

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board of Regents was held on Thursday, October 6, 2022 at 3:00 p.m. in the Emera Innovation Exchange Conference Centre, Signal Hill Campus and via webex.

PRESENT:

Ms. Cathy Duke, Acting Chair
Dr. Vianne Timmons, President and Vice-Chancellor
Chancellor Earl Ludlow
Ms. Michelle Baikie, via webex
Mr. Glenn Barnes
Dr. Bud Davidge
Mr. Jorge Campos
Dr. Rex Gibbons
Ms. Ann Marie Hann
Ms. Karen McCarthy
Ms. Kerri Neil
Ms. Andrea Stack
Ms. Eleanor Swanson
Ms. Tina Scott, Secretary to the Board

APOLOGIES:

Apologies were received from Mr. Joe Dunford, Dr. Neil Bose.

PRESENT BY INVITATION:

Ms. Catharyn Andersen, Vice-President (Indigenous), Dr. Tana Allen, Interim Vice-President (Research), Ms. Lisa Browne, Vice-President (Advancement and External Affairs), Mr. Robert Philpott, Vice-President (Administration and Finance), Mr. Paul Brett, Interim Vice-President (Marine Institute), Ms. Michelle Snow, Executive Director, Office of the Board of Regents, Dr. Ian Sutherland, Vice-President (Grenfell Campus) *Pro Tempore*, Mr. Scott Worsfold, General Counsel.

6932. MEETING CALLED TO ORDER

The meeting was called to order at 3:00 p.m. by Ms. Cathy Duke, Acting Chair. In doing so, she acknowledged and welcomed all members to the meeting.

Ms. Duke extended a warm welcome to the newly appointed Chancellor of Memorial University, Mr. Earl Ludlow.

The Chair then welcomed the following members of the senior administration who were attending their first regular meeting of the Board:

- Mr. Robert Philpott, Vice-President (Administration and Finance)
- Dr. Neil Bose, appointed as Interim Provost and Vice-President (Academic)
- Dr. Tana Allen appointed as Interim Vice-President (Research)
- Mr. Paul Brett appointed as Interim Vice-President (Marine Institute)

At this point, Ms. Baikie, Vice-Chair of the Governance Committee, noted that at the recent meeting of the Governance Committee, Cathy Duke was reappointed as Vice-Chair of the Board of Regents for a term of two years effective October 6, 2022.

6933. APPROVAL OF THE AGENDA/CONFLICT OF INTEREST

Following the call for the approval of the agenda, Ms. Duke 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. Duke, it was agreed to move Agenda Item 8.3 “Amendment of Memorial University Recreation Complex (MURC) Management Agreement to Transfer Management of PE2000 (Gymnasium), to School of Human Kinetics and Recreation” to the Closed Discussion Agenda.

At the request of Mr. Barnes, it was agreed to move Agenda Item 8.7 “Update on the Auditor General Review” to the Closed Discussion Agenda.

The agenda as amended was approved by the Board.

6934. MINUTES

The Minutes of the meeting of the Board of Regents held on July 7, 2022 were approved by the Board.

6935. CHAIR’S REPORT

A. Meeting of the Executive Committee – September 20, 2022

The Acting Chair noted that the Executive Committee met on September 20, 2022 to finalize and fine tune the agenda for today’s meeting of the Board.

B. Modifications to payment schedules for the Master of Applied Science in Software Engineering, and Master of Artificial Intelligence – Approved at the December 2, 2021 Meeting of the Board of Regents

The Board received for information, correspondence from Dr. Timmons to Ms. Snow with regard to “Modifications to payment schedules for the Master of Applied Science in Software Engineering, and Master of Artificial Intelligence” as approved at the December 2, 2021 meeting of the Board of Regents.

As noted, on December 2, 2021, the Board of Regents approved three new programs and fees – Master of Applied Science in Software Engineering (MSE), Master of Artificial Intelligence (MAI), and a Master of Science in Data Science (MScDS) program (pending Senate approvals). A special fee of \$15,302 (Canadian and NL students) and \$20,282 (International students) was approved in addition to regular tuition. Following approval, during implementation of the fees in the university financial systems, there were modifications required for the Master of Applied Science in Software Engineering (MSE), and Master of Artificial Intelligence (MAI) program fees. On June 14, 2022. PAT approved necessary modifications to the payment schedules.

