

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board of Regents was held on Wednesday, October 5, 2016 at 2:00 p.m. in Room AS-2016 at Memorial University's Grenfell Campus and via teleconference.

**PRESENT:**

Ms. Iris Petten, Chair  
Dr. Gary Kachanoski, President and Vice-Chancellor  
Dr. Noreen Golfman, Provost and Vice-President (Academic)  
Dr. Susan Dyer Knight, Chancellor  
Mr. Bob Bishop  
Mr. Mark Bradbury  
Mr. Jaime Giraldo  
Ms. Katharine Hickey  
Mr. John Hogan  
Ms. Kim Keating  
Ms. Brittany Lennox, via teleconference  
Mr. Max Rice  
Mr. Trevor Stagg  
Ms. Tina Scott, Secretary to the Board

**APOLOGIES:**

Mr. Steve Belanger, Ms. Colleen Galgay-Johnston, Mr. Zachary Green, Mr. Denis Mahoney, Ms. Rebecca Stuckey, Mr. George Tucker, Dr. Mary Bluehardt, Mr. Glenn Blackwood, Dr. Ray Gosine.

**PRESENT BY INVITATION:**

Mr. Kent Decker, Vice-President (Administration and Finance), Mr. Glenn Collins, Interim Executive Director, Office of the Board of Regents, Mr. Morgan Cooper, General Counsel.

**6346. MEETING CALLED TO ORDER**

The meeting was called to order at 2:00 p.m. by Ms. Iris Petten, Chair.

**6347. WELCOME TO NEW REGENTS**

Ms. Petten extended a very special welcome to the following newly appointed members noting their appointments as follows:

Mr. Jaime Giraldo – appointed as the Grenfell Campus Students' Union representative for a period effective June 28<sup>th</sup> to October 14<sup>th</sup>, 2016 and for a two year term thereafter.

Mr. Zachary Green – appointed as the Marine Institute Students' Union representative for a period effective June 28<sup>th</sup> to October 14<sup>th</sup>, 2016 and for a two year term thereafter.

Ms. Rebecca Stuckey – appointed as the Graduate Students' Union representative for a period effective June 28<sup>th</sup>, to October 14<sup>th</sup>, 2016 and for a two year term thereafter.

Before beginning the business of the Board, Ms. Petten reflected on the sudden and tragic passing of Dr. Richard Marceau, Vice-President (Research) on September 26<sup>th</sup>, 2016. Ms. Petten and the Board extended their deepest condolences to Dr. Marceau's wife, Sheila Marceau, and family and noted that a celebration of Dr. Marceau's life will take place at the St. John's campus at a later date.

The Chair also noted that Dr. Bluechardt was attending the funeral service for Dr. Marceau along with Mr. Glenn Blackwood and in her absence, Dr. Jim Duffy, Acting Associate Vice-President (Grenfell Campus) Academic, would present Agenda Item 13 "Grenfell Strategic Plan".

**6348. APPROVAL OF THE AGENDA**

Following 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. She noted that members who may be in conflict should feel free to declare their conflict at this time or when the item is raised on the Board agenda.

Mr. Bradbury declared a conflict with Agenda Item 7.1 "Amendment to the Terms of Reference for the University Benefits Committee and the University Pensions Committee".

**6349. MINUTES**

The Minutes of the regular meeting of the Board of Regents held on July 7, 2016 and the Aide Memoire dated September 8, 2016 were approved by the Board.

**6350. CHAIR'S REPORT**

A. Meeting of the Executive Committee – September 23, 2016

The Chair advised that the Executive Committee met on September 23, 2016 to finalize the agenda for today's meeting.

B. Minutes of the Executive Committee email poll conducted on September 19, 2016

In an email poll conducted September 16 – 19, 2016, members of the Executive Committee received a request from the Senate to award the title of Professor Emeritus to a retired member of the faculty. In view of the desire to have a timely appointment and noting that the Board of Regents was not scheduled to meet until October 5, 2016, the Executive Committee approved the awarding of the title of Professor Emeritus to Dr. Leslie Rourke, Faculty of Medicine.

