

Meeting Notes

Integrated Planning Committee Meeting

April 17, 2017

3:30pm – 4:30pm

A-2029

Attendance:

Younis Abdalla, GSU

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 & 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 March 6, 2017

The meeting notes from March 6, 2017 were accepted by the committee.

2. Budget Update

Dr. Golfman provided an update on the university budget. A special meeting of Senate will take place on April 24 to outline the university's fiscal situation and to discuss alternatives that are being developed. Memorial is at a critical point and Senate needs to consider all options to ensure Memorial can continue to offer current programs and services. Such considerations include, but are not limited to: expenditure reductions, tuition increases, implementation of fees and differential program fees.

While anyone is permitted to attend a Senate meeting, only senators can participate. As such, Memorial will look to engage the broader university community and public in a Town Hall event a few days after the Senate meeting to provide opportunity for open, respectful discussion on possible solutions. The event will also be broadcast via social media. Details on the Town Hall will be determined in the next few days.

3. Presentation – Victoria Collins – Memorial Brand Development

Victoria Collins, Executive Director, Marketing and Communications, delivered a presentation on Memorial's Brand Development. She noted that any recommendations on strategic direction decisions put forward by the IPC will influence Memorial's brand. As such, Ms. Collins expressed an eagerness to learn more about the IPC outcomes so that the strategic directions could be represented in Memorial's brand efforts.

In her presentation, Ms. Collins gave an overview of Memorial's brand strategy, target markets, positioning statement, positioning focus and its competition. She also provided a brief assessment of Memorial's progress in achieving the desired outcomes set out in the branding exercise. She concluded by seeking input on the following questions:

- Does the brand positioning still reflect Memorial's culture and aspirations?
- Does it support our current and emerging priorities?
- Is there value in revising our positioning, which drives all marketing and communications, based on the university's more recent frameworks and plan?
- Or should we maintain the positioning and promote individual programs and strategic initiatives?

The following points were raised in the discussion that followed:

- When Memorial's brand was developed, it was validated by internal and external stakeholders. Since that time, there has been limited on-going validation.
- The current brand of Memorial was developed a number of years ago. As such, the brand may not accurately reflect the Memorial of today. For example, "Innovative" may better represent Memorial rather than "Ingenuity."
- The brand of Memorial needs to translate into the internal strategy.
- "Become" may be too passive.
- The eastern seaboard may be a missed recruitment opportunity for Memorial. Competing with Canadian Universities may be limiting and Memorial should consider looking to draw from the US market.
- The value of Memorial's programs are often questioned because of the low costs (tuition) to attend.
- The uncertain times globally, but also in NL, may have an impact on Memorial's brand.
- It is questioned whether or not Memorial is supporting the provincial government's immigration strategy. Memorial is supporting the strategy in so far as Memorial is highlighting the university's contribution, gathering stories and supporting the themes through communications.
- It is felt that government relationships are important and Memorial needs to work with government on priorities that are of common interest.
- The incoming executive of MUNSU understands that Memorial is facing some difficult challenges but are worried about the impacts raising tuition and fees will have.

4. Other Business

No other business was raised. The meeting adjourned at 4:30pm.