

Consultation notes

November 18, 2019

Grenfell Campus

Discussion Points:

- Teaching is not explicit enough – particularly for Grenfell – doesn't have support for teaching excellence. Academic Experience more from the student perspective?
- What does advocacy mean?
 - It should remain a priority
- Increased revenue? Does it mean student fees? Tuition?
 - Yes.
 - Agree on the differential professional tuition.
 - Still maintain the progressive fee
- why is a budget cut so much greater for Memorial?
 - 82-88% of budget is government.
 - We need to have a common front.
 - Balancing the special obligation and be aspirational
 - What are we doing to advance the province?
- What else should we be doing?
- TransformUS – USASK – asked units to sit down and look at every aspect of administration and academic program. Some positive aspects – critical review of every single academic program. It was hard and blew up in their face, but some of the things they had worked on had done it.
- Why fundraising and advancement haven't been highlighted?
- Transform Us – a difference: there was a lot of public campaigning by faculty. It was very present; tenured-faculty were on radio. They went from 45m deficit to 5m deficit? Why the difference? Misinformation.
 - In public, writing op-eds; not just administrators.
- Usaskatchewan – TransformUS – problematic, but the activity of each unit focusing on it activities yielded some positive initiatives.
- Students were concerned about WIFI access – system is overloaded.
- Is there a platform for students lobby government?
 - IT/WIFI issues
- Watercooler talk – why investing in the Core Science Building when our current buildings are falling down?
 - We need to revitalize the things we have as well as invest in new. Core issue.

November 19, 2019

3:00pm

About 25 people are here.

Comments:

- They should be reordered; they were not treated equally when implemented.
 - Is this a question for what we heard? Perhaps we can tie it to What We Did? What we Did highlights what we have implemented. This is a symptom of the gap in the link between what we heard, what we recommend, and what we did..
- J
 - Priorities: academic experience – experience not just through the journey in the classroom, but many of the experiences outside of the classroom.
 - Jennifer: speaking to the cuts. Operating budget of ~7,000. Wouldn't be able to do anything without the student fees. Student Development Fee, also – a lot of great initiatives funded by that money – example of the infusion of cash..
 - Academica – 8 steps to improving student success – first year experience; infusing career into first year counselling. We are still doing things – want the student experience remaining. Recruitment and retention – engaging students and getting to enjoy the experience.
- R
 - Things on the list are things we need to do – they all need to happen. Not accounting for inflation, other gaps. The gap is increasing and increasing.
 - Are we at the stage where we question what Comprehensive means? Can we afford to do everything. What does it mean?
- S
 - Technology renewal should stay on the list. There are very few things that happen on campus that don't involve technology. Wireless as an example. Students used to gtake 1.1 devices; now 3.1 devices per day. Enormous pressures on the infrastructure
 - Large number of data centres on campus. A lot of pressures from aging infrastructure and evolving competency requirements. 28 years ago you could be a generalist; that's no longer possible. Better sharing of technology; quicker and better refresh of technology.
 - From a priorities: look at duplication in technological infrastructure. Not just about new technology. Foster relationships across campus; partnerships.
- R
 - What are the implications of a thriving
 - What is missing – support groups for research and academic programs. He doesn't see it obviously in the list. We need to renew instructional technology, tech services, general infrastructure. Budgeting challenge.
 - 4.5m budget. 5.2m salary expense. Can't survive without charging for services. Important to be highly engaged in the academic and research community.

New Priorities

- DC
 - Where does the development office fit into the priorities? Does it fit under increased revenue.

- G
 - Maintaining the academic core mission of the University – maintaining faculty and staff positions within academic units. Maintaining the faculty complement is critical to all of the priorities – as complement goes down, it affects the ability of departments to offer programs – fewer courses, fewer electives, program closes; negatively impacting the quality of the student experience. It also impacts the reputation of the university if there are not enough faculty to undertake research, disseminate new knowledge, develop new programs.
 - Align with Provincial Strategy – skills gaps. Reduction in complement affects the University's ability to support that strategy. It's probably self-evident.
- Student in B.Comm Coop
 - Support his point. Value the program – opportunity to study and work in the province. The Academic experience is important, but he values the program experience.
- S
 - Cyber threats; defening personal data, interlectual property. They've seen an alarming increasing in these threats. They are shifting some of their priorities to address them.
- R
 - A lot hinges on the infrastructure piece. A lot of things can't happen without that investment. The roof on the Math and Stats is one of the highest priority – Not just Math, but also Core IT
 - Recent AUP review – worst infrastructure of any math department in Canada.
 - Graduate students require more resource – will not see continued growth in graduate studies without an investment in infrastructure.
 - Perhaps an asterisk next to infrastructure
- T
 - Complement, student success, and infrastructure are common concerns from members.
 - Addressing the climate crisis – whenever looking at new initiatives. It would help in student recruitment if it were seen as a priority
- A
 - Infrastrusture does a lot for morale. They have affects beyond just fixing the roof. We forget that morale can also suffer
- R
 - Priorities within priorities. How do we balance new and emerging opportunities and existing challenges (e.g. Acquiring the battery, purchasing the GeoCentre). Is there an update on the cost of running the battery?
- J
 - Diversity of the student population – growing number of students accessing the Blundon Centre. How do we sure we are providing all students an equally rewarding academic experience. More accessible, but more demands on resources.

