

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board was held on Wednesday, May 14, 2025, at 9:00 a.m. in the Arts and Science Building, Room AS2016, Grenfell Campus, and at the Signal Hill Campus, Room B1004 and via Microsoft Teams.

PRESENT:

Mr. Justin Ladha, Chair, Grenfell Campus
Mr. Anik Rahman, Vice-Chair, via Microsoft Teams
Dr. Jennifer Lokash, President and Vice-Chancellor *pro tempore*, Grenfell Campus
Dr. Amy Warren, Acting Provost and Vice-President (Academic), Signal Hill Campus
Chancellor Earl Ludlow, Grenfell Campus
Ms. Michelle Baikie, Grenfell Campus
Ms. Leigh Borden, Signal Hill Campus
Mr. Bob Hallett, Signal Hill Campus
Dr. Ash Hossain, Signal Hill Campus
Mr. Carter McNelly, via Microsoft Teams
Mr. Andrew Mercer, Signal Hill Campus
Chief Brendan Mitchell, Grenfell Campus
Ms. Nathalie Pender, Grenfell Campus
Dr. Lloydetta Quaicoe, Signal Hill Campus
Ms. Andrea Stack, via Microsoft Teams
Ms. Eleanor Swanson, Signal Hill Campus
Mr. Luke Thibeau, Grenfell Campus
Ms. Lynn Zurel, Signal Hill Campus
Ms. Tina Scott, Secretary to the Board, Signal Hill Campus

APOLOGIES:

Apologies were received from Mr. Nathan Childs, Mr. Tim Powers, Ms. Catharyn Andersen, Dr. Tana Allen.

PRESENT BY INVITATION:

Dr. Paul Brett, Vice-President (Marine Institute) *pro tempore*, via Microsoft Teams;
Ms. Lisa Browne, Vice-President (Administration, Finance and Advancement), Grenfell Campus; Dr. Ken Jacobsen, Interim Vice-President (Grenfell Campus);
Ms. Lisa Russell, Executive Director, Board of Regents, Grenfell Campus; Mr. Scott Worsfold, General Counsel, Signal Hill Campus.

7184. MEETING CALLED TO ORDER

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

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

Mr. Ladha then welcomed the Board of Regents to Corner Brook and in doing so, thanked representatives from the Grenfell Campus for their hospitality.

The Chancellor then noted the sessions of Convocation at the Grenfell Campus scheduled for May 15, 2025 and the upcoming sessions at the St. John's Campus during the period May 27 – 30, 2025. In doing so, he noted the importance of these sessions and the attendance at Convocation supports the traditions and legacy of the institution. It is a recognition of the achievements of the students of Memorial and it is important for the Board to be a part of that.

At this point, the Chair invited Mr. Thibeau to speak. In doing so, Mr. Thibeau noted that today is his last day as a member of the Board of Regents as he is scheduled to graduate on May 15, 2025. He thanked for the Board for providing him with the opportunity to work along-side of the Board. Mr. Ladha, on behalf of the Board, thanked Mr. Thibeau for his contributions to the Board and most importantly to the University during his time on the Board and wished him well in his future endeavors. The Board responded with a round of applause.

7185. 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.

Ms. Baikie declared a conflict with Agenda Item 11.4 "Appointment of Vice-Provost, Labrador Campus and Dean of Arctic and Subarctic Studies *pro tempore*."

Mr. Ladha declared a conflict with Agenda Item 12.3 "Annual Lease Report 2024-2025" and Agenda Item 12.4 "Architectural and Engineering Consultant appointments for projects with a capital value less than \$5M awarded in the Fiscal Year 2024-2025".

Mr. Hallett declared a conflict with Agenda Item 14.3 "Revised Fee Structure for the Master of Education (Educational Technology)" and Agenda Item 14.4 "Revised Fee Structure for the Master of Education (Reading Development and Instruction) and Graduate Diploma (Reading and Development and Instruction) Programs".

Dr. Hossain and Ms. Pender declared a conflict with Agenda Item 14.5 "Lecturers' Union of Memorial University of Newfoundland (LUMUN) Postdoctoral Fellows Collective Agreement ratification".

Mr. Brett declared a conflict with Agenda Item 17.1 “Business Arising”.

At the request of Mr. McNelly, it was agreed to move Agenda Item 16.2 “Correspondence dated April 15, 2025, from the MUNSU, MISU, GCSU and the CFS-NL regarding the “Pause on cuts to Tuition Relief Grant” to the Audit and Finance Committee as Item 14.1.

At the request of Mr. Rahman, it was agreed to move Agenda Item 12.3 “Annual Lease Report 2024-2025” to the Closed Discussion agenda.

