

MEMORIAL UNIVERSITY OF NEWFOUNDLAND

BOARD OF REGENTS

The regular meeting of the Board was held on Thursday, October 3, 2024, at 2:00 p.m., at the Emera Innovation Exchange, Room B2007, Signal Hill Campus and via Webex.

**PRESENT:**

Mr. Justin Ladha, Chair  
Mr. Anik Rahman, Vice-Chair, via Webex  
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  
Mr. Bob Hallett  
Dr. Ash Hossain  
Mr. Carter McNelly, via Webex  
Mr. Andrew Mercer  
Ms. Trudy Morgan-Cole  
Ms. Nathalie Pender  
Mr. Tim Powers  
Dr. Lloydetta Quaicoe  
Ms. Andrea Stack  
Ms. Eleanor Swanson  
Mr. Luke Thibeau, via Webex  
Ms. Lynn Zurel, via Webex  
Ms. Tina Scott, Secretary to the Board

**APOLOGIES:**

Apologies were received from Chief Brendan Mitchell.

**PRESENT BY INVITATION:**

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

**7118. MEETING CALLED TO ORDER**

The meeting was called to order at 2:00 p.m. by Mr. Justin Ladha.

**7119. APPROVAL OF THE AGENDA/CONFLICT OF INTEREST**

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

Dr. Hossain and Ms. Pender declared a conflict with Agenda Item 12.1 “Financial mandate for collective bargaining with Lecturers’ Union of Memorial University of Newfoundland (LUMUN) negotiations, bargaining agent for Postdoctoral Fellows (PDF).

**7120. MINUTES**

The Minutes of the Regular Meeting held on July 11, 2024, the minutes of the email poll conducted July 19, 2024, the minutes of the Special Meeting held in closed session on August 13, 2024 and the minutes of the email poll conducted September 6, 2024, were approved by the Board.

Mr. Ladha and Ms. Pender abstained from the vote with respect to the Minutes of the regular meeting held on July 11, 2024.

Dr. Bose abstained from the vote with respect to the Minutes of the Special Meeting held on August 13, 2024.

**7121. CHAIR’S REPORT**

A. Meeting of the Executive Committee – June 19, 2024

The Chair noted that the Executive Committee met on June 19, 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.

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

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

With that in mind, at a meeting held on September 11, 2024, the Committee exercised its authority to act on behalf of the Board and approved the extension of appointments to the Genesis Group Inc. as outlined in the background documentation and as follows:

Actions taken by the Executive Committee under Delegated Authority: Extension of appointments to Genesis Board of Directors (cont'd)

- Ms. Jennifer Penney, Community Representative, for one-year effective July 1, 2024 to June 30, 2025.
- Mr. Joshua Green, Community Representatives for one-year effective July 1, 2024 to June 30, 2025.

**7122. 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 July to September 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 2024-25. In addition to this update, the President included the following appendices, copies of which were provided in the background documentation:

- Appendix B - Report on the President's Academic Research
- Appendix D - Research Highlights

Dr. Bose then noted that previously, the Board received an Appendix "A" News report and an Appendix "E" Memorial in the News. These reports are summarized in a "Media Trend Report which will be distributed on a monthly basis directly to the Board.

In addition, the President noted that in response to a recommendation in the report of the Auditor General, the President's Travel Expenses are available at <https://www.mun.ca/president/about/transparency-and-accountability/>.

B. Enrolment Report for Fall 2024

The Board received and reviewed an enrolment report for the Fall 2024 Semester.

**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. Hossain, seconded by Mr. Thibeau and carried that the consent agenda, comprising the resolutions listed in 7123 through 7126 below, be approved as follows:

## **7123. AUDIT AND FINANCE COMMITTEE**

### **A. Update on the Office of the Auditor General Reviews**

The Board received for information the update on the Office of the Auditor General (OAG) Reviews. Board members were reminded of the background with respect to the October 2023 Auditor General's 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. A substantial tracking document has been developed and target dates of completion have been identified for nearly all action items and administration continues to follow up on progress. Updates on progress and barriers to implementation are shared for discussion at the regular Ad Hoc Committee meetings.

### **B. Update on Open Internal Audit Recommendations**

The Board received for information an update of the Open Internal Audit recommendations. Progress towards the high priority recommendations have been provided to the Board starting in October 2023 noting that progress has been made in many areas. For the moderate priority recommendations, progress was reported at the December 2023, March 2024 and July 2024 Board meetings. An update on the progress was provided in the background documentation.

