

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

A meeting of the Board of Regents was held on Thursday, October 16, 2003, in the Board Room of the University at 2:30 p.m.

PRESENT:

Dr. Georgina Hedges, Vice-Chair
Dr. Axel Meisen, President and Vice-Chancellor
Dr. Evan Simpson, Vice-President (Academic)
Gail Aylward
Hayward Blake
Leigh Borden
Lisa Browne
Calvin Butt
Sam Chaulk
Sharon Duggan
Ed Kelly
Dr. Brendan Lewis
Earl Ludlow
Joan Pinsent
Andrea Quinlan
Darlene Russell
Harvey Short
Roxana Vernescu
Eleanor Bennett, Secretary

APOLOGIES: Dr. John Crosbie, Chancellor, Leslie Galway, Dorothy George, Nancy Kelly, Allison North, Dave Porter, Lorelei Stanley-Newton, and Susan Wood.

ABSENCE OF A CHAIR:

Due to the vacancy in the office of the Chair of the Board of Regents, Dr. Georgina Hedges, Vice-Chair of the Board, acted as Chair.

PRESENT BY INVITATION: Glenn Collins, Acting Vice-President (Administration and Finance).

1. MINUTES

The minutes of the meeting of the Board of Regents, held on September 11, 2003, copies of which were circulated prior to the meeting, were approved by the Board.

2. ACTING CHAIR'S REMARKS

1. Resignation of Chair of the Board of Regents

The Board received a copy of a letter from Chris Decker advising of his resignation as Chair of the Board of Regents. The Secretary was asked to write Mr. Decker to thank him for his contribution to the Board during his term as a Regent and subsequently as Chair of the Board.

2. Resignation of Kathryn Small

The Board received a copy of a letter from Kathryn Small advising of her resignation as a member of the Board of Regents. The Secretary was asked to write Ms. Small to thank her for her contribution to the Board of Regents during her term.

3. Congratulations to Wayne Thistle

The Acting Chair noted that Wayne Thistle will receive the MUN Alumni Association's J.D. Eaton Award in recognition of his volunteer service to the University. The Secretary was requested to write Mr. Thistle to pass along the Board's congratulations on being the recipient of this award.

3. APPOINTMENT OF STUDENTS TO THE BOARD

The Acting Chair advised that official notification had been received from the Minister of Youth Services and Post-Secondary Education appointing Allison North and Roxana Vernescu to the Board of Regents, for a term of one and two years, respectively, effective October 15, 2003. She congratulated them on their appointment and welcomed Ms. Vernescu to her first Board meeting. Ms. North was unable to attend this meeting.

4. REAPPOINTMENT OF REGENTS

The Board was advised that the Minister of Youth Services and Post-Secondary Education had reappointed the following Regents for a further term of three years, effective October 15, 2003:

Dr. Georgina Hedges, Gail Alyward, Sam Chaulk, Sharon Duggan, Dorothy George, Nancy Kelly, Dr. Brendan Lewis, Dave Porter, Joan Pinsent, Darlene Russell, Harvey Short.

5. PRESIDENT'S REPORT

1. Wanda Young vs. Memorial University of Newfoundland

The Board was provided with a briefing note and background information pertaining to this matter.

2. Update on Actual and Projected Tuition Revenues - 2003-04 Budget

The Board received and reviewed background material pertaining to this matter. They were advised that the Department of Financial and Administrative Services projected the 2003-4 tuition revenue by adding

the actual revenues for Spring 2003 and Fall 2003 with the estimated revenue for Winter 2004. If the revenue projections for Winter 2004 are realized, the total revenues will exceed the \$2,000,000 budgeted tuition revenue increase by approximately \$275,000. A further update will be provided at the December 11, 2003 meeting of the Board.

3. Report on Expenditures for Support of Graduate Students

Dr. Simpson provided the Board with a report on this matter. He advised that the total budgetary support for graduate students is currently \$3.2 million. He noted that the support packages are built from a number of elements, including supervisors' research grants, which make the amount of support larger than it could be from operating funds alone. The timing of the allocation creates a challenge for using the full amount wisely in the first year. He reported that the administration is making a priority of the Strategic Framework objective that calls for greater use of graduate students in instruction.

Funds are being directed toward the Graduate Program in Teaching and increased hourly rates for high-level teaching functions. He advised that this will require an expenditure of approximately 20% of the additional allocation. Very significant costs are involved in attracting better students to programs in which they are required, especially doctoral programs, requiring improvements in awards that will cost another 20%. He reported that the greatest cost is in the area of fellowship support, which has been inadequate in recent years and which has led to deficits in some departmental accounts and difficulties in sustaining an increase in the graduate student population. He noted that 60% of the additional allocation will be deployed here. He advised that these estimates do not take into account new tuition revenues, which will be directed at increasing the graduate student population, or revenues from certain premium programs such as the Masters in Oil and Gas Studies that will produce additional funds for support.