7186. MINUTES

The Minutes of the Regular Meeting held on March 6, 2025, the minutes of email poll conducted on April 10, 2025 and the minutes of the Special Meeting held on April 29, 2025, were approved by the Board.

7187. CHAIR’S REPORT

A. Meeting of the Executive Committee – May 5, 2025

The Chair noted that the Executive Committee met on May 5, 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.

7188. PRESIDENT’S REPORT

A. President’s Update of Activities

Dr. Lokash provided the Board with a written summary of her activities and University events for period from April 7 to May 13, 2025 and verbally provided the Board more detail and context on several of these activities and events. It was also noted that a summary was also provided for Dr. Neil Bose for the period March 7 to April 6, 2025. In doing so, she noted that this document is an update on the Actions related to the President’s objectives for 2024-25. In addition to this update, the President included the following appendices, copies of which were provided in the background documentation:

- Appendix A - Research Highlights

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. Memorial University Student Enrolment/Application Information for Fall 2025

The Board received for information, the Registration and Enrolment report for Fall 2025.

OPEN DISCUSSION AGENDA

7189. AUDIT AND FINANCE COMMITTEE

A. Increase in residence meal plan fees for the St John's Campus 2025-26

The Board received and reviewed background information pertaining to an increase in residence meal plan fees for the St. John's Campus 2025-26.

Board members were advised that the current agreement between Memorial University and Aramark outlines a prescribed formula for the calculation of an annual meal plan increase. Based on that prescribed formula, the increase proposed for the 2025-26 academic year is 4.00%. The increase is applied to the per diem rate (currently \$28.02) used by Aramark to bill Memorial for each operating day on the meal plan, with the number of operating days varying from semester and year to year. Additional information pertaining to the increase in the residence meal plan fees was included in the background documentation.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the residence meal plan fees effective for the 2025-26 academic years as outlined in the background documentation and as follows:

Type	Fall 2025 Meal Plan Rate	Winter 2026 Meal Plan Rate
7-Day Unlimited	\$2,945 (includes \$200 Flex Dollars per Semester)	\$3,150 (includes \$200 Flex Dollars per Semester)
5-Day Unlimited	\$2,945 (includes \$300 Flex Dollars per Semester)	\$3,150 (includes \$300 Flex Dollars per Semester)

B. Request from Memorial University of Newfoundland Students' Union (MUNSU) to increase health, dental and vision plan premiums

The Board received and reviewed background information pertaining to the increase in Health, Dental and Vision Plan Premiums as requested by the Memorial University of Newfoundland Students' Union (MUNSU).

Board members were advised that Green Shield Canada is the provider of the health and dental plan services for Memorial University's undergraduate students.

Request from Memorial University of Newfoundland Students' Union (MUNSU) to increase health, dental and vision plan premiums (cont'd)

The renewal offer for the health and dental services from Green Shield Canada for the 2024-25 academic year includes an increase in the premiums.

To address the plan premium increases, MUNSU is requesting a proposed increase to health fee from \$336 to \$352 (single rate) and dental plan fees be increased from \$189 to \$198 (single rate). The request from MUNSU was provided in the background documentation as Appendix A.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the renewal rates for the Memorial University of Newfoundland Students' Union health, dental and vision insurance plan fees, effective Fall 2025 as outlined in the background documentation and as follows:

2025-26	Single	Couple	Family
Health	\$352 (176*)	\$405	\$430
Dental	\$198 (99*)	\$205	\$415
Total	\$550	\$610	\$845

*per semester

- Increase the vision benefit to \$175 from \$150.

C. Grenfell Campus Students' Union (GCSU) Health and Dental Fees Increase 2025

The Board received and reviewed background information pertaining to an increase in the Grenfell Campus Students' Union (GCSU) health and dental fees.

Board members were advised that Green Shield Canada is the provider of health and dental plan services to the GCSU. The renewal offer for Health and Dental services from Green Shield Canada for the 2025-26 academic year includes an increase in the premiums for health and dental services for the 2025-2025 academic year.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the Grenfell Campus Students' Union health and dental fees increase, to be effective Fall 2025 as outlined in the background documentation and as follows:

Grenfell Campus Students' Union (GCSU) Health and Dental Fees Increase 2025 (cont'd)

- An increase in the health plan fees charged for the Grenfell Campus students from currently \$96.43 per semester to \$107.10 and dental plan fees be increased from \$61.05 per semester to \$62.28 effective fall semester 2025.

D. Extension of the existing contract for the Foreign Health Insurance provider

The Board received and reviewed background information pertaining to the extension of the existing contract for the Foreign Health Insurance Provider.

