

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

A meeting of the Board of Regents was held on Tuesday, May 24, 2005, in the Board Room of the University at 1:00 p.m.

PRESENT:

Lorne Wheeler, Chair
Dr. Georgina Hedges, Vice-Chair
Dr. John Crosbie, Chancellor
Dr. Axel Meisen, President and Vice-Chancellor
Dr. Eddy Campbell, Vice-President (Academic)
Gail Aylward
Hayward Blake
Mary Broderick
Lisa Browne
Calvin Butt
Sam Chaulk
Pat Coish-Snow
Dr. Wynanne Downer
Leslie Galway
Ed Kelly
Dr. Brendan Lewis
Earl Ludlow
Gary Peddle
Joan Pinsent
Darlene Russell
Harvey Short
Roxana Vernescu
Eleanor Bennett, Secretary

APOLOGIES: Sharon Duggan, Thom Duggan, Dorothy George, Dave Porter, and Andrea Quinlan.

PRESENT BY INVITATION: Brian Colbourne, Director of Financial and Administrative Services, and Kent Decker, Vice-President (Administration and Finance).

1. MINUTES

The Minutes of the regular meeting of the Board of Regents held on March 24, 2005, and the minutes of the special meeting held on April 21, 2005, copies of which were circulated prior to the meeting, were approved by the Board.

2. PRESENTATION "POSITIONING AND BRAND STRATEGY"

The Chair welcomed to the meeting, Victoria Collins, Director of University Relations, Sarah Agnew, Vice-President (Account Director), Manifest Inc. and Tracey Rees, Vice President (Strategic and Creative Planning).

Ms. Agnew presented a power-point presentation on a new positioning and brand strategy for Memorial University. Following the presentation, Ms. Agnew and Ms. Rees answered questions from the Board.

Mr. Wheeler thanked Ms. Agnew and Ms. Reese for their very informative and thought-provoking presentation and they, along with Ms. Collins, left the meeting at 2:00 p.m.

3. CHAIR'S REPORT

1. Congratulations to Mr. Ludlow

The Chair congratulated Mr. Ludlow on his appointment as President and CEO of Fortis Properties Inc.

2. President Awarded Top 50 CEO in Atlantic Canada

The Chair congratulated Dr. Meisen on being named one of the Top 50 CEO's in Atlantic Canada by the Atlantic Business magazine. The award was presented at a gala dinner in Halifax on May 11th. Mr. Wheeler advised that the Board would hear more about this later at the dinner following the meeting, which would be in Dr. Meisen's honour.

3. Appointments to Committees

The Chair advised the Board of the following appointments to Board Committees:

- (a) Dr. Wynanne Downer to be Vice-Chair of Finance Committee
- (b) Earl Ludlow to be Vice-Chair of Campus Planning & Development Committee
- (c) Dr. Wynanne Downer to serve on Appointments Committee
- (d) Pat Coish-Snow to be appointed a member of the SIE Committee, and to be Vice-Chair of the Committee.

4. Change in Terms of Reference - Board Committees

The Chair informed the Board that the following changes would be made to the Board Committees:

- (a) Amend Terms of Reference of Appointments Committee under "Responsibilities" to include: "To review Human Resources issues with respect to Exit Interviews on an annual basis."
- (b) Amend Terms of Reference of the SIE Committee under "Composition" to include the appointment of one Regent to be Vice-Chair of the Committee.

5. NAUBCS Conference

The Chair advised the Board that he and the Secretary attended the National Association of University Board Chairs and Secretaries (NAUBCS) Conference in Halifax from April 30th to May 2nd. The topic of the Conference was "Internationalization of Higher Education".

4. PRESIDENT'S REPORT

1. Activity Report

The President reported on the following events he had attended on behalf of the University.

March 30 Hosted a luncheon meeting for members of the City of Mount Pearl.

March 31 Attended a speaking engagement with the Port aux Basques Chamber of Commerce and the South West Coast Development Association.

Met with industry and friends of the University in Stephenville

April 23 Hosted a donor recognition dinner for Mr. Roy Ash who donated a new piano for the Petro-Canada Hall in the School of Music. This was followed by a Gala Inaugural Concert of the new Kawai Concert Grand Piano.

