

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

A meeting of the Board of Regents was held on Thursday, February 6, 2003, in the Board Room of the University at 2:30 p.m.

PRESENT:

Chris Decker, Chair
Dr. Georgina Hedges, Vice-Chair
John Crosbie, Chancellor
Dr. Axel Meisen, President and Vice-Chancellor
Dr. Evan Simpson, Vice President (Academic) and Pro Vice-Chancellor
Gail Aylward
Lisa Browne
Calvin Butt
Dorothy George
Ed Kelly
Dr. Brendan Lewis
Earl Ludlow
Joan Pinsent
Andrea Quinlan
Darlene Russell
Harvey Short
Kathryn Small
Lorelei Stanley-Newton
Susan Wood
Marion Gregory, Acting Secretary

APOLOGIES: Hayward Blake, Leigh Borden, Samuel Chaulk, Sharon Duggan, and Nancy Kelly.

PRESENT BY INVITATION: Wayne Thistle, Vice-President (Administration and Finance) and Legal Counsel.

1. MINUTES

The minutes of the regular meeting of the Board of Regents, held on December 5, 2002, and the minutes of the Executive Committee meeting held on January 16, 2003, copies of which were circulated prior to the meeting, were approved by the Board.

2. CHAIR'S REPORT

DATES FOR FUTURE BOARD MEETINGS

The Board received and reviewed a list of dates for future Board meetings and, after discussion, agreed with the following dates:

Thursday, February 6, 2003
Thursday, March 27, 2003
Tuesday, May 27, 2003
(To coincide with Spring Convocation May 28 - 30, 2003)
Wednesday, Thursday and Friday - July 23, 24 and 25, 2003
(To be held in St. Anthony)

Thursday, September 11, 2003
Thursday, October 16, 2003
Thursday, December 11, 2003

The Chair noted that, in future, every effort would be made to adhere to the original schedule of meetings.

3. **PRESIDENT'S REPORT**

1. Issues and Future Actions

The President gave a power point presentation entitled Issues and Future Actions. He began the presentation with an overview of the University's accomplishments to date. Some of the highlights of the presentation are as follows:

Enrollment

One of the greatest pressures Memorial faces now, and will face in the coming years, is the impact of our declining population and changing demographics. Traditionally, over 90% of Memorial's students have been from this province. There has been a major decline since the early 1990's, and this trend is expected to continue. In 1994, the number of high school graduates with university enhanced qualifications was about 8,000. By 2010, the number is expected to fall to 4,300 which is a decline of almost 50% since the early 1990's. In response to this impending threat, we are engaged in an aggressive student recruitment campaign. We are currently seeking to attract more students from rural Newfoundland and Labrador, from other Canadian provinces, and from elsewhere in the world. This recruitment campaign has been quite successful. Despite our demographics, enrolment is holding steady, even increasing in recent years.

In the last two years, there has also been a 50% increase in students coming to Memorial from elsewhere in Canada. In 2000, we had 870 such students compared with 1,260 currently. Memorial has two student recruiters located in Ontario who have been active in coordinating information programs, school visits, advertising and advising.

We are also making strong efforts to attract more international students with a goal to increase enrolment from approximately 200 to 1,200 undergraduate students by 2005. We are targeting particularly the Middle East (Saudi Arabia and the Gulf States) and Asia.

Research

In the area of research, Memorial has attracted more than \$48 million in 2002 in external research funding. Add to that the \$33 million that we have successfully secured through the Atlantic Innovation Fund, and it can be seen that we have considerable resources to undertake research. The goal is to increase research funding to \$75 million per annum by 2005 and we are on target to reach this goal. However compared with other universities in Atlantic Canada, Memorial is only second in the region. Dalhousie currently attracts the largest research funding in Atlantic Canada. The differences become even larger when we compare ourselves with the large, research-intensive universities, such as the University of Waterloo and the University of Toronto.

While the task of meeting our \$75 million target is a challenge, there are realistic ways of achieving it. Partnering with other universities, industry and government are excellent ways to improve research income. We also look for support from the provincial government. All provinces without exception have good matching programs, and our provincial government must, therefore also look at programs that provide substantial matching funds for research. The primary purpose of attracting research funds is to support our students and to address

important questions.

Initiatives

The President spoke of a number of important initiatives which have been taken in the past year or which we are in the process of taking. Among these can be listed the renovations to the Harlow campus; the renovation of the Thomson Student Centre at a cost of \$10 million to create the INCO Innovation Centre; the opening of the new Marine Field Station at Norris Point in Bonne Bay on the west coast of the island; the new Master's program in Oil and Gas Studies which is expected to start in the Fall and will be directed at future leaders in companies and public sector organizations; the establishment of "Petroleum Research Atlantic Canada" (PRAC).

