



MEMORIAL UNIVERSITY OF NEWFOUNDLAND

ANNUAL REPORT

2010 – 2011

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Board of Regents

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November 16, 2011

Honourable Joan Burke
Minister of Advanced Education and Skills
Government of Newfoundland and Labrador
P.O. Box 8700
St. John's, NF
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Dear Minister Burke:

In accordance with the Board of Regents' responsibilities under the *Transparency and Accountability Act*, I present the 2010-11 annual report for Memorial University of Newfoundland.

The activities in this report coincide with initiatives outlined in the document *Memorial University of Newfoundland Strategic Plan, April 1, 2008-March 31, 2011* that was tabled in the House of Assembly.

The main strategic issues include:

- Students
- Research, creative activities and scholarship
- Economic social and cultural needs of the province
- Conditions for success

My signature below is indicative of the Board of Regents accountability for the achievement of the specific goals and objectives that have been set for the university and the actual results reported.

Sincerely yours,

A handwritten signature in black ink that reads "Robert E. Simmonds".

Robert E. Simmonds, QC
Chair, Board of Regents

INSTITUTIONAL OVERVIEW

Memorial University College was founded in 1925 and named in honour of those who fought in World War I. The college began as a small campus in St. John's with an initial enrollment of 55 students and a full-time teaching staff of six. Following confederation in 1949, the college was granted university status by the first provincial government of Newfoundland and Labrador.

The new university quickly outgrew its original campus on Parade Street and in 1961, Memorial University relocated its St. John's campus. In 1975, the Grenfell campus in Corner Brook was established to meet the demand for university education on the west coast of the province. In 1992, the Marine Institute in St. John's merged with Memorial University, increasing the physical size of the university in the province to three campuses. In addition, the university has a campus in Harlow, England to provide students with the opportunity to benefit from an international experience.

Today, Memorial is the largest university in Atlantic Canada and this status has been achieved in large measure by educating and serving the people of Newfoundland and Labrador. Memorial has been a major contributor to the social, cultural and economic development of the province having educated the vast majority of its teachers, business people, civil servants, engineers, scientists, health professionals and visual and performing artists, among others. The table below provides detailed enrollment information for fall 2010 by provincial campus, program level, gender and enrollment status.

Campus	Undergraduate/Diploma			Graduate			Grand Total
	Female	Male	Total	Female	Male	Total	
St. John's	6,759	4,526	11,285	1,366	1,064	2,430	13,715
Full-time	6,234	4,196	10,430	801	767	1,568	11,998
Part-time	525	330	855	565	297	862	1,717
Grenfell	682	340	1,022	0	0	0	1,022
Full-time	651	326	977	0	0	0	977
Part-time	31	14	45	0	0	0	45
Marine Institute	193	847	1,040	7	33	40	1,080
Full-time	149	652	801	6	25	31	832
Part-time	44	195	239	1	8	9	248
Distance	894	599	1,493	289	193	482	1,975
Full-time	145	97	242	47	31	78	320
Part-time	749	502	1,251	242	162	404	1,655
Nursing Schools	665	67	732	0	0	0	732
Full-time	631	66	697	0	0	0	697
Part-time	34	1	35	0	0	0	35
Total	9,193	6,379	15,572	1,662	1,290	2,952	18,524

As of March 2011, Memorial employed almost 5,000 faculty and staff across its three campuses as shown in the table below.

Campus	Faculty			Staff			Grand Total
	Female	Male	Total	Female	Male	Total	
St. John's	495	700	1,195	1,728	1,264	2,992	4,187
Full-time	407	599	1,006	1,272	937	2,209	3,215
Par-time	88	101	189	456	327	783	972
Grenfell	35	61	96	109	71	180	276
Full-time	33	59	92	98	63	161	253
Part-time	2	2	4	11	8	19	23
Marine Institute	42	206	248	91	101	192	440
Full-time	39	179	218	85	79	164	382
Part-time	3	27	30	6	22	28	58
Total	572	967	1,539	1,928	1,436	3,364	4,903

The university is governed by a Board of Regents, including: ex-officio, members appointed by the Lieutenant-Governor in Council, members elected by Memorial University Alumni Association, and student members appointed by the Lieutenant-Governor in Council. Membership of the Board of Regents as of March, 2011 is provided in the following table.

Ex-officio	Appointed by Lieutenant-Governor in Council	Elected by Memorial University Alumni Association	Students Appointed by Lieutenant-Governor in Council
General Rick Hillier (Retired), Chancellor	Robert E. Simmonds QC, Chair, Board of Regents	Rex Gibbons Ken Marshall	Roger Bill Richard Chislett
Dr. Gary Kachanoski, President and Vice-Chancellor	Sheila Ashton Gilbert Bennett Jerry Byrne	Julie Browne Eleanor Swanson Auburn Warren	Sarah Ann King
Dr. Evan Simpson, Vice-President (Academic) and Pro Vice-Chancellor <i>Pro Tempore</i>	Pat Coish-Snow Mary Cormier Brian Dalton Michelle Daye Noreen Greene-Fraize Jim Keating Bill Matthews Vinod Patel Tony Roche Kathleen Roul Donna Stone	Jennifer Guy	

There were a number of senior leadership changes in 2010-11. On July 1, 2010, Dr. Gary Kachanoski became president and vice-chancellor of the university. Dr. Kachanoski is an accomplished scientist who came to Memorial University from the University of Alberta where he served as vice-president (research). He replaced Dr. Christopher Loomis who served as president pro tempore from September 1, 2009 until June 30, 2010.

On January 25, 2011, the Board of Regents approved Dr. David M. Wardlaw as vice-president (academic) and pro-vice chancellor. Dr. Wardlaw begins a five-year term in the role on August 1, 2011. He comes to Memorial University from the University of Western Ontario where he has been serving as the dean of science. He replaces Dr. Evan Simpson who has served as vice-president (academic) and pro vice-chancellor *pro tempore* since October 4, 2010.

On August 1, 2010, Dr. Robert Shea commenced duties as interim dean to the department of Student Affairs and Services. Dr. Shea has taught in the Faculty of Education at Memorial University since 2006. He brings a background in student services as well as an expertise in career development and experiential learning to his new role. Dr. Shea replaced Dr. Lilly Walker who concluded her term on July 31, 2010.

On February 11, 2011, the Board of Regents approved Dr. Mary Bluechardt as the vice-president for Grenfell campus in Corner Brook. Dr. Bluechardt will assume the position on July 1, 2011. She succeeds Dr. Holly Pike, who has served as vice-president at Grenfell campus in an acting capacity since 2007. Dr. Bluechardt is an award-winning, nationally renowned educator, health and sport researcher, and experienced academic administrator.

MANDATE

Memorial University was formally established by the *Memorial University Act*. Its mandate is described in Section 8 as follows:

The university shall, where and to the full extent which its resources permit provide:

- (a) instruction in all branches of liberal education that enables students to become proficient in and qualify for degrees, diplomas and certificates in science, commerce, arts, literature, law, medicine and all other branches of knowledge;
- (b) instruction, whether theoretical, technical, artistic or otherwise that is of special service to persons engaged or about to be engaged in the fisheries, manufacturing or the mining, engineering, agricultural and industrial pursuits of the province;
- (c) facilities for the prosecution of original research in science, literature, arts, medicine, law, and especially the application of science to the study of fisheries and forestry;
- (d) fellowships, scholarships, exhibitions, prizes and monetary and other aids that facilitate or encourage proficiency in the subjects taught in the university as well as original research in every branch; and
- (e) extra-collegiate and extra-university instruction and teaching and public lecturing, whether by radio or otherwise, that may be recommended by the Senate.

The legislation also defines the governance structure of the institution and the powers and responsibilities vested in it. The governance system is bicameral in nature and is comprised of a Board of Regents and Senate. The Board of Regents is generally charged with the "management, administration and control of the property, revenue, business and affairs of the university". Among others, the Board has the specific power to:

- make rules and regulations concerning the meetings of the Board and its transactions;
- exercise, in the name and for the benefit of the university and as the act and deed of the university, any or all powers, authorities and privileges conferred upon the university as a corporation by this Act;
- acquire, maintain and keep in proper order real property;
- lay out and spend sums that may be considered necessary for the support and maintenance of the university;
- appoint the leadership, faculty and staff of the university;
- establish faculty councils and other bodies within the university; and
- fix, determine and collect all fees and charges to be paid to the university.

The Senate has "general charge of all matters of an academic character." Some of its key powers include:

- determining the degrees, including honorary degrees, diplomas and certificates of proficiency to be granted by the university and the persons to whom they shall be granted;
- determining the conditions of matriculation and entrance, the standing to be allowed students entering the university and all related matters;
- considering and determining all courses of study and all matters relating to courses of study;

- regulating instruction and determining the methods and limits of instructions;
- preparing the calendar of the university for publication; and
- exercising disciplinary jurisdiction with respect to students in attendance at the university by way of appeal of the faculty council.

In addition, the Act also addresses a number of other issues such as exemption from taxation, protection from liability, audit, annual reporting, parking and the appointment of the president.

Article 36(2) of the Act mandates that the university cannot incur liability or make an expenditure that exceeds one-quarter of one per cent of its total annual operating revenue. Article 38.1 of the Act is intended to preserve the autonomy of the institution, stating that the university is not an agency of the Crown for the purpose of the *Auditor General Act* or any other purpose. The university is subject to the *Transparency and Accountability Act*, though there are clauses in that Act intended to protect the autonomy of the institution.

LINES OF BUSINESS

Memorial is a very diverse institution that offers four major lines of business, including teaching, research and scholarly activity, community service and administration.

- A. Teaching – Memorial offers a multitude of certificate, diploma, undergraduate and graduate programs at its three major campuses in St. John’s and Corner Brook and via distance education. In this capacity, the university is solely responsible for the following: the development and delivery of program curriculum; the evaluation of students; and the academic policies and standards that govern programs.
- B. Research and Scholarly Activity – Memorial’s faculty members are expected to conduct research and engage in scholarly activity that keeps them at the forefront of their respective disciplines. Memorial has a number of research centres and institutes that are focused on a variety of issues relevant to the province and beyond such as cold ocean engineering, marine science and social and economic development.
- C. Community Service – Memorial engages in a vast array of activities beyond its core mandate of teaching and research. Internally, faculty members serve on governing bodies such as Senate, or as members of committees in support of a collegial and consultative culture. Externally, faculty members lend their expertise to committees and advisory boards and conduct applied research that is directly applicable to community issues. Memorial has strong community linkages and addresses the needs of the province through a number of outreach entities such as the Gardiner Centre, the Genesis Group, the Labrador Institute and the Harris Centre for Regional Development Studies.

In addition, the university offers services to the general public, such as The Works (the Memorial University Recreational Complex Inc., consisting of the Aquarena, the Field House and other facilities), the Botanical Garden, and the *Newfoundland Quarterly*, among others.

- D. Administration – Memorial requires administrative services to ensure it operates efficiently and effectively. Some of the major functions include registrarial services, human resource management, finance, academic and administrative computing, facilities management, marketing and communications, student affairs, risk management/audit, alumni relations and development, and analysis and planning.

CORE VALUES AND PRINCIPLES

A set of strongly held core values and principles guide the university.

- Quality and Excellence – Memorial seeks to achieve the highest possible quality in the delivery of programs and services and the research it conducts, striving for excellence in all that it does.
- Creativity, Ingenuity and Innovation – Memorial will foster a climate that encourages people to be creative and innovative.
- Equity, Equality and Diversity – Memorial values the diversity within the institution and treats people in an equitable manner.
- Accessibility – Memorial strives to be accessible to students.
- Collegiality and Co-operation – Memorial is a place where people conduct themselves in a respectful, collegial and co-operative manner, both among campuses and among the academic and administrative entities that comprise them.
- Responsiveness and Flexibility – Memorial has an obligation to be responsive to identified needs and will seek to be more flexible.
- Competitiveness – Memorial strives to be nationally and internationally competitive in all that it does.
- High Ethical Standards – Memorial holds itself to the highest ethical standards in its teaching, research and service.
- Sustainability – Memorial acts in a manner that is environmentally, economically and socially sustainable, both in its administration and in its program development.
- Accountability and Transparency – Memorial recognizes that accountability and transparency are essential characteristics of its culture.