The December submission to the Board of Regents indicated the MAI and MSE regular tuition and special fee would be paid over six semesters (Plan A) as illustrated in Table 1 below (and as provided in the December 2, 2021 submission), however the MSE and MAI programs are four semesters in duration.

TABLE 1: Payment Schedules – MSE and MAI - Tuition and Special Fee Over Six Semesters

NL & CANADIAN STUDENTS	<i>Semester 1</i>	<i>Semester 2</i>	<i>Semester 3</i>	TOTAL
Regular Tuition	\$ 1,239	\$ 1,239	\$ 1,239	\$ 7,434
Special Fee	\$ 2,550	\$ 2,550	\$ 2,550	\$ 15,302
	<i>Semester 4</i>	<i>Semester 5</i>	<i>Semester 6</i>	\$ 21,736
Regular Tuition	\$ 1,239	\$ 1,239	\$ 1,239	
Special Fee	\$ 2,550	\$ 2,551	\$ 2,551	

INTERNATIONAL STUDENTS	<i>Semester 1</i>	<i>Semester 2</i>	<i>Semester 3</i>	TOTAL
Regular Tuition	\$ 1,611	\$ 1,611	\$ 1,611	\$ 9,666
Special Fee	\$ 3,380	\$ 3,380	\$ 3,380	\$ 20,282
	<i>Semester 4</i>	<i>Semester 5</i>	<i>Semester 6</i>	\$ 29,948
Regular Tuition	\$ 1,611	\$ 1,611	\$ 1,611	
Special Fee	\$ 3,380	\$ 3,381	\$ 3,381	

Modifications to payment schedules for the Master of Applied Science in Software Engineering, and Master of Artificial Intelligence – Approved at the December 2, 2021 Meeting of the Board of Regents (cont'd)

The inconsistency of the board submission with regard to payment plan versus program length came to light during implementation of the program fees. A new graduate payment plan (Plan D) was approved by PAT on June 14, 2022 to allocate regular tuition over four semesters for students enrolled in the MSE and MAI program. The special fee would also be allocated equally over the four semesters. Equal distribution of this special fee was presented in the December Board submission, albeit over six semesters. In addition, the December board submission Table 1 had an error in its total for NL and Canadian Students. The total program fee (regular tuition and special fee) is \$22,736 not 21,736 as previously presented.

The new “Plan D” schedule is:

NL & Cdn Students	Semester 1	Semester 2	Semester 3	Semester 4	Total
Regular Tuition	\$1,858.50	\$1,858.50	\$1,858.50	\$1,858.50	\$7,434
Special Fee	\$3,825.50	\$3,825.50	\$3,825.50	\$3,825.50	\$15,302
				Total	\$22,736

Int'l Students	Semester 1	Semester 2	Semester 3	Semester 4	Total
Regular Tuition	\$2,416.50	\$2,416.50	\$2,416.50	\$2,416.50	\$9,666
Special Fee	\$5,070.50	\$5,070.50	\$5,070.50	\$5,070.50	\$20,282
				Total	\$29,948

In summary the modifications include Table 1 total for NL and CDN students changes to \$22,736; and the allocation of the regular tuition and special fee of \$15,302 (Canadian and NL students) and \$20,282 (International students) over a four semester payment plan.

This item was received for information purposes and additionally, for clarity of the Board record.

6936. PRESIDENT’S REPORT

A. President’s Update of Activities

Dr. Timmons provided the Board with a written summary of her activities and University events for period from July 8, 2022 to October 4, 2022 and provided the Board more detail and context on several of these activities and events.

In doing so, she noted that this document is an update on the strategic objectives for the 2022-2023 academic year. In addition to this update, the President included the following appendices, copies of which were provided in the background documentation:

President's Update of Activities (cont'd)

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

B. Registration and Enrolments Progress Report for Fall 2022 Semester

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

OPEN SESSION - CONSENT AGENDA

It was moved by Dr. Gibbons, seconded by Mr. Campos, and carried that the consent agenda, as recommended by the appropriate Board Committee and comprising the resolutions listed in 6937 through 6938, be approved as outlined below.

6937. SENATE MATTERS

A. Approval of Calendar Changes arising from the Senate meeting of September 13, 2022

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on September 13, 2022 and approved the Calendar changes as outlined in the background documentation.

6938. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

A. Update on Campus Master Plan (St. John's)

The Board received for information and update on the Campus Master Plan (St. John's). The St. John's Campus Master Plan planning process commenced in November 2019, with the award of a Request for Proposal to Brook McIlroy Inc. This project is an update to the Campus Master Plan that was completed in 2007, also completed by Brook McIlroy Inc.

