

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board was held on Thursday, March 6, 2025, at 9:00 a.m., in the Emera Innovation Exchange, Room B2007, Signal Hill Campus and via Microsoft Teams.

**PRESENT:**

Mr. Justin Ladha, Chair  
Mr. Anik Rahman, Vice-Chair, via Microsoft Teams  
Dr. Neil Bose, President and Vice-Chancellor *pro tempore*  
Dr. Jennifer Lokash, Provost and Vice-President (Academic) *pro tempore*  
Chancellor Earl Ludlow  
Ms. Michelle Baikie, via Microsoft Teams  
Ms. Leigh Borden  
Mr. Nathan Childs  
Dr. Rex Gibbons  
Mr. Bob Hallett  
Dr. Ash Hossain  
Mr. Carter McNelly  
Mr. Andrew Mercer  
Ms. Trudy Morgan-Cole  
Ms. Nathalie Pender  
Mr. Tim Powers  
Dr. Lloydetta Quaicoe  
Ms. Andrea Stack  
Ms. Eleanor Swanson  
Mr. Luke Thibeau  
Ms. Lynn Zurel  
Ms. Tina Scott, Secretary to the Board

**APOLOGIES:**

Apologies were received from Chief Brendan Mitchell.

**PRESENT BY INVITATION:**

Dr. Tana Allen, Acting Vice-President (Research); Ms. Catharyn Andersen, Vice-President (Indigenous); Dr. Paul Brett, Vice-President (Marine Institute) *pro tempore*; Ms. Lisa Browne, Vice-President (Administration, Finance and Advancement); Dr. Ken Jacobsen, Interim Vice-President (Grenfell Campus); Ms. Lisa Russell, Executive Director, Board of Regents; Mr. Scott Worsfold, General Counsel.

**7164. MEETING CALLED TO ORDER**

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

The Chair noted that today marks the last regular meeting of the Board of Regents which Dr. Neil Bose would attend. He then thanked Dr. Bose for his service to the Board and his immense contributions to the University during the past two years.

**7165. 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. Bose and all members of the University Administration declared a conflict with Agenda Item 6.1 "Parking Rate Increase 2025-2026 St. John's Campus"; Item 8.7 "Assumptions for December 31, 2024 actuarial valuation of the Memorial University Pension Plan"; Item 9.10 "Memorial University Pension Plan Administrative Budget"; and, Item 9.11 "Group Insurance Benefits Renewal April 1, 2025".

Dr. Allen declared a conflict with Agenda Item 9.4 "Extension to the appointment of the Vice-President (Research) *pro tempore*".

Dr. Jacobsen declared a conflict with Agenda Item 9.5 "Extension to the appointment of the Interim Vice-President (Grenfell Campus).

Dr. Jennifer Lokash declared a conflict with Agenda Item 14.6 "Appointment of the President and Vice-Chancellor *pro tempore*".

Dr. Brett and Dr. Jacobsen declared a conflict with Agenda Item 13.1 "Report on Executive Position (ie Vice-Presidents) Vacancies".

Dr. Bose and all Vice-President's declared a conflict with Agenda Item 15 "Presidential Search Committee".

All Vice-Presidents declared a conflict with Agenda Item 14.5 "Executive Team Structure and Changes".

It was agreed to move Agenda Item 9.11 "Group Insurance Benefits Renewal April 1, 2025" to the Closed Discussion agenda.

At this point, individuals who had expressed an interest in attending the meeting were admitted to observe the open portion of the meeting.

**7166. MINUTES**

The Minutes of the Regular Meeting held on December 5, 2024, the minutes of the Special Meeting held on January 16, 2025 and the minutes of the Special Meeting held on January 30, 2025, were approved by the Board.

At this point, individuals who had expressed an interest in attending the meeting were admitted to observe the open portion of the meeting.

**7167. CHAIR'S REPORT**

A. Meeting of the Executive Committee – February 12, 2025

The Chair noted that the Executive Committee met on February 12, 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.

B. Actions taken by the Executive Committee under Delegated Authority: Extension of appointments to Genesis Board of Directors

Mr. Ladha noted that one of the responsibilities of the Executive Committee is to act for the Board on any matter within the jurisdiction of the Board pursuant to *The Memorial University Act*, where decisions are required to be made and action taken between regularly scheduled meetings of the Board of Regents and where the Board has otherwise delegated specific responsibilities to the Executive Committee.

With that in mind, in an email poll conducted December 17, 2024, the Committee exercised its authority to act on behalf of the Board and approved the extension of the appointment of Ms. Emily Wooley as Director of Human Resources (Interim) effective January 1, 2025 to March 31, 2025, subject to the filling of the permanent Human Resources leadership position (now titled Associate Vice-President People and Culture) and as outlined in the background documentation.

**7168. PRESIDENT'S REPORT**

A. President's Update of Activities

Dr. Bose provided the Board with a written summary of his activities and University events for period from December 2024 to February 2025 and verbally provided the Board more detail and context on several of these activities and events. In doing so, he 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 - Report on the President's Academic Research
- Appendix B - 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/>

B. Registration and Enrolment for Winter 2025

The Board received and reviewed, the Registration and Enrolment report for Winter 2025. During discussion of this item, it was requested that the University Registrar attend the discussion of this item at a future meeting of the Board.

**OPEN DISCUSSION AGENDA**

**7169. AUDIT AND FINANCE COMMITTEE**

A. Parking Rate Increase 2025-2026 St. John's Campus

The Board received and reviewed background information pertaining to the parking rate increase for 2025-2026 at the St. John's Campus. Board members were advised that in alignment with the parking principles approved in July 2017 (as provided in the background documentation as Appendix A), a fee increase to parking rates is proposed effective May 1, 2025. MUNFA member rates are excluded from the increase due to a clause in their collective agreement, article 26.25 (as provide in the background documentation as Appendix B).

It was noted that the 2025 Canada Summer Games will impact parking services for a period of three weeks. A discount of 6% will be provided at the time of sale to annual parking permits to compensate for these interruptions. The proposed rate adjustments are expected to generate approximately \$49,000 in additional annual revenue. After accounting for the Canada Summer Games discount, the net increase amounts to \$7,600. There is no increase proposed for the pay per use hourly parking rate, it will remain at \$1.75 / hour.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the 2025-2026 parking rate increases effective May 1, 2025, and as outlined in the background documentation as Appendix C.