PRIMARY CLIENTS

Memorial University has four groups of primary clients. They are:

- Students
 - certificate
 - diploma
 - undergraduate
 - graduate
- Alumni
- Funders
 - Provincial Government
 - Federal Government (research)
 - Other
- Communities

VISION

Memorial will remain a highly accessible and comprehensive institution that is true to its core values. It will be an exciting place to work and study and will boast of a highly supportive environment where students, faculty and staff can thrive. It will be inclusive but at the same time sufficiently focused so that the university builds on its natural advantages/strengths and on the needs of the province.

MISSION

Memorial University is an inclusive community dedicated to creativity, innovation and excellence in teaching and learning, research and scholarship and to public engagement and service. We recognize our special obligation to the people of Newfoundland and Labrador.

Memorial welcomes students and scholars from all over the world and contributes knowledge and shares expertise locally, nationally and internationally.

Measure: Demonstrated excellence in higher education, particularly in areas of teaching, research and service to the community

Indicators:

- Enhanced efforts in support of student success
- Enhanced academic programming responsive to students' needs
- Enhanced research profile, with emphasis on meeting the needs of the province
- Enhanced facilities to accommodate anticipated growth

REPORT ON MISSION

In the period covered by the Strategic Plan 2008-11, Memorial University has pursued a number of initiatives intended to allow it to achieve its mission. There have been concerted efforts to enhance creativity, innovation and excellence in teaching and learning, to research and scholarship and to public engagement and service. 2011 marks the end of the current mission period. The following pages provide details of the successful achievement of the measures, associated indicators, and therefore, the mission. A new mission for 2011-17 was developed and can be found in Memorial's 2011-14 Strategic Plan.

Measure: Demonstrated excellence in higher education, particularly in the areas of teaching, research and service to the community

Indicator: Enhanced efforts in support of student success

- Memorial University started work on development of a Teaching and Learning Framework. The framework was the result of extensive consultations within the university and broader communities to outline key approaches to enhance the learning experience for students.
- Sir Wilfred Grenfell College was restructured and renamed Grenfell Campus, Memorial University of Newfoundland. The new structure, supported by an additional \$6.5 million from the provincial government, will help enhance awareness of Grenfell as part of Memorial University and increase the campus' ability to recruit and support students.
- Memorial created new services and technologies and enhanced existing ones to support students' experience and increase student retention. For example, the university improved its communication with students through development and enhancement of its website components, recruitment program, orientation program, registration information, and graduation information.
- Memorial organized task forces and committees around the needs of unique student groups. For example, the Task Force on Aboriginal Initiatives produced a report with 22 recommendations that fall into four categories – encouraging completion of high school by aboriginal people; success at university through on-campus support; appropriate educational programming; and co-ordination of Memorial's existing aboriginal expertise.
- The university is delivering a strategic plan for internationalization. A major focal area of this plan is to provide an environment that will help international students achieve their educational goals.
- Memorial increased support for extracurricular activities of students such as international student competitions.

Indicator: Enhanced academic programming responsive to students' needs

- Memorial developed a number of new undergraduate and graduate courses and programs in areas that meet the needs of students.
- The university increased its support for programs of international studies.
- The new structure of Grenfell campus will increase the campus' ability to develop programs in response to student needs in the western region of the province.
- Distance Education, Learning and Teaching Support (DELTS) created greater accessibility to Memorial by offering new online courses and programs and adapting technologies to existing courses and programs.

Indicator: Enhanced research profile, with emphasis on meeting the needs of the province

- The university has re-structured its Office of Research to better support the research and outreach efforts of faculty.
- Memorial partnered with government and communities on identifying the research needs of the province.
- The new structure of Grenfell campus will increase the campus' ability to focus its research programs in response to the needs of the western region of the province.
- The Marine Institute developed programs of research in support of fishery development, aquaculture, offshore development and other areas relevant to the needs of the province.

Indicator: Enhanced facilities to accommodate anticipated growth

- Memorial began construction on new facilities and secured funding from the provincial government for additional facilities.
- The university continued to address maintenance projects, including retrofits and upgrades of laboratories, energy and equipment.
- The university formed a space committee to deal with forward planning and operational issues concerning space management.
- Memorial continues to work with government regarding priority infrastructure needs in follow up to a detailed infrastructure plan outlining major new capital projects and the priority renovations and refurbishments necessary to meet the objectives in the university's strategic plan.

SUMMARY

Overall, Memorial University has been working diligently to fulfill its mission and has achieved success. The next section reports on the goals and objectives providing additional detail with respect to achievement of the mission. For further details, readers are encouraged to reference the corresponding objectives sections from the Memorial University Annual Reports 2008-09 and 2009-10.

REPORT ON STRATEGIC ISSUES

ISSUE 1: STUDENTS

Memorial University provides high quality education that develops students' potential to become active, engaged and productive members of society at home and abroad. Students are a central focus of this institution. Their success is a key measure of Memorial's success.

GOAL 1: By March 31, 2011, Memorial University will have enhanced the university environment to improve enrollment, student success and retention.

Measure: Improved enrollment, student success and retention

In the period covered by the Strategic Plan 2008-11, Memorial University enhanced its environment to improve enrollment, success and retention of students.

Indicator: Improved retention, time to graduation and graduation rates

The following initiatives were undertaken to seek improvements in retention, time to graduation, and graduation rates:

- An initiative was undertaken to provide registration assistance and academic advising during the first two weeks of the fall and winter semesters.
- There has been increased collaboration between the Registrar's Office and Student Affairs and Services to align academic advising with other student support networks.
- An Academic Advisor Caseload Project was initiated to assign cohorts of undeclared students with common attributes to individual advisors.
- Special email contacts were sent to students receiving academic warning, and to undeclared students with scholarship standing, inviting them to avail of the services of the Academic Advising Center.
- The 2009-10 Guide to First Year was developed to include both a fully searchable web version as well as the traditional printed version.
- Memorial used data from National Survey of Student Engagement (NSSE) to identify aspects of the undergraduate experience inside and outside the classroom that can be improved.
- Memorial participated in the Canadian University Survey Consortium (CUSC) Survey of First Year Students in 2010. This is a national survey partnership among Canadian universities that collects information about student experiences and satisfaction with university, and allows comparison with groups of Canadian universities.
- Memorial Grad Street Festival is an annual project that provides students with a road map for the future, guiding those who are set to graduate in the right direction. Students received post-graduation career counseling, discovered the benefits of becoming a member of the Memorial alumni community and explored graduate programs, among other activities.
- The Marine Institute hired an enrollment management co-ordinator to provide strategic direction and ongoing guidance to recruitment and retention efforts.
- The Faculty of Arts established a position for a retention manager and has commenced projects in improving academic performance and tracking unregistered students and students in jeopardy.

- DELTS hired a full-time student retention co-ordinator to develop retention activities specific to the needs of distance education students.
- While considerable work was completed toward the achievement of the indicator, a process was not in place to measure the specific, long-term impact of this work due to competing priorities.

Indicator: Enhanced non-traditional learner support mechanisms and increased number of non-traditional learners enrolled

- The total enrolment of students over the age of 25 grew by 13.5 per cent from 2007 to 2010.
- The largest group of non-traditional learners is students attending Memorial by distance. A significant enhancement of the support for these learners was made when Memorial's DELTS became the first distance education unit in Canada to be certified to the International Organization for Standardization (ISO), achieving ISO 9001:2000 Quality Management System designation. The designation has enhanced management and service-delivery systems to distance students, many of whom are non-traditional learners accessing courses at home.
- DELTS has developed retention initiatives and strategies that are specifically designed for the needs of adult learners and those who face access limitations due to geography and/or social circumstance.

Indicator: Improved performance in first-year mathematics and English courses

- Memorial's Math Learning Centre (MLC) delivered mathematics remediation programs, working with incoming and more senior students to mentor, provide tutoring and upgrade skills.
- Support services provided by the Writing Centre in the Faculty of Arts for new students in English were enhanced.
- DELTS has enhanced its relationships with the Math Department in an effort to improve performance and retention.
- While work was completed toward the achievement of the indicator, an appropriate process was not in place to measure these improvements due to competing priorities.

Indicator: Improved resources for career development, advising and counseling

- Memorial became the first Canadian post-secondary institution to participate in GradShare, an interactive web-based program allowing users to ask and answer questions in various forums. Students learn more about research, thesis writing, career planning, teaching, funding and work-life balance.
- Students from across the province had the opportunity to secure employment and gain practical career advice, without ever having to leave their homes. Memorial partnered with College of the North Atlantic (CNA) to offer students a Virtual Job Fair online.
- Memorial participated in national internship programs for graduate students and postdoctoral fellows that connected companies and organizations with research expertise at Canadian universities. ACCELERATE connects university research expertise with the community. The provincial Department of Innovation, Trade and Rural Development has contributed to the initiative.
- Student Affairs and Services has implemented and utilized a new database for better tracking and services to students and employers. It has also secured external support for student employment and expansion of experiential opportunities such as curricular service learning, co-op placements, GTEP, and SWASP.

- Women in Science and Engineering (WISE) Student Summer Employment Program (SSEP) offered an eight-week summer internship for Grade 11 female students from across the province that matched students with research undertaken at the university.
- Employers from across Canada came to meet the Marine Institute's outstanding students, graduates and alumni at the annual Marine Institute Career Fair.
- Students searching for information at Memorial were given a new interactive tool with the introduction of Munlive, a free instant chat service that allows new and prospective students to connect with a Memorial representative in real time on the Internet.

Indicator: Increased international and out-of-province enrollment

- Overall, out-of-province enrollment continued to increase during the plan period from 2,602 in September 2007 to 3,021 in September 2010. The significant increases are largely due to enhanced marketing and recruiting efforts, plus tuition fee advantages as compared to other jurisdictions.
- International enrollments increased to 1,273 this year, from 978 in 2007. There were increases in both undergraduate (743 students, an increase of 175 over 2007 numbers) and graduate (530 students, an increase of 120 over 2007) enrollments.
- DELTS has experienced continued increase in registrations in both undergraduate and graduate level courses. From September 2007 to September 2010, undergraduate registrations increased from 4,776 to 5,442 and graduate registrations increased from 450 to 854.

Indicator: Increased number and size of student awards and scholarships awarded

- Entrance scholarships were created for aboriginal students.
- The Marine Institute launched a new entrance scholarship program for students with an 80 per cent average from secondary school.
- Scholarship and bursary programs were boosted with industry participation and partnerships. Programs were developed to support international study and applied research. Examples are provided under the objective of Goal 2.
- Physicians received family practice bursaries to study at Memorial, a primary recruitment tool for the province which sees a physician providing one year of service for every \$25,000 bursary received. These bursaries are part of the provincial government's \$6 million annual investment in physician recruitment and retention initiatives.
- Johnson Insurance and Memorial announced a new program of support that will boost scholarships, co-operative education and alumni programming at Memorial. The \$975,000 program of support will designate \$350,000, \$375,000 and \$250,000 to each of these respective areas.
- The Hebron Project, Memorial University and CNA announced a partnership that will provide support for scholarships and research. Endowments totaling \$1.5 million will be split evenly between students from Memorial and CNA.
- A \$500,000 donation from CIBC will assist 350 undergraduate business administration students over the next 10 years through the CIBC Bursary Program in Business Administration.
- Scotiabank announced \$500,000 for scholarships and bursaries to support the International Exchange Student Support Program within the Faculty of Business Administration (FBA).

- Awards to engineering students were handed out during the second annual Angus Bruneau Student LIFE Forum. The forum is sponsored by the Angus Bruneau Student Leadership and Innovation Fund in Engineering (LIFE) Program, which is a \$1 million donation by Drs. Angus and Jean Bruneau, to encourage and support student leadership and innovation in engineering education, research and community service.
- Twenty-eight students of Memorial University, the Marine Institute and CNA received scholarships and bursaries from the Flight 491 Legacy Fund awards ceremony.
- To honour the memory of Dermot O'Reilly, his family and friends announced the establishment of the Dermot O'Reilly Legacy Award. The award is designed to encourage and promote traditional Newfoundland and Labrador music.
- The Sidney A. Hann Memorial Scholarship that has been established has garnered support from companies, organizations and individuals connected to the aquaculture and seafood processing industries.
- The Dr. Aidan Maloney Scholarship in Fisheries (Resource Management) is a new scholarship at the Marine Institute that will be awarded annually to a graduate student enrolled full-time in the Master of Marine Studies – Fisheries Resource Management Program at the Marine Institute.