What else should the University be Doing?

- J

- Under the umbrella of revenue generation – new ways of generating diverse revenue streams. What things can we control or look to/innovate to; increasing resources in some ways.
- S
 - It is important that the University changes the way it presents itself to the Province. They are not aware of the challenges we are facing (e.g. water, reduction in History courses). Much is spun by the media. Change the narrative in the public. Need to create the political will
- S
 - Continued investigation in reduction of duplication. E.g. Do we need 10 different systems to manage multiple projects, when 80% of the capabilities are shared among all systems
- C
 - In addition to the technology world, we have to get smarter in the procurement world.
 - **We have a new strategic procurement division.** It will reduce cost in price management
- **Unknown:**
 - Brightspace is crappy. There are some open-source software that can do more. Why spend more money on Brightspace? Cost for licence and technical support.
 - Investigation of Open-Source options.
- G:
 - Amount of processes in the University that are paper-based. Still a lot of opportunities to move to this; still a lot of paper forms printed in triplicate. Even academic processes that are based on paper.
- Unknown
 - Use technology to enhance the education of the students. We need to embrace technology – be sure the technology doesn't consume our time.
- Unknown
 - Sensed any change on the hill with regard to tuition? Recognize it's not a panacea for all of our problems. PSE Review
 - NG: Report isn't expected until Fall 2020. Implementation not until 2021 or 2022
 - Some positive movement: e.g. a progressive tuition model.

November 19, 2019 – 7pm

V

- Clarification on what advocacy means.

Student

- Progressive Tuition model – lazy way to increase revenue. It will make University less accessible for some.

K

- Should the university be involved in the re-distribution of wealth? Should we be looking at putting means test on students to do that? I question the role of that for the University. Be inclined.

Student

- Provincial government – Haven't seen administration hold a town hall to explain to the public how the Government is failing government. It's administration's job. Why aren't the administration doing their job.

K

- Agree with the student – the students, faculty and administration have to come together and frame a common story. Not to Government, but to go to the people. We have to come with a compelling story about the survival of the University. MUN should be an important part of the future of the Province.

Student

- Recommendations – reduce fees for administrative fees (3% reduction for staff making \$300k or more; 2% for \$200k or less; and 1% for \$100k. Will the administration be receptive to this?

K

- Can't say he'd be in favor of that, from the perspective of MUNFA president. But that there should be cuts to staff costs, which have been enormous.

K

- Think about productivity at the University. We spend a lot of time at the University – a lot of time at the Math building. People are spending a lot of time shuffling around to accommodate work in the building (e.g. asbestos abatement) – it seems like we're distracted. It's difficult to focus on our core mission. The tools that we need are not close by. We need productive work spaces; beyond safe work spaces. Focus on energy on where it should be focused. We should be looking at what is a productive work space. This is something we could ask units what makes a productive work space.

Student

- Would it be possible for an external forensic audit of Memorial's budget. It's not the job of the auditor general. Administrative bloat; hosting, external consultants. That's just what we know. What about travel expenses? So we can see where the administrative bloat.

K

- He's quite concerned by the issue of the pension – it's why he got involved in MUNFA. Year after year, it's been an issue. The pension has not been addressed at all. Yet, it continues with no answer. He worries that these are not static issues. Worried what will happen in the long-term. Stable in the investment world. But what happens if there's a downturn. Issue of Joint Sponsorship – University and government are in discussion.

Student

- Brian Tobin – students made it impossible not to freeze the tuition. Benchmarking in tuition – why are we not trying to be the most accessible; why not compare to others? Why not be the example to the rest of the country.

I

- Question 2. Emerging priorities – we must be addressing major social changes, particularly equity, diversity and inclusion; climate change.

