

# Meeting Notes

## Integrated Planning Committee Meeting

January 9, 2017

3:30pm – 4:30pm

A-5014

### Attendance:

**Paul Chancey**, CIAP

**Dr. James Feehan**, Humanities & Social Science

**Dr. Noreen Golfman**, Provost & VP (Academic) (Chair)

**Jillian Kavanaugh**, Manager, Marine

**Renata Lang**, MUNSU

**Keith Matthews**, Associate Director, Academic Budgets

**Dr. Donald McKay**, Medicine

**Lori Pike**, Budget Office

**Dr. Laura Robinson**, Arts and Social Science, Grenfell

**Dr. Aimée Surprenant**, Graduate Studies

**Dr. Ian Sutherland**, Music

**Lynn Taylor**, CIAP

**Dr. Wilf Zerbe**, Business Administration, St. John's

### 1. Review of meeting notes from December 12, 2016

The meeting notes from December 12 were accepted by the committee.

### 2. Updates

Dr. Golfman welcomed Dr. Laura Robinson to the committee who is replacing Jacqui Walsh as the Grenfell representative.

### 3. Discussion of Strategic Direction document

Dr. Golfman indicated that the objective of the meeting was to work on reaching consensus on the list of issues to be included in the statement of strategic direction. She suggested a subcommittee may be best way to proceed with the development of the document itself. They would bring a draft back to the committee for consideration. She expressed some concern about the amount of time that had been spent on the document as this represents only a small part of the work that needs to be done by the committee. In particular, work needs to begin on the university budget. She noted that there had been a conversation at the recent Dean's Council about budget and indicated the need to start preparing for budget adjustments which would be driven by the consideration of priorities. Enrolment will play a role in that discussion. Faculties and schools will be receiving their allocations within the next few weeks and Deans will be asked to present a 3 or 4 year plan. It is noted that revenues are not anticipated to increase; therefore, everyone will see a reduction in their allocation. Memorial's situation is not very different from other universities; however, Memorial's lower tuition does make finding solutions challenging. As such, it is important to focus on what makes Memorial unique, from program delivery to progressive innovation.

Following up from the previous meeting, Dr. Golfman asked Paul Chancey to provide an overview of a revised set of goals and possible actions that had been drafted for consideration and discussion. He presented a number of slides that were an amalgamation of the bullets set out in the original strategic direction document, some additional work done by Keith Matthews, and his own thoughts. A summary of the general headings of these key points is as follows:

- Stabilize Undergraduate Enrolment

- Grow Graduated Enrolment, especially PHD
- Enhance Student Experience/Academic Performance
- Enhance Research
- Redefine Public Engagement
- Improve Quality
- Stabilize and Diversify Funding
- Cross-Cutting themes (International, Indigenous, Faculty Renewal)

The discussion that followed was wide-ranging and included the following questions and points:

- What does stabilize undergraduate enrolment mean?
- The rationale for increasing graduate enrolment was discussed as part of a discussion about the balance between undergraduate and graduate.
- It is easy to create programs but it is difficult to discontinue them.
- Assessing the effectiveness of the actions will be necessary to help determine the priorities given the budget realities.
- Student experience is the cornerstone of an institution's reputation. Creating programs and services that work will be important, but being able to assess their effectiveness will be critical to ensure they are having an impact. Questions were raised about the effectiveness of help centres. The university preparedness course was given as an example of an approach that has benefitted student that could be expanded. The Teaching and Learning Review Committee are currently investigating new approaches.
- Research is a part of the core university business and comprising part of the overall student experience.
- There is an opportunity to integrate extracurricular activities into the curriculum as opposed to viewing as something that is in addition to course work.
- Social accountability is not the same as public engagement and so social accountability would better represent Memorial's direction.
- It was noted that the Board of Regents did request a way to measure progress towards goals.
- Finding efficiencies is a constant and is always a healthy practice regardless of circumstances.
- One area that seems to be missing from the various lists is the importance of people.
- People are ultimately responsible for implementing the plan, they should be able to see themselves in it.
- Once again, the question was posed as to whether or not Memorial needs to be a comprehensive university.
- The items presented on the slides cannot be achieved by operating status quo. There were some who felt the status quo was not desirable even if resources were not an issue

A number of suggestions were made during the discussion:

- Strategies could be identified and compared against the desired outcomes. Some felt that increased enrolment was an outcome, not an action. Four general strategies were suggested:
  - Status quo
  - Doing less
  - Finding efficiencies
  - Doing different
- Examining the status quo and comparing what the alternatives look like against it might enable solutions to emerge.
- A subcommittee could create some key messages, to be presented to the larger committee for commentary and such commentary would comprise the details.
- Strategic points need to remain high level.

No conclusions were reached coming out of the discussions. Dr. Zerbe offered to take look at the strategic directions paper and the goals/bullets that had been drafted to produce an amalgamation that included the development of strategic alternatives and recommendations. There were reservations expressed about this approach, but it was agreed that he could take a look at it and bring it back to the committee.

#### 4. Other Business

No other business was raised.

The next meeting of the IPC will be held on Monday, January 23 at 3:30pm in A-2029.