B. Increase to Student Residence Fee (Grenfell Campus)

The Board received and reviewed background information pertaining to an increase in the student residence fees at Grenfell Campus. Board members were advised that at its meeting on March 7, 2024, the Board of Regents approved the standard practice of applying CPI annually to the rate structure of residences on the St. John's and Signal Hill Campuses. At that time, residences on the Grenfell Campus were not included.

Prior to the March 7, 2024 increase, the last time residence rates were increased was in 2016/17. In 2015/16, the Provincial Government reduced Memorial's operating grant for the 2015/16 fiscal year by \$1.9 million based on an assessment of residence rates at Memorial compared to other Canadian universities. Given the fact that the fiscal year had commenced before the budget cut was made, the administration absorbed the reduction and increased the residence rates by 3% for 2016/17 fiscal year.

The goal was for Memorial's residences to become a revenue generating operation, with cost recovery focus. During that period there was also a shift in the local rental market availability, which resulted in a decrease in occupancy rate (30%) for residences. The increased residence rates impacted attracting and retaining students to live on campus. To help counterbalance the increasing costs of operating residence, it is recommended that Grenfell Campus implement an annual CPI adjustment, bringing them in line with the approach used at other Memorial University residences.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the standard practice of applying an annual CPI adjustment to the residence rate structure on the Grenfell Campus, which would align with the approach used at other Memorial University residences, to be effective Fall 2025 and as outlined in the background documentation as Table 1.

C. Increase in Student Union Membership Fees for 2025-26 academic year (MUNSU, MISU, GSU and GCSU)

The Board received and reviewed background information pertaining to an increase in the Student Union membership fees for the 2025-2026 academic year (MUNSU, MISU, GSU and GCSU). Board members were advised that the Memorial University of Newfoundland Students' Union (MUNSU), Marine Institute Students' Union (MISU), Graduate Students' Union (GSU), and the Grenfell Campus Students' Union (GCSU) are members of the Canadian Federation of Students (CFS). Students who are members of MUNSU, MISU, GSU and GCSU are required to pay a national and provincial levy to CFS.

Increase in Student Union Membership Fees for 2025-26 academic year (MUNSU, MISU, GSU and GCSU) (cont'd)

In accordance with the by-laws of the CFS, national and provincial membership fees are adjusted each academic year by the rate of change in the National Consumer Price Index during the previous calendar year. The CFS fee for 2023-2024 was \$5.50 per semester for both full and part time students. A fee increase of 2.382% relative to the National Consumer Price Index is proposed. This translates into a charge of \$5.63 per semester for students. The revenues from the fee increase will be divided equally between the Canadian Federation of Students and the Canadian Federation of Students – Newfoundland and Labrador. Attached are the letters to support this request. Additionally, membership fees for MUNSU adjusted annually in accordance with the CPI Increase for St. John's (as opposed to the National Consumer Price Index). MUNSU is requesting that the amount be increased to incorporate the CPI increase for St. John's of 2.11% for the 2025 - 26 academic year.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the increase in the student union membership fees for the 2025-26 academic year as outlined in the background documentation and as follows:

- An increase in the Canadian Federation of Students (CFS) Fee for MUNSU, MISU, GSU and GCSU from \$11.00 to \$11.26 for full and part-time students for the Fall and Winter semesters only, effective September 1, 2025. This fee will be divided equally with \$5.63 per semester going to the Canadian Federation of Students and \$5.63 per semester going to the Canadian Federation of Students – Newfoundland and Labrador.
- An increase in the MUNSU membership fees from \$55.05 to \$56.21 for full-time students and from \$23.58 to \$24.08 for part-time students effective September 1, 2025.

**7170. EXECUTIVE COMMITTEE**

**A. Revisions to the Policy on Research Impacting Indigenous Groups (RIIG)**

At this point, the Chair welcomed Dr. Paul Banahene Adjei, Interim Associate Vice-President (Indigenous Research), who was invited to attend in order to participate in the discussion of this item.

Revisions to the Policy on Research Impacting Indigenous Groups (RIIG) (cont'd)

The Board received and reviewed background information pertaining to the revisions to the Policy on Research Impacting Indigenous Groups (RIIG). Board members were advised that a two-phased consultation plan to review the Research Impacting Indigenous Groups policy was approved by the President's Advisory Team (PAT) on May 31, 2022. An update was provided to PAT about the phase one feedback on March 31, 2023 and a subsequent update about the phase two was provided to the President's Executive Council (PEC) on October 3, 2023. Thoughtful consideration of feedback resulted in considerable revisions to the policy and its procedures. Led by Dr. Paul Banahene Adjei, Interim Associate Vice-President (Indigenous Research) and the Office of Vice-President (Research), the process involved check-ins with numerous external Indigenous groups, Indigenous advisors, and diverse perspectives within the university community including from both researchers and administrators. The Senate Committee on Research was updated throughout this process, most recently on January 10, 2025. On January 14, 2025, PEC approved this final package for advancement to the Board of Regents.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the revised Research Impacting Indigenous Groups Policy as outlined in the background documentation.

B. Revised and revoked Policies in the Office of the Chief Information Officer

The Board received and reviewed background information pertaining to the revised and revoked policies in the Office of the Chief Information Officer. Board members were advised that in January 2024 the OCIO commenced revision on eight policies. This has resulted in the revision of six IT related policies and one policy has been identified for revocation. Given the technical nature of these policies a working group was assembled within the OCIO and IT staff across the university were consulted during the drafting phase. The working group also conducted research involving twelve other Canadian universities. As a result of this review many updates were made to the entire suite of policies. On September 24, 2024, the OCIO's policies were released for a six-week consultation period, extended from the usual four weeks due to the number of policies involved. Further details were provided in the OCIO policy development report, a copy of which provided in the background documentation along with red-line and final clean versions of the six revised policies.

Revised and revoked Policies in the Office of the Chief Information Officer (cont'd)

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the revised Policies in the Office of the Chief Information Officer as outlined in the background documentation and as follows:

1. Appropriate Use of University Technology Resources (previously titled Appropriate Use of Computing Resources)
2. Computer Standards
3. Data Removal
4. Electronic Data Security
5. IT Investment and Governance (previously titled IT Investment)
6. Networks and Communications (replaces Telecommunications)

Further, that the Board approve the revocation of the "Limitation of Liability with respect to Computing Facilities" Policy.

