

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board of Regents was held on Thursday, March 11, 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  
Mr. Glenn Barnes  
Dr. Bud Davidge  
Ms. Cathy Duke  
Mr. Joe Dunford  
Dr. Rex Gibbons  
Ms. Ann Marie Hann  
Ms. Karen McCarthy  
Mr. Amaan Merchant  
Ms. Kerri Neil  
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), Mr. Glenn Blackwood, Vice-President (Marine Institute), Dr. Jeff Keshen, Vice-President (Grenfell Campus), Ms. Michelle Snow, Executive Director, Office of the Board of Regents, Mr. Morgan Cooper, General Counsel.

**6789. MEETING CALLED TO ORDER**

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

The Chair extended a warm welcome to Ms. Michelle Snow, Executive Director, Office of the Board of Regents who was attending her first meeting of the Board of Regents.

Ms. Petten noted that the terms of office for Mr. Robert Bishop, Mr. Mark Bradbury, Mr. John Gibbons, Mr. Doug Letto, Ms. Donna Rideout, Ms. Catherine Rowsell, Mr. George Saunders, and Mr. Dennis Waterman, expired in February 2021. On behalf of the Board, she thanked them for their contributions to the Board and most importantly to the University during their time on the Board. She acknowledged the leadership roles they have carried out by serving as active members and/or Chairs of Board Committees as well as by actively serving on the Board itself.

Ms. Petten then noted that the University will continue to work with Government to fill the vacancies that currently exist including the members whose terms have already expired.

**6790. 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 Dr. Timmons, it was agreed to move Agenda Item 8.3 “Appointments to Canadian Centre for Fisheries Innovation (CCFI) Board of Directors” to the Closed Discussion Agenda.

At the request of Ms. Neil, it was agreed to move Agenda Item 9.3 “Approval to proceed – Harsh Environment Research Facility (HERF)” to the Closed Discussion Agenda.

Ms. McCarthy declared a conflict with Agenda Item. 9.4 “Easement Transfer to Newfoundland Power Inc.”.

The agenda as amended was approved by the Board.

**6791. MINUTES**

The Minutes of the meeting of the Board of Regents held on December 3, 2020 and the email polls conducted on December 23, 2020 and January 27, 2021 were approved by the Board.

**6792. CHAIR’S REPORT**

A. Meetings of the Executive Committee – February 17, 2021 and March 9, 2021

The Chair noted that the Executive Committee met on February 17, 2021 and March 9, 2021 to finalize and fine tune the agenda for today’s meeting of the Board.

**6793. PRESIDENT’S REPORT**

A. President’s Update of Activities

Dr. Timmons provided the Board with a written summary of her activities and University events since December 3, 2020 in a document entitled “President’s Report to the Board for the period from December 3, 2020 – March 10, 2021” and she provided the Board more detail and context on several of these activities and events.

President's Update of Activities (cont'd)

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

- Appendix "A" Summary of Outreach
- Appendix "B" Summary of highlights of achievements by faculty, staff and students, as well as general matters of interest to the Board for the period October 1 – December 2, 2020
- Appendix "C" Report on the President's Academic Research
- Appendix "D" Key Institutional Messages

B. Participation in 50-30 Challenge: Your Diversity Advantage

The Board received and reviewed background information pertaining to the participation of Memorial University in the "50-30 Challenge: Your Diversity Advantage".

Board members were advised that on December 10, 2020, the Government of Canada launched the "50-30 Challenge" to "advance and recognize diversity, inclusion and economic prosperity from coast to coast to coast". The goals of the challenge are for boards and senior management of organizations to achieve gender parity (50%) and significant representation (30%) of underrepresented groups.

Information about the challenge, the benefits, how to participate and partners and participants are available at the link below. A synopsis was also provided in the background documentation. The President noted that for Memorial University, this represents an opportunity to demonstrate our leadership in matters of equity, diversity and inclusion. As noted previously, additional information may be viewed at [www.ic.gc.ca/eic/site/icgc.nsf/eng/07706.html](http://www.ic.gc.ca/eic/site/icgc.nsf/eng/07706.html).

Participation in the challenge would be pan-university, that is, applicable to human resources, advisory boards, SIE Boards and the Board of Regents. There are no financial implications required to implement this initiative.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the participation of Memorial University in the 50-30 Challenge.

C. Registration and Enrolments Progress Report for Winter 2021 Semester

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

D. Strategic Framework for Indigenization

The Board received and reviewed background information pertaining to the Strategic Framework for Indigenization.

The Chair then welcomed to the meeting Ms. Catharyn Andersen, Special Advisor to the President on Indigenous Affairs, who provided a presentation with regard to the “Strategic Framework for Indigenization”.

Board members were advised that over the past two years under the leadership of the President’s Advisory Committee on Indigenous Affairs, Memorial University undertook a consultative process to develop a Strategic Framework for Indigenization for Memorial University. The Framework has been approved by the Vice-Presidents Council and the Senate of the University also approved it at its meeting on December 8, 2020. A copy of The Framework was provided in the background documentation.

It was noted that The Framework makes a number of recommendations to guide the University’s response to its responsibilities to Indigenous peoples, especially in view of the recommendations from the Truth and Reconciliation Commission Calls to Action in 2015. It will also aid in the transition of the Labrador Institute to the Faculty of Arctic and Sub-Arctic Studies.

The Framework lays out four Strategic Priorities, as follows:

Strategic Priority 1	Leadership and Partnership  To ensure strong, accountable leadership and collaborative partnership for building meaningful reconciliation
Strategic Priority 2	Teaching and Learning  To enhance the learning and teaching environments at Memorial University for students, faculty, and staff to engage with each other to foster a more inclusive university environment that values Indigenous knowledge as commensurate with academic knowledge
Strategic Priority 3	Research  Undertake Indigenous-led and Indigenous-partnered research that is transformative and beneficial for Indigenous communities, in accordance with Indigenous ethical frameworks
Strategic Priority 4	Indigenous Student Success  To increase Indigenous student success by providing an inclusive environment in which Indigenous students thrive and succeed

Strategic Framework for Indigenization (cont'd)

Following a question and answer period, Ms. Petten, on behalf of the Board, thanked Ms. Andersen for the informative presentation (a copy of which is located in the Board files) and she left the meeting.