### **C. Summary of Corporate Governance Checklists provided by Separately Incorporated Entities (SIEs) for 2023/24 fiscal year**

The Board received for information the Summary of Corporate Governance Checklists provided by Separately Incorporated Entities (SIEs) for 2023/24 fiscal year. Each year, each SIE must complete a Corporate Governance Checklist for presentation to the Board of Regents. The checklist is meant to provide assurance to the Board that each SIE has maintained all annual corporate filings, has appropriate insurance coverages, and has provided copies of their audited financial statements and annual report (if appropriate) along with disclosure of any identified material liabilities or contingent liabilities of the corporation. The checklist also provides summary information regarding each SIE's progress toward meeting the 50/30 challenge. The summary of the responses of each SIE to the checklist questions and a table outlining their progress toward meeting the 50/30 challenge was provided in the background documentation.

It was then noted that the Canadian Centre for Fisheries Innovation's (CCFI) audited financial statements for fiscal 2023/24 were not yet completed. The audit is on-going and it is expected it will be completed in the near future. In addition, almost half of the CCFI board members have not responded to the anonymous survey used to determine 50/30 challenge progress.

The Committee agreed to recommend to the Board to write to CCFI regarding these matters with a request for appropriate follow-up by October 31.

C. Summary of Memorial University's Corporate Governance Checklist for 2023/24 fiscal year

The Board received and reviewed background information pertaining to the summary of Memorial University's Corporate Governance Checklist for 2023/24 fiscal year. Annually, Memorial University completes a Corporate Governance Checklist for presentation to the Board of Regents. The checklist provides assurance to the Board of Regents that Memorial University has maintained all applicable corporate filings, has appropriate insurance coverages, and has provided copies of their audited financial statements and annual report along with disclosure of any identified material liabilities or contingent liabilities of the University. A copy of the checklist responses for Memorial University was provided in the background documentation.

D. Appointment to the Genesis Group Inc. Board of Directors

The Board was advised that at a meeting held on September 24, 2024, the Audit and Finance Committee approved the appointment of Dr. Trevor Brown to the Genesis Group Inc. Board of Directors as Memorial's representative for a term effective September 24, 2024 to June 30, 2027 and as outlined in the background documentation.

E. Re-appointments to the C-Core Board of Directors

The Board received for information, the reappointments to the C-CORE Board of Directors. C-Core is incorporated under the *Canada Not-for-Profit Corporations Act* and its sole member is the President of Memorial University. Under the *Act*, Directors are appointed by the Member by ordinary resolution at the annual meeting. As a result, the Board of Regents was previously not informed of appointments to C-Core's Board but will be advised henceforth as part of measures taken to improve oversight of the SIEs. At its annual meeting held on July 24, 2024, the following three individuals were reappointed to the C-CORE Board of Directors and as outlined in the background documentation:

- Paul Griffin (3<sup>rd</sup> Term), reappointed September 2024 – August 2027
- Octavia Dobre (2<sup>nd</sup> Term), reappointed September 2024 – August 2025
- Mark MacLeod (7<sup>th</sup> Term), reappointed September 2024 – August 2025

**7124. 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 July 11, 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 Dean, Faculty of Nursing

The Board received background information and approved the appointment of Dr. April Pike as Dean, Faculty of Nursing effective October 4, 2024 and continuing until October 3, 2029 for a five-year term and as outlined in the background documentation.

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

The Board received background information and approved the extension of appointment of Dr. Mumtaz Cheema as Interim Associate Vice-President (Grenfell Campus) Research and Graduate Studies for the period December 1, 2024 to April 30, 2025 and as outlined in the background documentation.

**7125. PHYSICAL AND DIGITAL INFRASTRUCTURE COMMITTEE**

A. Update on Major Capital Projects

The Board received for information an update on major capital projects. An update on Major Capital Projects is submitted to the Board 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 of over \$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 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 (over \$5M). A copy of the update was provided in the background documentation.

