

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board was held on Tuesday, July 8, 2025, at 9:00 a.m. at the Marine Institute Conference Centre and via Microsoft Teams.

PRESENT:

Mr. Justin Ladha, Chair
Dr. Jennifer Lokash, President and Vice-Chancellor *pro tempore*
Dr. Amy Warren, Acting Provost and Vice-President (Academic)
Chancellor Earl Ludlow
Ms. Michelle Baikie, via Microsoft Teams
Mr. Bob Hallett
Dr. Ash Hossain
Mr. Carter McNelly
Ms. Trudy Morgan-Cole, via Microsoft Teams
Ms. Nathalie Pender
Mr. Tim Powers, via Microsoft Teams
Ms. Andrea Stack
Ms. Eleanor Swanson
Ms. Lynn Zurel
Ms. Tina Scott, Secretary to the Board

APOLOGIES:

Apologies were received from Ms. Leigh Borden, Dr. Rex Gibbons, Mr. Andrew Mercer, Chief Brendan Mitchell, Dr. Lloydetta Quaicoe, Mr. Anik Rahman.

PRESENT BY INVITATION:

Dr. Tana Allen, Vice-President (Research) *pro tempore*; Ms. Catharyn Andersen, Vice-President (Indigenous); Dr. Paul Brett, Vice-President (Marine Institute) *pro tempore*; Ms. Margot Brown, Executive Director, Office of the President; Ms. Lisa Browne, Vice-President (Administration, Finance and Advancement); Ms. Paula Dyke, Senior Advisor to the President, Government Relations and Strategic Initiatives; Dr. Ken Jacobsen, Interim Vice-President (Grenfell Campus); Ms. Lisa Russell, Executive Director, Board of Regents; Mr. Scott Worsfold, General Counsel.

7204. MEETING CALLED TO ORDER

The meeting was called to order at 9:00 a.m. by Mr. Justin Ladha.

The Chair welcomed Dr. Janet Morrison, President and Vice-Chancellor Designate to the meeting as an observer.

7205. APPROVAL OF THE AGENDA/CONFLICT OF INTEREST

Following the call for the approval of the agenda, Mr. Ladha provided members and those present by invitation with the opportunity to declare if they were in a conflict of interest position or a potential conflict of interest position with regard to any agenda items.

Dr. Hossain, Ms. Stack, Dr. Lokash and members of the University Administration declared a conflict with Agenda Item 14.11 “Actuarial Valuation of the Memorial University Pension Plan as at December 31, 2024”.

Mr. McNelly declared a conflict with Agenda Item 16.7 “Reappointment of Student Representative as nominated by the Memorial University of Newfoundland Students’ Union”.

The Board agreed to remove Agenda Item 15.1 “Renovation of the Biotechnology Building”.

7206. MINUTES

The Minutes of the Regular Meeting held on May 14, 2025, and the Special Meeting held on June 26, 2025, were approved by the Board.

7207. CHAIR’S REPORT

A. Meeting of the Executive Committee – June 25, 2025

The Chair noted that the Executive Committee met on June 25, 2025, to finalize the agenda for today’s meeting of the Board. In doing so, he thanked members for their continued support in their respective roles on Board Committees.

7208. PRESIDENT’S REPORT

A. President’s Update of Activities

Dr. Lokash provided the Board with a written summary of her activities and University events since the last meeting of the Board held on May 14, 2025 and verbally provided the Board more detail and context on several of these activities and events. In doing so, she noted that this document is an update on the Actions related to the President’s objectives for 2024-25. In addition to this update, the President included the following appendices, copies of which were provided in the background documentation:

- Appendix A - Research Highlights

President's Update of Activities (cont'd)

Additionally, in response to a recommendation in the report of the Auditor General, the President's Travel Expenses, which are posted quarterly, are available at the following link:

<https://www.mun.ca/president/about/transparency-and-accountability/>

OPEN DISCUSSION AGENDA

7209. EXECUTIVE COMMITTEE

A. Revised Policy – Postdoctoral Fellows

The Board received and reviewed background information pertaining to the revised Policy "Postdoctoral Fellows".

Board members were advised that Memorial University recognizes Postdoctoral Fellows who are employees (PDF-Es) as vital contributors to its research, teaching, and mission. They help advance national research and elevate the university's reputation.

The Postdoctoral Fellows Policy outlines responsibilities and procedures for appointments, aligned with collective agreements. On February 11, 2025, the President's Executive Council approved its review under the Policy Framework Process. A summary of the proposed changes were provided in the background documentation.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the revised Postdoctoral Fellows Policy as outlined in the background documentation.

B. Revised Policy - Emergency Management

The Board received and reviewed background information pertaining to the revised Policy "Emergency Management".

Board members were advised that the Emergency Management policy provides a framework for the management of emergencies and sets forth the authority and responsibilities for university preparedness, prevention/mitigation, response, and recovery from all-hazards emergencies. The first Emergency Management Policy came into effect in 2011 and the last iteration was approved in 2018. This policy was due for review in 2019 and this commenced in 2023.

Revised Policy - Emergency Management (cont'd)

The proposed changes are minor housekeeping revisions to reflect current structures and titles a copy of which was included in the background documentation.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the revised Emergency Management Policy, to be effective immediately and as outlined in the background documentation.

C. Revised Policy – Conflict of Interest

The Board received and reviewed background information pertaining to the revised Policy “Conflict of Interest”.

Board members were advised that the University’s current Conflict of Interest Policy was originally approved in 2013. It was due for review under the University’s University Policy Framework in 2022. At that time, the President’s Advisory Committee suggested and approved a Policy Review Committee to undertake the review (the “Committee”). The Committee included membership from the Office of General Counsel, the Office of Faculty Relations, Research Initiatives and Services, the Marine Institute and Grenfell Campus.

The Committee undertook an environmental scan of conflict of interest policies at other universities in Canada and considered the existing Conflict of Interest Policy in light of that environmental scan. Discussions were undertaken with both current and prior members of the Conflict of Interest Committee. The Committee sought direct input from the Memorial University of Newfoundland Faculty Association (MUNFA) in relation to the review; however, MUNFA declined to comment. The Committee discussed and agreed upon revisions to the existing Conflict of Interest Policy as well as the associated Procedure.

The newly revised Conflict of Interest Policy was presented to the President’s Executive Council (PEC) in the fall of 2024 and was approved by PEC for public consultation. Such consultation occurred in late 2024. Three written submissions were received during such consultation.

