

# Meeting Notes

## Integrated Planning Committee Meeting

December 12, 2016

3:30pm – 4:30pm

A-2029

### Attendance:

**Paul Chancey**, CIAP  
**Dr. James Feehan**, Humanities & Social Science  
**Dr. Noreen Golfman**, Provost & VP (Academic) (Chair)  
**Keith Matthews**, Associate Director, Academic Budgets  
**Dr. Donald McKay**, Medicine  
**Lori Pike**, Budget Office  
**Dr. Ian Sutherland**, Music  
**Lynn Taylor**, CIAP  
**Jacqui Walsh**, Business & Economics, Grenfell  
**Dr. Wilf Zerbe**, Business Administration, St. John's

### Regrets:

**Dr. Aimée Surprenant**, Graduate Studies

### Not Present:

**Renata Lang**, MUNSU

## 1. Review of meeting notes from November 28, 2016

The meeting notes from November 28 were accepted by the committee.

## 2. Discussion of the Strategic Direction Document

Dr. Golfman provided an update regarding the draft budget framework that was presented at the last meeting. A revised version of the framework that was presented at the last IPC meeting was discussed with the Minister and the Board of Regents to facilitate a general discussion of solutions to Memorial's projected budget deficits. It was anticipated that further questions will emerge as discussions continue.

The committee discussed the strategic direction document. Dr. Golfman indicated that the next step could be to redraft the existing document into a more formal document that could be shared with the university community for feedback. She added that the final document should probably be about four to five pages at most. The committee turned its attention to the nine bullets currently comprising the strategic direction.

Keith Matthews offered a somewhat revised set of seven bullets, each with a set of sub-actions that describe how the university might seek to achieve the goals set out in the higher level bullets. An abridged version of the list follows:

- **Stabilize Undergraduate Enrolment**
  - Diversify student population
  - Conversion rates
  - Student Retention
  - Graduation Rates
- **Enrich the Student Experience**
  - Academic Programming
  - Academic Success factors
  - Non-Academic Factors
  - Technology and Infrastructure
- **Grow graduate enrolment**
- **Enhance research**
  - Faculty renewal
  - Infrastructure (labs, equipment, computers)
  - Start-up funds
- **Diversify or Stabilize Funding**
- **Maintain quality amid resource decline**
- **Internationalization**

This list initiated a wide-ranging discussion during which a number of points were made and questions posed including:

- Why isn't enrolment at Memorial actually rising, given the university's current tuition fee structure?
- What is the role of other university committees regarding in-depth discussions about enrolment at Memorial?
- There was a suggestion that "Enriching student experiences" could serve as an overarching strategic direction under which quite a number of the other items, such as retention, could fall.
- Are today's students getting all the services, as well as the level of engagement with academic curriculum that they would like at Memorial?
- How willing is the university to take risks in an uncertain environment?
- How should the university "reward" those who seek to be innovative?
- What type of university environment is envisioned for Memorial?
- It is important to hold faculties accountable for pursuing what is right and hiring faculty who will foster creativity, innovation, and in turn university growth.
- Some concern was expressed about the existing structure of the university and the reality of what is possible and not possible within it. There was a suggestion that the structure and culture will need to change.
- The desire for Memorial to continue to be a comprehensive university was questioned, noting that it is difficult to be all things to all people. However, given the likelihood that that Memorial will remain a comprehensive university, future discussion may be needed to define what is meant by comprehensive.
- The means by which resources are allocated at Memorial is an important issue. While it is difficult to compare programs given that there will always be higher and lower cost programs, economies of scale may be achievable by examining and leveraging existing resources.

Based on the discussion, the following suggestions were made regarding the content and language of a strategic direction:

- Four points were suggested as the basis of a strategic direction under which other items may fall:
  - Enrich experiences
  - Embrace social accountability
  - Embrace innovation
  - Embrace cooperation and integration
- Building on this idea, it was suggested that a possible strategic direction should be to foster an entrepreneurial drive throughout the system. As such, a possible strategic direction was suggested:
  - Attract the best and the brightest through:
    - Competitive programs
    - Proactive approaches
    - Use of incentives

For the next meeting, the committee was asked to consider strategic directions that might be brought forward. It would also be helpful to separate statements, actions and outcomes as the committee works through the process.

### **3. Other Business**

No other business was raised.

The next meeting of the IPC will be held on Monday, January 9 at 3:30pm in A-2029.