April 27 Attended the Landmark Visualization Centre Opening.

April 29 to May 2

Visited the Kuwait Foundation for the Advancement of Sciences regarding research funding

Visited Kuwait Institute for Scientific Research regarding possible research collaboration with Memorial.

Visited the University of Kuwait regarding joint education

and research activities.

May 3- 5 Visited Omani ministries of Oil and Education regarding professional development programs and support for Omani students to study at Memorial University.

Visited Omani Technical Colleges regarding students transferring into Memorial's B.Tech. programs.

Visited Sultan Qaboos University regarding possible collaboration in health sciences at Memorial.

May 6-8 Met with the Gulf University (Bahrain) regarding training of faculty members and offering the Masters of Oil and Gas Studies.

May 12-14 Hosted the SWGC Convocation President's Dinner.

Attended SWGC Convocation ceremonies. Rick Mercer received the honorary degree.

Attended the art exhibition opening of the *SeaRose* Collection. He noted that this Collection, commissioned by Dr. John Lau, consists of 22 pieces of art created by Sir Wilfred Grenfell College visual arts students and will hang in the accommodations module of the *SeaRose* FPSO - the production vessel for the White Rose oil field. In return for the art work, Husky Energy has established the Husky Energy *SeaRose* Travel Bursary, an annual travel grant of \$2,000 for a Fine Arts student intending to study at Harlow.

May 18 Hosted a luncheon meeting with Minister Rideout and others regarding Labrador matters.

Met with the Faculty of Medicine Accreditation Site Team for an exit Interview.

2. Strategic Plan

Dr. Meisen advised the Board that the University will be initiating a new Strategic Planning exercise over the summer. The objective of the new planning process will be to build on the success of Memorial's previous plans and to develop the important priorities that will guide the university in its next five years and beyond. This will be achieved through a series of university-wide assemblies, special presentations, submissions and other vehicles, and will involve input from the internal and external communities.

3. Long-Term Care Facility for Corner Brook

The President commented on the recent government announcement for construction of a long-term care facility in Corner Brook. The new facility will be located in close proximity to Sir Wilfred Grenfell College campus and will provide excellent teaching and research opportunities, in particular the west coast nursing program.

4. Review of Varsity Athletics

Dr. Meisen advised the Board that a review of varsity athletics is being conducted at the University. The review will look at where varsity athletics should fit and how it serves our students. Dr. Campbell is overseeing the review.

5. Ivany Commission

Dr. Meisen reported to the Board that he had established a commission to study the reporting structure of Sir Wilfred Grenfell College. The commissioners are Dr. George Ivany, who will act as Chair, Dr. James Greenlee from Grenfell College and Dr. Jack Strawbridge, Director of Faculty Relations.

6. Application Summary 2005

The Board received and reviewed an undergraduate application summary report for the Fall semester 2005. Dr. Campbell and Dr. Meisen reviewed the data with the Board.

7. Registration Progress Report - Spring 2005

The Board received and reviewed a Registration progress report for the Spring Semester 2005. The data showed that there has been a 0.8% increase in registrations for the St. John's campus compared with Spring semester 2004 and a 29.2% increase at Sir Wilfred Grenfell College (largely due to the Education program offered by the Faculty of Education), while Distance Education showed an increase of 11.9%. In addition, there has been an overall 4.2% increase in enrollment over one year ago.

8. Appointment of SWGC Student Representative

The Board received and reviewed a recommendation from the Grenfell College Students Union for the appointment of Steven Cranford as their representative on the Board of Regents. The Board was advised that during the Fall 2004 sitting of the House of Assembly, legislation was passed regarding amendments to the *Memorial University Act* which

increased the number of student members on the Board from two to four, each representing the four student union groups at the University.

The Board was advised that Mr. Cranford meets the requirements set out in the *Act*. The appointment is subject to the approval of the Lieutenant-Governor in Council.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents recommend to the Lieutenant Governor in Council the appointment of Mr. Steven Cranford as a student member on the Board of Regents representing the Grenfell College Students Union, for a term of two years, effective immediately.