At this point, the visitor who was permitted to attend the open session of the Board left the meeting.

**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 Ms. Stack, seconded by Dr. Hossain and carried that the consent agenda, comprising the resolutions listed in 7171 through 7174 below, be approved as follows:

**7171. AUDIT AND FINANCE COMMITTEE**

A. Update on the Office of the Auditor General (OAG) Review (2023)

The Board received for information the update on the progress of recommendations arising from the 2023 OAG Report. Work is continuing to address the eight recommendations made by the OAG in its report on Memorial University, overseen by the Ad Hoc Action Committee of the Board. A substantial tracking document has been developed and target dates of completion have been identified for nearly all action items and administration continues to follow up on progress. It was noted that Board committees will be receiving updates on the progress directly therefore, this is the last transmission of this general update on the 2023 AG report to the Board of Regents.



B. Status of the Memorial University – University of Prince Edward Island (UPEI) medical education collaboration

The Board received for information the status of the Memorial University – University of Prince Edward Island (UPEI) medical education collaboration. Board members were advised that in September 2020, Memorial University and the University of Prince Edward Island (UPEI) signed a Memorandum of Understanding (MOU) to commence discussions on the development of a joint MD program, along with other collaborations to potentially benefit both institutions. In line with the Faculty of Medicine's social accountability mandate, the establishment of a MD program on PEI will help address the physician shortage in Atlantic Canada, without negatively impacting clinical placements opportunities for learners in Newfoundland and Labrador. The proposal was endorsed by the Faculty of Medicine Senior Executive Committee and Faculty Council; it received endorsement of the Vice-Presidents' Council on September 14, 2021. The academic delivery and governance model is unprecedented in Canada and it will take several years to implement an accredited program.

Given the desire to provide medical education on PEI as early as possible, in October 2022, the Memorial/UPEI partnership pivoted to establish a regional campus under Memorial's accreditation. Most medical schools in Canada have developed regional campuses to expand medical education opportunities, particularly in rural areas unable to support a Faculty of Medicine. The regional campus is fully under the purview of Memorial University, but the facility and local support services will be provided by and contracted from UPEI as per the Memorandum of Agreement signed September 2023. Memorial's Faculty of Medicine will synchronously live stream its accredited didactic curriculum from the St. John's (main) campus to students in PEI. In-person practical teaching (e.g., clinical skills, laboratory experiences, clinical supervision) will occur on PEI at the host university's UPEI medical education building. Students will be registered with Memorial and considered visiting students on the host UPEI campus, to allow access to local student supports and facilities.

C. Post IT Incident Assessment Report – also on the Physical and Digital Infrastructure Committee agenda

The Board received for information the Post IT Incident Assessment Report. Board members were advised that the Office of Internal Audit conducted a Post IT Incident Assessment to review and evaluate response efforts and activities following the December 2023 cyber incident, as compared to industry practices, and established standards and guidelines. Findings from the work conducted resulted in five recommendations with an overall rating of high, indicating residual risk exposure requiring rapid attention. The University Auditor submitted an executive summary to describe the associated risk and recommendation for remedial action, a copy of which was provided in the background documentation. Further, at a meeting held on February 27, 2025, the Audit and Finance Committee received a presentation on the subject matter from Deloitte.

D. Internal Audit Charter and Global Internal Audit Standards Update

The Board received background information and approved the revised Internal Audit Charter as outlined in the background documentation.

E. Update on Open Internal Audit Recommendations

The Board received for information an update on open Internal Audit recommendations. Progress towards the high priority recommendations have been provided to the Board starting in October 2023 noting that progress has been made in many areas although it has slowed in some areas in response to workload and multiple competing priorities.

F. External Auditor Plan 2024 – 2025

The Board received background information and approved the 2024/25 External Audit Plan for both the Memorial University Consolidated Financial Statements and Pension Plan and as outlined in the background documentation.

G. Assumptions for December 31, 2024, Actuarial Valuation of the Memorial University Pension Plan – also on the Human Resources Committee agenda

The Board received background information and approved the assumptions for the December 31, 2024, actuarial valuation of the Memorial University Pension Plan (the Plan) as outlined in the background documentation in the “Actuarial Valuation Key Assumption” table.

H. Memorial University Pension Plan Administrative Budget - also on the Human Resources Committee agenda

This item was considered under the report of the Human Resources Committee as outlined in the Minutes 7172.J below.

J. Appointments and Reappointment to Campus Childcare Inc. Board of Directors

The Board was informed that at a meeting held on February 27, 2025, the Audit and Finance Committee approved the appointments and reappointment to the Campus Childcare Inc. Board of Directors as outlined in the background documentation and as follows:

- Ms. Courtney Crocker, appointed as the Education representative for a term of two years, effective February 27, 2025
- Ms. Cherry Ralhan-Khanna, appointed as the Parent representative for a term of two years, effective February 27, 2025
- Ms. Susan Roberts, reappointed as Parent representative for a one-year term, effective February 27, 2025

K. Appointments to Canadian Centre for Fisheries Innovation Board of Directors

The Board was informed that at a meeting held on February 27, 2025, the Audit and Finance Committee approved the appointments to the Canadian Centre for Fisheries Innovation Board of Directors as outlined in the background documentation and as follows:

- Ms. Renae Butler, appointed as Industry Representative for a term of three-years, effective February 27, 2025
- Ms. Catherine Moores, appointed as Industry Representative a term of three-years, effective February 27, 2025
- Mr. Keith Sullivan, appointed as Industry Representative for a term of three-years, effective February 27, 2025

L. Reappointments to Genesis Board of Directors

The Board was informed that at a meeting held on February 27, 2025, the Audit and Finance Committee approved the reappointments to the Genesis Board of Directors as outlined in the background documentation and as follows:

- Ms. Sherry Walsh, reappointed as Director and Board Chair for a term effective February 27, 2025 to June 30, 2027
- Mr. Mark Andrews, reappointed as Community representative for a term effective February 27, 2025 to June 30, 2028
- Mr. Joshua Green, reappointed as Community representative for a term effective February 27, 2025 to June 30, 2028

**7172. 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. Appointments Reports

The Board received for information the Report on Academic Appointments for the St. John's and Grenfell Campuses for actions taken since December 5, 2024. 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.