Board members were then advised that The Strategic Priorities are underpinned by approximately 60 recommended actions or responses. An implementation plan will need to be developed together with an operational budget. The principles of the implementation plan and budget will be developed to ensure the realization of the Framework following the approval in principle of the Board of Regents.

It was noted that the Board will receive regular updates on the implementation of the Framework.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents provide approval in principle of the Strategic Framework for Indigenization and as outlined in the background documentation.

**OPEN SESSION - CONSENT AGENDA**

It was moved by Mr. Dunford, seconded by Ms. Hann, and carried that the consent agenda, as recommended by the appropriate Board Committee and comprising the resolutions listed in 6794 through 6795, be approved as outlined below.

**6794. SENATE MATTERS**

A. Approval of Calendar changes arising from the Senate meeting of November 10, 2020

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 November 10, 2020 and approved the Calendar changes as outlined in the background documentation.

B. Approval of Calendar changes arising from the Senate meeting of December 8, 2020

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 8, 2020 and approved the Calendar changes as outlined in the background documentation.

C. New Certificate in Leadership program (Marine Institute) arising from the Senate meeting of October 13, 2020

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 October 13, 2020 and approved the new Certificate in Leadership program (Marine Institute) and as outlined in the background documentation.

D. Proposed changes to Senate Elections Procedures arising from the Senate meeting of December 8, 2020

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 8, 2020 and approved the proposed changes to the Senate Elections Procedures as outlined in the background documentation.

E. New Master of Science in Applied Geomatics (School of Science and the Environment, Grenfell Campus) arising from the Senate meeting of February 9, 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 February 9, 2021 and approved the new Master of Science in Applied Geomatics (School of Science and the Environment, Grenfell Campus) as outlined in the background documentation.

F. New PhD in Boreal Ecosystems and Agricultural Sciences (School of Science and the Environment, Grenfell Campus) arising from the Senate meeting of February 9, 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 February 9, 2021 and approved the new PhD in Boreal Ecosystems and Agricultural Sciences (School of Science and the Environment, Grenfell Campus) as outlined in the background documentation.

**6795. FINANCE COMMITTEE**

A. Increase in Student Union Membership Fees for the 2021-22 Academic Year

The Board received background information and approved the increase in student union membership fees for the 2021-2022 academic year as outlined in the background documentation and as follows:

1. An increase in the CFS Fee for MUNSU, GSU and MISU from \$9.52 to \$9.58 for full and part-time students for the Fall and Winter semesters only, effective September 1, 2021. This fee will be divided equally with \$4.79 per semester going to the Canadian Federation of Students and \$4.79 per semester going to the Canadian Federation of Students – Newfoundland and Labrador.
2. An increase in the MUNSU membership fee from \$48.43 to \$48.64 for full-time students and from \$20.74 to \$20.83 for part-time students effective September 1, 2021.

B. Increase in Student Union Membership Fees for the 2021-22 Academic Year (Grenfell Campus)

The Board received background information and approved the increase in the Grenfell Campus Students' Union CFS fees for the 2021-2022 academic year as outlined in the background documentation and as follows:

- an increase in the Grenfell Campus Student Union CFS Fees from \$9.52 to \$9.58 for full and part-time students for the Fall and Winter semesters only, effective September 1, 2021. This fee will be divided equally with \$4.79 per semester going to the Canadian Federation of Students and \$4.79 per semester going to the Canadian Federation of Students – Newfoundland and Labrador. This amount reflects the change in the National Consumer Price Index.

**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 Dr. Gibbons, seconded by Ms. Stack and carried that the consent agenda, comprising the resolutions listed in 6796 through 6799 below be approved as follows:

**6796. AUDIT AND RISK COMMITTEE**

A. Appointment to Genesis Group Inc. Board of Directors

The Board was informed that at a meeting held on March 4, 2021, the Audit and Risk Committee approved the appointment to the Genesis Group Inc. Board of Directors effective March 11, 2021 for a two year term as outlined in the background documentation and as follows:

- Mr. Ken Marshall appointed as Community representative.

B. Appointments to Campus Childcare Inc. Board of Directors

The Board was informed that at a meeting held on March 4, 2021, the Audit and Risk Committee approved the reappointments to the Campus Childcare Inc. Board of Directors effective March 11, 2021 for a two year term as outlined in the background documentation and as follows:

- Mr. Alex Templeton reappointed as Legal representative, and
- Ms. Emily Wooley reappointed as Chair.

C. Internal Audit Report: Procurement Review Executive Summary

The Board received for information the Internal Audit Report – Procurement Review Executive Summary. The Office of Internal Audit conducted a review of University procurement practices to determine the effectiveness of the control environment. The overall rating of moderate indicates residual risk exposure and recommend additional controls in the following areas:

1. Assignment of Responsibility for Procurement and Related Activities
2. Oversight and Monitoring of Procurement Activity
3. Purchase Card Program; and
4. Procurement Quality Management

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

D. Protected Disclosure Annual Report – January – December 2020

The Board received for information the Protected Disclosure Annual Report – 2020. 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



Protected Disclosure Annual Report – January – December 2020 (cont'd)

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 calendar year (2020) under the revised policy was provided, a copy of which was located in the background documentation.

E. Student Matters Report for the 2019-2020 Academic Year

The Board received for information the Student Matters Report for the 2019–2020 academic year. The Office of the Provost and Vice-President (Academic) received direction in January 2013 from the President that the Board of Regents receive regular reports from senior administration concerning student matters such as student safety, wellness, behavior and discipline. Provided in the background documentation was a report presented by the Associate Vice-President (Academic) - Students with the results from the collection and synthesis of data gathered by departments and units from across vice-presidents' portfolios. The report presents information on student patterns based on information available for the academic year 2019-20. It was agreed that a presentation of the Student Matters Report for the 2019-2020 Academic Year would be provided at a future meeting of the Board.

