

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board was held on Wednesday, May 15, 2024, at 2:00 p.m., in the Forestry Centre, Room 3016, Grenfell Campus and via Webex.

PRESENT:

Mr. Glenn Barnes, Chair
Mr. Anik Rahman, Vice-Chair
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 Webex
Ms. Leigh Borden
Dr. Rex Gibbons, via Webex
Mr. Bob Hallett, via Webex
Dr. Ash Hossain
Mr. Justin Ladha
Mr. Carter McNelly
Mr. Andrew Mercer
Chief Brendan Mitchell
Ms. Trudy Morgan-Cole
Ms. Nathalie Pender
Mr. Tim Powers, via Webex
Mr. Arshad Shaikh
Ms. Andrea Stack
Ms. Eleanor Swanson
Mr. Luke Thibeau
Ms. Lynn Zurel, via Webex
Ms. Tina Scott, Secretary to the Board

APOLOGIES:

Apologies were received from Dr. Lloydetta Quaicoe.

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); Ms. Vicki Collins, Interim Executive Director, Board of Regents, Dr. Ken Jacobsen, Interim Vice-President (Grenfell Campus); Mr. Scott Worsfold, General Counsel.

7093. MEETING CALLED TO ORDER

The meeting was called to order at 2:00 p.m. by Mr. Glenn Barnes, Chair.

The Chair welcomed Ms. Lisa Russell, incoming Executive Director, Board of Regents, to the meeting as an observer.

7094. APPROVAL OF THE AGENDA/CONFLICT OF INTEREST

Following the call for the approval of the agenda, Mr. Barnes 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.

Mr. Shaikh declared a conflict with Item 13.2 "Appointment of Student Representative as nominated by the Graduate Students' Union".

7095. MINUTES

The Minutes of the Special Meeting of the Board of Regents held on February 28, 2024, the Regular Meeting held on March 7, 2024, the Special Meeting held on March 19, 2024 and the email poll conducted April 8, 2024, were approved by the Board.

7096. CHAIR'S REPORT

A. Chair's Report

The Chair provided an update with regard to his Board related activities since the last meeting of the Board held on March 7, 2024.

B. Meeting of the Executive Committee – April 23, 2024

The Chair noted that the Executive Committee met on April 23, 2024, 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.

C. Actions taken by the Executive Committee under Delegated Authority: Extension to the appointment of Interim Executive Director, Board of Regents

Mr. Barnes 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.

Actions taken by the Executive Committee under Delegated Authority: Extension to the appointment of Interim Executive Director, Board of Regents (cont'd)

With that in mind, at a meeting held on April 23, 2024, the Committee exercised its authority to act on behalf of the Board and approved the extension of the appointment of Victoria Collins as Interim Executive Director, Board of Regents, to July 31, 2024 and as outlined in the background documentation. For the period May 1, 2024 – June 9, 2024, Ms. Collins will retain the position as Interim Executive Director, Board of Regents and thereafter will be “Senior Advisor”.

D. Resignation of Mr. Aiden Parsons

The Chair noted for the information of the Board, the resignation of Mr. Aiden Parsons effective May 5, 2024. The Chair, on behalf of the Board, acknowledged with sincere gratitude the valuable service given by Mr. Parsons to the University during his term of office on the Board.

7097. 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 March 2024 to May 2024 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 2023-24 since the meeting of the Board held on March 7, 2024. In addition to this update, the President included the following appendices, copies of which were provided in the background documentation:

- Appendix A - News report
- Appendix B - Report on the President’s Academic Research
- Appendix C - Recent highlights aligned with *Transforming Our Horizons*,
- Appendix D - Research Highlights

OPEN SESSION - CONSENT AGENDA

It was moved by Dr. Bose, seconded by Dr. Hossain and carried that the consent agenda, as recommended by the appropriate Board Committee and comprising the resolutions listed in 7098, be approved as outlined below.

7098. SENATE MATTERS

- A. Approval of Academic Program and Course Introductions/Changes arising from the Senate meeting of April 9, 2024

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting held on April 9, 2024, and approved the academic program and course introductions/changes as outlined in the background documentation and as follows:

Report of the Committee on Undergraduate Studies, in co-operation with the Academic Council of the School of Graduate Studies:

- Proposed Calendar Changes – Regulations 6.12.4 Academic Offences, 6.7.2 Course Syllabus, and SGS Section 4.12.4

CLOSED SESSION – CONSENT AGENDA

Mr. Barnes 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 Dr. Hossain, seconded by Dr. Lokash and carried that the consent agenda, comprising the resolutions listed in 7099 through 7102 below, be approved as follows:

7099. AUDIT AND FINANCE COMMITTEE

- A. Update on the Office of the Auditor General Reviews

The Board received for information an update on the Office of the Auditor General (OAG) Reviews. Board members were reminded of the background with respect to the October 2023 Auditor Generals Report. Work continues to address the eight recommendations made by the OAG in its report on Memorial University. The Ad Hoc Action Committee of the Board is overseeing the work. This Committee is now meeting monthly. A substantial tracking document has been developed and target dates of completion have been identified for nearly all action items. Updates on progress and barriers to implementation are shared for discussion at the monthly Ad Hoc Committee meetings. In addition, all Separately Incorporated Entities (SIEs) have presented to the Committee and based on these discussions, suggestions for enhanced oversight were presented to the Ad Hoc Committee on March 21, 2024. A letter was forwarded to SIE CEOs on April 4, 2024 indicating that changes in oversight would be enacted within the 2024/25 fiscal year and that the Chair of the SIE Committee would be meeting with each of them individually to inform them of the changes. It was noted that these meetings have occurred. In addition, further work on the relationship between Memorial and each SIE is ongoing. It was also noted, that a Harlow review is ongoing as provided in Minute 7104.F below.

