

Meeting Notes
Planning and Budget Committee (PBC)
January 26, 2022
2:00 p.m. to 3:00 p.m., Remote

Attendance

F. Strzelczyk, VPA and Provost (Chair)
F. Ahmed, MUNSU
K. Anderson, Education
C. Bazan, Engineering
E. Kendall, Medicine

A. Marland, Humanities and Social Sciences
K. Matthews, CIAP
R. Nolan, CIAP
L. Pike, Budget Office
M. Woods, Medicine

Unable to Attend

P. Brett, Marine Institute
S. Mackenzie, Humanities and Social Sciences
D. Patel, GCSU
J. Porter, Registrar's Office
H. Usefi, Science

Attending by invitation

D. Janes, Risk and Insurance Coordinator
G. McDougall, Chief Risk Officer

1. Approval of Agenda

Agenda approved as presented.

2. Review of notes from the December 13th meeting

Reference to October meeting notes should be corrected to November. The meeting notes from December 13th, 2021 were approved with this amendment.

3. Updates

a. Centre for Quantum Social and Cognitive Science

F. Strzelczyk provided update on Centre for Quantum Social and Cognitive Science proposal which was approved at the December meeting of PBC and then approved at the January meeting of Senate. As per the current Centres policy, this does not require Board approval because it is a Centre with Indirect University Support. Provost is seeking clarification regarding final steps.

b. Centres Policy

K. Matthews provided update on Centres Policy. The working group developed flowcharts and templates for each procedure found in the Centres Policy: Establishment, Review, and Closure. K. Matthews shared documents for each procedure with Committee. The documents will be shared with Deans Council at its next meeting. Discussion ensued and included:

- Is there an example of a unit-based centre that would not fall under the purview of this policy? This will likely come up for discussion at Deans Council which will be reviewing the proposal tomorrow. E. Kendall provided background on related discussions that occurred during the development of this policy.

4. Campus Renewal Fee – Review of Infrastructure Projects

F. Strzelczyk welcomed David Janes, Risk and Insurance Coordinator, and Greg McDougall, Chief Risk Officer. D. Janes presented information related to the Campus Renewal Fee, including a slideshow which was included in the agenda package. This presentation outlined the amount of money collected through the Campus Renewal Fee, how it was spent in 2020-21, and the proposed infrastructure projects to be funded in the current year. PBC is asked to provide input on the Campus Renewal Fee. Discussion ensued and included:

- For items that are annual requirements, such as asphalt and paving, is the work contracted out or completed internally? Some of this work is handled by MUN Facilities Management while some work is contracted out where necessary or where cost-savings exist.
- Is the proposed funding for a data centre update included in the larger IT and facilities funding? The data centre update is standalone funding within the proposal.
- Is it appropriate for the campus renewal fee to be used toward IT infrastructure and critical physical infrastructure as opposed to upgrading the physical campus to improve the student experience? The Campus Renewal Fee was introduced in response to reductions in government funding, and there are urgent IT and physical infrastructure upgrades required prior to undertaking further renewal efforts. IT infrastructure was included in the original proposal for the Campus Renewal Fee.
- Is there appetite to outsource data storage services to reduce cost of maintenance? MUN does use external or cloud-based data storage where possible, but there are some instances in which data must be stored on-site.
- How are infrastructure projects prioritized? Facilities Management and ITS have a priority list that is worked through and updated as urgent upgrades arise.
- Some line items are unclear or lack specificity. It would be helpful to receive greater detail regarding the specific projects that will be funded.
- What are next steps? This will go to PAT prior to Board of Regents. PBC should submit official recommendation to PAT prior to next meeting of PAT.

Action item: PBC members are asked to submit remaining questions to K. Matthews who will summarize and submit to David Janes for response. Response will be distributed to PBC members for consideration and vote before submission to PAT.

5. PBC Annual Plan 2021-22

F. Strzelczyk provided update on PBC Annual Plan 2021-22, and reminded committee members that PBC must submit an annual report to Senate at end of academic year. We should ensure that the items included in the Annual Plan are addressed in coming meetings. The main PBC tasks this year, based on the Annual Plan are:

- Review guidelines for evaluating frameworks
- Review Committee Terms of Reference
- Develop Committee Website

- Advise on the Budget Model

Action item: add items in PBC Annual Plan as standing items in monthly PBC agenda.

6. March Special Meeting of Senate

F. Strzelczyk introduced discussion of special meeting of Senate. Suggestions at previous meetings of PBC included fiscal situation, and Equity, Diversity, and Inclusion (EDI). Discussion ensued and included:

- A special meeting on the evolving fiscal situation would be timely and useful given the unprecedented situation that Memorial is in. This would allow for clarification of the current situation and open discussion of expectations and planning for the future;
- Given the fact that MUN expects to receive budget communication from Government in April, it may be best to hold special meeting on fiscal situation in April or May;
- It would be useful to have a town hall-style special meeting on Indigenization to encourage open discussion on the subject;
- It is important to recognize the inherent biases when choosing a topic for special meeting – the demographic make-up of the committee and the mandate of the committee is likely to bias toward the topic of fiscal situation. With that in mind, the university community is showing a high amount of concern related to the fiscal situation and it warrants a special meeting;

Committee members voted in favour of holding special meeting on the fiscal situation for Memorial University.

Action item: K. Matthews will contact Michelle Snow, Secretary to the Senate, to discuss possibility of scheduling special meeting of Senate on fiscal matters for April. An agenda for this discussion will be drafted and brought to PBC for approval in February.

7. Key Performance Indicators – Transforming Our Horizons

F. Strzelczyk introduced discussion of Key Performance Indicators and draft Balanced Scorecard document. K. Matthews presented document outlining KPIs and metrics to evaluate progress toward goals found in Transforming Our Horizons. This Scorecard has been approved by PAT and was included in today's agenda package. An annual report, based on this balanced scorecard, will be provided to the Board of Regents. PBC will be responsible for ensuring plans and frameworks provide KPIs and metrics that align with the overarching balanced scorecard. Fr. Strzelczyk requested feedback from committee members. Discussion ensued and included:

- KPIs and metrics make the goals and objectives more actionable;
- How will baselines and targets be set? Some data is relatively easy to acquire and related baselines/targets are relatively easy to set. For indicators for which data is not currently collected, data will be collected and baselines/targets will be assessed during the first year.
- While it is important to have sufficient quantity of KPIs, it is paramount to ensure quality of data and related metrics;
- The scorecard mentions “micro-credentials” and “online courses”. It is important that MUN develop micro-credentials that are available online to ensure accessibility of learners with

varying needs and circumstances. A useful metric may be the number of micro-credentials available entirely online;

Action item: Committee members are asked to provide further feedback in writing to K. Matthews. K. Matthews and R. Nolan will revise the plan/framework evaluative template presented in Fall 2021 and will bring forward to the February meeting of PBC.

8. Senate Reform

F. Strzylczyk noted that the President has asked PBC to consider areas for improvement at Senate. Due to time constraints, this will be placed on the February agenda for PBC.

Action item: Add Senate Reform to February agenda.

9. Other Business

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