

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board of Regents was held on Thursday, May 9, 2019 at 3:00 p.m. in Room B-2007A, Signal Hill Campus, and via teleconference.

PRESENT:

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

APOLOGIES:

Apologies were received from Ms. Margaret Allan, Mr. Mark Bradbury, Ms. Sarah Stoodley.

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) via videoconference, Mr. Glenn Collins, Interim Executive Director, Office of the Board of Regents, Mr. Morgan Cooper, General Counsel.

6607. MEETING CALLED TO ORDER

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

6608. 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 6.1 “Update on Capital Projects”, 11.1 “Appointments to Genesis Group Inc. Board of Directors” and 12.1 “Core Science Facility (CSF) Status Update”.

The agenda was approved by the Board.

6609. MINUTES

The Minutes of the regular meeting of the Board of Regents held on March 14, 2019, the email poll conducted on April 1 - 2, 2019 and the special meeting held on April 4, 2019 were approved by the Board.

6610. CHAIR’S REPORT

A. Meeting of the Executive Committee – April 23, 2019

The Chair noted that the Executive Committee met on April 23, 2019 to finalize and fine tune the agenda for today’s meeting of the Board.

6611. 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 March 2019 meeting of the Board and he provided the Board more detail and context on several of these activities and events.

B. Registration Report for Spring 2019 Semester

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

OPEN SESSION - CONSENT AGENDA

It was moved by Dr. Kachanoski, seconded by Dr. Gibbons and carried that the consent agenda, as recommended by the appropriate Board Committee and comprising the resolutions listed in 6611 through 6614 be approved as outlined below.

6612. 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

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. Annual Report on Leased Space

The Board received for information the Annual Report on Leased Space. The report summarized information on all property lease agreements of Memorial University for the fiscal year 2018-19. These leases cover agreements for external space occupied by the university as well as space Memorial has leased to other organizations.

C. Transportation Strategy

The Board received for information an update regarding the transportation strategy. At meetings of the Board held in December 2016 and March 2017, updates were provided on two items relating to the University's overall parking and transportation challenges. These included a Universal Transit Pass (U-Pass) program as well as the MUN Area Traffic Study, both of which have also been active topics of discussion at the Memorial University Parking and Transportation Solutions Committee which formed in fall 2015. In March 2017 the Board of Regents provided direction to the administration to advance both initiatives as they relate to the University's overall transportation strategy. At the March 2019 Board of Regents meeting, a recommendation to not proceed with a U-Pass program for Memorial was approved.

MUN Area Traffic Study

A meeting regarding a potential transit terminal was held on January 24, 2019. Two preliminary locations on campus were discussed at the meeting, however, the group agreed to wait to continue discussions until after it was determined if a U-Pass program would be implemented at Memorial. Now that a decision has been made on the U-Pass initiative, the group will reconvene in May 2019 to discuss next steps for a potential terminal. While a U-Pass program will not be implemented, there is still a pressing need to improve public transit and associated infrastructure. University administration will continue to work with the public transit provider (Metrobus) to understand the parameters of potential federal funding opportunities, such as the Investing in Canada Infrastructure Program, to determine if a transit terminal opportunity will be pursued at Memorial.

6613. AUDIT AND RISK COMMITTEE

A. Policy Revision – Intellectual Property – also on the Human Relations Committee agenda

The Board received and approved the revised Intellectual Property Policy as outlined in the background documentation.

B. Office of the Chief Risk Officer 2018 Annual Report

The Board received for information the Office of the Chief Risk Office 2018 Annual Report a copy of which was provided in the background documentation. The Office of the Chief Risk Officer has prepared its annual report which highlights program advancements in the fields of Campus Enforcement and Patrol, Environmental Health and Safety and Enterprise Risk Management.

6614. FINANCE COMMITTEE

A. Integrated Planning Committee (IPC) – Operating Budget Report

The Board received for information the Integrated Planning Committee (IPC) Operating Budget Report, a copy of which was provided in the background documentation. The IPC was established by Memorial in 2016 in response to significant budgetary challenges arising from successive cuts to its operating budget. IPC is chaired by the Provost and Vice-President (Academic) and membership includes management, faculty, staff and students. IPC advises the President on operating budget matters. The scope of the report considers the operating budget of the University with the exception of the Faculty of Medicine, which receives its operating grant from the Department of Health and Community Services. The report which has been circulated widely to all senior leaders, student unions, and the general University community was provided in the background documentation.