**6797. 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:

<b>PROJECTS IN PROGRESS</b>	
<b>St. John's Campus</b>	
1	Indigenous Centre
2	Core Science Facility
3	Animal Resource Centre
4	Energy Performance Contract
<b>Marine Institute</b>	
1	Holyrood Marine Base Phase IIB

<b>PROJECTS IN PLANNING STAGES</b>	
<b>St. John's Campus</b>	
1	Harsh Environment Research Facility
2	Reid Theatre Redevelopment
3	University Buildings Strategy
<b>Grenfell Campus</b>	
1	Regional Aquatics and Recreation Centre

<b>PROJECTS IN EARLY STAGES</b>	
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
6	Law School

<b>PROJECTS ON HOLD</b>	
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. Easement transfer to Newfoundland Power Inc.

The Board received background information and approved the administration to enter into a formal agreement with Newfoundland Power to grant an easement over the requested parcel of land located behind 310 Elizabeth Avenue, subject to approval of Lieutenant Governor in Council and as outlined in the background documentation.

D. Naming of Building at Holyrood Marine Base

The Board received background information and approved the naming of “The Arthur W. May Building” at the Holyrood Marine Base as outlined in the background documentation.

E. Naming of the Indigenous Student Resource Centre Building

The Board received background information and approved the name “Juniper House” for the building that houses the Indigenous Student Resource Centre as outlined in the background documentation.

F. Campus Renewal Fee – St. John’s Campus – also on the Finance Committee agenda

This item was considered under the report of the Finance Committee as outlined in the Minute 6799.E below.

**6798. 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 December 3, 2020, noting that the actions have been taken under delegated authority as provided for in the Terms of Reference for the Human Relations Committee.

C. Appointment of Dean, School of Arts and Social Science (Grenfell Campus)

The Board received background information and approved the appointment of Dr. Ken Jacobsen as Dean of the School of Arts and Social Science (Grenfell Campus) effective March 12, 2021 for a five-year term and as outlined in the background documentation.

D. Appointment of Interim Dean, Humanities and Social Sciences

The Board received background information and approved the appointment of Dr. Ailsa Craig as Interim Dean of HSS effective May 21, 2021 and continuing until May 20, 2022 or until a permanent Dean is recruited, whichever occurs first and as outlined in the background documentation.

E. Extension of appointment of Acting Dean of the Faculty of Science

The Board received background information and approved the extension of Dr. Travis Fridgen as Acting Dean of the Faculty of Science effective May 1, 2021 and ending August 14, 2021 and as outlined in the background documentation.

F. Administrative Budget for the Memorial University Pension Plan for 2021-22 – also on the Finance Committee agenda

This item was considered under the report of the Finance Committee as outlined in the Minute 6799.A below.

G. Assumptions for December 31, 2020 actuarial valuation of the Memorial University Pension Plan –also on the Finance Committee agenda

This item was considered under the report of the Finance Committee as outlined in the Minute 6799.B below.

H. Asset Mix Recommendation from Pension Plan Asset Liability Study – also on the Finance Committee agenda

This item was considered under the report of the Finance Committee as outlined in the Minute 6799.C below.

I. Renewal of University's group benefit plans for the policy year beginning April 1, 2021 – also on the Finance Committee Agenda

This item was considered under the report of the Finance Committee as outlined in the Minute 6799.D below.

**6799. FINANCE COMMITTEE**

A. Administrative Budget for the Memorial University Pension Plan for 2021-22 – also on the Human Relations Committee agenda

The Board received background information and approved the budget for the internal administrative expenditures of the Memorial University Pension Plan, for the fiscal year April 1, 2021 to March 31, 2022 and as outlined in the background documentation.

B. Assumption for December 31, 2020 actuarial valuation of the Memorial University Pension Plan – also on the Human Relations Committee agenda

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

C. Asset Mix Recommendation from Pension Plan Asset Liability Study – also on the Human Relations Committee agenda

The Board received background information and approved the adoption of the proposed asset mix arising from the asset liability study and that it be incorporated into the pension plan's Statement of Investment Policies and Objectives and as outlined in the background documentation. Further, the Board approved the recommendation that the University Pension Committee be directed to commence implementation of the new asset mix as soon as practicable.

D. Renewal of University's group benefit plans for the policy year beginning April 1, 2021 – also on the Human Relations Committee agenda

The Board Committee received background information and approved the renewal of the University's group benefit plans for the policy year beginning April 1, 2021 as outlined in the background documentation and as follows:

- Basic life insurance plan at an 11.1% 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;
- 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 a 1.5% rate reduction;
- Supplementary health plan at a 7.0% rate increase;
- Travel health insurance plan at the existing rate; and
- Dental plan at the existing rate.

Further, the Board agreed with the recommendation of the Administration that in recognition of the level of accumulated surplus in the long-term disability plan, that approximately \$1,840,000 in premium be rebated back to employees in the form of an LTD contribution holiday over eight pay periods.

E. Campus Renewal Fee – St. John's Campus – also on the Campus Planning and Development Committee agenda

The Board received background information and approved the allocation of \$6,087,400 of the Campus Renewal Fee to Facilities Management (\$4,030,000) and the Office of the Chief Information Officer (\$2,057,400) and as outlined in the background documentation.

**CLOSED SESSION – DISCUSSION AGENDA**

**6800. AUDIT AND RISK COMMITTEE**

A. Appointment to the Canadian Centre for Fisheries Innovation (CCFI) Board of Directors

The Board received and reviewed background information pertaining to the appointments to the Canadian Centre for Fisheries Innovation (CCFI) Board of Directors.

Board members were advised that the Separately Incorporated Entities Committee (SIE), a sub-committee of Vice-Presidents Council, reviewed a submission from Mr. Alberto Wareham, Chair, CCFI Board of Directors, recommending the below appointments on the CCFI Board of Directors. Correspondence from Mr. Wareham along with the resumes of the appointees were provided in the background documentation. It was noted that the Vice-Presidents Council endorsed the recommendations at its meeting on February 23, 2021.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the appointments to the Canadian Centre for Fisheries Innovation Board of Directors for a three year term effective March 11, 2021, as outlined in the background documentation and as follows:

- Mr. Keith Watts appointed as Industry Representative;
- Mr. Andrew Daley appointed as Industry Representative;
- Mr. Fabian W. Manning appointed as Industry Representative;
- Mr. Derek Butler appointed as Industry Representative;
- Mr. Jason Card appointed as Industry Representative;
- Mr. Carey Bonnell appointed as Industry Representative;
- Mr. Gabe Gregory reappointed as Industry Representative; and
- Mr. Kevin Anderson appointed as Marine Institute Representative.