Budget

The President noted that the University's operating budget (excluding research grants and contracts) has increased from \$172 million in 1999/2000 to \$195 million in 2002/2003. This results in part from an increase in the Government grant, and also from the decrease in tuition fees. The President commented that while there has been some increase in government spending in education since 1990, it does not compare favourably with the very large increase in health spending.

Seahawks

The President ended his presentation by noting the achievement of the Seahawks Women's Basketball team which is now ranked Number 1 in the country.

The Board thanked the President for his presentation.

2. Registration and Progress Report - Winter 2003

A comparison of enrollments for the Winter Semester 2001 - 2003 was circulated for the information of the Board.

The President noted that because of an increase in course registrations extra course sections have been added. He also noted that almost 10% of the course offerings are now delivered by distance education. Many of these courses are taken by students on campus. Some find it convenient and some prefer that method of instruction.

3. Presentation to the Royal Commission on Renewing and Strengthening our Place in Canada

The Board reviewed an Outline of Submission by Memorial University of Newfoundland to the "Royal Commission on Renewing and Strengthening our Place in Canada" which had been circulated for the information of the Board. The President will oversee the preparation of a submission based on the Outline.

4. Extension of Appointments to MURC Board

The Board reviewed background information regarding the extension of the appointment of MUNSU representatives to the Board of Memorial University Recreation Complex Inc.

The one year appointments of Mr. Joby Fleming and Ms. Melissa Ivany as student representatives on the MURC Board ended on November 13, 2002. Mr. Gilbert Salam, MUNSU President, has requested an extension of these appointments until May 31, 2003. This extension would facilitate a more efficient appointments process as the newly elected

student council executive could recommend new appointments each year at the May Board of Regents meeting. The original appointment letters indicated that the term could be renewed. After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the extension of the appointment of Mr. Joby Fleming and Ms. Melissa Ivany to Board of Directors of the Memorial University Recreation Complex Inc. until May 31, 2003.

4. **FINANCE COMMITTEE**

A draft of the minutes of the Finance Committee meeting held on February 6, 2003, copies of which were circulated at the meeting, was presented by Mr. Short, Chair of the Committee, and approved by the Board. The following resolutions were passed with respect to the items requiring specific Board approval:

Item A -Tuition Fee Policy for International Undergraduate Students

The Board received and reviewed documentation pertaining to a recommendation for a change to the tuition fee policy for International Undergraduate Students. Since 1992, Memorial University has charged international undergraduate students tuition fees which were approximately twice the fees for domestic students. Presently, international tuition fees are \$660 per three-hour credit course and approximately 175 international students are enrolled at the University.

In the Fall of 2002, the Senior Executive of the University struck a committee to examine tuition fees for international undergraduate students. The report of the committee was adopted by the Senior Executive Committee. The report indicates that various factors should be taken into account in setting the fees, including: academic and student services, recruitment and marketing; trends in the international student recruitment markets; Memorial's infrastructure and reputation; financial assistance for students with limited means. Furthermore, the report recommends different fees for "in-course students" (i.e. students presently registered at the University) and "new students" (i.e. students registering from Fall 2003 onwards).

Consultations have been held with representatives of student groups. While students do not generally favour fee increases, they recognize that the proposed fees would place Memorial's fees still amongst the lowest in Canada and that the additional revenues would help to improve the service to students.

The Chair advised the Board that he met with a representative group of international students to discuss this proposal.

An e-mail message dated February 5, 2003, from Leigh Borden commenting on the establishment of the proposed new policy was circulated at the meeting. After extensive discussion and taking into account representations from students, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the establishment of a new tuition fee policy for international undergraduate students as follows:

1. Tuition Fees of \$800 per three-hour credit course as of September 2003 and \$880 as of September 2004 for new international students; and
2. Tuition Fee increases of 10% per year for in-course international undergraduate students until they graduate from their present program or until August 2006, whichever comes first. (As a result, the fees for in-course students will be \$726 in 2003-04, \$798 in 2004-05 and \$878 in 2005-06).

The President thanked the Board for its careful consideration of this recommendation and expressed his appreciation of the care taken in this matter. He noted that the University will issue a statement which will summarize the fee policy, its basis and its implementation.

Item B - Revised Budget Estimates

The Board received and reviewed documentation pertaining to revised Budget Estimates for the fiscal year 2002-2003. The Provincial Government has provided an increase in the Government grant in the amount of \$8,120,300 to cover a further 10% tuition fee reduction, general salary increases for staff and additional funding to cover capital and deferred maintenance needs. The Federal Government has also provided a special grant in the amount of \$3,283,000 to fund the indirect cost of research. After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the revised Budget Estimates for fiscal 2002-2003. The projected estimates for expenditure are \$171,075,000 and the projected estimates for revenue are \$171,832,000 resulting in a projected surplus of \$757,000. The current year's projected surplus will be used to offset the prior year's operating deficit of \$757,000.