The Campus Master Plan project is in the third phase of its three phase plan. Phase one, completed July to December 2020 served as the information gathering stage, while phase two commenced in January 2021 and consisted of developing a draft campus-wide strategy for buildings, open spaces, transportation connections and parking. The project is currently in phase three as the consultants are drafting the final document and updating it as feedback is received. The presentation of the final plan to the Board of Regents is being planned for the December 1, 2022 meeting.

CLOSED SESSION – CONSENT AGENDA

Ms. Duke 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 Ms. Swanson, seconded by Mr. Barnes and carried that the consent agenda, comprising the resolutions listed in 6939 through 6942 below be approved as follows:

6939. AUDIT AND RISK COMMITTEE

A. Internal Audit Report: Asset Management Review

The Board received for information the Internal Audit Report entitled “Asset Management Review”. The Office of Internal Audit conducted a review of University key asset accounts (petty cash, cash floats, inventory, and tangible capital assets) to determine the effectiveness of the control environment. A detailed report was provided to management. Findings from the work conducted resulted in three recommendations with an overall rating of moderate, indicating residual risk exposure. It was noted that the recommendations relate to the following areas:

1. Roles, Responsibilities and Authorities for Asset Management Activities
2. Training and Awareness for Policies and Procedures
3. Information Management

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

B. Combined Assurance Model

The Board received for information the Combined Assurance Model. The Office of Internal Audit developed a Combined Assurance Model that was endorsed as part of the Annual Internal Audit Plan in 2019-20. The Model demonstrates the multiple layers of assurance provided to University decision makers. This model demonstrates the assurance coverage over the effectiveness of governance, risk management and internal control activities. Internal assurance providers work in parallel to independent assurance providers to ensure operations continuously improve in alignment with the objectives of the University.

C. Summary of Corporate Governance checklists provided by Separately Incorporated Entities (SIEs) for 2021/22 Fiscal Year

The Board received for information the summary of Corporate Governance checklists provided by Separately Incorporate Entitles (SIEs) for the 2021/22 fiscal year. On an annual basis, each SIE 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. The checklist was updated this year to include information regarding each SIE's progress toward meeting the 50/30 challenge. A summary of the responses of each SIE to the checklist questions and a table outlining progress toward meeting the 50/30 challenge were provided in the background documentation.

D. Memorial University of Newfoundland's Governance Checklist

The Board received for information the summary of Memorial University of Newfoundland's Corporate Governance Checklist. Memorial University has completed a Corporate Governance Checklist for fiscal year 2021/22. The checklist, which is completed annually, 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 and annual report along with disclosure of any identified material liabilities or contingent liabilities of the University. A copy of the checklist was provided in the background documentation.

E. Ernst and Young External Audit Plan 2022-23

The Board received background information and approved the audit plan for the University's annual financial statements for the fiscal year ended March 31, 2023 and as outlined in the background documentation.

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

The Board was informed that at a meeting held on September 27, 2022, the Audit and Risk Committee approved the appointments and reappointments to the Memorial University Recreation Complex (MURC) Board of Directors as outlined in the background documentation and as follows:

Appointments to the Memorial University Recreation Complex (MURC) Board of Directors (cont'd)

- Mr. Siddhanth Kotian, Student, appointed as the Graduate Students' Union Representative for a 1 year term.
- Ms. Hannah Steele, Student, appointed as the Marine Institute Students' Union for a 1 year term.
- Mr. Sandy Hickman, reappointed as Community Representative for a 2 year term.

G. Appointments to the Genesis Group Inc. Board of Directors

The Board was informed that at a meeting held on September 27, 2022, the Audit and Risk Committee approved the appointments to the Genesis Group Inc. Board of Directors as outlined in the background documentation and as follows:

- Dr. Octavia Dobre, appointed as Memorial University of Newfoundland representative for a 10 month term
- Mr. Joshua Green, appointed as Community Representative for a 1 year, 10 month term
- Ms. Jennifer Penney, appointed as Community Representative for a 1 year, 10 month term
- Mr. Ken Marshall, extended as Community Representative for a 1 year, 3 month term.