B. Review of existing centres' status as part of the implementation of the Policy on University Centres: Establishment, Operation and Termination

The Board received for information the an update on the review of existing Centres status as part of the implementation of the policy "University Centres: Establishment, Operation and Termination". At a meeting held on July 7, 2022, the Board of Regents approved the policy on the Establishment, Review, and Termination of University Centres. Under the policy, senior leaders have the responsibility of determining whether a proposed entity constitutes a University centre and is thus subject to the accountability requirements of the policy.

With the approval of the revised policy on University Centres, it is imperative that senior leaders formally review all extant entities, including entities that have already been subject to reviews by either the Board of Regents or the Planning and Budget Committee (PBC) of Senate prior to 2022. In addition, a recent scan identified a number of entities currently in operation that were not reviewed under the previous policy yet that may be deemed to constitute University Centres under the new policy. It was noted that the senior leadership has begun the exercise of confirming the status of extant entities that are already in operation; as an act of confirmation of status (rather than approval to begin a new operation), these decisions do not require approval from the Board of Regents. However, senior leadership commits to updating both Senate and the Board on the work of this review and the decisions taken.

As there are a number of entities requiring review to determine if they fall under the new policy, senior leadership will consider them in batches. A list of Centres that were determined by PEC on June 27, 2023 to fall under the policy, along with their date of initial Board of Regent's approval was provided in the background documentation.

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

The Board received for information the Internal Audit Plan "Post IT Incident Assessment". Board members were advised that the University Auditor is submitting the plan to assess the IT Incident Response to the Audit and Finance Committee. This plan reflects the audit objectives to assess and evaluate response efforts and activities following the recent cyber incident as compared to industry best practices, and established standards and guidelines.

The objectives are as follows:

1. Evaluate the overall incident readiness, response, and recovery capabilities;
2. Review the design and operating effectiveness of tactical and strategic initiatives implemented following the incident;
3. Prepare a report of findings and recommendations to manage residual risks

D. Draft Parking Plan and Strategy

The Board received for information the draft Parking Plan and Strategy. Following the meeting of the Board held on March 9, 2023, the Administration was tasked with developing a 3-5-year plan to address any parking deficits or the use of subsidies. The plan, considers the two principles previously approved by the Board of Regents at a meeting held on July 6, 2017 and as follows:

- University administration should take steps to address the heavily subsidized parking rates currently charged to faculty, staff, and students.
- University administration should refrain from constructing new parking spaces on campus (surface and garage) until parking provisions adhere to a cost recovery model and/or alternative public transportation modes are implemented.

The draft Parking Plan and Strategy provides a parking strategy, aiming to optimize revenues and customer service while addressing four pillars: Expenses, Revenues, Environment and Sustainability, and Equity, Diversity, and Inclusion. It was noted that at this stage, Board input into the plan is desired. In addition, once the Board has provided feedback on the draft, the Office of the Chief Risk Officer will initiate further consultations to enhance and optimize ideas and suggestions from the campus community.

E. Open Internal Audit Recommendations

The Board received for information with respect to the Open Internal Audit Recommendations. The Office of Internal Audit has 49 open recommendations, of which eight are deemed high-priority. At its July 2023 meeting, the Audit and Risk Committee of the Board of Regents requested an update from management on the status of the recommendations. An update was provided on the high priority items at the October and December 2023, and March 2024 meetings and in addition, a further update was included in the background documentation. At the December 2023 meeting, a commitment was made to respond to the moderate-priority items. Provided in the background documentation was an update on the recent work on the recommendations.

F. Financial Reporting Update

The Board received for information the Financial Reporting Update. As the year end (March 31, 2024) processes are ongoing and the final accounting ongoing, the focus of the financial reporting for the May 15, 2024 meeting of the Board of Regents is to follow up on issues identified in the March 7, 2024 report to the Board as well as taking advantage of the opportunity to enhance the Board of Regents' understanding of financial and accounting practices at Memorial University. It was noted that the University auditors have been working on auditing the University financial statements. This involves significant work for Financial Services employees in addition to day-to-day work and the ongoing files generated from the

Financial Reporting Update (cont'd)

AG report. The draft audited statements will be presented to the Board at its July meeting. It was also noted that work is currently ongoing on allocations for the 2024-25 budget as provided in the University Budget submission. A copy of the Financial Reporting update was provided in the background documentation.