B. Capital Deferred Renewal Program (CDRP) – Procedure and Five-Year Plan

The Board received for information the Capital Deferred Renewal Program (CDRP) – Procedure and Five-Year Plan. At a meeting held on July 2, 2024, the Physical and Digital Infrastructure Committee requested to have a better understanding of the University’s five-year capital expenditure plan and the process by which priority lists are developed. In this regard, members were provided with the procedure and plan to manage Memorial University’s Facilities Management Capital Deferred Renewal Program (CDRP). A copy of the CDRP was provided in the background documentation.

C. Campus Renewal Fee Projects at Grenfell Campus 2024-25

The Board received background information and approved the 2024-25 allocation of Campus Renewal Fee funds at Grenfell Campus and as outlined in the background documentation.

D. Presentation to the Physical and Digital Infrastructure Committee

Board members were advised that at a meeting held on September 25, 2024, the Physical and Digital Infrastructure Committee received a presentation from Ms. Deanne Piercey, Associate Director, Strategic Procurement as well as Bruce Belbin, Director, Student Residences and Ancillary Operations entitled “Public Procurement Act”.

E. Presentation to the Physical and Digital Infrastructure Committee entitled “Cyber Security”

Board members were advised that at a meeting held on September 25, 2024, the Physical and Digital Infrastructure Committee received a presentation from Ms. Alison Randell, Chief Information Officer, entitled “Cyber Security”.

**7126. EXECUTIVE AND GOVERNANCE COMMITTEE**

A. Appointments to the Marine Institute Industry Advisory Committee (MIAC)

The Board received background information and approved the appointments to the Marine Institute Industry Advisory Committee effective October 3, 2024 for a three-year term to December 31, 2027 as outlined in the background documentation and as follows:

- Moya Cahill, appointed as Industry and Community representative
- Aimee Sheppard, appointed Industry and Community representative
- Sean Leet, appointed as Industry and Community representative

**CLOSED SESSION – DISCUSSION AGENDA**

**7127. AUDIT AND FINANCE COMMITTEE**

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

The Board received and reviewed background information pertaining to the update on the University's 2024-25 Operating Budget. Board members were advised that at a meeting held on September 24, 2024, the Audit and Finance Committee received the update on the University's 2024-25 Operating Budget. The Committee agreed to recommend to the Board that it hold a special meeting prior to the December 5<sup>th</sup> Board meeting in in order to receive a more fulsome budget update.

The Board was in general agreement with this request and further agreed to hold the special meeting in late October/early November.

**7128. PHYSICAL AND DIGITAL INFRASTRUCTURE COMMITTEE**

A. 2025 Canada Games at Memorial University Update

The Board received and reviewed background information pertaining to the 2025 Canada Games at Memorial University Update.

Board members were provided an update on key 2025 Canada Games at Memorial planning activities since the last Board update on July 11, 2024, a copy of which was provided in the background documentation. Highlights of the updates included the following:

Venue Use Agreement: Progress continues on a second draft of the front end of the document, as well as initial drafts of many of its appended schedules. The agreement includes spaces and services to be provided by Memorial's Undergraduate and Graduate Students' Unions, Memorial University Recreation Complex and the Marine Institute.

Games Village: With the removal of Cabot and Cartier Courts from the list of Canada Games-licensed spaces in late March 2024, Memorial University and the Host Society continue to work closely to find a suitable solution on St. John's Campus to accommodate approximately 500 people.

Working Groups: Collaborators identified within the Strategic Opportunities and Collaboration working group are working on plans for each of the shortlisted initiatives, which are focused on recruitment, academic legacy building and promotion, and enhancing Memorial's hosting approach for special events in 2025.



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

Capital Projects:

Fortis Canada Games Complex: Construction of the Fortis Canada Games Complex continues. During the reporting period, considerable progress has been made in advancing agreements related to Memorial's taking ownership of the facility, including a meeting with the Newfoundland and Labrador Sports Centre (NLSC) and representatives from the Government of Newfoundland and Labrador (GovNL), a meeting with NLSC and the City of St. John's to discuss changes required to the facility to support NLSC as operator, and another with representatives of NLSC, GovNL and the Canada Games Host Society to discuss 2025 Canada Games requirements at the Fortis Canada Games Complex. Additional information was provided in the background documentation.

Minor capital projects: Significant progress has been made towards reaching a Contribution Agreement between Memorial University and the Canada Games Host Society.

Aquarena renovation: An update on the Aquarena renovation was provided in the capital projects update report under Agenda Item 4 "Update on Major Capital Projects".