The Committee reviewed the written submissions and made further revisions to the revised Conflict of Interest Policy in early 2025. The revised Conflict of Interest Policy was subsequently presented to PEC and approved for submission to the Board of Regents for approval in early June 2025.

Revised Policy – Conflict of Interest (cont'd)

Several significant changes were made to the existing Conflict of Interest Policy. The current Policy contains a long list of specific examples of conflicts of interest. Those examples have been removed from the Policy and instead included, with some revisions, in the associated Procedure. The Policy has also been revised to emphasize specific stages of the process to be followed in relation to conflicts of interest, namely identification, disclosure and management. Changes were also made to clarify terminology and better align the Policy with current collective agreements. Primary decision-making authority remains with the Conflict of Interest Committee, as is the case under the current Policy, although an appeal mechanism is also included in the revised Policy.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the revised Conflict of Interest Policy as outlined in the background documentation.

D. Revised Policy – Development, Approval and Administration of Board Policies

The Board received and reviewed background information pertaining to the revised Policy “Development, Approval and Administration of Board Policies”.

Board members were advised that the management, administration and control of the property, revenue, business and affairs of Memorial University are vested in a Board of Regents (the Board) through the [Memorial University Act](#) (the Act). To structure the work of the Board, there are a number of Governance instruments the Board has approved, such as by-laws and a suite of ten Board-specific policies. The policy; [Development, Approval, and Administration of Board Policies \(Board Policy on Policy\)](#) provides the coordinated and consistent process for identification, development, approval, dissemination and administration of all Board of Regents policies. The policy is broadly based on the broader University policy on the [Development, Approval and Administration of University Policies](#).

The policy requires “review of Board policies and procedures every four years to identify anachronisms, gaps and potential overlaps and to monitor the effectiveness of the ongoing administration of the policies”. The current iteration of the policy was approved on July 8, 2021, and therefore has a review date of July 8, 2025. The University policy was reviewed and approved on July 11, 2024. During that review the jurisdictional scan included other universities Board related “policies on policies” as well. The review of the Board Policy on Policy used this jurisdictional scan (as provided in the background documentation as Annex A) and compared the current version to the University Policy on Policy to ensure constancy where necessary.

Revised Policy – Development, Approval and Administration of Board Policies (cont'd)

A copy of the proposed edits were provided in the background documentation as Annex B and a copy without amendments annotated were provided in Annex C of the background documentation.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the revised Board of Regents policy, Development, Approval and Administration of Board Policies as outlined in the background documentation.

CLOSED SESSION – CONSENT AGENDA

Mr. Ladha provided members and those present by invitation with another opportunity to declare if they were in a conflict of interest position or a potential conflict of interest position with regard to any agenda items.

The Chair also noted that the items were dealt with in detail in meetings of the appropriate committees. It was then moved by Mr. McNelly, seconded by Dr. Hossain and carried that the consent agenda, comprising the resolutions listed in 7210 through 7215 below, be approved as follows:

7210. SENATE MATTERS

A. Summary of Senate Business for 2024-2025 Academic Year

The Board received for information a summary of Senate business for the 2024-2025 Academic Year. Between September 2024 and June 2025, the Memorial University Senate held nine (9) regular meetings and one (1) special meeting. This report is being submitted to the Board of Regents for the purpose of providing information on the business undertaken by the Senate in the 2024-2025 academic year. The Senate has broad jurisdiction over “courses of study” and “all related matters”. However, sharing information relating to the work of Senate can and should help inform the Board of Regents’ overall strategic planning. In addition to business relating to courses of study and programs, the summary of the work of the University Senate was provided in the background documentation.

7211. AUDIT AND FINANCE COMMITTEE

A. Open Internal Audit Recommendations

The Board received for information an update on the open Internal Audit recommendations. Progress towards the high priority recommendations has been provided to the Board starting in October 2023. For the moderate priority recommendations, progress has been reported since December 2023. It was noted that workloads, resource constraints and multiple priorities continue to impact significant progress. Current budgets also do not allow for progressing some recommendations further (e.g. purchase of software). Discussions are ongoing with the Board regarding establishing risk appetite which may assist with the closing of some open audit items.

B. Internal Audit Report – DRAFT Pension Review Executive Summary

The Board received and reviewed background information pertaining to the Internal Audit Report “Draft Pension Review Executive Summary”. The Office of Internal Audit conducted a review of the Pension Plan. The scope of the review included an assessment of processes and activities related to the governance and administration of the pension plan. The objective of the review was to determine the effective and efficient management of the pension plan to ensure continuous source of lifelong retirement income to eligible retired members and their survivors through prudent fund management and administration services. Findings from the work conducted resulted in six recommendations with an overall rating of high, indicating residual risk exposure requiring rapid attention.

Recommendations relate to the following areas:

1. Pension Plan Governance Structure
2. Pension Plan Roles and Responsibilities
3. Pension administrative policies, procedures and practices
4. Pension fund management oversight and performance management
5. Stakeholder relations and effective communication
6. Financial Sustainability

The University Auditor is submitting a draft executive summary to describe the associated risk and recommendation for remedial action. A detailed report of findings and recommendations has been shared with management.

Following a discussion, it was agreed to seek feedback from the Board of Regents on the preliminary recommendations to inform the final report following which the University Auditor will update the report with consideration of comments and feedback provided.

C. Appointments to Memorial University Recreation Complex Board of Directors

The Board was informed that at a meeting held on July 3, 2025, the Audit and Finance Committee approved the appointments to the Memorial University Recreation Complex Inc. (MURC) Board of Directors as outlined in the background documentation and as follows:

- David Winsor, appointed as Community Representative for a term of two years effective July 3, 2025
- Michaela Rose, appointed as Community Representative for a term of two years effective July 3, 2025.

D. Outstanding Items for the Audit and Finance Committee in relation to the Auditor General

At a meeting held on July 3, 2025, the Audit and Finance Committee received background information pertaining to the outstanding items in relation to the Auditor General as it relates to the Audit and Finance Committee. It was noted that all Committees of the Board that have outstanding items also received the update at each of its meetings.