4. Request for Proposals for Solicitor Record

The Board was advised that the University's contract with its three legal firms will expire at the end of February next year. These contracts were initially made for three years from February 1999 but were twice extended for one-year terms. It was recommended that the University proceed with a Request for Proposals for legal services and that an Ad Hoc Committee be established to examine the proposals and make recommendations to the Board of Regents. It was further recommended that the Ad Hoc Committee conclude its work prior to the expiration of the current contracts. Members were asked to let the Secretary know of their willingness to serve on this committee.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents establish an Ad Hoc Committee to examine Request for Proposals for Legal Services and make recommendations to the Board of Regents prior to the end of February 2004.

5. Report on Strategic Framework

Dr. Simpson advised that he would be bringing forward at the December 11, 2003 Board meeting a report on the Strategic Framework. He shared with the Board some of the highlights of a recent Deans and Directors retreat, the objective of which were to assess progress towards the goals in the strategic framework, to identify new issues and institutional priorities that may not have been anticipated four years ago, and to look ahead five years and explore a stronger, integrated planning culture.

6. *Globe and Mail* Rating

The President reported on the University Report Card, a survey of 58 Canadian Universities conducted by the *Globe and Mail*, the results of which was released October 15th. He advised that Memorial scored high in the categories of Quality of Education, Course Registration, Variety and Availability, and Student Services. The report was based on feedback obtained electronically from over 26,000 undergraduate students across the country.

7. Activity Report

The President reported on a number of activities he had recently attended.

- ▶ September 15th - 3rd Annual Atlantic Canada Oil and Gas Summit at the Fairmont Hotel, which was chaired by the Chancellor.
- ▶ September 23rd - He spoke to members of the petroleum industry and government at the Halifax Club.
- ▶ September 29th - He chaired a Technological Session at the Middle East Refining and Petrochemical Conference and Exhibition in Bahrain.
- ▶ October 3rd - He attended and gave a presentation (with Gerrit Maureau) at the Forum on Petroleum Industry and Higher Education at the University of Petroleum in China.
- ▶ October 5th - He attended and presented a paper (with Dr. Chris Loomis) at the Knowledge-Based Economy and Regional Economic Development Conference held in St. John's.
- ▶ October 9th - He hosted a reception and presentation for the Canadian Foundation for Innovation directors and Memorial researchers who have received funding for the first time.

- ▶ October 15th - He presented the welcoming address at the Association of Professional Engineers and Geoscientists of Newfoundland (APEGN) Conference.
- ▶ October 16th - He presented an address to scholarship recipients and donors at a luncheon.
- ▶ October 14th - Celebrate Memorial - start of a two week period of special events to highlight Memorial's place in the province's culture and history.
- ▶ October 16th - Alumni Tribute Awards Dinner to recognize five outstanding alumni. (Regents were invited to attend this event).

8. Donation from Petro-Canada

The President reported on a donation from Petro-Canada in the amount of \$1.2 million to be put towards an extension of the School of Music building which will provide an additional rehearsal/performance hall. Further details will be made at an official announcement prior to the December 11th meeting of the Board.

6. FINANCE MATTERS

In the absence of a meeting of the Finance Committee, the following items of a financial nature were presented directly to the Board by Dr. Hedges.

1. Process for Approval of 2004-05 Budget Submission to the Provincial Government

The Board received and reviewed background information pertaining to this matter. They were advised that the provincial government had notified the University that the guidelines for preparing the 2004-05 University Budget will not be available until mid-October and that the submission will likely be due by the end of November. Consequently, the University Budget may have to be finalized prior to the December 11, 2003 Board meeting. It was agreed that in the interim the Finance Committee be given authority to act on behalf of the Board in reviewing and approving the University's budget documents for submission to government, after they have been finalized by the University's administration.

After discussion the following resolution was passed:

RESOLVED:

That the Board of Regents authorize the Finance Committee of the Board of Regents to review and approve the

University's budget documents for submission to the Provincial Government, after they have been finalized by the senior administration of the University.