**7129. HUMAN RESOURCES COMMITTEE**

A. Financial mandate for Collective Bargaining with the Lecturers' Union of Memorial University of Newfoundland (LUMUN)

At this point, Ms. Pender and Dr. Hossain declared a conflict and recused themselves from the meeting.

The Board received and reviewed background information pertaining to the financial mandate for collective bargaining with the MUN Lecturers' Union of Memorial University of Newfoundland (LUMUN) Negotiations, the bargaining agent for Postdoctoral Fellows (PDF).

Board members were advised that the current collective agreement expired August 31, 2021. Since then, several rounds of conciliation have taken place in 2023, March 15, June 7, September 13, 15, with the most recent on May 27, 2024. The University has agreed to several non-financial proposals, including recognition for Truth and Reconciliation as a day of recognition and updated language on evaluations. The University has also committed to enhancing the experience of Postdoctoral Fellows through new orientations for them and their supervisors.

On July 19, 2024, LUMUN submitted its financial proposals, which includes four categories: salary, benefits, professional development, and term. Further information on the financial proposals were provided in the background documentation.

Financial mandate for Collective Bargaining with the Lecturers' Union of Memorial University of Newfoundland (LUMUN) (cont'd)

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the financial mandate for collective bargaining with the Lecturers' Union of Memorial University of Newfoundland (LUMUN) negotiations, bargaining agenda for Postdoctoral Fells (PDF) as outlined in the background documentation.

At this point, Ms. Pender and Dr. Hossain returned to the meeting.

B. Update on the Dean Searches/Process

Mr. Ladha invited Dr. Jennifer Lokash to provide a verbal update with regard to the Dean searches and their process. It was additionally noted that the same verbal update was provided to the Human Resources Committee at its meeting held on September 24, 2024.

**7130. EXECUTIVE AND GOVERNANCE COMMITTEE**

A. 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 as nominated by the Graduate Students' Union (GSU).

Board members were advised that at a meeting held on May 15, 2024, the Board of Regents received a recommendation for the appointment of the student representative as nominated by the GSU for Alexandre Arkilanian. The GSU has since advised that that Mr. Arkilanian is no longer on their Executive and therefore are now recommending a new nomination.

As a result, the GSU has nominated Mr. Shaheen Shah to replace their previous nomination of Mr. Arkilanian.

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:

Appointment of Student Representative as nominated by the Graduate Students' Union (GSU) (cont'd)

- 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"

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

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

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents accept the nomination of Mr. Shaheen Shah as a member of the Board of Regents as requested by the Graduate Students' Union, and that the Board recommend his appointment to the Lieutenant-Governor-in-Council, for the remainder of a term (to May 18, 2025), in accordance with the *Memorial University Act*.

B. Policy Submission – Administrative Leave for Academic Administrators (Revised)

The Board received and reviewed background information pertaining to the revised existing Policy Administrative Leave for Academic Administrators".

Board members were advised that in accordance with Memorial's Policy Framework, the Administrative Leave for Academic Administrators policy was due for review on March 17, 2020. A preliminary review of the existing policy identified several areas to improve the language and provide greater clarity to definitions, conditions and criteria sections of the policy. Subsequently, on July 25, 2023, the President's Executive Council (PEC) approved a proposal to revise the current policy.

Following a comprehensive review and consultation, revisions to the Administrative Leave for Academic Administrators policy resulted in no substantial changes. The proposed changes focused on improving the policy language and providing clarity, which was supported in the consultation process. The revised policy was endorsed by the President's Executive Council (PEC) on August 30, 2024.

Policy Submission – Administrative Leave for Academic Administrators (Revised)  
(cont'd)

Development of the revised policy was in accordance with the University's Policy Framework Process. Provided in the background documentation were the following:

- Proposal for New or Revised Policy
- Policy Development Report
- Proposed Administrative Leave for Academic Administrators policy and related procedures (track changes and clean versions)

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regent approve the revised policy "Administrative Leave for Academic Administrators" effective October 3, 2024 and as outlined in the background documentation.