C. Appointment of Acting Provost and Vice-President (Academic) and Pro Vice-Chancellor

The Board received background information and approved the appointment of Dr. Amy Warren as Acting Provost and Vice-President (Academic) and Pro-Vice Chancellor effective April 6, 2025. This recommendation is conditional on the appointment of Dr. Jennifer Lokash as President and Vice-Chancellor *pro tempore* also effective April 6, 2025. The terms and conditions for Dr. Warren's appointment are as outlined in the background documentation.

D. Extension to the appointment of the Vice-President (Research) *pro tempore* (change of title from Acting Vice-President)

The Board received background information and approved the extension of the appointment of Dr. Tana Allen in the position of Vice-President (Research) effective April 5, 2025 and that the title be revised from Acting Vice-President (Research) to Vice-President (Research) *pro tempore* and as outlined in the background documentation.

E. Extension to the appointment of the Interim Vice-President (Grenfell Campus)

The Board received background information and approved the extension of the appointment of Dr. Ken Jacobsen effective April 8, 2025 and as outlined in the background documentation.

F. Appointment of Associate Vice-President People and Culture (Interim)

The Board received background information and approved the appointment for Emily Wooley as Associate Vice-President People and Culture (Interim) effective April 1, 2025 to March 31, 2026, subject to the filling of the permanent position and as outlined in the background documentation.

G. Extension to the appointment of the Interim Associate Vice-President (Research) (Grenfell Campus)

The Board received background information and approved the extension of appointment of Dr. Mumtaz Cheema as Interim Associate Vice-President Research (Grenfell Campus) until December 31, 2025 and as outlined in the background documentation.

H. Extension of the appointment of Interim Dean, School of Science and Environment (Grenfell Campus)

The Board received background information and approved the extension of appointment of Dr. Robert Bailey as Interim Dean, School of Science and Environment, until April 30, 2026 and as outlined in the background documentation.

I. Annual Review of Market Differentials and Upscale Hire Positions (Non-Academic)

The Board received for information the annual review of market differentials and upscale hire positions (non-academic). In 2013, the Board of Regents instructed that an annual review of market differentials be conducted and that its outcome be communicated to the Board. The first annual report was submitted to the Vice-President's Council in Fall 2015 and has subsequently been provided annually. Memorial's Compensation policy for non-academic employees outlines reviews are conducted when:

1. The position(s) exist in a low supply/high demand labour market. This can be characterized by high turnover accompanied by the inability to recruit qualified staff that are deemed critical to the operation of the department/university; and
2. A higher salary is deemed essential to recruit/retain an employee (or employee group) that serves a critical function that cannot be achieved by any other possible means.

This past year has seen a continued decrease in the number of requests for compensation reviews. The reason for the decrease is in part due to ongoing general economic increases. A report which provides a detailed overview of applicable positions and market differential information was provided in the background documentation.

J. Memorial University Pension Plan Administrative Budget – also on the Audit and Finance Committee agenda

The Board received background information and approved the proposed budget for the internal administrative expenditures of the Memorial University Pension Plan for the fiscal year April 1, 2025 to March 31, 2026 and as outlined in Appendix A of the background documentation.

K. Assumptions for December 31, 2024, Actuarial Valuation of the Memorial University Pension Plan – also on the Audit and Finance Committee agenda

This item was considered under the report of the Audit and Finance Committee as outlined in the Minute 7171.G above.

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

At a meeting held on February 25, 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 would also receive the update at each of its meetings.

## **7173. 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 December 5, 2024. Highlights of the updates were provided in the background documentation and included the following topics:

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

### **C. University Buildings Strategy – Science Building Redevelopment**

The Board received for information the University Buildings Strategy, Science Building redevelopment. At a meeting held on July 5, 2018, the Board of Regents endorsed a campus space rationalization concept and the refinement of the University buildings strategy. At that meeting, a high-level estimate of costs and savings associated with vacating and demolishing the existing Science Building and Coughlan College was presented and supported by the Board for further consideration. A copy of the University Buildings Strategy was provided in the background documentation. The Working Group presented the University Buildings Steering Committee with several options evaluated based on the following criteria: capital costs, operations and maintenance savings, deferred maintenance liability reduction, user needs, pedestrian connections, services rerouting, availability of large lecture theatre space, and space for future opportunities. Work has been ongoing for a number of years, as the budget allows, to advance this plan. To date, the Biotechnology and Reid Theatre renovations are tender ready, Core science facility level 5, Pav B fit up is currently in design development and Chemistry-Physics concept design has been completed.

### **D. Post IT Incident Assessment Report – also on the Physical and Digital Infrastructure Committee agenda**

This item was considered under the report of the Audit and Finance Committee as outlined in the Minutes 7172.C above.

**7174. EXECUTIVE AND GOVERNANCE COMMITTEE**

A. Protected Disclosure Annual Report 2024

The Board received for information the Protected Disclosure Annual Report 2024. On May 11, 2017, the Board of Regents approved a revised policy governing Protected Disclosures. This policy provides a disclosure mechanism for members of the University to report wrongdoing and provides protection to those members who choose to report wrongdoing. Effective with the change in policy, the Executive Director of the then named Office of the Board of Regents was named as the University's Protected Disclosure Coordinator (PDC), the President as Policy Sponsor, and General Counsel as head of the responsible unit for the Procedures. An annual report for the calendar year 2024 was provided, a copy of which was included in the background documentation.

B. Quarterly Policy Report October - December 2024

The Board received for information the Quarterly Policy Report October – December 2024. The Policy Framework at Memorial University historically required an Annual Policy Status Report typically in June or July each year. In 2023, the Policy Office began reporting quarterly on policy activity and will continue to do so until the policy portfolio is 80% up to date for their review periods. This is in part because of the Auditor General 2023 report and to keep attention on the policy portfolio. A copy of the quarterly report of the period of October 2024 - December 2024 was provided in the background documentation. It was noted that the Administrative Leave for Academic Administrators policy was approved in October 2024 and was reported in the prior report.

C. Outstanding Items in relation to the Auditor General

The Board received for information the outstanding items in relation to the Auditor General as it relates to the Executive Committee. It was noted that all Committees of the Board that have outstanding items also received the update at each of its meetings.