Student

- Would like to know how the University would move to that if the tuition makes it less accessible.

K

- Pleased to hear about the partnerships with the territorial Governments. Sounds like an opportunity for revenue growth by partnering with other groups. But on the other side – you can increase revenue or reduce costs. The people of the province need to realize what's going to be lost if we cut across the board. It leads to this productivity decrease. It's taking up all of our time. We need to make decisions about what's not going to be here. A plan for fiscal responsibility.

Student

- Would it be possible to get an commitment from the administration that, before we implement any fees, that there would be a student referendum. The idea that administration know what's best for the student. Why can't we leave it up to the students to decide whether the fee needs to be implemented.

Student

- Salary of senior administrators.
- Will you take a specific cut? Extreme wage disparity.

Student

- How can students and faculty speak with one voice when they have conflicting goals.
- Board of Regents presentation – one student.

Wednesday, November 20, 2019

Suncor Energy Hall

About 40-50 here

Student

- How the university continues to operate as a business; impose this on us. Idea of professionalization – performing a role? Privileged status of PHD. The way the student services way was implemented had a very limited consultation. Previous Director implemented it and then left.

T

- Staff member in Math – increased efficiency. Where can we cut staff. From my perspective – everybody is feeling the crunch. Doesn't know if there is much more we can do – is that still a high priority? As an employee in the Henrietta Harvey building, continue to advocate for the improvements to the physical infrastructure – impact on the student experience.

K

- Increased revenue is inevitable – whether it's tuition is not open and it's controversial, but cuts alone aren't going to get us there. No ideas, though.

Student

- Accessibility. Students with disability. Blundon Centre has been neglected – finally, they've hired additional staff. It should be its own category. Is it possible to put a bigger priority on accessibility – e.g. Elevators

A

- Agree with last comment – EDI has to be kept at the top of our minds. Adding to the priorities is not easy, but it's an important value. Graduate fellowships are incredibly important for accessibility for students from a variety of backgrounds.

K

- It's becoming apparent to her – it's very challenging to implement new programs. Without the faculty and support to proceed, it's challenging. E.g. Met with a group who wanted to introduce a program for teaching to hearing impaired, but it's can't be developed.

LC

- Lens from both academic and administrative side. Support the comprehensive piece. Renewal will bring in new skill sets. Really important for program development. Had a child who went to Queens because the program wasn't offered here. From the administrative side of things,

her eyes have been opened to the IT infrastructure challenges. With respect to the administrative efficiency – staff reductions have reached their end. The outsourcing isn.

T

- Staff reductions are done – how to incentive sharing resources and partnerships across the units. People are increasingly siloed when budgets are tied. New program development – special fees have allowed the development of new program. Can't do that at the Undergraduate level. Tuition is too low to make new programs cost-recovery.

Student

- Progressive tuition model is false. It will leave out a high number of students who will not be able to access Memorial. Students will be left out if they don't meet the criteria.

Student

- Will salaries be decreased. Will administrators take a salary cut.

S

- Space and buildings – we've struggled with the issue. How we use the physical instructure to increase efficiency and improve the academic experience. Do we use the buildings as efficiently as we can. It's not just about deferred maintenance – it's part of the efficiency and infrastructure.

T

- Second SD's point. It's very disappointing to try to advise students when space isn't appropriate and there are no appropriate alternatives available. Scheduling software to improve the use of space.
 - Tom: 2-3 years out. New software – better use of space for teaching.

T

- With respect to infrastructure. Has the analysis been done to move back-office space off-campus to leased space off campus.

P

- They seem to be very broad categories. How many of these are non-negotiable. Is it an option not to increase revenue. All of them look good on paper, but what does it mean?
 - This list doesn't provide enough information. What types of activities?
 - **We need to be clear that the What We Heard is just a reflection of what we heard. It's not a plan of activities. It's simply to**
- Which ones are essential?

Student

IPC – Grenfell session

18Nov2019

Priorities

Decolonization?

Priorities revisited:

| | |
|---|--|
| Academic experience (student support, wellness, advising) | |
| Advocacy | |
| Faculty and staff wellness and renewal | |
| Graduate fellowships | |
| Increased efficiency (reduce duplication, align processes, outsourcing) | |
| Increased revenue | |
| Indigenization | |
| Infrastructure and technology renewal | |
| The library collection | |
| Research | |

Question 1: To what extent do the following priorities remain?

