

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board of Regents was held on Thursday, March 14, 2019 at 3:00 p.m. in Room B-2007A, Signal Hill Campus, and via teleconference.

PRESENT:

Ms. Iris Petten, Chair
Dr. Gary Kachanoski, President and Vice-Chancellor
Dr. Noreen Golfman, Provost and Vice-President (Academic)
Dr. Susan Dyer Knight, Chancellor
Ms. Margaret Allan
Ms. Michelle Baikie
Mr. Glenn Barnes
Mr. Robert Bishop
Mr. Fred Cahill
Dr. Bud Davidge
Ms. Cathy Duke
Mr. Joe Dunford
Mr. John Gibbons, via teleconference
Dr. Rex Gibbons
Mr. Doug Letto
Mr. Denis Mahoney
Ms. Karen McCarthy
Mr. Kryston Munnings
Ms. Donna Rideout
Ms. Catherine Rowsell
Ms. Sarah Stoodley
Ms. Eleanor Swanson
Mr. Dennis Waterman
Ms. Tina Scott, Secretary to the Board

APOLOGIES:

Apologies were received from Mr. Mark Bradbury, Ms. Katharine Hickey, Mr. George Saunders.

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.

6589. MEETING CALLED TO ORDER

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

6590. 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. Cahill declared a conflict with Agenda Items 7.1 "Update on Capital Projects", 10.1 "Core Science Facility (CSF) Status Update", 10.2 "University Buildings Strategy" and 12.3 "Strategic Investment Fund and Campus Renewal Fee".

Mr. Collins declared a conflict with Agenda Item 11.10 "Extension to the appointment of the Executive Director, Board of Regents".

All members of the Administration declared a conflict with Agenda Item 12.5 "Renewal of the University's group benefit plans for the policy year beginning April 1, 2019".

Mr. Collins and Mr. Cooper declared a conflict with Agenda Item 11.5 "Senior Administrative Management (SAM) Compensation Review".

The Chair noted that following consultation with the Human Relations Committee, the following items had been added to the Closed Consent Agenda:

11.6.1 - Ratification of tentative Collective Agreement between Memorial University of Newfoundland and the Lecturers' Union of Memorial University of Newfoundland (LUMUN), the bargaining agent for Per Course Instructors (PCIs)

11.6.2 - Ratification of tentative Collective Agreement between Memorial University of Newfoundland and the Lecturers' Union of Memorial University of Newfoundland (LUMUN), the bargaining agent for Postdoctoral Fellows

The agenda as amended was approved by the Board.

6591. MINUTES

The Minutes of the regular meeting of the Board of Regents held on December 6, 2018 and the email polls conducted on January 18, 2019 and February 13, 2019 were approved by the Board.

6592. CHAIR'S REPORT

A. Meeting of the Executive Committee – February 21, 2019

The Chair noted that the Executive Committee met on February 21, 2019 to finalize and fine tune the agenda for today's meeting of the Board. Ms. Petten also noted that one of the objectives of the Executive Committee is to act for the Board on any matter within the jurisdiction of the Board pursuant to The Memorial University Act, where decisions are required to be made and action taken between regularly scheduled meetings of the Board of Regents and where the Board has otherwise delegated specific responsibilities to the Executive Committee.

With that in mind, in an email poll conducted December 18, 2018, the Committee exercised its authority to act on behalf of the Board and approved the following:

- the appointment of Dr. Ross Klein as Interim Dean of the School of Social Work effective January 1, 2019 and continuing until a permanent Dean is appointed.

In addition, at a meeting held on February 21, 2019, the Committee exercised its authority to act on behalf of the Board and approved the following:

- Receipt of Gift – Geo Centre

Ms. Petten noted that the background documentation regarding each of these items was provided in the Board package.

6593. PRESIDENT'S REPORT

A. President's Update of Activities

Dr. Kachanoski provided the Board with a written summary of his activities and attendance at University events since the December 2018 meeting of the Board and he provided the Board more detail and context on several of these activities and events. The President also welcomed the Chair back for her third consecutive term as Chair of the Board effective February 13, 2019.

B. Registration Report for Winter 2019 Semester

The Board received and reviewed an enrolments and registration progress report for the Winter 2019 Semester.

OPEN SESSION - CONSENT AGENDA

It was moved by Dr. Kachanoski, seconded by Mr. Bishop and carried that the consent agenda, as recommended by the appropriate Board Committee and comprising the resolutions listed in 6594 through 6596 be approved as outlined below.

6594. SENATE MATTERS

- A. Senate matters with implications for the Board of Regents (December 11, 2018) – Amendments to the Constitution and By-Laws of the Academic Council, School of Graduate 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 December 11, 2018 and approved the amendments to the Constitution and By-Laws of the Academic Council as outlined in the background documentation.