**6801. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE**

A. Approval to proceed – Harsh Environment Research Facility (HERF)

The Board received and reviewed background information pertaining to the approval to proceed - Harsh Environment Research Facility (HERF).

Dr. Gibbons noted that at a meeting held on March 10, 2021, the Campus Planning and Development Committee received a presentation from Dr. Neil Bose, Vice-President (Research) with regard to the “Harsh Environment Research Facility (HERF) – A new world class facility”.

Approval to proceed – Harsh Environment Research Facility (HERF) (cont'd)

Board members were advised that key strategic areas for the University and the province include ocean technology, energy, and Arctic resources. The Harsh Environment Research Facility (HERF), including a wind tunnel, will provide growth in the Faculty of Engineering and Applied Science in these key strategic areas. The new facility will increase the University's ability to expand engineering education and research, external funding for research, and provide training opportunities in the province. The project has received significant financial support for both the Provincial and Federal Governments (as provided in the background documentation as Appendix A). In addition, a description of the proposed facility was provided in the background documentation as Appendix B.

This project has been planned for several years with the Board of Regents approving an architectural and engineering consulting services commission for the facilities concept design in March 2015. Funding for the University's portion of the project (\$10.0 Million) has been accumulated over several years and is currently available in the Infrastructure Fund. The Faculty of Engineering has secured \$12,877,683 in funding for the project's equipment as outlined in Appendix A.

The extended timeline of the planning efforts have resulted from significant challenges to bring the project budget in line with the available funding. During design development, the estimated total cost for the project's construction, including services for incorporation of a wind tunnel, was \$15,000,000. A creative solution to reduce costs is the construction of a reduced building footprint on the National Research Council (NRC) site which will leverage existing building services. The NRC has been receptive to this approach and the development of an agreement to allow the long-term operation of Memorial's facility.

The NRC facility is constructed on land that is leased from Memorial University for a 99- year period.

Based on the NRC location and a reduced footprint, a cost consultant reviewed the concept design drawings. The class "C" total construction budget estimate for this revised option is \$11,600,000. However, the project remains within the allocated construction funding of \$10,000,000, given that a portion of these costs can be eligibly accommodated within funds secured for equipment costs.

A review of the construction costs identified specific requirements and costs directly related to the research equipment. Therefore, a portion of the equipment funding will be allocated for construction of equipment related infrastructure. This allocation will be in the amount of \$1,600,000, leaving sufficient funding for other HERF equipment costs.

Approval to proceed – Harsh Environment Research Facility (HERF) (cont'd)

After a lengthy discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve proceeding with the concept and final design, tender, and tender award for facility construction (if the project remains within the approved capital expenditure of \$11,600,000 (+/-10%)) subject to approval by Lieutenant-Governor In Council as per subsection 4(2) of the Memorial University Act, and the Provincial Government's four-stage infrastructure approval process; and subject to negotiation of a land usage Agreement with The National Research Council (NRC) and as outlined in the background documentation.

Ms. Neil voted against the motion and requested that her vote be recorded in these minutes.

**6802. FINANCE COMMITTEE**

A. Update - Impact of the Pandemic on Operations

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

Board members were advised that the Board of Regents has received updates on Memorial's pandemic planning and operational changes for COVID-19 via briefings throughout the spring, summer and fall. As well, the Board has received communications which have been provided to the University community and has also received verbal updates.

The change in "NL Life with COVID" to alert level 2 on June 25, 2020, enabled an increase in activity on our campuses, for faculty, students and staff, balanced with health and safety plans, cleaning protocols, physical distancing, and in consideration of our Guiding Principles. The University's priority since the start of the pandemic in March of 2020, has always been, and still is, the health and safety of the campus community. With this at the forefront, and after completing an analysis of risk levels, and we had concluded it was safe to implement a return to working on campus for February 1, 2021. However, with the recent spike in cases, and implementation of a circuit breaker by the Chief Medical Officer, the University pivoted once again on February 10, 2021 to remote teaching, learning and work. Following this, with the identification of the COVID UK variant, the Province moved to Alert level 5.



Update - Impact of the Pandemic on Operations (cont'd)

Non-Academic Employees

In the most recent update (December 2020) to the Board of Regents, leaders were implementing gradual return to campus plans for their units, in alignment with density calculations with employees following public health guidelines including physical distancing, mask wearing, hand washing and staying home when experiencing symptoms that are consistent with COVID-19. The gradual return was delayed due to an increase in COVID cases in November. Following an assessment of risk levels, employees were advised prior to and following the holiday break, that return to campus would occur February 1, 2021. Since the return to campus, the Province experienced a resurgence in cases and confirmation of the COVID UK variant placed us in Provincial Alert Level 5. Campus access is now restricted to essential and critical needs, and employees have returned to a work at home model.

Students

*Winter Semester – Pivot to fully online teaching and learning*

With the Provincial Alert Level elevated to Level 5, all teaching and learning on-campus activities were immediately reverted to remote delivery. Classes for approximately 1600 students had been provided exemptions for the winter 2021 semester for on campus, in-person delivery. As part of the Health and Safety Plans (HSP) and Business Continuity Plans (BCP) for these on-campus exemptions, an expedient pivot to remote delivery was provided as contingencies in those plans. Programs most impacted were health-related faculties and schools requiring on-campus instruction for critical competencies, such as clinical and skills-based learning laboratories. The Faculty of Engineering also required on-campus instruction for laboratories of skills-based competencies to allow students to progress through their programs. Similarly the School of Music had an increased presence on campus for the winter 2021 semester.

At the regular meeting of Senate on September 29, 2020, (prior to the Alert Level changing) approval was provided to continue to operate in a primarily remote teaching and learning environment for the spring 2021 semester. Should the Alert Level remain at 5, all course delivery will remain in a remote environment for spring semester. Discussions are currently underway by Deans Council to prepare a recommendation to Senate for fall 2021 semester.