OBJECTIVE 2010-2011: By March 31, 2011, Memorial University will have enhanced the university environment to foster student success and retention and increase enrollment.

Measure: Enhanced environment that fosters student success and retention and increased enrollment

Indicator: Enhanced university environment

The following initiatives were undertaken in 2010-11 to enhance the university environment:

- Memorial University commenced work on the development of a Teaching and Learning Framework. The framework requires extensive consultations within the university and broader communities to outline key approaches to enhance the learning experience for students.
- Sir Wilfred Grenfell College was renamed to Grenfell Campus, Memorial University. The new name will help enhance awareness of Grenfell as part of Memorial University, increase the campus' ability to recruit students and improve its ability to secure research funding, as well as advance other key aspects of its current and future operations.
- Memorial University launched a new and improved my.mun.ca so that students, faculty and staff can have a single access point for course and grade information, online resources at Memorial libraries, and distance education courses.
- The Marine Institute has launched a new mobile version of its website, making it easier for students, faculty and industry partners to stay up-to-date with the latest news and events coming out of the institute.
- A senior career development co-ordinator dedicated to helping international graduates at Memorial find employment and developing their professional skills was hired as a result of a partnership with the provincial government's Office of Immigration and Multiculturalism.
- Memorial's School of Graduate Studies (SGS) has made significant enhancements to graduate admission practices that have won national awards.

- ScienceM@tters, a mentoring program connecting science students and alumni, received national recognition. The program received a 2010 national Innovation Award from Student Affairs and Services Association (SASA).
- DELTS hired a full-time student retention co-ordinator to develop retention activities specific to the needs of distance education students. This has provided consistency of personalized contact with first time and returning distance education students; a number of collaborative projects, and the development of online orientation for students in the distance program.
- DELTS has developed a strategic plan to enhance the services it provided to students and faculty. The unit has been organized into three primary functions: (1) Memorial@Home (distance education); (2) Memorial Online (use of technology in on-campus courses); and (3) Teaching and Learning Support.
- Implementations of quality guidelines into DELTS' online course development have been completed. These guidelines will augment DELTS' ISO 9001:2008 certification and contribute to an increased student experience.
- The provincial K-12 learning management system (LMS) is being used by over 1,500 of Memorial's on-campus courses and serves almost 50,000 student registrations annually. This adoption of the technology to on-campus courses is augmenting the student experience by providing them with a familiar learning environment from their K-12 experience.
- A lecture capture service has been piloted to interested faculty at Memorial and impacted 1,800 students in the fall 2010 semester. Students accessed lectures via the Internet with ten faculty members participating. DELTS evaluated the success of this pilot and plans are being made to expand the service.
- Memorial held another successful Grad Street Festival to help point students set to graduate in the right direction.
- Students, staff, and faculty at Memorial's St. John's campus launched the Memorial University community garden with the help of more than 80 volunteers during Make Midterm Matter last October. The garden is designed for use by all members of the Memorial community, including students, staff and faculty.
- Memorial University marked National Aboriginal Day with a series of traditional cultural events that featured food, music, entertainment and customs of Inuit, First Nations and Métis people.

Indicator: Increased enrollment

In 2010-11, Memorial University enhanced the university environment to foster student success and retention. As a result of its efforts Memorial's overall enrollment increased. The following provides further detail with some minor variances.

- The undergraduate student population as of fall 2010 was 14,818.
- Overall, undergraduate enrollment increased by a total of 113 students (84 full-time and 29 part-time) for an overall increase of 0.7 per cent over the 2009 undergraduate population.
- Newfoundland and Labrador undergraduate enrollment decreased to 11,712, a decline of 38 students over 2009.

- Canadian out-of-province undergraduate enrollment increased by 86 students between 2009 and 2010 (from 2,277 to 2,363).
- International undergraduate enrollment increased by 66 students between 2009 and 2010 (from 677 to 743).
- The overall enrollment of adult learners in fall 2010 was 5,054. This represented a total increase of 239 students or 5 per cent more than the previous year. An adult learner is defined as an autonomous and self-directed learner who engages in purposeful learning activity, both formal and informal.
- Graduate enrollment increased by 10.4 per cent this year (a total of 2,952 students, or 279 more than last year).
- DELTS experienced increased registrations in both undergraduate and graduate courses:
 - For the fall 2010 semester, undergraduate distance course registrations decreased by 4 per cent (from 5,677 in 2009 to 5,442 in 2010). However, this does not reflect the overall trend for the last two plan periods. From September 2006 to September 2010, undergraduate registrations increased by 13 per cent (from 4,801 to 5,442).
 - Areas of note showing significant annual growth were Business (9 per cent), Education (5 per cent) and Social Work (15 per cent).
 - Graduate course registrations increased by 22.9 per cent over the same period, with considerable growth in the areas of Education (17 per cent) and Human Kinetics and Recreation (14 per cent) and Nursing (7 per cent).
- Corner Brook (Grenfell Campus and the Western School of Nursing) saw enrollments rise to 1,244 in the fall 2010 semester, up from 1,226 in fall 2009, and the winter 2011 semester brought an additional 48 students over the same period last year. There was a 5.4 per cent increase in course registrations taken.
- Applications to Grenfell increased 15 per cent over the previous year and applications from the province of Nova Scotia have increased 60 per cent.
- Grenfell continued the Establishing Student Relationships Project, whereby students who apply to Grenfell campus, Memorial University of Newfoundland, are regularly contacted by Grenfell staff and students to increase chances of enrollment.
- In the Division of Lifelong Learning, registrations in academic certificate programs such as Library Studies and Criminology have increased by over 70 per cent and registrations in children's programming have increased by 32 per cent.

GOAL 2: By March 31, 2011, Memorial University will have increased and enhanced the number of academic program offerings and ensured that programs are responsive to students.

Measure: Increased and enhanced academic programs and course offerings

In the period covered by the Strategic Plan 2008-11, Memorial University increased and enhanced its course offerings and academic programs. Memorial's students also excelled in activities that enhanced their academic experiences and brought significant positive attention to the university and its high quality programs. Extracurricular activities that enhanced students' learning experiences were supported and promoted by the university.

Indicator: Increased availability of programs via web-based delivery, especially in the professional disciplines, where demand warrants and educational quality can be assured

- The provincial government has invested in distance education courses and programs at Memorial. The funding was intended to support 72 new distance education courses over the three years of the strategic plan. This is in addition to courses developed from its existing operating budget over the same period. Memorial offers over 350 undergraduate and graduate degree courses making its distance education capabilities the largest of the Canadian comprehensive universities. A total of 48 new distance education courses were developed by DELTS in 2010-11. These courses contributed to the following existing distance education programs:
 - Master of Technology Management
 - Master of Maritime Management
 - Master of Marine Studies (Fisheries Resource Management)
 - Master of Physical Education
 - Master of Education
 - Bachelor of Arts (Police Studies)
 - Bachelor of Business Administration
 - Post-RN Nurse Practitioner Primary Health Care
 - Certificate in Library Studies
- In addition, DELTS developed courses for programs partially offered via distance, including:
 - Bachelor of Post-secondary Education
 - Bachelor of Arts (Law and Society minor)
 - Bachelor of Arts (multiple majors and minors)
 - Bachelor of Social Work

Indicator: Increased number of experiential and co-operative education placements

Memorial ensured opportunities were available for experiential and co-operative educational experiences. These opportunities were enhanced through a focus on real-life examples and participation in local, national and international competitions. Success is evidenced by the following:

- Three new co-op programs were created, including:
 - MA in Political Science (2009)
 - MA in Folklore (2010)
 - BA/B.Sc. in Psychology (2010)
- The Faculty of Business Administration has a long history of winning student competitions. Students in free enterprise (SIFE) Memorial competed in regional, national and international competitions and were recognized as best in the world for student projects.

- Engineering students competed for the first time at the Society of Automotive Engineers international competition (Baja SAE Series) held by the Rochester Institute of Technology in New York Baja. SAE consists of three regional competitions that simulate real-world engineering design projects and their related challenges. Memorial's team won Rookie of the Year, came first in the water maneuverability and was 25th overall.

Indicator: Increased number of new programs

During the 2008-11 period, Memorial added the following new programs:

- An agreement was reached with the Nunatsiavut Government to offer a Bachelor of Social Work program in Happy Valley-Goose Bay for Inuit students.
- The Faculty of Engineering launched the Master of Oil and Gas Engineering and the Master of Engineering Management programs.
- The Faculty of Business collaborated with the Certified Management Accountants Association of Newfoundland to develop the MBA/CMA option which was approved by CMA Canada.
- The Faculty of Science admitted the first cohort of students to the Clinical Psychology Program.
- The Faculty of Arts developed a Master of Arts and Education (Education and Francophone Literatures and Cultures), and a Major and Minor in Law and Society.
- The Faculty of Education offered a Master of Education (Social Justice Education).
- The School of Social Work offered a Bachelor of Social Work as a second degree program.
- The School of Nursing offered two new programs: The Bachelor of Nursing (Collaborative) LPN Bridging Option, and the Bachelor of Nursing (Post-RN) Nurse Practitioner Primary Health Care Option.
- The Marine Institute developed a Masters in Maritime Management, a Masters of Technology Management, three joint diploma/degrees in Food Technology, an Ocean Mapping and Underwater Vehicles, a program in Offshore Steel Fabrication and a number of short courses in response to the needs of marine and offshore operators.
- DELTS developed a number of new distance education courses in support of existing and new programs.
- Lifelong Learning developed courses in response to the need for continuing education. Courses were also developed in collaboration with other units (e.g., Labrador Institute to meet unique needs of special groups).

Indicator: Increased number of interdisciplinary programs

During the 2008-11 reporting period:

- Senate approved a major in Communication Studies in the Faculty of Arts which is an interdisciplinary program.
- Memorial University's School of Nursing, DELTS and Eastern Health's Centre for Nursing Studies (CNS) merged the CNS Nurse Practitioner diploma with School of Nursing courses for a transitional baccalaureate program.

- The Marine Institute added a new technician diploma in remotely operated vehicles. The two-year program is designed specifically for high school graduates who desire a career that combines engineering, technology, and computer and science skills in an oceans environment.

OBJECTIVE 2010-2011: By March 31, 2011, Memorial University will have increased and enhanced academic program offerings and ensured they are responsive to student needs.

Measure: Increased and enhanced programs that are responsive to student needs

Indicator: Increased and enhanced academic programs

In 2010-11, Memorial continued to increase and enhance its academic programs and made them available to a broad and diverse cross-section of students. A number of programs/courses/initiatives were introduced including:

- The Department of Folklore and the Division of Co-operative Education collaborated to offer a co-op option for the folklore MA program. The new option offers students two full terms at culture and heritage-related placements, including museums, archives, festivals, cultural and economic development organizations, tourism destinations and more.
- A total of 48 new distance education courses were developed by DELTS in 2010-11. These courses contributed to the following existing distance education programs:
 - Master of Technology Management
 - Master of Maritime Management
 - Master of Marine Studies (Fisheries Resource Management)
 - Master of Physical Education
 - Master of Education
 - Bachelor of Arts (Police Studies)
 - Bachelor of Business Administration
 - Post-RN Nurse Practitioner Primary Health Care
 - Certificate in Library Studies
- In addition, DELTS developed courses for programs partially offered via distance, including:
 - Bachelor of Post-secondary Education
 - Bachelor of Arts (Law and Society minor)
 - Bachelor of Arts (multiple majors and minors)
 - Bachelor of Social Work
- DELTS supported the development of first year MBA courses that are used in the Master in Technology Management, the Master in Marine Management, and the Master of Marine Studies (Fisheries Resource Management) with the Marine Institute.