- B. Senate matters with implications for the Board of Regents (November 13, 2018): Approval of Calendar Changes

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on November 13, 2018 and approved the Calendar changes as outlined in the background documentation.

- C. Senate matters with implications for the Board of Regents (December 11, 2018): Approval of Calendar Changes

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on December 11, 2018 and approved the Calendar changes as outlined in the background documentation.

6595. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

A. Update on Capital Projects

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

Projects in Progress

St. John's Campus

1. Aboriginal Centre
2. Core Science Facility
3. Animal Resource Centre

Projects in Planning Stages

St. John's Campus

1. Faculty of Engineering and Applied Science – Mechanical Engineering High Bay Laboratory
2. Redevelopment of Reid Theatre

Marine Institute

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

Projects in Early Stages

1. Faculty of Medicine – Redevelopment of Existing Space
2. School of Pharmacy Expansion
3. Signal Hill Campus Phase II
4. Transit Terminal

Projects on hold (until funding becomes available)

1. Faculty of Engineering and Applied Science – Petroleum Engineering Building
2. Faculty of Humanities and Social Sciences 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.

B. Regional Research and Innovation Hub with partnerships between Memorial University - Grenfell Campus, Corner Brook Pulp and Paper (CBPPL) and College of the North Atlantic (CNA)

The Board received background information pertaining to the Regional Research and Innovation Hub with partnerships between Memorial University - Grenfell Campus, Corner Brook Pulp and Paper (CBPPL) and College of the North Atlantic (CNA), details of which were provided in the background documentation. Board members were advised that Grenfell Campus has engaged over the past 18 months with CBPPL and CNA on a proposal for a regional research and innovation hub for western Newfoundland, including applied research in the forestry sector, entrepreneurship support and commercialization, and training for mill employees. The centrepiece of this project is a renovation of the former CBPPL Human Resources building in downtown Corner Brook.

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

6596. FINANCE COMMITTEE

A. Increase in Student Union Membership Fees for the 2019-2020 Academic Year

The Board received background information and approved the increase in student union membership fees for the 2019-2020 academic year as outlined in the background documentation and as follows:

- An increase in the CFS Fee for MUNSU, GSU and MISU from \$9.14 to \$9.34 for full and part-time students for the Fall and Winter semesters only, effective September 1, 2019. This fee will be divided equally with \$4.67 per semester going to the Canadian Federation of Students and \$4.67 per semester going to the Canadian Federation of Students – Newfoundland and Labrador.
- An increase in the MUNSU membership fee from \$47.22 to \$47.95 for fulltime students and from \$20.23 to \$20.54 for part-time students effective September 1, 2019.

B. Student Services Fee Allocation of Funds for 2018-19

The Board received for information the Student Services Fee allocation of funds for 2018-19.

Board members were advised that at a meeting held on May 11, 2017, the Board of Regents approved a new Student Services Fee to fund services for all Memorial University students, which will be used to promote academic/professional success and physical/social well-being. The services covered by this fee include:

Student Services Fee Allocation of Funds for 2018-19 (cont'd)

- Professional skills development and career advising;
- Health and wellness services; and
- Advocacy and support services.

These services are considered vital to promoting positive student experience and improving student persistence and graduate outcomes. The fee (\$50 per semester) applies to all registered undergraduate and graduate students across all of Memorial University's campuses - including online learners - independent of status (full-time and part-time, Canadian and International).

The Student Services Fee collected from students registered at the Marine Institute, Grenfell Campus and Faculty of Medicine, flows directly to them. The table below summarizes the total of funds collected and breakdown of allocations:

	Allocation of Funds
St. John's Campus	1,953,200
Faculty of Medicine	89,700
Marine Institute	140,800
Grenfell Campus	147,599
TOTAL	2,331,299

An overview of the 2018-19 fiscal year total budget and a breakdown of the allocations from the Student Services Fee revenue for the St. John's Campus, Marine Institute, Grenfell Campus and the Faculty of Medicine were provided in the background documentation.

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.