Board members were advised that in June 2007, the Government of Newfoundland and Labrador extended provincial Medical Care Plan (MCP) coverage to international students pursuing post-secondary studies in the province. This coverage also applies to eligible family members of international students. In addition to MCP, Memorial University's Calendar requires all international students to maintain a minimum level of emergency health insurance coverage. Additional details in this regard are available at

https://www.mun.ca/finance/fees/stu_org_fees/intl_student_health_insurance.php

It was noted that Guard Me continues to meet the needs of Memorial's international student population through its student-focused service model and guaranteed rates. The coverage also includes options for outbound exchange students and short-term visitors.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve a one-year extension of the health provider Guard Me, effective September 1, 2025, with no changes to current rates or benefits, as outlined in the background documentation and as follows:

- The international student rate (undergraduate and graduate) for single students is \$784.75 per academic year.
- The dependent rate for international students (undergraduate and graduate) is \$784.75 per academic year, per dependent.
- A rider will apply to students aged 65 to 70, with a foreign health rate of \$1,095 per academic year.

E. Increase to Student Residence Fee (Grenfell Campus)

The Board received and reviewed background information pertaining to an increase to the Student Residence Fee at Grenfell Campus.

Board members were advised that at a meeting held on March 6, 2025, the Board of Regents approved the standard practice of applying CPI annually to the rate structure of residences on the Grenfell Campus. Following further evaluation, Grenfell is proposing an additional 4% rate increase to the rate structure of residence that would align with residence rates on the St. John's campus.

A preliminary review of residence rates was conducted which indicated that revenue from residence rates was not sufficient to cover the cost associated with operating residences. As a result, at its meeting on July 9, 2015, the Board of Regents adopted the following resolution:

"That the Board of Regents, in setting the 2016/17 budget, adopts the principle that student residence fees be set at a level that will fully fund operational costs"

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. While residence rates have remained the same since 2016/17 the operating costs for facilities have increased significantly. 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 increase to the student resident fee at Grenfell Campus to be effective Fall 2025, as outlined in the background documentation and as follows:

- Rate increase of 4% to the residence rate structure at Grenfell Campus, as outlined in Table 1, which would align more closely with rates at other Memorial University residences.

F. Request to increase both the Grenfell Campus Students' Union "Union Fees" and the "Building Fund Fee"

The Board received and reviewed background information pertaining to the increase in both the Grenfell Campus Students' Union "Union Fees" and the "Building Fund Fee".

Board members were advised that the Grenfell Campus Students' Union (GCSU) has been greatly impacted by a changing economy, inflation, and cost increases associated with goods, insurances, and labour. Undergraduate student enrollment decreases at Grenfell Campus has also greatly impacted GCSU Membership Fees. These fees are payable each semester by both full-time and part-time students of the Grenfell Campus. They fund all activities and operations of the union including, but not limited to clubs and societies, student project funding, student entertainment, and the GCSU Backlot as well as fund the maintenance, expansion, and development of the student centre and any other future student centre developments and construction. These fees may also be used to maintain and purchase equipment and materials related to the use and operation of the student centre and the services offered within the student centre.

It was noted that no adjustments have been made to the GCSU Building Fund Fee since 1995 or to the GCSU Union Fee since 2011. GCSU Membership Fee changes can be made in accordance with the GCSU Constitution and By-Laws, Article 3 as required to meet contractual obligations, ensure financial stability, and/or enhance and maintain GCSU student service quality.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the increase to both the Grenfell Campus Students' Union "Union Fees" and the "Building Fund Fee" to be effective Fall 2025 as outlined in the background documentation and as follows:

- An increase in the GCSU Full-time "Union Fee" from \$65.00 to \$85.00 per semester and GCSU Part-time "Union Fee" be increased from \$32.50 to \$85.00 per semester. Also, the GCSU "Building Fund Fee" for full-time and part-time students be increased from \$5.00 per semester to \$25.00 per semester. Further, that the fee increases to both GCSU "Union Fees" and GCSU "Building Fund Fee" be effective and in place for the Fall semester 2025 onward.

7190. EXECUTIVE COMMITTEE

A. Fleet Management Policy

The Board Committee received and reviewed background information pertaining to the Fleet Management Policy. As per the policy framework process, a policy development report has been prepared that outlines the implementation and communication plans, a copy of which was provided in the background documentation. The Fleet Management policy and procedures seek to better align the University practice with the strategic priorities set forth in Transforming our Horizons. With focus on a university-wide fleet management program, it creates an inclusive, proactive, and safety-focused program that promotes engagement and collaboration between fleet users and those who manage the program. The updated procedures will allow for enhanced reporting abilities which will allow for the tracking of progress towards the achievement of the goals set forth within the policy, which includes ensuring all Fleet Users have a driver's abstract on file with the university and have completed a driver awareness training program.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the Fleet Management Policy effective June 1, 2025 replacing the "Vehicles – University Owned or Leased" Policy and as outlined in the background documentation.