**CLOSED SESSION – DISCUSSION AGENDA**

**7175. AUDIT AND FINANCE COMMITTEE**

A. Update on the University's 2024-25 Operating Budget

The Board received and reviewed background information pertaining to the update on the University's 2024-25 Operating Budget.

At this point, the Chair welcomed to the meeting Ms. Lori Pike, Director of Budgets, and Mr. Matthew Strong, Acting Chief Financial Officer, who were attending the meeting to hear the detailed discussion of this item.

Update on the University's 2024-25 Operating Budget (cont'd)

Mr. Ladha then invited Ms. Browne to provide a presentation with respect to the update on the University's 2024-25 Operating Budget.

Following the presentation, Committee members reviewed the submission concerning the update on the operating budget. It was noted that this submission provides an update on the University's 2024-25 Operating Budget as of December 31, 2024, with comparison to the September 30, 2024 update.

The update presents an overview of Memorial University's 2024-25 Operating Budget as of December 31, 2024, highlighting key changes since the September 30, 2024 update. It is based on actual revenues and expenditures up to December 31, 2024 and forecasted revenue and expenditures for January 1, 2025 to March 31, 2025.

A \$8.89M shortfall is forecasted against the University Operating Revenue Budget. This deficit is mostly attributed to a forecasted \$8.27M deficit in Tuition, with \$8.1M due to undergraduate tuition (as provided in the background documentation as Appendix A). The forecast is based on actual revenue charged to student accounts as of January 27, 2025 for the Spring, Fall, and Winter semesters. The tuition deficit will be higher due to year end entries for allowance for doubtful accounts and student account write-offs. This entry for undergraduate and graduate combined could be anywhere from \$1.0M to \$2.0M.

While the University projects a modest surplus against the current year adjusted budget (due to some transfer in of carryover), there are challenges ahead that will impact the University's financial stability. This overall surplus figure is comprised of some units which are projecting to run a deficit while others are expecting to run a surplus. This document provides an overview of the budget status, highlights significant changes and actions since the September 30, 2024 update, identifies key areas of concern, and outlines ongoing challenges.

Additional detailed information concerning the University's Operating Budget, was provided in the background documentation.

Following a lengthy discussion, it was noted that all feedback provided at today's meeting would be taken into consideration by the University Administration when developing the Operating Budget for 2025-26.

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



B. Preliminary University Operating Budget 2025-26 (Excluding the Faculty of Medicine)

The Board received and reviewed background information pertaining to the preliminary University Operating Budget 2025-26 (Excluding the Faculty of Medicine).

Board members were advised that the University operating budget includes the operating grant from the Provincial Government; revenue from the Federal Research Support Fund, revenue from Tuition and Student Fees; and other income.

The University will receive confirmation of its operating grant from the Department of Education for the Fiscal Year 2025-26 when the Government Budget is announced in March/April. The University's Budget Submission for 2025-26 was submitted to Government in the Fall of 2024. Since this time, University officials have been responding to government requests for information. There are known adjustments to the Operating Grant and these changes have been incorporated into the preliminary budget.

In previous years, the University Operating Budget has been presented to the Board of Regents at the May meeting. To enhance information sharing with the Board, a preliminary budget has been prepared to provide an early overview of the projected deficit for the 2025-26 fiscal year.

The Revenue and Expense budget adjustments presented in this preliminary budget are based on information which are known and forecasted at this time. When the fiscal year ends and the government grant is announced, the adjustments will be updated for the 2025-26 Budget to be presented at the May Board Meeting.

The Faculty of Medicine Budget will be presented for approval to the Board of Regents at the May 2025 meeting.

Additional detailed information pertaining to the preliminary University operating budget was contained in the background documentation.

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

C. Update on Measures to Address Forecasted Budget Shortfall

The Board received and reviewed background information pertaining to an update on measures to address the forecasted budget shortfall.

Board members were advised that the post-secondary sector across Canada and globally is encountering significant budgetary challenges and pressures. Similar to other universities, Memorial University is carefully tracking this year's anticipated shortfall, which is largely a result of declining international enrolments.

Update on Measures to Address Forecasted Budget Shortfall (cont'd)

To address a shortfall in 2024-25 of approximately \$9.5M, on December 5, 2024, the Board of Regents approved three measures, which are scheduled to be evaluated April 30, 2025:

- a. A Limited Hiring Program (LHP) for:
  - new tenure-track and new regular-term academic appointments
  - new/vacant permanent and contractual staff positions
- b. A restriction on the use of carryover
- c. The development of a new budget model

The administration has undertaken significant work on all three measures in the last two months. To manage the \$9.5M shortfall for this year - the majority of which is being attributed to the Provost's portfolio - it will be necessary to tax the carryover in academic and academic support units. In order to plan for future cuts, the Administration acknowledges they must work towards rightsizing, program prioritization, and greater structural change, though this is not the kind of change that can be executed suddenly or without sufficient collegial engagement. It was noted that these conversations are well underway. To get smaller in some areas but enable growth in others will require strategic direction, careful planning, strong leadership, team commitment to innovation, and importantly, a balance not only of cost-reduction measures but also of targeted investments.

Although it is too soon to report on any long-term financial impacts of the budget measures approved by the Board in December, both the Limited Hiring Program (LHP) and the restriction on the use of carryover have been effective tools for reframing conversations about needs, intensifying oversight over hiring, and curbing spending in general.

Additional updates on the on the following topics were provided in the background documentation:

- Limited Hiring Program Impacts
- Proposed Refinements to the LHP Implementation
- Restrict Carryover Use
- New Budget Model
- Steps taken to date

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the proposed refinements to the implementation of the Limited Hiring Program as well as an extension of the program at least until the July 2025 meeting of the Board and as outlined in the background documentation.

D. Proposed Carryover Approach

The Board received and reviewed background information pertaining to the proposed carryover approach.

Board members were advised that Memorial's Operating Budget policy allows units to carryover cumulative surpluses or deficits from the previous years. Units are expected to use surpluses for planned one-time expenditures, not for ongoing operating expenditures. Units can save up to 10% of their current-year base budget allocation. As per the policy, any unit carryover above 10 per cent reverts to the portfolio (President or Vice-President) in which the unit resides and is used to support the portfolio operating budget. Unit deficits are managed through the Procedure for Deficit Reduction Planning.

