

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board of Regents was held on Thursday, October 19, 2006 in the Board Room of the University, Room A-2029, at 2:30 p.m.

PRESENT:

Ms. Mary Broderick, Acting Chair
Dr. John Crosbie, Chancellor
Dr. Axel Meisen, President and Vice-Chancellor
Dr. Eddy Campbell, Vice-President (Academic)
Ms. Ruth Canning
Mr. Anas El-Aneed
Ms. Meghan Mitchell
Mr. Douglas Moores
Ms. Eleanor Swanson
Mr. Stephen Winsor
Ms. Eleanor Bennett, Secretary

APOLOGIES: Mr. Steven Cranford, Ms. Deanne Fleet, Ms. Ann Marie Hann, and Mr. Earl Ludlow.

ABSENCE OF A CHAIR

Due to the vacancy in the office of the Chair of the Board of Regents and the absence of a Vice-Chair, the President called the meeting to order.

The Board received a copy of Section 23 of the *Memorial University Act* which states: "In the event of the disability or absence from the province of the chairperson or vice-chairperson, the board may appoint one of the members of the board to be acting chairperson during that disability or absence." In accordance with the *Act*, an election was held to appoint one of the members of the Board to be Acting Chair. Ms. Mary Broderick was nominated and appointed Acting Chair.

PRESENT BY INVITATION:

Ms. Pat Coish Snow and Mr. Kent Decker, Vice-President (Administration and Finance). (Note: The term of appointment of Ms. Pat Coish-Snow had expired on October 15, 2006. In anticipation of her being reappointed by Government she was invited to attend the meeting as an observer.)

1. MINUTES

The Minutes of the meeting/retreat of the Board of Regents held on September 14 and 15, 2006, copies of which were circulated prior to the meeting, were approved by the Board.

2. CHAIR'S REPORT

1. Update on Inventory of University Policies

The Board was reminded that at its September 14, 2006 meeting it approved the establishment of two small task forces to assemble and make readily available policies and related procedures which govern the operations of the Board of Regents and the University as a whole, and to evaluate the policies and related procedures with the view of ensuring their clarity, consistency and harmonization.

The President reported that members of these committees met and set out a work plan as well as looking at the possibility of hiring a contractual person to carry out the work of the committee.

3. TRANSPARENCY AND ACCOUNTABILITY MATTERS

1. 2005-06 Annual Report to Government

The President reported that following the Board's approval of the draft 2005-06 Annual Report to Government at its September meeting, the report had been forwarded to Government.

Mr. Crosbie joined the meeting at 2:50 p.m.

2. Update on Draft Strategic Plan

The Board was advised that following the September meeting, comments and suggestions, in particular with respect to growing the University, had been taken into consideration and incorporated into an updated draft strategic plan. The Board was advised that there will be a series of university assemblies to be held over the next few weeks in St. John's and at Sir Wilfred Grenfell College.

A second document is being developed as a companion to the strategic plan that will set out key institutional targets and the means by which they will be measured. A draft of this document will be posted to the website once it has been completed for further comments.

4. PRESIDENT'S REPORT

1. Activity Report

The President provided a summary of events in which he was involved since the last Board meeting:

Students

Sept. 21 He met with the MUNSU Executive to discuss issues relating to students.

Sept. 27 He met with the GSU Executive to discuss issues relating to graduate students.

Oct. 2 He attended the Career Fair 2006 which was attended by some 2,000 students and over 100 employees.

Projects

Sept. 18 He attended the Immigration Symposium and gave a presentation.

Sept. 29 He traveled to Labrador and met with individuals regarding Post Secondary Education in Labrador. (A further report was provided to the Board under Item 6)

Oct. 2 He met with the Botswana delegation regarding the establishment of a new Botswana International University of Science and Technology.

Oct. 11-14 He traveled to the UK for meetings with the Harlow Board of Trustees. He attended the Affinity Newfoundland and Labrador Dinner in the House of Commons in London.

Oct. 14-17 He traveled to Abu Dhabi, UAE regarding the new Fujairah Maritime College (formerly called the "Fujairah Marine Institute"). He also had an opportunity to promote the Masters of Oil and Gas Studies program to be offered in the UAE, Harlow and St. John's.

Events

Sept. 20 He hosted the Atlantic Association of Universities Council fall meeting held at the campus in St. John's.

Sept. 23 He attended the Festival of the Sea 2006 closing dinner in Placentia.

- Sept. 25 He hosted Ambassador David Sproule, Ambassador of Canada to the Islamic Republic of Afghanistan.
- Sept. 28 He attended the news conference announcing the Honeywell Energy Performance Contract with the University.
- Oct. 2 He spoke to the Angus Bruneau Lecture Theatre opening.
- Oct. 5 He hosted a luncheon for and attended the Coracle Roundtable Meeting.
- Oct. 10 He attended the Employee Service Awards Ceremony.

