather additional information/data.

Implementation:

The first year of implementation (2021-22) will involve the establishment of the multi-year performance targets, development of specific measures and metrics, and the development of the surveys. This will require consultation with key stakeholders, including Vice-Presidents Council (VPC), academic leaders and other members of Memorial Leadership Council.

The following timeline for implementation is proposed:

2021-22

- July 2021: Proposed framework presented to the Board of Regents for information
- July-August 2021: Consultation with stakeholders – identification of measures
- September 30th: Update to Board of Regents
- September-October 2021: Identification of baselines and annual targets; development of alumni, student and employee surveys
- December 2021: Submission of Balanced Scorecard for approval by Board of Regents
- January-March 2022: Compilation of Year 1 data to populate Balanced Scorecard
- May 2022: Submission of Year 1 Balanced Scorecard Report to Board of Regents
- May 2022: Publication of Year 1 Balanced Scorecard

Each subsequent year will see the publication of the updated Balance Scorecard after the May meeting of the Board of Regents.

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

B. Senate matters with implications for the Board of Regents (May 11, 2021): Approval of the awarding of the title Professor Emeritus/Emerita to three 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 meeting held on May 11, 2021 and approved the awarding of the title of Professor Emeritus/Emerita to the following retired members of the faculty:

Hans Rollman, Faculty of Humanities and Social Sciences
Andrea Rose, Faculty of Education
Sandra Small, Faculty of Nursing

C. Changes to the *Memorial University Act*

The Board received and reviewed background information pertaining to the changes to the *Memorial University Act*.

Board members were advised that with the release of the “All Hands on Deck” and “The Big Reset” reports from the provincial government that focused on the provincial post-secondary sector and the economic challenges facing Newfoundland and Labrador, there have been a variety of recommendations made regarding the University. Many of these recommendations have pertained to the areas of governance structure and the autonomy to generate revenue, areas in which the *Memorial University Act (Act)* has significant input. From these reports, along with further signaling from government, it is anticipated that the Act is likely to undergo substantial change in the coming months.

The University recognizes the need for a modernization of the Act to better reflect best practices at comparable Canadian universities. This modernization can serve to make Memorial University of Newfoundland and Labrador more efficient, effective, and provide even greater support to the province as it undergoes a period of economic transition. Furthermore, a modernization of the Act can allow for the values of the University to be strengthened and reflected in its governing legislation.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents establish an ad hoc Committee to prepare a submission to the Provincial Government with regard to the revised *Memorial University Act*.

6835. GOVERNANCE COMMITTEE

A. New Policy - The Development, Approval and Administration of Board Policies

The Board received and reviewed background information with regard to the new policy entitled “Development, Approval and Administration of Board Policies.

Board members were advised that the University Policy Framework utilized by Memorial and guided through its Development, Approval, and Administration of Policies has created a clear manner in which policies are developed and managed across the University. At the present time a formalized structure to develop and manage Board of Regents policies does not exist. This proposed policy will formalize a similar structure of policy development and management for the Board while recognizing the need for contextual differences given the oversight role of the Board and the operational role of the University.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the Development, Approval, and Administration of Board Policies policy along with the continued development and implementation of proposed related documents and as outlined in the background documentation.

B. New Policy – Board Delegations of Authority Policy – also on the Audit and Risk Committee Agenda

The Board received and reviewed background information pertaining to the new Policy entitled “Board Delegations of Authority Policy”.

Board members were advised that at a meeting of the Board of Regents Audit and Risk Committee, held on March 5, 2020, it was noted that there should be a document with all non-academic delegations listed. This policy offers the opportunity to begin a formalized process by which delegations of authority are documented, listed, managed, and grounded in policy across the University, beginning with a Board of Regents policy. A copy of the draft policy was provided in the background documentation.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the new policy “Board Delegations of Authority Policy” and as outlined in the background documentation.

6836. HUMAN RELATIONS COMMITTEE

A. Engagement of Consultant, Faculty of Law

The Board agreed to defer discussion of this item to a future meeting of the Board.

6837. 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, September 30, 2021.

B. Last meeting for Dr. Mark Abrahams, Provost and Vice-President (Academic)

The Chair acknowledged that today marks the last regular meeting of the Board that Dr. Mark Abrahams would attend as he completes his appointment as Vice-President and Provost (Academic) Pro Tempore effective August 8, 2021. On behalf of the Board, she thanked Dr. Abrahams for his immense contributions to the University. The Board responded with a round of applause.

ADJOURNMENT

The meeting adjourned at 5:20 p.m.

CHAIR

SECRETARY

DATE