7212. HUMAN RESOURCES COMMITTEE

A. Senior Leadership position vacancies and upcoming renewals

The Board received for information a regular status update regarding senior leadership position vacancies and their associated recruitment status that requires Board approval. The Board has requested regular updates regarding senior leadership position vacancies and their associated recruitment status, and senior leadership positions held by academic administrators which may be renewed, following a five-year term, subject to review. In addition to the update, the Board also received information outlining the process for approvals of such appointments.

B. Report on Executive Position (ie Vice-Presidents) Vacancies

The Board received for information an update on Executive position (ie Vice-Presidents) vacancies in senior leadership Executive positions, and reviews for academic leaders following the initial five-year term. Board members were advised that the update is on senior leadership position vacancies and their associated recruitment status that requires Board approval. The report was introduced as a mechanism to apprise the Board of Regents of the progress of searches for academic and administrative Executive positions for which the Board is responsible for approving the appointments to these roles. For academic leadership positions, the recruitment and review of these positions is guided by the procedures governing the appointment, review, promotion and tenure of academic administrators which [may be viewed here](#).

C. Appointments Reports

The Board received for information the Report on Academic Appointments for the St. John's and Grenfell Campuses for actions taken since May 14, 2025. The appointments reports are a detailed record of all academic appointments, leaves, promotion and tenure that have been approved by the President in accordance with the Terms and Reference of the Human Resources Committee of the Board.

D. Extension of appointment for the Interim Associate Vice-President (Academic)

The Board received background information and approved the appointment of Dr. Dennis Peters as Interim Associate Vice-President (Academic) effective August 1, 2025, and continuing until December 31, 2025, or upon completion of a successful search for a permanent Associate Vice-President (Academic), whichever occurs first and as outlined in the background documentation.

E. Extension of appointment for the Interim Associate Vice-President (Marine Institute) Administration and Finance

The Board received background information and approved the extension of appointment of Kevin Anderson in the role of Associate Vice-President (Marine Institute) Administration and Finance to December 31, 2025 or until the new/next incumbent assumes the role, whichever comes first and as outlined in the background documentation.

F. Extension of appointment for the Interim Dean, Faculty of Medicine

The Board received background information and approved the extension of the appointment of Dr. Dolores McKeen as Interim Dean, Faculty of Medicine, effective August 1, 2025, and continuing until October 15, 2025, or upon completion of a successful search for a permanent dean, whichever occurs first and as outlined in the background documentation.

G. Outstanding items for the Human Resources Committee in relation to the Auditor General

At a meeting held on July 2, 2025, the Human Resources Committee received background documentation pertaining to the outstanding items in relation to the Auditor General as it relates to the Human Resources Committee. It was noted that all Committees of the Board that have outstanding items also received the update at each of its meetings.

7213. PHYSICAL AND DIGITAL INFRASTRUCTURE COMMITTEE

A. Update on Major Capital Projects

The Board received for information an update on major capital projects. Memorial University's Capital Projects are approved by the Board of Regents consistent with the Capital Projects Policy. Facilities Management regularly provides the status of major capital projects to the Physical and Digital Infrastructure Committee, through the President's Executive Council and the President via this report. A copy of the update on Major Capital Projects was provided in the background documentation.

B. 2025 Canada Games at Memorial University Update

The Board received for information an update on key 2025 Canada Games at Memorial planning activities since the last Board update on May 14, 2025. Highlights of the updates were provided in the background documentation and included the following topics:

- Venue Use Agreement
- Capital Projects
- Games Village Accommodations
- Working Groups
- Communications

C. Infrastructure Naming and Campaign Presentation

Board members were advised that at a meeting held on July 2, 2025, the Physical and Digital Infrastructure Committee received a presentation from Ms. Jennifer O'Neill, Executive Director (Interim), Office of Development and Alumni Engagement, respect to the "Infrastructure Naming and Campaign".

7214. EXECUTIVE COMMITTEE

A. Annual Policy Report

The Board received for information the Annual Policy Report. The [Development, Approval and Administration of University Policies](#) and the University Policy Framework ("Framework") requires the review of all policies every four years. The Policy Office within the Office of the Board of Regents, has responsibility for the curatorial aspects of all policies and procedures and provides advice and guidance in the development and review process. Since June 2023, the Policy Office has been submitting quarterly policy reports to the President's Executive Council (PEC) on policy progress, these are in addition to the normal Annual Policy Status Report. In the 2024 report, Memorial reports six policies reviewed that year. In contrast in 2025, 16 policies have been reviewed. This shows the dedication of policy sponsors to advance the status of the policy portfolio. The Policy Office benefits from the creation of the Policy Advisory Group which provides oversight and has the ability to shorten or forgo the consultation period in some cases. As the report

Annual Policy Report (cont'd)

indicates; as of June 7, 2025, there are 90 policies in the non-academic policy portfolio and an additional nine policies that pertain directly to the Board of Regents, for a total of 99 policies subject to Board approval. Of the 99 policies, 31 are current (21%), 30 are under review and with an additional (30%) 38 are also past due but not open for review for a total of (39%) are past due.

B. Outstanding Items in relation to the Auditor General

At a meeting held on June 25, 2025, the Executive Committee received background documentation pertaining to the outstanding items in relation to the Auditor General as it relates to the Human Resources Committee. It was noted that all Committees of the Board that have outstanding items also received the update at each of its meetings.

7215. GOVERNANCE SUB-COMMITTEE

A. Board Meeting Evaluation Form Review

The Board received background information and approved the Board meeting evaluation to be used after each Board meeting, and as outlined in the background documentation.

CLOSED SESSION – DISCUSSION AGENDA

7216. PRESENTATION TO THE BOARD OF REGENTS

A. Litigation Update – July 2025 – Solicitor-Client Privileged

The Chair invited Mr. Scott Worsfold, General Counsel, to provide a presentation with respect to the “Litigation Update”. Mr. Worsfold provided the Board with an update regarding the types of litigation as well as current statistics.

B. Budget Model Update

The Chair welcomed to the meeting Ms. Trudy Pound-Curtis, Executive Advisor (Finance) who provided a presentation with respect to “Selecting, Planning and Implementing a new Budget Model”. In doing so, Ms. Pound-Curtis covered the following topics:

- Selecting, Planning and Implementing a New Budget Model
- An Overview of Budget Models
- Key Observations on Budget Models
- Establishing the Process
- Considerations
- Next Steps

7217. AUDIT AND FINANCE COMMITTEE

A. Report of the External Auditors on the Financial Statements

At this point, the Chair welcomed to the meeting the following members of the Office of the Auditor General who provided the results of the audit for the fiscal year ended March 31, 2025:

Sandra Russell, Deputy Auditor General
Brian O'Neill, Assistant Auditor General, Finance
Erica Peddle, Assistant Auditor General - Financial Audit
Jennifer Tuttle, Audit Principal, Financial Audit
Tracy Pelley, Audit Principal, Financial Audit

Also in attendance for this portion of the meeting was Mr. Matthew Strong, Acting Chief Financial Officer.