This year's IPC report builds upon last year's work, including University community consultations and considers the current fiscal climate at the University and in the Province.

The report concludes with the IPC's recommendations to help close the budget gap and, most importantly, to identify future options for revenue generation, including tuition increases tied to a progressive fee model, which, at least in part, will be crucial to ensuring the integrity of academic programming and responding to deferred maintenance challenges. The report also holds in view longer-term budgetary issues and priorities that will face the University in the coming years, and reflects the strategic priorities that emerged during consultations with the University community.

The Committee's report is the culmination of considerable analysis of the feedback and issues discussed through the consultations held in fall 2018, as well as the analysis of Memorial's past and present fiscal environment, institutional priorities and strategic direction.

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

6615. HUMAN RELATIONS COMMITTEE

- A. Policy Revision – Intellectual Property – also on the Audit and Risk Committee Agenda

This item was considered under the report of the Audit and Risk Committee as outlined in the Minutes 6613.A above.

OPEN – DISCUSSION AGENDA

6616. FINANCE COMMITTEE

- A. Increase membership fees for the Canadian Federation of Students (CFS) for the Grenfell Campus Students Union (GCSU)

The Board received and reviewed background information pertaining to an increase in the membership fees for the Canadian Federation of Students (CFS) for the Grenfell Campus Students' Union (GCSU).

Board members were advised that the Grenfell Campus Students' Union (GCSU) are members of the Canadian Federation of Students (CFS). Students who are members are required to pay a national and provincial levy to CFS.

In accordance with bylaws to approve annual changes to the CFS, national and provincial membership fees are adjusted each academic year by the rate of change in the National Consumer Price Index during the previous calendar year.

The CFS fee for 2018-19 was \$9.14 per semester for both full and part time students. Students have proposed a fee increase of 2.2682 percent relative to the National Consumer Price Index. This translates into a charge of \$9.34 per semester for students. The revenues from the fee increase will be divided equally between the Canadian Federation of Students and the Canadian Federation of Students – Newfoundland and Labrador. The membership fees charged by the GCSU remain otherwise unchanged

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve an increase in the membership fees for the Canadian Federation of Students for the Grenfell Campus Students' Union (GCSU) as outlined in the background documentation and as follows:

Increase membership fees for the Canadian Federation of Students (CFS)
for the Grenfell Campus Students Union (GCSU) (cont'd)

- an increase in the Grenfell Campus Students' Union CFS Fees 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. This amount reflects the change in the National Consumer Price Index.

6617. EXECUTIVE COMMITTEE

A. Board Meeting Dates 2020

The Board received background information and approved the meeting dates for 2020 as outlined in the background documentation and as follows:

March 12, 2020, St. John's
May 13, 2020, Corner Brook (to coincide with Corner Brook Spring Convocation taking place May 14, 2020)
July 9, 2020, St. John's
October 21, 2020, St. John's (to coincide with St. John's Fall Convocation taking place October 22, 2020)
December 3, 2020, St. John's

Further, the Board approved the revised scheduled for the remainder of 2019 as follows:

July 4, 2019, St. John's
October 2, 2019 St. John's (this meeting was scheduled to be held in Corner Brook to coincide with Fall Convocation that was scheduled to take place there on October 3, 2019. However, Fall Convocation in Corner Brook has been discontinued.)
December 5, 2019, St. John's

CLOSED SESSION – CONSENT AGENDA

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

Noting that the items were dealt with in detail in meetings of the appropriate committees, it was moved by Ms. McCarthy, seconded by Mr. Waterman and carried that the consent agenda, comprising the resolutions listed in 6617 through 6620 below be approved as follows:

6618. AUDIT AND RISK COMMITTEE

A. Appointments to Genesis Group Board of Directors

The Board was informed that at a meeting held on May 2, 2019, the Audit and Risk Committee of the Board of Regents approved the appointments to the Genesis Group Board of Directors as outlined in the background documentation and as follows:

- a) Mr. Mark Andrews, Senior Counsel, Imperial Oil Limited/ExxonMobil Companies in Canada, appointed as Community Representative for a two-year term, effective July 1, 2019 – June 30, 2021;
- b) Mr. Patrick Keefe, General Partner, Build Ventures, reappointed as Community Representative for a two-year term, effective July 1, 2019 – June 30, 2021;
- c) Dr. Isabelle Dostaler, Dean, Faculty of Business Administration, appointed as MUN Representative for a two-year term, effective July 1, 2019 – June 30, 2021; and
- d) Mr. Robert Webb, Verafin, reappointed as Community Representative for a nineteen-month term, effective May 9, 2019 – December 31, 2020.