Noting that the items were dealt with in detail in meetings of the appropriate committees, it was moved by Mr. Letto, seconded by Dr. Gibbons and carried that the consent agenda, comprising the resolutions listed in 6597 through 6600 below be approved as follows:

6597. AUDIT AND RISK COMMITTEE

A. Appointment to Memorial University Recreation Complex (MURC) Board of Directors

The Board was informed that at a meeting held on March 7, 2019, the Audit and Risk Committee approved the appointment to the Memorial University Recreation Complex Inc. (MURC) Board of Directors as outlined in the background documentation and as follows:

- Dr. Jeannette Byrne as MUN Representative for a two year term effective March 14, 2019

B. Update on Information Security Improvement Program (ISIP) Plan in response to Information Technology (IT) Security Risk Assessment

The Board received for information an update on the Information Security Improvement Program (ISIP) Plan in response to Information Technology (IT) Security Risk Assessment. In 2016/17 the Office of Internal Audit engaged Deloitte to conduct an IT Security Risk Assessment focused on five specific IT units within Memorial University: St. John's Campus (ITS), Grenfell Campus, Marine Institute, Faculty of Medicine and the Centre for Health Information and Analytics. The objective was to identify and assess the University's current cybersecurity posture and risks across its critical IT functions and units. It was noted that since the last reporting period in October, progress has been made as outlined in the background documentation. In addition, it was noted that progress continues, and will continue into the next reporting period, with standards development and exploring SIEM and Compute Canada opportunities.

C. Status of Internal Audit Activity – as at February 15, 2018

The Board received for information the Status of Internal Audit Activity – as at February 15, 2018. The University Auditor provided the Internal Audit Status Report that provides information on the status of internal audit activity. In summary, for the 2018-19 fiscal year to date, three audits were carried forward from the prior year and three audits were identified in the 2018-19 Annual Internal Audit Plan. Due to an emerging risk in relation to Data Centre Operations, a data centre review project has been added. Currently, three audit reports have been issued to date. Other internal audit activities include follow-up projects that occur twice per year and activity related to the operations of the Office of Internal Audit. As each internal audit project is completed, an executive summary of the results is presented in a separate memo.

D. Internal Audit Executive Summary: Asset Compliance: Petty Cash, Inventory, Tangible Capital Assets

The Board received for information the "Executive Summary: Asset Compliance: Petty Cash, Inventory, Tangible Capital Assets". The Office of Internal Audit conducted a review of select University balance sheet accounts including petty cash, inventory and tangible capital assets. The overall rating of moderate indicates residual risk exposure. Recommendations include additional controls and monitoring activity to ensure the risk level does not escalate. The University Auditor provided an executive summary of the findings and recommendations.

E. Open Audit Recommendations outstanding for more than three years as of October 31, 2018

The Board received for information the Open Audit Recommendations outstanding for more than three years as of October 31, 2018. The University Auditor presented the Status of Open Audit Recommendations – October 31, 2018 at the December 6, 2018 meeting of the Board of Regents. As a result of this update, the Vice-President (Administration & Finance) provided the Board with the plan and timeline to address the five recommendations that remain outstanding for a period greater than three years. The five recommendations, which were provided in the background documentation, are: Vulnerability – User Account Administration; Log and Monitor IT User Activity; Invoice Receipt Recording and Approval; Closing Purchase Orders; and Employee Exit Checklists.

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

F. Protected Disclosure Annual Report

The Board received for information the Protected Disclosure Annual Report. On May 11, 2017, the Board of Regents approved a revised policy governing protected disclosures. Effective with the change in policy the Executive Director of the Office of the Board of Regents was named as the University's Protected Disclosure Coordinator (PDC), the President as Policy Sponsor and the Director, Office of General Counsel, as head of the responsible unit for the Procedures. Prior to May 11, 2017, an outside firm provided the Protected Disclosure services for the University. Previous Protected Disclosure Annual Reports based on calendar years, were issued to the University Auditor by the outside firm, reviewed annually by the University Auditor and summarized in the Annual Internal Audit Summary Report. In keeping with this calendar year practice, an annual report for the first full calendar year (2018) under the revised policy was provided. Included with this report for completeness was a report for the partial year May 11, 2017 to December 31, 2017.

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

6598. 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 and substantial completion will be achieved by April 25, 2020, to be ready for a September 2020 opening. 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. University Buildings Strategy

The Board received background information pertaining to the University Buildings Strategy. In the current fiscal climate, it is essential that Memorial University explore all options to reduce costs associated with building operations and aging infrastructure. A University Buildings Strategy will consider rationalization of the University buildings footprint coinciding with infrastructure renewal and the Board approved multi-year infrastructure plan.

C. Strategic Investment Fund and Campus Renewal Fee – also on the Finance Committee Agenda

The Board received background information and in order to optimize SIF federal funding for infrastructure projects, approved the substitution of project funding source between the Campus Renewal fee and the SIF federal funding for University infrastructure projects in the amount of \$836,126 for 2017-18.

D. Signal Hill Campus Phase II – Potential Development Opportunities – also on the Finance Committee Agenda

The Board received background information and endorsed the University Administration to enter into exploratory talks with the Newfoundland and Labrador Environmental Industries Association to determine if a viable project can and should be developed for further consideration by the Board of Regents and as outlined in the background documentation.