B. Gift Acceptance Policy

The Board received and reviewed background information pertaining to the Gift Acceptance Policy. Board members were advised that in August 2024, the President's Executive Council (PEC) approved the proposal to review the Gift Acceptance Policy. Following redrafting and consultation, PEC endorsed the policy for approval of the Board of Regents. The scope of the Policy applies to all members of the University community who have an interest in accepting charitable gifts for Memorial University, including Separately Incorporated Entities (SIEs). The acceptance of sponsorships, including sponsored research funds, does not fall under the terms of this policy. The Policy and procedure have recommendations for incidental, best practice as well as clarification changes. The Policy development report, the red-line version of the policy, and the final policy were provided in the background documentation.

After a discussion, the following resolution was passed:

RESOLVED:

That the Board of Regents approve the revisions to the Gift Acceptance Policy and as outlined in the background documentation.

OPEN SESSION – CONSENT AGENDA

It was moved by Dr. Lokash, seconded by Mr. Thibeau and carried that the consent agenda, as recommended by the appropriate Board Committee and comprising the resolutions listed in 7191 through 7192, be approved as outlined below.

7191. SENATE MATTERS

- A. Approval of change to Department name from “Religious Studies” to “Religion and Culture” 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 held on February 11, 2025 and approved the Department of Religious Studies name change to “Religion and Culture” and as outlined in the background documentation.

7192. GOVERNANCE SUB-COMMITTEE

- A. Proposed Process to address the Governance Sub-Committee One-year Term

The Board received background information and endorsed the plan to address the one-year term of the Governance Sub-Committee as outlined in the background documentation.

CLOSED SESSION – CONSENT AGENDA

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

The Chair also noted that the items were dealt with in detail in meetings of the appropriate committees. It was then moved by Dr. Lokash, seconded by Mr. McNelly and carried that the consent agenda, comprising the resolutions listed in 7193 through 7196 below, be approved as follows:

7193. AUDIT AND FINANCE COMMITTEE

- A. Action Plan for the Office of the Auditor General (OAG) Memorial University Facilities Management Performance Audit – *also on the Physical and Digital Infrastructure Committee agenda*

The Board received for information the Action Plan for the Office of the Auditor General (OAG) Memorial University Facilities Management Performance Audit. On January 21, 2025, the OAG released a performance audit of Memorial University’s Facilities Management. This review covers the period of Jan. 1, 2022, to March 31, 2024. The OAG had four objectives in its review:

Action Plan for the Office of the Auditor General (OAG) Memorial University
Facilities Management Performance Audit (cont'd)

- whether university policies and procedures for the management of its capital portfolio are clear and complete;
- whether the university appropriately manages its capital portfolio additions, renovations, replacements, removals and maintenance as well as its current and expected space needs;
- whether Memorial University appropriately manages its deferred maintenance, and the funding attributed to it; and
- whether the university has appropriate and effective oversight of the management of its capital portfolio.

Highlights of the work that has been completed to date related to OAG recommendations were also included in the background documentation.

B. Update on Open Internal Audit Recommendations

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

C. Establishment of the Quantum Communications Centre

The Board received background information and approved the establishment of the Quantum Communications and Computing Centre (QC3) as outlined in the background documentation.

D. Insurance Policy Overview – Presentation to the Audit and Finance Committee

Board members were advised that at a meeting held on May 8, 2025, the Audit and Finance Committee received a presentation from Mr. Dave Janes, Risk and Insurance Coordinator, with respect to the “Insurance Portfolio”.

E. Reporting of the Student Services Fee Allocations for 2023-24

The Board received for information the report of the Student Services Fee Allocations for 2023-2024. At a meeting held on May 11, 2017, the Board of Regents approved the implementation of a new Student Services Fee to support a range of services available to all Memorial University students. This fee is intended to enhance academic and professional development, as well as support students' physical health and social well-being.

Reporting of the Student Services Fee Allocations for 2023-24 (cont'd)

The fee helps fund the following key services:

- Career advising and professional skill development
- Health and wellness programs
- Advocacy and student support services

Funds collected from students at the Marine Institute, Grenfell Campus, and the Faculty of Medicine are directed back to those specific units. An overview of the total amounts collected and how the funds were distributed by each campus were provided in the background documentation.

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

The Board was informed that at a meeting held on May 8, 2025, the Audit and Finance Committee approved the appointment to the Campus Childcare Inc. Board of Directors as outlined in the background documentation and as follows:

- Ms. Shauna Quinlan, appointed as Chair for a term of two years, effective May 8, 2025

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

At a meeting held on May 8, 2025, the Audit and Finance Committee received background information pertaining to the outstanding items in relation to the Auditor General as it relates to the Audit and Finance Committee. It was noted that all Committees of the Board that have outstanding items also received the update at each of its meetings.