6940. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

A. Update on Capital Projects

The Board was advised that the following major capital projects are currently ongoing at varying stages:

PROJECTS IN PROGRESS	
St. John's Campus	
1	Animal Resource Centre
2	Harsh Environment Research Facility
Marine Institute	
1	Holyrood Marine Base Phase IIB
Grenfell Campus	
1	Regional Recreation Centre

Update on Capital Projects (cont'd)

PROJECTS IN PLANNING STAGES	
St. John's Campus	
1	University Buildings Strategy
2	Ocean Frontier Institute (OFI) Fit Up
3	Electric Boilers – Utilities Annex
4	Canada Games Upgrades – Aquarena & Field House
Grenfell Campus	
1	Western Regional School of Nursing

PROJECTS IN EARLY STAGES	
St. John's Campus	
1	School of Pharmacy Expansion
2	Labrador Campus
3	Facility for Schools of Nursing/Pharmacy/Social Work
4	Faculty of Medicine Redevelopment of Existing Space
Labrador Campus	
1	Labrador Campus
Grenfell Campus	
1	Residence and Student Services Building

PROJECTS ON HOLD	
St. John's Campus	
1	Indigenous Centre
2	Transit Terminal
3	Reid Theatre Redevelopment
Signal Hill Campus	
1	Signal Hill Campus Phase II

OTHER	
St. John's Campus	
1	Footprint reduction

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.

6941. 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 July 7, 2022, noting that the actions have been taken under delegated authority as provided for in the Terms of Reference for the Human Relations Committee.

6942. FINANCE COMMITTEE

A. Update on the Auditor General Review – 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 6947.A. below.

B. Annual Investment Sub-Committee Report for the Fiscal Year ended March 31, 2022

The Board received for information the Annual Investment Sub-Committee Report for the Fiscal Year ended March 31, 2022. Each year the Investment Committee receives an annual report on the endowed, nonendowed and specifically invested trust funds for the previous fiscal year outlining the investment performance of the portfolios as well as the financial results of the funds invested in the pooled investments and the specifically invested trust funds. It was noted that the Vision of Transforming our Horizons Strategic plan dares us to shape and invent the future towards the achievement of an economically prosperous and sustainable Newfoundland and Labrador. The investment actions taken today are the catalyst for transforming tomorrow. A report which includes a summary of the Annual performance of Endowed Funds, Non-endowed Funds and Specifically Invested Trust Funds was provided in the background documentation.

CLOSED SESSION – DISCUSSION AGENDA

6943. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

A. Update on the Canada Games 2025

The Board received and reviewed background information pertaining to an update on the Canada Games 2025.

Board members were advised that in April 2021, the City of St. John's was named the official host of the 2025 Canada Summer Games. As the country's marquee multi-sport event for amateur sport, the Canada Games attracts thousands of athletes. During the games, Memorial University will provide accommodations for the athletes and the Aquarena and the Field House will be the sites for some competition. The University was approached last fall by the City of St. John's, and is currently engaged in discussions about the potential use of University property, to build critical infrastructure for the Canada Games 2025. Discussions involve the

Update on the Canada Games 2025 (cont'd)

City of St. John's, Provincial government, Memorial University and the Canada Games Committee.

The City of St. John's has requested to build on two parcels of land owned by the University. The first is on the side of the Aquarena (in the proximity of the parking lot adjacent to the CBC and known as the former track and field facility for the 1977 Canada Games). The second location is behind the Aquarena (includes the land where Alumni House is located on Lambe's Lane). There is a third piece of land required which is adjacent to the property on Eastern School District/United Church-owned land. These three pieces of land will provide space for a track, throwing area, and soccer field inside the track footprint, as well as a support building. In addition to a land use agreement between the University and the City, the City has advised that the following Memorandum of Understandings (MOU) will be required with each partner:

- MOU between the City of St. John's and Memorial University of Newfoundland & Labrador (MUN) indicating that MUN will take over ownership of the assets, maintenance and operations of the new track & field and turf, as well as the new Centre of Excellence Legacy Facility for the Canada Games upon completion of the games.
- MOU between Memorial University of Newfoundland & Labrador (MUN) and the Newfoundland and Labrador Eastern School District (NLESD) regarding the use, operation and maintenance, of the assets located on NLESD land.
- MOU between Memorial University of Newfoundland and Labrador (MUN), Sport NL, and NLAA regarding access to the facilities for training and athletic events for the community.

Further discussions are required with the City on the long-term ownership/management of the facilities after the games are completed.

A recommendation will be brought forward to the Board of Regents to approve the commencement of construction of the Canada Games Facilities on the Memorial University St. John's Campus, subject to the negotiation of the MOUs governance/partnership agreements that are acceptable to the Board, and the approval of the Lieutenant Governor in Council. The University is committed to working with the city on an operating framework which will be brought to the Board in December.