6599. 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. Report on Academic Appointments

The Board received for information the Report on Academic Appointments for the St. John's and Grenfell Campuses for actions taken since December 6, 2018 noting that the actions have been taken under delegated authority as provided for in the Terms of Reference for the Human Relations Committee.

C. Creation of the Position of Associate Vice-President (Public Engagement and External Relations) and appointment to the Position

The Board received background information pertaining to the creation of the position of Associate Vice-President (Public Engagement and External Relations) and appointment to the position.

In March 2017, the Board of Regents received a report which had been commissioned by the President, the purpose of which was to review the external relations functions reporting to the President. Those functions included the following departments:

- Marketing and Communications
- Alumni Affairs and Development
- The Harris Centre
- The Office of Public Engagement

The desired outcomes of the review included:

- Increased alignment of the portfolio with the academic mission of the University.
- Greater focus on Development to maximize success in attracting funds for University priorities.
- Linking Alumni Affairs with Public Engagement more effectively, to maximize opportunities for collaboration between alumni, faculty, students, communities, industry, non-governmental organizations and governments, while maintaining a strategic link with Development.
- Increased efficiencies and synergies, and budget reductions.

A survey of Canadian Universities was undertaken in the portfolio review (2016/17) and was recently updated (as provided in the background documentation as Appendix C) and demonstrates that the leadership and senior administration for External Relations of a majority of Canadian universities include a position of Vice-President, in some instances an Associate Vice-President and in many instances both a Vice-President and Associate Vice-presidents. For example, Dalhousie University has a Vice-President and three Associate Vice-Presidents for external relations.

Creation of the Position of Associate Vice-President (Public Engagement and External Relations) and appointment to the Position

The Board of Regents reviewed the background information and approved:

- The creation of the position of Associate Vice-President (Public Engagement and External Relations) reporting jointly to the President and the Vice-President (Research).
- The appointment of Dr. Rob Greenwood to the position for a five-year term renewable for a further five year period following a review.

Further, it is understood that the title change for Dr. Greenwood's position would be effective on Board approval and, as per usual practice through the job evaluation process, the salary change as outlined in the documentation would be effective April 1, 2017.

D. Extension of the appointment of Interim Associate Vice-President (Indigenous Research)

The Board received background information and approved the extension of appointment of Dr. Max Liboiron as Interim Associate Vice-President (Indigenous Research) from the period of September 1, 2019 to August 31, 2020 and as outlined in the background documentation.

E. Senior Administrative Compensation Review

The Board received for information an update of the Senior Administrative Management (SAM) compensation review. In 2016, Korn Ferry/Hay Group Limited (Korn Ferry) was engaged to begin a compensation review for the Senior Administrative Management (SAM) group of positions. In conjunction with the Department of Human Resources, work was undertaken to review and analyze salaries in comparison to similar positions within Canadian universities. During this work, Korn Ferry identified that calibration of positions through job evaluation should also occur as they are used in conjunction with compensation structure. It was noted that the President and Vice-Presidents are currently assessing the issue of structure at the leadership level with regard to the valuation of existing positions, and how the leadership component is reflected in comparative positions at other universities, specifically for Associate Vice-Presidents. A formal recommendation on the SAM Compensation Review will be considered once this work is complete.

F. Update on Collective Bargaining for the four (4) Academic Collective Agreements

The Board received for information an update on Collective Bargaining for the four Academic Collective Agreements and as follows:

- Teaching Assistants (TAUMUN)
- Per Course Instructor (LUMUN)
- Post-Doctoral Fellows (LUMUN)
- Memorial University of Newfoundland Faculty Association (MUNFA)

G. Ratification of tentative Collective Agreement between Memorial University of Newfoundland and the Lecturers' Union of Memorial University of Newfoundland (LUMUN), the bargaining agent for Per Course Instructors (PCIs)

The Board received background information and agreed to ratify the Collective Agreement between Memorial University of Newfoundland and the Lecturers' Union of Memorial University of Newfoundland (LUMUN), the bargaining agent for Per Course Instructors (PCIs) for the period September 1, 2017 to August 31, 2020 and as outlined in the background documentation.

H. Ratification of tentative Collective Agreement between Memorial University of Newfoundland and the Lecturers' Union of Memorial University of Newfoundland (LUMUN), the bargaining agent for Postdoctoral Fellows

The Board received background information and agreed to ratify the Collective Agreement between Memorial University of Newfoundland and the Lecturers' Union of Memorial University of Newfoundland (LUMUN), the bargaining agent for Postdoctoral Fellows for the period September 1, 2017 to August 31, 2020 and as outlined in the background documentation.