Applications to Memorial for fall 2021 semester have seen an increase over the previous year.

*Student Services, Residences, Self-isolation Centre*

In support of the health and well-being of students, Student Wellness and Counselling Centre (SWCC) has also reverted to remote service delivery, while the Province is at Alert Level 5. Critical to this continuance has been the government supported MCP virtual health code. There has been a surge in the demand for counselling, particularly for mental health services. Common themes include social isolation, loneliness and anxiety about remote studies.

Update - Impact of the Pandemic on Operations (cont'd)

Memorial's career experience program has transitioned to provide student employment remotely to hundreds of students. Service provision to students continues to innovate to adjust to COVID-19 realities such as online ceremonies for graduation, orientation, matriculation, student leadership, and support for socialization.

Accessibility services continue to be experiencing significant increase in requests for academic support.

Guided by advice from public health, senior leaders and other educational institutional partners, several task forces and project teams are actively monitoring international students' quarantine/self-isolation, accessibility, virtual academic success supports.

Approval by the Federal Government for Memorial to be a Designated Learning Institute (DLI) prompted the establishment of a Self-isolation Centre (SIC) within McPherson Residences. Stress levels for staff working in the SIC have been immense, but additional supports have been provided to mitigate staff burnout. While Paton College and McPherson residences remain closed, Burton's Pond is running at full capacity with smaller bubbles in each of the units. Traditional dining services continue to be suspended. Over \$150,000 was raised through donations to support students. The demand for financial support continues to outweigh this resource.

*Graduate Students*

Enrolments have remained relatively stable for graduate students. Students in research-based programs have returned to campus to access laboratories. Applications to graduate programs continue to increase, but conversion to admissions will likely be impacted by delays with study permits for international students.

Financial Impacts: Costs, Revenue

*Costs*

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

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

The actual lost revenue, estimated savings, and increased costs incurred by category to January 31, 2021 was provided in the background documentation as Appendix A.

Update - Impact of the Pandemic on Operations (cont'd)

*Revenue*

Tuition Revenue: Total tuition revenue for 2020-21 is projected to be \$4.25M above 2019- 2020. Spring 2020 was \$1.66M above the spring 2019 tuition revenue. Of the increase over spring 2019, \$294k is due to the Kick Start Program. Memorial introduced a selection of courses from various disciplines during spring semester for new high school/secondary students scheduled to start university this fall (fall semester). Fall 2020 revenue was \$1.40M above the spring 2019. As of January 31st, winter 2020 revenue was \$1.19M above winter 2019 tuition revenue. Of the \$4.25M total increase over 2019-20, \$4.32 is due to undergraduate tuition. Work term revenue is down by \$237k, while graduate tuition revenue is up by \$171k.

A breakdown of the total tuition for 2019-20 and 2020-21 by student country of origin, as well as the change in tuition by country, was provided in the background documentation as Appendix B.

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

All revenues are being analyzed for loss or at risk in scenarios.

Marine Institute

An area of concern throughout this past year has been the Marine Institute's revenue generation activities which, as indicated previously, generates gross revenue in the range of \$24 million per year in normal years through various lines of business such as industrial training, research and industry support activities. Many of these activities were able to restart in fall 2020 and were halted again in February 2021 due to the province's move to Alert Level 5. Current projections for the 2020-21 fiscal year are below:

- MI was able to save funds through several means, including decreases in operational expenditures and management decisions to delay filling certain vacant positions.
- Prior to the February 2021 Alert Level 5 lockdown MI had been managing toward a balanced budget for 2020-21, including generating approximately \$14 million in gross revenue in spite of the many challenges throughout this year. The recent suspension of activities, including numerous training activities around the province, will have an impact on both revenue generation and the Institute's final budget position, but we will not know the full impact until we know the how long the lockdown lasts and the associated restrictions. However, MI has enough funds in carryover to cover any deficit that may be accumulated for the remainder of 2020- 21.

Update - Impact of the Pandemic on Operations (cont'd)

The Marine Institute's revenue generation has been significantly impacted since the pandemic started due to the slowdown in training in oil and gas, the maritime sector and a complete pause in training in the North, and this is likely to continue in 2021-22. Prior to the province's move to Alert Level 5 in February 2021, there had been some limited recovery and we were seeing bookings for industrial response training increase, working within the EHS and public health guidelines. It is still unknown what the impact of the current lockdown will be and what the demand will be for training in 2021-22. Regulated training may still occur provided regulations are not relaxed to allow for its deferral. It is understood that training will not resume in Nunavut and Northwest Territories in 2020-21. It is not yet clear about 2021-22, but work is continuing on distance education learning for the North and potential blended learning opportunities. Research and industrial work had paused early on during the pandemic but was one of the first activities to resume under Alert Level 2 and some level of research work will be able to continue under Alert Level 5. International work is still very limited and most work has been deferred to 2021-22 with some remote consultancy being provided where possible. The Marine Institute remains nimble and responsive to any opportunities that do arise in the coming weeks and months.

Other

Other areas of revenue loss included MURC (Memorial University Recreation Complex) however they resumed some services including the reopening of the Aquarena, when the province reduced the alert level. Residences, Conference Services, Gardiner Center, Botanical Garden and the GEO Centre also gradually reopened. With the province returning to Alert Level 5, most of these services have ceased and as a result projections for loss will be impacted. Others will be identified as we progress with our analysis and as the pandemic plays out in light of the return to alert level 5. The goal continues to be to mitigate the financial impact of net revenue losses.