- The Faculty of Education and DELTS fast-tracked the development and offering of the Bachelor of Post-secondary Education based on identified employer need within the college system.
- The School of Music and DELTS partnered to develop Music 1120, Rudiments. Offered initially in spring 2009, this is an introductory course in music rudiments and theory where the development of aural skills is emphasized. The course also serves as a remedial course in music theory for students entering the B. Mus. with deficiencies in music theory. It also is a valuable addition to the university-transfer year programs on CNA campuses which do not have the resources to offer the course.
- Music 2021: Newfoundland and Labrador Folksinging was developed and launched for distance delivery. This introductory course explores the sociocultural contexts, functions, and meanings of folksong in Newfoundland and Labrador.
- The Faculty of Education began offering a new graduate course, Education 6394: Biographical Exploration of Teaching and Learning, to help students take a more creative approach to reporting on their research.
- Grenfell campus submitted a proposal to Senate for Canada's first Master of Arts in environmental policy. The program will contribute to student recruitment and retention by building on Grenfell's strengths as a centre for environmental research and education in Atlantic Canada, and will provide a pool of graduate research assistants for faculty research projects.
- Grenfell's Bachelor of Resource Management will graduate its first class in 2011.
- Grenfell developed ESL (English as a Second Language) programming – including hiring of a permanent ESL co-ordinator.
- Grenfell's Community Education and College Relations served approximately 3,000 western region residents in personal and professional development and recreational programming during the year with more than 500 programs delivered.
- The Division of Lifelong Learning announced a new university-level certificate in regional policy and development, created and proposed in partnership with the Harris Centre and the Newfoundland and Labrador Regional Economic Development Association (NLREDA). The program accepted its first students and offers courses at the St. John's campus and online. The program is aimed at people who work, or are interested in working, in regional policy and development issues.

SUMMARY

Memorial University has been successful in achieving its goals and objectives for addressing the issue of students as set out in the 2008-11 strategic plan. For additional detail, readers are encouraged to reference the corresponding objectives sections from the Memorial University Annual Reports 2008-09 and 2009-10.

ISSUE 2: RESEARCH, CREATIVE ACTIVITY AND SCHOLARSHIP

Memorial University is committed to improving its research capability in areas that enhance the economic, social, scientific and cultural development of Newfoundland and Labrador. Memorial has identified research themes that enable fruitful, cross-disciplinary approaches and the sharing of resources. These activities are actively supported at all levels of the university community, with a view not only to advancing knowledge for its own sake but also to having the greatest provincial, national and international impact.

GOAL 3: By March 31, 2011, Memorial University will have improved its research profile.

Measure: Improved research profile and enhanced overall research activities

In the period covered by the Strategic Plan 2008-11, Memorial University significantly grew its research capacity, increasing the level of research funding secured from provincial, federal and private sources and expanding its research scope globally while maintaining interest in topics of specific relevance to Newfoundland and Labrador.

Indicator: Increased number of cross-disciplinary groups created

Indicator: Increased number of external collaborations

- The Office of the Vice-President (Research) [VPR] continues to work closely with the Research and Development Corporation of Newfoundland & Labrador (RDC) to ensure that RDC funding programs and guidelines, including the Industrial Research and Innovation Fund (IRIF), are aligned with and positioned to support research and development (R&D) initiatives that involve Memorial University. Examples of cross-disciplinary and collaborative efforts include:
 - The first multi-disciplinary and comprehensive study of the Labrador Métis and their history.
 - The first Canadian-focused research consortium in the area of learning disabilities.
 - Collaborations on advancements in cancer research, genetics research and many other areas important to many in this province.
 - A new R&D Centre developed in partnership with the American Bureau of Shipping (ABS) - the ABS Harsh Environment Technology Centre is located on the St. John's campus.
 - A new Process Engineering Design and Research Laboratory on the St. John's campus developed in partnership with Chevron and RDC.
 - The launch of the National Sciences and Engineering Research Council of Canada (NSERC) Canadian Healthy Oceans Network (CHONe) to improve the sustainability of the world's oceans, including collaborative efforts with fishermen to sustain marine resources through strategies such as marine protected areas. Led by and headquartered at Memorial, CHONe brings together Canada's top marine researchers from 15 universities across the country.

Indicator: Increased number of faculty members in mentoring programs

- While considerable work was completed toward the achievement of this indicator, a process to measure this indicator was not put in place due to competing priorities.

Indicator: Increased number of postdoctoral fellows

- The quality, depth and reputation of any institution in research are determined largely by the faculty members it recruits and the research environment it supports. In turn, these factors influence the

number of graduate students and research trainees (i.e. postdoctoral fellows) it is able to attract. The number of graduate students at Memorial has increased from 2,302 in 2007 to 2,952 in 2010. Likewise, the number of postdoctoral fellows increased from 37 to 49 over the same period.

Indicator: Enhanced set of thematic interests

Thematic interests were enhanced through the following:

- An inclusive process to develop a new Research Plan for Memorial was launched. This plan will identify specific research goals and objectives, and identify key strategic themes for research. As the research plan is in the final stages of development, there is nothing further to report during this period.
- The development of a new and more robust Research Information System (RIS) was initiated which will provide enhanced tracking of research performance across the university.
- Memorial and its researchers continued their efforts to explore problems and develop new knowledge that addresses issues of specific relevance to Newfoundland and Labrador.
- Award-winning research was produced in areas of engineering, medicine, ocean sciences and cultural industries.
- A new Canada Research Chair in Aboriginal Studies was appointed.
- In its new five-year plan, Grenfell campus has identified research as a key goal. An expanded research agenda is considered a prerequisite to building capacity at the Grenfell campus and in the region.
- Grenfell campus developed and enhanced research activities across its four divisions as well as within the Western Regional School of Nursing.

Indicator: Increased research proposals and funding for cross-disciplinary groups

Indicator: Increased funding for collaborative research initiatives

- The Office of Research administers several internal grant programs that provided seed funding for research, helped attract more postdoctoral fellows to Memorial, and provided critical start-up funds for new faculty to help them launch their own externally-funded programs of research.
- Memorial's President's Award for Outstanding Research and University Research Professor distinction recognize faculty members who have made outstanding contributions to their scholarly disciplines and include a \$5,000 research grant to be used at the discretion of the recipient for the purpose of supporting future research.
- Some examples of collaborative initiatives that have been funded include:
 - Collaborations on advancements in cancer research, genetics research and many other areas important to many in this province.
 - A new R&D Centre developed in partnership with the American Bureau of Shipping (ABS) - the ABS Harsh Environment Technology Centre is located on the St. John's campus.
 - A new Process Engineering Design and Research Laboratory on the St. John's campus developed in partnership with Chevron and RDC.

- The launch of the National Sciences and Engineering Research Council of Canada (NSERC) Canadian Healthy Oceans Network (CHONe) to improve the sustainability of the world's oceans, including collaborative efforts with fishermen to sustain marine resources through strategies such as marine protected areas. Led by and headquartered at Memorial, CHONe brings together Canada's top marine researchers from 15 universities across the country.

Indicator: Increased number of research active faculty and amount of external funding awarded

Indicator: Increased seed and start-up funding provided to new faculty

- Memorial University continues to pursue an aggressive program to grow its culture, capacity, impact and reputation in research. Significant new research projects were approved and funded through a variety of funding sources, the vast majority of which is external to the university and the province. For each year to which this plan applies, total research income has been in the range of \$90 million. Support for this effort was provided through Memorial's Office of Research.
- Preliminary figures indicate that in 2010-11:
 - Externally funded research increased to nearly \$98 million from approximately \$87 million in 2007.
 - Total federal funding for research including the granting councils was approximately \$45 million.
 - Tri-council funding (CIHR, NSERC and SSHRC) increased by 18.6 per cent from 2007-08 to 2010-11.
 - Provincial government funding for research increased to \$22.5 million in 2010-11 from \$6.9 million in 2006-07.
 - Support from Canadian business grew to nearly \$14 million.
- The RDC invested in research projects at Memorial through the IRIF.
- The VPR continues to work with RDC on guidelines for the IRIF Ignite program which provides start-up funding support for new faculty members who undertake research that is aligned with the mandate and priorities of the RDC. Since its inception in 2009, the IRIF Ignite program has provided approximately \$3.1 million in start-up funding for new faculty.
- Major research projects linking Memorial expertise with the needs of the private sector on topics ranging from medical genetics to fish technology received another boost from the federal government's Atlantic Innovation Fund (AIF). Memorial remains the most successful institution in Atlantic Canada in AIF competitions.
- Indicators for research active faculty are currently under development, and thus there are no measures of research active faculty to report during this period.

OBJECTIVE 2010-11: By March 31, 2011, Memorial University will have improved its research profile.

Measure: Improved research profile

Indicator: Enhanced research profile

In 2010-11, Memorial researchers continued to build on and enhance the profile of the university and the province in research. Total research income increased by about \$7 million to nearly \$98 million, supporting significant new research projects. Some examples include:

- Memorial released an award-winning Annual Research Report “The Shining”. To date, this report has earned six international awards (two Gold Quill awards from the International Association of Business Communicators; an Award of Merit for Best Publication Design and an Award of Excellence for Best Photography; four awards from the Council for Advancement and Support of Education), one national gold award for best brochure from the Canadian Council for the Advancement of Education, and two provincial Pinnacle Awards of Merit from IABC-NL for publication design and photography.
- A new Coordinator of Institutional Nominations and Awards has been appointed. Reporting to the VPR, this new position has helped increase Memorial’s success in national competitions, our participation in tri-council peer review committees and the promotion of Memorial’s profile in research publications and campaigns.
- The VPR portfolio has been working with the Office of the Vice-Principal Research at Grenfell to increase support for research at Grenfell.
- The RDC announced more than \$1.8 million in funding for research projects at Memorial. The investment through the IRIF includes 14 projects in aquaculture, genetics, healthy aging, energy, earth sciences, and engineering.
- The RDC announced more than \$1 million in funding for 22 top student researchers through its inaugural Ocean Industries Student Research Awards. In total, eight doctoral, 12 masters and two undergraduate students at Memorial University are receiving over \$1 million in support of ocean research over a three-year period.
- In the most recent round of AIF competitions, four of the six successful projects from Newfoundland and Labrador are being led by researchers at Memorial (one at the Canadian Centre for Fisheries Innovation (CCFI) at the Fisheries and Marine Institute, two in the Faculty of Engineering and Applied Science, and one in the Faculty of Medicine).
- Memorial began a series of public consultation meetings across the province, asking residents to help identify research opportunities of strategic importance to the province. The consultations are a critical element in the development of a new research plan at Memorial that will support future growth in research at the university.
- Research into the fight against certain types of cancer advanced with the successful patenting of a cancer detection process. Dr. Ken Kao, a professor of biomedical science, and Dr. Cathy Popadiuk, an associate professor of obstetrics and gynecology, were granted a patent for an invention utilizing the Pygopus gene.
- Several Memorial-led research projects concentrating on aging that focus on issues including multiple sclerosis, fibromyalgia, and neurological disorders were implemented, with more than \$200,000 in provincial funding. The projects received research grants through the Newfoundland and Labrador Healthy Aging Research Program.

- Research projects that investigate sudden cardiac death, technology to improve the offshore industry and technology to improve crab meat processing received a \$10.1 million investment from the Atlantic Canada Opportunity Agency (ACOA) through the AIF.
- The new Vale Research Chair in Process Risk and Safety Engineering was established with a \$2.6 million investment. Vale provided \$1.5 million to establish the chair, as well as a health and safety program, health and safety laboratories and student support. The RDC invested \$800,000 and an investment of \$300,000 was made by ACOA.
- Memorial opened its new Autonomous Ocean Systems Laboratory (AOSL) in the Faculty of Engineering and Applied Science. Under the direction of Dr. Ralf Bachmayer, the research facility will advance harsh environment research and provide a uniquely designed/equipped space to researchers. The new facility will catalyze research on autonomous oceans systems; foster a culture of team work in applied research related to harsh environments, such as the Arctic; and assist the university in reaching a better understanding of ice-covered regions.
- The Marine Institute received \$14 million to establish a Centre for Fisheries Ecosystems Research (CFER). Led by Dr. George Rose, this funding will dramatically improve fisheries science research capabilities in the province, and open up collaborative opportunities with fisheries scientists and related research organizations elsewhere in Canada and across the globe.
- Senate approved an Environmental Policy Institute (EPI) at Grenfell campus. The EPI is dedicated to researching and facilitating debate on critical environmental policy issues within the province of Newfoundland and Labrador with a focus on climate change, energy and related issues.
- Planning has commenced for the development of a research laboratory focusing on Applied Environmental Sciences for the Grenfell campus. This utilizes former Centre for Environmental Excellence strategic funding, and will result in a facility (as well as new positions focused on increasing capacity in this area).
- The Marine Institute chartered the RV Celtic Explorer from the Irish Marine Institute in Galway, Ireland, for a number of research ventures, including northern cod winter acoustic surveys.
- Dr. George Rose, scientific director at Marine Institute's Centre for Fisheries Ecosystems Research and one of the preeminent fisheries science researchers in the world, was appointed editor-in-chief of Fisheries Research, an international journal on fisheries science, fishing technology and fisheries management.
- A genetically-engineered salmon produced at Memorial University was named one of the 50 best inventions of 2010 by Time Magazine. The research conducted in Canada, primarily at Memorial, began in the 1980s when Garth Fletcher, now director of the Ocean Sciences Centre, and Choy Hew, formerly of the Biochemistry Department, formulated the idea of using gene transfer to produce strains of Atlantic salmon for aquaculture that could better tolerate the harsh winter conditions that prevail in Newfoundland waters.
- While conducting research in the highlands of Labrador, Andrew Trant, a PhD candidate with the Department of Biology, discovered the oldest black spruce recorded for Atlantic Canada. At approximately 370 years old, it's also one of the oldest black spruce documented in the world. Mr. Trant has been doing fieldwork for his PhD dissertation with the Labrador Highlands Research Group. His work is part of a larger initiative, funded by the International Polar Year (IPY), which looks at how treeline ecosystems are responding to climate change.