I. Ratification of tentative Collective Agreements with NAPE locals representing employees of Facilities Management and Campus Enforcement and Patrol

The Board received background information and agreed to ratify the Collective Agreements with NAPE Locals' 7801, 7804/1809 and 7803/1804 and as outlined in the background documentation.

J. Update on Collective Bargaining for the three (3) remaining Staff Collective Agreements at Memorial University

The Board received for information an update on Collective Bargaining for the three remaining Staff Collective Agreements at Memorial University listed below and as provided in the background documentation:

CUPE 1615	Administrative, Instructional, Technical and Technical Support Personnel	904	March 31, 2016
NAPE 7850	MI Support Staff	148	March 31, 2016
NAPE 7405	MI Instructors and Technical Assistants	217	August 1, 2016

It is anticipated bargaining will commence in the spring.

K. Establishing an Office for Rights, Equity and Inclusion

The Board received background information pertaining to the establishment of an Office for Rights, Equity and Inclusion and as provided in the background documentation.

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

L. Extension to the appointment of the Executive Director, Board of Regents

The Board received background information and approved the extension of the appointment of Mr. Glenn Collins to the position of Executive Director, Office of the Board of Regents on an interim part-time basis to December 31, 2019 and as outlined in the background documentation.

M. Renewal of the University's group benefit plans for the policy year beginning April 1, 2019 – also on the Finance Committee Agenda

The Board received background information and approved the renewal of the University's group benefit plans for the policy year beginning April 1, 2019 as outlined in the background documentation and as follows:

- Basic life insurance plan at a 2.4% rate increase;
- Dependent life insurance plan at the existing rate;
- Optional life insurance plan at the existing rate;
- Optional spousal and dependent child life insurance plans at the existing rates;

Renewal of the University's group benefit plans for the policy year beginning April 1, 2019 (cont'd)

- Basic and optional accidental death and dismemberment plans at the existing rates;
- Voluntary accidental death and dismemberment plan at the existing rates;
- Long term disability plan at an 11.1% rate reduction;
- Supplementary health plan at a 2.3% rate increase;
- Travel health insurance plan at the existing rate; and
- Dental plan at a 3.3% rate increase.

Further, the Board approved the recommendation of the Administration that a decision regarding the additional orthodontic benefits be deferred pending results of a benchmarking study of benefit levels.

N. Assumptions for December 31, 2018 actuarial valuation of the Memorial University Pension Plan – also on the Finance Committee Agenda

The Board received background information and approved the assumptions for the December 31, 2019 actuarial valuation of the Memorial University Pension Plan and as outlined in the background documentation.

O. Communication with Provincial Government on Proposed Terms for Reform of the Memorial University Pension Plan (the Plan) – also on the Finance Committee Agenda

The Board received background and agreed with the recommendation that the Board of Regents contact the Provincial Government to seek their immediate input on the proposed terms of pension plan reform, including the funding proposal, as submitted by the University and the Unions in August 2018. Further, the Board agree to request that Mr. Kent Decker, Vice-President (Administration and Finance), contact officials of the Provincial Government in this regard on behalf of the Board as outlined above and in the background documentation.

6600. FINANCE COMMITTEE

A. Administrative budget for the Memorial University Pension Plan for 2019/2020

The Board received background information and agreed to the proposed budget for the internal administrative expenditures of the Memorial University Pension Plan for the fiscal year April 1, 2019 to March 31, 2020, and as outlined in the background documentation.

B. Delegation of University Charges and Fees – English as a Second Language (ESL) Programs

The Board received background information and agreed to delegate to the Vice-Presidents Council the authority to approve fees and charges for the English as a Second Language (ESL) Programming and as outlined in the background documentation.

C. Strategic Investment Fund and Campus Renewal Fee – also on the Campus Planning and Development Committee Agenda

This item was considered under the report of the Campus Planning and Development Committee as outlined in the Minute 6598.C above.

D. Signal Hill Campus Phase II – Potential Development Opportunities – also on the Campus Planning and Development Committee Agenda

This item was considered under the report of the Campus Planning and Development Committee as outlined in the Minute 6598.D above.

E. Renewal of the University's group benefit plans for the policy year beginning April 1, 2019 – also on the Human Relations Committee Agenda

This item was considered under the report of the Human Relations Committee as outlined in the Minute 6599.M above.

