



UPDATE REPORT

INTEGRATED PLANNING COMMITTEE (IPC)

MEMORIAL UNIVERSITY

November 2018

UPDATE ON 2017-18 RECOMMENDATIONS

The 2017-18 Operating Budget Report of the Integrated Planning Committee (IPC) proposed a series of recommendations that were informed by comments received from the University community during consultations held in the Winter of 2018. Based on this feedback a series of principles, priorities, and specific recommendations was identified:

Principles

- Protect the quality and integrity of programs
- Maintain Memorial's special obligation to the province
- Maintain academic comprehensiveness
- Maintain enrolment and program quality
- Ensure access to programs
- Ensure a high quality student experience

Priorities

- Academic experience (student support, wellness, advising)
- Infrastructure and technology renewal
- Increased efficiency (reduce duplication, align processes, outsourcing)
- Faculty and staff wellness and renewal
- The library collection
- Graduate fellowships
- Advocacy
- Increased revenue

Recommended Proportional Budget Reductions and Exemptions

The IPC's most immediate recommendation in the Operating Budget Report (May 2018) was to address the 2018-19 budget gap of \$5.9 million through proportional budget reductions. These were actioned in Budget 2018-19. Cuts were applied proportionally, as recommended, taking into account exempted areas.

Specifically, IPC put forward three recommendations related to proportional budget reductions:

1. A NUMBER OF ITEMS SHOULD BE EXEMPTED FROM BUDGET REDUCTIONS.

As recommended, exemptions were applied to proportional cuts. These included items that the University has limited or no control over, or that represent priorities based on the budget consultation process. Items exempted from cuts included entrance scholarships, graduate fellowships, library holdings, and utilities.

2. **CAMPUS/PORTFOLIO HEADS SHOULD APPLY BUDGET REDUCTIONS TO THEIR UNITS ON THE PRINCIPLES/PRIORITIES IDENTIFIED ABOVE.**

Campus/portfolio heads have taken the opportunity to apply budget reductions at their discretion, based on the identified principles/priorities. For example, the budget reduction applied to the Academic Portfolio on the St. John's campus was distributed to administrative units at a higher percentage than academic units. The Vice-Presidents Council recently approved the development of a new University Budget policy and a Memorial University committee was struck to commence this work. Budget policy work is proceeding under the Policy Framework which includes broad consultation with the University community.

3. **UNITS SHOULD REPORT TO THE VICE-PRESIDENTS COUNCIL ON HOW THEY ACHIEVED THEIR COST REDUCTIONS.**

It is recommended that the new University Budget policy include a section on accountability. The IPC will submit its feedback to the University Budget Policy Committee during the policy consultation period.

In addition to proportional budget cuts, Memorial has met the Government-mandated three-year attrition target of \$6.0 million, which included \$3.0 million in salary savings for 2018-19. Positions were distributed across portfolios and will be deleted from the position inventory.

Further Recommendations

The Committee also provided further recommendations to encourage the longer term sustainability of the University, to be initiated as soon as possible. Compiling an exhaustive list of all actions undertaken throughout the University is impractical for the purposes of the current update report, but the following provides an overview of some of the activities that have occurred to date.

1. **FACULTY AND STAFF RENEWAL:**

The Voluntary Retirement Program (VRP) was launched in May 2018, open to academic and non-academic staff members at Memorial. The program, administered by the Department of Human Resources, was allocated a maximum of \$8 million, endorsed by the Board of Regents. Phases one and two have already resulted in more than 40 applicants, approved by Vice-Presidents Council. Phase three recently concluded on September 14 and Phase four is now underway (closing November 2, 2018). The VRP will achieve significant long-term fiscal savings while allowing Memorial to put more focus towards faculty renewal.

2. SENIOR ADMINISTRATIVE MANAGEMENT (SAM) SCALE REVIEW:

A compensation review of the SAM salary scales is underway. Korn Ferry (formally Hay Group Limited) were engaged to work with Vice-Presidents Council through the Department of Human Resources to undertake the review and analyze salaries in comparison to similar positions within Canadian universities. Korn Ferry have been reporting to Vice-Presidents Council. Senior administration has been engaging the Human Relations Committee of the Board of Regents through regular updates. Recommendations are anticipated to be presented to the Board by the end of 2018.