As indicated in the Major Capita Projects Update, upgrades are currently underway to infrastructure systems at the Aquarena in preparation for the Canada Games and MURC has been engaged.

Update on the Canada Games 2025 (cont'd)

After a lengthy discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the construction of Canada Games facilities on Memorial University property (St. John's campus), subject to the negotiation of governance/partnership agreements that are acceptable to the Board and confirmation of Lieutenant Governor in Council.

6944. FINANCE COMMITTEE

- A. Ratification of Tentative Agreements between Memorial University of Newfoundland and the Newfoundland Association of Public Employees (NAPE locals representing Maintenance, Security custodial and Marine Institute Instructors and Staff – also on the Human Relations Committee Agenda

This item was considered under the report of the Human Relations Committee as outlined in the Minutes 6945.A. below.

- B. Revised monetary mandate for Memorial University of Newfoundland Faculty Association (MUNFA) Bargaining – also on the Human Relations Committee Agenda

This item was considered under the report of the Human Relations Committee as outlined in the Minutes 6945.B. below.

- C. Faculty of Medicine Budget 2022-23

The Board received and reviewed background information pertaining to the Faculty of Medicine Budget 2022-23.

Board members were advised that Memorial's Faculty of Medicine plays a key role in preparing global citizens for tomorrow's needs through its proactive programs. Through excellence, the Faculty will integrate education, research and social accountability to advance the health and well-being of the people and communities of Newfoundland and Labrador. These key priorities were recently committed to in Transforming our Horizons, especially the themes of Proactive programs, Inspired learning, Dynamic research and Commitment to communities. To deliver on this mandate, financial sustainability is critical for the Faculty of Medicine and despite some recent fiscal challenges for the Faculty, the Dean has developed a robust deficit elimination plan for the Faculty of Medicine by 2024.

Faculty of Medicine Budget 2022-23 (cont'd)

The University recently received confirmation of its grant allocation of \$54M from the Department of Health and Community Services (DHCS) for the Fiscal Year 2022-23. Recommendations resulting from the Provincial Government funding are included in the 2022-23 Operating Budget Report, a copy of which was provided in the background documentation.

Since Fiscal Year 2015-2016, the Faculty of Medicine has been operating with a structural deficit as follows:

FISCAL YEAR	YEAR END DEFICIT*	GOVT STABILIZATION (One-Time)
2015-2016	\$1.3M	\$0
2016-2017	\$4.7M	\$0
2017-2018	\$4.7M	\$10.0M
2018-2019	\$4.7M	\$4.7M
2019-2020	\$4.9M	\$4.9M
2020-2021	\$2.6M	\$3.8M
2021-2022	\$0.4M	\$2.5M

* Excludes User Fees and MUNFA PDTER Surplus Balances

At the end of each fiscal year, the DHCS has provided the Faculty of Medicine with one- time stabilization funding to eliminate the deficits for each of the respective years.

For the current 2022-23 fiscal year, the budgeted revenue for the Faculty of Medicine totals \$68,150,764. The budgeted expenditures total \$71,659,046, resulting in a projected \$3,508,282 operating deficit by March 31, 2023. Using existing carryover, the deficit is projected to be \$2.7 million by March 31, 2023. Discussions are underway between the Faculty and the DHCS with regards to one-time funding to eliminate projected deficit, and an increase to base funding as well as identification of future funding requirements.

The Faculty of Medicine presented a 3-year plan in 2021-22 that saw the structural deficit being eliminated by 2024-25 onwards; however, the additional cut related to the provincial attrition management plan in 2021-22 has limited the ability to meet this target.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the budget for the Faculty of Medicine for 2022-23 as presented in the 2022-23 Operating Budget report, based on the recurring practices of government covering the deficit at the end of the year, and as outlined in the background documentation.

D. Increase in the “Seat Deposit” for the Doctor of Medicine program

The Board received and reviewed background information pertaining to an increase in the “seat deposit” for the Doctor of Medicine Program.

Board members were advised that medical schools across Canada use enrollment projections in order to accurately and efficiently plan for the next academic year. Normally, when applicants are applying to Medical schools they are applying for admission to several universities. Upon acceptance, applicants are required to indicate whether they plan to accept/decline and pay a non-refundable deposit, which is in addition to the application fee.