SWGC

- Oct. 4 He traveled to Corner Brook to attend a meeting with Tourism Faculty and SWGC Administration and participated in a meeting with the SWGC Academic Council.
- Oct. 10 He held a joint meeting with all committees regarding the recommendations contained in the Katz Report.

2. Update on the Katz Report

Dr. Meisen reported that the Katz report had been handed over to an independent expert in privacy matters to review the report for the purpose of redacting information that must be protected under privacy law. He expects that the work of the lawyer will be completed by the end of October, after which it will be released into the public domain.

He reported that he had met with the action groups established to act on the 12 recommendations contained in the Katz report.

3. Update on Dr. Pencharz's Report

Dr. Meisen reported that the work of Dr. Pencharz, commissioned to review research integrity pertaining to the University, was ongoing. He expects to receive the final report of Dr. Pencharz by the end of the calendar year.

4. Update on Marketing Strategy

The Board received and reviewed an update report on Marketing Planning prepared by the Department of Marketing and Communications, which included marketing activities that were undertaken with respect to the new logo.

5. Revenue Generation within Faculties and Institutes: A Pilot Project

The Board received and reviewed an update on the pilot project pertaining to revenue generation within faculties and institutes. The Board was reminded that at its meeting in May 2003, it resolved that the P.J. Gardiner Institute (PJGI) be granted an exemption from standard financial and human resources policies for a period of one year effective June 2003. The rationale provided at the time was the need for the PJGI to be agile and responsive to external clients.

Subsequently, at its October 2004 meeting, the Board received a report of the first year's experience and it resolved to extend the exemption since relatively little information had accumulated. The Board was advised that in September 2006, the administration received a further report on additional experience. This report, which is still in preliminary form, indicates that the needs of the PJGI can be accommodated under existing policies. However, it also recommends a review of university policies, practices and procedures with respect to travel, gifting and hosting with a view to making them more effective.

The Board was advised that the pilot project should therefore be suspended. The final report is expected to be tabled at the Board's December 14th meeting.

6. Update on Post-Secondary Education Needs in Labrador

The Board received an update on the Post-Secondary Education needs in Labrador. The Board was reminded that at its September 2005 retreat/meeting in Happy Valley-Goose Bay, it adopted a "Labrador and Points North" strategy for the University. At subsequent meetings between the University, the College of the North Atlantic, representatives of the three aboriginal groups, the Labrador University Committee, and the Labrador Institute Advisory Board, it was agreed to commission a report on the needs for post-secondary education in Labrador.

The Board was advised that the work was undertaken by Ms. Cathy Jong and her final draft report was received in September, 2006. It has been provided to the Provincial Government, the Labrador Institute Advisory Board and the Labrador University Committee for commentary. Once their feedback is taken into account, the final report will be provided to the Board.

7. Final Registration Report for Fall Semester 2006

The Board received and reviewed a report on the registration for the Fall

semester 2006. The Board was advised that at the end of the regular registration period for the Fall semester 2006, the number of course registrations had decreased by 2.9% compared with the Fall semester 2005. The report provided further comparative information on enrolment by campus, and subject area.

The decreased enrolments have resulted in somewhat lower tuition revenues than projected previously and approved by the Board at its May 23, 2006 meeting. The financial implications were addressed in an update of the University's 2006-07 financial position under Finance Committee matters. Further projection updates for the Winter semester 2007 will be forwarded to the Board following the opening of registration on November 8th, 2006.

8. Initiatives for Meeting the 2007-08 Enrolment Targets

The Board received and reviewed a report on the initiatives for meeting the 2007-08 enrolment targets.

The Board was advised that from 1999 to 2005, full-time equivalent undergraduate enrolment increased by 8% (1,104) and graduate enrolment increased by nearly 4.3% (687). However, this year 2006-07, the University has seen a decrease in enrolments and course registrations. Presently, the University is 300 students short of 2005-06 enrolments which will have a corresponding impact on tuition revenues in the range of \$346,000. The Enrolment Planning Working Group, chaired by Dr. Campbell, has overall responsibility for new initiatives.

The Board was advised that the University has in place a number of initiatives already to aggressively increase enrolments. The Conversion Project started in 2004 with the goal of increasing the rate at which applicants become students. The Board allocated funding to the Building and Maintaining Relationship project, which will provide technology and software needed to track applicants, students, and alumni over time. The Office of Student Recruitment has developed its annual plan for recruitment of provincial, national and international students.

The Board received a list of proposed initiatives for meeting the 2007-08 enrolment targets, which are consistent with the growth scenarios detailed in the draft strategic plan.