C. Minutes of the email poll conducted September 28 – 29, 2016

In an e-mail poll conducted September 28-29, 2016, the Executive Committee agreed to exercise its authority to act on behalf of the Board of Regents between regularly scheduled meetings of the Board and approved the following:

- the appointment of Dr. Ray Gosine as Vice-President (Research) pro tempore effective September 27, 2016 until the appointment of a permanent Vice-President (Research) or December 31, 2017, whichever occurs first and as outlined in the background documentation.
- the amendment to Article 16.2 of the MUN (UK) Limited Articles of Association as outlined in the background documentation.
- the appointment of Mr. Derek Linfield to the MUN (UK) Ltd. Board of Directors for a three year term effective October 5, 2016.

**6351. PRESIDENT'S REPORT**

A. President's Update of Activities

Dr. Kachanoski provided the Board with a written summary of his activities and events since the July 2016 Board meeting and he provided the Board more detail and context on several of these activities and events.

Dr. Kachanoski noted that he was particularly pleased to announce that Enactus Memorial has won its second World Championship at the Enactus World Cup recently held in Toronto, Ontario. He emphasized that the team of undergraduate students from Memorial University earned first place in a three-day competition that included 35 national Champion teams from around the globe.

B. Registration Report for the Fall 2016

The Board received and reviewed an enrolments and registration progress report for the Fall 2016 semester.

**OPEN SESSION - CONSENT AGENDA**

Noting that the items were dealt with in detail in meetings of the appropriate committees, it was moved by Mr. Bradbury, seconded by Mr. Stagg and carried that the consent agenda, comprising the resolutions listed in 6352 through 6353 below be approved as follows:

**6352. SENATE MATTERS**

A. Senate Matters with implications for the Board of Regents (May 10, 2016): Approval of Calendar Changes

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on May 10, 2016 and approved the Calendar changes as outlined in the background documentation.

**6353. GOVERNANCE COMMITTEE**

A. Amendment to the Terms of Reference for the University Benefits Committee and the University Pensions Committee

The Board received background information and agreed to the revisions to the Terms of Reference of the University Benefits Committee and the University Pensions Committee and as outlined in the background documentation.

B. Terms of Reference for a Standing Committee of the Board to Hear Appeals of Sexual Harassment

The Board received background information and approved the Terms of Reference for a "Committee of the Board to Hear Student Appeals of Sexual Harassment" as provided in the background documentation.

C. Position Description for the Vice-Chair of the Board of Regents

The Board received background information and endorsed the position description for the Vice-Chair of the Board of Regents as provided in the background documentation.

**CLOSED SESSION – CONSENT AGENDA**

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

At the request of Ms. Petten, Agenda Item 10.5 “Revision to Senior Positions requiring Board of Regents approval” was moved from the Closed Session Consent Agenda to the Closed Session Discussion Agenda.

Noting that the items were dealt with in detail in meetings of the appropriate committees, it was moved by Mr. Bradbury, seconded by Mr. Stagg and carried that the consent agenda, comprising the resolutions listed in 6354 through 6357 below be approved as follows:

**6354. AUDIT AND RISK COMMITTEE**

A. IT Security Presentation

The Board was advised that at a meeting held on October 3, 2016, the Audit and Risk Committee received a presentation from Ms. Shelley Smith, Chief Information Officer with regard to “Information Protection and Security”.

B. Appointments to Campus Childcare Inc. Board of Directors

The Board was informed that at a meeting held on October 3, 2016, the Audit and Risk Committee approved the appointments to the Campus Childcare Inc. Board of Directors as outlined in the background documentation and as follows:

- Ms. Brittany Byrnes, re-appointed as MUNSU representative for a one-year term effective May 31, 2016 to May 31, 2017; and,
- Ms. Brittany Lennox, appointed as MUNSU representative for a one-year term effective October 5, 2016 to October 5, 2017.

C. Appointments to Memorial University Recreation Inc. (MURC) Board of Directors

The Board was informed that at a meeting held on October 3, 2016, the Audit and Risk Committee approved the appointments to the Memorial University Recreation Inc. (MURC) Board of Directors as outlined in the background documentation and as follows:

- Dr. Heather Carnahan, Dean, School of Human Kinetics and Recreation, re-appointed as MUN representative for a three-year term, effective October 30, 2016 to October 30, 2019;

Appointments to Memorial University Recreation Inc. (MURC) Board of Directors (cont'd)

- Mr. Mike Donovan, President, LeGrow's Travel, re-appointed as Community representative for a two-year term, effective November 2, 2016 to November 2, 2018;
- Mr. Ray Hawco, re-appointed as Community representative for a one-year term, effective December 8, 2016 to December 8, 2017; and
- Ms. Andrea Walsh, Speech-Language Pathologist, appointed as Community representative for a three-year term, effective October 5, 2016 to October 5, 2019.