Research was added as it was not explicit enough in the list. Teaching should be more explicit. Teaching support is important, we need a TLC

Advocacy: communicating our story out to the public, sr. leadership needs to keep the university's importance and relevance in the forefront of the community

NG Q: what should that advocacy look like? Audience member agrees it should be a priority

Increased revenue: =? Increased student fees? Yes. 14-year tuition freeze. Different rates for different programs.

Post-secondary review: why the cuts have such a profound effect on Memorial here in NL

14-15% of budget comes from tuition. Other institutions its 30-60%. We need to have a common front. The uni community needs to know the facts.

Question 2: Are there new or emerging priorities?

Teaching, teaching support

Question 3: What else should the university be doing in response to the fiscal challenges?
 Uof Sask – transform us...looked at all aspects of administration and curriculum. Sr. leadership had hard hits, but the value to the uni community overall was beneficial in the end. It was a nasty experience. (H); (K) faculty were going on media to call out the government. Solid members of the university writing op-eds or keeping the messages current in the minds of the community. Educate the community.

M: plans for capital campaign. Why has fundraising not been an initiative?

Change the conversation from budgets to teaching...how the cuts affect teaching (it's about learning...students)

Can the uni go the gov for funding for a capital project? NG: those monies are done. 2004's whitepaper money helped. We hope to have more whitepaper money.

NG Q: what should this campus be pitching to the province for its specialties....

Reinvesting – capital infrastructure; wifi access points at some areas of the university are inadequate. How do we determine how the IT infrastructure is kept up? For student access, and teaching access. Equity of service. Microwave ovens interfere with the wifi in residences. (student)

Is there a platform for students to work with the committee on the budget? NG: students' platform is the uni platform. We are all in this together.

Water cooler conversation - core science building. Sore spot when so much money is going to it when we can't afford to maintain our existing infrastructure. 325million dollars for this new building.

With the new president coming, is it a good thing? It will be tough for them. It could be a chance to build a good relationship with government.

IPC Consultations – SJC (1)

19Nov2019 – 3-4:30

Priorities

Show the priorities list in order in which they are implemented rather than alphabetical. It would be useful to know which were more important, or implemented first (implying importance).

There are some items that are not here. Some things have emerged, others evolved over time and others still have been around for a long time.

Priorities revisited:

| | |
|---|--|
| Academic experience (student support, wellness, advising) | |
| Advocacy | |
| Faculty and staff wellness and renewal | |
| Graduate fellowships | |
| Increased efficiency (reduce duplication, align processes, outsourcing) | |
| Increased revenue | |
| Indigenization | |
| Infrastructure and technology renewal | |
| The library collection | |
| Research | |

Question 1: To what extent do the following priorities remain?

JB – priorities, student support...academic and student experience; journey inside and outside classroom. Cuts, 7k left to operate after salaries paid. Student fees have helped student life quite a lot. w/o that funding, student life may not exist. Inside HE- literature identified what leads to student success, would like to see us continue to implement the sorts of things we have in place right now.

RG – picking priorities is a mugs game, all these things need to happen. The gap is increasing in terms of known + anticipated costs and budget allocation. Question how we can continue to do this?

SG – technology renewal should be on the list. Technology is involved in every aspect of university life. 3.1 devices per student per day, was 1.1 a few years ago. Data centers-aging infrastructure, new skillsets and specialists in specific technologies. Quicker and better refresh of technology is important. Look at some of the duplication within the university in terms of technology. Want to continue to work with units across campus.

Tech services. Critical support groups for research, academic programming and its not in the list. Renew structure and technology of tech services, general infrastructure. See uni grant of just shy of 4.5million. permanent salary commitment is 5.2million. because of external projects, they are able to function. It is not visible in current list.

Question 2: Are there new or emerging priorities?

Students need reliable wifi/internet access in residence to complete work. 'necessity: NG'

DV – how does the development office fit in, in terms of getting donations?

GN – maintaining the academic mission of offering academic core programs. The number of positions lost thus far has been large; need to maintain the faculty compliment to maintain quality of programs. Lower faculty, fewer electives, per course instructors, program closures ... this all impacts student experience. It impacts uni reputation nationally and internationally. Makes it challenging to collaborate with others around the world. Alignment with provincial market needs. NL is growing in certain areas, loss of programs and courses impacts the ability to teach students and meet these market needs. Faculty and staff members needed to offer quality core programs

SC – agree with Dr. N. Values the program he is undertaking, it will allow him to have a career in NL.

SG – cyber threats are escalating at an alarming rate. Investing resources on keeping ITCs and personal information. These threats impact our ability to do business, to store data.