- Memorial's online research and collaboration tool, Yaffle, launched a Facebook fan page and a Twitter feed to help bring the online research tool out into the provincial community.
- Humber River Basin received \$300,000 research funding.
- A number of Grenfell faculty members received the following research grants and awards: four members received NSERC funding, one received the SSHRC Standard Research Grant, four received SSHRC travel grants, seven received start-up funding, and 13 received the Principal's research fund.

Indicator: Enhanced collaborations/partnerships

In 2010-11, Memorial and its researchers continued efforts to enhance collaborations and partnerships within the university and with outside agencies to advance research programs and projects. Some examples included:

- The creation of the new Office of Collaboration and Partnerships (OCP) and the recruitment of the new Associate VPR (Collaboration and Partnerships) to ensure that Memorial continues to build effective research partnerships, and is responsive to the many emerging opportunities for research.
- Responsibility for the Core Research Equipment and Instrument Training Network (CREAIT) and Major Research Partnerships (MRP) has been assigned to the new Office of Collaborations and Partnerships. This change in administrative structure will enhance Memorial's ability to respond to new R&D opportunities.
- Each theme in the new Research Plan will be the subject of an annual meeting involving researchers from across the university with external stakeholders and potential partners. An initial meeting was co-ordinated by the VPR on the theme of Arctic Research.
- DELTS supported the Community University Research Alliance (CURA) on e-learning with the Faculty of Education. The Killick Centre has also been supported through direct engagement by DELTS in effectiveness studies and financial contributions to further work on retention.
- Chevron Canada Limited, the RDC and Memorial University announced a \$1 million partnership to create the Chevron Chair in Petroleum Engineering at Memorial. Under the arrangement, Chevron Canada and RDC are each investing \$500,000 over the next five years in collaboration with Memorial. Chevron Canada's contribution will establish the chair position, while RDC's investment will support building research capacity in the priority area of petroleum engineering through its collaborative research and development program.
- A new partnership between Memorial, Eastern Health, and Health Canada was developed to assess the environmental lead exposure of children living in St. John's.
- Drs. Faisal Khan and Kelly Hawboldt of Memorial's Faculty of Engineering and Applied Science received funding from the new NSERC "Engage" program. The purpose of this program is to foster new research partnerships between academic researchers and companies that have never collaborated before. The funding supports short-term projects aimed at addressing company-specific problems.
- A new waste management research fund aimed at reducing the amount of waste going to landfills in Newfoundland and Labrador was announced. The new fund is a partnership between the Multi-Materials Stewardship Board (MMSB) and Memorial's Leslie Harris Centre of Regional Policy and Development (Harris Centre).

- C-CORE's Leading Operational Observations and Knowledge for the North (LOOKNorth) Centre was named Canada's newest Centre of Excellence for Commercialization and Research (CECR). Administered by the federal government's Networks of Centres of Excellence Secretariat, CECRs support partnerships between universities, industry, not-for-profit organizations, and government in the successful uptake and commercialization of research ideas and technologies developed in Canada.
- The Terry Fox Research Institute (TFRI) announced the expansion to Newfoundland and Labrador of a nationwide lung cancer detection study involving current and former smokers. Organizers of the Newfoundland and Labrador study, to be based in St. John's, aim to recruit 200 participants. The study will be conducted in collaboration with health care and research partners at Memorial University of Newfoundland and Eastern Health, based at the Health Sciences Centre.
- After a decade of joint work and scientific adventure, marine explorers from more than 80 countries delivered a historic first global Census of Marine Life. It is one of the largest scientific collaborations ever conducted and involved more than 2,700 census scientists. Dr. Paul Snelgrove, a professor and a Tier 2 Canada Research Chair in Boreal and Cold Ocean Systems with the Ocean Sciences Centre and the Department of Biology, led the assembly and report of census results.
- An inter-professional effort to better understand how people with Multiple Sclerosis (MS) can age well and live healthier lives has been launched. The results of this study will assist physicians, nurses, social workers, physiotherapists and other health professionals who help care for aging people with MS. The project is supported by the Medical Graduates Student Society Dr. W. Ingram Award, Eastern Health and the Neurology Research Fund.
- DELTS has partnered with the Marine Institute and Canadian Council of Professional Fish Harvesters and a local marine simulation company to develop a simulation tool for Canadian fish harvesters to learn more about ship stability.
- The Regional Collaboration Research Fund set up by the Grenfell campus, working with CNA in Corner Brook, funded seven projects. All projects had to have principal investigators from both Grenfell and CNA.

SUMMARY

Memorial University was successful in achieving its goals and objectives for addressing the issue of research, creative activity and scholarship as set out in the 2008-11 strategic plan. For additional detail, readers are encouraged to reference the corresponding objectives sections from the Memorial University Annual Reports 2008-09 and 2009-10.

ISSUE 3: ECONOMIC, CULTURAL AND SOCIAL NEEDS OF THE PROVINCE

Memorial University reaches out to the communities of Newfoundland and Labrador and actively engages in dialogue to learn more about their opportunities and the problems they face. It also welcomes communities into the university to share in Memorial's expertise.

GOAL 4: By March 31, 2011, Memorial University will have increased and enhanced its engagement with communities throughout Newfoundland and Labrador to support the economic, social and cultural development of the province, with emphasis on rural areas and collaboration within the education system.

Measure: Enhanced economic, social and cultural development

In the period covered by the Strategic Plan 2008-11, Memorial University continued to reach out to Newfoundland and Labrador, especially rural areas, to develop fruitful partnerships with other educational institutions and communities and to make available the university and its experts and resources with a view to addressing the province's challenges and opportunities.

Indicator: Enhanced activities of the Marine Institute

- The Marine Institute established a marine base in Holyrood with the co-operation and collaboration of the Town of Holyrood and help of more than \$1 million from ACOA and over \$300,000 from the provincial government. The initial stage of the project involves the revitalization of a former fish processing facility in Holyrood.
- The Marine Institute continues to work with partners, such as Nunavut Arctic College to deliver training courses in the North, including SVOP, Marine Emergency Duties, First Aid, ROCM, and Bridgeward and in rural Newfoundland and Labrador including Fishing Masters, MED and Fishing Observer.
- The Marine Institute is part of a team that is working to produce an electronic simulator program to support distance education training for fish harvesters in fishing vessel stability. The program will simulate fishing vessels less than 65 feet long and fishing operations that are typical of major fisheries across Canada. The visually interactive aspects of the e-simulator will be used in conjunction with a handbook and fish harvesters will be able to work through the program at their own pace on their home computers.
- The Marine Institute and Ocean-Net, a volunteer organization dedicated to the integration of environmental stewardship at the community level, combined their resources to advance education, awareness and action among youth to protect the marine environment.

Indicator: Enhanced activities of the Leslie Harris Centre

- The Harris Centre organized workshops throughout Newfoundland and Labrador on several topics and issues of importance to the province (e.g., fishery and oceans, forestry development, offshore development, international relations, knowledge mobilization, innovation and creativity etc.).
- The Harris Centre launched an innovative project to encourage public debate on regionally managed healthcare, education, economic development, and municipal government. The centre designed a moderated forum (www.harriscentreforum.ca) and two background studies to launch the debate on the size and authority of regional boards and councils.

Indicator: Increased number of faculty involved in studies related to provincial challenges

- Memorial University improved engagement as evidenced when the university was recognized by the NLREDA in its annual Community Economic Development Awards program. These awards celebrate the spirit and the accomplishments of individuals and organizations that have made a significant contribution to the economic development of Newfoundland and Labrador.
- Memorial's faculty continued to support, encourage and collaborate on research issues with business, industry, organizations and entrepreneurs engaged in the economic, cultural and social development of the province. Some examples include:
 - A new Canada Research Chair in Aboriginal Studies was appointed.
 - Memorial opened its new Autonomous Ocean Systems Laboratory (AOSL) in the Faculty of Engineering and Applied Science. Under the direction of Dr. Ralf Bachmayer, the research facility will advance harsh environment research and provide a uniquely designed/equipped space to researchers. The new facility will catalyze research on autonomous oceans systems; foster a culture of team work in applied research related to harsh environments, such as the Arctic; and assist the university in reaching a better understanding of ice-covered regions.
 - The Marine Institute received \$14 million to establish a Centre for Fisheries Ecosystems Research (CFER). Led by Dr. George Rose, this funding will dramatically improve fisheries science research capabilities in the province, and open up collaborative opportunities with fisheries scientists and related research organizations elsewhere in Canada and across the globe.
 - Collaborations on advancements in cancer research, genetics research and many other areas important to many in this province.
 - The launch of the National Sciences and Engineering Research Council of Canada (NSERC) Canadian Healthy Oceans Network (CHONe) to improve the sustainability of the world's oceans, including collaborative efforts with fishermen to sustain marine resources through strategies such as marine protected areas. Led by and headquartered at Memorial, CHONe brings together Canada's top marine researchers from 15 universities across the country.
 - While all of these initiatives were undertaken toward the achievement of the indicator, a process to capture the data needed to quantify these enhancements was not developed due to competing priorities.

Indicator: Increased activities relating to partnerships including CNA and the K-12 system

During 2008-11, Memorial increased partnerships as follows:

- A new position was created in the Registrar's Office to focus on increasing communication between senior executives of CNA and Memorial University. The position reports directly to the Associate VPA.
- The Comprehensive Arts and Science (CAS) College Transition Program was made an official admissions stream to Memorial University in fall 2010. This collaboration aims to serve the increasing number of students who graduate from high school in the province but are inadmissible to post-secondary programs. The CAS Transition Program provides academic preparation for this group of students.
- The Faculties of Business Administration, Education and Engineering and Applied Science are currently in discussions with CNA regarding renewing transfer and articulation agreements.

- Memorial University is engaged in discussions with CNA on how to track student mobility between the institutions.
- A roundtable discussion with Grenfell campus and CNA leaders was held in February, 2011, to explore areas for possible collaboration and new program articulation. New proposals arising from this discussion have been developed and are being considered for final academic approval by September 2011.
- Memorial's Faculty of Education and Harris Centre brought together academics, teachers, education officials and others to explore and discuss the development of the education system in the province since 1949.
- The Regional Collaboration Research Fund set up by the Grenfell campus, working with CNA in Corner Brook, funded seven projects. All projects had to have principal investigators from both Grenfell and CNA.
- DELTS supports the infrastructure and delivery of K-12 distance education through a partnership with the Centre for Distance Learning and Innovation (CDLI).
- DELTS has expanded its relationships with the Distributed Learning Centre, CNA. This partnership includes the learning management system (Desire2Learn) and also includes a number of complementary projects.

OBJECTIVE 2010-11: By March 31, 2011, Memorial University will have increased and enhanced its engagement with communities throughout Newfoundland and Labrador to support the economic, social and cultural development of the province, with emphasis on rural areas and collaboration within the education system.