9. Appointments to MURC Board

The Board received and reviewed background information pertaining to appointments to the Board of Directors of the Memorial University Recreation Complex (MURC).

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the following appointments and reappointments to the MURC Board of Directors:

Mr. Roger Drinkall, MUNSU, to be appointed for a one-year term commencing June 1, 2005 and ending May 31, 2006.

Ms. Zoiey Cobb, MUNSU, to be appointed for a two-year term commencing June 1, 2005 and ending May 31, 2007.

Ms. Erica Murton, MISU, to be appointed for a one-year term commencing June 1, 2005 and ending May 31, 2006.

Ms. Jill Pitcher, GSU, to be reappointed for a further one-year term commencing June 1, 2005 and ending May 31, 2006.

The Board also received notification of the following retirements from the MURC Board: Mr. Brian Hudson, Mr. Luke Gaulton, and Ms. Tiffany

Groves, all MUNSU representatives.

5. FINANCE COMMITTEE

The Board received and reviewed a draft of the Minutes of the Finance Committee meeting held on May 24, 2005, which were presented by Mr. Short, Chair of the Committee, and approved by the Board. The following resolutions were passed with respect to the recommendations of the Finance Committee which required Board approval:

Item A - Infrastructure Financing Strategy - Update

The Board was reminded that at the special meeting of April 21, 2005, it approved the Infrastructure Financing Strategy document as a basis to commence formal discussions with the Province. The Board received and reviewed a document on the Impacts of the Proposed Infrastructure Financing Strategy. The Board was advised that the Administration prepared this transmittal document which outlined the economic impacts of the proposed strategy and has communicated it to government.

Item B - 2005-06 Budget Estimates

The Board received and reviewed background information pertaining to the budget estimates for the fiscal year 2005-06. The Board was advised that the Provincial Government has provided an increase in its grant in the amount of \$13,131,600. This was provided to cover general salary increases for faculty under the MUNFA Collective Agreement, 100% of step increases, fringe benefits and pension indexing. In addition, funds were provided for essential operating, strategic initiatives and deferred maintenance. The Federal Government has again this year provided a special grant amounting to \$3,933,955 to fund a portion of the indirect costs of research.

The projected estimates for expenditure are \$217,958,575 and the projected estimates for revenue are \$217,958,575 resulting in an anticipated balanced budget.

Further the University has received its grant allocation for the Faculty of Medicine for the fiscal year 2005-06. The Provincial Government has provided an increase in the grant amounting to \$1,943,000 covering increases in operating expenses and additional capital requirements.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the Budget Estimates

for the fiscal year 2005-06. The projected estimates for expenditure are \$217,958,575 and the projected estimates for revenue are \$217,958,575, resulting in an anticipated balanced budget.

Further that the Board of Regents approve the Budget Estimates for the fiscal year 2005-06 for the Faculty of Medicine. The projected estimates for expenditure are \$29,436,700 and the projected estimates for revenue are \$29,436,700, resulting in an anticipated balanced budget.

Item C - Update on Auditor General Actions

The Board received and reviewed a report of the actions taken by the Auditor General pertaining to a review of the University's financial statements by the Province's Auditor General. This report was for the Board's information.

Item D - Audit Plan for 2005-2006 and Establishment of New Committee

The Board received and reviewed a copy of the proposed Audit Plan for fiscal year 2005-06, which was presented by Ms. Browne, Chair of the Audit Committee. The Board was advised that this plan is primarily risk-based, adopting a thematic approach to identify audit projects for the current fiscal year. Other projects are proposed to ensure that areas of the University that have not been audited for a number of years are reviewed. Much of the audit work will be performed by external auditors.

The Board also received a report reviewing the role and structure of the Audit Committee, which is presently a sub-committee of the Finance Committee. A recommendation was made that the Audit Committee cease to be a sub-committee of the Finance Committee and be a stand alone committee of the Board. Proposed terms of reference for the new committee, to be named "Audit and Risk Management Committee", were presented to the Board for their consideration.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve a recommendation that the Audit Committee cease to be a sub-committee of the Finance Committee, and establish a new stand alone committee named the "Audit and Risk Management Committee" in accordance with the terms of reference as presented.