RC – infrastructure piece; need intensive effort to renew infrastructure. It houses the main IT infrastructure on campus. External reviewers noted mathematics has the worse support than any university in the country. Growth in graduate studies will not continue if we do not deal with the infrastructure challenges. It is really important. Priorities within priorities...how do we balance new activities with existing priorities (e.g. battery, geo centre). How do we rank the priorities? Is there an update on the cost to running the Battery.

T (fac ass staff) – staff, technology and infrastructure; climate crisis-new acquisitions need to keep climate crisis in mind.

J (HSS) – infrastructure and renewal will do a lot for morale.

JB – diversity of students coming to campus; access to services like Blunden centre. How do we ensure we provide equity to these students. EDI importance is raised.

Question 3: What else should the university be doing in response to the fiscal challenges?

J (office of dev) – revenue generation – look at new, innovative ways of generating???. Look to what can be controlled. Fundraising is a multi-pronged piece that is developed in other areas

SS – student: uni needs to change the way it presents implements itself to others. Public is not aware of the challenges. Need to remind public why Memorial was established. The province's best example of remembering WWII should not be allowed to crumble as well.

SG – reduce duplication of service...do we need 10 different applications that do the same thing? Units may be operating in silos with duplication that is not needed.

CW – get smarter in the procurement process. Buy in bulk. Strategic procurement

?? Brightspace – terrible LMS. Open source system. It is not possible to always be innovative in teaching when the system used are flexible enough. There are too many barriers to adopting better systems. Need to use technology better to complete our work without so much effort. We need to embrace technology. The technology should not consume our time to learn how to use it.

CN – there is still a lot of paper-based processes at the university. We need to move more to paperless for administrative and academic processes.

GG – tuition issue, have things changed at Gov relating to that? Could the PSR review be an ally to the university on the situation here, tuition-wise and otherwise?

NG feedback:

Efficiencies – work is ongoing; there are pockets of resistance; doing this costs money and takes time and resources to put into place.

Funding, campaigns – our dev office is under-resourced when compared to other institutions. Memorial has a quiet campaign as there are no resources to undertake large initiatives.

Advocacy – some water cooler conversations suggest that Memorial is bloated in its administration. We do a descent job at showing the public what is actually happening here. There are other counter myths out there as well. The post-secondary review panel has heightened awareness of the university's situation. 25million/year is needed to get us to a point of not derogating the university more.

Cost of new buildings – wondering what the signal hill conference centre budget and books look like.

Comprehensiveness of programs – need a way to balance how to maintain the SME compliment across academics. What does the special mission to the province mean if we are not comprehensive?

Priorities – are they conflicting or equally demanding?

IPC Consultations – SJC (2)

19Nov2019 – 7-8:30

Priorities

Clarification of 'Advocacy'.

Priorities revisited:

| | |
|---|--|
| Academic experience (student support, wellness, advising) | |
| Advocacy | |
| Faculty and staff wellness and renewal | |
| Graduate fellowships | |
| Increased efficiency (reduce duplication, align processes, outsourcing) | |
| Increased revenue | |
| Indigenization | |
| Infrastructure and technology renewal | |
| The library collection | |
| Research | |

Question 1: To what extent do the following priorities remain?

Student: Progressive model for tuition: who will decide which students pay how much? It will result in making Memorial less accessible for many students. It could lead to a model of more support to others and less support to some.

KS: should we be looking at means test for determining student ability to pay tuition? Or, is this something that falls into the government domain?

Student: The administration has yet held a town hall to explain why the government is misguided in its decision to cut funding. The comments from administration about budget cuts is a smoke screen. Its their job to argue with government to ensure we receive the best possible budget from the government.

KS: agrees with student. The university community needs a common story, common voice to go to the people of the province (who speak to government) with a compelling story about the survival of Memorial. The people of the province need to advocate more for the importance of Memorial to government.

Student: Reduction to salaries for employees: 3% reduction for 300k+, 2% reduction for 200K+ and 1% reduction for 100k+. this would save over 1.5 million per year.

KS: could not support this reduction to individual salaries as MUNFA president (not his job). There have been enormous cuts to staff salaries.

KS: staff are moving around and accommodating work that is happening around campus, i.e. asbestos abatement. It seems we are distracted. The tools we need are not close by. We need productive workspaces. Sometimes this goes beyond safe workspaces. We need to shift our focus to our work rather than these safety-related matters. Ask units what makes a productive workspace.

Question 2: Are there new or emerging priorities?

Dean-: EDI, effects of climate change on the province.

Student: how would introducing a different tuition model help with inclusion? It will make it more difficult.