Measure: Enhanced engagement with communities

Indicator: Enhanced activities in rural areas and regional development

In 2010-11, Memorial undertook a variety of activities to enhance rural and regional development throughout Newfoundland and Labrador:

- Memorial University has distance education students in over 500 communities of the province.
- The new Community Health Outreach office in Grand Falls-Windsor was opened, with representatives from the Government of Canada, Memorial's Faculty of Medicine and the town of Grand Falls-Windsor in attendance. Memorial established the Community Health Outreach office as part of a provincial network of outreach offices conducting research on human genetic disorders and population health in Newfoundland and Labrador.
- Dr. Jill Allison, a Memorial postdoctoral fellow, began a series of meetings in rural communities to speak with residents about health care, what it means to them and how it is delivered and received. The project will also provide information on the way people in rural communities define their social, political and gendered identities based on access to healthcare.
- The Harris Centre announced the recipients of the 2010 Harris Centre MMSB Waste Management Applied Research Fund. The successful recipients represent a range of faculties and units across Memorial, and the scope of the projects is also broad to reflect challenges faced by communities and organizations in Newfoundland and Labrador.
- The Marine Institute presented a number of Youth and the Oceans Conferences across the province. The Youth and the Oceans Conferences are conducted by Marine Institute Ocean Net and are

designed to celebrate the role of youth in marine environmental activity in Newfoundland and Labrador. Junior high and high school students and teachers attend the conferences each year, taking part in a day-long series of thought-provoking presentations and interactive discussions. Students interested in oceans and marine issues also learn about the many career options available.

- Through funding from Inukshuk Wireless and Canadian Culture Online, Canadian Heritage, DELTS partnered with Conne River to present the story, 'Mujinji': Becomes a Man', written by Chief Mi'sel Joe. The completed project including, two 3D virtual environments, a website and a DVD of the enacted story were launched in 2010.
- NaviGate: Guiding Entrepreneurs in Corner Brook enables members of both the College of the North Atlantic and Grenfell campus to explore the potential of turning ideas and research into commercial enterprises.
- Funding was approved for an industrial composter at Grenfell campus which will service the campus and city partners.
- A series of "Agricultural Kitchen Table" events were organized by Grenfell, which are bringing together a wide range of partners and organizations from the west coast who are working in the agri-foods sector. These are designed as a strategy to assist in defining a set of focus areas for this emerging sector, encouraging collaborative work in agri-foods, and positioning Grenfell campus as a central co-ordinating institution in moving this focus area forward.
- SIFE Memorial received the Excellence in Fostering Entrepreneurship Award and the Excellence in Youth Leadership Award. Both awards are part of NLREDA Community Economic Development Awards. These annual awards celebrate the accomplishments and spirit of the economic development community in Newfoundland and Labrador.

Indicator: Enhanced partnerships

In 2010-11, Memorial undertook a variety of activities in partnership with groups in rural regions throughout Newfoundland and Labrador:

- DELTS supports the infrastructure and delivery of K-12 distance education through a partnership with the Centre for Distance Learning and Innovation (CDLI).
- DELTS has expanded its relationships with the Distributed Learning Centre, CNA. This partnership includes the learning management system (Desire2Learn) and also includes a number of complementary projects.
- The Labrador Institute in partnership with the Faculty of Medicine, Division of Community Health, hosted the search for a community health professor. The position will be stationed in Labrador and will be hosted by the Labrador Institute.
- A partnership between Newfoundland and Labrador's public education institutions was recognized by the Canadian Network for Innovation in Education (CNIE) with the 2010 national Award for Excellence and Innovation in Partnership and Collaboration.
- Partners from the fishing industry launched a fisheries safety video to help eliminate fatalities and injuries in this high-risk sector. Getting Back Home is being distributed to all fish harvesters in the province and was produced in partnership with the Department of Fisheries and Aquaculture, Workplace Health, Safety and Compensation Commission (WHSCC), the Canadian Centre for Fisheries Innovation (CCFI), and the Professional Fish Harvesters Certification Board (PFHCB). The Marine Institute produced the video in conjunction with DELTS.

- The Marine Institute, the Government of Newfoundland and Labrador and Lockheed Martin Canada announced a partnership that will significantly enhance the training curriculum for students while potentially helping to expand commercial markets for training and simulation. With this new partnership, Lockheed Martin Canada is providing its VISTA™ training application as part of a joint applied research and development initiative that will result in innovative and advanced training tools for a wide variety of technical professionals.
- The Harris Centre and the Strategic Partnership, a group representing business, labour and government dedicated to improving the quality of life of the people of Newfoundland and Labrador through economic and social development, announced a new round of funding through the Strategic Partnership Student Research Fund. The fund offers grants of up to \$5,000 to support research on public policy issues related to economic and social development in Newfoundland and Labrador. A special graduate research fellowship worth \$12,000 is available to graduate-level students.
- The Cupids 400 Anniversary Celebration iPhone Project was done by DELTS in partnership with the Department of Computer Science. It involves development of a location sensitive iPhone application that will also work on the iTouch to provide interpretation for highlighted areas of interest within the community.
- Labrador Highlands Research Group: This group, through the Department of Geography at Memorial, has long-standing ties with the Labrador Institute through the work of Dr. John Jacobs and Dr. Trevor Bell, and their many graduate students.

GOAL 5: By March 31, 2011, Memorial University will have enhanced educational and research opportunities with Labrador and with aboriginal groups.

Measure: Enhanced collaboration with Labrador and aboriginal groups

In the period covered by the Strategic Plan 2008-11, Memorial University continued to undertake a variety of initiatives designed to enhance educational and research opportunities in Labrador and with aboriginal groups.

Indicator: Improved dissemination of information with development of an annual report from the Labrador Institute

- Memorial's Labrador Institute, with offices in both Happy Valley-Goose Bay and Labrador City, produced its annual report in 2010. The report is distributed to the top university offices and to the institute's Advisory Board, as well as other Labrador stakeholders. It is also posted on the institute's website for far-reaching dissemination.
- The Labrador Institute had representation on economic development zonal boards (Central Labrador), Labrador Institute Advisory Board representation included southern, western, central, and northern Labrador economic development zones.
- The Labrador Institute promoted collaboration, outreach, research and education in Labrador. The institute helped establish projects ranging from collaboration and outreach to research and education by partnering with community governments and cultural groups on interests to the area.
- The Labrador Institute undertook a number of activities designed to enhance the delivery of Memorial's services in education and research to the region and to aboriginal groups. The institute worked as liaison between Memorial's School of Social Work and the Government of Nunatsiavut on the development of the new aboriginal Social Work program. The institute offered lifelong learning courses, as well as intersession courses in linguistics, anthropology, and education.

- The Labrador Institute has had success with publications both on a departmental level as well as an individual level. The institute has published two books in the past year: *The Polar Bear in the Rock: Two Windows on the World* is a bilingual (English and Inuktitut) children's book that explores a Labrador legend from two perspectives – Inuit legend in the form of storytelling and geological by Derek Wilton, Earth Sciences. *Very Rough Country*, edited by Martha MacDonald, is the proceedings of 2005's Labrador Explorations Symposium.

Indicator: Increased number of research projects with Labrador focus

During 2008-11, projects focused on Labrador increased as follows:

- The Labrador Institute partnered with the Nunatsiavut Government on a successful \$2.5 million funding proposal to the federal Arctic Research Infrastructure Fund for two important research and educational projects – renovation of the North West River Learning Centre, which serves a diverse aboriginal and northern population in central Labrador; and renovation of facilities in Nain to create a Nunatsiavut Government research centre. The centre will work with the Labrador Institute on initiatives related to the building of expertise and services in support of aboriginal self-government.
- The Labrador Institute undertook the International Polar Year, a large circumpolar research and outreach program, for a project in Happy Valley-Goose Bay.
- The Marine Institute undertook a coastal knowledge resource inventory for the Government of Nunavut.
- The Labrador Institute partnered with the Sivunivut Inuit Community Corporation to apply for Health Canada's Climate Change and Health Adaptation Funding. This resulted in a one year award worth \$118,000 to explore traditional land use in the North West River area.
- The Labrador Institute, with Social Work, MUNmed, and the Labrador-Grenfell Regional Health Authority was successful in receiving funding for a Canadian Institutes of Health Research (CIHR) planning grant worth ~\$25,000. This grant will support a workshop that will bring together aboriginal representatives and health professionals and academics to discuss aboriginal suicide and prevention strategies.
- The Labrador Institute was awarded ~\$39,000 to carry out pan-Labrador workshops on Community Research. This was SSHRC sponsored.

Indicator: Increased Labrador post-secondary education participation rates

- Post-secondary participation in Labrador was increased through a new agreement between the Nunatsiavut Government and Memorial University that allows a number of Inuit students to complete a Bachelor of Social Work degree in Happy Valley-Goose Bay. The joint efforts of the Nunatsiavut Government and Memorial's School of Social Work resulted in the partnership that will deliver the pre-social work program to 33 individuals. The program provides a generalist, undergraduate social work education that integrates aboriginal content. The program is offered completely in Labrador, allowing students to remain at home while they study.

Indicator: Increased aboriginal post-secondary education participation rates

- The number of aboriginal students enrolled in undergraduate and graduate programs increased significantly from 2007 to 2010. Undergraduate enrollment grew from 205 to 361 over the reporting period and graduate enrollment grew from 7 to 38.

Indicator: Increased number of collaborative projects with aboriginal groups

- Memorial University established a Task Force on Aboriginal Initiatives which collaborated with the Nunatsiavut Government and community groups. The task force delivered its report on enhancing the recruitment and success of aboriginal students.
- Grenfell prepared for a third conference on image and the aboriginal identity, which links Fine Arts and Anthropology. These are organized by Charlotte Jones (Art Gallery Director) and Angela Robinson (Anthropology) and feature workshops and seminar sessions with aboriginal and non-aboriginal artists and academics.

Indicator: Enhanced focus on aboriginal issues with the creation of the Task Force on Aboriginal Issues at Memorial

- The task force has reported and many of its recommendations are currently being developed which address the following:
 - Interventions to encourage completion of high school.
 - Access to a more welcoming environment, peer-to-peer support and adequate gathering space.
 - Educational programming needed by aboriginal communities.
 - Coordination of Memorial's considerable aboriginal expertise, including better integration of the Labrador Institute and a higher profile for aboriginal initiatives.

OBJECTIVE 2010-11: By March 31, 2011, Memorial University will have enhanced educational and research opportunities with aboriginal groups and with Labrador.

Measure: Enhanced educational and research activities with Labrador and aboriginal groups

Indicator: Enhanced education opportunities

In 2010-11, Memorial undertook a variety of initiatives designed to enhance educational and research opportunities in Labrador and with aboriginal groups. Examples included:

- Memorial's School of Social Work welcomed 19 Inuit students into a Bachelor of Social Work program based entirely in Happy Valley-Goose Bay.
- English 2160: North American Aboriginal Literature which introduces aboriginal literature in a social, political and historical context is under development for distance delivery. Beginning with the oral tradition (songs, narratives, legends and orations), it focuses on different works by North American aboriginal writers: poetry, drama, short stories and novels.
- During the winter semester, 2010, the Labrador Institute offered Education 2720: Introduction to Post-Secondary Education. Ten students completed this course. In Labrador City, the Labrador Institute partnered with the Faculty of Education to offer Education 2730: General Methods of Teaching in Post-Secondary Education to 13 students.
- The Labrador Institute offices are often the first points of contact for the people of Labrador interested in becoming Memorial students. With recourse to the St. John's campus, the institute is able to offer information about admission, registration, details of programs and residence accommodation.
- Several discussions have been held by the Labrador Institute with the director of the Bachelor of Social Cultural Studies at Grenfell with a view to offering one year of this program onsite in Goose

Bay. Program details are still being explored, but this program could be open to students completing the CAS Transfer program at CNA, as well as other eligible candidates.

- Postdoctoral fellows Dr. Johanna Wolf and Dr. John Thistle will each teach a course during their terms at the Labrador Institute. Johanna will offer a graduate course in the human dynamics of climate change, while John will offer a course in environment and resources. Both of the courses will be taught onsite in Goose Bay and by videoconference in Labrador City or St. John's.
- The Division of Lifelong Learning in partnership with the Labrador Institute delivered five professional development courses leading towards the Certificate in Leadership. The courses were offered to 63 participants onsite at the Labrador Institute in Goose Bay. Professional development courses were also delivered via distance to various communities in Labrador.
- A Pan-university aboriginal advisor position is in development with shared funding from Grenfell campus.
- Grenfell is preparing for a third conference on image and the aboriginal identity, which links Fine Arts and Anthropology. These are organized by Charlotte Jones (Art Gallery Director) and Angela Robinson (Anthropology) and feature workshops and seminar sessions with aboriginal and non-aboriginal artists and academics.