3. REVIEW OF COMMITMENTS TO SEPARATELY-INCORPORATED ENTITIES (SIES):

No action taken to date.

4. REVIEW OF TUITION LEVELS:

The Centre for Institutional Analysis and Planning (CIAP), in consultation with the Budget Office, is in the process of gathering tuition information from across Canada in order to inform the review of tuition levels at Memorial.

5. REVIEW OF PROGRESSIVE STUDENT FUNDING PROGRAMS:

The University is studying national and international trends in post-secondary education funding.

6. ADMINISTRATIVE EFFICIENCY:

The University achieved efficiencies specific to administrative processes through the elimination of positions, the reduction of non-salary operating expenses, the automation and streamlining of processes, the review of existing policies, and insourcing. The University continues to investigate solutions to automate and streamline labour-intensive processes, for example:

- **Reduction of Paper:** The Office of the Chief Information Officer is leading the movement from paper to online/electronic forms.
- **Work at Home/Hoteling Pilot:** The Office of the Chief Risk Officer is currently piloting the Work at Home/Hoteling initiative. The pilot aims to set standards for work at home for future positions/units, utilize technology solutions to make working at home a seamless integration, and reduce the overall University footprint.
- **Improving Admissions and Registration Business Processes:** Along with the continuous review and improvement to paperless admissions through the introduction of OnBase (an information platform) by both the Office of the Registrar and the School of Graduate Studies in collaboration with Information Technology Services, each unit is progressing with further efficiencies: the School of Graduate Studies through the implementation of completely-online admissions and the development of an

enterprise-wide solution for holistic graduate admission (a first in Canada); and the Office of the Registrar by assessing and applying the capabilities of OnBase to the workflow of transfer credit evaluation and paperless student academic records.

- **Banner Faculty Load and Compensation (FLAC):** Memorial University's implementation of the Banner Faculty Load and Compensation (FLAC) solution has helped streamline processes and generate efficiencies. This solution replaced manual processes used to track workload for full-time faculty members as well as teaching term contract hires, and created efficiencies in processes used to compensate per course instructors and extra teaching assignments. The introduction of FLAC improved data accuracy and created significant process efficiencies in the Registrar's Office and Payroll. FLAC has also led to greater automation of instructor notification and course appointment letter production.
- **Research Portal:** The Research Portal now allows for the electronic submission of all research grants and contracts.
- **Research Grant and Contract Services (RGCS) Networking Group:** A newly formed group consisting of grants facilitation staff in academic units and from the research portfolio has helped to identify duplication of processes and encouraged groups to work collaboratively towards common issues.
- **Web-Based Leave App Pilot:** A web-based app is being piloted for the request and approval of leave (non-academic). This results in quicker responses, clear audit trails, and paper reduction.
- **Restructuring of Printing Services:** The Printing Services Unit was restructured to better meet the evolving needs of the University through attrition and printing efficiencies such as the elimination of the printing press and other machines.
- **Softphone Pilot:** A softphone application is currently being piloted that may result in a reduction of desktop telephones for the VOIP services. Significant savings may be achieved as desktop phones reach end of life.
- **Marine Institute Campus:** The Marine Institute has made adjustments to lab delivery in order to optimize lab usage, reduced on-call and overtime salary costs by improving processes associated with the aquaculture monitoring system, as well as redistributing and reorganizing workloads (within collective agreement frameworks).
- **Grenfell Campus:** The campus consolidated Student Services and the Registrar's Office.

7. ACADEMIC EFFICIENCY:

The University is pursuing ways in which to improve the balance of quality and efficiency, particularly with a focus on strengthening existing courses and programs while reviewing those with low enrolment.

- **Complement Advisory Committee:** This Committee's mandate is to develop decision-making principles and criteria and undertake comprehensive reviews of multi-year staffing plans in light of fiscal capacity, enrolment trends, and teaching capacity. Within the academic portfolio, the Complement Advisory Committee now has membership from Deans Council to advise the Provost on academic and

administrative position decisions. The Committee will develop a consultation framework to facilitate collaboration and discussion among deans and directors.