7194. HUMAN RESOURCES COMMITTEE

A. Senior Leadership position vacancies and upcoming renewals

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

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

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

C. Appointments Reports

The Board received for information the Report on Academic Appointments for the St. John's and Grenfell Campuses for actions taken since March 6, 2025. The appointments reports are a detailed record of all academic appointments, leaves, promotion and tenure that have been approved by the President in accordance with the Terms and Reference of the Human Resources Committee of the Board.

D. Appointment of Vice-Provost, Labrador Campus and Dean of Arctic and Subarctic Studies *pro tempore*

The Board received background information and approved the appointment of Dr. Sylvia Moore as the Vice-Provost of Labrador Campus and Dean of School of Arctic and Subarctic Studies *pro tempore* effective May 15, 2025, for a two-year term and as outlined in the background documentation.

E. Extension to the appointment of the Dean, School of Social Work

The Board received background information and approved the extension of the appointment for Dr. Sulaimon Giwa as Interim Dean, School of Social Work, effective July 1, 2025, and continuing until June 30, 2026 and as outlined in the background documentation.

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

At a meeting held on May 6, 2025, the Human Resources Committee received background documentation pertaining to the outstanding items in relation to the Auditor General as it relates to the Human Resources Committee. It was noted that all Committees of the Board that have outstanding items also received the update at each of its meetings.

7195. PHYSICAL AND DIGITAL INFRASTRUCTURE COMMITTEE

- A. Action Plan for the Office of the Auditor General (OAG) Memorial University Facilities Management Performance Audit – 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 Minute 7193.A above.

- B. 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.

- C. 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 March 6, 2025. Highlights of the updates were provided in the background documentation and included the following topics:

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

- D. Architectural and Engineering Consultant appointments for projects with a capital value less than \$5M awarded in the Fiscal Year 2024-2025

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 2024-2025. Consistent with the Procedure for Selection and Appointment of Consultants for a Minor Capital Project referenced in the Capital Projects policy, Facilities Management has prepared a report for the fiscal year 2024-25 indicating the firm, project number and title, project type, scope, consultant fee, consultant fee with any change orders included, and the project value for each commission awarded. A copy of the report was provided in the background documentation as Appendix A.

7196. EXECUTIVE AND GOVERNANCE COMMITTEE

A. Policy Status Quarterly Report: January 1, 2025 – March 31, 2025

The Board received for information the Policy Quarterly Report for January 1 to March 31, 2025. 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 percent 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. The University Policy Framework states “Every policy should be subject to review by the policy Sponsor every four years unless otherwise specified. Policy reviews are coordinated through the Office of the Board of Regents — Policy Office, which establishes a review schedule of existing policies and notifies Sponsors at least six months before a review is required.”

A copy of the quarterly report of the period of January 1 – March 31, 2025 was provided in the background documentation.

B. Outstanding Items in relation to the Auditor General

At a meeting held on May 5, 2025, the Executive Committee received background documentation pertaining to 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

7197. AUDIT AND FINANCE COMMITTEE

A. Correspondence dated April 15, 2025 from the Memorial University of Newfoundland Students’ Union, Marine Institute Students’ Union, Grenfell Campus Students’ Union and the Canadian Federation of Students – Newfoundland and Labrador regarding “Pause on cuts to Tuition Relief Grant”

The Board received and reviewed correspondence dated April 15, 2025, from the Memorial University of Newfoundland Students’ Union (MUNSU), Marine Institute Students’ Union (MISU), Grenfell Campus Students’ Union (GCSU) and the Canadian Federation of Students – Newfoundland and Labrador (CFS-NL) with respect to the pause on cuts to the Tuition Relief Grant.

The Board considered the above-noted request within the context of the overall University budget approval. Based on that, the Board was in agreement that it not pause the 4% tuition increase for the 2025-2026 year. The Board also acknowledged the importance of future collaborative discussions with the above-noted groups as the University continues to strive for a more efficient and sustainable Memorial University.

B. University Operating Budget 2025-26

At this point, Ms. Lori Pike, Director of Budgets, joined the meeting.

The Board received and reviewed background information pertaining to the University Operating Budget for the Fiscal Year 2025-2026.

Board members were advised that the 2025-26 Operating Budget (excluding the Faculty of Medicine) (as provided in the background documentation as Appendix I) and the 2025-26 Faculty of Medicine Operating Budget (as provided in the background documentation as Appendix II), provide analyses of revenues and expenditures, as well as the impact of the operational and capital grant from Government of NL in Budget 2025.

The University's balanced operating budget (excluding Faculty of Medicine) will be achieved by cutting \$20.85 million from base expenditures. This means that the University will permanently have \$20.85 million less to spend in its operating base budget.

A copy of the portfolio reductions were provided in the background documentation as Appendix I.