Indicator: Enhanced research opportunities

During the period covered by the plan, research opportunities in Labrador were enhanced as follows:

- The 42nd annual Algonquian Conference was held at Memorial's St. John's campus. More than fifty academic papers were presented during the three-day conference, an international meeting for researchers on Algonquian peoples, which is the largest First Peoples group in Canada. More than 75 participants from all over Canada and the United States took part, including several Memorial graduate students who presented on diverse topics such as linguistics, anthropology and geography.
- Two researchers in the Faculty of Medicine received operating grants in the latest round of funding from the CIHR. Aboriginal health research is the focus of work by Dr. Fern Brunger, Community Health and Humanities, who is working in collaboration with the Inuit-Métis of Labrador. The objective of the project is to determine how research can best be reviewed by the community and decisions made about whether the research is ethical and worthwhile for the community.
- A new initiative at C-CORE earned a prestigious new designation and significant new funding. The Leading Operational Observations and Knowledge for the North (LOOKNorth) Centre was named a Centre of Excellence for Commercialization and Research. LOOKNorth is dedicated to the research, development and commercialization of technologies and services to maximize the potential of northern resources.

GOAL 6: By March 31, 2011, Memorial University will have increased international student enrollment and enhanced the university's international profile.

Measure: Increased international student enrollment and enhanced international profile

In the period covered by the Strategic Plan 2008-11, Memorial University continued to undertake initiatives to increase international student enrollment and enhance the university's international profile.

Indicator: Increased international student enrollment, including students from developing countries

- International student enrollment has experienced an increase of about 24 per cent over the period of the plan. Enrollment by students from developing countries increased by 44 per cent from 145 in 2007 to 209 in 2010.

- Memorial's Office of Student Recruitment undertook an aggressive international recruitment campaign. The campaign focused on markets in the middle- and far-east and built on similar campaigns that have been ongoing as part of the university's plan.
- The School of Graduate Studies undertook a number of new initiatives aimed at postdoctoral fellows. Memorial hosted postdoctoral fellows, most of who came to the province from international regions.

Indicator: Enhanced focus on opportunities with development of international vision document

- The International Centre relocated and expanded its staff during the plan period. The centre is facilitating the development of an international plan for Memorial and has worked on a number of vision-related initiatives such as: creating and updating the International website, completing research on appropriate measurements of campus internationalization, and developing a list of all staff/faculty involved in any international activities. While significant work was completed, the document was not finalized by the end of the reporting period due to competing priorities. Work is ongoing and it is anticipated it will be finished in the near future.

Indicator: Increased services and support provided for international students

- Memorial University has enhanced its communication technologies and activities to support information dissemination to international students. The Office of Student Recruitment, in collaboration with the Division of Marketing and Communications, launched a new website. There are a number of other examples given under the objectives of Goals 1 and 6.
- The International Centre undertook a number of initiatives to service and support international students such as setting up a Desire2Learn shell to house pre-departure info for students.
- DELTS expanded its course offerings to be more accessible to international students.

Indicator: Increased number of programs with international component

Indicator: Increased number of students involved in international development projects

During 2008-11, Memorial increased the number of programs with an international component and the number of students involved in international development projects as follows:

- Students of business and engineering successfully participated in international competitions. Examples include:
 - The Faculty of Business Administration has a long history of winning student competitions. Students in free enterprise (SIFE) Memorial competed in regional, national and international competitions and were recognized in 2008 as best in the world for student projects. Memorial's SIFE students have placed in the finals in world competitions for duration of the reporting period.
 - Engineering students competed for the first time at the Society of Automotive Engineers international competition (Baja SAE Series) held by the Rochester Institute of Technology in New York Baja. SAE consists of three regional competitions that simulate real-world engineering design projects and their related challenges. Memorial's team won Rookie of the Year, came first in the water maneuverability and was 25th overall.
- Memorial hosted a number of international conferences and speakers on a variety of topics and issues of local, national and international interest.

- Memorial signed a number of MOUs with universities and colleges abroad (e.g., the Marine Institute signed an MOU with the Food Technology Centre, St. Angela's College, Sligo, Ireland, and an MOU was signed between the Marine Institute and the University of Limerick, Ireland).
- The Marine Institute was successful on a number of new CIDA-funded international projects.
- While all of these initiatives were undertaken toward the achievement of the indicator, a process to capture the data needed to quantify these enhancements was not developed due to competing priorities.

OBJECTIVE 2010-11: By March 31, 2011, Memorial University will have increased its international student enrollment and enhanced the university's international profile.

Measure: Increased international student enrollment and enhanced profile

Indicator: Increased international student enrollment

- Individuals accepted into Memorial's graduate and undergraduate programs come from countries around the world. The international contingent has experienced an increase of 11.4 per cent in the last year. During the same time period, enrollment by Canadian students outside of Newfoundland and Labrador has jumped by 5.6 per cent.

Indicator: Enhanced international profile

During 2010-11, the international profile of the university was enhanced as follows:

- The International Centre relocated and set up new staff positions. The centre:
 - Completed research on appropriate measurements of campus internationalization.
 - Worked on creating and updating the 'We are International' website.
 - Held its first Brown Bag Session for the university community. The session was the first in a series that will have experts from local, national and international contexts visit Memorial to discuss various issues, activities and policies that relate to internationalization at post-secondary institutions.
 - Hosted an event about intercultural issues in the workplace. Dr. Lionel Laroche, a leader in the field of workplace diversity in Canada, presented on challenges and best practices in intercultural workplace integration to stakeholders in Newfoundland and Labrador. Community members, particularly employers and members of advising offices, government departments, healthcare corporations, settlement services and multicultural service groups were invited to attend.
- Grenfell increased its profile in Belize through an exchange program (funded by the university's Strategic Internationalization Fund). The program enables eligible students to take courses at Galen University in Belize and for Galen University students to complete courses at Grenfell.
- Grenfell's Division of Student Services was funded through ISF to expand hardware/software holdings in support of English as a Second Language. Hardware and software are now in place in the Student Services area.
- Grenfell is working in conjunction with the other Memorial campuses through the International Student Mobility Committee to make administrative policies and procedures more efficient and responsive with respect to student travel abroad.

- The Marine Institute hosted the fourth International Conference on Maritime Human Resources Solutions. Several significant topics related to the sea faring, fishing and offshore oil and gas industries were discussed and debated at the conference.
- The Marine Institute and the National Maritime College of Ireland (NMCI) signed a memorandum of understanding that will benefit both institutions. A delegation from the National College of Ireland visited the Marine Institute to map out a plan for how the partnership could develop. Both institutions are interested in building linkages in areas such as simulation, ROV training, academic programs and research.
- Long-time School of Nursing professor, Dr. Lan Gien, took her cause of reducing poverty in her homeland of Vietnam one step further. With partners from both here and abroad, she is helping to establish a Master of Social Work program in a country where thousands of social workers will be part of a much needed solution to social issues over the next decade.
- The Faculty of Arts and Career Development and Experiential Learning, hosted its Go Abroad Fair to introduce students to international opportunities -- internal and external to Memorial – and also to demonstrate how students can get involved in international issues here in Newfoundland and Labrador.
- Dr. Mohsen Daneshtalab, a professor of medicinal chemistry and the associate director of graduate studies and research at the School of Pharmacy, visited Osaka Prefecture University in Osaka, Japan as a guest professor. Dr. Daneshtalab presented several well-received lectures on drug design and discovery to undergraduate and graduate students in the university's School of Science, in addition to research presentations with faculty and research meetings with graduate students working under Professor Masahiro Toyota, a long-time research colleague.
- Dr. Ratana Chuenpagdee, Canada Research Chair of Natural Resource Sustainability and Community Development, visited the Republic of Korea as part of an international gathering of experts on fisheries governance. At a symposium in Seoul, "A New Decade! The Role of Co-operatives for the Sustainable Development of Fisheries", Dr. Chuenpagdee offered examples of Newfoundland fisheries, highlighting the roles of fishers and local communities in the establishment of the Eastport marine protected area and other voluntary closures in the province.
- Collaborative relationships and partnerships have been established with ethno-cultural interest groups, the Association for New Canadians, multicultural women's groups, aboriginal groups, and groups that provide services to persons with disabilities. The goal is to improve the communication of employment opportunities to designated group members, and to gain an understanding on how the university can become more attractive as an employer. Memorial now posts all external staff positions to the Association for New Canadians website and to the Multicultural Women of NL website.

SUMMARY

Memorial University was successful in achieving its goals and objectives for addressing the issue of economic, social and cultural needs of the province as set out in the 2008-11 strategic plan. For additional detail, readers are encouraged to reference the corresponding objectives sections from the Memorial University Annual Reports 2008-09 and 2009-10.

ISSUE 4: CONDITIONS FOR SUCCESS

To remain competitive nationally and internationally, Memorial requires modern facilities and equipment and refurbishing of the institution's older infrastructure, including an aggressive program for managing deferred maintenance. New infrastructure is also being developed to ensure that the university is able to meet its objectives.

GOAL 7: By March 31, 2011, Memorial University will have enhanced facilities necessary to accommodate its anticipated growth.

Measure: Enhanced facilities

In the period covered by the Strategic Plan 2008-11, Memorial University developed initiatives designed to address the need for new facilities and the ongoing requirement for renewal of older facilities. The university recognizes that significant improvements to infrastructure are a necessary prerequisite if the university is to meet its strategic targets in enrollment and research growth.

Indicator: Enhanced and new campus space in St. John's and Corner Brook in support of teaching, research and administration

- Memorial formed a space committee to deal with forward planning and operational issues concerning space management.
- Memorial developed new common area spaces and enhanced existing ones such as The Landing, Seating area in Science Building Lobby, and the Arts Annex Atrium.
- Funding was secured for new space. Examples include expansion of the Faculty of Medicine and a new building for large-scale research to be constructed close to the Health Sciences Centre.
- Construction commenced on a new \$14 million parking garage on the St. John's campus.
- The Marine Institute undertook a number of capital projects designed to improve the teaching and research infrastructure at the Ridge Road campus.
- Ongoing renovations in Arts and Science Building on Grenfell campus to meet space demands of positions announced by provincial government in December 2009.
- Ongoing construction of Arts and Science Building Academic Extension on Grenfell campus funded by the provincial and federal governments. The award was made in early Fall 2010 and work is progressing with a planned substantial completed date of November 2011.
- Memorial continues to work with government regarding priority infrastructure needs in follow up to a detailed infrastructure plan outlining major new capital projects and the priority renovations and refurbishments necessary to meet the objectives in the university's strategic plan.

Indicator: Improved and enhanced student residence space in St. John's and Corner Brook

- Plans were finalized for the development of new residences in St. John's and Corner Brook. Work began on new residences in St. John's with funding provided by the provincial government.
- Redesign of new residence on Grenfell campus has been completed. Awaiting approval to call tenders.
- The provincial government invested \$3.6 million for the refurbishment of Barnes House, the first residence to be completed in a major series of renovations to student residences and campus buildings at the university.

- Major renovations were completed in the original residences on the Grenfell Campus. The cost of completing this work was approximately \$2.3 million.

Indicator: Improved space allocation mechanisms through development of a comprehensive space plan

- In 2008, Memorial has instituted a space committee that is responsible for the planning, allocation and administration of space at Memorial.
- The space committee developed a policy/plan document to guide its work.
- Memorial continues to work with government regarding the priority infrastructure needed to meet the objectives in the university's plan.

Indicator: Increased emphasis on deferred maintenance issue

- Memorial continued to address maintenance projects, including retrofits and upgrades of laboratories, energy and equipment. The university's base provincial government grant for deferred maintenance increased from \$4 million in 2007-08 to \$5.4 million in 2010-11.
- Memorial improved accessibility for persons with disabilities by upgrading elevators, walkways, curbs, ramps and railings for persons with disabilities.

OBJECTIVE 2010-11: By March 31, 2011, Memorial University will have enhanced facilities to accommodate anticipated growth.

Measure: Enhanced facilities

Indicator: Addressed deferred maintenance issues

- Upgrades to classrooms are ongoing with regard to seating, architectural features and lighting, supported by a classroom teaching and infrastructure fund, which has been provided by the provincial government.