Question 3: What else should the university be doing in response to the fiscal challenges?

Student: could we have an external audit (budget and productivity) of Memorial's budget and spending. There is an administrative bloat and gratuitous spending. The Provost travels the world on the dime of the students. We need more transparency in terms how the university funds are spent.

KS: got into MUNFA in part because of the issues with the pension. It seems there is no focused effort to sort these pension issues. The longer it is left unresolved the more problematic it will become because the university is not putting aside its contribution to the pension.

Student: tuition fee freezes...why can't Memorial be the leader to other universities on how we deal with tuition – hold itself up as a model to tuition fees.

KS: partnerships with territorial governments on various projects is a great way to generate revenue.

You can increase revenue or decrease costs. The people of the province need to understand what could be lost if Memorial regresses because the government continues to make cuts. We need to make decisions of what will not be here. A plan for fiscal responsibility needs to be shared with the NL citizens. It is distracting to staff.

Student: could we get a commitment from administration that changes to tuition will be put to a referendum. We did not have a chance to have a say about the student fees and building fees. Its like the administration telling the students what's good for them as they (admin) know better.

NG Feedback:

Advocacy: agree that we need to continue to impress upon government the situation of Memorial. The government tells the uni that they need to manage these cuts as best they can. It would be great if all Nlers would get behind the university in stressing its importance and need for funding to the government. Reduce expenses 'or' generate revenue: its more of an 'and'. We need to do both.

We need to find a way to produce the best working and learning spaces we can.

IPC Consultations – SJC (3)

20Nov2019 – 3:00-4:30

Priorities

Priorities revisited:

| | |
|---|--|
| Academic experience (student support, wellness, advising) | |
| Advocacy | |
| Faculty and staff wellness and renewal | |
| Graduate fellowships | |
| Increased efficiency (reduce duplication, align processes, outsourcing) | |
| Increased revenue | |
| Indigenization | |
| Infrastructure and technology renewal | |
| The library collection | |
| Research | |

Question 1: To what extent do the following priorities remain?

Student: uni is a public institution but it continues to run it like a business. The university talks about professionalism. PhD's hired for subject matter expertise but have no talent in teaching. The student service fees... Why should we add new fees to allow those in administrative roles to advance their careers

TS: efficiency levels with cut staff, how can it be maintained? Everyone feels the crush. Infrastructure is a high priority. How do we have a positive experience for students when their environment is not in good shape?

KP: increased revenue is inevitable; tuition increases may be needed. Cuts are not necessary. We need more revenue streams coming in.

Student: accessibility. Students at Blunden center were neglected till now. Its too bad accessibility is no longer on the priority list as its own area. E.g. elevators in arts and administration building are not safe and cost a lot to replace them. Why are students having to file human rights complaints rather than uni dealing with those things.

AS: ADEI is something we need to keep at the top of our minds. Graduate fellowships are important to allow access to education for students from a variety of backgrounds.

KG: Its challenging to introduce new programs, and change existing ones. Without faculty and support to do this, it is very hard. Looking for external funding adds another layer of challenge. E.g. programming

for deaf and hard of hearing – it has disappeared in NL. How can the dean be responsive. Accessibility to programs under academic experience

?? we need faculty with relevant skill sets. Our programs need to be relevant. Works in ocio, w/ SG. Computing multiplies exponentially every day, and we need to keep current with it. We've done a lot on the staff side. In terms of efficiencies,

TA; increased efficiency has been realized. There has been a lot of success at GSG, UG has not had opportunity to develop new and innovative programming. The cost of educating a student is high and we need to incentivize UG program development. The tuition collected needs to match the programs we offer.

Question 2: Are there new or emerging priorities?

Question 3: What else should the university be doing in response to the fiscal challenges?

Student: progressive model of tuition. It will put some students at a disadvantage and not be able to afford tuition.

Student: president's salary is high, and includes other allowances and benefits. Will these benefits be decreased or the salary reduced? Or will it remain as is, on the backs of students?

SD: space in buildings. Can we be more efficient with how we use space to improve academic experience. It may go into the infrastructure and technology renewal.

T, seconds that. Many students are voicing complaints about state of space. Scheduling software could help optimize the allocating of this classroom space.

TA: infrastructure issues. Can we look at leasing empty office space while we deal with deferred maintenance. We need better collaboration across the university.

PD: how many of these are non-negotiable? what do each of these entail? Questions which ones are essential. E.g. what do you mean by indigenization and research? The list does not give enough information to say whether it is a priority or not. With more information it would be better able to make decisions and give input. These are too vague. Asking what options we have? NG: we are here to talk about options.