At the December 2024 Board of Regents meeting, a motion was approved to restrict carryover use, to be evaluated April 30, 2025, and endorse a process for carryover use exemption. It was also approved that the Board of Regents temporarily suspend Sections 2.0 and 5.0 of the University Operating Budget Policy, relating to the budget model and the Surplus/Deficit and that this suspension will remain in effect until a revised University Budget Policy is developed and approved. The President's Executive Council approved a carryover usage process for the remaining balance of 2024-25 on December 20, 2024. This included the Budget Office maintaining a report tracking carryover transfers to date, with balances and exempt amounts for regular reporting to the President's Executive Council (PEC).

In the decentralized budget model, units are given autonomy to manage their finances, including surpluses and deficits. This is the premise for units being responsible for their deficits and being able to maintain up to 10% of their base budget as a surplus.

In addition to one-off expenditures by units, carryover is also used for institutional-wide expenses (for example LUMUN salary increases), step turnover and Professional Development and Travel Expense Reimbursement (PDTER) as per the MUNFA collective agreement.

Additional information pertaining to the carryover approach was provided in the background documentation.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the proposed approach to carryover below. The University Operating Budget policy will be updated for Board approval as per the Policy Framework Process.

Ms. Pike and Mr. Strong left the meeting at this point.

E. Auditor General Memorial University Facilities Management Audit – also on the Physical and Digital Infrastructure Committee agenda

The Board received for information the Auditor General Memorial University Facilities Management Audit. Board members were advised that in October 2023, Memorial University was advised by the Office of the Auditor General (OAG) that it was planning a performance audit of Memorial University's Facilities Management. In April 2024, administration received a copy of the Auditor General's Performance Audit Plan, which defined the audit period as January 1, 2022, to March 31, 2024 and outlined the following objective and criteria for the audit as follows:

Audit Objective:

To determine whether Memorial University effectively manages its capital portfolio.

Audit Criteria:

1. Memorial University's policies and procedures for the management of its capital portfolio are clear and complete.
2. Memorial University appropriately manages its capital portfolio additions, renovations, replacements, removals and maintenance, as well as its current and expected space needs.
3. Memorial University appropriately manages its deferred maintenance and the funding attributed to it.
4. Memorial University has appropriate and effective oversight of the management of its capital portfolio.

Since October 2023, Memorial University has been engaged in the audit process, providing documentation and attending meetings as requested by the OAG, as well as preparing communications in anticipation of the audit report's release. In late December 2024, administration received sections of the draft report for validation and comment. They were asked to provide formal responses to the recommendations, any significant events since the audit period and management representations. These were provided to the OAG in early January 2025 with some of this information being included in the final audit report.

As of early February, internal work continues to review the contents of the audit report and to identify next steps regarding the recommendations outlined in the report. Prior to the release of the report, a number of action items in support of the recommendations were already in place. These include:

- The Board's December 5, 2024 decision to approach the provincial government about a loan. Subsequent discussions have occurred with government officials.
- A new campus renewal fee process for the whole of the university, rather than a campus specific approach. The Board of Regents will have final approval for projects approved under the Campus Renewal Fee.

Auditor General Memorial University Facilities Management Audit (cont'd)

- Memorial University is assessing its options to address its space management system after the results of a recent RFP for software gave in over budget.
- Several policies and related procedures are in the process of update and are going to university wide consultation, as per the university's policy framework.
- The Terms of Reference has been updated for Vice-President Space Committee as of December 2024, and the Terms of Reference for the Physical and Digital Infrastructure Committee has been updated.
- A multi-year Department of Facilities Management Strategic Plan is underway with the goal of ensuring work in this area aligns with the needs and strategic direction of the university.

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

F. Annual Internal Audit Plan

The Board received and reviewed background information pertaining to the annual Internal Audit Plan. The University Auditor is submitting the 2025-26 Annual Internal Audit Plan which reflects the audit priorities of the University for the year ending March 31, 2026. An overview of the submitted plan is as follows:

1. Governance Review
2. Special Purpose, Trust and Endowment Fund Review
3. Anti-Fraud Program Advisory
4. Follow-up on prior recommendations
5. Advisory and investigations services as required

At a meeting held on February 27, 2025, the Audit and Finance Committee considered the financial expenditures associated with the approval of the above-noted plan and as a result, agreed to forward the amended motion below to the Board for consideration:

That the Board of Regents approve in principle, the Annual Internal Audit Plan for 2025-2026 subject to the approval of the 2025-2026 budget amounts.

After a lengthy discussion concerning any budgetary impacts and the importance of the audit plan, the following resolution was passed by a majority vote:

**RESOLVED:**

That the Board of Regents approve, in principle, the Annual Internal Audit Plan for 2025-2026.

G. Campus Renewal Fee – 2025-26 Physical and Digital Infrastructure Project Allocation – also on the Physical and Digital Infrastructure Committee

The Board received and reviewed background information pertaining to the Campus Renewal Fee – 2025-26 Physical and Digital Infrastructure Project Allocation.

Board members were advised that as of April 2024, Memorial's deferred maintenance on physical infrastructure assets is approximately \$480 million across all campuses due now or in 5 years. Of this amount, \$81 million is on the priority list for the St. John's Campus. At this time, the only funding to address deferred maintenance is the Campus Renewal Fee (CRF), which was levied on students commencing in Fall 2017 to fund critical infrastructure improvements on campus by addressing outstanding items on the deferred maintenance list. Prior to this fee, between fiscal 2011-12 and 2016-17, Memorial had received \$9.6 million per annum in funding from the Government of Newfoundland and Labrador (GNL) to address deferred maintenance projects. This funding was eliminated by GNL in Budget 2015-16.

The campus renewal fee was collected from students, and funds were divided between the following units based on enrollment numbers: Grenfell Campus, St. John's Campus, Marine Institute, Faculty of Medicine, Centre for Nursing Studies and Western Regional School of Nursing. On July 18, 2023, government announced that the campus renewal fee would be funded by government rather than students.

At a meeting held on December 5, 2024, the Board of Regents approved the proposed Campus Renewal Fee process and evaluation criteria including an initial list of items to the Board for approval with room for delegating authority to the Campus Renewal Committee to deal with project variance and changing priorities and as outlined in the background documentation. An annual status report on actual expenditures will be presented to the Board at its July meeting starting in 2026 after one full fiscal of project spending has been completed.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the recommended Campus Renewal Fee project list with associated estimated budgets, as outlined in the background documentation in Appendix A, and subject to the total amount of campus renewal fee received.

