

# Meeting Notes

## Integrated Planning Committee Meeting

March 6, 2017

3:30pm – 4:30pm

A-2029

### Attendance:

**Younis Abdalla**, GSU

**Paul Chancey**, CIAP

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

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

**Lori Pike**, Budget Office

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

**Dr. Aimée Surprenant**, Graduate Studies

**Dr. Ian Sutherland**, Music

**Lynn Taylor**, CIAP

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

### Absent:

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

**Dr. Donald McKay**, Medicine

**Jillian Kavanaugh**, Manager, Marine

**Renata Lang**, MUNSU

## 1. Review of meeting notes from January 23, 2017

The meeting notes from January 23, 2017 were accepted by the committee.

## 2. Budget Update

Dr. Golfman provided an update on the ongoing budget discussions. The Dean's Council have been discussing the budget process with respect to academic units. The academic envelope is the largest in the university and it will see significant reductions. Three-year allocations have been provided to units based on the allocation information provided by government in the 2016-17 budget and units have been asked to go through the exercise of determining what would be required to balance these allocations. Budget presentations for the academic envelope will take place in early April.

Questions remain about how the pension deficit will be addressed. Memorial will need to find a way to cover the shortfall, but how much will be required is still undetermined.

Revenue generation through such means as tuition increases or the implementation of an infrastructure fee is being explored.

All indications are that the provincial budget will be presented early this year but the timing is unknown.

### **3. Memorial-Dalhousie Comparison**

A comparison of budget allocations between Memorial and Dalhousie was presented by Lori Pike. The same document was presented to the Finance committee of the Board of Regents. The Finance committee has asked to see the comparison of revenues. Lori is currently working on that document, which she will also share with the IPC once completed. The budget allocation comparison is based on 2015-16 numbers and indicates that total expenditures and expenditure per student between Memorial and Dalhousie are roughly comparable. Comparing individual units is also possible using the data provided but must be done with care to ensure that units with similar names actually have similar scopes and mandates.

It was noted that while Memorial's total revenue is similar to Dalhousie's, the component parts are very different due to Dalhousie's much higher tuition and fees. It was suggested that CAUBO data may be informative for the overall levels of expenditures. Memorial's expenditures are generally comparable to other universities; however, the picture of revenues would be quite different.

Dr. Golfman indicated that she would like to see Memorial move towards producing a report similar to Dalhousie's. The Dalhousie report clearly indicates where budget has been allocated and why. The exercise of developing such a report would provide good discussion for this committee. It was felt that the process of developing the report could begin in the fall with consultations, and progress reports could be posted throughout development.

A committee member asked if it were possible to get more data about Memorial's academic units, including the allocations for each unit. It was suggested that the data template that is created for the academic unit budget allocation process might provide useful information. Dr. Golfman agreed to take this under consideration. There was also a suggestion that each unit complete a contribution margin analysis to see what the return on investment is on particular offerings.

It was noted that it is a lot easier to add new programs than it is to stop offering existing ones. Reducing program offerings is not desirable, but if low enrolment is evident, programs will need to do things differently to survive. Dr. Golfman noted that the Executive of the Board of Regents had recently asked about their ability to weigh in on program sustainability through evidence-based information.

### **4. Other Business**

No other business was raised.