Item C - Application Fee for the School of Pharmacy

The Board received and reviewed documentation pertaining to the implementation of an Application Fee to cover the costs associated with a new interview process for admission to the School of Pharmacy. The School of Pharmacy has traditionally evaluated applicants for admission on academic criteria only. It has been recognized for some time that non-academic characteristics contribute significantly to student success and performance in the profession. As such, in the spring of 2003 the School of Pharmacy will implement an interview process to assess the non-academic characteristics of applicants.

The School has engaged the services of a psychometric consultant who has taken it through an extensive consultation process. The consultant will develop a bank of interview questions designed to assess specific non-academic criteria. Annually, the consultant will train interviewers, randomly audit interview scoring, assess the validity of selected measures relative to student performance in the program and update the question bank as required.

The School has eliminated the Pharmacy College Admission Test (PCAT) as one measure of academic performance. A review of the PCAT scores has shown little predictive value in terms of future student performance. The cost of the PCAT Test was \$69.00 US.

The services of the consultant and operational costs associated with the interview process can be offset by the introduction of an application fee. After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the implementation of an Application Fee of \$75 to cover the costs associated with a new interview process for admission to the School of Pharmacy.

Item D - Establishment of Two Permanent Positions in the Department of Computing and Communication

The Board received and reviewed documentation pertaining to the establishment of two permanent positions in the Department of Computing and Communications.

These positions are regarded as part of the Department's core employee complement, and have been regularly budgeted for in the same manner as for the Department's full-time complement. After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the establishment of two permanent positions in the Department of Computing and Communications as follows:

PC Consultant III - CGS-070
PC Consultant III - CGS-071

Ms. Quinlan left the meeting at 4:10 p.m.

5. AD HOC BENEFITS COMMITTEE

The Board received and reviewed an executive summary prepared by the University Administration of a draft Report to the Ad Hoc Committee on Benefits.

At its October 17, 2002 meeting, the Board of Regents established an Ad Hoc Committee to review the University's Group Benefits Program, and after appropriate consultation with stakeholders, submit recommendations to the Board with respect to any measures which may be necessary to ensure the sustainability of the group benefit plans into the future. Further, the Ad Hoc Committee on Benefits was requested to report back to the Board after the Administration prepared its recommendations by year-end.

6. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE

The Board received and reviewed copies of the minutes of the Campus Planning and Development Committee meeting held on February 6, 2003. They were presented by Mr. Kelly, Chair of the Committee, and approved by the Board. The following resolutions were passed with respect to the items which required specific approval of the Board:

Item 1 - Selection of Engineering and Architectural Firm for the INCO Innovation Centre

The Board received and reviewed background material on the selection of an Engineering and Architectural Firm for the INCO Innovation Centre. The Call for Proposals closed on January 16, 2003 and resulted in three submissions by architectural/engineering teams. These submissions were evaluated by the INCO Facilities Advisory Committee. After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the appointment of John Hearn Contemporary Architects Inc. as Prime Consultant for the detailed architectural and engineering design for the INCO Innovation Centre project.

Item 2 - University Policy for the Selection and Appointment of Consultants for Capital Projects of less than \$500,000

The Board received and reviewed background material on the University Policy for the Selection and Appointment of Consultants for Capital Projects of less than \$500,000.

At a meeting of the Board of Regents held on March 9, 2000, approval was given to a Policy for the Selection and Appointment of Prime Consultants for Major Capital Projects in excess of \$500,000. Consideration is now being requested for a Policy for the Selection and Appointment of Consultants for Capital Projects of less than \$500,000.

This policy would guide the selection and retention of consultants for projects with a capital value of less than \$500,000 and is intended to ensure that all such consulting assignments are awarded in a fair and equitable manner. The policy is also meant to ensure that the University is able to select the most qualified and competent consulting resources for each project.

The expenditure of consulting fees for projects with a capital value of less than \$500,000 and the annual number of projects for the past three fiscal years was as follows:

Fiscal Year	Total Fees	Number of Projects
2001/02	\$70,383	12
2000/01	\$63,067	11
1999/00	\$60,584	8

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve a Policy for the Selection and Appointment of Consultants for Capital Projects of less than \$500,000.

Item 3 - Summary of Provisions of the Lease Re Shamrock Farm/Kelly Property and Newfoundland Autism Association

The Board received and reviewed background material on the establishment of a provincial centre for autism at Shamrock Farm.