C. Annual Policy Status Update

The Board received and reviewed background information pertaining to the Annual Policy Status Update, a copy of which was provided in the background documentation. Board members were advised that the University Policy Framework states "Policy reviews are coordinated through the Office of the Board of Regents and are undertaken in June for all policies scheduled for review in that given year." It was noted that reviewing and amending the policies is the activity of the Sponsors. The Office of the Board of Regents has coordinated the process through an annual status report in June or July. This report was drafted at that time and presented to PEC on September 10, 2024. In 2023, the Office of the Board of Regents began to provide quarterly updates as a way to continue to highlight the importance of policy development while over 80% of policies were past their review dates. While the quarterly reports provide a point in time statistic of the policy portfolio, the annual report is intended to provide more detail on the state of policy development generally at Memorial.

D. Harlow Campus, Operational Review, Final Report

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

Board members were advised that at a meeting held on December 7, 2023, the Board approved a recommendation to initiate a review of the operations of Harlow Campus (MUN UK). This recommendation was prompted by the following factors:

Harlow Campus, Operational Review, Final Report (cont'd)

1. The rising costs and concerns over the financial sustainability of the campus.
2. The findings and recommendations from the Auditor General's October 2023 report, Memorial University: Compensation, Operating Expenses, and Oversight."

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. Subsequently, at a meeting held on May 15, 2024, the Board received an interim report.

The final operational review report, as provided in the background documentation, assessed the current organizational and financial requirements and realities of the Campus and examined paths for future sustainability and growth, including the following:

- Review of current financial, capital, and human resource requirements and how well they are being met;
- Review any existing historical reports and plans;
- Investigation of possibilities for new revenue streams;
- Summary of findings, options, and next steps.

Additionally, the review was also guided by the findings from the October 2023 Memorial University: Compensation, Operating Expenses, and Oversight report prepared by the Office of the Auditor General.

After a lengthy discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents agrees with the recommendation of the University Administration to accept Option 1 in the Harlow Campus Operational Review Final Report as outlined in the background documentation and as follows:

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

Harlow Campus, Operational Review, Final Report (cont'd)

Further, it is understood that while the Board approved Option 1 above, the Board is to be presented with a business plan for consideration at its meeting scheduled to be held on March 6, 2025. At that time, it is understood the Board will also consider a shorter term to evaluate the sustainability of the Harlow Campus.

E. Board of Directors, MUN (UK) Ltd.

At this point, Mr. Rahman declared a conflict and recused himself from this portion of the meeting.

The Board received and reviewed background information pertaining to the appointment and renewal of the MUN (UK) Ltd. Board of Directors

The MUN (UK) Ltd is a United Kingdom company limited by guarantee. It was incorporated in 2007 by Memorial to direct, control, and administer the affairs of the Harlow Campus. The Articles of Association (the "Articles") set out the structure of MUN (UK.) Ltd. At a high level, governance at MUN (UK) Ltd. resembles that of a domestic corporation. MUN (UK) Ltd is owned by Members who make certain fundamental decisions about the company; its day-to-day affairs are managed by a Board of Directors. The Members and Directors are, as between each other, distinctly defined roles with exclusive responsibilities. Directors are not Members.

Memorial University is the sole Member of MUN (UK) Ltd. In terms of decision-making, the Member would be the Board of Regents In practice, the authorized representative of Memorial University, as sole Member, has been the President of Memorial University.

At the meeting of the Executive Committee of the Board of Regents held on September 26, 2024, the Committee directed that a new standard of governance is required for MUN (UK) Ltd. This outcome follows up on findings in the report of the Office of the Auditor General in its report tabled in October 2023. As a result, the Committee agreed to recommend to the Board revisions to the membership of the Board of Directors of MUN (UK) Ltd.

After a discussion, the following resolution was passed:

**RESOLVED:**

This is to advise that the Board of Regents, at a meeting held on October 3, 2024, approved a recommendation pertaining to the Board of Directors, MUN (UK) Ltd as outlined in the background documentation and as follows:

Board of Directors, MUN (UK) Ltd. (cont'd)

- 1) the extension of the appointment of Sara Inkpen as a Director of MUN (UK) Ltd. for the period November 23, 2024 – November 22, 2027;
- 2) the appointment of Anik Rahman as a Director of MUN (UK) Ltd. for the period (date of AGM – August 31, 2026); and,
- 3) the termination of the appointment of Jane Delbene effective (date of AGM).

At this point, Mr. Rahman returned to the meeting.

F. President's Goals and Objectives 2024-2025

The Board received and reviewed background information pertaining to the President's Goals and Objectives for 2024-2025.