2. Establishment of Position - Faculty of Business Administration

The Board received and reviewed a recommendation for the establishment of a position in the Faculty of Business Administration on a permanent basis.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the establishment of the following position in the Faculty of Business Administration on a permanent basis:

BSA-030 - Manager of Academic Programs

3. Redundancy - Fisheries and Marine Institute

The Board received and reviewed background information pertaining to a recommendation to declare redundant a permanent staff position at the Fisheries and Marine Institute. The Board was advised that the incumbents in this position was given notice of termination on September 9, 2003.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve a recommendation that the following position at the Fisheries and Marine Institute be declared redundant, effective September 9, 2003.

MIS-166 - Media Producer

4. Audit Committee Report

A copy of the minutes of the Audit Committee meeting held on October 16, 2003, was presented to Ms. Browne, Chair of the Committee, and accepted by the Board. The following items were reviewed by the Board:

- (a) Audit Letters from Law Firms
- (b) Update on Consolidated Financial Statements Presentations
- (c) Back-up Tapes and Storage Location
- (d) Exit Interviews

The Board received background information pertaining to this item. After discussion, and on the recommendation of the Audit Committee, the

following resolution was passed:

RESOLVED:

That the Board of Regents approve a recommendation that a retroactive exit interview process be conducted for those senior employees who have left the University since April 1 2003, using an independent consultant. The Chair of the Audit Committee and the Acting Vice-President (Administration and Finance) to meet to discuss the best approach.

7. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE MEETING

The Minutes of the Campus Planning and Development Committee meeting held on October 16, 2003, copies of which were circulated at the meeting, were presented by Mr. Kelly, Chair of the Committee, and approved by the Board. The Board received and reviewed background information pertaining to the following terms:

- (a) Update on Ongoing Capital Projects
- (b) Update on Deferred Maintenance

8. APPOINTMENTS COMMITTEE MEETING

The Board received and reviewed a copy of the report of the Appointments Committee meeting held on October 16, 2003, which was presented by Ms. Aylward, Chair of the Committee, and approved by the Board.

Ms. Quinlan declared a conflict of interest with the appointment of Dr. Bandrauk and abstained from voting.

9. SEPARATELY INCORPORATED ENTITIES (SIE) COMMITTEE

Dr. Hedges, Chair of the Committee, provided an oral report of the meeting of the SIE Committee held on October 16, 2003. The Board was advised that Mr. Kelly and Mr. Chaulk were appointed to this Committee. Dr. Hedges reported that the committee was preparing to reach a tentative management agreement with the Genesis Group Inc. She hoped that subsequent to this would be agreements with the Newfoundland Quarterly Foundation Inc. and the Memorial University Recreation Complex (MURC). There remained some ongoing issues with regard to appointment of SIE Directors and workers compensation issues but these are being addressed by the appropriate university officials.

Dr. Hedges expressed her thanks to Mr. Collins and Mr. Colbourne, Director of Financial and Administrative Services, for their assistance with

the work of this committee.

10. SENATE MINUTES

1. Matters arising from Minutes of September 9, 2003 Meeting

The Board received and reviewed a copy of the minutes of the Senate meeting held on September 9, 2003. 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 6 - Report of the Senate Committee on Undergraduate Studies
(No. 6.1 to No. 6.6)

2. Establishment of a Centre of Regional Development Studies

The Board received and reviewed background information pertaining to a recommendation for the establishment of a Centre of Regional Development Studies (CORDS). The Board was advised that the Centre is needed in order for the University to help address the problem of rural sustainability identified by the Royal Commission on Renewing and Strengthening Our Place in Confederation and to respond to educational and research needs identified by many consultations. CORDS will facilitate the introduction of appropriate degree programs at Memorial and provide regional agencies with the graduates in regional development they currently lack. It will promote research needed in order to understand issues of rural sustainability through labour market development, tourism, new fisheries and other areas. The Centre will promote the effectiveness of the University's outreach into communities by connecting the myriad of related activities that now occur disjointedly.

It will not duplicate or take over activities done by others but will create a dependable point of access to all the University's relevant capacities, seek external resources that make purpose-built programs possible and help academic units identify research topics for students and professors.

The Director of the Public Policy Research Centre will be an associate of CORDS. The new investment by the University amounts to \$140,000, which should leverage several times that amount from other agencies. This investment will be annualized for the 2003-2004 budget year and will be accommodated within the academic envelope at present and prospectively.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the establishment of the Centre of Regional Development Studies (CORDS).

11. CORRESPONDENCE

The Board received a copy of the following correspondence:

1. Note of thanks from the Winter Family
2. Letter from Janet Gardiner, the Board's representative on the Newfoundland Medical Board.
3. Letter from Ms. Susan Jackson re widows' pensions

ADJOURNMENT

The meeting adjourned at 4:40 p.m.