F. Assumptions for December 31, 2018 actuarial valuation of the Memorial University Pension Plan – also on the Human Relations Committee Agenda

This item was considered under the report of the Human Relations Committee as outlined in the Minute 6599.N above

G. Communication with Provincial Government on Proposed Terms for Reform of the Memorial University Pension Plan (the Plan) – also on the Human Relations Committee Agenda

This item was considered under the report of the Human Relations Committee as outlined in the Minute 6599.O above

CLOSED SESSION – DISCUSSION AGENDA

6601. FINANCE COMMITTEE

A. Update on the University's Financial Position

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

Board members were advised that the University's budget for 2018-19 was approved at the May 10, 2018 meeting of the Board of Regents. Following the approval of the budget, units were provided with their budget allocations and base reduction amounts.

A review of actual revenue and expenditures has been completed as of January 31, 2019. At this time, the total expenditures for 2018-19 are projected to be under budget by \$1,199,731 (as provided in the background documentation as Table 1) and is comprised of a surplus in the operating budget and a deficit in the deferred revenue/expenditures budget.

A \$2,478,703 surplus is being projected for the operating budget and is mainly attributable to a \$5.3 million surplus in the academic portfolio. Several academic units are projecting one time surpluses due to salary savings and unspent funding for ongoing special projects. The net surplus also reflects a current year deficit of \$4.5 million for the Faculty of Medicine. One-time funding from the Department of Health and Community Services is anticipated to cover this deficit.

At this time, a \$1,278,972 deficit in deferred revenue/expenditures is being projected. This deficit is comprised primarily of a \$4.2 million surplus in faculty and staff turnover, a \$1.3 million surplus for MUNFA professional development (PDTER), \$9.3 million forecasted Voluntary Retirement Program expenses for 2018-19 which will be repaid through the savings from the positions in 2019-20, and a \$2.3 million net contribution to future infrastructure projects.

Tuition Revenue is forecasted to be on budget. This forecast is based on actual tuition revenue for the spring and fall semesters and a projection to March 31, 2019 for the winter semester.

Research Support Fund (formerly Indirect Costs of Research) - This revenue source is currently projected to be on budget.

Budget Reduction

Budget 2018-19 included \$5.9 million in base reductions to the units. The units have identified the reductions.

Update on the University's Financial Position

These budget reductions include:

- 28 administrative positions totaling \$2.04 million
- 15.21 faculty positions (permanent and contractual) totaling \$2.76 million
- \$1.1 million in operating for expenditures such as materials and supplies, travel and hosting, and professional fees.

The details of the budget reductions were provided in the background documentation as Appendix B.

B. Introduction of deposits for admission to Memorial University

The Board received and reviewed background information pertaining to the introduction of deposits for admission to Memorial University.

Board members were advised that universities across the country use enrolment projections to accurately and efficiently plan for the next academic year. Normally, when students are considering attending university they apply for admission to several universities. Upon acceptance, it is a common practice for a university to require applicants to indicate whether they plan to Accept/Decline and pay a non-refundable deposit. Many universities have implemented this process to improve academic planning and to accurately project enrolment.

Memorial University is among a small number of universities in Canada that has not adopted this practice. As a result, it has created significant challenges such as:

- Accurately forecasting enrolment.
- Determining the levels of programs and services that the university needs to offer for the upcoming academic year.
- Forecasting future budgets.
- Determining teaching assignments for the next academic year. Instructors must be notified of class cancellations or additions in accordance with collective agreements.
- Replacing vacated seats at late juncture.

Through consultation with key stakeholders across the University, it is proposed that Memorial University introduce a \$150 (domestic) and \$300 (international) undergraduate deposit for admission. These deposits will be credited toward tuition should the students enroll at Memorial. While this would be a new practice at the undergraduate level, it is not a new concept for Memorial University. Several programs currently require an admission deposit for competitive programs such as Pharmacy and Diploma of Technology Nautical Science.

Introduction of deposits for admission to Memorial University (cont'd)

In conducting an environmental scan of universities in Atlantic Canada, the vast majority of universities require applicants to acknowledge their intent to attend by paying a non-refundable deposit. Applicants who are committed to attending the university will not be penalized, as the fee will be credited toward their tuition. Should an applicant later decline, fail to register, or withdraw before the 100% refund date the deposit will be forfeited. Similar to the application process at other universities, International students who are denied a student visa by Immigration, Refugees and Citizenship Canada (IRCC), will be eligible for a full refund of any tuition deposit paid less a \$150 administrative fee. A review of the deposits charged by other Atlantic universities is outlined in the table below.

Table 1: Comparison of Deposits for Admission

Institution	Amount
Dalhousie	\$200
Acadia	\$150
UNB	\$100
St. Francis Xavier	\$100
UPEI	\$100
Mount Saint Vincent	\$100

It is anticipated that by introducing a \$150 and \$300 non-refundable deposit, applicants will likely commit to their decision earlier in the admission process. As a result, it will assist Memorial University to more accurately project undergraduate enrolment and plan for the upcoming semester.