B. Appointment to the Campus Childcare Inc. Board of Directors

The Board was informed that at a meeting held on May 2, 2019, the Audit and Risk Committee of the Board of Regents approved an appointment to the Campus Childcare Inc. Board of Directors as outlined in the background documentation and as follows:

- Ms. Emily Wooley, Manager, Human Resource Strategy, Planning and Policy, Department of Human Resources, Memorial University of Newfoundland, appointed as Chairperson, Campus Childcare In. Board of Directors for a two-year period.

C. 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,

Update on Information Security Improvement Program (ISIP) Plan in response to Information Technology (IT) Security Risk Assessment (cont'd)

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, progress has been made in areas that align with the three key recommendations identified in the Audit Report and as outlined in the background documentation.

D. Internal Audit Executive Summary: Data Centre Review

The Board received for information the "Executive Summary: Data Centre Review". The Office of Internal Audit conducted a review of a selection of the University's Data Centres. The overall rating of high indicates a residual risk exposure. Recommendations require attention and the development of effective controls to address the risks identified. Improvement in the utilization of technical and financial resources and an integration of data centre infrastructure and related equipment is required to sustain University operations. The University Auditor provided this executive summary of the findings and recommendations for the information of the Audit and Risk Committee.

E. Annual Internal Audit Plan 2019-20

The Board received background information and approved the Annual Internal Audit Plan for 2019-20 and as outlined in the background documentation.

6619. 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. While administration advances the specific scope of the University Buildings Strategy, progress on an update to the Campus Master Plan continues as well. A Request for Proposals (RFP) is currently being prepared and the proposed composition of the Campus Master Plan Steering Committee was brought forward to Vice Presidents Council on April 2, 2019.

C. Architectural and Engineering Consultant appointments for projects with a Capital Value of less than \$5.0M awarded in the Fiscal Year 2018-19

The Board received for information the architectural and engineering consultant appointments for minor capital projects awarded in the Fiscal Year 2018-19. Consistent with the Board policy titled "Capital Projects", Facilities Management has prepared a report for the Fiscal Year 2018-19 indicating the firm, project title, scope, and value for each commission awarded. \$59,102 was spent in design fees during the past fiscal year, of which \$11,157 was for studies and inspections and \$47,945 was for project design. Also, in accordance with the policy, every effort has been made to ensure that the work has been spread equitably among qualified members of the consulting industry.

D. Project budget and five-year operating budget for Holyrood Marine Base Phase IIB – also on the Finance Committee Agenda

The Board received and reviewed background information pertaining to the project budget and five-year operating budget for the Holyrood Marine Base Phase IIB.

Board members were reminded that at its meeting on April 4, 2019 the Board of Regents approved recommendations related to the development of Phase IIB of the Holyrood Marine Base. At that time, additional information was requested related to the project budget and five-year operating budget. The information requested was provided in the background documentation as Attachment 1.

6620. 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 March 14, 2019 noting that the actions have been taken under delegated authority as provided for in the Terms of Reference for the Human Relations Committee.

C. Senior Administrative Management (SAM) Compensation Review

The Board received background information pertaining to the Senior Administration Management (SAM) Compensation Review. Based upon the detailed work conducted within the scope of the review and as outlined in the report entitled "Compensation Review – Senior Administrative Management", the Board approved the recommendations as provided in the background documentation effective April 1, 2019.

D. Update on Collective bargaining for the three remaining Support Staff Collective Agreements at Memorial University

The Board received for information an update on the Collective Bargaining for the three remaining Support Staff Collective Agreements at Memorial University as outlined in the background documentation. The three (3) staff Collective Agreements are as follows:

		<u># of Employees</u>	<u>Expiry Date</u>
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

E. Ratification of tentative Collective Agreement between Memorial University of Newfoundland and the Teaching Assistants' Union of Memorial University of Newfoundland (TAUMUN), the bargaining agent for Graduate Assistants

The Board received background information and ratified the Collective Agreement between Memorial University and the Teaching Assistants' Union of Memorial University of Newfoundland (TAUMUN) for Graduate Assistants for the period September 1, 2017 to August 31, 2020 and as outlined in the background documentation.