9. Appointments to the MURC Board of Directors

The Board received and reviewed background information pertaining to a recommendation for reappointments and appointments to the Board of

Directors of the Memorial University Recreation Complex.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approves the following changes to the Board of Directors of the Memorial University Recreation Complex:

1. Dr. Penny Moody Corbett - to be reappointed for a further three-year term, effective November 14, 2006.
2. Mr. Mike Donovan - to be reappointed for a further two year term, effective November 14, 2006.
3. Mr. Peter Morris - to be reappointed for a further one year term, effective November 14, 2006.
4. Dr. David Behm - to be reappointed for a further three-year term, effective November 14, 2006.
5. Mr. Sandy Hickman - to be appointed as the City of St. John's representative for a two-year term, effective October 19, 2006.
6. Ms. Jill Pitcher - to be appointed as the Graduate Students' Union representative for a one year term, effective October 19, 2006.

10. Appointments to the Board of Directors and Amendment to By-Laws - Newfoundland Quarterly Foundation

The Board received and reviewed background information pertaining to a recommendation for appointments to the Board of Directors and an amendment to the By-Laws of the Newfoundland Quarterly Foundation with respect to quorum. The Board also noted the resignation of Mr. Larry Blanchard, who served as Treasurer.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approves the following

appointments to the Board of Directors of the Newfoundland Quarterly Foundation for a two-year term, expiring October 31, 2008:

1. Mr. Mark Penney, who will serve as Treasurer
2. Dr. David Peddle

Further, the Board approves an amendment to the By-Laws of the Newfoundland Quarterly Foundation to read as follows:

"No business shall be transacted at any meeting of the membership unless a quorum of members is present at the commencement of such business. The presence of the Chair or Vice-Chair, Editor and 4 other members constitutes a quorum."

11. Appointments to the Board of Directors of the Memorial University Botanical Garden Inc.

The Board received and reviewed background information pertaining to a recommendation for an appointment and reappointments to the MUN Botanical Garden Inc. The Board was advised of the retirement of Mr. John Wheeler as Chair of the Board of Directors, and members Mr. Beni Malone, and Ms. Dell Texmo, effective October 31, 2006.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approves the following changes to the Board of Directors of the MUN Botanical Garden Inc.:

1. Ms. Charlotte Jewczyk - to be reappointed for a further three-year term expiring on October 31, 2009, and to be appointed Chair of the Board of Directors for the three-year term.
2. Ms. Pamela Pippy - to be reappointed for a further two-year term, expiring on October 31, 2008.
3. Dr. Luise Hermanutz - to be reappointed for a further one-year term, expiring on October 31, 2007.

4. Mr. Stephen Andrews - to be appointed for a three-year term, expiring on October 31, 2009.

12. Update on Legal Matters

Dr. Meisen reported that currently there are no new matters on which to report. The Board was reminded of the availability at each meeting of a binder containing a synopsis of the status of ongoing legal matters involving the University.

13. Report of the President's Committee to Elucidate Ways and Means to Optimize Collaborative/Interprofessional Education and Research among the Health Professions in Memorial University of Newfoundland

The Board received and reviewed a copy of a Report of the President's Committee to Elucidate Ways and Means to Optimize Collaborative/Interprofessional Education and Research among the Health Professions in Memorial University of Newfoundland. Dr. Campbell provided further information pertaining to this report.

The Board was advised that the President initiated this project in November 2005, in response to the 2005 release of the White Paper on Public and Post-Secondary Education by the Government.

The White Paper under *Foundation for Success* was quoted as: "because today's health and community services system involves many disciplines, a collaborative and inter-disciplinary approach is essential".

The initiative relates directly to the education and training of health and community service professionals and others who will be needed to implement the Government's strategy to make primary health care the central focus of the delivery of health and community services in Newfoundland and Labrador.

The focus will promote a team-based interprofessional approach in which physicians, nurses, pharmacists, social workers, other health and community service professionals and technical personnel will collaborate in the provision of patient-centered care and, simultaneously, rebalance health care services with wellness strategies to enhance the health status of the population and the ability of communities to support their residents' health and well-being.

5. FINANCE COMMITTEE MATTERS

In the absence of a meeting of the Finance Committee, the following

items of a financial nature were presented to the Board for their consideration.

1. Update on the University's 2007-08 Financial Position

The Board received and reviewed background information pertaining to an update on the University's 2006-07 financial position. The Board was advised that the total expenditures for 2006-07 are projected to be on target at \$261,143,106. Data was provided showing tuition revenues resulting from enrolment changes.

The Board was assured that tuition revenues will be closely monitored and the projected decrease of \$346,386 can be covered from carryover account balances and other reserves. Other revenue sources are projected to be on budget.

A further update will be provided at the December 14, 2006 meeting.