The Office of the Auditor General (OAG) has audited the consolidated financial statements of Memorial University of Newfoundland and the financial statements of the Memorial University of Newfoundland Pension Plan. The scope and manner of the audit is outlined in the 2025 Audit Plan previously presented by the OAG, which was approved by the Audit and Finance Committee and the Board of Regents in May 2025. A copy of the draft 2025 Audit Report, outlining the results of the 2025 audit, was provided in the background documentation.

The draft Audit Report briefly summarizes the major aspects of the audit of the consolidated financial statements and of the pension plan for the period ending March 31, 2025. It is a companion document to the consolidated financial statements and the pension plan financial statements, as the audited statements alone would not necessarily identify all matters that may be of interest to the Audit and Finance Committee in fulfilling its responsibilities.

Following a question and answer period, Mr. Ladha thanked the members of the Office of the Auditor General for the presentation and they left the meeting.

B. 2025-26 Budget Reductions and Impacts

The Board received and reviewed background information pertaining to the 2025-2026 Budget reductions and impacts.

Board members were advised that Memorial has faced a series of significant challenges: multi-year reduction in the government operating grant; rising inflationary costs; an Immigration, Refugees, and Citizenship Canada (IRCC) policy that drastically reduced international student applications and enrolment and an approximate \$9 million gap in projected versus actual tuition revenue last fiscal year.

2025-26 Budget Reductions and Impacts (cont'd)

In response to these significant financial pressures, the University must implement strategic budget reductions across all portfolios. These reductions total \$20,855,005 and will impact most units across our campuses. The key guiding principle behind these reductions is the need to safeguard core academic functions and the student experience while enabling long-term institutional sustainability.

Over the next year, the University must consider its strategic priorities within an organizational structure that centers our academic mission and fosters an environment in which students, researchers, and employees can thrive. The incoming president has indicated a focus on developing a new budget model for the institution and this work will lead to a different culture and new ways of working.

Through extensive work at the portfolio and senior leadership levels, reductions have been identified to minimize impact on the academic mission of Memorial. The outlined budget reductions, while challenging, are a strategic and necessary response to current financial realities. They reflect a commitment to fiscal responsibility, academic excellence, and institutional resilience. The university is taking deliberate steps to mitigate impacts and emerge stronger, more focused, and better positioned to serve the people of Newfoundland and Labrador.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the summary of actions to achieve the \$20,855,005 expense reduction in the approved 2025-26 budget and the planned actions to mitigate disruptions as outlined in the background documentation.

C. Overview of Finances in the Faculty of Medicine Operating Budget

The Board received and reviewed background information pertaining to the overview of finances in the Faculty of Medicine Operating Budget.

Board members were advised that the main operating revenue for the Faculty of Medicine (FoM) comes from the operating grant provided by the Government of Newfoundland and Labrador and from tuition revenue. Other revenue streams include funding from the federal government, undergraduate application fees, revenue generated from the Prince Edward Island undergraduate program, administration fees for New Brunswick students, utility recoveries, and salary recoveries from Newfoundland and Labrador Health Services (NLHS). These revenues were detailed in the background documentation as Appendix A.

Overview of Finances in the Faculty of Medicine Operating Budget (cont'd)

Additional detailed information was included in the background documentation as follows:

- Faculty of Medicine - Revenues (Appendix A)
- Faculty of Medicine - Salaries and Positions (Appendix B)
- Faculty of Medicine - Expenses (Appendix C)
- Faculty of Medicine - 2025-26 Operating Budget (Appendix D)
- Faculty of Medicine - Budget Letters (Appendix E)

During discussion, it was agreed that the Administration would provide a cost analysis on the costs incurred by central administration budgets by the Faculty of Medicine.

This item was received for information and did not require a resolution of the Board.

D. Investment of \$13.68 million – Moving forward with space management

The Board received and reviewed background information pertaining to the investment of \$13.68 million – moving forward with Space Management.

Board members were advised that a space management review was conducted at Memorial University and an internal audit report was completed in February 2023. The Office of the Auditor General also conducted a facilities management review in January 2025 and space management was a significant theme. Memorial University operates a large physical space footprint (approx. 5.5 million square feet) across multiple campuses, yet information related to university space is limited, including metrics. This is leading to inefficiencies, missed opportunities, and incorrect assumptions related to space usage.

Facilities Management (FM) maintains files on physical space updates. Its legacy system (Aperture) is past end of life and has been fully disabled/decommissioned. Information in the Aperture software is archived and used for historical reference only. The implementation of a modern integrated system(s) for the University is required. This will also improve space allocation and usage as a new system will provide information for users and managers of our buildings. The technology will enable significant change in how space is managed. A cultural shift regarding ownership and management of space will require a change management and communications focus.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the expenditure of up to \$1,000,000 to invest in technology and resources for space management.

E. Investment of \$13.68 million – Separately Incorporated Entities Agreements

The Board received and reviewed background information pertaining to the investment of \$13.68 million – Separately Incorporate Entities Agreements.

Board members were advised that with the October 2023 Office of the Auditor General review and the budgetary pressures being faced by Memorial, the SIEs have been a focus of discussion. Over the past year, each SIE has presented to the Board of Regents, and changes made to the oversight of the entities.

Management agreements have not been revised since 2007 (C-CORE) and 2014 (Campus Childcare, Memorial University Recreation Complex Inc (MURC), Genesis) and are outdated. There is no agreement with Canadian Centre for Fisheries (CCFI).

A 1998 legal review provided reasons why entities would be SIEs of Memorial. These reasons need to be reviewed to determine validity. Each of the SIEs brings its own value to Memorial. C- CORE, for example, results in significant research revenue for Memorial. Campus Childcare provides an important and necessary service to students and employees.