Indicator: Addressed capital construction and renovation issues

- Construction commenced on new student residence and parking areas at the St. John's campus.
- Construction got underway on a sidewalk along Burton's Pond Road. The sidewalk will improve pedestrian and wheelchair travel and safety to and from Burton's Pond apartments and the rest of campus.
- Annual projects are ongoing to improve accessibility for persons with disabilities. The university is renovating an apartment in Cabot Building to make the apartment accessible for persons with disabilities.
- The St. John's campus developed new common area spaces and enhanced existing ones.
- Grenfell campus has ongoing renovations in the Arts and Science Building to meet space demands of positions announced by the provincial government in December 2009. Several positions have already been hired, and several others will follow in the 2011-12 fiscal year.
- Construction of the Arts and Science Building Academic Extension at Grenfell is ongoing with completion anticipated by November 2011.
- Grenfell continues installation of an emergency alert system. The mass notification system, known as Blazecast, is an emergency notification system that will give authorized staff the ability to send notifications to telephones and PCs, disseminating emergency messages up to 15,000 locations across campus.

- Memorial's Ocean Sciences Centre (OSC), received a landmark infrastructure investment of \$8.3 million from the RDC. The funding will be used to build new infrastructure at the OSC that will include a deep-sea water supply to provide consistent, low-temperature sea water year-round and state of the art research facilities for infectious diseases and invasive species.
- A \$6.8 million investment announced by Suncor Energy and the RDC will expand Memorial University's S.J. Carew Building, which currently houses the Faculty of Engineering and Applied Science. Named the Suncor Energy Offshore Research and Development Centre, this 1,090-square-metre extension will create significant research space and a new synergy of collaboration among faculty, graduate students and industry partners.

GOAL 8: By March 31, 2011, Memorial University will have enhanced its advancement activities, particularly in areas of marketing and development (fundraising).

Measure: Enhanced strategic development and marketing activities

In the period covered by the Strategic Plan 2008-11, Memorial University continued to build on its successful marketing and fundraising programs. The university's innovative, original and creative efforts continued to be recognized with prestigious national and international awards. Some of the activities undertaken in the period included:

Indicator: Launched new fundraising campaign

- During the plan period, Memorial University launched the capital campaign. This major fundraising initiative is the university's largest to date with a private sector goal of \$50 million. The capital campaign is a primary fundraising vehicle for Alumni Affairs and Development (AAD). AAD created a Capital Campaign Secretariat and engaged Ketchum Canada, Canada's leading public sector fundraising consulting firm, to assist in the development of the fundraising plan. The campaign is currently on target to meet or exceed its goal. It is making excellent progress and a public launch is anticipated in the fall of 2011.

Indicator: Developed long-term plan for alumni development

Indicator: Developed qualitative indicators

In 2010-11, Memorial's AAD refined and implemented a long-term plan for alumni engagement designed to enhance alumni contact and services, enhance links between alumni and their academic units and increase the number and variety of alumni events. Activities included:

- AAD further developed the national award-winning Affinity Newfoundland and Labrador (ANL) event program, increasing attendance and corporate community participation, increasing the profile of Memorial and further developing pride. Based on demographic research and feedback, the Halifax and Toronto ANL events were revisited. As a result both were shifted in timing (moving them into the 2011-12 year), and the TO event was reformatted to include a cocktail style reception with entertainment, which will launch in June 2011. In total there were over 750 guests in three of the five target cities (Calgary, Toronto, Ottawa, Halifax and London, England).
- In addition to the Affinity NL program, AAD hosted over 60 events and programs in cities in Canada, the U.S., the U.K. and Hong Kong, through the following programs: Family, Personal Development, Professional Development, Reunions, and Social/Networking.
- Alumni outreach efforts focused on the use of social media such as Facebook, Twitter and LinkedIn, which are experiencing rapid growth and enabling enhanced engagement with young alumni in particular.

- A substantial part of the alumni engagement strategy going forward entails fostering reconnection with Memorial through reunion programming. In 2010-11, a dedicated staff member was hired to facilitate and strategically support academic units for this purpose. The number of reunions has increased from 4 in 2009 to 9 in 2011. Additionally, the involvement of the Office of Alumni Affairs and Development has strengthened the connection between Memorial and the alumni associated with these reunions by improving the quality of outreach and activities offered.
- AAD executed a historic reunion (“Memorial on Parade”) of alumni who attended the Parade Street campus. The reunion took place in August 2010 and included three days of activities. With over 500 guests, this reunion exceeded registration goals by 150 per cent (200 attendees were anticipated) and was a tremendous success based on participant feedback. Plans are in place to hold an annual event specifically for the Parade Street alumni. Although a secondary outcome, it is worth noting that gifts/pledges totaling approximately \$220,000 can be attributed to the event.
- Memorial has made significant progress in planning for a comprehensive (all-years, all-campus) reunion scheduled for August 8-12, 2012.
- An electronic-based “lost alumni” marketing campaign is planned for the summer of 2011. This social media campaign is designed to substantially increase the number of contactable alumni in our database by encouraging Memorial’s alumni to provide their up-to-date contact information so that we can ensure that they receive correspondence such as emails, event invitations, magazines and more from their alma mater.
- In 2010-11, AAD enhanced the quality of Luminus, the alumni magazine, designing a product that is easy to read, visual and incorporates updated branding. As well, advertising revenues have increased 23 per cent as corporate partnerships have been expanded.
- AAD is in the final stage of a redesign of its website with enhanced functional capabilities. The new website will have a fresh look and feel, and will incorporate online giving, online event registration (and payment) and will incorporate interactive components. Along with this launch, AAD will introduce a new design for its e-news digest, Luminus Express, which works in concert with the re-vamped website.
- While work continues on the development of qualitative indicators, a process was not in place to measure these improvements during the reporting period due to competing priorities.

Objective 2010-11: By March 31, 2011, Memorial University will have enhanced its marketing and fundraising profile.

Measure: Enhanced marketing and fundraising profile

Indicator: Enhanced marketing initiatives

- In 2010-11, the three-year Strategic Initiatives program funding for national and international marketing initiatives received from the provincial government in 2007-10 was succeeded by a permanent base allocation of \$800,000. As in previous years, these funds were allocated to the university’s Division of Marketing and Communications where, complemented by other base funding already in that division’s budget, an enhanced program of institutional advancement initiatives was continued. Examples of initiatives include:
 - Expanded professional marketing and communications staff with the addition of a marketing co-ordinator for the School of Graduate Studies and a marketing manager for Grenfell campus, as well as communications co-ordinators for the Schools of Nursing and Pharmacy. These additional positions, cost-shared with the academic units, are intended to enhance and expand the advancement activities of these units.

- Launched an online advertising campaign in Nova Scotia, New Brunswick, Ontario, and Alberta to build awareness of Memorial University and its offerings, primarily among prospective students aged 16-22 years. The results of the five-month campaign were 180 million views of Memorial's ads, and 230,000 visits to mun.ca. By March 1, 2011, student applications for fall 2011 had increased by 241 (5.1 per cent) over the same period the previous year, including significant increases in the high school leavers and transfer student categories from other Canadian provinces.
- Expanded brand awareness significantly through the release of "The Shining" Research Report 2010. This 50-page publication of research highlights, conveyed via a movie poster theme, expanded awareness of the diverse research being undertaken and it received numerous awards from international organizations including the Washington, D.C.-based international Council for the Advancement and Support of Education (CASE), the International Association of Business Communicators (IABC), as well as the Canadian Council for the Advancement of Education. It also received wide media coverage, including a full page in the National Post.
- Reinforced the university's brand positioning and enhanced awareness via other institutional publications and websites, including the international award-winning Zagger's Guide to Memorial University 2010 (student recruitment Viewbook) and "Wish You Were Here" President's Report 2010.
- Continued to improve functionality and design of the university's most pervasive communications and marketing vehicle, the institutional website mun.ca, through improvements to the landing page, several faculty and unit sites, and the addition of a virtual tour of the St. John's campus.
- Piloted a new informational and promotional video screens system, in partnership with a local young entrepreneur. This system will also convey emergency information as needed, to complement the many other emergency communications vehicles already in place at Memorial.
- Work began to develop a sub-brand strategy and marketing plan for Grenfell campus, while ongoing and new marketing initiatives to increase student enrollment were piloted this year. By March 1, 2010, student applications to attend Memorial at Grenfell campus were up by 71 (15 per cent) over the same time last year.
- Planned brand reputation research in Newfoundland and Labrador (in field in March 2011) and Nova Scotia (in field in May 2011) to benchmark awareness, perceptions, and attitudes among 16 – 22 year olds. A key focus was Grenfell campus as part of the research towards a marketing plan for that campus.
- Developed a webinar presentation with the School of Graduate Studies to reach out-of-province and international students interested in studying at Memorial.
- Researched and reviewed the ten-year-old 'school spirit' and student/employee retention initiative, I Love MUNdays, in order to improve participation and level of engagement, particularly among students living off-campus. Traditions and celebrations like MUNdays are critical to enhancing the quality of the Memorial experience for students and to engaging employees in a competitive labour market; both groups also have great potential to be brand ambassadors and builders.
- The Office of Student Recruitment, in collaboration with the Division of Marketing and Communications, launched a new website. The site has a new look that's designed to be more attractive, clean and compelling for prospective undergraduate students. This year, the Office of Student Recruitment has a new look to all its recruitment collateral, including the undergraduate domestic and international Viewbooks.

- Throughout the 2010-11 academic years, the award-winning Memorial@Home “Complete your degree from wherever” campaign continued in various target markets. The goal was to promote awareness of Memorial’s distance program offerings as well as the perks of studying by distance to prospective students in markets internal and external to the province.
- DELTS launched a website that featured video stories from students featured across Newfoundland and Labrador enrolled in programs offered through distance education. The site highlights students who have pursued a university education despite various challenges including location, lifestyle and time constraints.
- DELTS produced a document and marketing campaign entitled Course of Choice detailing the personal experiences of provincial distance education students. This showcase publication, website, advertisements and other collateral materials were created to illustrate the impact distance education has on the lives of our students in rural communities. www.distance.mun.ca/choice.
- Grenfell campus has developed new marketing-related positions with the increased funding provided by the provincial government. A marketing manager began in August 2010, an on-campus recruitment officer (responsible for social media) was hired winter 2011, and interviews were conducted winter 2011 for a web manager. An alumni position is being developed.
- Grenfell has targeted new marketing/communications/recruitment initiatives in Nova Scotia and several international locations. The campaign has generated significant traffic through social media and web.
- Grenfell international recruitment officers met with high school guidance counselors from all over the world at the annual conference of the Overseas Association for College Admission Counseling at Northeastern University in Boston, Massachusetts.
- Overall, Memorial University took the national spotlight after winning the most awards of any university in the Canadian Council for the Advancement of Education (CCAEE) Prix d'excellence awards program. The program recognizes excellence in communications, marketing, alumni relations and fundraising.

Indicator: Enhanced fundraising initiatives

- Memorial enhanced its development efforts around a major fundraising campaign. The capital campaign has been a primary fundraising vehicle for Alumni Affairs and Development. This major fundraising initiative is the university’s largest to date with a private sector goal of \$50 million. The campaign is currently on target to meet or exceed that goal. It is making excellent progress and a public launch is anticipated in the fall of 2011.
- In 2010-11, philanthropic donations to Memorial totaled over \$9 million representing an increase of 19.9 per cent over the previous year. When gifts and multi-year pledges are considered the total increases to over \$27 million, representing an increase of 25.5 per cent over 2009-10.

SUMMARY

Memorial University was successful in achieving its goals and objectives for addressing the issue of conditions for success as set out in the 2008-11 strategic plan. For additional detail, readers are encouraged to reference the corresponding objectives sections from the Memorial University Annual Reports 2008-09 and 2009-10.

CONCLUSION

Memorial University has been engaged in developing comprehensive plans for almost two decades and has been providing annual reports to its stakeholders for much longer. Memorial is open and transparent with its constituents, accountable to its funders, and responsible for its actions. Memorial has successfully worked towards achieving its mission from 2008-11 through the goals and objectives set out in the strategic plan for the period. The report meets the university's obligations under the province's Transparency and Accountability Act.

The President's Report 2010-11 provides more detail on the general initiatives reported in this document and on many other activities of the university. Readers can find that report and many other relevant documents, including the annual Memorial University Fact Book, the annual Research Report, annual audited financial statements, planning documents, including Five Pillars 2007-2012 and much more information on the Memorial University website (www.mun.ca). The financial statements of Memorial University for 2010-11 are appended to this report.

In addition to these reports and plans, the Memorial University Strategic Plan 2011-14, which was tabled in the House of Assembly to meet the university's obligations under the province's Transparency and Accountability Act, provides a further guide to the university's work over the coming years. In the spirit of transparency and accountability, the university continues to operate in a manner that encourages broad communication about its activities, progress towards stated goals and objectives and use of resources.