A review of the enrolment patterns over the past three years indicated that an average of 215 new students initially register but later withdrew from studies by the 100% refund date. Over the past two years about 27% of the students who withdrew before the 100% refund date were international students. Based on the enrolment patterns of the past three years, with an admission deposit of \$150 for domestic students and \$300 for international students, it would have generated approximately \$41,000 in revenue per year. The current application fees and deposits charged by Memorial University were provided in the background documentation as Appendix A.

It was noted that this proposal would not apply to the Faculty of Medicine which currently manages its own admissions process including deposits. Further, the School of Pharmacy and selected programs at the Marine Institute will maintain their existing deposit structure.

Introduction of deposits for admission to Memorial University (cont'd)

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the introduction of deposits for admission to Memorial University as outlined in the background documentation and as follows:

- Introduction of an admission deposit of \$150 for domestic students (including permanent residents and protected persons) and \$300 for international students. The deposit will be credited towards tuition upon registration in courses in the specified semester. Applicants who are committed to the program will not be penalized as the deposit will be credited towards their tuition. However, should an applicant later decline, fail to register, or withdraw before the 100% refund date the deposit will be forfeited. In cases where Memorial withdraws an offer of admission, a full refund to the student would be made. This change will come into effect for the 2019-20 admissions cycle.

C. St. John's Campus Parking Revenue

The Board received and reviewed background information pertaining to the St. John's Campus Parking Revenue.

Board members were advised that at the July 6, 2017 meeting of the Board of Regents, the Board approved two principles related to parking as follows:

- The University Administration should take steps to address the heavily subsidized parking rates currently charged to faculty, staff and students.
- The University Administration should stop constructing new parking spaces on campus (surface and garage) – until at least such a time as parking provisions adhere to a cost recovery model and/or alternative public transportation modes such as UPass are put into effect.

The current fees charged for parking permits (as provided in the background documentation as Appendix A) on the St. John's campus do not generate substantive revenue, nor do they encourage members of the University community to avail of alternative forms of transportation. These rates do not align with the goals of sustainability or decreasing the reliance on parking lots.

The University currently subsidizes parking (pay per use, enforcement and permit) on campus by \$153 per space, per year. This includes lot maintenance, administration and operating expenses.

St. John's Campus Parking Revenue (cont'd)

Memorial University has the lowest parking permit rates when compared to 17 Canadian universities and the Signal Hill Campus (as provided in the background documentation as Appendix B). However, there is opportunity to increase parking permit revenue. Section 35.2 of the Traffic and Parking Regulations of the Memorial University Act states that the Board may prescribe fees for the purpose of this Act.

Current collective agreements with MUNFA and CUPE (455 and 493 members respectively, as outlined in the background documentation as Appendix C) have limitations for permit rate increases (as outlined in the background documentation as Appendix D). However, a tentative agreement has been reached with MUNFA, which is expected to be ratified in March 2019. This agreement includes a 100 per cent increase in parking rates over the life of the agreement. Therefore, it is proposed permit rates be increased in alignment with this agreement. The proposed parking model would also accommodate the current CUPE agreement provisions. However, there is no provincial CPI increase from 2018 to 2019, and permits will be renewed at 2018/2019 lot rates.

Current permit rates result in an average yearly permit cost of \$85.81 for faculty and staff, \$36.00 for undergrad and \$54.59 for graduate students. The proposed rates will increase this average to \$169.06, \$72.00 and \$109.19, respectively. Faculty and staff account for 87 per cent of yearly permits sales, while undergrad and graduate students total 13 per cent. Additional information was provided in the background documentation as Appendix E.

The proposed increase in permit rates will generate an estimated \$166,000 in additional revenue in 2019/2020. This model and rate increase is an incremental step toward recovering the full costs associated with permit parking on the St. John's Campus, with the current subsidy of \$153 per space decreasing to \$108. The proposed rates were provided in the background documentation as Appendix F.

The below parking rate increase was presented to Memorial's Parking and Transportation Solutions Committee. This committee was established to address parking, transportation and transit issues impacting the university community by bringing together representatives of relevant groups in a consultative and advisory capacity. Members of the Committee include the Memorial University of Newfoundland Students' Union (MUNSU) and the Graduate Students' Union (GSU). This proposed increase was discussed at the February 18, 2019, meeting and MUNSU representation raised no concern with the rate increase, as it remains substantially lower than the daily cost of pay per use parking. The GSU had no representation at the meeting.

St. John's Campus Parking Revenue (cont'd)

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the 2019/2020 parking rate increases effective May 1, 2019 and as outlined in the background documentation.

