

MEMORIAL UNIVERSITY OF NEWFOUNDLAND
SENATE

A special meeting of Senate was held on Tuesday, December 9, 2003, at 4:00 p.m. in Room E5004.

40. PRESENT

The President, Dr. E. Simpson, Dr. A. Fowler, Professor M. Beaton, Dean A. Collins, Dr. T. Gordon, Dean R. Gosine, Dean D. Graham, Dr. L. Hensman, Dr. C. Higgs, Dean C. Jablonski, Dean R. Lucas, Mrs. M. O’Dea, Dr. P. Fisher (on behalf of Mr. L. O’Reilly), Dean L. Walker, Ms. D. Whalen, Dr. R. Adamec, Dr. S. Algoo-Baksh, Dr. J. Ashton, Professor P. Ayres, Dr. G. Clark, Mr. C. Couturier, Mr. C. Dennis, Mr. E. Durnford, Professor M. Hackett, Dr. L. Hermanutz, Dr. S. Kocabiyik, Professor V. Kuester, Dr. D. McKay, Dr. M. Morrow, Dr. M. Mulligan, Dr. M. Murray, Dr. F. Murrin, Dr. W. Okshevsky, Dr. D. Peters, Dr. H. Pike, Dr. J. Quicoe, Dr. D. Rideout, Ms. L. Scott, Dr. E. Simms, Dr. M. Skipton, Dr. D. Thompson, Professor D. Walsh, Dr. S. Wolinetz, Dr. J. Wright, Mr. J. Baker, Mr. S. Sullivan, Ms. J. Magalios.

41. APOLOGIES FOR ABSENCE

Apologies were received from Mr. T. Duggan, Mr. C. Flaherty, Mr. L. Gaulton, Ms. A. Goodman, Dr. G. Gorman, Dr. J. Harris, Ms. K. O’Brien MacDonald, Mr. L. MacFadden, Dr. S. Peters, Ms. J. Tavenor.

The President opened the meeting by welcoming everyone to the last meeting of Senate for the year 2003.

42. The Strategic Framework Revisited

At the request of the President and with the concurrence of Senate, it was agreed to change the order of the meetings and place the special meeting of Senate prior to the regular meeting of Senate.

In 2000, the Senate and Board of Regents endorsed a Strategic Framework for Memorial University that was to guide the University’s development. Dr. Simpson introduced the topic for the special meeting by noting that the Planning and Budget Committee has general responsibility for monitoring the Strategic Framework for Memorial University and in keeping with that mandate, undertook a review of progress with input from the Senior Executive Committee and Deans and Directors. Pleased by the number of actions achieved, PBC felt that it would be useful to give Senate a progress report on the Strategic Framework.

Dr. Simpson asked Mr. Paul Chancey, Director, Centre for Institutional Analysis and Planning, to present basic facts and trends to facilitate discussion.

Mr. Chancey reminded Senators that the Strategic Framework provided a context for the University's development and laid out major objectives and goals and set out specific targets in certain areas. He indicated that the report given today presents information on the progress made with respect to the Framework and demonstrates that great progress has been made with respect to the primary challenges facing the university. Noting that knowledge of the basic facts and trends will help in determining how the University should position itself to meet challenges in the future, Mr. Chancey reviewed some challenges and highlighted areas where expectations had been fully met or exceeded. He cited, in particular, the following:

- Total student enrollment, which now exceeds 17, 000;
- Increased numbers of students from rural Newfoundland and Labrador selecting Memorial University;
- Significant improvements in student retention and program completion rates;
- Major improvements in the provincial system providing financial aid to students;
- The creation of new academic programs, including executive-level Master's in Oil and Gas Studies, oil and gas options in Engineering, Master's in Employment Relations, Master's in Health Research, Master's in Music, Master's in Education (Information Technology), Bachelor of Education (Primary/Elementary) Degree, Ph.D. in Anthropology, Bachelor of Physical Education Non-Cooperative), Master of Science in Medicine (Applied Health Services Research);
- New collaboration and partnerships with industry, government and community organizations;
- Increasing the annual research income that it exceeded \$51 million in the fiscal year 2002/3;
- Major success in research granting competitions, particularly the Atlantic Innovation Fund which has awarded \$35 million to projects led by Memorial University;
- New marketing initiatives to give the University better recognition

amongst prospective students, students, alumni, community leaders and professional organizations, provincially, nationally and internationally.

Further detail is included in the Strategic Framework - Progress Report. Copies of the Report and of Mr. Chancey's slide presentation are located in the Senate files.

Dr. Simpson thanked Mr. Chancey for his introduction and reminded Senators that the comments from today's discussion will guide the Committee, CIAP and others where they should be directing their attention.

A broad ranging discussion then ensued involving a large number of Senators. The following is a summary, illustrative but not exhaustive, of questions, comments and suggestions made:

- Suppose Memorial were to become larger, where do we grow? How should such decisions be made? What infrastructure would be required?
- The University would benefit from modest growth, controlled growth, growth that preserve choices. How can we preserve choices so that we attract students, faculty and staff?
- What are the funding implications of growth? We need to ensure that financial resources are maintained if the focus of the University continues to be on growth. Part of Memorial's mission is to educate the people of Newfoundland and Labrador. Does shifting that focus more to international students have implications for provincial government funding?
- Factors that have an impact on a students' decision to attend a particular university need to be identified. Do students choose Memorial because it has strong programs? good teachers? because it is good value for money? because of its location? Separating issues out and determining which factors have what impact can be difficult, but needs to be done.
- More international students can result in a net economic benefit to the province and to the University. Memorial's relatively low fees for tuition can be a good bargaining chip for attracting out-of-province and international students.
- If we are to "grow" Memorial, at what point do we need more resources? Senators cannot assess that. How do Senators get that

information? To answer the question, should we grow or stay where we are, Senators need more information.

- Determination of resources needed will differ for different academic units (e.g. Pharmacy is constrained by space, whereas SWGC may have more opportunity for growth).
- If Memorial is to grow, it is necessary to determine areas where growth can and should occur. Areas of growth should be chosen first, then assess what number of students would be appropriate, the implication for resources (classroom and lab space, faculty, staff, etc.) and identify the cost of increasing enrollment.
- Increasing enrollment will have implications for central core services such as Library, etc. What are we building up in terms of the central core? What are the incremental costs of growing and improving infrastructure?

Dr. Simpson noted that the senior administration has been encouraging the Provincial Government to see the university as an investment rather than a cost.

Following the discussion, Dr. Simpson thanked Senators and commented that the points raised and directions suggested will be very useful to the Planning and Budget Committee.

The President thanked Dr. Simpson and Mr. Chancey for preparing the materials and for leading the presentation which helped Senate focus on this important issue.

43. ADJOURNMENT

The meeting adjourned at 5:15 p.m.

CHAIRMAN

ACTING SECRETARY