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

G. Appointment to the Campus Childcare Inc. Board of Directors

The Board was informed that at a meeting held on May 9, 2024, the Audit and Finance Committee approved the reappointment of Ms. Emily Wooley to the Board of Directors of the Campus Childcare Inc. Board of Directors for a 1-year term effective May 9, 2024 and as outlined in the background documentation.

7100. 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 March 7, 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 the Dean, Faculty of Business Administration

The Board received background information and approved the appointment of Dr. Trevor Brown as Dean, Faculty of Business Administration, effective June 1, 2024, for a five- year term and as outlined in the background documentation.

D. Extension of appointment of the Interim Associate Vice-President (Grenfell Campus), Research and Graduate Studies

The Board received background information and approved the extension of Dr. Mumtaz Cheema as Interim Associate Vice-President (Grenfell Campus) Research and Graduate Studies for the period May 1, 2024 – November 30, 2024, and as outlined in the background documentation.

E. Extension of appointment for the Interim Dean, School of Social Work

The Board received background information and approved the extension of appointment of Dr. Sulaimon Giwa as Interim Dean, School of Social Work, effective July 1, 2024, and continuing until June 30, 2025, or upon completion of a successful search for a permanent dean, whichever occurs first and as outlined in the background documentation.

7101. PHYSICAL AND DIGITAL INFRASTRUCTURE COMMITTEE

A. Update on Major Capital Projects

The Board received for information update on major capital projects. An update on Major Capital Projects is submitted to the Committee as a regular report, providing background and status updates of the projects to date. The University's Capital Project's policy defines a major capital project as one that has a funding requirement in excess of \$5,000,000. Such projects may include the construction of new buildings, external additions to existing structures, other changes to the footprint of existing structures, the redevelopment of existing space costing greater than the 50% of the cost value of the building, grounds improvements that alter function and use, special infrastructure processes which exceed normal maintenance guidelines and which require significant capital outlay (in excess of \$5,000,000). A copy of the update was provided in the background documentation.

B. Annual Lease Report: 2023-2024

The Board received for information the Annual Lease Report: 2023-2024. The Annual Lease Report for 2023-2024 summarizes information on all property lease agreements of Memorial University for the Fiscal Year 2023-2024 (a copy of the report was provided in the background documentation). These leases are for external space occupied by the University (lessee) and the space it has leased to other organizations (lessor). The *Public Procurement Act* (PPA) requires a public tender call or Request for Proposals (RFP) for leases where the term of the lease is over \$100,000 and a limited call (three invited bids) for leases where the term of the lease is between \$10,000 and \$100,000. It was noted that the Space Leasing Policy is currently under review and follow-up consultation with the Board will occur to determine the most appropriate oversight of leases, combined with operational efficiencies.

C. Architectural and Engineering Consultant Appointments for projects with a capital value less than \$5M awarded in the Fiscal Year 2023-2024

The Board received for information the annual report on architectural and engineering consultant appointments for projects with a capital value less than \$5M awarded in the Fiscal Year 2023-2024. In accordance with the Procedure for Selection and Appointment of Consultants for a Minor Capital Project referenced in the Capital Projects Policy, Facilities Management has prepared its annual report for the fiscal year 2023-24 indicating the firm, project number and title, project type, scope, consultant fee and the project value for each commission awarded. A copy of the report was provided in the background documentation as Appendix A.

D. Internal Audit Plan: Post IT Incident Assessment – 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 7099.C above.

E. Grenfell Campus/City of Corner Brook Regional Recreation Center – Operating Agreement Contract

The Board received background information and approved the Corner Brook Regional Recreation Center Operating Agreement contract between Memorial University of Newfoundland and the City of Corner Brook as provided in the background documentation.

7102. EXECUTIVE AND GOVERNANCE COMMITTEE

A. March 2024 Quarterly Policy Status Report

The Board received for information the March 2024 Quarterly Policy Status Report. Board members were advised that the policy on the Development, Approval and Administration of University Policies and the associated on University Policy Framework (“Framework”) requires the review of all policies in four-year intervals. The also requires annual reporting of the statistics on University policies. In the July 2023 Annual Policy report, the former University Governance Secretariat recommended that policy status reports be increased to quarterly intervals until the policy portfolio was more completely reviewed. A copy of the report was provided in the background documentation.

B. Review and Update the Policy on the Development, Approval, and Administration of University Policies

This item was deferred for consideration at a future meeting of the Board.

CLOSED SESSION – DISCUSSION AGENDA

7103. PHYSICAL AND DIGITAL INFRASTRUCTURE COMMITTEE

A. 2025 Canada Games at Memorial University Update

The Board received for information an update on the 2025 Canada Games at Memorial University. Board members were provided an update on key 2025 Canada Games at Memorial planning activities since the last Board of Regents update on March 7, 2024 as outlined in the background documentation.

Student Housing Availability – Spring / Summer 2025

In the Venue Use Memorandum of Understanding signed in December 2020, Memorial University agreed to license all its student housing inventory as part of the Games Village except for Baltimore Court, which has traditionally housed students with families. To provide the residence spaces specified in the Venue Use Memorandum of Understanding, all spaces would need to be decanted and prepared (cleaning, repairs, etc.) for Games commissioning by the end of July 2025.