Position of the Pension Plan

The following table represents the value of the pension plan assets as of December 31, 2020:

	December 2018	December 2019	December 2020
Fund Assets at Market	\$1,560 M	\$1,777 M	\$1,937 M
Liabilities	\$1,768 M	\$1,848 M	tbd
Deficit at Market	\$(208) M	\$(71) M	tbd

Update - Impact of the Pandemic on Operations (cont'd)

Position of the Designated Investments Funds

<b><u>Endowed Funds</u></b>	March 2019	December 2019	March 2020	December 2020
Fund Assets at Market	\$ 119.2 M	\$ 128.3 M	\$ 118.9 M	\$ 143.4 M
<b><u>Nonendowed Funds</u></b>				
Fund Assets at Market	\$ 30.3 M	\$ 31.4 M	\$ 30.6 M	\$ 33.5 M
<b><u>JF Chair</u></b>				
Fund Assets at Market	\$ 2.2 M	\$ 2.4 M	\$ 2.2 M	\$ 2.7 M

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

B. Student Fees (non-tuition) – Continued suspension for Spring 2021 Semester

The Board received and reviewed background information pertaining to the Student Fees (non-tuition) – Continued Suspension for Spring 2021 semester.

Board members were advised that on April 2, June 11 and November 5, 2020, the Board of Regents approved the suspension of two non-tuition-related fees for the Spring/Summer, Fall 2020 and Winter 2021 semesters: Distance Education (DE) fee and Recreation fee. The Board also approved the continuation of three other student fees (Graduate Continuance Fees, Student Services Fees and Campus Renewal Fee).

At a Special Meeting of Senate on February 9, 2021 a motion was passed that indicated Memorial University would continue primarily with remote learning, with the exception of a couple of Faculties, for the Spring 2021 semester.

Distance Education Fee

The Distance Education Fee is a per-course administrative fee paid by both in-province and out-of-province students taking an online course. Students residing within Newfoundland and Labrador pay a fee of \$17 per credit hour (\$51 per online course); students residing outside Newfoundland and Labrador pay a fee of \$34 per credit (\$102 per online course). This fee has remained the same since its inception. The fee is used to underwrite the cost of a wide range of services for students including:

Student Fees (non-tuition) – Continued suspension for Spring 2021 Semester (cont'd)

- technical support for online courses;
- use of institution's learning management system, Brightspace;
- administering exams;
- handling and distribution of course materials; and
- postage and other expenses related to the administration of online courses.

Prior to COVID-19, the Distance Education Administration Fee was applied only on those students who elected to register for a course delivered online. With the move to remote learning, this fee becomes mandatory as all students are required to study remotely.

Recreation Fee

The Recreation Fee partially funds The Works, a separately-incorporated entity that manages both the Field House and the Aquarena. Students who pay the fee have access to certain facilities and programs without additional cost. The fee applies to students physically located in St. John's, with certain exceptions (work term students, students studying entirely by distance). Undergraduate and graduate students both pay \$62.16 per semester. As the fee partially funds the operations of The Works, continuing to waive the fee will have a significant impact on its budget. Given that Memorial University has indicated that we would continue primarily with remote learning for the Spring 2021 semester, it is unreasonable to expect students to pay for access to facilities when they are not on campus.

During discussion, it was noted that it is important to highlight that prior to the shifting to remote learning, students had the option to avail of courses delivered by remote learning (which included an additional fee) or on-campus. Students selected the option that best suited their learning style. With the move to remote learning, this fee now becomes mandatory as all students are required to study remotely.

Board members were advised that after much deliberations, the Administration determined that it is difficult to differentiate the many modes of remote course delivery, only some of which require support from the Centre for Innovation and Learning. While the move to remote learning has placed a significant increased burden on CITL's operations, it is unfair to the students to require them to pay the Distance Education fee, especially for courses that are normally taught face-to-face.

Continuing the suspension of this fee for Spring 2021 would result in lost revenue to CITL (See table below for estimates based on 2019-20 revenues). Given the increased demand placed on CITL's resources during the pandemic and to support academic units fully transitioning to remote learning, the budget for CITL will be kept whole. Funding from the lost revenue will be provided to CITL from institutional savings generated from reduced activities associated with COVID-19.

Student Fees (non-tuition) – Continued suspension for Spring 2021 Semester (cont'd)

The mandatory Recreation Fee paid by students is used to partially fund the operations of The Works. While waiving the fee will have a significant impact on its budget, it is unreasonable to expect students to pay for access to facilities when students are not on campus and the facilities are not open.

Cancelling this fee will result in lost revenue to the Works (see table below for estimated losses based on 2019-20 revenues). In addition, the Works is currently closed during the move to Alert Level 5.

Estimated Losses (based on 19-20 revenues)

	<b>Spring 2020</b>	<b>Fall 2020</b>	<b>Winter 2021</b>	<b>Spring 2021</b>
Distance Education Fee	\$363,400	\$555,200	\$566,400	\$363,400
Recreation Fee	\$376,100	\$812,000	\$758, 000	\$376,100

A decision is required to suspend the fees for Spring 2021 as the registration for Spring semester begins on April 12, 2021, and all fees assessed for students must be finalized prior to the beginning of registration.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the continued suspension of Distance Education and Recreation Fees for the Spring 2021 semester.

C. St. John's Campus Parking Fee Rate Increase

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

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

- 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 U-Pass are put into effect.

St. John's Campus Parking Fee Rate Increase (cont'd)

In alignment with these principles a fee increase for faculty, staff (excluding CUPE Local 1615), and students was approved by the Board of Regents effective May 1, 2019. This increase saw all parking permit rates for the St. John's campus double, to a maximum of \$500. In March 2020, the Board of Regents approved a further increase to permit rates by the consumer price index (CPI) (1.1%) for faculty (excluding MUNFA), staff, and graduate students. At this time, CUPE rates were also increased to align with the general staff rates. Undergraduate student rates did not increase in 2020. The current rates were provided in the background documentation as Appendix A.

Even with these increases since 2019, the university continues to subsidize parking (pay-per-use, enforcement, and permits) on the St. John's campus by approximately \$125 per space, per year. This subsidy includes costs to pay for lot maintenance, administration, and operating expenses.

There are a number of items that need to be given consideration when assessing the current parking permit rates and a potential for increasing the rates. As noted, the current parking permit rates do not cover operating costs and the parking program is not financially sustainable as the University continues to subsidize approximately \$125 per space, per year. When benchmarked against other universities in Canada and the City of St. John's, Memorial's permit rates are still significantly lower (as provided in the background documentation as Appendix B). These comparably lower rates do not encourage members of the University community to avail of alternate, more environmentally sustainable, forms of transportation and the rates do not align with the University's goals of sustainability or decreasing the reliance of parking lots.