2. 2007-08 Budget Submission to Government

The Board received and reviewed copies of the annual budget submission to the Provincial Government for fiscal years ending March 31st, 2008, 2009, and 2010 for both the University and the Faculty of Medicine.

The budget submission was prepared using the following parameters.

- Salary step increases as well as estimated cost increases for benefits;
- Funding to cover staff salary increases in conformity with collective agreements as well as estimated cost increases for benefits;
- Inflationary cost increases;
- The cost to service the debt on both Sir Wilfred Grenfell College Residences and the proposed Deferred Maintenance Plan;
- Continuing financial support of the Industrial Research and Innovation Fund (IRIF); and
- Strategic Priorities

The Faculty of Medicine budget submission was prepared using the following parameters:

- Salary step increases as well as estimated cost increases for benefits;
- Funding to cover staff salary increases in conformity with collective agreements as well as estimated cost increases for benefits;
- Inflationary cost increases; and

- Strategic Priorities

The Board received and reviewed a summary of strategic initiatives for 2007-08.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approves the University's annual budget submission to the Provincial Government for the fiscal years ending March 31st, 2008, 2009 and 2010 as presented.

Further, that the Board approves the University's annual budget submission to the Provincial Government for the fiscal years ending March 31st, 2008, 2009 and 2010 for the Faculty of Medicine as presented.

3. Establishment of Permanent Positions

The Board received and reviewed background information pertaining to the establishment of permanent positions and the transfer of a position.

After discussion the following resolution was passed:

RESOLVED:

That the Board of Regents approves the establishment of the following permanent positions:

Office of the Vice-President (Administration and Finance)

VPA-005 - Legal Counsel

School of Music

MSC-006 - Senior Clerk

School of Graduate Studies

GRS-016 - Intermediate Clerk Stenographer

Further, that the Board approves a transfer of the following

position from the Department of Earth Sciences to Core Research Equipment and Instrument Training (CREAIT):

ESC-024 - Seismological Systems Manager

6. CAMPUS PLANNING AND DEVELOPMENT COMMITTEE MATTERS

In the absence of a meeting of the Campus Planning and Development Committee, the following item was presented to the Board for information.

1. Update on Capital Projects

The Board received and reviewed an update of the following capital projects which are currently underway or being planned:

St. John's Campus

- Energy Performance Contract
- Master Plan Update and Traffic and Parking Study
- Inco Innovation Centre - 3rd Floor

Marine Institute

- Holyrood Marine Base
- Foxtrap Training Facility - Building Expansion

Sir Wilfred Grenfell College

- Academic Building Expansion Facilities Plan
- Arts and Science Building Expansion
- Long-term Care Facility
- Corner Brook Curling Club Facilities
- Master Plan Update

7. LABOUR RELATIONS COMMITTEE MATTERS

In the absence of a meeting of the Labour Relations Committee, the following items were presented to the Board for their consideration.

1. Ratification of Collective Agreements (NAPE) Locals

The Board received and reviewed background information pertaining to a recommendation to ratify collective agreements between the University and four of the NAPE Locals.

The Board was advised that all four collective agreements have been ratified by NAPE bargaining unit members.

After discussion, the following resolution was passed:

RESOLVED:

That the Board of approves the ratification of four collective agreements between Memorial University and NAPE Locals 7801, representing Maintenance employees; NAPE Locals 7804 and 1809, representing Custodial employees; NAPE Locals 7803 and 1804, representing Campus Enforcement and Patrol employees; and NAPE Local 7850, representing Marine Institute Support Staff.

2. Update on MUNFA Negotiations

Ms. Broderick welcomed to the meeting Dr. Jack Strawbridge, Chief Negotiator for the University. Dr. Strawbridge reported on the University's strategy with respect to non-monetary and monetary items in negotiations with MUNFA.

Ms. Broderick thanked Dr. Strawbridge for his presentation and he left the meeting at this point.

8. APPOINTMENTS COMMITTEE REPORT

The Board received and reviewed a report of activities taken on behalf of the Appointments Committee, which was presented by Dr. Campbell and approved by the Board.

9. SEPARATELY INCORPORATED ENTITIES COMMITTEE

The Board received and reviewed the minutes of the Separately Incorporated Entities Committee meeting of October 2, 2006, which were presented by Ms. Broderick and approved by the Board.

10. SENATE MATTERS

The Board received and reviewed minutes of the regular and special meetings of Senate held on September 12, 2006. 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 *Memorial University Act*:

Item 8 Report of the Senate Committee on Undergraduate Studies

(No. 8.1 to 8.4)

Item 9 Report of the Senate Committee on Undergraduate Studies
(No. 9.1 to 9.4)

11. OTHER BUSINESS

1. President's Report 2006

The Board received a copy of the President's Report for 2006.

ADJOURNMENT

The meeting adjourned at 6:15 p.m.