Each SIE agreement commits the University to substantial in-kind resources, including space and resources in the areas of Information Technology, Human Resources, Facilities Management and Financial and Administrative Services. For example, in 2024-25, the costs for services provided by Facilities Management over the 2024-25 fiscal year was \$856,509.

It was noted that the OAG had a number of recommendations related to SIEs and their lack of oversight; updating management agreements would assist with expectations and oversight, as well as financial stressors. The OAG returns in October 2025 to review the implementation of the recommendations to date.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the expenditure of up to \$250,000 to review and update SIE management agreements.

F. Investment of \$13.68 million – Transforming Procurement at Memorial University

The Board received and reviewed background information pertaining to the investment of \$13.68 million – Transforming Procurement at Memorial University.

Board members were advised that the University manages approximately \$140 million of procurement each year, and it is anticipated that significant savings could be found through consolidated strategic procurement.

The Strategic Procurement (SP) unit has a mandate to:

- ensure Memorial University's compliance with the Public Procurement Act
- integrate procurement activities within the Vice-President (Administration, Finance and Advancement) portfolio
- implement and overseeing policy, and the open calls process, for the university;
- share contracts and trade agreements for the university;
- ensure segregation of duties, delegation of authority and financial oversight in the procurement function.

The unit strives to offer high-level service, value added consultation through procurement expertise, strategic sourcing benefits and improvements in negotiated contracts.

The SP unit has eight employees. It does not have a technology solution, rather, the unit uses the Banner system; my.mun.ca portal; and shared folders for document management. A procurement technology solution is required to expand the unit to manage procurement and serve the University fully. Some units have procurement offices performing similar work outside of the SP unit including Engineering, Science, Medicine, Grenfell campus, and Marine Institute. Facilities Management also maintains its own stores operation.

The Internal Auditor and the OAG raised concerns with this decentralized approach, including inefficiencies not enabling the best pricing; a lack of focus on policy and legislative oversight; and risk of deficiencies with regard to segregation of duties. Concerns have also been raised regarding management of recalls.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the expenditure of up to \$1,000,000 to invest in a strategic procurement modernization project.

G. Investment of \$13.68 million – Recruitment and Retention Initiative

The Board received and reviewed background information pertaining to the investment of \$13.68 million – Recruitment and Retention Initiative.

Board members were advised that Memorial University, like other post-secondary institutions across Canada, is experiencing enrolment and retention challenges. More than \$9 million in lost tuition revenue last year along with a disappointing 50% graduation rate after 5 years, are two major indicators that significant change is needed immediately. Changing our approach and capacity for innovative recruitment and retention initiatives is imperative to meeting these challenges. This will require all campuses and units to come together with a true pan-university approach to recruitment and retention. A dedicated senior leadership position, strategies, structures and tools to support these initiatives will be key.

Memorial has activities related to student recruitment and retention throughout most academic and academic support units, across all campuses. The new lead will be tasked with focusing on all units who currently provide recruitment and retention services to consolidate to improve recruitment and retention outcomes. Key performance indicators must be set and met throughout all stages of this endeavor. Strategic enrolment and retention planning (SERP) will continue. This new lead must quickly establish a team made up of members from various units to collaborate across all campuses and develop real-time innovative recruitment and retention actions that will ultimately transform into a longer-term strategy that will be contained within Memorial's SERP. Data quality and availability will also be important as will the need to leverage existing administrative support to improve existing services provided to students throughout the student lifecycle. The team will also assess how to truly develop and offer a learner-centered approach; this may include further emphasis on experiential learning opportunities as well as other student preferred evaluation techniques that are designed to achieve specific and accessible learning outcomes.

A review of the brand of Memorial is necessary. The current brand was developed in 2006, and the internal and external communities have changed substantially. The goal is to improve brand integration and coordination and to develop targeted integrated campaigns to align with peak recruitment times. These efforts will increase awareness of Memorial as a destination of choice for prospective students in key markets and will increase pride within the institution. Three phases of development are anticipated. First, a brand review, to determine the scope of work required, ranging from brand refresh to rebrand. Second, brand development will lay the foundation of a brand strategy. In the third phase, the refreshed brand will be launched to multiple markets.

Memorial's public web presence is its gateway to the world. In 2024, pages on mun.ca received over 30 million page views, with approximately 14.4 million total users and over 3.5 million new users. For those who visit the website, this may be

Investment of \$13.68 million – Recruitment and Retention Initiative (cont'd)

the first – or only – exposure to Memorial, making it crucial that we make an impactful and positive impression. Recently more than 200 websites throughout the university community were ported over on an as-is, where-is basis from an in-house system to Terminalfour (T4), a new vendor-supported content management system. The transition occurred with the understanding that the template would be updated. It is imperative that this refresh occurs to the now stable platform of www.mun.ca. to allow us to compete with comparator universities. The proposed coordinated approach will ensure resources across units are used strategically to support recruitment and retention.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the expenditure of \$3.4 million for the recruitment and retention initiative.

H. Investment of \$13.68 million – Report of Contractual Teaching Allocation

The Board received and reviewed background information pertaining to the investment of \$13.68 million – Report of Contractual Teaching Allocation.

Board members were advised that this item is a report on the \$3.9 million in bridge funding for contractual teaching, as approved by the Board of Regents at its May 14, 2025, meeting.

The Provost's budget envelope expends approximately \$20 million annually on contractual teaching. Salaries account for 80-100% of the total budget within the Provost's portfolio. Given the significant \$12 million base budget reduction for 2025–26, contractual teaching has been heavily impacted. To help mitigate these effects, the Board of Regents approved up to \$3.9 million in one-time bridge funding at its last meeting. This temporary support is intended to sustain critical contractual teaching positions and ensure continuity of program delivery for students during the 2025–26 academic year. It will also provide academic units with time to plan and transition toward a more sustainable teaching model.

Following the Board's approval, the Provost and Vice-President (Academic) issued a call to academic leaders to submit proposals. The following principles were used to guide decision making in allocating the one-time budget funding:

1. Purpose-Driven Allocation: Funding provided must be used specifically to support contractual teaching that is impacted by base budget reductions, with the goal of minimizing disruptions to teaching delivery and academic continuity.

