

**Meeting Notes**  
**Planning and Budget Committee (PBC)**  
**September 22, 2021**  
**2:00 to 3:30 pm, Remote**

**Attendance**

F. Strzelczyk, VPA and Provost (Chair)  
K. Anderson, Education  
C. Bazan, Engineering  
S. Cadigan, AVPA

K. Matthews, CIAP  
S. Mackenzie, Humanities and Social Sciences  
R. Nolan, CIAP  
L. Pike, Budget Office  
J. Porter, Registrar's Office  
H. Usefi, Science  
M. Woods, Medicine

**Unable to Attend**

P. Brett, Marine Institute  
E. Kendall, Medicine  
A. Marland, Humanities and Social Sciences

**1. Review of notes from the June 23 meeting**

The meeting notes from June 23, 2021 were reviewed and approved as presented.

**2. Welcome**

Dr. Strzelczyk welcomed members of PBC to a new academic year, and noted that this is the first meeting of PBC for the 2021-22 academic year and Dr. Strzelczyk's first meeting as Provost. Dr. Strzelczyk outlined her high-level priorities for the coming year.

Members in attendance introduced themselves.

PBC is still seeking members from student unions. Confirmation of student membership is expected to be received from the Senate Sub-Committee on Elections, Committees, and By-Laws.

Dr. Strzelczyk opened discussion and asked for committee members to provide feedback on process and desired priorities for the Planning and Budget Committee.

K. Matthews provided background of PBC involvement with plans and frameworks. In recent years, the committee has spent significant time both reviewing the plans and frameworks and considering the best process for review. PBC has developed a template for submission in an attempt to streamline process while ensuring consistency among submissions. During 2020-21, the main focus was aligning the review process with the university strategic plan, *Transforming Our Horizons*.

Dr. Strzelczyk asked whether the review process has been effective. Discussion ensued and included:

- There have been multiple chairs over the past ten years, each with their own priorities and leadership styles;
- The absence of a strategic plan prior to 2021 led to a lack of focus in some cases. Committee members are glad to have a university strategic plan with which to align activities;
- Committee members asked whether the PBC is currently serving a unique role and how it may better support the priorities of the university;
- Budget-related responsibilities and authority of the PBC have been limited before now. This could change given the expected changes to Memorial's budget model;
- In past years, the Academic Unit Planning Committee and Planning and Budget Committee were one in the same. Since the separation of duties to two committees, authority and responsibilities for these committees has become more ambiguous. In recent years, PBC has encouraged units to act and report with a more strategic focus;
- PBC could take on a stronger role to support strategic planning for academic units;
- Separation of academic unit planning from budget review potentially weakens the authority of both AUPC and PBC;

**Action item:** Dr. Strzelczyk will bring concerns regarding relevance and focus of committee to President for discussion.

### 3. Updates

#### i. Centres Policy

K. Matthews provided background on review of Centres Policy. A working group of PBC has been working for the last two years on revising and updating the Centres Policy. The draft policy is currently under consultation with the university community. Consultation has closed, and results have been collected by the Policy Office. K. Matthews met with Senior Administrative Officers who voiced concerns or questions regarding the draft. The most common concern received was related to the distinction between an operating centre which has "Centre" in the title (e.g. Centre for Institutional Analysis and Planning) and a centre that would fall under this policy. This concern can be addressed in the policy and procedures, but will also involve consultation between VPC, PBC, and Deans.

**Action item:** working group will collaborate with Policy Office to collect all feedback, complete an analysis, and make recommendations. Recommendations will be brought to PBC for October meeting.

#### ii. Review of Plans and Frameworks

K. Matthews provided an update on plans and frameworks. Prior to the Spring 2021 Semester, PBC reviewed multiple submissions, but responses to units were held for new Provost. Two more submissions have been received since the last meeting (Graduate Strategic Enrolment Management Plan and Undergraduate Strategic Enrolment Management Plan).

Dr. Strzelczyk noted that the Internationalization Framework has ended and a new framework is under development. PBC will wait to review until the new framework is developed. K. Matthews will contact the remaining proponents that have not yet been received (Teaching and Learning Framework, Strategic Framework for Indigenization, and Grenfell Campus Strategic Plan).

#### 4. Strategic Plan – Implementation and role of PBC

Dr. Strzelczyk introduced discussion regarding the university strategic plan, *Transforming Our Horizons*. This plan is high-level and aspirational, so we need to consider how best to implement. This requires development of an action plan and key performance indicators, with clear outcomes, authority and responsibility. Dr. Strzelczyk stated that she will be asking academic and administrative units to either amend their existing strategic plans or develop a new strategic plan in alignment with *Transforming Our Horizons*, and would like members of PBC to lead the development and oversight of the implementation plan for the strategic plan, and asked for feedback. Discussion ensued and included:

- Committee members responded favourably to the suggested approach;
- Will PBC recommend metrics for unit-level strategic plans that can be integrated into university-level strategic plan, or will this be left to the units? Dr. Strzelczyk suggested that Memorial will use benchmark metrics to compare to competitor universities. Chosen metrics will need to measure success toward achieving the goals/objectives in the strategic plan as well as allowing comparison to other universities. Dr. Strzelczyk asked for consideration of which universities are considered our competitors. There is no consistent set of comparator universities, but this may be based on external groupings for rankings organizations, region, size, etc, and include:
  - Dalhousie;
  - UNB;
  - Other universities in Atlantic Canada;
  - Other universities in Maclean's comprehensive universities (especially SFU, UVic);
  - University of Saskatchewan;
  - University of Manitoba;
- Can we analyze the choice set for students and faculty (i.e. the other universities to which our students and faculty apply)?
- Why are we looking at competitors and what will we do with that information? The value of a degree from an institution is influenced by the status of competitor universities, and this affects recruitment of students, faculty, and staff. All universities are improving quality and changing over time, so it is necessary to keep track of the evolution of the comparative group.

Dr. Strzelczyk will brief the Board of Regents on this conversation at the December meeting of the Board of Regents.

#### 5. 2021-22 Work Plan and 2020-21 Annual Report

K. Matthews provided background. Starting last year, every senate sub-committee is required to submit an annual plan at the beginning of the academic year and to submit an annual report at the end of the year. The 2021-22 work plan will be focused on alignment with the university strategic plan. Conversations will continue regarding PBC Terms of Reference, and revisions to Terms of Reference should be completed in tandem with the annual plan.

**Action plan:** K. Matthews and R. Nolan will prepare 2020-21 annual report and 2021-22 annual plan for PBC. Committee members are asked to consider topics for a special meeting and to consider Terms of Reference prior to October meeting of PBC.

## **6. 2021-22 Work Plan and 2020-21 Annual Report**

PBC should consider submitting a topic for a special meeting of Senate, and K. Matthews asked for suggestions to be submitted by the October meeting of PBC. Special meeting of Senate will be held in March or April of 2022. Dr. Strzelczyk suggested holding a special meeting of Senate to discuss EDI at Memorial.

## **7. Other Business**

There being no further business, the meeting adjourned at 3:26 p.m.