6621. FINANCE COMMITTEE

- A. Project budget and five-year operating budget for Holyrood Marine Base Phase IIB – 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 Minute 6618.D above.

CLOSED SESSION – DISCUSSION AGENDA

6622. FINANCE COMMITTEE

- A. Budget Framework Sub-Committee of Vice-Presidents Council (VPC)

The Board received and reviewed background information pertaining to the Budget Framework Sub-Committee of Vice-Presidents Council (VPC).

Board members were advised that in March 2019 VPC established an ad hoc sub-committee tasked with two primary objectives. The first was to recommend a one-year bridge funding plan from savings generated from Memorial's Voluntary Retirement Plan (VRP) implemented in 2018-19 fiscal year. The second, was to recommend a four-year budget framework until 2022-23. This Board submission reports on the one-year bridge funding plan. For the July Board meeting, a report for a four-year framework will be provided. The Terms of Reference for the Sub-Committee were provided in the background documentation.

The Sub-Committee considered and was guided by the Operating Budget Report of the Integrated Planning Committee, and the University Risk Profile. Through the VRP program, annual base savings (salaries and benefits) will occur, estimated to be approximately \$10.8M. Of those base savings, \$4.8M will be allocated to academic units for faculty renewal, leaving \$6.0M in unallocated savings. A one-year funding bridge for 2019-20 was analyzed by the Sub-Committee. This bridge funding aims to mitigate negative impacts to existing programs (such as student program completion and accreditation requirements) and enrolments until faculty positions have been filled through the faculty renewal process.

The Sub-Committee found that the highest University risks – Infrastructure and Financial Sustainability – could not be solved by one-year bridge funding and the available savings from year one was simply inadequate to mitigate these complex risks in a substantive way. They will instead require a long-term strategy and will be a priority for the Sub-Committee in Years 2-4 of its 4-year budget framework recommendations.

Budget Framework Sub-Committee of Vice-Presidents Council (VPC) (cont'd)

The Sub-Committee unanimously agreed that the highest priority area for one-time bridge funding in 2019-20 was the protection of academic programming during a period of major losses to faculty teaching capacity through the VRP. Fifty-three faculty members availed of the VRP and retired on December 31, 2018, after one semester into the academic year. Teaching plans for the remaining two semesters were finalized six months previously and would have included the teaching capacity provided by those 53 faculty members. Using the teaching loads defined in the MUN-MUNFA Collective Agreement, this lost teaching capacity translates into 212 course sections that must be covered until new faculty members are hired through faculty renewal. The allocations for Faculty Renewal are provided below:

Table 1: VRP – Faculty Renewal Allocations*

Unit	VRP – Faculty Positions	Allocated for Faculty Renewal	Eliminated Positions
Business	2	2	0
Education	4	1	3
Engineering	3	3	0
Human Kinetics and Recreation	1	1	0
Humanities and Social Sciences	10	2	8
Music	2	2	0
Nursing	0	0	0
Pharmacy	0	0	0
Science	14	12	2
Social Work	2	2	0
Grenfell Campus	3	2	1
Student Wellness and Counselling	1.7	1.7	0
Marine Institute	4	To be confirmed	
Medicine	6	2	4

*Five to six positions will also be allocated for an Indigenous Cluster Hire.

For units with positions being eliminated, it will be necessary for Faculties and Schools to transition to this reduced capacity. Therefore one-time bridge funding will be required to ensure all planned course offerings for the remainder of the academic year proceed and enrolments do not decrease.

On April 23, 2019, VPC received a presentation from the Chair of the Budget Framework Sub-Committee highlighting the recommendations for year one. Following a discussion, VPC recommended that the savings generated from year one of the VRP be allocated as a one-time, bridge funding to cover the following costs:

Budget Framework Sub-Committee of Vice-Presidents Council (VPC) (cont'd)

- Full payment of the cost of the VRP in the current fiscal year;
- The residual savings, after the VRP payment, estimated to be approximately \$1.2M, be allocated to academic units to contribute to the cost of lost teaching

VPC also supported the Provost allocating one time funds as necessary to address areas of risk to student graduation and accreditation.