D. Student Matters Report for the 2015-2016 academic year from the Student Matters Steering Committee

The Board received for information, the Student Matters Report for the 2015-2016 academic year from the Student Matters Steering Committee.

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, student performance indicators and student discipline. A report by the Student Matters Steering Committee with the results from the collection and synthesis of data gathered by departments and units from across Vice-Presidents' portfolios was provided in the background documentation. It was noted that the report presents information on student patterns based on information available for the academic year 2015-16. A draft of this report has been shared with all members of the Steering Committee and was reviewed by the Vice-Presidents Council at its meeting on September 6, 2016.

E. Report from the University Auditor

The Board received for information the Report from the University Auditor. The Internal Audit Status report was provided for the information of the Board. The Internal Audit Status report summarizes the audit work completed during the current period. For the fiscal year to date, two audits have been completed, two are in progress, one has not started and one is deferred until next fiscal year. As each audit is completed, an executive summary of the results is presented in a separate memo.

F. Ernst and Young Management Letter for 2015/16

At a meeting held earlier in the day, the Audit and Risk Committee received the Ernst and Young Management Letter for the 2015/16 Audit which was presented by Ms. Lynn Healey of Ernst and Young. The management letter provided by Ernst and Young is a follow up to the audit of the consolidated accounts of Memorial University for fiscal 2015/16 as well as management's response to the one audit finding included in the letter.

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

G. Audit Plan – Audit of Annual Financial Statements for 2016-17

The Board received background information and approved the audit plan for the University's annual financial statements for the fiscal year ending March 31, 2017 and as outlined in the background documentation (including the revised "Appendix E – EY Fee Summary – Revised" which was circulated at the meeting).

H. Office of the Chief Risk Officer Risk Update

The Board received for information the Office of the Chief Risk Officer Risk update. The Office of the Chief Risk Officer (OCRO) provides Environmental Health and Safety, Security and Enterprise Risk Management services to the university. An update of work completed and ongoing by the OCRO during 2016 along with safety and security statistics, and an updated university risk profile was provided in the background documentation. The Board was advised that at a meeting held on October 3, 2016, the Audit and Risk Committee received a presentation from Mr. Kris Parsons, Chief Risk Officer, with regard to "Memorial's Risk Profile – Update".

I. Summary of Memorial University of Newfoundland's Corporate Governance Checklist for 2015/16 Fiscal Year

The Board received for information the summary of Memorial University of Newfoundland's Corporate Governance Checklist for the 2015/16 fiscal year. Memorial University has completed a Corporate Governance Checklist for fiscal 2015/16 for presentation to the Board of Regents (a copy of which was provided in the background documentation). The checklist provides assurance to the Board of Regents that Memorial University has maintained all applicable corporate filings, has appropriate insurance coverages, and has provided copies of their audited financial statements to the Provincial Government, and annual report along with disclosure of any identified material liabilities or contingent liabilities of the University.

J. Summary of Corporate Governance Checklists provided by Separately Incorporated Entities for 2015/16 Fiscal Year

The Board received for information the Summary of Corporate Governance Checklists provided by Separately Incorporated Entities for the 2015/16 fiscal year. On an annual basis, each separately incorporated entity is required to complete a Corporate Governance Checklist for presentation to the Board of Regents. The checklist provides assurance to the Board that each SIE has maintained all annual corporate filings, has appropriate insurance coverages, and has provided copies of their audited financial statements and annual report (if appropriate) along with disclosure of any identified material liabilities or contingent liabilities of the corporation. A summary of the responses of each SIE to the checklist questions was provided in the background documentation.

K. Human Resources Management System Improvement Project Update (also on the Human Relations Committee agenda)

The Board received for information the Human Resource Management System Improvement Project Update noting that regular updates on this project will be provided to the Audit and Risk Committee.