It should also be noted that the University saw a significant loss in revenue in the 2020-21 permit year as permit renewals were suspended and refunded until April 30, 2021 due to the COVID-19 pandemic. This lost revenue is estimated to be approximately \$800,000. The decision to suspend and refund parking permits was made in the fall of 2020 in consideration of the many scenarios of how employees and students were accessing campus, and to try to be fair to everyone.

Based on the above considerations, there is opportunity to increase parking permit revenue by increasing parking permit rates. Section 35.2 of the Traffic and Parking Regulations of the Memorial University Act states that the Board of Regents may prescribe fees for the purpose of this act. Note that the MUNFA permit rates cannot be increased this year as their collective agreement does not allow for further increases during the life of the current agreement.

In February 2021, the Office of the Chief Risk Officer (OCRO) engaged the following university groups to consult on the current parking permit rates and options for a potential increase: student unions (undergraduate and graduate), CUPE Local 1615, NAPE Locals 7801 and 7803, Signal Hill Campus, and Vice-Presidents Council considering options to increase permit rates by Consumer Price Index (CPI); by 5%; and by 10%, as of May 1, 2021.



St. John's Campus Parking Fee Rate Increase (cont'd)

Based on the feedback received during consultations, and considering the financial hardship that COVID-19 has brought to many of the University's students and employees, it is recommended that St. John's campus parking rates increase by CPI only (0.9%), with the exception of MUNFA rates, effective May 1, 2021 as outlined in the background documentation as Appendix C and in the Parking Fees Amendment [No. 13], a copy of which was also provided in the background documentation. In addition to this increase, the administration is committed to exploring a long-term parking plan to achieve a cost-recovery parking model for St. John's campus. The plan will assess the risks associated with the current parking program including economic and environmental sustainability and demand versus supply of parking space on campus. The goal will be to develop a 10-15 year plan for sustainable parking, while capturing the true costs of parking from an environmental perspective and determining long-term incentives for alternative modes of transportation to reduce the reliance on parking lots.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the 2021-2022 parking rate increases effective May 1, 2021 as outlined in Appendix C and in the Parking Fees Amendment [No. 13] and as provided in the background documentation.

D. Faculty of Law – Preliminary Budget

The Board received and reviewed background information pertaining to the Faculty of Law – Preliminary Budget.

Board members were advised that in December 2018, the Board of Regents received a submission on Senate Matters which included, for information only, the proposal to establish a Faculty of Law. This was as a result of the November 13, 2018, meeting of Senate, where the Faculty of Law Proposal was considered and Senate passed an amended motion to endorse the Memorial University Faculty of Law Proposal and that the Faculty of Law be cost neutral, including infrastructure, to the University. The submission indicates that prior to seeking the approval of the Board of Regents to create a Faculty of Law the administration will develop a detailed proposal which will include financial and resource implications as well as timelines.

A preliminary budget for the proposed Faculty of Law was provided in the background documentation as Appendix A and also, which included a listing of faculty and staff positions (staffing plan). It was noted that a business case will be forwarded to the Board following the completion of an economic analysis which is currently underway with KPMG.

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

**6803. EXECUTIVE COMMITTEE**

A. Appointment of the Provost and Vice-President (Academic) and Pro-Vice-Chancellor

The Board received and reviewed background information pertaining to the appointment of Dr. Florentine Strzelczyk as Provost and Vice-President (Academic) and Pro Vice-Chancellor.

Board members were advised that the permanent position of the Provost and Vice-President (Academic) and Pro Vice-Chancellor has been vacant since May 1, 2020. Dr. Mark Abrahams has been acting on a pro tempore basis since that date.

In the Spring of 2020, the President began the process to establish a committee to conduct a search for a permanent incumbent. The committee consisted of twelve (12) members including the President as chair. The committee was aided by search consultant, Gerri Woodford of Odgers Berndston.

The members of the Search Committee concluded that Dr. Florentine Strzelczyk best met the preferred characteristics for the Provost and Vice-President (Academic) and Pro Vice-Chancellor and unanimously recommended her appointment. A report of the Search Committee was provided in the background documentation as "Schedule 1". The details around Dr. Strzelczyk's Employment Contract were provided in the background documentation as "Schedule 2".

As noted, the details on the search process and its alignment with established Procedures and the MUNFA Collective agreement were provided in the background documentation as "Schedule 1". The Employment Contract which has been reviewed by General Counsel is consistent with contracts for academic administrators. The negotiated salary aligns with compensation practices at universities in Canada of similar scope (i.e. medical/doctoral, comprehensive, graduate and undergraduate) and size (as provided in the background documentation as "Schedule 3"). Reference checks completed by both the search consultant and the President concluded that Dr. Strzelczyk is a stellar candidate.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the appointment of Dr. Florentine Strzelczyk as Provost and Vice-President (Academic) and Pro Vice-Chancellor in accordance with the terms and conditions as provided in the Agreement ("Schedule 2"), effective August 16, 2021, and as outlined in the background documentation.

B. Extension to Appointment of Provost and Vice-President (Academic) Pro Tempore

The Board received and reviewed background documentation pertaining to the extension to the appointment of Provost and Vice-President (Academic) Pro Tempore.

Board members were advised that Dr. Mark Abrahams was appointed as Provost and Vice-President (Academic) Pro Tempore effective May 1, 2020. The terms and conditions for Dr. Abrahams' appointment provided that the end date for the appointment was as follows:

*“Upon the hiring of a new Provost and Vice-President (Academic) as soon as s/he is able to assume the position, or, 1 year, whichever is sooner. In the event that a new Provost and Vice-President (Academic) is not appointed before the end of 1 year, or is unable to assume the office May 1, 2021, you may be eligible for reappointment following a review and on agreement by the President on terms and conditions to be agreed upon at that time.”*

A recommendation on the appointment of a permanent Provost and Vice-President (Academic) is before the Executive Committee and the Board of Regents concurrently. The candidate's start date is scheduled to be August 16<sup>th</sup>, 2021. Therefore, an extension to Dr. Abraham's appointment is being proposed.