At Memorial University, when applicants to the Doctor of Medicine program receive an offer of admission, they are required to pay “seat deposit” of \$200 within 7 days to confirm their place in the incoming class. The “seat deposit” is credited against tuition when the learner enrolls. If the applicant ultimately does not enroll, the deposit is forfeited. Requiring a non-refundable seat deposit discourages applicants from holding offers of admission from multiple schools at the same time. This allows the Faculty of Medicine to offer declined seats to waitlisted applicants in a timely manner and finalize the class list for matriculation. For the waitlisted learners, it also helps ensure they have sufficient time to undertake the many personal and administrative tasks which must be completed prior to orientation.

The seat deposit for the Doctor of Medicine program at Memorial University was set more than two decades ago and is well below national norms. Recent experience implies that the \$200 non-refundable “seat deposit” is not a sufficient financial penalty to deter applicants from forfeiting the “seat deposit”. As a result, the Faculty of Medicine is requesting to increase the “seat deposit” from \$200 to \$1,000 for the upcoming admissions period, February 2023. The request was considered and endorsed by the Tuition and Fee Committee on September 14, 2022.

As detailed in Appendix A, “seat deposits” for MD programs in Canada range from \$300 to \$1,950, with most University’s charging \$1,000 or more. As “seat deposits” are credited towards tuition, there is no additional expense for learners. As the increased fee is meant to reduce the number of applicants who forfeit the deposit, revenue associated with forfeited deposits should not change significantly.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve an increase to the Faculty of Medicine’s seat deposit for the Doctor of Medicine Program, effective February 2023 as outlined in the background documentation and as follows:

- From \$200 to \$1,000 effective the current admissions cycle (February 2023).

6945. HUMAN RELATIONS COMMITTEE

- A. Ratification of tentative agreements reached between Memorial University and five NAPE locals representing employees of Facilities Management Maintenance Personnel, Custodial, Campus Enforcement and Patrol, Marine Institute Support Staff, and Marine Institute – also on the Human Relations Committee Agenda

The Board received and reviewed background information pertaining to the ratification of tentative agreements reached between Memorial University and five Newfoundland Association of Public Employees (NAPE) locals representing employees of Facilities Management Maintenance Personnel, Custodial, Campus Enforcement and Patrol, Marine Institute Support Staff, and Marine Institute (MI).

Board members were advised that the NAPE staff bargaining unit collective agreements expired March 31, 2022 and the MI Instructors expired August 31, 2022. These collective agreements represent approximately:

NAPE LOCALS

NAPE Local 7801 – Maintenance Personnel	~165 employees
NAPE Local 7804/1809 – Custodial Personnel	~115 employees
NAPE Local 7803/1804 – Campus Enforcement	~ 57 employees
Nape Local 7405 – MI Instructors	~144 employees
Nape Local 7850 – MI Support Staff	~173 employees

Negotiations commenced with NAPE on May 31, 2022, which was aligned with Provincial Government Master Bargaining (which involved 16 public sector bargaining locals). Memorial advised NAPE that MUN would not be part of the 16 group Master Bargaining, but rather it would bargain independently of these groups, albeit simultaneously and with a similar model/approach. Bargaining proposals were exchanged and the parties continued to meet and discuss through June and July 2022 until a tentative agreement was reached on August 2, 2022. Since that time, ratification votes have been conducted by NAPE and the administration was advised on October 3, 2022 that Memorial University NAPE members have voted in favour of accepting the tentative agreements.

As in the past, the recent Provincial Government Template helped establish the parameters of the changes to Memorial's Staff Collective Agreements, particularly the term and general salary increases. All NAPE staff tentative agreements will be for a four (4) year term which will expire March 31, 2026 (August 31, 2026 for MI Instructors). Also, in accordance with the Provincial template, wage increases have been agreed to as follows:

Ratification of tentative agreements reached between Memorial University and five NAPE locals representing employees of Facilities Management Maintenance Personnel, Custodial, Campus Enforcement and Patrol, Marine Institute Support Staff, and Marine Institute (cont'd)

- 2% April 1, 2022
- 2% April 1, 2023
- 2% April 1, 2024
- 2% April 1, 2025
- Recognition Bonus of \$2000 for all full-time employees as of date of ratification.
- Bonus prorated based upon the previous 12 month period for all part-time and casual employees

The parties also negotiated a number of changes to collective agreement language. Notable changes include:

- An MOU for essential services for the Power Plant (providing life/safety service to St. John's campus and the Health Sciences Centre)
- Agreement to discuss the merger of three NAPE locals on St. John's campus
- Improved language related to mandatory stand-by requirements. This will facilitate more reliable staffing to ensure a safer campus during adverse weather/storm closure
- Alignment of MI Faculty statutory holidays with the university's academic calendar
- All five agreements have added the National Day for Truth and Reconciliation (September 30th)

The University administration anticipates the Provincial Government will fund collective agreement cost increases, including the recognition bonus, within the Provincial Government template.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents ratify the tentative collective agreement with NAPE Local 7801; NAPE Local 7804/1809; NAPE Local 7803/1804; NAPE Local 7405 and NAPE Local 7850.