**6355. 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. Residence Renovations
2. Aboriginal Centre
3. Core Science Facility
4. Battery Property
5. West Pedway over Prince Phillip Drive

Marine Institute

1. Holyrood Marine Base – Phase IIA Breakwater, Marginal Wharf and Restoration of Existing Wharf

Update on Capital Projects (cont'd)

Projects in Planning Stages

St. John's Campus

1. Faculty of Engineering and Applied Science – Mechanical Engineering High Bay Laboratory
2. Faculty of Engineering and Applied Science – Petroleum Engineering Building
3. Animal Resource Centre
4. Faculty of Arts Research Archival Facility
5. 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. Storage Facility, Mount Scio Road

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. Core Science Facility Update

The Board received for information the Core Science Facility update. As reported at the July 2016 Board of Regents meeting, the CP-3 Tender for the Core Science Facility closed on June 23, 2016, with all bids being over budget. Since that time the team has endeavored to rework the tender through value engineering sessions with a view to retendering the package as quickly as possible.

Status

CP- (Construction Package) 1 Enabling Works

Contract is complete. Details on the pre-tender estimates and the tender award amount were provided.

Core Science Facility Update (cont'd)

CP-1A Foundations

Work continued through the summer on schedule. All construction work pertaining to the contract was completed in August 2016. Details on the pre-tender estimates and the tender amount were provided.

CP-2 Structural Steel

Approval was received on November 2, 2015 from the Provincial Government to issue a tender for CP-2. This tender was called on December 2, 2015 and was to close on March 1, 2016. It was subsequently cancelled and combined with CP-3. This change will enhance coordination of the work and reduce risk to the project.

CP-3 Main Contract (& Structural Steel)

CP-3 now includes the scope of the former CP-2 (Structural Steel) and was issued for tender on April 15, 2016, after receiving approval to tender from the Provincial Government, as per the 4-stage approval process. The CP-3 tender closed on June 23, 2016 with all bids received being over budget. After consultation and approval from the Board of Regents and Government of Newfoundland, it was decided the CP-3 tender would be cancelled, reworked and retendered to remain on budget. Accordingly, the team hosted a series of value engineering workshops over the course of summer 2016 and the tender package is currently being reworked. While a revised schedule is currently being drafted, the team anticipates issuing the tender in December 2016/January 2017 with an award no later than April 2017. In addition to reworking the tender package, the prequalification of all sub-trades has also been removed, while the prequalification of the General Contractor will remain intact to ensure reputable and qualified firms are involved in the project. It is anticipated the project will now achieve substantial completion in spring 2020, to be ready for a fall 2020 opening.

A draft contribution agreement has also been received from the Government of Canada relating to their support of the project through the New Building Canada Fund. The agreement will be updated to reflect the new project schedule and cash flows of the project.

With respect to the audit heat map, the team is currently reviewing its target dates and will revise the document for the December 2016 Board meeting.

C. Update on projects submitted for the Government of Canada's Post-Secondary Institutions Strategic Investment Fund (SIF); construction and borrowing for Animal Care Resource Centre

The Board received for information an update on projects submitted for the Government of Canada's Post-Secondary Institutions Strategic Investment Fund (SIF) as well as the construction and borrowing for the Animal Care Resource Centre.

In Budget 2016, the Government of Canada announced a Post-Secondary Institutions Strategic Investment Fund (SIF), a \$2 billion dollar, time-limited fund to be spent over three years starting 2016-2017. The initiative is aimed at enhancing and modernizing research and commercialization facilities on Canadian campuses, as well as industry-relevant training facilities at college and polytechnic institutions, and projects that reduce greenhouse gas emissions and improve the environmental sustainability of these types of facilities. The fund is time limited and will support up to 50 percent of the eligible costs of infrastructure projects at post-secondary institutions.

On May 9, 2016, with the support of the Government of Newfoundland and Labrador, the University Administration submitted four projects for consideration under the SIF initiative. The submissions included:

- Animal Resource Centre
- Battery Facility
- Aboriginal Centre
- Deferred Maintenance Program

Since this time, the University Administration has learned from the Government of Newfoundland and Labrador that two of its submissions were successful in receiving support under the SIF initiative. These included the Animal Resource Centre as well as the Battery Facility. An official announcement of the funding for the Animal Resource Centre took place on September 6, 2016 involving Minister Foote and Premier Ball. An announcement for the Battery Facility is currently being scheduled.

With respect to the Animal Resource Centre and the University being successful in securing approximately \$14.4m through SIF, the Administration, subject to Board approval, will now proceed with external borrowing to secure the remaining funds required to complete the project.