H. Group Insurance Benefits Renewal April 1, 2025 – also on the Human Resources Committee agenda

The Board received and reviewed background information pertaining to the Group Insurance Renewal April 1, 2025, and in particular, the recommendation of the University Benefits Committee on renewal of the group insurance plans for the policy year beginning April 1, 2025.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the renewal of the University's group benefit plans for the policy year beginning April 1, 2025 as outlined in the background documentation and as follows:

- Basic life insurance plan at a 7.7% rate increase;
- Dependent life insurance plan at the existing rate;
- Optional life insurance plan at the existing rate;
- Optional spousal and dependent child life insurance plans at the existing rates;
- Basic and optional accidental death and dismemberment plans at the existing rates;
- Voluntary accidental death and dismemberment plan at the existing rates;
- Long term disability plan at a 25.8% rate increase;
- Supplementary health plan at a 8.9% rate increase;
- Travel health insurance plan at a 19% rate increase; and
- Dental plan at a 6% rate increase.

Ms. Pender, Dr. Hossain and Dr. Bose declared a conflict with this item and abstained from the vote.

**7176. HUMAN RESOURCES COMMITTEE**

A. 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](#).

**7177. EXECUTIVE AND GOVERNANCE COMMITTEE**

A. New - Flexible Work Arrangements Policy

The Board received and reviewed background information pertaining to the new “Flexible Work Arrangements Policy”.

Board members were advised in August of 2022, the President’s Executive Council (PEC) approved a one-year remote work pilot program to assess the feasibility of implementing a formal remote work policy at Memorial University, which was subsequently extended. The Guidelines for Remote Work Arrangements (RWA) for Non-Academic Employees were developed for the pilot program. In the Fall of 2023, the Department of Human Resources commenced a thorough review of the guidelines and related RWA practices at Memorial to inform the development of a formal policy. This included environmental scans of similar practices, as well as consultations with the Memorial community via focus groups and a university-wide employee survey.

A policy working group was established to help with the development of the Policy. Members included representatives from units with expertise in areas of relevance to the policy, such as Information Access and Privacy, Information Technology Services, and Occupational Health and Safety. The first draft of a Flexible Work Arrangements Policy advanced for public consultation between October 22 and November 18, 2024, receiving significant feedback. A summary of key considerations identified from this feedback was provided in the Policy Development Report located in the background documentation. The proposed policy and procedures incorporate the considerations brought forward by Memorial employees, prioritizing employee wellness and operational requirements of the university.

Further, the policy clarifies the authority for flexible workplace decisions is at the unit head level, defined as Dean, Director and other senior administrators at a comparable level or above, including the President, Vice-President and Associate Vice-Presidents. In addition, in order to address concerns regarding additional incremental costs associated stronger language has been incorporated to further clarify remote work shall not impose additional financial burdens on the University.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the proposed Flexible Work Arrangements Policy effective April 1, 2025 and as outlined in the background documentation.



B. Harlow Campus Business Plan

The Board received and reviewed background documentation pertaining to the Harlow Campus Business Plan. Mr. Ladha then noted that while this item is here for action, it should be taken into consideration at a time when the budget is considered and as a result, proposed that this item be received for information at today's meeting. The Board was in general agreement with this request.

At its meeting held on December 7, 2023 the Board of Regents approved a recommendation to commence a review of the Harlow Campus operations. The Board received updates on an interim basis in May 2024 and at its October 3, 2024, the Board of Regents received a Harlow Campus Operational Review Final Report. At that meeting, the Board also accepted a recommendation within the report to proceed with an option to continue the operation of Harlow Campus (described as Option 1) with the following provisos:

1. Three years for a plan to create a sustainable Campus
2. At the end of three years to operate within a budget wherein the grant from Memorial University does not exceed \$550,000 Cdn\*
3. Expense reduction and new revenue streams to balance the budget
4. Annual development/monitoring of benchmarks and key performance indicators.

The other option presented at that time was to initiate closure of the Harlow Campus. It was agreed that a business plan would be presented for consideration at its meeting on March 6, 2025, and it was understood that the Board could consider a shorter term to evaluate the sustainability of the Harlow Campus.

At this point, Mr. Ladha welcomed to the meeting Dr. Jingjing Xu, Associate Vice-President (Harlow Campus and Global Partnerships) who provided a presentation entitled "Harlow Campus Update – Evolving Business Plan". In doing so, Dr. Xu covered the following topics:

- Context and Vision
- Strategic Business Pillars
- Challenges and Preparation

Following a lengthy discussion, Mr. Ladha thanked Dr. Xu for the presentation and she left the meeting.

C. Approval of the awarding of the titles Professor Emerita/Emeritus arising from the Senate meeting of December 10, 2024

The Board received background information pertaining to the Senate Matters with implications for the Board of Regents arising from the Senate meeting of December 10, 2024.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the awarding of the titles of Professor Emerita/Emeritus to the following retired members of the faculty and as outlined in the background documentation:

- Dr. Jolanta Lagowski, Faculty of Science
- Dr. Michael Morrow, Faculty of Science

D. Approval of the awarding of the titles Professor Emerita/Emeritus arising from the Senate meeting of February 11, 2025

The Board received background information pertaining to the Senate Matters with implications for the Board of Regents arising from the Senate meeting of February 11, 2025.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the awarding of the title of Professor Emeritus to the following retired members of the faculty and as outlined in the background documentation:

Dr. Norm Catto, Faculty of Humanities and Social Sciences

E. Executive Team Structure and Changes

The Board received and reviewed background information pertaining to the executive team structure and changes.

The Board is being asked to consider the following recommendation:

That the Board of Regents approve the continuation with the present Executive Team structure, including pausing the Vice-Presidential searches underway, and upon the hiring of a new president, review the structure of the executive team in its entirety, including the skills required, and adjust accordingly. This allows a new president to build their new executive team.

Executive Team Structure and Changes (cont'd)

A lengthy discussion ensued with respect to the overall composition of the executive team structure and the advantages/disadvantages of pausing the Vice-Presidential searches which are currently underway. In this regard, Mr. Ladha acknowledged receipt of several messages from the Grenfell Campus which supported the continuation of the search for the Vice-President (Grenfell), a copy of which he requested be distributed to Board members.