Item E - Increase in GSU Fee

The Board received and reviewed background information pertaining to a recommendation for an increase in the Graduate Students' Union fees resulting from an increase in the Canadian Federation of Students membership fee.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve an increase in Graduate Students' Union fees of \$0.12 (thereby raising the fees to \$7.32) for full and part-time students for the Fall and Winter semesters only, effective September 1, 2005; and, allocate the fees in equal proportions of \$3.66 to the Canadian Federation of Students and the Canadian Federation of Students - Newfoundland and Labrador.

Item F - Fee Reimbursement for Withdrawal from Graduate Programme

The Board received and reviewed background information pertaining to a recommendation for fee reimbursement upon voluntary withdrawal or leave of absence from graduate programs. The Board was advised that a request was received from the Graduate Students' Union to create a fee reimbursement policy that meets the needs of graduate students and the service commitments of their programs.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve a policy, with effect from September 2005, that tuition fees (i.e. program and continuance fees) be refundable for graduate students who withdraw from their program or are granted a leave of absence, retroactively; and, that an administrative fee of \$25 be charged for approved requests.

Item G - Increase in Grenfell College Students' Union Fees

The Board received and reviewed background information pertaining to a recommendation for an increase of \$4 in the Grenfell College Students' Union fee. The Board was advised that the new GCSU fee will change from \$45 to \$49 per semester for full-time students, and from \$7 to \$11 per semester for part-time students.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve an increase of 4% in the Grenfell College Students' Union fee for all full and part-time undergraduate students at Sir Wilfred Grenfell College, effective September 2005.

Item H - Increase in Residence and Meal Plan Rates - St. John's Campus

The Board received and reviewed background information pertaining to a recommendation for increases to student residence and meal plan rates for the St. John's campus for 2005-06. The Board was advised that the increase in residence rates is necessary to cover the cost of projected fuel increases and the cost of furniture and equipment replacement. The increase in the meal plan rates reflect the arbitrated award of 5% increase to unionized staff of Chartwells.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve an increase of 4% in residence room rates, with the exception of the Baltimore Court family units; and, increases in meal plan rates for Paton College students of approximately 3.8%, effective September 2005.

Item I - Activities Fee for Students in Residence (SWGC)

The Board received and reviewed background information pertaining to a recommendation that a \$5 per semester activity fee be charged to all students who live in residence and chalets at Sir Wilfred Grenfell College.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve a recommendation that an activity fee of \$5 per semester be charged to all students who live in residence and chalets at Sir Wilfred Grenfell College, effective September 2005.

Item J - Cost Increases in Employee Benefits

At its meeting on March 24, 2005 the Board requested an analysis of

actual cost experience compared to the projected costs contained in the report of the Ad Hoc Benefits Committee.

The Board received and reviewed a report of the Memorial University of Newfoundland Core Group Benefits Program Comparison of Actual Costs Experience to Projected Costs for the Fiscal Years 2002-03 to 2005-06. The Board was advised that certain benefits experienced cost increases that, on a percentage basis, were significantly higher or lower than expected (e.g. Accidental Death & Dismemberment - 50% increase phased over two years, and Travel - no increase). Actual costs in other areas were, for the most part, in line with expectations.

In the case of the Health Plan, favourable experience led to costs, at the end of the four year period, that were lower than projected, whereas the Long Term Disability plan showed higher than anticipated costs. This resulted from a higher incidence of LTD claims due, in part, to the aging workforce at Memorial. For employee benefits only, the relative cost share expected for the 2005-06 policy year is 46.7% for the University and 53.3% for employees (ten year basis: 49.7% University, and 50.3% employees). Retiree benefits are cost shared 50/50.

Item K - Annual Report on Leased Space

The Board received and reviewed summary report on all property lease agreements of Memorial University. These leases cover agreements for external space occupied by the University as well as space Memorial University has leased to other organizations.