Portfolio leaders will be provided with their budget allocations which will then be provided to unit leaders. Each portfolio is facing significant challenges to be able to reduce costs given the cumulative impacts of cuts to portfolios since 2016-17. In addition, with the confluence of issues facing the University in 2024-25, a number of actions have already taken place in order to focus on the financial sustainability of the institution. An update on these actions was provided in the background documentation in "Appendix III – Budgetary Measures to Date".

It was noted that given the impact of the required cuts, it will be necessary to engage the newly named President and Vice-Chancellor.

After a lengthy discussion, the following motion was passed:

RESOLVED:

That the Board of Regents approve the University Operating Budget for 2025-2026 as outlined in the background documentation and as follows:

1. Endorse decisive action using strategic investments to drive the transformation toward a more efficient, sustainable and learner-centric institution.

Direct up to \$3.9 million of the \$13.68 million one-time pause in the government tuition offset grant to contractual teaching positions for the 2025-26 academic year to ensure continuity of program offerings, as deemed critical, for our students.

University Operating Budget 2025-26 (cont'd)

The balance of the 13.68 million (\$9.78 million) is proposed to be used for the following initiatives. After the cost of these initiatives is determined, the Board will be asked to endorse them individually to ensure the Board understands the effect on the student experience, program offerings, staffing, etc. of these actions:

- Consolidate student recruitment and retention and focus on student engagement;
 - Enable comprehensive business transformation to streamline and consolidate operations and secure long-term institutional sustainability;
 - Make critical technology improvements to modernize infrastructure to modernize the institution; and,
 - Engage in robust change management and project management to ensure effective and timely implementation of transformation and technology initiatives;
2. A high-level line-item costed summary of the actions being taken to achieve the \$20,855,005 expense reduction in the approved 2025-2026 budget is to be presented to the Board for approval to move to implementation as soon as it is prepared. Said summary is to include impacts on university operations, most importantly the student experience, and planned actions to be taken to mitigate disruptions resulting from the required reductions in spending.
 3. Approve the University Budget (excluding Faculty of Medicine) for the 2025-26 fiscal year with the understanding that it is subject to change (which change will also be approved by the Board of Regents) at the discretion of the new President and Vice-Chancellor whose term commences August 11, 2025.
 4. Approve the Faculty of Medicine operating budget for the 2025-26 fiscal year with the understanding that it is subject to change (which change will also be approved by the Board of Regents) at the discretion of the new President and Vice-Chancellor whose term commences August 11, 2025.

The Board further agreed that it would consider additional recommendations at a future meeting.

At this point, Ms. Pike left the meeting.

C. Update on the University Operating Budget 2024-25

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

Board members were advised that this update presents an overview of Memorial University's 2024-25 Operating Budget as of March 31, 2025, highlighting key changes since the December 31, 2024 update. It is based on actual revenues and expenditures up to March 31, 2025.

The University's financial situation remains challenging.

The information received by the Committee provides an overview of the budget status, highlights significant changes and actions since the December 31, 2024 update, identifies key areas of concern, and outlines ongoing challenges.

As provided in the Table "2024-25 Operating Budget Update Summary as of March 31, 2025, it details the 2024-25 fiscal year actual revenue, actual expenditures, and budget adjustments as of April 23rd, 2025. At March 31, 2025 a \$15.55M surplus is projected against the Adjusted Operating Budget (excluding the Faculty of Medicine), with \$39.25M (current) in the March 31, 2024 cumulative carryover, for a total cumulative carryover at March 31, 2025 totaling \$54.80M (Appendix B).

Based on the 2024-25 actuals and Memorial's 2025-26 budget an updated high-level Cash Flow Pro Forma is located in Appendix C. At the end of the 2024-25 Memorials cumulative carryover surplus is \$54.80M vs \$50.89M forecast presented in the March board meeting. Considering the \$13.68M tuition offset reduction pause from Government coupled with \$20.855M in base budget reductions, 2025-26 budget closing cash surplus is projected to be ~\$53.09M, representing a burn rate of 3% over 2024-25; significant improvement from the 22% average burn rate over the last two fiscal years.

Additional information with respect to the following items was also included in the background documentation:

- Highlights and Comparison to December 31, 2024
- University Central Operating Budget Revenue (Excluding the Faculty of Medicine) (Reference Appendix D)
- University Unit Operating Expense Budget (Excluding the Faculty of Medicine) (Reference Appendix B)
- Cumulative Carryover (Excluding the Faculty of Medicine) (Appendix E)
- Faculty of Medicine (Reference Appendix F)
- Subsequent Events and Changes from the December 2024 Board Meeting Budget Update
- Looking Forward: Government Tuition Offset Grant Adjustments and Undergraduate Tuition Revenue

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

D. Revised Fee Structure for the Master of Education (Educational Technology)

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

Board members were advised that the Master of Education (Educational Technology) is a hybrid program designed to facilitate the use of educational technology in a wide variety of settings. The program benefits educators at all levels including K-12 teachers, school administrators, those in the post-secondary system, business and industry, as well as those in most other adult learning situations. Specialized programs with graduate tuition and special fees help Memorial maintain its competitive position, 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. The Master of Education (Educational Technology) is a part-time program with a typical duration of either six or nine semesters.