As internal planning for the Games Village has progressed, concerns about the impact of a full residence decant on Memorial's students has been raised by several stakeholders. Such concerns were presented in further detail to the President's Executive Council on March 15, 2024, and March 22, 2024. As a result, the President's Executive Council advised that Memorial University would remove Cabot and Cartier Courts from the list of spaces to be licensed to the 2025 Canada Games in support of the families who live in these spaces year-round. On March 26, 2024, this direction was communicated to the Canada Games Host Society's CEO, resulting in a meeting between the Host Society's CEO and its Board Co-Chairs, and Memorial University's President, Vice-President (Administration, Finance and Advancement), Senior Advisor to the President, and Lead, Canada Games at Memorial. All parties agreed to work together to find a suitable solution that allows families to remain in Cabot and Cartier Courts, and the Games Village to stay intact on Memorial University's St. John's Campus. The President's Executive Council has also reviewed and agreed to provide funding for supports to assist outgoing residents of Gilbert and Guy Courts should these students require assistance in finding accommodations in July and August 2025.

Capital Projects

Fortis Canada Games Complex: Construction of the Fortis Canada Games Complex continues. As per Board direction on October 18, 2023, and pending final approvals, the Fortis Canada Games Complex will be accepted by Memorial University as a Canada Games legacy gift at substantial completion. Conversation is ongoing with the Newfoundland and Labrador Sports Centre to become the facility operator and manager.

2025 Canada Games at Memorial University Update (cont'd)

In March 2024, the Newfoundland and Labrador Sports Centre Board was presented with information on a prospective operating model for the facility, which was developed by the Executive Director of the Newfoundland and Labrador Sports Centre and based on consultations with Memorial University and other external stakeholders. It has been stressed to all parties that prompt decisions are required to move operational planning forward in time for the Games.

7104. AUDIT AND FINANCE COMMITTEE

A. University Budget and Faculty of Medicine Budget 2024-25

The Board received and reviewed background information pertaining to the University Budget and Faculty of Medicine Budget 2024-25. At this point, the Chair welcomed to the meeting Ms. Lori Pike, Director of Budgets, who was attending in order to participate in the discussion of this item.

Board members were advised that the University Operating Budget (excluding the Faculty of Medicine) includes the operating grant from the Provincial Government; revenue from the Federal Research Support Fund, revenue from Tuition and Student Fees; and other income. On March 21, 2024, the University received confirmation of its operating grant from the Department of Education for the Fiscal Year 2024-25 which included a net increase of \$9,655,400 over the previous year.

For 2024-25 the tuition and student fees revenue budget is increasing by \$10,789,030. This budgeted adjustment is comprised of several factors:

- decreased registrations projected for 2024-25;
- forecasted increase in revenue due to the undergraduate tuition fee increase effective fall 2022
- adjustments to the student services fee, campus renewal fee, application fee, late fee, distance education fee, and the student development fund.

Other Income revenue is increasing by \$3.1 million with increased revenue resulting from higher interest rates on cash and short-term investment bank balances.

The University operating budget (excluding the Faculty of Medicine) for 2024-25 was provided in the background documentation. It was noted that for the current fiscal year, the University and unit revenue and expenditures (excluding the Faculty of Medicine) totaled \$457,725,530 resulting in a projected balanced operating budget. To achieve a balanced budget, a \$5,295,600 (-1.74%) budget reduction is required in 2024-25. Units will be advised of their base budget reductions when the Portfolio Leaders allocate their portfolio budget. Details on the unit budget decisions to implement the budget reductions will be reported to the Board of Regents along with the updates on the University's Financial Position at the October 2024, December 2024, and March 2025 meetings.

University Budget and Faculty of Medicine Budget 2024-25 (cont'd)

The incremental costs associated with the signed collective agreements for NAPE and MUNFA have been factored into the budget for 2024-25. The adjustment to the government grant from the Department of Education included \$3.9 million for the collective agreement salary and benefit increases for NAPE, CUPE, Non-Bargaining and Management. The operating grant includes an adjustment of \$12.6 million for MUNFA (2022-23, 2023-24, and 2024-25).

The government grant adjustment included \$1.7 million for the continuing expansion of the Faculty of Nursing Program (Satellites Sites in Gander, Grand Falls, & Happy-Valley Goose Bay), with a planned reduction of \$458,600 for the Faculty of Nursing Nurse Practitioner Program, due to 2023-24 one-time expenses.

The government grant included 2 reductions. The first was a \$957,400 general grant reduction. The second was a \$13.68 million reduction of the tuition offset grant. The forecasted tuition revenue increase in 2024-25 due to the increased undergraduate rates effective fall 2022 have been budgeted at \$10.4 million.

In accordance with the Operating Budget Policy, following board approval of the university budget, the administration will prepare portfolio budget 2024-25 allocations. The portfolio leaders will communicate the base budget allocations along with the incremental budget decisions to the units. The units will be responsible for allocating their budget and providing regular financial updates. The financial updates will be communicated as part of the 2024-25 financial update to the Board.