Item L - Establishment of Position

The Board received and reviewed background information pertaining to a request for the establishment of a position in the Department of Computing and Communication.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the establishment of the following position in the Department of Computing and Communication:

CGS-085 - Network Administrator III

6. PLANNING & DEVELOPMENT COMMITTEE

1. Action Taken on Behalf of the Board - April 21, 2005

The Board was reminded that at its March 24, 2005 meeting it granted authority to the Campus Planning and Development Committee to consider the Evaluation Report of the Selection Advisory Committee on the Request for Proposals for Architectural/Engineering Consulting Services for the Faculty of Arts Facilities Plan on the St. John's Campus, and for the St. John's Campus Master Plan Update and Traffic and Parking Study, and to appoint the consulting firms.

The Board was advised that the Campus Planning and Development Committee held a special meeting on April 21, 2005 and, following review of the Evaluation Reports of the Selection Advisory Committee, recommended the appointment of Sheppard Case Architect Inc. to provide Architectural/Engineering Consulting Services for the Faculty of Arts Facilities Plan on the St. John's Campus; and, recommended the appointment of Brook McIlroy Inc. Planning and Urban Design to provide Architectural/Engineering Consulting Services for the St. John's Campus Master Plan Update and Traffic and Parking Study.

2. Meeting of May 24, 2005

The Board received and reviewed a copy of the Minutes of the Campus Planning and Development Committee meeting held on May 24, 2005, which were presented by Mr. Kelly, Chair of the Committee, and approved by the Board. The following resolutions were passed with respect to the recommendations of the Committee which required Board approval:

3. Capital Projects Update

The Board received an update on the progress of the following Capital Projects:

- ▶ Inco Innovation Centre
- ▶ Energy Master Plan
- ▶ St. John's Campus Master Plan Update and Traffic and Parking Study
- ▶ Faculty of Arts Facility Plan
- ▶ Engineering Planning Work
- ▶ Holyrood Marine Base
- ▶ SWGC Facilities and Master Plan

4. Holyrood Marine Base

Mr. Kelly advised the Board that an Evaluation Report of the Selection Advisory Committee on the Request for Proposals for Architectural/Engineering Consulting Services for the Holyrood Marine Base was expected to be available shortly. Because the next regular meeting of

the Board of Regents was not scheduled until July 21, 2005, Mr. Kelly requested that the Board grant authority to the Campus Planning and Development Committee to consider the report in the interim and decide on successful proposers.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents grant authority to the Campus Planning and Development Committee to consider, on its behalf, the Evaluation Report of the Selection Advisory Committee on the Request for Proposals for Architectural/ Engineering Consulting Services for the Holyrood Marine Base for the Fisheries and Marine Institute, and to appoint the consulting firm. The action taken by the Committee, on behalf of the Board, will be reported to the Board at its next meeting.

5. Annual Report on Consultant Commissions for Projects Less Than \$500,000 2004-05 and Source Listing for Consulting Firms

The Board received and reviewed a report prepared by the Director of Facilities Management on Consultant Commissions for projects less than \$500,000. This report is presented to the Board on an annual basis and is in accordance with the Board policy on "Selection and Appointment of Consultants for Projects with a Capital Value of Less Than \$500,000". The report for the fiscal year 2004-05 indicated the nature, scope and value of each commission awarded and the name of the firm awarded commissions. The Board was advised that in accordance with the policy every effort was made to ensure that the work was spread equitably among pre-approved consulting firms in the Province.

The Board also received and reviewed a source listing for consulting firms. The Board was advised that in accordance with current policy this report is prepared annually and maintained by the Department of Facilities Management, based on corporate literature submitted by consulting firms and past experience with established firms.

6. Annual Safety Report

The Board received and reviewed the annual safety report for Memorial University for the past fiscal year. The Board was advised that during the past year there was a 7.8% reduction in the number of accidents than the previous year. Memorial's lost time injury severity rate has also decreased from the previous year and is low. Detailed statistical information as well as an overview of key university safety operations

was outlined in the report.