It was additionally noted that the Provincial Government has already approved the external borrowing based on information contained in the SIF application (as provided in the background documentation). This approval is required as per S 41.1 of the MUN Act.

Update on projects submitted for the Government of Canada's Post-Secondary Institutions Strategic Investment Fund (SIF); construction and borrowing for Animal Care Resource Centre (cont'd)

Following review of the background information, the Board approved the construction of the Animal Resource Centre, and authorized the administration to borrow the funds necessary to complement the funding secured to complete the project through the Government of Canada's Post-Secondary Institutions Strategic Investment Fund (SIF) and as outlined in the background documentation.

**6356. HUMAN RELATIONS COMMITTEE**

A. Senior Leadership Position vacancies and upcoming renewals

The Board received for information a 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 July 7, 2016 noting that the actions have been taken under delegated authority as provided for in the Terms of Reference for the Human Relations Committee.

C. Human Resources Annual Report

The Board received for information the Human Resources Annual Report. The Department of Human Resources has produced an annual report for the period April 1, 2015 - March 31, 2016. The report outlines key activities and achievements that occurred throughout the fiscal year and demonstrates the Department's commitment to accountability and service to the institution. Included in the report is an overview of major initiatives undertaken by Human Resources in the 2015-2016 fiscal year in the areas of recruitment, labour relations, job evaluation, compensation, pension and benefit administration, learning and development, and policy development. Key achievements including MyHR, new wellness programs, and the development of a quality framework for the department are highlighted. The report also provides insight into ongoing and future developments such as the HRMS Improvement Project and Performance Development.

D. Human Resources Management System Improvement Project Update  
(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 Minute 6354.K. above.

**6357. FINANCE COMMITTEE**

A. Highlights of the Annual Investment Committee Report of the Endowed, Non-Endowed and Specifically Invested Trust Funds for the Fiscal Year Ended March 31, 2016

The Board received for information the highlights of the annual Investment Sub-Committee Report of the Endowed, Non-Endowed and Specifically Invested Trust Funds for the Fiscal Year ended March 31, 2016. The Investment Sub-Committee prepares an Annual Report for the Finance Committee of the endowed, non- endowed and specifically invested trust funds for the previous fiscal year. The highlights of this Annual Report were provided in the background documentation. It was further noted that additional information is available in the complete Annual Investment Sub-Committee Report of the Endowed, Non-Endowed and Specifically Invested Trust Funds for the Fiscal Year Ended March 31, 2016.

B. Revisions to the Statement of Investment Policy and Objectives for Endowment Funds and Non-endowed Funds (SIPO)

The Board received background information pertaining to the proposed revisions to the Statement of Investment Policy and Objectives for Endowment Funds and Non-endowed Funds.

The Investment Sub-Committee of the Finance Committee engaged Eckler Ltd. to perform investment consulting services comprising an investment performance review, an investment policy review, and a governance review. It was noted that the Sub-Committee has met several times to review suggested changes to the statement of investment policy and a finalized document was provided in the background material. Highlights of the significant changes include:

- Revising the asset mix and the target benchmarks for the endowed portfolio, the non-endowed portfolio and the Jarislowsky Chair specifically invested trust fund;
- Adding Canadian commercial mortgages and Canadian real estate investments as eligible investment assets;
- Permitting the inclusion of pooled and/or mutual fund investments in any of the security classes; and
- Completely revising the manager mandates as provided in Appendix D of the background documentation.

Revisions to the Statement of Investment Policy and Objectives for Endowment Funds and Non-endowed Funds (SIPO) (cont'd)

The Sub-Committee also recommended changes to its Terms of Reference and is recommending that a section be added regarding environmental, social and governance considerations. It was noted that these changes will be forwarded to the Governance Committee for consideration at a future meeting.

Following a review of the background information, the Board approved the proposed revisions to the Statement of Investment Policy and Objectives for Endowment Funds and Non-endowed Funds.

C. Change of Procurement Card Provider

The Board received background information pertaining to a change of procurement card provider.

Memorial University currently utilizes a corporate purchasing card program with US Bank that provides authorized employees with a corporate credit card (Visa) for business purchases as detailed in the Purchasing Policy and its associated Procedure for Using Procurement Card.