University Operating Budget (Faculty of Medicine)

The Faculty of Medicine received confirmation of its operating grant from the Department of Health and Community Services for the Fiscal Year 2024-25 on March 21, 2024. The grant net increase is \$17,985,200. The Faculty of Medicine budget for 2024-25 was provided in the background documentation.

Since Fiscal Year 2015-16, the Faculty of Medicine has been operating with a structural deficit. At the end of each fiscal year, the Department of Health and Community Services has provided the Faculty of Medicine with one-time stabilization funding to eliminate the deficits for each of the respective years. The 2024-25 operating grant from the Department of Health and Community Services provided \$7.6 million to fully fund the Faculty's structural deficit.

For the current fiscal year, the budgeted revenue and expenditures for the Faculty of Medicine total \$88,615,982, resulting in a projected balanced operating budget.

University Budget and Faculty of Medicine Budget 2024-25 (cont'd)

In 2024-25, the Faculty of Medicine is expecting to receive approximately \$1.0 million for capital infrastructure and \$400,000 for replacement/repairs to equipment. Confirmation will potentially not happen until early May. Its anticipated funding will relate to fixing information technology issues, development of the sixth floor and equipment will relate to the simulation center and medical laboratories.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the operating budget for the University and the Faculty of Medicine as presented in the 2024-25 Operating Budget reports as provided in the background documentation.

At this point, Ms. Pike left the meeting.

B. Increase in Confirmation Deposits for International Students

The Board received and reviewed background information pertaining to an increase in Confirmation Deposits for International Students.

Board members were advised that on January 22, 2024, Immigration, Refugees and Citizenship Canada announced that most new study permit applications will require the provincial government to provide an attestation letter along with a letter of acceptance from Memorial University. This process will place a cap on how many new international applicants Memorial University can accept per year and potentially increase the time required for newly accepted students to be able to apply for a study permit. For Memorial University, it means placing higher priority on those accepted applicants who are committed to pursuing their education at Memorial University. Determining each applicant's level of commitment prior to registration and arrival is currently difficult to determine.

An attestation letter proves that the student's enrollment aligns with our specific provincial quota within the national cap for study permit applications (currently 1087 however, this number may increase within the coming days). For the purposes of this pilot, Immigration, Refugees and Citizenship Canada has clarified that the year runs from January 22, 2024, until January 21, 2025. The following would need an attestation letter:

- Most post-secondary study permit applicants, including those applying for undergraduate programs.
- Applicants to non-degree-granting graduate programs, such as certificate programs and graduate diplomas (currently masters and doctoral level students are exempt).

Increase in Confirmation Deposits for International Students (cont'd)

- Visiting or exchanging students attending Memorial University for more than six months as part of a program with their home institution.
- English as a Second Language students studying for more than six months.

Although attestation letters are required for multiple categories of students, the most significant numbers for Memorial University are at the undergraduate level. At the undergraduate level, the rate for accepted applicant to registered student was approximately 40% for Fall 2022.

The Graduate Diploma in Business Administration has a deposit in place. Graduate Diploma in Business Administration accounts for more than half of Memorial University's new graduate diploma enrolments. Approximately 7% of graduate diploma applicants are accepted, but 98% of those accepted register. The Graduate Diploma in Business Administration process has a 'decision making' point in place and is manageable without an increased deposit.

The Marine Institute has a confirmation fee in place for their Technical Certificates and Diplomas in Technology in Nautical Science and Marine Engineering but does not have a confirmation deposit in place consistently across all Diplomas. Therefore, it is recommended that eligible programs through Marine Institute that currently do not require a confirmation fee, be included in this proposal.

Current International Undergraduate Admissions Process

There are two application periods for undergraduates – Fall 2024 and Winter 2025

- Applicants may be provided with early acceptance of their general application (these applications may be conditional on documentation receipt or final grades) through the apply.mun.ca portal.
- "Early acceptance" does not currently trigger a request for a confirmation deposit, but applicants can confirm their early offer in the portal if they intend to enroll.
- Verified acceptance of a faculty offer (a letter of acceptance offered outside of the Registrar's Office general admission process) requires a confirmation deposit of \$300.
- The \$300 confirmation fee is non-refundable. If a student is denied a study permit, they are refunded half (\$150) of the confirmation fee.
- Payments are made through Moneris (visa/mastercard payment) via the apply.mun.ca portal.
- A confirmed early acceptance or payment of the confirmation deposit with verified/faculty acceptance will require our new attestation letters process of sending the applicant a Qualtrics survey. Within this survey, the applicant is asked to verify their intended registration in addition to providing additional details such as passport number.
- The results of the survey, in combination with the \$300 confirmation fee received and the verified acceptance triggers an attestation letter request to the provincial government.

Increase in Confirmation Deposits for International Students (cont'd)

- This process involves Register Office staff manually verifying details and initiating action in multiple systems

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the increased application fee and confirmation deposit fee for international students as outlined in the background documentation and as follows:

- increase the current application fee of \$120 (non-refundable) to \$300 (non-refundable); and
- increase the confirmation deposit fee of \$300 (non-refundable) to \$1,500 (non-refundable).
- non-refundable deposit will be credit towards tuitions and fees.