Student: could we have an option for students to opt out of fees?

Dr. Golfman feedback:

Principle of 'ensure access to programs' – may need to nuance this to include EDI issues. It may end up being a priority, based on the discussions we've been having relating to these consultations. The diversity of what faculty/staff and students 'look like' is increasing and we need to consider this. Homogeneity is not always the best option.

There is a buildings and space committee that is looking at the campus and how its used. We need to be more efficient and student-centered when assigning space across campus. We are not using our space wisely.

Nuancing the priorities out more –

Next ‘what we heard’ we need to underscore these items. E.g. research capacity

Fundraising: development office is under resourced. We have a ‘silent campaign’ right now.

Academic prioritization exercise – both NG and president area against this sort of exercise. Its an unhealthy activity.

IPC Consultations – MI

21Nov2019 – 12:30-2:00

Priorities

Priorities revisited:

| | |
|---|--|
| Academic experience (student support, wellness, advising) | |
| Advocacy | |
| Faculty and staff wellness and renewal | |
| Graduate fellowships | |
| Increased efficiency (reduce duplication, align processes, outsourcing) | |
| Increased revenue | |
| Indigenization | |
| Infrastructure and technology renewal | |
| The library collection | |
| Research | |

Question 1: To what extent do the following priorities remain?

RS: do we rank these priorities? Academic experience does not include teaching and learning in there.

PB: increased revenue – tuition is a small part of revenue. Have we done any projections to show what the impact of increasing tuition could be and shown it to government (modelling)? NG: there is a very mote concern raised that if we did raise revenue through tuition, would government claw back that amount form the budget allocation they provide.

Student: why are we stuck in this neo-liberal model with annual revenue generation? We are focused on short-term gain. NG: question was unclear...we are in short and long term survival mode.

TP: increased efficiencies, infrastructure & tech renewal – sees himself in these areas. There has not been a strategic plan for how we are dealing with these? We need a plan to identify how we can be more lean and reach these deficiencies. Need to work together more, stop protecting our own silos.

Question 2: Are there new or emerging priorities?

?? The downturn in industry and economy, added to the government cuts, makes it hard to build an entrepreneurial culture. This makes it very difficult to plan. Being locked into collective agreements adds to the challenge. We need to look at the entrepreneurial approaches to increasing revenue.

PR: ask everyone at university what they think would be an idea for dealing with these issues.

GN: increased revenue, other universities are exploring innovative models across the university. E.g. partnerships with sports teams, parking, vendors on campus (food...), technology parks, leasing space with partners who collaborate with the university (revenue on leasing), outsourcing of services and partnership agreements, separately incorporated units.

Student: fed gov gave several hundred million for core science building, why can they not give money to offset the budget issue? SS: education is a provincial responsibility

Academic experience: must remain and include teaching and learning

PB: philanthropic sector is a possible source, they are always looking for funds for these things. I assumed that T&L was under academic experience, perhaps it should be more explicit

Question 3: What else should the university be doing in response to the fiscal challenges?

TP: concerns or issues in exploring shared costs across and with government? Works with college next door to explore synergies or ways we could collaborate more. NG: it is a political challenge that raises questions about our autonomy. We are sitting at that table, in good faith, but we do not want our infrastructure and capacity to be used or exploited to the detriment of our services.

Large endowments from private sources:

MH: review charge out rates for the equipment we offer to the community. Industry should pay fair market value for the services we offer.

P: soon, we will have a new president and government. Relationship w/ government is important.

P: faculty and staff wellness – there will be more stress on the people remaining to do more; this could lead to individuals taking more time off.

BK: shared major infrastructure? Can we get to a point where the infrastructure we have here is desirable international.

B: parking – are there ways we can work with the city to change the local culture rather than posing it as a university-only issue. NG: we have been doing that.

Revenue at MI: Transport Canada – taking foreign sea farers to work on Canadian vessels. Students want to come to Canada. Could we develop online modules that are student-led, self-paced. People around the world want a Canadian education (international sea farers). They need instructors and developers to do this.

SS: Advocacy: we need to get our good news stories and share with PD on vocm, particularly when the prov gov starts talking about budget.

Dr. Golfman feedback:

- Student Opt-Out of Fees. If government decide to implement an opt-out of fees, does the Univeristy have a plan for this.

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R

- One of the things he'd like to see these: do we rank these? Don't see the teaching and learning focus

P

- increased revenue through tuition, contract training, etc.. We know tuition is a very small part of the operating budget. Have we done any modelling or projections of the impact of tuition increases and shared them with Government.

