

**Meeting Notes  
Planning and Budget Committee (PBC)  
February 24, 2021  
2:00 pm to 3:30 pm, WebEx**

**Attendance**

M. Abrahams, VPA and Provost (Chair)

C. Bazan, Engineering

P. Brett, Marine Institute

S. Cadigan, AVPA

E. Kendall, Medicine

S. MacKenzie, Humanities and Social Sciences

A. Marland, Humanities and Social Sciences

K. Matthews, CIAP

L. Pike, Budget Office

J. Porter, Registrar's Office

A. Thomas, GCSU

H. Usefi, Science

M. Woods, Medicine

By invitation: Tom Nault, Shona Perry-Maidment, Greg McDougall, David Janes

**Unable to Attend**

Y. Alabed, MUNSU

K. Anderson, Education

R. Nolan, CIAP

P. Ravichandran, GSU

**1. Review of agenda and meeting notes of January 27<sup>th</sup>, 2021**

The meeting notes for January 27<sup>th</sup>, 2021 were approved as presented.

**2. Updates**

**1. Covid-19**

In light of the vaccine distribution plan, it is important to begin considering what a return to campus in Fall 2021 might look like. Deans Council will be discussing this next week.

**2. Centres Policy**

The most recent version of the document was shared with the committee. Committee members are encouraged to reach out to K. Matthews with feedback. He will share with the other members of the working group. The working group will follow up with Jonathan Dredge from the Policy Office.

**3. Undergraduate Enrolment Plan (T. Nault (University Registrar) and S. Perry-Maidment (Associate Registrar) invited)**

S. Perry-Maidment and T. Nault provided an overview of the revised Undergraduate Enrolment Plan. It had previously been reviewed at the January 2020 meeting of PBC. The presentation included an overview of the main goals and metrics associated with the Plan. The most significant changes to the document includes an increase in undergraduate enrolment (vs. stable) and extension of the Plan from three years to five.

The Plan has an overarching goal of increasing undergraduate enrolment by 10% (total of 15,000-15,500 students) by 2025. This overarching goal is accompanied by three supporting goals:

- Increasing the number of applicants who become registered students
- Improving the retention rate of students progressing year to year through their programs of study
- Increasing the indigenous population of the St. John's Campus from 4.6% to 6.0%.

The presentation highlighted some of the strategies associated with each of these goals.

After consultation with PBC, the Plan will be presented to the Board of Regents at an upcoming meeting. If approved by the Board, the current working group would be replaced by a "Strategic Enrolment Committee", supported by two subcommittees:

- Focus on Future students (admissions, recruitment, etc..)
- Focus on Current Students (retention and student experience)

Committee members enquired as to the rationale for the enrolment target of 15,000 and the implications of other aspects of University operations (e.g. teaching capacity (faculty complement and classroom utilization) and infrastructure). It was noted that achieving this target cannot be achieved without adjustments to the budget model, particularly with respect to how growth is funded.

#### **4. Special Meeting Senate – Delegated Authority to Senate Executive Committee (T. Nault (Secretary to Senate) invited)**

The committee continued its discussion regarding the recommendation to hold a special meeting of Senate to discuss delegated authority to Senate Executive Committee. The key issue was how to structure the agenda to ensure a productive discussion.

T. Nault noted the need for clarity with respect to the circumstances under which the Senate Executive can act in the absence of a Senate meeting. He noted that his office will conduct a scan of practices at other Canadian Universities and will share it with the Committee. The Committee will review these documents and place parameters around the Senate discussion at its next meeting. The Special Meeting should take place during the April meeting of Senate, if possible.

#### **5. Campus Renewal Fee – Review Funded Infrastructure Projects (G. McDougall (Chief Risk Officer) and D. Janes (Coordinator of Risk and Insurance))**

D. Janes delivered a presentation on the Infrastructure and IT projects funded by the Campus Renewal Fee (CRF) for 2021/22. The CRF supports revitalization of physical and technological infrastructure on campus. The total available funding from this fee in 2021/2022 is \$6,087,400 for St. John's Campus.

Allocation of this fee is approved by VPC and the Board, based upon recommendations made by the Enterprise Risk Management Committee.

The Enterprise Risk Management Committee has identified approximately 20 projects to fund with the CRF. These include: Electrical Upgrades – Fire Alarms, Emergency Notification Systems; Mechanical upgrades – Fire Dampers, Sprinklers, Exhaust Fans; Building Services & Underground Infrastructure; Roof replacements; electrical substation upgrades; replacement of wireless access points; Internal Data

Centre Firewall Replacements; Load Balancer Upgrades; Fibre Upgrade – Residences and Data Centres; and Data Centre Storage, Monitoring and Compute – Addition and Upgrading.

He noted that much of Memorial's physical infrastructure is past its expected life span. The current Facility Condition Index (FCI) is 24% (a campus in "reasonable" condition would have an FCI in the 10-15% range. It is estimated that \$31.8M is required annually for 15 years to maintain current condition. Some buildings are in better condition than others. FCI is defined as the ratio of amount of work required to be done on a building(s) to the value of the building(s).

Much of Memorial's IT infrastructure is similarly at or nearing its end of life. IT Infrastructure is crucial to ensure continuity of service and security of information. Upgrades are required to deploy new technologies, manage the immense growth on data centre requirements and respond to continuously evolving Cyber security threats.

The Committee approved the recommendation, noting the insufficiency of the CRF to deal with the infrastructure issues facing the University.

## **6. Review of Strategic Plans and Frameworks – 2020-21**

The Committee agreed that PBC should pause its review of Strategic Plans and Frameworks for 2020/21 due to both the pending Strategic Plan and the publication of the Report of the Post-Secondary System Review committee. Once the new Strategic Plan has been adopted, PBC will need to develop a new series of evaluative criteria and guidelines for these documents. Reviews may still take place as appropriate. The Chair will write to the Framework/Plan proponents notifying them of the pause.

Committee members are keen to review the draft Strategic Plan as soon as it is completed. K. Matthews will reach out to the co-chairs to enquire about timelines and process.

## **7. Other Business**

No other business presented.

## **8. Adjournment**

The meeting adjourned at 3:15 PM