C. Ukrainian Students Tuition Rates

The Board received and reviewed background information pertaining to the Ukrainian Students Tuition Rates. The Canada-Ukraine Authorization for Emergency Travel (CUAET) program is a special measures program established by the federal government in March 2022. The program offers Ukrainians and their family members free, extended temporary status and allows them to work, study and stay in Canada until it is safe for them to return home. The federal government has specified that the program is not a refugee immigration pathway. In support of the CUAET program, the provincial government has made significant efforts to welcome Ukrainians and their families to the province.

The CUAET program is now closed as the deadline to apply for a CUAET visa was July 15, 2023, and Ukrainians must have travelled to Canada by March 31, 2024, to be eligible for in-Canada measures under the CUAET. As the program does not categorize Ukrainian arrivals as refugees, those who wish to pursue post-secondary education would ordinarily be required to pay higher international student tuition rates at Canadian universities.

Memorial University would like to support Ukrainians who have come to Newfoundland and Labrador seeking refuge from war by enabling them to study at Memorial University without causing severe financial hardship for their families. Eligible students would be those who came to Canada under the CUAET program (and have proper documents to confirm their CUAET status) and who have graduated from a high school in the province. The students will remain designated

Ukrainian Students Tuition Rates (cont'd)

as international students within the Banner Student system to reflect their proper status but will be charged the domestic student tuition rate. The students will be identified in the system as CUAET-program students verifying their student account is in good standing and that no additional funding is required to bring the account up to the international tuition rate. This will allow the students to register for subsequent semesters and their accounts will not be placed on a 'financial hold'. The international application fee will not be waived. Students may also apply for entrance merit-based scholarships and awards to assist with costs including tuition, textbooks, living expenses, etc.

Some other Canadian universities are treating Ukrainian students with a CUAET visa as domestic students and charging them a domestic tuition rate. The Saskatchewan provincial government is funding the lower tuition being offered to these students in their province. The University of Alberta and University of Manitoba are charging Ukrainian students with a CUAET visa their domestic student tuition rates.

Some of the reasons for offering this group of students domestic tuition include:

1. There is a defined category of students who have CUAET visas.
2. As they are already residents of the province, there is a higher likelihood that they will remain in the province.
3. It does not cost Memorial University to accept these students at the domestic rate, in fact it increases our revenue as they may not necessarily come to Memorial University at the international rate.
4. It potentially increases our enrolment and diversity with extremely motivated students.
5. It supports students who are barred from education in their own country.

Charging this defined group of students the domestic tuition fee would not set a precedent of "waiving" international student tuition as these students are already resident in the province and hold a provincial high school diploma, differentiating them from other categories of international students.

In the Fall 2023, there were three Ukrainian students with CUAET visas. These students were charged international undergraduate student tuition and received scholarships and bursaries of \$14,000 each. As part of this recommendation, these students would also be charged the domestic student tuition rate, starting Fall 2024.

Ukrainian Students Tuition Rates (cont'd)

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the Ukrainian students tuition rates as outlined in the background documentation and as follows:

- Effective Fall Term 2024, undergraduate Ukrainian students on a Canada-Ukraine Authorization for Emergency Travel (CUAET) visa and study permit will pay domestic tuition fees, and Ukrainian students on a CAUET visa and study permit enrolled at Memorial in 2023 would pay the domestic rate going forward.

D. Special Fee for a new course-based Master program: Master of Applied Science in Sustainable Infrastructure Engineering (MASIE)

The Board received and reviewed background information pertaining to the special fee for a new course-based Master program “Master of Applied Science in Sustainable Infrastructure Engineering (MASIE)”.

Board members were advised that on October 10, 2023, the Senate approved a proposal for a new Master of Applied Science in Sustainable Infrastructure Engineering (MASIE) and was approved by the Board of Regents on December 7, 2023. The MASIE program was developed to address the high demand for updating public infrastructure systems and to develop more sustainable infrastructure systems under climatic change conditions in Canada and worldwide. Specifically, the program focuses on how various aspects of infrastructure work together to obtain optimum performance. Target areas for the program include pavement, buildings, bridges, dams, drinking water, drainage and sewer systems, waste management and power supply facilities.

Specialized programs with special tuition fees gives Memorial a competitive advantage, differentiating itself from other institutions to attract top students who are willing to invest in their education for the added value and opportunities provided by these programs. MASIE is the first of its kind in Canada. It is a full-time program with a duration of minimum 16 months (4 semesters). First admission to the program is planned for Fall 2024. A summary of programs related to national and international programs like MASIE was provided in the background documentation as Appendix A.

Special Fee for a new course-based Master program: Master of Applied Science in Sustainable Infrastructure Engineering (MASIE) (cont'd)

Memorial currently has 20 Master graduate programs with special fees. First introduced in 2003, these programs have been highly successful from both a financial sustainability and student experience. The associated special fees have helped Memorial diversify its revenue streams, maintain financial sustainability and meet the evolving needs of students and industries. These programs were designed using innovative pedagogies and technology, with the revenue generated from the special fee being used to offset delivery costs such as recruitment of highly qualified faculty, equipment, laboratory refurbishment, scholarships and teaching assistantships.