B. Revised monetary mandate for Memorial University of Newfoundland Faculty Association (MUNFA) Bargaining – also on the Human Relations Committee Agenda

The Board received and reviewed the revised monetary mandate for Memorial University of Newfoundland Faculty Association (MUNFA) Bargaining.

Board members were advised that the MUNFA Collective Agreement expired August 31, 2021. The parties exchanged opening proposals on January 27, 2022, and have continued to meet twice a month for two day consecutive blocks with the most recent meeting on June 8, 2022. Subsequent to the Board providing a mandate to the University bargaining committee for MUNFA negotiations, Government concluded tentative agreements with its 16 NAPE bargaining units.

The detailed financial implications of a six (6) year agreement were provided in the background documentation.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the revised monetary mandate for the Memorial University of Newfoundland Faculty Association (MUNFA) bargaining as out lined in the background documentation.

6946. EXECUTIVE COMMITTEE

A. Creation of the University Governance Secretariat

The Board received and reviewed background information pertaining to the creation of the University Governance Secretariat.

Board members were advised that the Office of the Board of Regents and the Office of the Secretary to Senate serve as key resources to the governance of Memorial University providing guidance, support and leadership to the Board, Senate and senior administration for the university's policy framework, governance best practices, and strategic insight. Across Canada these functions commonly exist within the singular role of University Secretariat, with all members of the U15 having a dedicated governance secretariat function with 80% of those having clear singular governance responsibility. While the Secretariat role may vary subtly from one institution to another to fit its unique needs, it is common that the name include use of the term "secretariat" in its title, conveying its core function as a supporting and enabling body to the administration of sound governance practices (as provided in the background documentation as Appendix B).

Creation of the University Governance Secretariat (cont'd)

It is proposed that the Office of the Board of Regents and the Office of the Secretary of Senate amalgamate to become the University Governance Secretariat ("Secretariat") to emphasize the focus this unit will have on supporting and enabling the effective governance of Memorial University's bi-cameral system, and on providing governance expertise to various other boards and governing bodies that exist across Memorial University as needed.

The University Governance Secretariat will work to ensure that the two governing bodies of the University (Board of Regents and Senate) and their various committees operate effectively, efficiently and collegially, by providing equitable administrative services and governance support to both entities. The Secretariat will be a resource for members of the University community, providing information and counsel on Senate and Board of Regents policies, procedures, precedents and records. It will have responsibility to ensure that information about the decisions taken by Senate, Board and their committees is available to the university community and that the process of decision making is clear, efficient and effective.

To facilitate the successful transition to the role of Secretariat, it is recommended that a formal transition process begin immediately. This will enable the Secretariat to determine how to best allocate existing resources with the requisite neutrality to fit the evolving governance needs of the University, and to find and implement efficiencies that support the modernization of governance processes and policy portfolio of the University and align with the strategic direction outlined in Transforming Our Horizons.

It is advised that this transition include the transfer of budget allocations and staff positions (as provided in the background documentation as Appendix A) which currently exist for these functions within the President's Office and the Registrar's Office to the Secretariat, creating a new budget and administrative envelope. No new funding is required at this time. Responsibility for the usual financial and administrative accountabilities for this new office will reside with the Executive Director of the Secretariat.

Additionally, the creation of the Secretariat will see the co-location of the Office of the Internal Auditor with the Secretariat, offering opportunity for shared services and resources, as well as providing administrative services to the Office of the Internal Auditor where the Vice-President (Administration and Finance) historically provided assistance. This allows for greater independence and accountability for routine transactions, such as procurement and leave management, of the Office of Internal Audit.