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

B. Proposed University Budget 2019-20

The Board received and reviewed background information pertaining to the proposed University Budget for 2019-20.

Board members were advised that the University has received its grant from the Department of Advanced Education, Skills and Labour and the Department of Health and Community Services for the Fiscal Year 2019-20. It was noted that there were no further reductions to the grants above the changes announced in previous budgets.

Highlights and recommendations resulting from the Provincial Government funding from the Department of Advanced Education, Skills and Labour were included in the 2019-20 Operating Budget Report, a copy of which was provided in the background documentation. Changes in the Provincial Government funding from the Department of Health and Community Services will be provided in the 2019-20 Faculty of Medicine Budget which will be presented at the July Board Meeting.

The funding changes and measures contained in the Report have been the subject of significant consultations with various groups within the University Community including:

- Senate
- Senate Planning and Budget Committee
- Vice President's Council (VPC)
- Integrated Planning Committee
- VPC Four Year Budget Framework Committee
- Deans of Faculties
- Directors of Academic Support and Administrative Units
- Student Unions

Budget Framework Sub-Committee of Vice-Presidents Council (VPC) (cont'd)

The impact of the budget changes will be significant with a 0.92% budget reduction (\$3.4 million in the current year) to be applied to all academic and administrative units. The budget reduction is the result of the government grant reduction and unavoidable inflationary costs. The Voluntary Retirement Program (VRP) savings have been allocated to faculty renewal and to cover the one-time costs of the program. In addition, the Four Year Budget Framework Committee has recognized the need for one time funds to mitigate risks for student program completion and accreditation requirements. Due to ongoing negotiations with the unions and government, the \$3.4 million reduction does not include the anticipated \$8.0 to \$10.0 million reduction required to cover the annual pension plan payment.

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

C. Annual increase in Residence Meal Plan Fees for the St. John's Campus 2019-20

The Board received and reviewed background information pertaining to the annual increase in residence meal plan fees for the St John's campus 2019-20.

Board members were advised that the current agreement between Memorial University and Aramark outlines a prescribed formula for the calculation of an annual meal plan increase. Based on that prescribed formula, the increase proposed for the 2019-20 academic year is 0.35%. The previous three years increases were 2018-19 1.68%, 2017-18 2.73% and 2016-17 3.36%.

The prescribed formula for calculating meal plan fee increase as per section 8.3 of the Aramark agreement is as follows:

			Increase
Newfoundland CPI	0.34%	45%	0.15%
Labour Increase	0.00%	45%	0.00%
Management increase	2.00%	10%	0.20%
			0.35%

This increase is applied to the per diem rate (currently 24.34) used by Aramark to bill Memorial for each operating day on the meal plan, with the number of operating days varying from semester and year to year. The new per diem daily charge for 2019-20 =

$$\$24.34 \times 1.0035 = \$24.43 \text{ which is a 9 cents per day increase.}$$

Based on the current Significant Dates issued by the Office of Registrar for the 2019-20 academic calendar year there will be 104 days in the fall 2019 and 105 days in the winter 2020 semester. The number of days is multiplied by the per diem and the total is rounded up to the next \$5 increment for administrative purposes . This results in the following fee structure:

Annual increase in Residence Meal Plan Fees for the St. John's Campus 2019-20 (cont'd)

Type	Fall 2019			Winter 2020		
	Per Diem	# Days	Total	Per Diem	# Days	Total
7-Day Unlimited (Includes \$100 flex per semester)	24.43	104	\$2,545	24.43	105	\$2,570

*Fees are rounded up to the next \$5 increment for administrative purposes

There is also a 5-Day Unlimited meal plan available for the same cost per semester as 7- Day plan which includes \$200 flex per semester.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the residence meal plan fees effective for the 2019-20 academic year as outlined in the background documentation and as follows:

Type	Fall 2019 Total Fee	Winter 2020 Total Fee
7-Day Unlimited	\$2,545 (Includes \$100 flex dollars per semester)	\$2,570 (Includes \$100 flex dollars per semester)
5-Day Unlimited	\$2,545 (Includes \$200 flex dollars per semester)	\$2,570 (Includes \$200 flex dollars per semester)

D. Introduction of Service Fees - Office of the Registrar

The Board received and reviewed background information pertaining to the introduction of Service Fees in the Office of the Registrar.