The Master of Education (Educational Technology) graduate degree program has been in place for over 20 years. The program is delivered jointly with Cape Breton University (CBU), where CBU provides 40% of the course development and delivery, and receives 40% of the graduate tuition and program fees. In fall 2024, CBU gave notice that it will be exiting the Master of Education (Educational Technology) program partnership effective December 2025. With CBU's exit from the program, Memorial's intent is to maintain the program and replace CBU's participation with Memorial content. First admission to the program following CBU's exit is planned for Winter 2026.

Like the other course based graduate programs offered by the Faculty of Education, the tuition and 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 \$7,500 would be applied to offset the incremental expenses associated with replacing the 40% program support and delivery previously provided by CBU. The program tuition is in accordance with rates set out in Masters Schedule A and the special fee will be collected per semester over the life of 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 of course-based master's programs. With the exit of CBU, the current distribution of fees to the Faculty of Education is insufficient to cover the additional cost of delivering the 40% portion of the Master of Education (Educational Technology) previously provided by CBU. Therefore, it is necessary to revise the fee structure to support the resources required to deliver 100% of this program.

Revised Fee Structure for the Master of Education (Educational Technology)
(cont'd)

After a discussion, the following motion was passed:

RESOLVED:

That the Board of Regents approve the revised fee structure for the Master of Education (Educational Technology) to be effective Fall 2025, as outlined in the background documentation and as follows:

- Program tuition according to Plan A or Plan B (for NL, Cdn and International students) for the Master of Education (Educational Technology).
- Special fee of \$7,500 for the Master of Education (Educational Technology).

E. Revised Fee Structure for the Master of Education (Reading Development and Instruction) and Graduate Diploma (Reading and Development Instruction) Programs

The Board received and reviewed background information pertaining to the revised Fee Structure for the Master of Education (Reading Development and Instruction) and Graduate Diploma (Reading and Development Instruction) Programs.

Board members were advised that the Master of Education (Reading Development and Instruction) and Graduate Diploma (Reading Development and Instruction) were developed in response to the Government of Newfoundland and Labrador's 2018 Education Action Plan and were subsequently approved at the Senate meeting held on February 11, 2020. These programs aim to provide students with a comprehensive understanding of reading development, assessment, and instructional strategies for all learners, including those with diverse needs. Since their launch, both programs have seen strong enrollment. The master's program, in particular, has attracted higher numbers due to its annual cohort intake and its appeal among undergraduate students and individuals aspiring to pursue doctoral studies. The graduate diploma continues to attract in-service educators who lack formal credentials in this area.

The Faculty of Education assesses the cost of offering these programs by focusing on two main factors:

- Shared courses between the programs, allowing for optimized enrollment in course sections; and
- Enrollment numbers for both the master's and diploma programs.

A key efficiency is the four required core courses shared by both programs. This overlap enables the Faculty of Education to streamline course offerings and achieve economies of scale when evaluating program costs collectively.

Revised Fee Structure for the Master of Education (Reading Development and Instruction) and Graduate Diploma (Reading and Development Instruction) Programs

After a discussion, the following motion was passed:

RESOLVED:

That the Board of Regents approve the revised fee structure for Master of Education (Reading Development and Instruction) and Graduate Diploma (Reading Development and Instruction) to be effective Fall 2025, as outlined in the background documentation and as follows:

- Increase from \$7,500 to \$8,000, differential tuition for the Master of Education (Reading Development and Instruction) distributed evenly across six semesters (Plan A) or nine semesters (Plan B); and
- Increase from \$3,500 to \$4,000, for the Graduate Diploma (Reading Development and Instruction).

F. Lecturers' Union of Memorial University of Newfoundland (LUMUN) Postdoctoral Fellows Collective Agreement Ratification – also on the Human Resources Committee agenda

The Board received and reviewed background information pertaining to the Lecturers' Union of Memorial University of Newfoundland Postdoctoral Fellows' Collective Agreement.

Board members were advised that the Lecturers' Union of Memorial University of Newfoundland (LUMUN) is the bargaining agent for per course instructors (PCI) and postdoctoral fellows (PDF) at Memorial. The current collective agreement with LUMUN (PDF) expired on August 31, 2020, and was extended by a year to August 31, 2021, where it remains in effect until a new agreement is signed.