6602. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

A. U-Pass Program for Memorial University

The Board received and reviewed background information pertaining to the U-Pass Program for Memorial University.

Board members were advised that in 2015, Memorial University established a multi-stakeholder Parking and Transportation Solutions Committee to explore options for the university. The idea of a Universal Transit Pass (U-Pass) was recommended by the Committee and was supported by two parking and traffic studies. In 2017, a U-Pass ad hoc committee of the Board of Regents was formed to further explore a U-Pass program for Memorial. In fall 2018, consultation took place with students and the broader community and a program was finalized. At the direction of the Board of Regents, a student vote, led by administration, was held from February 26 to 28, 2019. The results are as follows:

Total number of eligible votes submitted: 6,977
Total number of "Yes" votes: 2,012
Total number of "No" votes: 4,965
Approximate voter participation: 56%

The U-Pass ad hoc Committee Report was provided in the background documentation as Appendix A. As noted in the Report, the final vote results, as well as an overview of efforts leading up to the vote, were presented to the U-Pass ad hoc Committee at a meeting on March 7, 2019 (as provided in Attachment 1 of the Report). At this meeting, the U-Pass ad hoc Committee recommended that Memorial University not proceed with a U-Pass program based on the vote results and participation rate.

U-Pass Program for Memorial University (cont'd)

It was noted that the Administration agrees with the recommendation of the U-Pass ad hoc Committee to not proceed with the proposed U-Pass program for Memorial University.

The Chair noted that additional correspondence was distributed to the Board of Regents in advance of today's meeting as follows:

- email dated March 13, 2019 from Bailey Howard, Executive Director of External Affairs of the Memorial University of Newfoundland Students' Union (MUNSU) concerning the U-Pass vote
- email dated March 11, 2019 from Matthew Barter concerning "Petition to Board of Regents re U-Pass vote".

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents, act upon the recommendation of the U-Pass ad hoc Committee and the University Administration and not proceed with the proposed U-Pass Program for Memorial University and as outlined in the background documentation.

6603. EXECUTIVE COMMITTEE

A. Appointments to the Marine Institute Industry Advisory Committee

The Board received and reviewed background information pertaining to appointments to the Marine Institute Industry Advisory Committee (MIAC).

Board members were advised that Article 68 of the Memorial University Act outlines the composition of the Marine Institute Industry Advisory Committee. Article 68 and reads as follows:

68. (1) The board shall establish an industry based advisory committee to advise the Fisheries and Marine Institute respecting fisheries and marine related programs offered at the Fisheries and Marine Institute.

(2) The board shall appoint to the advisory committee established under subsection (1) not less than 11 nor more than 15 members to consist of

(a) the Deputy Minister of Fisheries or the representative of the deputy minister;

(b) a full-time student at the Fisheries and Marine Institute;

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

- (c) a representative of the administration of the Fisheries and Marine Institute;
 - (d) 8 persons from the fishing and marine industries or related organizations; and
 - (e) those other persons that the board may determine.
- (3) The board shall designate 1 of the members appointed under subsection (2) as chairperson of the advisory committee and another member as vice- chairperson of the advisory committee.
- (4) The board shall establish the terms of appointment of members of the advisory committee so that there is a continuity in membership of the advisory committee.

It was noted that several term appointments to the Marine Institute Industry Advisory Committee expired in December 2018 and two members have left the industry. One new appointment and several reappointments were made to the Industry Advisory Committee at the December 2018 Board meeting and two additional new appointments are recommended.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the appointments to the Marine Institute Industry Advisory Committee for a period of three years to December 31, 2021 as outlined in the background documentation and as follows:

- Kendra MacDonald, Chief Executive Officer, Canada's Ocean Supercluster
- William Coady, Community Representative

6604. GOVERNANCE COMMITTEE

A. Memorial University Board of Regents Mentoring Program

The Board received and reviewed background information pertaining to the proposed Memorial University Board of Regents mentoring program.

Memorial University Board of Regents Mentoring Program (cont'd)

Board members were advised that at a meeting held on February 21, 2019, the Governance Committee agreed to recommend to the Board of Regents the implementation of a one year pilot Memorial University Board of Regents Mentoring Program. As provided in the background documentation, the mentorship program will provide a one-on-one, voluntary and informal, time focused relationship, which involves a three-way relationship between the Board chair, the individual being mentored and the individual doing the mentoring. It was proposed that the mentoring program be run as a one-year pilot at which point the program will be reviewed.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the Memorial University Board of Regents Mentoring Program for a one-year pilot project and as outlined in the background documentation.

6605. 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 May 9, 2019.

ADJOURNMENT

The meeting adjourned at 4:15 p.m.

CHAIR

SECRETARY

DATE