Board members were advised that the Registrar's Office at Memorial University engages students at every stage in their university career from prospect to alumni. It provides academic support services, academic advising, and maintains the integrity of educational records. Currently, the number of requests for the following services are increasing:

- confirmation of enrolment and graduation status letters;
- completion of enrolment verification forms required by external agencies (i.e., RESP, CPP and Immigration);
- third party credential verification for employment purposes;

Introduction of Service Fees - Office of the Registrar (cont'd)

- letters of permission (allowing students to study at other institutions and transfer all successfully-completed courses to Memorial); and
- replacement parchments for alumni who have lost, damaged or completed a name change.

Other universities, in addition to tuition, typically charge a fee for these types of services or the fee is included in an omnibus fee. An omnibus fee is a set fee that is automatically charged to all students (undergraduate, graduate or postdoctoral fellows) regardless of whether a request is made for any of the above-noted services.

In December 2016 the Board of Regents approved the introduction of a fee (\$10) for official transcripts. Prior to this, official transcripts were provided by the Office of the Registrar free of charge since the early 1990's.

Similar to the official transcript proposal, the Office of the Registrar is experiencing an increasing demand for the services listed in the background documentation. Table 1 below illustrates the increase in demand for these requests in the Office of the Registrar.

Table 1: Increase Demand for Service Requests

Service	Number of Request in 2016	Number of Request in 2018	% of increase
Confirmation of Enrolment Letters	9100	9308	2%
Letters to Support Immigration Process	170	317	86%
Third Party Credential Verification (employment purposes)	80	110	37%

Furthermore, many of the services provided are typically of greater benefit to a third party than to the University. As a result of the increased burden on the Office of the Registrar, it has become increasingly challenging to maintain the level of services required to remain competitive with other Canadian universities.

Table 2 below outlines a proposed fee structure for these services based upon the following:

- increase cost related to the delivery of these services;
- incentive within the University to recover a greater percentage of actual services costs through ancillary fees;
- a need to maintain services;
- a review of fees charged by comparable institutions; and
- misuse of the current services. Often students request these services and do not pick-up the documentation.

Introduction of Service Fees - Office of the Registrar (cont'd)

The proposed fees would be implemented effective October 1, 2019 and would be charged only to those current and former students requesting the service. These fees will not apply to all students as is the case at other universities where omnibus fees are charged.

Table 2: Fee Structure

Service	Fee
Replacement parchment	\$60
Certified copy of parchment	\$10
Verification of credential/attendance	\$15
Confirmation of Enrolment Letter (requested online)	\$10
Confirmation of Enrolment Letter (requested in-person)	\$15
Additional Confirmation of Enrolment Letter requested at the same time as initial letter	\$2 per additional letter
Completion of Forms (excludes Student Loan or Pension forms)	\$15 per form
Letter of Permission for Students Studying at Other Universities	\$30 per institution per semester

It is estimated that the proposed fees will generate approximately \$110,000 in revenue on an annual basis. This revenue will allow the Office of the Registrar to maintain and enhance service levels to students.

A review of the fees charged by Registrar's Offices at other Canadian universities are illustrated in Table 3 below. Where possible items are matched as closely as possible based on publically available information.

Introduction of Service Fees - Office of the Registrar (cont'd)

Table 3: Sample of Fee Structure at Canadian Universities

Institution	Omnibus Fee	Replacement Parchment	Certified copy of Parchment	Verification/ Credential/ Attendance	Confirmation of Enrolment	Letter of Permission
UPEI	266	30.00	n/a	0.00	0.00	0.00
Dalhousie	325.10	50.00	n/a	0.00	0.00	0.00
McGill	287.40	120.00	15.00	Auradata**	0.00	0.00
Carleton	40.00	83.25	n/a	Auradata	0.00	39.75
McMaster	37.50	50.00	n/a	Auradata	0.00	0.00
Acadia	n/a	50.00	n/a	0.00	0.00	10.00
Manitoba	n/a	70.00	11.00	Auradata	11.00	70.00
Toronto	n/a	80.00	n/a	20.00	8.00	40.00
Victoria	n/a	75.00	15.00	15.00	10.00	10.00
Western	n/a	58.50	7.00	7.00	8.00 – 16.00	72.00
York	n/a	65.00	25.00	25.00	25.00	50.00
New Brunswick	n/a	50.00	n/a	15.00	15.00 custom	50.00