At the October 17, 2002 meeting of the Board of Regents, approval was given to the request from the Autism Society of Newfoundland and Labrador to lease a portion of the Shamrock Farm property from the University to enable the establishment of a provincial centre for autism on the site. This approval was subject to the ownership of the property being transferred to the University and the development of a mutually satisfactory lease between the Autism Society and the University. Documents are currently being finalized for the transfer of ownership of the land from the Department of Works, Services and Transportation to the University. After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the terms of the lease between Memorial University and the Autism Society, the details of which are outlined in a memorandum from the Director of Facilities Management to the Vice-President (Administration and Finance) and Legal Counsel, dated January 22, 2003.

7. **APPOINTMENTS COMMITTEE**

The Board received and reviewed two reports of Appointments Committee meetings held on January 9, 2003 and February 6, 2003, which were presented by Ms. Aylward, Chair of the Committee, and accepted by the Board.

The Board received and reviewed background information relevant to the appointments of the Dean of Education and the Director of the School of Pharmacy. After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the appointment of Dr. Alice Collins as Dean of the Faculty of Education, and Dr. Linda Hensman as Director of the School of Pharmacy, on the terms and conditions as recommended.

8. **SEPARATELY INCORPORATED ENTITIES COMMITTEE**

Dr. Hedges, Chair of the Separately Incorporated Entities Committee, reported that the Committee met on February 5, 2003, however, there were insufficient members present to constitute a quorum. The members present decided to proceed with the meeting and, following discussion among those present, it was agreed that the present composition of the Committee should be changed.

The following resolution was passed:

RESOLVED:

That the Board of Regents approve the following change in the terms of reference of the SIE Standing Committee:

“A. COMPOSITION

1. The Committee shall be comprised of four members from the Board. They shall be appointed by the Chair of the Board, who will appoint one of the Board members to serve as Chair of the Committee.
2. In addition, there shall be three ex-officio members as follows:
 - (a) The President
 - (b) The Vice-President (Administration and Finance) and Legal Counsel
 - (c) The Director of Financial and Administrative Services
3. The Secretary of the Board of Regents shall serve as non-voting Secretary of the Committee.

B. QUORUM

The quorum for the Committee shall be four, at least three of whom shall be from Section A.1. above.”

9. LABOUR RELATIONS MATTERS

MUNFA Update

The Board received a verbal report from the President on the status of negotiations with MUNFA. The University’s negotiating team continues to operate within the parameters agreed by the Board. Salary matters have yet to be dealt with. It is anticipated that there will be a more detailed report for the March meeting of the Board.

10. SENATE MATTERS

Special and Regular Senate Meetings held December 10, 2002, and January 14, 2003.

The Board received and reviewed the minutes of the Special and Regular meetings of Senate of December 10, 2002 and the minutes of the Regular meeting of January 14, 2003. Approval was given to the following items requiring Board approval under Section 56(h) (courses of study) and 56(s) (making or altering a rule or regulation) of the Act:

Regular Meeting of December 10, 2002:

Item 35 - Report of the Senate Committee on Undergraduate Studies

Items 35.1 - 35.9

Item 36 - Report of the Academic Council of the School of Graduate Studies

Items 36.1 - 36.4

Regular Meeting of January 14, 2003:

Item 46 - Report of the Senate Committee on Undergraduate Studies

Items 46.1 - 46.4

Item 48 - Report of the Academic Council of the School of Graduate Studies

Items 48.1 - 48.3

Report of Senate Committee on Undergraduate Studies

The President advised that a similar document reporting on the activities of the Senate Committee on Undergraduate Studies will also be provided in the future.

11. INFORMATIONAL ITEMS

1. Memo from Vice-President (Academic) Re: Actions of the Planning and Budget Committee - New Centres

The Board received and reviewed correspondence from Dr. Simpson to Mr. Glenn Collins and Ms. Bennett, as called for in Policies and Procedures for the Establishment of University Institutes and Centres, concerning three recent actions of the Planning and Budget Committee, which will require Senate and Board of Regents approval, as follows:

1. Approval of the establishment of a Research Centre in Music Media, and Place
2. Approval in principle to an INCO Innovation Centre
3. Approval in principle to a Centre for Rural and Regional Studies

2. Annual Report of the Public Policy Research Centre

Circulated for information were copies of the Annual Report of the Public Policy Research Centre for the period September 1, 2001 to August 31, 2002 (with an extension to October 31, 2002).

3. Report of the Review Panel on the Future of the Public Policy Centre

Copies of the Report of the Review Panel on the Future of the Public Policy Centre were circulated at the meeting for eventual discussion at the March 27, 2003 Board meeting.

ADJOURNMENT

The meeting adjourned at 5:10 p.m.