Investment of \$13.68 million – Report of Contractual Teaching Allocation (cont'd)

2. Equity Across Units: Allocations will consider the relative scale of the base budget cut, teaching load, and dependence on contractual faculty, ensuring that units with greater need or vulnerability receive appropriate support.
3. Preservation of Academic Quality and Student Access: Priority will be given to units to help preserve critical course offerings, maintain program accreditation requirements, and ensure students can progress through their programs without delay.
4. Proportionality to Teaching Demand: Funding will be provided in accordance with current and projected student enrolment, course demand, and essential curriculum delivery to ensure alignment with institutional academic priorities.
5. Data-Informed Decision Making: Instructional Assignment Data (as appropriate) and Academic unit Profile data, compiled by CIAP, will be utilized to guide allocation decisions.

It was noted that the one-time investment of \$2,904,000 will allow units to offer up to 363 course sections (assuming per course instructor rate of pay) for the 2025-26 academic year. Additionally, the remaining \$996,000 is held, pending registrations for Winter 2026 semester.

This item was received for information and did not require a resolution of the Board.

I. Audited Financial Statements for Memorial University for the Fiscal Year ended March 31, 2025

The Board received and reviewed background information pertaining to the Audited Financial Statements for Memorial University for the Fiscal Year ended March 31, 2025. As the Financial Statements were not finalized in time for today's meeting, the Chair requested that a special meeting of the Board be held on July 16, 2025 to receive the finalized Audited Financial Statements. The Board was in general agreement with this request. Further, with the agreement of the Board, the Chair invited Mr. Strong to provide a presentation of the audited consolidated financial statements for Memorial University.

J. Audited Financial Statements for the Memorial University Pension Plan for Fiscal Year ended March 31, 2025

The Board Committee received and reviewed background information pertaining to the annual Audited Financial Statements for the Memorial University Pension Plan for the Fiscal Year ended March 31, 2025. As noted above, it was agreed to receive this item for information at today's meeting. The finalized document will be submitted at a special meeting of the Board to be scheduled for July 16, 2025.

K. Actuarial valuation of the Memorial University Pension Plan as at December 31, 2024

The Board received and reviewed background information pertaining to the Actuarial Valuation of the Memorial University Pension Plan as at December 31, 2024. At this point, Mr. Glen Roberts, Director of Pension Services, joined the meeting.

Board members were advised that an actuarial valuation of the pension plan for funding purposes must be performed at least once every three years and filed with both the Canada Revenue Agency (CRA) and the Newfoundland and Labrador Superintendent of Pensions. A funding valuation was prepared at December 31, 2024 (the previous funding valuation was for the year ended December 31, 2021). A valuation was also prepared at December 31, 2022, but it was not filed with the aforementioned regulatory bodies as it was not a funding valuation and it was not required to be filed with the Provincial government. No valuation was performed at December 31, 2023.

The purpose of a funding valuation is to: i) determine the financial health of the Plan; ii) determine contribution requirements; and iii) meet statutory filing requirements. The results of the December 31, 2024 valuation together with the results of the valuations in 2021 and 2022 were provided in the background documentation.

The going concern financial position is prepared under the assumption that the pension plan will continue to operate indefinitely as a going concern. By contrast, the solvency position assumes that the plan is terminated or wound up on the solvency valuation date.

The Plan must be funded based upon the December 31, 2024 actuarial valuation which disclosed a going concern surplus of \$81.5 million (103.7% funded ratio) and a solvency surplus of \$174.3 million (107.8% funded ratio). These surplus positions are largely attributable to the performance of the pension fund which earned 18.4% for the year ended December 31, 2024. This is well in excess of the Plan's assumed rate of return or discount rate, of 5.7%.

In addition, the Plan's current service cost has declined by an aggregate of 1% of pensionable salary.

Funding Recommendations:

i) Special Payments - Nil

Based upon the Plan's financial position and the funding regulations under the Pension Benefits Act (1997), no special payments are required to be made by the University. Previously, the University was obliged to make special payments as a result of the solvency deficit identified in the December 31, 2021 actuarial valuation. The University has, however, been granted solvency funding relief to September 30, 2025 by the Province.

Actuarial valuation of the Memorial University Pension Plan as at December 31, 2024 (cont'd)

ii) Contribution Rates – Reduced by 0.4% matched

The Memorial University Pensions Act sets contribution rates at a level sufficient to fund the Plan's current service cost – the cost of pensions earned in the years following the actuarial valuation. Current service cost has declined by an aggregate of 1% over the level identified in the 2021 valuation. While a 1% reduction has been revealed, when apportioned across the active member population, this translates to a reduction in contribution rates of 0.4% for the University and 0.4% for employees. This is due to the tiered nature of the contribution rate which is tied to CPP earnings limits and the proportion of members whose earnings exceed these statutory CPP limits. Current service cost has declined due to; i) an increase in the discount rate from 5.6% (2021) to 5.7% (2024), ii) a higher interest rate environment and iii) a modest improvement in demographics (average age of active members has declined).

Effective Jan. 1, 2026, pension contributions will be based upon the rate structure set out below, consistent with the University's practice of implementing rate adjustments on January 1 of the year following receipt of the valuation.

Subject to the Board's approval, the December 31, 2024 actuarial valuation will be filed with the provincial Superintendent of Pensions and the Canada Revenue Agency. Subsequent to filing, the revised funding requirements will be implemented.

It was noted that The University Pensions Committee reviewed the valuation results with Eckler at a meeting held on June 17, 2025 and is recommending its approval.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the actuarial valuation of the Memorial University Pension Plan as at December 31, 2024, and the implementation of the associated funding recommendations, as outlined in the background documentation.

Mr. Roberts left the meeting at this point.

L. Status of the Memorial University – University of Prince Edward Island Medical Education Collaboration

The Board received and reviewed background information pertaining to the status of the Memorial University – University of Prince Edward Island Medical Education collaboration.

Status of the Memorial University – University of Prince Edward Island Medical Education Collaboration (cont'd)

Board members were advised that Memorial University (Memorial) Faculty of Medicine is opening a regional campus in Prince Edward Island (PEI) in August 2025 to offer its accredited MD program. The regional campus will be hosted by the University of Prince Edward Island (UPEI). Admission has begun for the first cohort of 20 students who will be based in PEI. These students will join Memorial's St. John's cohort of 90 students, creating a full class of 110 learners who will graduate in 2029 with MD degrees from Memorial.

This item was received for information and did not require a resolution of the Board.

M. Revised Fee Structure for the Master of Education (Counselling Psychology)

The Board received and reviewed background information pertaining to the revised fee structure for the Master of Education (Counselling Psychology).