While many universities have taken the approach to implement an omnibus fees (as illustrated in Table 3), the Office of the Registrar is proposing a provision service fee structure that would charge a fee-per-service. By introducing a fee-per-service structure, students would only incur a charge when one of the provision services are requested.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the introduction of service fees for the Office of the Registrar, effective October 1, 2019 as outlined in the background documentation and as follows:

Service	Fee
Replacement parchment	\$60
Certified copy of parchment	\$10
Verification of credential/attendance	\$15
Confirmation of Enrolment Letter (requested online)	\$10
Confirmation of Enrolment Letter (requested in-person)	\$15
Additional Confirmation of Enrolment Letter requested at the same time as initial letter	\$2 per additional letter
Completion of Forms (excludes Student Loan or Pension forms)	\$15 per form
Letter of Permission for Students Studying at Other Universities	\$30 per institution per semester

6623. EXECUTIVE COMMITTEE

A. Appointment of Student Representative of the Grenfell Campus Students' Union

The Board received and reviewed a recommendation from the Grenfell Campus Students' Union (GCSU) for the appointment of Mr. Ian D. Chandi Anunda 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. Ian D. Chandi Anunda as requested by the GCSU and recommend his appointment to the Lieutenant-Governor in Council for a term in accordance with the Provisions of the *Memorial University Act*.

B. Extension to the appointment of the Provost and Vice-President (Academic) and Pro-Vice Chancellor

At this point, Dr. Golfman, Mr. Decker, Dr. Bose and Mr. Blackwood declared a conflict of interest with respect to the Agenda Item "Extension to the appointment of the Provost and Vice-President (Academic).

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

At the request of the Chair, Dr. Kachanoski advised members that at a meeting held on March 26, 2015, the Board of Regents approved the appointment of Dr. Noreen Golfman to the position of Provost and Vice-President (Academic). The terms and conditions of the appointment were provided in the background documentation at Schedule A.

It was noted that Dr. Golfman commenced the five (5) year appointment on March 26, 2015 with the proviso that the appointment may be renewed for an additional five year term by agreement between Dr. Golfman, the President and the Board of Regents. The renewal would be guided by the Procedures Governing the Appointment, Review, Promotion and Tenure of Academic Administrators (April 2, 2014).

Extension to the appointment of the Provost and Vice-President (Academic) and Pro-Vice Chancellor (cont'd)

Dr. Kachanoski then noted that applying the procedures as referenced above would require that Dr. Golfman should indicate her intention to seek re-appointment between March 26 – April 25, 2019. Typically, a review or appointment of a Vice-President takes anywhere from five to eight months. In the event that Dr. Golfman were to indicate in the coming weeks that she wished to be reappointed, potentially her reappointment would be either approved or disapproved in October or November.

The decision to renew, and the renewal review process coincide directly with the search process for a new president. Given the reporting relationship and close working relationship between the Provost and Vice-President (Academic) and the President, it is awkward to complete these two together. Therefore, it is proposed that Dr. Golfman's current contract be extended for one year, thus making it a six year appointment from March 2015 to March 2021. Dr. Golfman would then need to indicate her desire for reappointment between March 26 to April 25, 2020.

Additionally, to align with the spirit of the procedures Governing the Appointment, Review, Promotion and Tenure of Academic Administrators which contemplates a maximum of 10 years in the position, any renewal of Dr. Golfman's appointment in 2020 should not exceed four years.

It was noted that Dr. Golfman has agreed to the new terms of her appointment, subject to the approval of the Board of Regents, as provided in the background documentation as Schedule B.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve a revision to the contract between Dr. Noreen Golfman and the University to provide that the term of her appointment shall be for six (6) years, for the period March 26, 2015 to March 25, 2021 and as provided in the background documentation as Schedule B.

6624. PRESIDENTIAL SEARCH COMMITTEE

A. Presidential Search Committee (2019) – Proposed Search Process

At this point, Dr. Kachanoski declared a conflict with Agenda Item “Presidential Search Committee (2019) – Proposed Search Process) and recused himself from the meeting.

The Board received and reviewed background information pertaining to the Presidential Search Committee proposed search process.

Presidential Search Committee (2019) – Proposed Search Process (cont'd)

Board members were advised that at a meeting held on September 13, 2018, the Board of Regents authorized the establishment of a Presidential Search Committee (PSC) and subsequently, at a meeting held on October 3, 2018, approved the membership structure. Following consultation with and recommendations from constituent groups, the Board ratified the membership of the PSC in an email poll conducted on February 14, 2019 (as provided in the background documentation as Appendix A).