Creation of the University Governance Secretariat (cont'd)

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the creation of the University Governance Secretariat and initiate the following:

- the Office of the Board of Regents and Secretary to Senate combine to form the University Governance Secretariat;
- the transfer of existing budget allocations historically assigned to the Office of the Board of Regents and the Office of the Secretary of Senate to create a new budget envelope for the University Governance Secretariat;
- the transfer of all permanent and temporary staff positions currently associated with the Office of the Board of Regents and the Office of the Secretary of Senate to the Secretariat;
- the transfer of administrative services for the Office of the Internal Auditor previously provided by the Vice-President (Administration and Finance) to the Secretariat.

6947. AUDIT AND RISK COMMITTEE

- A. Update on the Auditor General Review – also on the Finance Committee agenda

The Board received and reviewed background information pertaining to the update on the Auditor General Review.

Board members were advised that as part of the ongoing work to update the Memorial University Act, the Provincial Government has formally requested a full and comprehensive review of operations and spending at Memorial University by the Office of the Auditor General. The Auditor General has agreed to provide government with a report, which will inform the final amendments that will be introduced in the House of Assembly. The review was announced on April 4, 2022.

In November 2021, the Provincial Government brought forward a new Auditor General Act, 2021, that expanded the Office of the Auditor General's access to information and to audit the use of government funds. These amendments included the repeal of Section 38(1) of the Memorial University Act to allow the Auditor General to determine if significant investments are being managed with due regard to the economy, efficiency and effectiveness.

Update on the Auditor General Review (cont'd)

The Auditor General advised the President that audit planning would commence on May 24, 2022 with the team arriving on site. The Office of the Auditor General team (AG team) has been provided with office space, and equipment in the Arts and Administration Building.

The University has assigned a liaison team including Paul Tucker, Chief Operating Officer in the Faculty of Medicine as lead, the Office of the Vice-President (Administration & Finance), the University Auditor, to coordinate the information requests and responses for the AG team. Requests to date have been responded to in a timely manner and are documented through email, a document manager application, and tracking spreadsheet. The AG team is in planning mode and has been reviewing information via Memorial's website, and requesting information, and meeting with various units. It was also noted that an Audit Manager has been hired by the Office of the Auditor General, and is now on site located in the Arts and Administration Building.

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

B. Amendment of Memorial University Recreation Complex (MURC) Management Agreement to Transfer Management of PE2000 (Gymnasium), to the School of Human Kinetics and Recreation

The Board received and reviewed background information pertaining to an amendment of the Memorial University Recreation Complex (MURC) Management Agreement to Transfer Management of PE2000 (Gymnasium), to the School of Human Kinetics and Recreation.

Board members were advised that a Management Agreement which has been in place since 2005 establishes the terms and conditions of the relationship between Memorial University and MURC, a separately incorporated entity of the University. The Amended and Restated Management Agreement made the 20th day of June, 2014 includes the management of the Gymnasium in the Physical Education Building. In summer 2022, with correspondence between the Vice-President (Administration and Finance) and the Chair of the MURC Board, MURC and the School of Human Kinetics agreed to transfer management of the facility back to Memorial University.

The Management Agreement has been amended to reflect the transfer of the Gymnasium to Memorial University. The agreement states that Memorial accepts the responsibility for the physical condition of the facility "as is". A copy of the draft amended agreement was provided in the background documentation.

In alignment with Transforming Our Horizons, the transfer of the Gymnasium will result in improved services to students through direct contact with the School of Human Kinetics and Recreation, and it will streamline the administration of revenue opportunities for the Faculty.

Amendment of Memorial University Recreation Complex (MURC) Management Agreement to Transfer Management of PE2000 (Gymnasium), to the School of Human Kinetics and Recreation (cont'd)

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the amendment to the 2014 Amended and Restated Management Agreement between the University and the Memorial University Recreation Complex (MURC) in order to transfer the management of the PE 2000 Gymnasium from MURC to the School of Human Kinetics and Recreation and as outlined in the background documentation.

6948. PRESENTATION TO THE BOARD

Ms. Lisa Browne, Vice-President (Advancement and External Relations), provided the Board with a presentation with regard to the Vice-President (Advancement and External Relations) portfolio.

Following a question and answer period, Ms. Duke on behalf of the Board, thanked Ms. Browne for her very informative presentation (a copy of which is located in the Board files).

6949. ANY OTHER BUSINESS

A. Date of Next Meeting

The Chair advised that the next regular meeting of the Board of Regents is scheduled to be held on Thursday, December 1, 2022.

ADJOURNMENT

The meeting adjourned at 5:56 p.m.

CHAIR

SECRETARY

DATE