Board members were advised that in 2023, the Master of Education in Counselling Psychology program underwent significant revisions, introducing a new curriculum and enhanced experiential learning opportunities. These updates address both local and global mental health challenges, with a particular focus on supporting marginalized populations. The revised program ensures that graduates meet the evolving certification requirements of the Canadian Counselling and Psychotherapy Association (CCPA) for the Canadian Certified Counsellor (CCC) designation and qualify for registration as Counselling Therapists under FACT-NL's standards, in accordance with the *Health Professions Act*. Since that time, program enrolment has remained steady; however, delivery costs have continued to rise.

Memorial University currently offers 20 master's programs with special fees. Introduced in the early 2000s, these programs have proven successful in terms of financial sustainability and student satisfaction. The associated tuition and special fees have enabled the University to diversify revenue streams, maintain financial stability, and respond to the changing needs of students and industries. Revenue from these fees supports program delivery by funding qualified faculty, equipment, lab upgrades, scholarships, and teaching assistantships.

As with other course-based graduate programs in the Faculty of Education, the Counselling Psychology program relies on tuition and special fees to remain viable, as it does not receive base funding from the academic budget. To address rising delivery costs, it is proposed that the special fee be increased from \$8,500 to \$10,500.

This proposal aligns with the Tuition Framework approved by the Board of Regents on July 8, 2021, which emphasizes the need for differential tuition to ensure the sustainability of course-based master's programs. Revising the fee structure is essential to support the full cost of delivering this program.

Revised Fee Structure for the Master of Education (Counselling Psychology)
(cont'd)

Additional information with respect to the current program cost and the proposed special fee increase was provided in the background documentation.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the following revised fee structure for the Master of Education (Counselling Psychology) as outlined in the background documentation and as follows:

- Increase in the special fee from \$8,500 to \$10,500 for the Master of Education (Counselling Psychology).

At this point Mr. Strong left the meeting.

7218. EXECUTIVE COMMITTEE

A. Update on the Indigenous Verification Policy

At this point, the Chair invited Ms. Catharyn Andersen, Vice-President (Indigenous) and Ms. Kelly Butler, Interim Director, Indigenous Engagement and Reconciliation, Office of Indigenous Affairs, to provide a verbal update with respect to the Indigenous Verification Policy.

B. Summary of Spring 2025 enrolment and registration and Fall 2025 application data to date

The Board received and reviewed background information pertaining to the summary of Spring 2025 Enrolment and Registration and Fall 2025 application data to date. With respect to the summary of Spring 2025 enrolment and registration, the report included a summary of student enrolment and the course registration progress report for the Spring 2025 semester as of the end of regular registration for undergraduate and graduate programs as well as Marine Institute programs (Advanced Diploma, Post-Graduate Certificate, Diploma of Technology, Technician Diploma, and Technical Certificate). In addition, with respect to the Fall 2025 applicant update, information on current applicant numbers for Fall 2025 were provided.

This item was received for information and did not require a resolution of the Board.

C. Scorecard on Key Performance Indicators – Transforming our Horizons

The Board received and reviewed background information pertaining to the Scorecard on Key Performance Indicators – Transforming our Horizons.

Board members were advised that at a meeting held on December 2, 2021, the Board of Regents approved the proposed Key Performance Indicators for the University's strategic plan, Transforming Our Horizons, with the expectation that senior administration will submit an annual report on progress to the Board.

A working group on Key Performance Indicators was struck in March 2022 to prepare the first report to the Board of Regents. The working group was tasked with developing data definitions and methodologies for each KPI, developing and conducting a consultation process for defining and collecting appropriate data, and setting a work plan and timetable to ensure critical deadlines are met.

A performance dashboard (along with a methodology primer) for Year One of the strategic plan (2021-22) was presented to the Board at its meeting of July 2022. Based on feedback from the Board, two suggestions were made to improve the utility of the document in Year Two (2022-23) of the performance measurement framework:

- Reduce the volume of content by reducing the number of Key Performance Indicators (KPIs), currently 44. In some cases, this might require modifications to the language of some goals.
- Increased focus on quantitative indicators and annual change, where possible.

Fiscal Year 2024-25 represents the fourth year of the strategic plan. There have been no changes to the design or the contents of the dashboard. As in previous years, the final document has been populated based on information collected from various data centres throughout the University. It was noted that the materials that will be shared with the Board include the Dashboard along with a background document that contains information on methodology and context for the KPIs being reported.

This item was received for information and did not require a resolution of the Board.

D. Draft of Memorial University's Annual Report to Government for 2024-25 per the *Transparency and Accountability Act*

The Board received and reviewed background information pertaining to the draft "Memorial University's Annual Report to Government for 2024-25" as per the *Transparency and Accountability Act*.

Board members were advised that the *Transparency and Accountability Act*, enacted in 2004 by the provincial government, outlines reporting requirements of

Draft of Memorial University's Annual Report to Government for 2024-25 per the
Transparency and Accountability Act (cont'd)

provincial entities through two processes: first, a three-year strategic plan submission, and second, an Annual Report. Memorial has fulfilled this reporting obligation since 2006 and most recently in Summer 2023 was approved for its 2023-26 Strategic Plan to Government. The 2023-26 Strategic Plan aligned the five strategic priorities of Transforming Our Horizons while adhering to the provincial government's strict guidelines for submission. Each year, the University submits an annual report outlining notable highlights and partnerships, progress of each strategic issue, and opportunities and challenges. The 2025 submission represents the second year of reporting for the current 2023-26 Strategic Plan Submission to Government and includes activities from April 1, 2024- March 31, 2025.

In 2023, Government established a series of suggested page limits per section and for the overall document. To the extent possible in the compressed timeframe, the document had been reduced but it was not possible to fully meet this page limit requirement without loss of context for measuring the annual indicators.

The University received formal notification for submission of the Annual Report by June 2nd for administrative and policy review by the Department of Education. The Annual Report was then requested to be submitted to the Treasury Board by July 11th. Extension has been received for submission of the report July 17th. After administrative and policy review, the Annual Report will be revised based on feedback from the Department and will be re-submitted for Ministerial Review by the end of August. The final version of the Annual Report is due for tabling at the House of Assembly by September 30th. The final report will be forwarded to the President for transmission to Government upon completion of the review process.

