

Meeting Notes

Integrated Planning Committee Meeting

January 21, 2019

3:30 – 4:30pm

A-2029

Attendance:

Dr. Noreen Golfman, Provost & VP (Academic) (Chair)
Dr. Neil Bose, VP (Research)
Dr. Sean Cadigan, Associate VP (Academic)
Dr. Claude Daley, Engineering and Applied Science
Dr. Danny Dyer, Science
Sana Jamil, GSU
Dr. Laura Robinson, Arts & Social Science, Grenfell
Dr. Aimée Surprenant, Graduate Studies
Dr. Ian Sutherland, Music
Roxanne Millan, Office of the Provost
Keith Matthews, CIAP
Réanne Kinsella, CIAP

Unable to attend:

Bailey Howard, MUNSU
Jillian Kavanagh, Marine Institute
Jennifer Batten, Office of the Provost
Lori Pike, Budget Office

1. Review of January 7, 2019 meeting notes

The Committee reviewed and approved the meeting notes from January 7, 2019.

2. 2019 Operating Budget Report

The Working Group has met twice since the last meeting of IPC. A draft Table of Contents for the 2018-19 Operating Budget Report was circulated to the Committee for review. Mr. Matthews noted that last year's report contained a large amount of information to educate readers regarding budgeting at Memorial. IPC was also constrained in the types of recommendations it could put forward due to the late timing of the report in May 2018.

The Working Group proposes that the 2018-19 report focus less on background information and process, and more on recommendations. The draft Table of Contents includes section 2 outlining *Factors that Impact the Operating Budget* at Memorial, both in regards to revenues and expenditures. This would provide a foundation for the remainder of the report. Section 3 – *Preliminary Budget Gap* will outline a three-year overview of the budget (rather than a two-year overview) to support greater long term budget planning. Section 4 will then describe *Key Strategic Issues*, and section 5 will put forward specific *Recommendations*, including an analysis of the financial implications of such recommendations. Dr. Golfman noted that, once proposed by IPC, such recommendations would require formal approval.

The Committee discussed the following:

- The Committee agreed that research should be discussed as a separate category in section 2, including graduate student funding, and how the research budget is allocated.
- The Committee discussed the key strategic issue of *New Program Development/Innovation*. It was suggested that this section should focus on restructuring or reviewing existing programs (it was suggested that the section be renamed "New Program Development, Design, and Delivery"). IPC members also suggested that *innovation* become a separate category with a more specific title.
- It was noted that IPC must be cautious in how it frames strategic issues. For example, deferred maintenance continues to be a significant issue at Memorial and some members of the University community may not

support other initiatives (for example, new programs) until the larger, ongoing issues are addressed. On the other hand, other opportunities such as program innovation may increase external interest and improve reputation.

- A question was posed whether comparisons to other Canadian universities have been analysed. Dr. Golfman noted that Memorial conducted such an assessment last year in preparation for the budget report, particularly with Dalhousie due to similarities with MUN.
- The Committee agreed that the University should emphasize in the report the importance of looking to the next three years with a defined plan, strategic directions, and a budget that can support such a way forward. This will also become particularly important in view of the Post-Secondary Education Review.

Dr. Golfman noted that the report should be completed by the end of February. Recommendations will be formulated based on the discussions at IPC. The Working Group may also put forward proposed recommendations for the Committee to respond to. A suggestion was made that an incremental scheme for tuition should be considered by IPC in the coming weeks in order to develop specific recommendations.

3. Other business

The Working Group will present a more detailed outline of the report during the next meeting for review. The meeting was adjourned at 4:30pm.