Like the other course based MASc programs offered by the Faculty of Engineering and Applied Science, these special fees provide flexibility to deliver programs that are not financially viable under standard tuition structures. In the absence of base funding from the academic budget envelope to support the program, it is proposed that a special fee of \$11,602 for domestic and \$16,282 for international students (in addition to regular graduate tuition) would be applied to offset the incremental expenses associated with program support and delivery. Furthermore, the intention to accept an offer of admission to the MAISE must be accompanied by a non-refundable \$2,000 deposit, which will be credited towards tuition and fees once students enroll in the program.

At the July 8, 2021, meeting of the Board of Regents, the Tuition Framework proposal highlighted the need to introduce differential tuition to offset the cost of delivery and ensure the financial sustainability for course-based master programs. The current graduate tuition structure is insufficient to cover the cost of delivery for the MASIE course-based program. Therefore, it is necessary to introduce a special fee to offset the resources required to deliver this program.

Consistent with other newly established graduate programs that charge a program fee incremental to regular tuition, the revenue attribution model for this program will be as follows:

- 20% flowing to the Office of the Provost to cover indirect administrative cost not borne by the unit(s) offering the program; and
- 80% flowing to the Faculty of Engineering and Applied Science to offset the direct costs associated with offering the program.

Recognizing that additional resources are required to support the launch of MASIE, for the first-year (2024-25 academic year) 100% of the special fee will be transferred to the Faculty of Engineering and Applied Science. The revenue attribution model is in accordance with Special Fee Attribution Model for Graduate Programs, which was approved by Vice-Presidents' Council on February 12, 2023 (Appendix B)

Special Fee for a new course-based Master program: Master of Applied Science in Sustainable Infrastructure Engineering (MASIE) (cont'd)

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the special fee for the new course-based Master program "Master of Applied Science in Sustainable Infrastructure Engineering (MASIE) as outlined in the background documentation and as follows:

- Special fee for the Master of Applied Science in Sustainable Infrastructure Engineering (MASIE) of \$11,602 (domestic) and \$16,282 for (international) as outlined in Table 1.
- \$2,000 non-refundable deposit that will be credit towards tuitions and fees.

E. Internship fee for five-course Master of Applied Science (MASc) programs

The Board received and reviewed background information pertaining to the Graduate Internship fee for five course-based Master of Applied Science (MASc) programs.

Board members were advised that following feedback from the Board of Regents at the March 7, 2024 meeting, the Engineering Co-operative Education Office and Engineering Graduate Office consulted with internal stakeholders relating to the proposal for a Graduate Internship Program for the following five course-based Master of Applied Science programs:

- Environmental Systems Engineering and Management
- Energy Systems Engineering
- Safety and Risk Engineering
- Oil and Gas Engineering
- Computer Engineering

Following consultation, it was decided to harmonize the graduate internship fee with the undergraduate cop-op fee. This harmonization would eliminate perceived disparity, as both groups would be utilizing the same services and resources. Furthermore, the Engineering Co-operative Education Office and Engineering Graduate Office determined, even with a lower fee, they could still achieve the goal of providing graduate students with the opportunity to gain valuable experience.

Unlike the undergraduate co-op program, the graduate program is optional. It is not mandatory that students participate in the internship program. For those students choosing to participate, they would complete a two-term (or 8 month) paid full-time internship. Market research indicates a demand for skilled professionals in this area and the Faculty of Engineering and Applied Science has indicated that internships opportunities are available for students.

Internship fee for five-course Master of Applied Science (MASc) programs (cont'd)

The internship provides graduate students with an opportunity to gain valuable work experience through the expertise and program structure provided by the Engineering Co-operative Education Office. Students in the Graduate Internship Program would have access to the same resources and services available to students in the undergraduate engineering co-op program. The new fee would be used in several areas of student mentorship and job development, including but not limited to:

- Professional development seminars that provide training and skill development for workplace success; job expectations; performance evaluations; job competition process, workplace conduct; and professional ethics. These services are invaluable to international student as transition into local workforce.
- Individual resume and cover letter, assistance and mentorship.
- Access to exclusive job postings.
- Personal consultations for interview preparation and strategies for success.
- Mentorship and support during internships, include formative assessment of skill development.

Additionally, it should also be noted that 98% of graduate students eligible for the internship program are international students. It is widely acknowledged that individuals from equity-deserving groups, including racialized, BIPOC and Indigenous communities encounter heightened obstacles to securing employment. This challenge is particularly pronounced in regions such as Newfoundland, where the demographic landscape tends to be more homogenous. Hence, the role of internship coordinators becomes paramount in dismantling barriers hindering our international students from securing impactful placements. This heightened commitment demands the utmost dedication and care, necessitating proactive efforts to both educate and foster positive relationships with prospective employers.

Similar to co-operative education students who are required to pay a fee for each work-term (\$600 (domestic) and \$1,020 (international)), graduate students enrolled in one of the above-mentioned programs would be have the option apply for the Graduate Internship Program and pay the same fee per term.