Student

- short term planning model. Student Services Fee – help provide services; what happens if Government increases the grant. Neoliberal approach. Sad we're stuck in this model of short-term gain.

T

- sees a lot of increseed efficiencies from IT development and renewal. We have considerable discussion about what we can and can't do. Haven't seen a strategic plan for how we optimize it. What does the priority mean? How can we leverage technology? We can work together as a university and less about protecting our silos. Where is our strategy for leveraging this potential?

R

- one of our challenges is the downturn in the economy and government grant. Ability to build revenue and entrepreneurial activities. A 2% cut isn't just a loss of grant, but a loss in potential to increase revenue. One of the challenges is being entrepreneurial. This entrepreneurialism has to happen at other campuses. Not just your traditional sources of revenue.

P

- Worked in DND during the Decade of Darkness (Rick Hilliard). They would put out an email to all members to suggest ideas to save money. That might be an idea – submit them for consideration by the IPC. Sheila mentioned the online form. Perhaps keep this live throughout the year?

G

- other ideas on revenue generation. There are a lot of innovative models across North Amercia, beyond just tuition. For example – sports facilities (PPP); parking facilities; vendors on campus; technology parks are springing up across the country; leasing; outsourcing and partnership

agreements; Separately-Incorporated Entities – making it more of a win-win situation with regard to revenue and cost-sharing.

Student

- Funding from Federal Government for Core Science building. Why not have the conversation with the Feds?

P

- reiterate RS's point that the academic environment must include Teaching and learning – it has to be more explicit.

P

- Obviously, her office thinks there's great revenue-generation potential from the donor base in Province – may fund facilities, graduate fellowships, scholarships, etc.. A lot of opportunity for philanthropic support (not general maintenance or deferred maintenance). She had been assuming that teaching and learning was covered under Academic Experience, but if not, it should be..

T

- Shared Services. The University has been invited to the table, but it doesn't appear to be as much appetite for it. Understands that we want to keep Government at arm's length, particularly for academic experience, research, etc.. Do we have a position on it.

Unknown

- large endowments (e.g. SUNY) – has that been looked at?

P

- cost per dollar raised is 12-14%; nationally is 25%. They are flat out. We don't have the same history and programs are younger and they grew up while donors were more restricted in their donations. Very old endowments would have been very open and support operations. To make a significant operating revenue would require a very sizable endowment, but it can make a significant impact on targeted initiatives.

M

- a lot of work; rent out the equipment. Multiple centres that generate revenue. It would be useful to look at the charge out rates on their equipment. She was surprised at the charge out rate for the Flum tank. It hasn't changed in 10 years.

P

- some time in the next few months we'll have a new president. A big part of our planning is about relationships. Building or rebuilding a relationship of communication is going to be a bigger priority,

P

- won't forget the focus on the faculty and staff wellness. There is a whole lot of stress on a diminished number of people. Turnover and wellness. As much as it seems like something you might want to push to the side. Student wellness goes without saying, but wouldn't want to see that go off to the side.

B

- Has there ever been thought about shared major infrastructure between MUN and Dal. In his world – ships. Able attract germans to our vessels. Is the infrastructure desirable? Maybe Federal interest? (NG: Oceans Frontiers Institute – first real breakthrough).

T

- he believes from an IT and IM perspective, there is still a lot of efficiencies we can achieve. Shared Services with Government – students at GC, MI and SJ all use different printing services. Perhaps Shared Services across campuses. Counterparts: sense is that the St. John's way is the be-all-and-end-all and best approach, but it may not be ideal for all. It may make sense for SJ, but not be ideal for others. Does that make it the best institutional solution? Collaboration should be about institutional efficiencies, not just forcing things onto a SJ model. We need to think about what our core business is.

B

- thinking about the parking at MUN. Is there a way to work with the city to change the culture, rather than accepting it as is. (NG: we are working very closely with Council – it is a very progressive model). Idea for MI revenue generation – Transport Canada is going to announce that they'll take seafarers and allow them to work on Canadian vessels. On her linkedIn site, she has many different international seafarers interested in coming to Canada, but we have limited space – only so many instructors. Could we develop online modules that are student led. No instructors. Low cost - \$200 per module. Students are desperate and willing to pay for Canadian training. We tried – we're too busy.

S

- advocacy has been one of the things. There are so many good stories but they're not getting out to the community. When Government is announcing. We should all call Paddy Daly on VOXM.