At this point, and prior to the Board voting on the motion, Ms. Browne, Dr. Brett, Dr. Allen, Dr. Andersen and Dr. Jacobsen declared a conflict and recused themselves from the meeting.

The Board then voted on the following above-noted motion:

That the Board of Regents approve the continuation with the present Executive Team structure, including pausing the Vice-Presidential searches underway, and upon the hiring of a new president, review the structure of the executive team in its entirety, including the skills required, and adjust accordingly. This allows a new president to build their new executive team.

A vote was taken and the motion was defeated.

After a discussion, the following resolution was passed by a majority vote:

**RESOLVED:**

That the Board of Regents approve the University Administration to proceed with the searches for the Vice-President (Grenfell) and the Vice-President (Marine Institute).

F. Appointment of the President and Vice-Chancellor *pro tempore*

The Board received and reviewed background information pertaining to the appointment of the President and Vice-Chancellor *pro tempore*.

Board members were advised on April 6, 2023, following the removal of the former University President, the Chair of the Board of Regents asked Dr. Neil Bose to serve as Memorial's President and Vice-Chancellor *pro tempore* for a period of up to two years, or until a search for a permanent President concluded.

On January 30, 2025, Dr. Bose indicated to the Chair of the Board, his plan to retire effective April 5, 2025.

Appointment of the President and Vice-Chancellor *pro tempore* (cont'd)

Section 53 of the *Memorial University Act* states:

*Where the president is absent because of illness or for another reason, or where the office of president is vacant, the vice-president of the university who is the pro vice-chancellor shall possess and may exercise all of the powers and shall perform the duties of the president, during that absence or vacancy and those powers and duties include the powers and duties of other offices conferred on or entrusted to the president by this Act*

Subsequently, the Chair spoke to Dr. Jennifer Lokash, Provost and Vice-President (Academic) and Vice-Chancellor in accordance with the *Memorial University Act*, and it was agreed that Dr. Lokash would assume the responsibilities of President effective April 6, 2025.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents, pursuant to Section 53 of the *Memorial University Act*, approve the appointment of Dr. Jennifer Lokash to replace Dr. Neil Bose in the position of President and Vice-Chancellor *pro tempore*. The appointment of Dr. Lokash is effective April 6, 2025 until Sept 1, 2025 or until such time when a permanent President is appointed. The employment agreement will be submitted for Board approval once signed.

**7178. PRESIDENTIAL SEARCH COMMITTEE**

A. Update on the Presidential Search Committee

Mr. Ladha provided a verbal update with respect to the Presidential search.

B. Presidential Transition Team

The Board received background information pertaining to the creation of a Presidential Transition Team.

Board members were advised that the Presidential Search Committee is proceeding on schedule with a view to having a new President and Vice-Chancellor assume the role before the start of the new academic year in September 2025.

Presidential Transition Team (cont'd)

In the last presidential transition (2019-20), the Board of Regents approved the creation of a transition team to ensure a collaborative and smooth transition from the incoming president to the outgoing president. The team at that time consisted of the following:

- Interim Executive Director, Office of the Board of Regents\*
- Executive Director, Office of the President\*
- Executive Director, Marketing and Communications\*
- Executive Director, Development\*
- Associate Vice-President (Public Engagement and External Relations)\*
- University Registrar and Secretary of Senate\*

\*All individuals reported directly to the President at that time.

In 2022, the Board of Regents adopted a Presidential Search, Selection and Appointment Policy which includes the provision that “the Board will develop and adopt a transition plan to ensure University operations continue in a seamless manner during the time between the departing President leaving and the incoming President arriving, so that the incoming President can be optimally prepared for their new role. This transition will normally include assistance from the departing President, as well as the establishment of a transition team who will work with the incoming President in the period near the start of the appointment.”

Recent research into presidential transitions indicates that transition teams may range in size and membership depending upon the circumstances of the transition and few have formalized structures to guide this process.

The team proposed herein will help facilitate the incoming president’s orientation. Some specific tasks to be undertaken by the team include: developing a schedule of introductory internal and external meetings, overseeing the development of a communications plan around the transition, and coordinating any materials and briefing notes. The team also plays a role in appropriately recognizing and supporting the transition of the outgoing president.

The proposed transition team is as follows:

- Executive Director, Board of Regents
- Executive Director, Office of the President
- University Registrar and Interim Secretary of Senate

This team will engage other senior staff to support specific aspects of the transition. In particular, the Vice-President’s will be consulted to ensure executive insight is incorporated as needed. The transition team will work with the Chair of the Board of Regents and the Search Consultant and will provide periodic progress reports to the Executive Committee of the Board.

Presidential Transition Team (cont'd)

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the establishment of a Presidential Transition Team, comprised of:

- Executive Director, Board of Regents
- Executive Director, Office of the President
- University Registrar and Interim Secretary of Senate

**7179. Any other business**

A. MUN Students for Palestine

The Chair reminded members of the correspondence dated November 28, 2024, from the MUN Students for Palestine and the MUN Faculty for Palestine regarding a request to present to the Board on the topic of divestment during the December 2024 Board meeting. At that particular meeting, discussion did occur but due to time constraints, it was agreed to defer consideration of the item to a future meeting of the Board.

Following a discussion, it was noted that the Board expressed their thanks to the MUN Students for Palestine and MUN Faculty for Palestine and further, that the Board has made their decision on this matter at its July 11, 2024 regular meeting. As a result, the Board agreed that it would not proceed with a presentation on the topic.

B. Last meeting for Dr. Neil Bose, President and Vice-Chancellor *pro tempore*

The Chair noted that today marks the last regular meeting of the Board of Regents which Dr. Neil Bose would attend. He thanked and acknowledged Dr. Bose for his service to the Board and his immense contributions to the University as Vice-President (Research), Provost and Vice-President (Academic) *pro tempore* and President and Vice-Chancellor *pro tempore*. Mr. Ladha then proposed the adoption of the following resolution:

**RESOLVED THAT** the Board of Regents of Memorial University of Newfoundland acknowledges and thanks Dr. Neil Bose for his many years of dedicated service and his outstanding contributions to the University during his years of service.

**ADJOURNMENT**

The regular meeting adjourned at 3:17 p.m.

\_\_\_\_\_  
**CHAIR**

\_\_\_\_\_  
**SECRETARY**

\_\_\_\_\_  
**DATE**