There are approximately 560 active cards and purchases total approximately \$13 million annually. The agreement with US Bank was the result of a tender issued in September 2005 that included a 5-year term with an option to renew for an additional 5 years. In 2013, Memorial University participated in the Provincial Government strategic procurement initiative Request for Proposals for a procurement card provider. BMO (MasterCard) was selected as the successful bidder in 2014 and the Provincial Government continues to implement this procurement card. The University's current procurement card provides a credit card rebate of approximately \$80,000 per year. The new card agreement will result in an increased credit card rebate to the University estimated at \$150,000 per year.

BMO requires a resolution of the Board of Regents to authorize the credit card contractual arrangement. US Bank will require a minimum 90-day notice for the transfer to occur. The transition to Bank of Montreal procurement card will take at least 90 days. The agreement with US Bank was extended until implementation of the new credit card could begin at Memorial.

Following a review of the background information, the Board agreed to authorize Memorial University of Newfoundland to enter into an arrangement with BMO, as provided in the "Authorizing Resolution", to provide the University with credit by way of an account, under which arrangement the University may request that BMO issue cards on the account and the University will be responsible for the payment of all amounts (including fees and interest) charged to the account and

Change of Procurement Card Provider (cont'd)

as outlined in the background documentation. Further, the Chair of the Board and the Vice-President (Administration) are authorized to sign the agreement with BMO.

**CLOSED SESSION – DISCUSSION AGENDA**

**6358. HUMAN RELATIONS COMMITTEE**

A. Revision to Senior Positions requiring Board of Regents Approval

The Board received and reviewed background information pertaining to revisions to senior positions requiring Board of Regents approval.

Board members were advised that during a meeting of the Human Relations Committee of the Board of Regents on December 5, 2013, it was agreed that approval from the Board of Regents would be sought on all permanent appointments to the following senior administrative management positions: Executive Director of the Board of Regents, University Registrar, Director of Human Resources, Director of Facilities Management, General Counsel, Chief Risk Officer and Chief Information Officer (the position of University Auditor was added to this list on December 3, 2015). At that time, the position of Director of Facilities Management was responsible for all University infrastructure, including all capital projects and maintenance.

In September 2012 the Board of Regents approved a new structure within the Vice-President (Administration and Finance) portfolio including the establishment of the position Associate Vice-President (Facilities). In July 2014, the Board approved a new organizational structure for Facilities Management that outlined three director level positions reporting to the newly established Associate Vice-President (Facilities) including the Director, Engineering and Construction, Director of Operations and Maintenance and the Director of Administrative Services.

As a result of this significant change in structure, the Director of Facilities Management position was changed to the Director Operations and Maintenance. As a result, it is being recommended that this position be removed from the December 2013 list of positions requiring Board of Regents approval for permanent appointment. The Associate Vice-President (Facilities) is the senior position responsible for facilities operations, and any future appointment to the Associate Vice-President (Facilities) would continue to require Board approval.

Revision to Senior Positions requiring Board of Regents Approval (cont'd)

In addition, while the Human Relations Committee agreed that permanent appointments to the senior administrative management positions required Board approval, it did not establish a process to approve interim or temporary appointments. To ensure continuity of operations, it is being further recommended that interim or temporary appointments for these positions be subject to the President's approval.

At a meeting held on October 3, 2016, the Human Relations Committee noted that due to the joint reporting structure to both the President and Chair of the Board (or Chair of the Audit and Risk Committee in the case of the University Auditor), interim or temporary appointments for the following positions should continue to be routed through the Human Relations Committee for approval by the Board:

- Executive Director, Office of the Board of Regents
- General Counsel
- University Auditor

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the recommendation that the position of Director of Facilities Management be removed from the list of positions requiring Board approval for appointment in the Terms of Reference for the Human Relations Committee.

Further, that the Board approve the recommendation that the President approve all interim or temporary appointments for the following positions:

- University Registrar
- Director of Human Resources
- Chief Risk Officer
- Chief Information Officer

In addition, the Board approved the recommendation that due to the joint reporting structure to both the President and Chair of the Board (or Chair of the Audit and Risk Committee in the case of the University Auditor), interim or temporary appointments for the following positions should continue to be routed through the Human Relations Committee for approval by the Board:

- Executive Director, Office of the Board of Regents
- General Counsel
- University Auditor

Revision to Senior Positions requiring Board of Regents Approval (cont'd)

It was noted that while the above changes take effect immediately, the Terms of Reference for the Human Relations Committee will be amended accordingly and in due course for review by the Governance Committee and the Board.