With the assistance of the conciliation officer, the parties were able to reach a tentative agreement on March 6, 2025, and the ratification vote was held on March 17, 2025, in support of the new terms and conditions of the agreement. The LUMUN membership ratified the collective agreement.

It was noted that the negotiated increases fall within the range of the mandate approved by the Board on October 7, 2024.

Lecturers' Union of Memorial University of Newfoundland (LUMUN) Postdoctoral Fellows Collective Agreement Ratification (cont'd)

After a discussion, the following motion was passed:

RESOLVED:

That the Board of Regents approve the Lecturers' Union of Memorial University of Newfoundland Postdoctoral Fellows' collective agreement as outlined in the background documentation.

7198. PHYSICAL AND DIGITAL INFRASTRUCTURE RESOURCES COMMITTEE

A. Oversight of \$70M Deferred Maintenance Funding

The Board received and reviewed background information pertaining to the oversight of the \$70M deferred maintenance funding.

Board members were advised that on April 9, 2025, the Province announced \$70 million over the next eight years to assist with deferred maintenance of University infrastructure. It is anticipated that formal correspondence will be forthcoming from government about this \$70 million, however, it is in response to a \$10 million proposal submitted to government on capital investment (as provided in the background documentation). This proposal was requested at a meeting held with the Minister of Education and attended by the University President and Board Chair. These capital projects had prior approval by the Board of Regents with the exception of the tunnels project, which is under the threshold required for Board approval (as per the Capital Projects policy) and was added at the request of the President. Updates on project progress will be provided to the Board at each Board meeting as an addendum table to Major Capital Projects update identifying usage of this source of funding.

A discussion then followed with respect to the proposed capital projects and it was agreed to pause on the retrofit of the Biotechnology Building pending further information for the Board.

B. Annual Lease Report 2024-2025

The Board received and reviewed background information with respect to the Annual Lease Report for 2024-2025. Board members were advised that the Report summarizes information on all property lease agreements of Memorial University for the Fiscal Year 2024-2025. These leases are for external space occupied by the university (lessee) and the space it has leased to other organizations (lessor). A copy of the Report was provided in the background documentation. Also included in the background documentation was a summary of the Office of the Auditor General recommendations as it relates to leased space and the current status of each.

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

7199. EXECUTIVE COMMITTEE

- A. Update from Catharyn Andersen, Vice-President (Indigenous) with respect to the Indigenous Verification Policy

At this point, the Chair welcomed to the meeting Ms. Catharyn Andersen, Vice-President (Indigenous) and invited her to provide an update with respect to the Indigenous Verification Policy. Ms. Andersen then introduced members of the Indigenous Verification Policy Working Group as follows:

Dr. Paul Adjei, Associate Vice-President (Indigenous Research)
Dr. Daria Boltokova, Department of Anthropology
Kelly Butler, Interim Director, Indigenous Engagement and Reconciliation,
Office of Indigenous Affairs
Joanne Harris, Indigenous Resource Development Coordinator, Office of
Indigenous Affairs
Dr. John Jeddore, Faculty of Medicine
Lynn Kendall, School of Arts and Social Science, Business Administration,
Grenfell Campus

It was noted that the development of this policy supports Memorial's Strategic Framework for Indigenization (2021-2026) and its recommendation to develop "protocols/guidelines to address issues of Indigenous identity as they pertain to internal processes such as targeted hires, reserved seats, and other Indigenous-specific opportunities."

Following the update, the Chair thanked members of the Indigenous Verification Policy Working Group and they left the meeting.

7200. Any other business

- A. Business arising from the meeting of the Executive Committee held on May 5, 2025

At a meeting held on March 6, 2025, the Board of Regents approved a motion with respect to the Executive Team Structure and as follows:

"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)."

The Chair noted that at a meeting held on May 5, 2025, the Executive Committee recognized that the Vice-Presidential searches are proceeding and are at different points in their respective processes. In addition, the new President and Vice-Chancellor commences their term on August 11, 2025, an earlier than anticipated start date. At that meeting, the Executive Committee agreed that hiring new permanent executives should involve the new President and likewise, agreed to recommend to the Board that it reconsider its March 6, 2025 decision.

Business arising from the meeting of the Executive Committee held on May 5, 2025

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

RESOLVED:

That the Board of Regents, in light of the earlier than anticipated start date of the incoming President, approves the rescinding of the motion passed at the March 6, 2025 meeting of the Board of Regents that directed the Vice-Presidential searches to proceed, and to consider proposing a motion that the Vice-Presidential searches be paused pending the arrival of the new president.

Further, the Board approved that the Vice-Presidential searches be paused pending the arrival of the new president.

ADJOURNMENT

The regular meeting adjourned at 1:53 p.m.

CHAIR

SECRETARY

DATE