7. Deferred Maintenance Program

The Board received and reviewed the Deferred Maintenance Program which outlined in detail the various projects for 2005-06. The Board was advised that the Provincial Government had approved an allocation of \$4 million to the University for deferred maintenance. The program follows the five-year plan developed in 2002. However, some changes were necessary due to factors such as different amounts of funding being received each year compared to what was proposed in the plan and additional urgent items arising unexpectedly. Therefore, prioritization and dollar amounts assigned for each project were adjusted to meet the changing conditions.

7. LABOUR RELATIONS UPDATE

Dr. Meisen reported that there was nothing new to report with respect to ongoing negotiations but would advise the Board as soon as any new developments occurred.

8. APPOINTMENTS COMMITTEE

1. Meeting of April 25, 2005

The Board received and reviewed a report of the Appointments Committee meeting held on April 25, 2005, which was presented by Ms. Aylward, Chair of the Committee, and approved by the Board.

2. Meeting of May 24, 2005

The Board received and reviewed a report of the Appointments Committee meeting held on May 24, 2005, which was presented by Ms. Aylward, Chair of the Committee, and approved by the Board.

Mr. Crosbie left the meeting at 4:10 p.m.

Reappointment of Dr. Lilly Walker

The Board received and reviewed a report pertaining to the reappointment of Dr. Lilly Walker as Dean of Student Affairs and Services.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the reappointment of

Dr. Lilly Walker as Dean of Student Affairs and Services for a further five-year term, commencing September 1, 2005 and ending August 31, 2010.

NOTE: Following the meeting it was noted that because Dr. Walker's initial appointment had been effective August 1, 2000, her reappointment should be for the period commencing August 1, 2005 and ending July 31, 2010. This will be reported to the Board at its next meeting.

9. SENATE

1. Matters arising from the Meeting of March 1, 2005

The Board received a report of items of business considered by Senate at its regular meeting held on March 1, 2005. Approval was given to the following items requiring Board approval under Section 56(h) (course of study) and 56(s) (making or altering a rule or regulation) of the Act:

Item 80 Report of the Senate Committee on Undergraduate Studies (No. 80.1 and 80.2)

Item 81 Report of the Academic Council of the School of Graduate Studies (No. 81.1)

2. Matters arising from Meeting of April 12, 2005

The Board received a report of items of business considered by Senate at its regular meeting held on April 12, 2005. Approval was given to the following items requiring Board approval under Section 56(h) (course of study) and 56(s) (making or altering a rule or regulation) of the Act:

Item 84 Report of the Senate Committee on Undergraduate Studies (No. 84.1 to 84.3)

10. SEPARATELY INCORPORATED ENTITIES COMMITTEE

The Board received a verbal report of the meeting of the Separately Incorporated Entities Committee held on May 24, 2005 by Dr. Hedges, Chair of the Committee.

Dr. Hedges reported that the committee had reached a tentative Management Agreement with the Memorial University Recreation Complex (MURC). MURC agreed to compile a policy manual which would consist of all of the policies which MURC applies in its business and operations as at the date of the Agreement. MURC also agreed to

provide a copy of the policy manual to the SIE Committee upon its completion.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the recommendation of the Separately Incorporated Entities Committee to accept the Management Agreement between Memorial University of Newfoundland and the Memorial University Recreation Complex Inc. (MURC) and agrees to it being signed by the appropriate officials of the University.

Dr. Hedges advised that it was hoped to have the official signing of this agreement around the time of the July 21st Board meeting.

Dr. Hedges also advised the Board that she anticipated reaching a tentative Management Agreement with the MUN Botanical Garden by the time of the next meeting.

11. CORRESPONDENCE

The Board received a note of thanks from Dr. J. D. Eaton for the invitation to dinner with the Board on March 24th.

12. OTHER BUSINESS

1. Policy Manual for Board of Regents

The Chair advised the Board that he would be establishing a committee to compile a policy manual for the Board of Regents. Further information would be forthcoming at the next meeting.

2. July Board meeting and September Retreat

The Chair reminded the Board that the next regular meeting of the Board was scheduled for July 21st and the Board retreat was scheduled for Happy Valley-Goose Bay for September 7th and 8th.

ADJOURNMENT

The meeting adjourned at 5:10 p.m.