**6359. EXECUTIVE COMMITTEE**

A. Policy Submission – Institutional Surveys (new)

The Board received and reviewed background information pertaining to the policy submission “Institutional Surveys (new)”.

Board members were advised that in recent years the ease and ability to conduct surveys with the University population has been facilitated by technology and survey tools. This has caused an increase in the number of surveys being administered within the University, which has the potential to cause survey fatigue decreasing response rates and ultimately diminishing the reliability and quality of results of surveys.

This policy will allow for a central coordination for administrative surveys by the Centre for Institutional Analysis and Planning and establish a streamlined process of administering institutional surveys.

Development of the new policy followed the University’s Policy Framework Process. The following documents were provided in the background documentation:

- Proposal for a New Policy
- Policy Development Report
- Proposed Institutional Surveys policy and procedures
- Proposed Terms of Reference for Institutional Survey Oversight Committee
- Institutional Survey Request form

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the new “Institutional Surveys” Policy and as outlined in the background documentation.

B. Policy Submission – Externally Funded Career Awards (revised); recommended title “Research Chairs Policy”

The Board received and reviewed background information pertaining to the policy submission Externally Funded Career Awards (revised) including the recommended title “Research Chairs Policy”.

Board members were advised that in November 2012, Vice-Presidents Council approved a proposal to revise the Externally Funded Career Awards policy which was last revised in July 2010. The purpose of the policy is to recognize faculty members who are successful in attaining funding from an external agency (e.g., National granting council). These awards generally have the following characteristics:

1. The funds were applied for by academic units or individuals within academic units;
2. The funds were received on behalf of individuals from one of the national granting councils (or equivalent);
3. The funds approximate the individual's regular salary;
4. The award is for a fixed period of one year or longer.

The Canada Research Chairs (CRCs) program is an example of when the career award policy would be applied. The intention of the revision in 2010 was to clarify such matters as the definition of an externally-funded career award, the purposes for which external funding can be used, parameters for salary supplements, etc.

During the redrafting process, then Provost and Vice-President (Academic), Dr. Wardlaw, asked the drafting group that he established to consider broadening the policy to address externally-funded research chairs, excluding Canada Research Chairs. Expanding the scope of the policy also provided an opportunity to capture and document, several practices that relate to funding arrangements for research chairs and which had been implemented by the Provost and Vice-President (Academic) following the shift to the position-based budgeting mechanism and its relationship to externally-funded chairs.

The drafting group recommends that the policy title be changed to Research Chairs Policy.

Development of the revised policy followed the University's Policy Framework Process. The following documents were provided in the background documentation:

- Proposal for New or Revised Policy
- Policy Development Report
- Proposed Research Chairs Policy and Related Procedures
- Current Externally Funded Career Awards Policy

Policy Submission – Externally Funded Career Awards (revised); recommended title “Research Chairs Policy” (cont’d)

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the revised “Research Chairs” (formerly the Externally Funded Career Awards) Policy and related procedures and as outlined in the background documentation.

**6360. PRESENTATION TO THE BOARD**

Dr. Kachanoski then introduced Dr. Jim Duffy, Acting Associate Vice-President (Grenfell Campus) Academic to the meeting who provided a presentation to the Board with respect to the “Grenfell Campus Strategic Plan 2015-2020”.

Before doing so, Dr. Duffy introduced the following newly appointed Deans of Grenfell Campus who were attending by invitation:

Dr. Laura Robinson, Dean, School of Arts and Social Science  
Dr. Michele Piercey-Norman, Dean, School of Science and the Environment  
Mr. Todd Hennessey, Dean, School of Fine Arts

Following a question and answer period, Ms. Petten, on behalf of the board, thanked Dr. Duffy for his informative presentation and the group left the meeting.

**6361. ANY OTHER BUSINESS**

A. Date of Next Meeting

The Chair advised that the next regular meeting of the Board of Regents is tentatively scheduled to be held on December 1, 2016.

**ADJOURNMENT**

The meeting adjourned at 4:00 p.m.

\_\_\_\_\_  
CHAIR

\_\_\_\_\_  
SECRETARY

\_\_\_\_\_  
DATE