The President has consulted with the other Vice-Presidents, and the Deans and confirms that in reviewing of Dr. Abraham's performance during the past year, he has been very successful. His leadership and guidance through the COVID Pandemic has been outstanding and an extension to his appointment is highly recommended.

The terms of Dr. Abraham's appointment are set out in the correspondence dated March 2, 2021 (a copy of which was provided in the background documentation) and are an extension of the terms approved by the Board of Regents in March 2020.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve an extension to the appointment of Dr. Mark Abrahams as Provost and Vice-President (Academic) Pro Tempore effective May 1, 2021 until August 15, 2021 under the terms and conditions as outlined in the background documentation.

C. Appointment of Vice-President (Grenfell Campus) Pro Tempore

The Board received and reviewed Appointment of Vice-President (Grenfell Campus) Pro Tempore.

Board members were advised on March 1, 2021, that Dr. Jeff Keshen had accepted an appointment as President, University of Regina effective July 1, 2021. Dr. Keshen will complete his appointment as Vice-President (Grenfell Campus) effective June 30, 2021. Dr. Ian Sutherland is currently the Dean of Music and has agreed to accept an appointment as Vice-President (Grenfell Campus) Pro Tempore subject to approval by the Board of Regents.

The terms of Dr. Sutherland's appointment were set out in correspondence dated March 4, 2021 (a copy of which was provided in the background documentation. A copy of Dr. Sutherland's curriculum vitae was also provided in the background documentation).

Senior leadership at Memorial University is going through significant transition. A new Provost is expected to begin in August 2021, the contract for Vice-President (Marine Institute) contract concludes in October 2021, and there are further anticipated retirements forthcoming in the next eighteen months. Additionally, the University is still transitioning with the new President who has served for less than one year. And of course, the additional challenge of the COVID-19 pandemic makes conducting a national search difficult. Therefore, the appointment of a pro tempore Vice-President for two years will allow stability at Grenfell Campus and in the institution overall.

On the day of the announcement of Dr. Keshen's appointment at University of Regina, a town hall was held by the President with the Grenfell Campus community. Over 70 people participated and had a conversation with the President about the suggestion to appoint an interim Vice-President for two years. The community was supportive of that proposition. Additionally, during the town hall, a call was made to the community to provide the President with feedback about the desired profile, background and traits that the interim Vice-President should possess. They were also invited to recommend candidates who would meet the desired characteristics. Dr. Sutherland was one of the recommended candidates and he meets the desired traits and characteristics. He has served as Dean of Music with distinction over the past 5 years. His leadership skills and knowledge of Memorial University are assets and, of course, his connection to the arts community is an excellent bonus for the theatre and arts programs at Grenfell Campus.

Appointment of Vice-President (Grenfell Campus) Pro Tempore (cont'd)

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the appointment of Dr. Ian Sutherland as Vice-President (Grenfell Campus) Pro Tempore effective July 1, 2021. Salary for the appointment shall be \$260,000, prorated for the duration of the appointment.

D. Renaming of the University

The Board received and reviewed background information pertaining to the renaming of the University.

Board members were advised that given Memorial's increasing activities in Labrador and the new Indigenization Framework, it is proposed that the matter of adding Labrador to the official name of the University be reconsidered.

In 2001, the name of the province was changed from 'Newfoundland' to 'Newfoundland and Labrador.' In the wake of this, in late 2001 the provincial government asked Memorial University of Newfoundland, and other provincial-government-funded organizations whose names incorporated the province's former name, whether they wished to change their names to reflect the new name of the province. The University's name is established in provincial legislation. Memorial University's Board of Regents undertook consultations internally and externally on this matter in order to provide advice to the government. Options under consideration were to keep the name as is or to add 'Labrador.' Following these consultations during December 2001 to April 2002, the Board recommended a compromise among the varied responses received: that the official name be shortened to 'Memorial University.' This recommendation was conveyed to government, however no action was taken in response.

Renaming the institution formally as Memorial University of Newfoundland and Labrador would require the Memorial University Act to be amended and corporate instruments to be revised (e.g. university seal, coat of arms, ceremonial plaques, etc.), though for ease of use, efficiency and cost savings, the visual identity/branding would remain as it is currently, reflecting common usage: Memorial University. Over time, as updating is required, the new name would replace the previous name.

The Vice-Presidents Council and the President have approved the proposal to be considered at the March 11, 2021 meeting.

Renaming of the University (cont'd)

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the proposal to revise the official name of Memorial University of Newfoundland to become Memorial University of Newfoundland and Labrador subject to approval of the Lieutenant Governor in Council and as outlined in the background documentation.

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

The Board received and reviewed a recommendation from the Marine Institute Students' Union (MISU) for the appointment of Ms. Elanor Dillabough as its representative on the Board of Regents.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents accept the nomination of Ms. Elanor Dillabough as requested by the Marine Institute Students' Union and recommend her appointment to the Lieutenant Governor in Council for a term in accordance with the Provisions of the Memorial University Act.

F. Appointment of Student Representative of the Grenfell Campus Students' Union (GCSU)

The Board received and reviewed a recommendation from the Grenfell Campus Students' Union (GCSU) for the appointment of Mr. Jorge Campos as its representative on the Board of Regents.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents accept the nomination of Mr. Jorge Campos as requested by the Grenfell Campus Students' Union and recommend his appointment to the Lieutenant Governor in Council for a term in accordance with the Provisions of the Memorial University Act.

G. Appointment of Student Representative of the Graduate Students' Union (GSU)

The Board received and reviewed a recommendation from the Graduate Students' Union (GSU) for the appointment of Ms. Ashmean Kaur Sran as its representative on the Board of Regents.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents accept the nomination of Ms. Ashmean Kaur Sran as requested by the Graduate Students' Union and recommend her appointment to the Lieutenant Governor in Council for a term in accordance with the Provisions of the Memorial University Act.

**6804. 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 Wednesday, May 12, 2021.

**ADJOURNMENT**

The meeting adjourned at 5:20 p.m.

\_\_\_\_\_  
**CHAIR**

\_\_\_\_\_  
**SECRETARY**

\_\_\_\_\_  
**DATE**