In keeping with the "Presidential Search, Appointment and Assessment Policy" (as provided in the background documentation as Appendix B), the PSC recommended the proposed search process below to the Board for approval.

Budget: In consultation with the Vice-President (Administration and Finance), a budget has been prepared, based on the budgets of past presidential searches (as provided in the background documentation as Appendix C).

Search Consultant: The PSC has elected to consider and evaluate use of a search consultant to support the process. An RFP was issued (closing date of April 18, 2019) and a small sub-committee of the PSC was tasked with evaluating submissions. On April 29, 2019, the PSC accepted the recommendation of its Sub-Committee and appointed Odgers Berndtson as the Search Consultant for the Presidential search.

Communications: A preliminary communications plan is being developed, which will be finalized based on input from the PSC and the search consultant (as provided in the background documentation as Appendix D).

Attracting and Identifying Appropriate Candidates: The PSC will engage in a process similar to past presidential searches. The search will include a Public Consultation Process with an online component and with sessions tentatively scheduled to be held in St. John's, Corner Brook and Happy Valley-Goose Bay. Feedback gathered from the University community will be analyzed and summarized by theme to identify Memorial's priorities and objectives regarding the appointment of a new president. A position profile will be developed by the PSC with input from the search consultant and an open search will be held to identify a strong candidate pool. In keeping with the terms of reference for the PSC, a closed selection of candidates will then take place to ensure the most appropriate individuals are selected for an interview.

Selection: The PSC will determine the most qualified candidate for recommendation to the Board for appointment.

Presidential Search Committee (2019) – Proposed Search Process (cont'd)

Board Decision: A special meeting of the Board will be held regarding the recommendation of the PSC. The decision will be taken in consultation with the Senate and with the approval of the Lieutenant-Governor-in-Council.

Negotiating the Contract: In order to secure the appointment, a contract will be developed and negotiated that sets out, among other things, the start date for the appointment and the range of compensation and benefits for the incoming President and annual review of the same. Once signed, the contract will be available publicly by posting to the University's website.

Announcement: At the conclusion of the process, the Board Chair will make an announcement to the University community regarding the incoming President.

Transition Plan: A Presidential Transition Team will develop and recommend to the Board a transition plan which normally includes the departing President and the transition team providing assistance to the incoming President to assist in preparing him/her for the role (as provided in the background documentation as Appendix E for the proposed Presidential Transition Team).

All steps outlined above are proposed to occur according to a detailed timeline to be developed by the PSC and, in accordance with the PSC terms of reference, to culminate with the Board's decision regarding the appointment of a new president, expected in late fall 2019. However, the PSC also notes that the dynamic nature of the search process will require defined process and due diligence as well as flexibility and nimbleness.

In order to facilitate the work of the Presidential Search Committee, a working group consisting of the following individuals has been established:

Glenn Collins, Interim Executive Director, Office of the Board of Regents
Victoria Collins, Executive Director, Marketing and Communications
Stephen Dodge, Director, Human Resources
Reanne Kinsella, Senior Planning Analyst, Centre for Institutional Analysis and Planning
Tina Scott, Secretary to the Board of Regents

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the proposed search process and the Presidential Transition Team as outlined in the background documentation.

At this point, Dr. Kachanoski, Dr. Golfman, Mr. Decker, Dr. Bose and Mr. Blackwood returned to the meeting.

6625. PRESENTATION TO THE BOARD

A. Public Engagement Framework at Memorial University

The Chair welcomed Dr. Robert Greenwood, Associate Vice-President (Public Engagement and External Relations) and Ms. Sandy Brennan, Public Engagement Supports who provided the Board with a presentation entitled “Public Engagement at Memorial”.

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

6626. 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 July 4, 2019.

B. Resignation of Mr. Kryston Munnings

The Chair noted for the information of the Board the resignation of Mr. Kryston Munnings, Grenfell Campus Students' Union representative. Ms. Petten, on behalf of the Board, acknowledged with sincere gratitude the valuable service given by Mr. Munnings to the University during his term on the Board.

ADJOURNMENT

The meeting adjourned at 5:25 p.m.

CHAIR

SECRETARY

DATE