The 2024-25 Annual Report document was contributed to and prepared by a pan-institutional working group with representatives from CIAP, St. John's Campus, Grenfell Campus, Marine Institute, Signal Hill Campus, and Labrador Campus.

The 2023-26 Strategic Plan, tabled in the House of Assembly on June 23, 2023 is available at <https://www.mun.ca/ciap/planning/strategic-plans-and-annual-reports-to-government/>

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the drafted Annual Report to Government for 2024-25 for transmittal to government and as outlined in the background documentation.

E. Updates on Work of the Committee to Hear Appeals on Sexual Harassment and Sexual Assault

The Board received and reviewed background information pertaining to an update on the work of the Committee to Hear Appeals regarding Sexual Harassment and Sexual Assault.

Board members were advised that the Board of Regents of Memorial University of Newfoundland established a Sexual Harassment and Appeals Committee to hear appeals regarding sexual harassment and sexual assault, and has granted the Committee the authority to establish its own procedures and render a decision. The committee's terms of reference are available at <https://www.mun.ca/regents/about-the-board/committees-of-the-board/>. It was noted that the Committee to Hear Appeals regarding Sexual Harassment and Sexual Assault considered an appeal against the sanctions imposed by the President and Vice-Chancellor in respect of a sexual harassment complaint. The Committee is filing its report to the Board advising that it rendered a decision on the appeal.

This item was received for information and did not require a resolution of the Board.

F. Appointment of Student Representative as nominated by the Grenfell Campus Students' Union

The Board received and reviewed background information pertaining to the appointment of the student representative as nominated by the Grenfell Campus Students' Union (GCSU).

Board members were advised that the GCSU has nominated Mr. Parker Salzyn to replace Mr. Luke Thibeau who resigned from the Board of Regents effective May 16, 2025.

Section 22(2)(d) of the *Memorial University Act* reads as follows:

“(2) The Board shall consist of

- (d) 4 members appointed by the Lieutenant-Governor in Council being full-time students of the University who:
 - i. meet the requirements set out in the regulations, and
 - ii. are recommended to the Lieutenant-Governor in Council by the Board following recommendation to the Board of one candidate each from the following student unions:
 - A. the Memorial University of Newfoundland Students' Union
 - B. the Graduate Students' Union
 - C. the Marine Institute Students' Union
 - D. the Grenfell Campus Students' Union”

Appointment of Student Representative as nominated by the Grenfell Campus Students' Union (cont'd)

Further, Section 30(3) of the *Memorial University Act* reads as follows:

“(3) In the case of an appointed member the person appointed shall hold office only for the remainder of the term for which his or her predecessor was appointed.”

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents accept the nomination of Mr. Parker Salyzyn as a member of the Board of Regents as requested by the Grenfell Campus Students' Union, and that the Board recommend his appointment to the Lieutenant-Governor-in-Council, for a term in accordance with the *Memorial University Act*.

G. Reappointment of Student Representative as nominated by the Memorial University of Newfoundland Students' Union

The Board received and reviewed background information pertaining to the reappointment of the student representative as nominated by the Memorial University of Newfoundland Students' Union (MUNSU).

Board members were advised that the MUNSU has renominated Mr. Carter McNelly to continue as their representative on the Board of Regents. Mr. McNelly's term expires on October 25, 2025.

Section 22(2)(d) of the *Memorial University Act* reads as follows:

“(2) The Board shall consist of

- (d) 4 members appointed by the Lieutenant-Governor in Council being full-time students of the University who:
 - i. meet the requirements set out in the regulations, and
 - ii. are recommended to the Lieutenant-Governor in Council by the Board following recommendation to the Board of one candidate each from the following student unions:

- A. the Memorial University of Newfoundland Students' Union
- B. the Graduate Students' Union
- C. the Marine Institute Students' Union
- D. the Grenfell Campus Students' Union”

Reappointment of Student Representative as nominated by the Memorial University of Newfoundland Students' Union (cont'd)

Further, Section 30(3) of the *Memorial University Act* reads as follows:

“(3) In the case of an appointed member the person appointed shall hold office only for the remainder of the term for which his or her predecessor was appointed.”

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents accept the nomination of Mr. Carter McNelly as a member of the Board of Regents as requested by the Memorial University of Newfoundland Students' Union, and that the Board recommend his reappointment to the Lieutenant-Governor-in-Council, for a term in accordance with the *Memorial University Act*.

7219. Any Other Business

A. Appointment of the Dean, Faculty of Medicine

The Board received and reviewed background information pertaining to the appointment of the Dean, Faculty of Medicine.

Board members were advised that the Dean of the Faculty of Medicine at Memorial University leads the strategic, academic, and operational direction of the Faculty, shaping the future of medical education, research, and healthcare in Newfoundland and Labrador. The Dean advances curriculum innovation and research with a focus on rural and Indigenous health, health equity, and interdisciplinary collaboration. The role involves building strong partnerships with Indigenous communities, healthcare providers, government, and other stakeholders to improve healthcare access and outcomes across the province. The Dean also plays a central role in securing resources, strengthening research excellence across biomedical, clinical, and population health sciences, and fostering a culture grounded in equity, diversity, inclusion, and social accountability—aligned with the goals of Health Accord NL.

On February 8, 2024, the Provost and Vice-President (Academic) *pro tempore* established a Search Committee to conduct a search for a permanent Dean of the Faculty of Medicine. The search followed the Procedures Governing the Appointment, Review, Promotion and Tenure of Academic Administrators (the “Procedures”). The Committee, chaired by the then-Provost and Vice-President (Academic) *pro tempore*, consisted of ten (10) members. During the course of the

Appointment of the Dean, Faculty of Medicine (cont'd)

search, the chair was appointed President and Vice-Chancellor *pro tempore* but continued in her role as chair of the committee to ensure continuity. As a result, the committee did not submit a recommendation to the President, as would normally occur under the Procedures. Instead, the Committee concluded its comprehensive and thorough process and recommended that Dr. Stuart Carney be appointed as the next Dean of the Faculty of Medicine. The President *pro tempore*, who had chaired the Committee throughout the process, accepted this recommendation.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the appointment of Dr. Stuart Carney as Dean, Faculty of Medicine effective January 1, 2026, and continuing until December 31, 2030, for a five (5) year term and as outlined in the background documentation.

ADJOURNMENT

The regular meeting adjourned at 3:14 p.m.

CHAIR

SECRETARY

DATE