- **Centralized Classroom Booking System:** The Registrar's Office will be introducing software and updated business processes to better utilize instructional space, and to move towards a more student-centric academic scheduling model. It will also simplify the booking process for one-time bookings for class and meeting rooms.
- **Enhancing Graduate Experience:** The School of Graduate Studies, Information Technology Services, Centre for Innovation and Teaching, and the Internationalization Office have partnered to centralize career and skills development supports, formalize training for faculty supervisors, and begin redesigning work processes using the EAB campus application to lessen the administrative burden of academic staff members and allow more time to improving academic experience and outcomes for graduate students.
- **Marine Institute Campus:** The Marine Institute has adjusted the frequency and timing of course offerings in order to maximize class sizes. Programs have been reviewed, leading to the discontinuation of two low enrollment programs. An initiative has also begun to standardize course curriculum to better serve program needs.
- **Grenfell Campus:** The campus conducted a review of teaching plans.

8. DEFERRED MAINTENANCE AND INFRASTRUCTURE:

The possibility of reducing the University's built footprint is being considered and has the potential to reduce the total value of the deferred maintenance liability. This is in the early stages of planning and there are both short- and long-term objectives to bring to fruition. Excluding this initiative, priorities are established on deferred maintenance projects and dealt with as funding permits. However, the ability to make significant inroads on the current level of deferred maintenance is limited and indeed the total value of deferred maintenance continues to grow year over year.

In addition to the management of deferred maintenance, the University is reviewing physical infrastructure to reduce operating costs and create and maintain high quality research, teaching and learning, and engagement space that meet the needs of a 21st century University in the current fiscal climate. The addition of new spaces, such as the recent opening of the Signal Hill Campus and the upcoming completion of the Core Science Facility, will support the need for new and modernized spaces, largely through external funding support.

- **Master Plan:** Memorial's current Campus Master Plan for St. John's campus was commissioned in 2005 and issued in 2007. It sets the parameters, policies, and directions for the physical development of the campus, including its buildings, landscapes, movement systems, and general infrastructure. Campus master plans for Marine Institute and Grenfell Campus were both completed in 2015. Memorial continues to advance priorities, aligned with the Campus Master Plan(s). However, significant time has elapsed for the St. John's campus plan, the environment has changed and therefore, an update is currently in progress. Several strategies and

current plans will inform the Campus Master Plan update including the Transportation Strategy, the University Buildings Strategy, the Multi-year Infrastructure Plan; as well as the three University frameworks: Teaching and Learning; Research Strategy; and Public Engagement.

- **University Buildings Strategy:** the Vice-Presidents Council has recently established a University Buildings Steering Committee to assess the current infrastructure of St. John's Campus, specifically the utilization of space. The opening of several new buildings in fall 2020 (Core Science Facility and the Animal Resource Centre), and the relocation of many units presents an opportunity to explore options to address aging infrastructure and deferred maintenance liability. The Steering Committee has been tasked with the development a multi-year strategy focused on redevelopment and renewal of the University campus infrastructure, as well as the possible demolition of aging infrastructure.
- **Existing Science Building:** A specific priority of the Steering Committee is to assess options associated with the existing Science Building. Many of the current occupants will be relocated in fall 2020. One of the oldest buildings on campus, the space has reached a deferred maintenance liability of \$32.6 million. To date, the President has led consultation sessions with faculty and staff from the Faculty of Humanities and Social Science and the Faculty of Science regarding the elimination of the Science Building. The Committee will continue to consult with the University community as the project advances.

9. STRATEGIC ENROLMENT MANAGEMENT:

- An **enrolment retreat** was held on September 14, 2018 on St. John's campus, with leaders from across the University. The purpose of the retreat was to set the ground work for the revision of Memorial's enrolment plan.
- **Memorial's Graduate Strategic Enrolment Management Plan** is an evidence-based approach to improving recruitment and admissions by enhancing diversity and quality of incoming classes; improving the quality of graduate advising, training, and holistic supports; and improving employability and post-graduate outcomes.
- The **Student Success Collaborative** was launched in fall 2018. This project is aimed at improving Memorial's retention rate through the use of advanced analytics to support student success. Student are able to download an app called Guide (soon to be called Navigate) that will keep them informed about key dates at the University and allow students to book appointments with service providers across campus such as academic advisors.

10. RESEARCH OVERHEAD POLICY:

The Office of Research will be conducting a review of the research overhead policy in the coming months. The objective will be to reduce the strain of indirect costs on the operating budget by building additional costs into research proposals.