Dr. Bose advised the document contains strategic objectives for 2024-25 (April 1-March 31) and was developed in consultation with the President's Executive Council and with feedback from the Board of Regents. He noted that the key objective/goals were as provided in the background documentation.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the President's Objectives (April 1, 2024 – March 31, 2025) as provided in the background documentation.

At this point, Dr. Bose, Dr. Allen, Ms. Andersen, Dr. Brett, Ms. Browne, Dr. Jacobsen and Mr. Worsfold declared a conflict with the following item and they left the meeting.

**7131. PRESIDENTIAL SEARCH COMMITTEE**

A. Recommendation for appointment of a Marine Institute Students' Union (MISU) nominee to the Presidential Search Committee (PSC)

The Board received and reviewed background information pertaining to the appointment of a Marine Institute Students' Union (MISU) nominee to the Presidential Search Committee (PSC).

Board members were advised that at a meeting held on February 28, 2024, the Board of Regents approved the membership of the Presidential Search Committee. At that time, Jasmine Burt was appointed as the MISU nominee to the PSC. On June 17, 2024, Jasmine Burt tendered their resignation and as a result, MISU has nominated Cara Hodder as the replacement. A copy of Cara Hodder's resume was provided in the background documentation.

Recommendation for appointment of a Marine Institute Students' Union (MISU) nominee to the Presidential Search Committee (PSC) (cont'd)

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approve the appointment of Cara Hodder as the marine Institute Students' Union nominee to the Presidential Search Committee to replace Jasmine Burt who resigned from the Presidential Search Committee on June 17, 2024.

B. Presidential Search Committee – Proposed Search Process Phase I

The Board received and reviewed background information pertaining to the Presidential Search Committee (2024) Proposed Search Process – Phase I.

Board members were advised that at a meeting held on October 18, 2023, the Board of Regents authorized the establishment of a Presidential Search Committee (PSC) and subsequently, on December 12, 2023 approved the membership structure and Terms of Reference. Following consultation with and recommendations from constituent groups, the Board ratified the membership of the PSC in an email poll conducted on February 28, 2024 (as provided in the background documentation as Appendix A).

In keeping with the "Presidential Search, Selection and Appointment Policy" (as provided in the background documentation as Appendix B), the PSC recommends the proposed search process below to the Board for approval.

Budget: A budget has been prepared, based on the budgets of past presidential searches (see Appendix C). The funds are available within existing approved budget allocations.

Search Consultant: The PSC has decided to avail of the services of a search consultant to support the process. An RFP was issued (closing date of May 16, 2024) and a small sub-committee of the PSC was tasked with evaluating submissions. On July 9, 2024, the PSC accepted the recommendation of its Sub-Committee and recommended to the Board the appointment of Perrett Laver as the Search Consultant for the Presidential search. The recommendation was approved by the Board at the meeting on July 11, 2024.

Communications: The Presidential Search Committee is committed to communicating to the community following each meeting of the Committee. This includes updates via MUN Newsline, Gazette and the Presidential Search Committee website.



Presidential Search Committee – Proposed Search Process Phase I (cont'd)

Consultations: The PSC presidential search process will include a Public Consultation Process. This process, including expanded personal consultations, targeted group consultations with the two governance bodies of Senate and Board of Regents and hybrid consultations to take place in St. John's, Corner Brook and Happy Valley, Goose Bay. There will be both a university community and a public consultation survey link and an on-line public facing consultation session. Feedback gathered from the University community will be analyzed and summarized by theme to identify Memorial's priorities and objectives regarding the appointment of a new president. A position profile will be developed by the PSC with input from the search consultant.

Phase II of the Search Process will be brought to the Board at a future meeting and will address:

- Attracting and Identifying Candidates
- Search Process and Selection
- Board Decision
- Negotiating the Contract
- Announcement
- Transition Team and Plan

In accordance with the PSC terms of reference, the search process will culminate with the Board's decision regarding the appointment of a new president, expected in late winter/early spring of 2025. However, the PSC also notes that the dynamic nature of the search process will require flexibility and nimbleness.

After a discussion, the following resolution was passed:

**RESOLVED:**

That the Board of Regents approved the proposed Search Process (Phase I) as outlined in the background documentation.

**ADJOURNMENT**

The regular meeting adjourned at 3:39 p.m.

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**CHAIR**

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**SECRETARY**

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**DATE**