Internship fee for five-course Master of Applied Science (MASc) programs (cont'd)

Over the duration of the eight-month internship students could earn anywhere from \$15,000 - \$50,000. Given that 98% of graduate enrolment is international students, the potential to earn addition income would significantly reduce financial burdens. In addition, the internship presents students with an opportunity to gain valuable industry experience that will significantly boost their marketability. It is also important to recognize that the internship fee would only be applied once a student has a confirmed placement. If a student's job search does not result in an internship, the student would not have to pay a fee and would continue with their studies.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the graduate internship fee for five course-based Master of Applied Science (MASc) programs as outlined in the background documentation and as follows:

- Graduate internship fee of \$600 (domestic) and \$1,020 (international) per term for the following five course-based Master of Applied Science programs:
 - Environmental Systems Engineering and Management;
 - Energy Systems Engineering;
 - Safety and Risk Engineering;
 - Oil and Gas Engineering; and
 - Computer Engineering.

F. Harlow Campus Operational Review, Interim Report – May 2024

The Board received and reviewed background information pertaining to the Harlow Campus, Operational Review, Interim Report, May 2024.

Board members were advised that at a meeting held on December 7, 2023, the Board received a submission seeking approval to commence a review of the Harlow Campus (MUN UK) operations. This recommendation, which was approved, arose as a result of (1) concerns about the viability of the campus and increasing costs and (2) in response to recommendations from the findings and recommendations from the report of the Auditor General in October 2023 "Memorial University: Compensation, Operating Expenses and Oversights by the Office of the Auditor General".

The actions of the review are intended to conduct a thorough financial examination, enrolments, occupancy rates, programs, cost structures, etc. Additionally, a review of legal arrangements and requirements for both MUN (UK) and the Harlow Scholarship Trust is a suggested action. It was noted that Ms. Kim Shipp, Interim Associate Vice-President External Relations and Public Engagement was appointed to conduct the review and report back to the President in April 2024.

Harlow Campus Operational Review, Interim Report – May 2024

A copy of the Interim Report was provided in the background documentation.

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

7105. EXECUTIVE AND GOVERNANCE COMMITTEE

- A. Approval of the awarding of the title Professor Emeritus arising from the Senate meeting of March 12, 2024

The Board received background information pertaining to the Senate matters with implications for the Board of Regents arising from the Senate meeting of March 12, 2024.

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 member of the faculty and as outlined in the background documentation:

Dr. Amarjit Singh, Faculty of Education

- B. Appointment of Student Representative as nominated by the Graduate Students' Union (GSU)

The Board received and reviewed background information pertaining to the appointment of the student representative of the Graduate Students' Union (GSU).

Board members were advised that 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 Graduate Students' Union (GSU) (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.”

The Graduate Students' Union has nominated Alex Arkilanian as their representative on the Board of Regents and as outlined in the background documentation.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents accept the nomination of Mr. Alex Arkilanian as requested by the Graduate Students Union and that the Board recommend his appointment to the Lieutenant-Governor in Council for a term of office in accordance with the *Act*.

C. Notice of Motion from Mr. Bob Hallett, Regent

The Board received and reviewed a Notice of Motion from Mr. Bob Hallett, member of the Board of Regents. Board members were advised that a Notice of Motion was received from Mr. Hallett with respect to the Board Bylaws in particular, to the following Clauses:

“Committee Chairs

65. The Committee Members shall elect the chair of the committee (the “Committee Chair”) and subsequently at the first scheduled meeting, the Committee Chair will select a second member to serve as the vice chair of the Committee.

Composition of Committees

67. For each committee described in 64 (ii) to 64 (v), there should be a maximum of seven and minimum of five voting members as follows: (a) Maximum of five (5) and minimum of three (3) members elected from the board. These members cannot be the Chair of the Board nor member of the University Management/Administration; (b) Board Chair or their designated regent; and (c) University President or their designated Vice-President. For other committees, composition shall be constant with the Terms of Reference for those Committees. Normally, Members of the Board should serve on at least one committee and no more than three active committees, excluding the Executive and Governance Committee.”

Notice of Motion from Mr. Bob Hallett, Regent (cont'd)

Recognizing that proper analysis and research be undertaken, it was agreed that the notice along with the relevant background analysis would subsequently be forwarded to the July meeting of the Board.

D. Update on the Presidential Search Committee

At this point, Dr. Bose, Dr. Lokash, Dr. Allen, Ms. Andersen, Dr. Brett, Ms. Browne, Dr. Jacobsen, and Mr. Worsfold declared a conflict with this item and recused themselves from the meeting.

The Chair provided a verbal update with regard to the activities of the Presidential Search Committee (PSC) since the March 7, 2024, Board meeting.

At this point, Dr. Bose and Ms. Andersen returned to the meeting whereby the Board was provided a verbal update regarding next steps in the release of the Indigenous Verification Report.

ADJOURNMENT

The regular meeting adjourned at 4:22 p.m.

CHAIR

SECRETARY

DATE